



**Te Whare  
Oranga ō Parakai**

# Evaluation of South Kaipara Community Economic Development Scheme

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## 1. Introduction

The South Kaipara Community Economic Development Scheme (SKCEDS) is a three-year initiative hosted by the Helensville District Health Trust (HDHT) and funded by the Department of Internal Affairs.

SKCEDS aims to be innovative and holistic in nature, and provide an alternative route towards greater self-sustainability that builds on the 'can do' attitude prevalent in South Kaipara. SKCEDS will enable greater self-sustainability and resilience in the area through growing the ability to work 'smarter' with the resources already available in the communities across the area.

Through consultation with local communities, the following key focus areas were identified as 'starting points' for SKCEDS' first year of operation:

1. **Te Whare Oranga o Parakai** – an enterprise and learning hub for developing social, economic and physical wellbeing.
2. **Local Connections** – developing a community-owned high speed rural internet solution
3. **The South Kaipara Food Revolution** – growing local food production, preparation and sales
4. **Artisans Trail** - creating a visitor attraction to build and support the region's arts and crafts industry and be a catalyst for the region's other attractions
5. **Resource Recovery and Recycling** - the community trust leading this project requested SKCEDS withdraw its support and involvement as the trust desired to progress the project alone. SKCEDS refocused its attentions accordingly.

Steering Committees guide the work of

- SKCEDS
- Te Whare Oranga
- Artisans Trail
- South Kaipara Food Revolution

The Whare Oranga and SKCEDS committees were formed by advertising in the local media for community representatives. Both of these Committees have a mandatory Iwi seat. This form of community governance was established as part of the Strategic Broker project (see Weaving the Winds report) and has continued to be successfully deployed by HDHT.

The Community Broker participates in each of these Steering Groups. There is some further overlapping membership between the committees, including the chair, increasing understanding of the project's potential and adding to their ability to lever community action.

## 2. Method

The review was based on an adaptation of the Most Significant Change (MSC) technique a monitoring and evaluation method which can be used without setting predetermined indicators.

MSC is a participatory approach whereby many project stakeholders are involved both in deciding the sorts of changes to be recorded and in analysing the data collected. It is useful in monitoring as it can be used throughout a project and provides information to help with programme management. As an evaluation tool it provides data on impact and outcomes that can be used to help assess the performance of SKCEDs as a whole.

In short, MSC involves the collection of significant change (SC) stories from the perspective of project level stakeholders. This method was chosen because it has been shown to be most useful<sup>1</sup>:

- Where it is not possible to predict in any detail or with any certainty what the outcome will be
- Where outcomes will vary across project participants
- Where there may not yet be agreements between stakeholders on what outcomes are the most important
- Where interventions are expected to be highly participatory, including any forms of monitoring and evaluation of the results

Further, MSC has the potential to<sup>2</sup>:

- Identify unexpected changes.
- Clearly identify the values that prevail in an organisation and to have a practical discussion about which of those values are the most important. This happens when people think through and discuss which of the stories of change is the most significant.
- Act as a participatory form of monitoring that requires no special professional skills. Compared to other monitoring approaches, it is easy to communicate across cultures. There is no need to explain what an indicator is. Everyone can tell stories about events they think were important.
- Encourage analysis as well as data collection because people have to explain why they believe one change is more important than another.
- Build capacity in analysing data and conceptualising impact.
- Deliver a rich picture of what is happening, rather than an overly simplified picture where organisational, social and economic developments are reduced to a single number.
- Monitor and evaluate bottom-up initiatives that do not have predefined outcomes against which to evaluate.

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<sup>1</sup> For more information on the method and its relevance to projects such as SKCEDs see <http://mande.co.uk/special-issues/most-significant-change-msc/>

<sup>2</sup> For further information see <http://www.mande.co.uk/docs/MSCGuide.pdf>

For this report stories were collected from 12 project stakeholders (some of whom are also Steering Group members) one DIA staff member and the Community Broker. The participants in the evaluation were asked the following questions, after first signing a Consent Form.

1. Tell me how you first became involved with SKCEDS and what your current involvement is.
2. From your point of view, describe a story that epitomises the most significant change that has resulted from SKCEDs in the South Kaipara area.
3. Why is this story significant to you?
4. How useful (if at all) has it been to have the Community Broker available?

The stories were analysed by the reviewer and broad domains identified. A summary report was then produced highlighting the main changes identified by those interviewed. This is not an evaluation of the constituent projects, but instead focuses on the overall changes as a result of the whole initiative.

In MSC a facilitated process results in the selection of the most significant of these stories by a panel; in this case the project Steering Group. The stories from the participants were subsequently discussed by the Steering Group to identify the reasons stories were seen as powerful. The criteria used to make decision about the stories were recorded to assist in deciding the direction of the project in future, and the criteria that will be used to value events and achievements.

A summary of how useful (if at all) it was to have a Community Broker involved was also produced by the reviewer.

### **3. Structure of the Report**

This report is in three main parts.

#### **Part A**

Provides an evaluation report of the South Kaipara Economic Development Scheme (SKCEDs) from the perspective of those most closely associated with the project.

#### **Part B**

Summarises the reasons the Steering Group thought the stories were powerful. In turn these reasons highlight important values and aspects of the project that are particularly valued by the Steering Group and need to be kept in mind during future planning. Copies of the stories themselves can be found in Appendix A.

#### **Part C**

Provides insights into how (if at all) the work of the Community Broker contributed to the most significant change occurring in the South Kaipara areas as a result of (SKCEDs).

## 4. Part A: Project Evaluation Report

This part of the report provides an evaluation of the South Kaipara Economic Development Scheme (SKCEDs). The aim of the evaluation was to provide a basis to improve what is done in the next phase of SKCEDs, enable SKCEDs to celebrate success as well as be accountable to DIA, the project funders.

The review was led by Sue Elliott from Unitec's Department of Social Practice, took place in July 2015. It aimed:

- To explore what SKCEDs has achieved already
- To help the Helensville District Health Trust (HDHT) and the Community Broker understand what people in the South Kaipara area value, and support more of these sorts of outcomes
- To acknowledge and publicise what has already been achieved.

### 4.1 Most significant changes as a result of SKCEDs

Those interviewed saw three main changes as a result of SKCEDs. Reflecting good community practice, these illustrate both the importance of and the integrity of the processes followed and concrete outcomes. The three main changes noted were the opening and operation of Te Whare Oranga o Parakai, the South Kaipara Food Revolution and the SKCEDs Steering Group and its decision making processes.

#### **Te Whare Oranga o Parakai**

The refurbishment and opening of Te Whare Oranga o Parakai was considered to be the most significant change as a result of the SKCEDs project; one respondent described the transformation as "from pub to hub".

Getting Te Whare Oranga o Parakai opened on time meant "all hands to the pump" to ensure the work happened. The process of working towards the opening enabled community economic development to occur within a defined timeframe for a concrete project and required the mobilisation and expansion of different networks.

