

Community Voices

The official magazine of Auckland North Community and Development
2023

The
autumn
issue

Auckland inorganic
warehousing
and distribution

When you don't
know what you
don't know

Korean
Positive Ageing
Charitable Trust

FREE RESOURCE
Preparing for your
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Payroll changes
from 1 April

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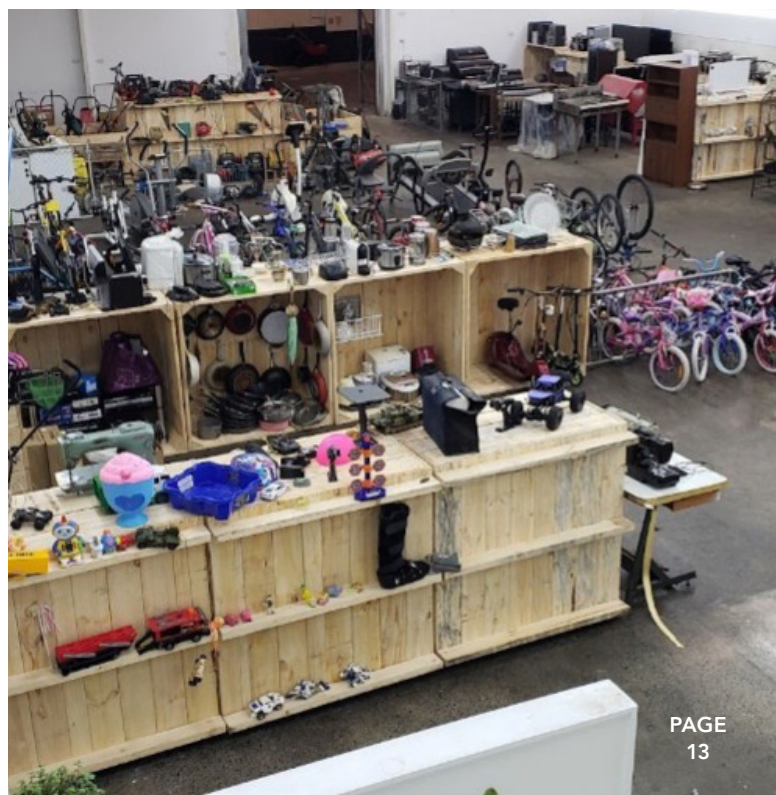
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Kia ora Hello Nǐ hǎo Bula Namaste Talofa Mālō e lelei Kamusta

Haere mai



FIONA BRENNAN

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I am delighted to bring you this first edition of *Community Voices*. This quarterly magazine aims not to replace our events-focused monthly community connections bulletin, but instead, add more depth, by telling the stories of our community and its leaders, sharing our work and that of other community leaders. We have also included helpful resources, tips and reflective articles contributing to leadership development.

During April, faith communities mark important religious occasions such as Passover, Ramadan, Easter, and Vaisakhi. These occasions unite communities in shared reflection and prayer and strengthen common values. We extend our good wishes to all faith communities and acknowledge their services to the wider community. We recognise that diversity sometimes brings tensions when values converge and encourage continual learning and awareness, leading to tolerance and mutual respect.

Across Tāmaki Makaurau, the work of the

community, the non-profit and charitable sectors, have been highlighted with the proposed Auckland Budget cuts. These would lead to catastrophic and long-term cuts to community organisations brought into force by the end of the upcoming Council fiscal year on June 30. These cuts will have a far-reaching effect; closing some programmes and organisations, having others tightening their belts, reducing programmes and staffing or volunteers. The remaining organisations with more diversified funding portfolios will scramble to fill critical gaps in social services and community programmes that contribute to resilient, safe, connected communities.

Many of our organisations spent time in March in hui, offering feedback to elected members and making formal submissions. We continue to urge our politicians and elected members in positions of influence to use that power responsibly, to understand more fully the needs of the communities they are elected to serve and act for these common interests.



Bays in Action, page 22



Kia ora Hello Nǐ hǎo Bula Namaste Talofa Mālō e lelei Kamusta

Our focus is on whānau and communities suffering from the multiple effects of floods, cyclones and tornados in Aotearoa. Our hearts are with those struggling in a cycle of poverty, debt, homelessness, and with other critical social issues. We are maximising our resources to help those in the greatest need and support organisations and leaders to reach out to their communities. We value our genuine relationships and partnerships with funders and organisations who share common ground and align with our vision.

At such a critical time when communities need our support, now is the time to invest in our communities rather than abandon financial support for them. It is time to value the interdependence of our community organisations which weave a complex ecosystem of community services, rather than creating a toxic environment of scarcity that creates competitiveness and individualism. It is the moment to hold fast to moral courage and integrity, stand by the values of our organisations and remain steadfast with their communities.

People and relationships are at the heart of the community and the reason our organisations operate. When we value community organisations, we value people. To value

people means treating them with integrity and respect, uplifting and empowering them. All those connected with our community organisations recognise that our service creates a shared purpose and contributes to social stability and cohesion.

We anticipate uncertain times ahead for many organisations. ANCAD will continue to respond with a range of governance, strategic, leadership and fundraising advice and training, utilising the team's experience and that of our professional partner organisations. We will continue to identify and respond to gaps in service support in the community by empowering and enabling communities. We have some new and exciting projects in development over the coming months, and we look forward to letting you know about these initiatives in the months ahead.

In the meantime, I hope you enjoy our Community Voices magazine. Please send us your feedback or contribute an article. We love to hear from our readers about what is important to them and their communities. ●

Kia Kaha
Fiona Brennan
General Manager, ANCAD

*New Zealand's National Disaster
Resilience Strategy, page 14*



Auckland Council budget proposal: ANCAD's submission to Auckland Council (abbreviated)



In the draft 2023/2024 budget, Auckland Council has proposed sweeping cuts to community services, arts, public transport, sustainability programmes and more in order to save \$125 million.