The opening of the building was an inspiring event; signalling to the community that this was a facility for them and open to them. The opening event was devoid of any negative feedback; which is very unusual. Some locals who knew the venue well as a pub found it unrecognisable. They observed there was a great deal of emotion connected with the event commenting that a facility that had caused harm has been transformed into something which incorporates stunning design, that will be positive for the community; including disaffected youth who have been marginalised previously. Although the opening alone can't repair the damage done over the years there is a belief that slowly the community can heal from its positive influence.

The vision of Te Whare Oranga o Parakai as "more than a community centre" provides inspiration and motivation for further developments. The building's striking design and the way it was refurbished is particularly noteworthy and several respondents note additional developments and increased use every time they visit. Everyone believes it will continue to provide a catalyst for

further change and accommodate changes as the demographics of Parakai and Helensville change.

Te Whare Oranga o Parakai has attracted the attention of others interested in how Te Whare Oranga opened so quickly and how the community has been mobilised through its opening and early operations when there has been a history of thwarted community projects in the area. e.g. those involved in Domain who have come to Te Whare Oranga o Parakai Steering Group asking how they got Te Whare Oranga up and running so quickly. People are looking to the Steering Group if not for help but for advice.

Respondents note that while the opening of Te Whare Oranga is a great achievement there is potential for many more “exciting things to come”. Those listed by respondents include the idea of a daily market stall, co-working spaces bringing people together in the building; the commercial kitchen enabling added value to local produce which can be cooked in a food-safe environment; the availability of teaching spaces (inside and outside the building) and people being available to teach others will reduce barriers of access to services and increase levels of community participation.

Te Whare Oranga also provides a focus for other SKCEDs projects; especially the Food Revolution.

### **The South Kaipara Food Revolution**

SKCEDs has brought Te Whare Oranga o Parakai and the South Kaipara Food Revolution together. Te Whare Oranga o Parakai has provided a focus and further impetus to the South Kaipara Food Revolution, as a site for the North Tec organic gardening course and especially the Harvest Market which is now a monthly event community members look forward to. Although it is still in its early days of operation, there is a real desire amongst the SKCEDs Steering Group and community to see it succeed. So far the Market is true to the intent of the project in that it provides a way for people to sell local produce.

Calling the market a Harvest Market provided a viable alternative to a Farmers Market where growers must be present to sell their produce. A Harvest Market allows for the idea of a growers' collective, but produce can be dropped at the market and sold on their behalf by volunteers or others manning the stalls. However, sellers know the provenance of the goods and can provide a connection to the buyers. This also means that gardeners with surplus produce are able to sell produce, or give it away.

Even though it has only run for five months and opened at the end of the main harvest season, the market is well attended and draws together people from across the community; including business people and has acted as a spur for further economic activity in the area. E.g., the artisan baker from Kumeu met the local florist who also has a stall at the market. As a result the baker now runs a weekly popup shop in the florists shop in Helensville on a Sunday when it would usually be closed.

Shoppers at the market also come across from the Parakai Pools to visit the stalls; further adding to the economic turnover of the market.

Whilst Te Whare Oranga o Parakai has provided a site for the operation of the South Kaipara Food Revolution, in turn the market has drawn attention to Te Whare Oranga; i.e. there is a symbiosis between the two initiatives adding to the value of each. E.g. the plans for the gardens in the adjacent Domain area will provide a further focus for the Food Revolution and will draw people into Te Whare Oranga. The kitchens will soon be equipped, allowing producers to add value to their goods in a food safe environment. The North Tec gardening courses have enabled local people to participate in free education and simultaneously find out more about what Te Whare Oranga o Parakai has to offer.

### **The Steering Group and its decision making processes**

The third most significant change identified as a result of SKCEDS was the way in which the Steering Group works and its decision making processes. Several participants noted that the group is cohesive, proactive, on task and able to make clear decisions which means the overall project has achieved great things within a relatively short timeframe.

The SKCEDS project emerged from and is built on the previous *Auckland North Community Response Forum* (led by Arohanui Grace as the Strategic Broker). The Jim Dier's workshop organised during this initial phase seems to have been particularly inspirational to several Steering Group members and continues to motivate them. The contacts and networks that were established in the earlier programme have provided a strong foundation for the current community economic development project.

The chair of the Steering Group was also the chair of the Response Forum Project Management Group, and several other members were also involved. The continuity provided by the chair Charm Torrance, Manager of the Helensville District Health Trust which was also the fund holder for the earlier project, provided a sound foundation for the expanded networks of the current community economic development project. As a result "if a good idea comes up we can find a contact in the community who can make things happen".

The continuity means that progress in SKCEDS has not been totally dependent on funding. Several respondents noted that the Steering Group is very ably chaired, the members understand their Governance role and have well-honed governance skills in terms of stewardship of the project, strategy and building external relationships.

The Steering Group is clear about its role and puts suggestions and proposals "through their own lens; we're robust about things" and invests time in getting processes right. This has led to transparency in decision making; manifested in the *Base Camp* online project database where all information about the project is centralised in one place and visible to all members. The members acknowledge the role of the Community Broker in enabling this to occur.

The members are open to learning as Community Economic Development was new to many of them. This openness was commented on by several respondents who felt that members' horizons have broadened as they realised they can move the project to a different level.

A concrete example of the way in which the Steering Group has worked to come to a robust, ethical decision which members felt was right for the community is illustrated by the processes used to appoint a suitably skilled person to the Community Broker role. It could have been tempting to appoint after the first round of applicants were received to ensure the externally imposed timeframe

of the funders was met; but the Group didn't feel any of the initial applicants were right for the role. They advertised again, after a facilitated meeting to clarify what they were wanting from the role, and then appointed after advertising a second time. As one member put it "this showed a coming of age as a community group working for the community rather than the funder alone". Establishing robust decision making processes and having a clear vision also ensures the Steering Group retains a focus on SKCEDs' core mission and a focus on building sustainability into project development. This requires patience and clarity.

Members of the Steering Group commented that even though they have worked in the community for many years, they were reminded of the importance of starting anew with each project and listening to what the community had to say; and to "really listen". Steering Group members are appreciative of the opportunities to expand their own understandings as they work with the community and not for it. They feel proud of what they've achieved and excited about future possibilities.

## **4.2 Role of the Community Broker**

The Community Broker has been integral to SKCED's success to date and the way the Community Broker has carried out the role was also noted. His energy and enthusiasm is greatly appreciated. He has played the role of project team chair, broker and facilitator, fostering a team atmosphere in the Steering Group and assisting them to narrow their focus to achievable tasks. As one respondent noted "he's working towards getting us to all be mowing in the same part of the paddock" without forcing his ideas onto the project; rather as an active listener he has the ability to "cut to the real issue and offer honest, realistic suggestions which land back in the Steering Group's lap".

The Community Broker has brought extensive experience to the task and passed on his knowledge of community development as a philosophy and a practice. In carrying out the role he has been a catalyst, insisting on genuine community consultation, inspiring community action and highlighting ways in which the projects are connected and relationships built on whilst keeping a focus on sustainability from the start.

As the project manager he has managed a number of complex components of the project ensuring clear communications; but at the direction of the Steering Group. He acts as an advocate for the project and for the community and was described by one interviewee as "the can of CRC, stopping things" becoming an insurmountable issue.

The Community Broker has enabled SKCEDs to extend its networks beyond what they thought possible. He has drawn in knowledge and resources from international, national, regional (e.g. from the council, the Library) and local sources and extended networks to include both business and community groups (including churches and schools). Inextricable links have been fostered between the community and the business networks. Although networks have been widened they have remained focused on the main themes SKCEDs has identified. The expanded connections which the broker has brought to the project have been integrated into the existing base so that there is a broad range of links into the right places to bring in advice and resources.

At times, a community development worker needs to roll up their sleeves and contribute to the mahi. The community broker is acknowledged for providing practical help when it is needed, but not at the expense of community participation; e.g. helping set up for the monthly Harvest Markets.

### **4.3 Conclusions and some notes about the future**

Enthusiasm by all involved for the future of the projects is palpable and plans clearly articulated. Already the constituent projects have attracted additional funding, enabling them to become more established and achieve visible outcomes. In short, a lot has been achieved to improve the wellbeing of people in the area in a limited space of time. Participants note an increasing amount of cohesion between community groups.

Te Whare Oranga provides a central focus and a catalyst for future developments whilst keeping a focus on health and wellbeing. With the kitchens soon to be equipped many more plans will become reality; food handling courses, culinary arts courses, the use of the kitchens to add value to produce, opportunities for young people currently attending the horticulture courses.

There is predicted to be more spin off from the Artisans' Trail, as the network is formed, more crafts people and artists are able to sell their work, or meet together to find synergies through their mutual interests.

Hot-desking at Te Whare Oranga can provide a focus for a range of business people who will potentially find links and common interests.

There will also be further examples of individual transformation such as that resulting from the organic gardening course. A young disabled woman thanked the Manager of the HDHT for refurbishing the pub and running the course there. Without transport she is unable to get to events or courses in Helensville, but she could walk to Te Whare Oranga o Parakai. By meeting others she overcame her isolation and felt she could participate in her community. This sort of increased participation will be the basis for future community economic development.

**Susan Elliott**

**August 2015**

## 5. Part B: The power of our stories

On 21 September 2015, Sue Elliott, the researcher from Unitec, led a discussion among Steering Group members as to which stories they thought best epitomised the most significant changes as a result of SKCEDs. This section of the report summarises these reasons stories were chosen in order to highlight important values and aspects of the project that are particularly important to the Steering Group. This can assist in deciding the future direction of SKCEDs, and the criteria that will be used to value events and achievements.

Copies of the stories themselves can be found in Appendix A.

The stories were grouped into four domains highlighting the programmes strengths to date:

1. The importance of networking and community cohesion
2. The South Kaipara Food Revolution
3. The Steering Group and its processes
4. Te Whare Oranga o Parakai

The stories chosen highlight the importance of:

- The transformational aspects of SKCEDs and the power of the community's own words.
- Making the Steering Group think, learn and challenge their ways of operating.
- Stories that make an emotional impact; those that appeal to the heart as well as the head; that evoke events or happenings or recount the impact of the project on individuals.
- SKCEDs being based on explicit values
- the process being as important as the outcome
- Historical continuity and acknowledging prior work; i.e. linking parts of the process together over time.
- Bringing people together, inclusion and cohesiveness at a community level and focus on people.
- providing concrete examples of success
- Sustainable community development practice.

## 6. Part C: The SKCEDS Community Broker: Knowledge, skills and attributes. What to look for in future!

As noted in the Introduction to this report, the evaluation asked participants how (if at all) the work of the Community Broker contributed to the most significant change occurring in the south Kaipara areas as a result of (SKCEDS). This report summarises the responses so that any future recruitment can be guided by current experience.

Overall, the role requires someone who can:

- Be supportive but know when to lead
- Challenge group think
- Link people and ideas together
- Act as a connector at a number of levels
- Judge when actions are timely and go where the energy is
- Lead by example
- Navigate the community
- Act an enabler “Right, we need to do this, we need to think about that, and we need to make a decision about this versus that,”
- Think strategically.

The specific knowledge, skills and attributes are interrelated and intrinsically linked within the role. Those mentioned as being valuable in assisting SKCEDS to meet its goals are discussed further below.

### **Knowledge**

Part of the success of the current Community Broker can be seen in the:

- Knowledge and experience in community development; particularly community economic development (CED) that has been brought to the role.
- Knowledge of what is happening around the country and internationally in CED
- Research skills; finding out what’s happening elsewhere.
- The ability to remind people what community development and CED are
- Working in the community; not doing things for people, or doing things we think the community need or want without consulting them first.
- How to initiate and build relationships
- Pulling people together and facilitating discussions between them.
- Setting the context;
- Talking about the ideal and theory, but balancing this with reality.
- Remembering the need for sustainability in everything.
- An ability to motivate and inspire
- Remembering to have a bit of fun along the way and keep up the momentum and motivation

## **Skills**

The Community broker has the skill base to:

- Coordinate: “The energy, the time and the space to actually bring things together”.
- Act as a catalyst for action
- Do things in a range of different ways
- Formulate new ideas
- Know when to change roles
- able to find out who the players are in the neighbourhood, find out what they’re up to and then share what’s going on elsewhere
- think strategically
- link thinking with planning
- Network (this is perhaps the most frequently mentioned skill).
- Has international, national, regional and local networks
- Ability to connect business with local community
- The ability to get to know a lot of people and sustain their engagement
- Adding value to the networks “not just connecting the dots but how they all interact with each other and add value at each step”.
- Teaching skills and an ability to impart knowledge to others (especially in helping people understand community led development and community economic development)
- Has practical skills” “rolling sleeves up and getting stuck in and therefore getting people involved”
- Budgeting and business planning

## **Attributes**

The attributes seen as necessary are:

- Showing respect for everyone and garnering respect
- Fitting in as part of a team
- Good people skills
- An ability to keep focused and keep going
- Patience

## Appendix A: The Stories

### Story One

Pete Brennan dreamt up the idea of the South Kaipara Food Revolution and that project is probably the most significant evidence of a community development project operated under SKCEDs to date.

It's still early days because first off of course you get the market going which relied on Te Whare being open which relied on us getting the funding to get the upgrades done. It's a bit of a long-winded story but it's now justifiably a success; you can claim it as a success, the markets are well attended every month, and it is true our intent of being about local produce. When the kitchen is finally commissioned people will be able to prepare goods for sale at the markets in a food safe environment.

I think the whole idea of teaching people about fresh food and getting people to start cooking again is probably the intent of this. We're a little way from standing back and saying that we have done a great job; it is still a work in progress very much so but I can see that progress, it's well evidenced.

### ***Why is it significant?***

People are not feeding themselves well; people are not really engaged with the local produce. They just think everything comes from a supermarket or from a takeaway. Getting people to use their gardens; we live in a rural environment and getting people to grow their own food and therefore know where it has come from, or buy locally so you know where it's come from and then to prepare it yourself and serve it; although there is more effort and commitment required you get a better outcome and it's actually less expensive.

It's winter so it's not a great time for running a market. We haven't yet got our permanent structures up so it's a bit windblown and interesting at times but I can see the potential of it. The best part about it is through that initiative people are getting to find out about Te Whare Oranga and see that asset has been created.

The Tavern did a lot of damage in the neighbourhood; there's a history of it contributing to the delinquency of young parents and young kids and all that kind of carry on. Eventually it ground to a halt and now we've replaced it with something that can actually heal some of that. I think in time the market will probably run once a week.

The trick is to get more produce in and get more customers in and obviously grow it and maintain that balance.

### ***The role of the Community Broker in achieving this***

I look back to Arohanui Grace and see it over a longer period than just Ian's involvement and see evidence that they are in fact able to find out who the players are in the neighbourhood, find out what they're up to and then share what's going on elsewhere.

I think the only dissonance is in that some of the things are broader than just what's going on in our neighbourhood and I think SKCEDs is all about South Kaipara but sometimes by making it geographically too big you can dilute the progress or evidence of progress because you get

involved in organisations, say for instance the Bids Programme where that's actually from Helensville/Parakai, even Kaukapakapa I suppose, all the way back through to Kumeu.

So there's a hell of a lot of different agendas and a lot of creative tension in a group that big. I think the community development is best achieved when you've got small groups focused on small projects that get bigger and bigger over time as you roll the snowball around.

I think there is sometimes a real danger in getting involved in really big projects because you lose the grass roots participation because people don't see that they can collaborate or contribute because it's all too big, it's all too specialised; "I just came along to mow the lawn." or "I thought I might just be able to hold the post while you hit it." You've got to keep people's imagination; they've got to be able to visualise themselves involved and know that what they can bring to the part will be valuable.

You've got to watch for the really, really big projects; (1) they take too long and (b) people can't see what their role in it is.

If there's any advice to Ian, its Ian focused on getting some small wins up there. And then empowering people to do it themselves so you don't have stay being involved; because some of what we have been doing has been quite long term and its high profile and it's sexy.

We decided early on that community development was about giving people a sense of ownership and participation and therefore it needs to be local grass roots. It's really kind of weird because in focusing on small projects that are local we will do something for the whole region; it's just when you suddenly think this has got to be as relevant to the people in South Head as it is for the people in Helensville or Whenuapai; that you can get distracted from the progress you can make.

We've got some great people in our mix who will do their bit. It's "Put your sign up in my paddock" or "I'll supply some building materials," or "I'll send my kids along to help." All of that has got to be leveraged because that spreads the ownership; with participation spreads the sense of ownership and shared purpose.

## Story Two

It's interesting because I think there has been a strong connection between the strategic broker coming in and then the economic development officer coming in and the most significant thing for me is the contact and the networks that have been set up. Those two schemes have introduced us much more closely to the concept of community consultation and setting up of a network that means that when somebody says, "I've got a good idea," we can usually find a contact in the community to actually consult with to get it going.

Ian knows all sorts of people out in the community that say to Ian, "The next thing we should be working on is..." X and it's "Oh I'll ring up so and so."

So I think (a) it's to do with community consultation; is knowing that you really do have to talk to the community and that you don't do things for the community and you find out what the community wants and you follow that rather than impose. I think that's quite a long lesson to learn when you're working in the community because after a while you do things for the community.

You lose touch with the consultation process and I think Ian has firmly brought us back to that and he's also built up a network that we can now plug into which makes community consultation less onerous than it was because you can find the people or the group of people that you need to contact for that particular thing. So networking and community consultation and probably it's not a story, it's just how it's happened.

For instance the business group that he set up; there's a lot of groups that we now seem to be able to have contact with. Other groups that are working within the South Kaipara area; maybe church groups, schools and all sorts of networks that we probably worked around rather than consulted.

For instance this morning the Baptist Church had sent us an invite and the Baptist Church is just down the road from Te Whare Oranga and they sent us an invite to come to their opening - they're going to do a big building down there. We already a person that was the contact person and it was just an open invitation but we could ring them up and say, "We're really glad that you're starting, can we come and have a chat?" and that sort of thing; no fussing around and who are we going to find and what are we going to do. You have that list of networks.

It's significant because I think one of the most important things for Helensville District Health Trust to be able to do is access the community. We provide a lot of services for the community but the thing that we were doing out at Te Whare is different; it's not a service for, it's what the community actually wants to happen in that building and if you don't know who to ask or how to get the community together successfully then it's going to end up being another 'for' - we're doing this 'for you' as opposed to 'come and do this with us'.

I think we are going down a different pathway with Te Whare Oranga - we being the Health Trust - than we have been going down here. This campus provides doctors, birth centre, WDHB staff, parent aid, men's centre, women's centre; they're all organisations that we're facilitating on one campus. That is going to do a lot of different things; it's different and you need a different style and I think having somebody like Ian sort of helped me to understand that kind of thing more I think than the community.

That's where we have the networks. That's great because we've got all these people around here that we can direct over there if we need to. They can progress from counselling at the Women's Centre to

participating in something that's going on at Te Whare Oranga o Parakai. We're trying very hard to keep the focus on what's going on out there on health and wellbeing so that it's helping you to brighten yourself up to get work.

When we started North Tech were running a rural agricultural course out there and I was in the office out there right at the beginning of that and a young girl who was quite disabled and walks with a stick came into the office and she said, "I'm just coming in to thank you very much." I went, "What for?" and she said, "For putting this building here in Parakai, I have lived here for quite a few years and I have felt very isolated (I think she doesn't drive) and I am not able to get to do things and this is the first time I have been able to come to a course and feel part of something in Parakai."

This is a young girl, she had a child and I have no idea, I think she had cerebral palsy or some such, but she just came in and said, "Finally I can get to something because I can walk to here, I live just down the road there and I can get that far." But obviously it's difficult for her to travel further.

She's probably not one who would come and say, "I need help," but she recognised that something was there that she could now participate in.

Yes and how much better is it to have it in the middle of Parakai. Is that a story about community economic development? I believe it is really because that's what we are doing out there; we're making things possible for people. We're making it so that perhaps after she's done that course - and that's the point of the courses out there - that she might be able to get herself some work of some sort. Or she will network enough with other people that are doing the course to find out what else is going on.

One of the things that Ian has done, and he says that to me quite frequently and quite rightly, this is not just another community centre; this has a community economic development background to it. We're looking to offer things that people need that will lead them onto something else; not just "Oh that was fun I did a needlework course," but actually, "I went and learned about rural agricultural and now I'm able to go and help in the gardens or whatever it is that they end up doing." That's the difference and that's a different way of thinking for me.

The SKCEDS project has influenced how that has developed I think; I know it has. We haven't opened another community centre, we've opened something that has a focus on health and wellbeing and recognises things like unemployment and isolation are issues that need to be faced and will help people into finding themselves. The sort of activities we put in there will help people to find jobs, network with each other, spin-off from each other; that's what I hope is going on there and I think it will be true to say that this scheme has influenced that.

### ***Role of the Community Broker in achieving this.***

Ian seems to have a skill for networking. He gets to know people and somebody leads to somebody leads to somebody and you end up with a great list of people. He is clear about what working with the community is about and not doing things to them or doing things for them because you think they need it. He brings me back to who wants this, you or them? Or we think they need.

I think there is a little bit of a shift. The concept of community economic development is quite different from a community health trust; it's a different concept and different way of working and for me I have had to make that change and sort of modernised my thinking a little into how to work with the community I think.

I think his artisan's trail for instance is actually going to economically contribute to what's going on with it. The artists that are working in this community first of all it has pulled them together, that's the first move, by talking to each other. Then it's made them think about how can we sell our work, work better, use things together and do things together and that must community economic development and there will be spinoffs from that which will employ perhaps more artists can become involved, more people will get more money and so on.

The economic development concept one of the key things is jobs; people stay in jobs, people are able to work economic development within the community, as opposed to everybody packing up their bags in the morning and going into town, which we have an awful lot of that.

The other thing that Ian is working on at the moment which is going to do the same thing I hope, keep people in the South Kaipara area, is his hot-desking business that he is going to set up at Te Whare which is really saying, "Hey we've got wireless network here, why are you travelling into town, come and set your business up here." Hopefully the concept of that is to network as well isn't it so that they spin off each other; they get to meet each other.

One of the current stories and I'm not quite sure whether it's Jake or Ian or whether it's a combination of the two is that the market where the lady who sells flowers met the lady who sells bread and they started talking together and the bread lady who is actually based in Kumeu said, "I really want to sell bread in Helensville," and the flower lady said, "Come and use my shop I don't open on a Saturday."

And so now we've got bread coming here and she's expanded her business and the lady who has got the flower shop is able to charge rent when her flower shop is closed on a Saturday - I think it might be Sunday actually. But that's the kind of networking that leads people to kind of go off each other isn't it; that's the kind of theme. They just don't get together else, why would they? Isn't that an example?

That's right. So that's bringing people together and letting them feed off each other. Now I rather hope and I'm sure it will happen, that when he gets the hot-desking set up that more people will realise that if they worked together they can cut their costs, they could employ somebody else and that kind of thing.

Ian is kind of weaving his way through all that and doing the weaving for us. Jake set up the market but Ian has been enormously instrumental in that. He's kind of weaving for us I think.

Yes it has been very exciting. I'm really very proud of what we are achieving out there and I think that if Ian hadn't been there with his focus on community economic development I think we might have approached it slightly differently; so I'm very excited that it's gone that way. I can't imagine now not having him there being part of it and being able to refer to him. He just ran some great courses out there.

### Story Three

I think there is are lots of significant changes actually. There is a constant recognition from the Steering Committee, from the people that I work with - workmates, colleagues, people in the community, and people in business. Because the notion of community economic development is so fluid and so amorphous; we decided on a definition of what community economic development was for the purposes of this project.

But watching people, where we do not have to go through screens of definition and all the rest of it, is watching them as the light goes on so the businesses for instance and the business networks that I am part of. A big part of setting up is initially I was the warm fuzzy community guy who was there on sufferance and a bit of business largess that we can have this nice community guy coming in because he just does good stuff in the community. We do not quite understand it but it is not costing us any money so that is all good.

And then is the project. So it's Whare Oranga now, for instance; when that was launched and opened, and people got it. So people from those business networks showed up, and just watching them and watching the recognition that actually community economic development and this project, or through this project it has such reach and such potential that people who traditionally think community stuff is just about warm fuzzy wiping noses and it is what poor people do and that stuff, watching them actually the community economic development can involve a lot of money, has massive impact socially and economically and can make such a difference in people's lives and that some people already do that stuff. They just would never see it in that particular frame.

So for me, the most significant change is it is this constant watching the lightbulbs go on as people get it. That is people get it in the management committee, just different aspects, and then people get really excited about stuff. I think the most significant change that this project is having is it is just this constant flow.

Light bulbs go on and the constant shift of consciousness I suppose that actually it is not the traditional three silos where you are a business or you are a community or you are a government. Is it all of those lines are blurry and that this whole idea of working together for social, economic, cultural and environmental benefit simultaneously is achievable and actually it is really easy to do. It is not as complicated as people think it is or that it is not something that only happens in one part.

I think it is significant for me because I think people like to pigeonhole stuff. It is actually watching that consciousness change. It is watching their horizons broaden and that previously people may have felt a bit hamstrung about what they could do. So they might not be happy with a whole bunch of unemployed young people but never really felt that they could do anything or felt the only way that they could ever particularly participate, particularly from a business point of view, was by running a cheque.

But as a business they could not afford to write a cheque. They did not know what else to do and they did not want to take people on work experience because there just was not room in the business to do stuff. They would see that there is different ways to do things and different ways that they could support. I think that is probably the key thing.

The other thing that is really exciting is watching the Steering Committee. It is not locked into these particular ways of doing stuff and the constant battle which is now reduced significantly is I do not do

community development. There was a lot of this is community development project. Now it is this is community economic development project which is really good watching that. And then the recent fireside seminars have been brilliant.

So I think it is that changing, that broadening of the horizons and saying why is this important? Broadens horizons. People see the opportunity and actually they can start throwing off some of the shackles that they have imposed on what they can and cannot do. That is really marvellous.

***Role of the Community Broker in achieving this.***

It is the proof of the pudding. I think that is the bit that I contribute. If I could set the context, I can talk, and have done; talk about the context, talk about the ideal, talk about the theory, use case studies, but at the end of the day it is just that talk. By actually getting down, rolling my sleeves up, getting stuck in a doing stuff and getting people involved, people really start to click. I think the contribution I can make is sort of leading by example I suppose and also making stuff happen so that people can see their vision and their dreams start to come to life.

Much as Jake has driven Food Revolution and Whare Oranga, that's Charm; but it has been really nice to be able to sit with my advisor hat on, to be saying, "What happens when you blend these two together?" Community have said that they want food-related stuff happening at Whare Oranga, and doing the research that I have done, looking, finding in the south Island and talking about Jo Seagers in Oxford and the impacts that had.

The impact that business had on Oxford was enormous. That was the major turnaround for Oxford. So it is going to be interesting to see what the town does next. So there is stuff there.

Just the impacts you can have with food and the people that are really willing to pay, there is just such a wonderful opportunity to do stuff.

So pulling the case together, crunching the numbers, putting the budgets together, getting the different matrices about the impact Food Revolution, it had all its objectives, then creating a matrix which was huge - impact of Food Revolution, impact sought by community - and then just ticking it does health and it does this and this is how we can do it. And creating some fairly complex spreadsheets to demonstrate this is what happens when you merge and this is how two can come together, pulling together a budget based on market assessment and this is what you can charge and this is potential income etc., was just wonderful.

And using the experience and the networks and knowledge of god, actually you want to run a community centre? You will never make money. You will never meet that social enterprise objective if you run a community centre. You can run a centre that services the community by having a very clear focus. Funders get it. Investors get it. You can make money out of it. You can do all the stuff that you need to do. You still achieve all the social outcomes and cultural and community wellbeing stuff, but actually if you want to make money you need to frame it up as a business.

So creating those platforms which in terms of how do you get people involved? By creating a vehicle we now have some pathways that we can lead people through for Whare Oranga and Food Revolution, with the courses that we are running, the sustainable agriculture for instance, and with the partnership now with the reserve board to get the community garden set up. So people can come in, maybe they are unemployed, leaving school, left school, do not know what to do with themselves.

The ones that are sitting outside or could be considered to be outside at this point, they come in. They do a course. They get completely fired up about doing their own sustainable agriculture. It does not have to be a full time job; could just be that they want to get a market stall or they really like cooking stuff and they really like growing stuff. We can bring them in on the pathway so they have got an entry point. There is multiple entry points but for this particular pathway they get enthused, they sign up for a fee free course, they come in, they use the Whare Oranga as a facility to do their training.

It could be that the food and produce, whatever it is they are growing, they have recognised, "Well, I can make even more money by turning it into a chutney," so that they can then use our kitchens. So they have to learn how to make chutney. They have to get another qualification. They have to get their food handling certificate to use the kitchen. They maybe participate in one of the little courses that we run and one of the locals runs on making chutney.

Make chutney, then we enroll them in the Harvest Market and then they find that actually the Harvest Market stall is so successful and loads of people are saying they can do so much more, and with the co-working space that is, again, potentially the relationship the Unitec would love to build is actually that there is a slight incubation. Well actually you create chutney that people love and you know that the people love it because you always sell out on market day. What happens if you in conjunction with the Food Revolution join the Food Co-op that then starts selling to local restaurants and stuff?

So all of a sudden you have got this business coming out. They need a desk space to come and work and bump with likeminded people so that they create. So from, "I do not know what to do with my life. I hated school. Education really does not appeal. I have not got any money so I cannot afford the fees and there is no way that I am taking on stupid debt." Come in and do a fee free course, progress through, use the facilities here because they are affordable, develop a business, get inspired, get motivated, access all of the facilities that we set up here in partnerships with Unitec, partnerships with Auckland Libraries, the partnerships with National Libraries.

Here is a free database that you can access in a top of the line facility, top of the line equipment, with top of the line connections, to actually help you grow and develop your business. You could find your own inspiration and you can be inspired with likeminded people. That is what I am talking about.

## Story Four

It is very hard to define a single sort of story as a shining light of how it has changed from my perspective because we have both been very, very closely involved in moving this building forward and getting it to the point where we open. The South Kaipara Food Revolution is a very big vision and you have got to start little steps, but in doing that it has been extremely useful from my perspective to have somebody with Ian's contacts and resources and just the way his brain thinks and connects different dots to actually progress what we are doing.

As I say, it is difficult for me to think about one specific thing. For the Food Revolution a shining light has been the market. We now run a regular harvest market; we are calling it Harvest Market. There are lots of terms and conditions around using the terms 'Farmers' Market' but having a Harvest Market means we can say it is about local producers and growers. That is the last Sunday of every month. That has been so well embraced. You said you came up yourself, it has been so well embraced by the local community.

There had been somebody here previously who had tried to run a market a year or two back but it was bric-a-brac and people's knitting and carvings and bits and pieces and the guy with a hook-a-fish fairground thing. It was called a Farmers' Market but it did not succeed as that and it kind of floundered after a while. But people locally have really embraced the fact that it is about local producers and growers and that it is an event that people can come down to and look forward to and can get really good food and buy fresh veggies that are local.

For me personally, something that was very exciting about the market was that the New Zealand Herald picked it up. We were in the 'What's On' section two months running; not necessarily in the same section but little old Parakai, our little old market got picked up by the Herald. The fact that we had people coming from the city centre out here to see what was happening was a really big thing for us and just putting it on the wider radar; letting people know that we are here and what is going on.

It's significant because it brings the community together. Maybe if you have kids that play rugby you meet up with lots of other families at the same time, but I think there is an awful lot of people, especially in Parakai perhaps, that do not do that. Because the market has an emphasis on food and produce and we have got a local barista. The guy does our espresso coffee, lives locally but he is a co-founder of Havana Coffee which is a coffee brand you can buy in the supermarket and it is a great coffee. Really good food.

We have got an artisan bread maker from Huapai, local lady who does these great donuts. But just the fact that you come down and get a really good feed. It is really all about food and produce but what has been really nice about it is that people hang around and they interact and they stop and chat.

Having this building as well means that even if the weather is a little bit inclement, people can wander in and have a look and see what else is going on. That bringing the community together and just seeing the response and feedback that we get on local social enterprise like the local community Facebook pages; people raving about it and talking about how much they enjoyed it and cannot wait until next month and hearing stories that people are really looking forward to coming next month.

***Role of the Community Broker in achieving this.***

What Ian brings to the table for me is not just connecting the dots but how they all interact with each other and add value at each step. That is probably something I would not have the expertise or either the skillset or necessarily the connections to do.

## **Story Five**

This is not really a story but an impression; recently I had occasion to talk to a Council Official is Council. I had heard on the National Programme that the Councils were talking about relinquishing control of local community pools and giving it to community groups to run, and I thought, 'Aha!' So I told Ian because I wanted to have a community cinema for quite a while and we do also have a licensed restaurant.

So I was visualising, and Ian and I had a meeting and I said, "Look, wouldn't it be fabulous, community theatre, the in front meeting room could be the café and it opens onto the street." So Ian and I went down to the hall and we talked about it and he said, "Ring the council Official because she is the first Council person to talk to."

Now, this is relevant and I spoke to her about it and she was very excited and they're going to come back to us. I said, "We've got a steering committee, which is Pete and Ian and probably Brent," and she said, "I can't believe how many things in Helensville, I can't believe that Whare Oranga has happened. For years I've been to various meetings and community meetings and forums and there's a lot of talk and it's usually by one person.

One person usually takes over the roles and everything falls apart because she's hard to work with. I can't believe the success and how fabulous Te Whare Oranga and everything to do with it is. Why hasn't it failed like everything else has?"

And I said, "Because of the strength of the District Health Trust and they've got strong governance etcetera and now they've got Ian on board." So that was my story. I think that's relevant.

I think Te Whare Oranga has been hugely supported by Ian's role and the rest of us, because I was also on that committee for a while doing fundraising, I think that they are very highly skilled in community economic development. I think the members very keen to see the community develop. They're keen to listen to people and they have got very, very strong ethics and governance skills.

So I think that they're very good at business planning; they've got the best advice - their networking with Unitec. So I think it's because, well, they were given the gift of a building actually, but it could have just been wasted; it could have been given to a playground or something like that. They looked at what's in the community and as a team, I think they're a very strong team.

### ***Role of the Community Broker in achieving this.***

It's not so much the role as the person who's in the role, as you know we stuttered a bit as to who we would appoint and I think that we were very lucky in getting Ian. The role has been successful, because he doesn't live locally, but he does, commands and garners respect; he knows what he is talking about and he knows how to deal with people.

The role could have been frittered, the role was not frittered because we took it seriously and we wanted the value for the money, really.

By having strong outside networks, by looking at how to join up what was - so there was the exterior that he could bring in, his years of experience of working with community economic development, but also being able to work through the meshes that are communities and to take the swings and arrows

about Outrageous Fortune, really, just go with the flow but keep constant, I think, be quite focused, just keep going.

I don't think there's been too many knock backs because Ian is very respectful. I could hit him sometimes but not a lot, he might hit me sometimes, too. But he knows what he is talking about and I think people are a little surprised that it's really quite solidly marching forward. There's a very good market, okay it's the wrong season but they've done it very professionally.

Prior to that there was a really embarrassing dreadful market out there but they've gone for quality and it think that's important. The signage and all that stuff is all, it's not just on a blackboard; it's all done beautifully.

I think that they could have puddled along and just been ordinary but I think that having a role and it's a three year, and there's requirements of the DIA, of this goal (targets da da da da), and we're very serious about meeting those and not frittering the project away because it's really important. Also, having Charm, she wants to make everything work for her. I don't mean for her, but I mean she wants to make sure she's left a legacy and it's done properly.

## **Story Six**

I think the most significant story is around Te Whare Oranga at this stage. I know that there are other projects that they have put into place, like the Artisan Trail, the South Kaipara Food Revolution which is, my understanding the Food Revolution works from the hub, the community hub at Te Whare Oranga. It's just the movement, the expansions that they've done to that place in the time, in the year and a half that I've been working with them and the different networks that they've brought in to actually help build and make it really, an active place. You have community groups using it, and it's open to community from the Kaipara or Helensville area to use, so it's really great. When I first went in there for the first time when Ian showed me around, I was really amazed that they had actually done quite a lot and the designs and everything of the building. Loved the toilets I must say!

Working with different organisations, like Unitec to achieve what they need to achieve for their project, for the future of what they're wanting to achieve. It's really good.

### ***The role of the Community Broker***

I think this role has influence things in a big way. I think without the CDS worker the connecting other businesses or local communities in the different projects wouldn't happen as smoothly I suppose. Having that CD worker, they're there to build that relationship; bring those people together in helping them to build different projects that they're wanting to do and also in the long run, make sure that it is sustainable to move on after he is gone. Without having that CD worker just to start things off and to build that relationship I think wouldn't work if we didn't have one.

## **Story Seven**

I guess I would have to say the most significant change that I've seen has been the identification of a focus for Te Whare Oranga as something more than just a community centre. And narrowing the definition of what its aims are. Through that the facilitation of a much more cohesive team instead of committee, that's on task and able to achieve outcomes quickly.

I think prior to the SKCEDS existence the idea of Te Whare Oranga and the steering committee was a little blue sky, all-encompassing, very broad and nobody really knew what the next step was and how to move forward. Ian has enabled us all to identify what tasks need to be done and decide a timeframe and actually get it done and achieve something

### ***Role of the Community Broker in achieving this.***

I think he has brought experience to that role and that, and facilitated through his past experience and his knowledge of local business people, representatives from the Health Trust.

You've got a group of people, a steering committee that steers the direction of Te Whare Oranga that have an interest in community and desire to see good things happen in this community, but don't necessarily have the skill base to, cohesively, as a group make it happen. Ian has just been great at almost project managing it and coming in and kind of going, "Right, we need to do this, we need to think about that, and we need to make a decision about this versus that," without coming in and forcing his own ideas, he has sort of enabled the process that has meant that we achieved some real outcomes. There was a lot of scratching of heads prior to his appointment.

It's been a really great project and he has fitted so well to the team. It's created a really neat team atmosphere which is fabulous. Which is important because, you know, everyone is working more hours it's important that you have a bit of fun along the way and keep the momentum and motivation and he has been fabulous with things like the market and he is always there to set up tents and pull them down even though that's not part of his job description. He is always the first one to put his hand up and volunteer to things

## **Story Eight**

The thing is, it's a difficult one to answer faithfully because of the work that Grace has done, because there's been a settlement with Ngāti Whātua and we used to have this very, sort of, linear town where we had the colonial families, and we had the Māori's over there and then we had everyone else just charging down the middle. Since the settlement Iwi has reached out to the community and through the work that Grace did there has been an opportunity for them to be well received rather than just, "Oh yeah, what do you want?" - You know, kind of attitude.

And Ian has arrived whilst that wave is happening, so I guess rather than tell a particular story, because I only ever get sound bites for them because I only work with them intermittently, what I would say is that there is an increasing amount of cohesion between the community groups. There is a changing demographic; the population of the towns are changing anyway. There was a lot of rental property in this town and we had a lot of social welfare families that were moved from the likes of Glenn Innes out to here, only to discover that there's no public transport and no work but the rents were cheap. So we had people milling around.

Because of the pressure of the housing market in Auckland, Helensville has become a very desirable outlying suburb and a lot of those rentals have gone now and they're now occupied. There are changes afoot coming up through the population, there are changes afoot culturally, between iwi and the local community and at the same time there are steering groups and health trust who have become very proactive in the last few years.

The work that Grace started and Ian is carrying on have all pushed at the same time. Rather than give you a particular story, I would say that he has been like the can of CRC that has managed to stop things becoming an issue.

The thing that I really like about Ian is his ability to listen; he is a fantastic listener. His ability to really cut to the real issue, he really does, there's no mucking around, he just goes, "Well what I'm hearing is - bang," and you listen to him and you think, 'Oh yeah, of course, this is all fluff, he's right, that's what the issue is,' and offering really honest and good constructive solutions that then end up back in your lap. Ian doesn't go off and do it; but he offers the right solutions and I really like him for that.

When I have issues now and problems, he's the first person I call, "What do you think of this?" "I'm not sure." He rings me back, "Well, I've spoken to so-and-so and they suggest that you contact these people..." and sure enough, away we go.

### ***The role of the Community Broker in achieving this***

Not all of the projects are to do with Ian, although Ian has had a hand in a lot of them. I guess, how can I phrase this one? The story, maybe if I talk about Te Whare Oranga, how we had a fundamental idea that we were going to build this facility and we had a few ideas that were kind of peppered in and we thought, 'From those I'm sure we can grow some ideas, let's all focus on raising the money and let's all focus on talking it up and keeping people interested.'

Ian, however went out and formulated the hot desking programmes, how to utilise the office space in a really user-friendly manner rather than it being all about the Health Trust, about how someone who was lacking in NCEA would get qualifications, could possibly access a course there. How somebody who runs a part-time, or who works full-time in business, marketing, and travels between Auckland

and Whangarei, how they could use that building to advance their work; hot desking and having these facilities. When we all thought it was a great idea he then set off and found, these are the people who can provide the laptops and the IT gear, this is how we should put this together. He just seemed to have connections into the right places to bring us advice.

## **Story Nine**

I was there on the opening day of Te Whare Oranga doing consultation with the community. It was consultation - it was meant to be, specifically, about the landscape proposal for the sites that we were going to consult with that on the community. But, of course, a lot more comments come out, they don't just, in particular, talk about the design, they talk about the impact it has for them.

Some people were almost in tears walking around and it was really amazing. There was one woman and she was nearly in tears, she couldn't believe how positive this was for the community; that it felt like something really good was happening in the community. There were quite a few comments from people who were even in that community, themselves, saying it hasn't been a really positive space. By the Centre being built, it felt like there was, I guess, you know they talk about cues for care - it felt like the start of something good happening, basically.

There were people walking around that had worked in the pub in the past, and they couldn't believe as well so this is just the physicality of the building, they couldn't even believe it was the same building. I thought that was interesting; they used to work in the space and it was unrecognizable to them. Because, really, it was just an interior fit out but it was unrecognizable.

I felt like, physically, the space had really been transformed but these locals, they were just - I swear, I have never been at community consultation where there's not one negative comment. There was no - you know sometimes when you consult, there will be the people, the naysayers and then they say, "This is great..."

But this was really positive. Lots of kids were there as well and they, even, felt it was really positive and they wanted the space to be developed as well, for them. That they felt that this could be space that they'd come and use as well. Yeah, it was a real cross-section of people out there, and I think there would be 100% hit rate of 'this is fantastic' and 'this is what our community has needed'

## Story Ten

I think the process that we went through to actually employ someone was quite significant for us. To get the steering group together we went out to the community because it's a community project and we wanted to have community input. I think one of the strengths of the project has been the steering group and the community view that we have. We advertised the role and I think for the steering group just shaping up - so this is the contract, what does it actually look like - the person that we want?

We had I think some ideas but when we started going through discussions it became apparent we needed to delve a wee bit more deeply about really what the role was about; so there was a lot of learning for the steering group in thinking about who we wanted for the role.

I think another significant change for us was when we did interview people we didn't appoint in the first round and that was quite brave for us I think; for a community that has money, when the money is sitting there, "Get started" and there's a bit of pressure to respond and we said, "No this isn't right for us just yet."

I think that as quite significant. We knew we had to be innovative and we had to have the right person so I think significant change for us was having confidence in ourselves and I think that was quite huge.

When you're going with community economic development it's different from community development and it was different from anything we'd sort of done before. I think us getting our heads around it was part of that having confidence and knowing that we wanted to get the right person. I think a significant change for us was actually getting Ian; so I think he's been a significant change.

I think it was significant because I think it was a little bit of us coming to age as a community group. Often when you get money from ministries you think "We must act, we must do that," but it was us really saying, "Well it's our community, we'll make it work for us."

I think we've always had that I think a little bit but it felt quite significant to me and for all of us; it was quite ballsy I think.

To me that was a significant change. Since he's come on board - and it's been a year which I think in community economic development terms is not a long time - I think there has been certainly some change and I think when we reflect and perhaps have a meeting together we'll look back and think that's actually quite a significant change.

Where he has gone with his networking has been I think at a whole other level for us.

I think other significant changes - because I said there was a few - Ian has implemented database and it's for us a means of communication and keeping track of records and people really love it. I hate it. It's got everything there. I've shifted a bit; like when I say I hate it, like I really hated it to begin with. I couldn't use it. We've had training. And a lot of us have shifted and now I can find stuff if I have to, but that's been quite significant because getting all that information and having it in a central place I think has been quite significant for us, because often with us it's been on paper and it's held by one person in their computer. But this is quite visible and transparent. I can see now why he does that.

I have to admit I was wrong about that; it has been quite good.

Yeah so that's been significant. I think his support and again network knowledge around getting Te Whare open and going I think that was significant. It was all hands to the pump really to get that open. We had a deadline to work to. We wanted to open the building and also get a food revolution focus happening.

He had to work with the groups to ensure that happened but also make sure that we were thinking about where's the community economic development out of this and putting that in place as he went. So we were working on getting the kitchen fitted out and meanwhile he was having discussions with AUT around food preparation courses and things. He's been working at different levels of engagement and I think that's been quite significant. He hasn't just had his eye on getting Te Whare; he's got a whole lot of things happening.

That and the food revolution markets and his key partnership with Jake has been significant because when the market is on there's business happening and there's people from different parts of the community that we haven't engaged with before that are promoting health and wellbeing.

### ***The role of the Community Broker in achieving this***

I think in his role he has the energy the time and the space to actually bring all those things together. He's that catalyst that you really need; he has that focus.

This is Ian (*demonstrates*), SKCEDS, when we look at things he has this international view where if we're thinking about a topic he will say, "There was this Scottish example," and he will send that out to us; or "There's a guy Peter Salmon that's working internationally." Like he has this whole sort of international view and research and information that we don't know; so he brings to any of the topics that we discover.

He also then has this national perspective where I know he's reported with DIA and gone and met with other workers and presented what he's doing. He knows what is happening around the country. He knows what is happening at Wellington with youth business hubs and what's happening in Kerikeri. He says, "I'm going to go look," or he rings up or he talks to people. So he's bringing that sort of view to us.

Then he has a whole region of networks; Auckland Council he knows numerous people on the Council. He knows people from Massey Matters and out west. He knows people from Auckland Library. He has this ability when you talk about things to say there's that person. So he's linked us into those groups.

Then he's got this whole local thing that's been happening that I think he's really fostered for us and given us a whole other link between community and business. He's been quite strategic in the way he's linked with the Business Network. And then there's the whole North West group which he's gone to. He's presented to these meetings, he's had a go at chairing meetings, he's facilitated meetings and he's been talking about community economic development at a business level. That's been quite strategic.

Then he's got this link with community groups and so he's linked with agencies and I'm talking about Te Whare Oranga and I'm talking about the College and I'm talking about the Men's Centre; like he's giving presentations at the South Kaipara Men's Centre. There's this whole network that he's just linked in to but he does it with themes that we've identified that need addressing. Like there's a whole thing around youth for example.

So how does this all fit in here? Well I think it's today or this week coming up he's got a guy Dave Turner, who is staying with Kura, talking to businesses about youth and putting plans in place. I think the Council is going to the meetings and he's linking them up to the College and the students at meetings, and then he's having a whole lot of community agencies that link back to youth and youth enterprise; so he has that.

Enterprise is certainly one of the things that he gets going. Employment is another with the focus. The food revolution he's done the same approaches I think; he has links in this way but a different set of people.

Then one of our focuses is the artisan trail and he's gone about that in a slightly different way because he's gone to the artist and then he's linking it with the business. I think his thing is networking. I've never him to say, "I don't know anybody connected with that." He just does.

And manages to weave them together and he has a thing about going where the energy is and I think that's been really important. His work around the food revolution and out at Te Whare a lot of times it was a supportive role but then there was aspects that he was leading around it. He's got some very exciting things happening around co-working spaces which I think will be really exciting for us.

What it has actually done for us is it has challenged us in our thinking around things. We've got Te Whare set out there and then he brings in this idea and we know Te Whare we want it to be sustainable and he's saying, "Well I can bring businesses in." And we're going does that fit with our kaupapa at the base? I really like the way I'm challenged. I never go to a steering group meeting without feeling I've been significantly challenged in where we are going and what's good for the community and what's good for the economic development of the people in our community.

I think in his role he has the energy the time and the space to actually bring all those things together. He's that catalyst that you really need; he has that focus. I think we all share the vision but somebody has to be doing the linking and the working and the planning and having a bit of an overview of what is happening.

He is a networker extraordinaire. I don't want him front-footing things; I want him to build that sustainability so produce are going to be last and that the enterprises is going to last. I think he is very good at that. Sometimes I think he has patience and he tries different ways to do things.

The artisan trail would be a real example of that; he has worked very hard and I think what will come out of it will be very, very good. I think his networking skills came to the fore to get that up and running.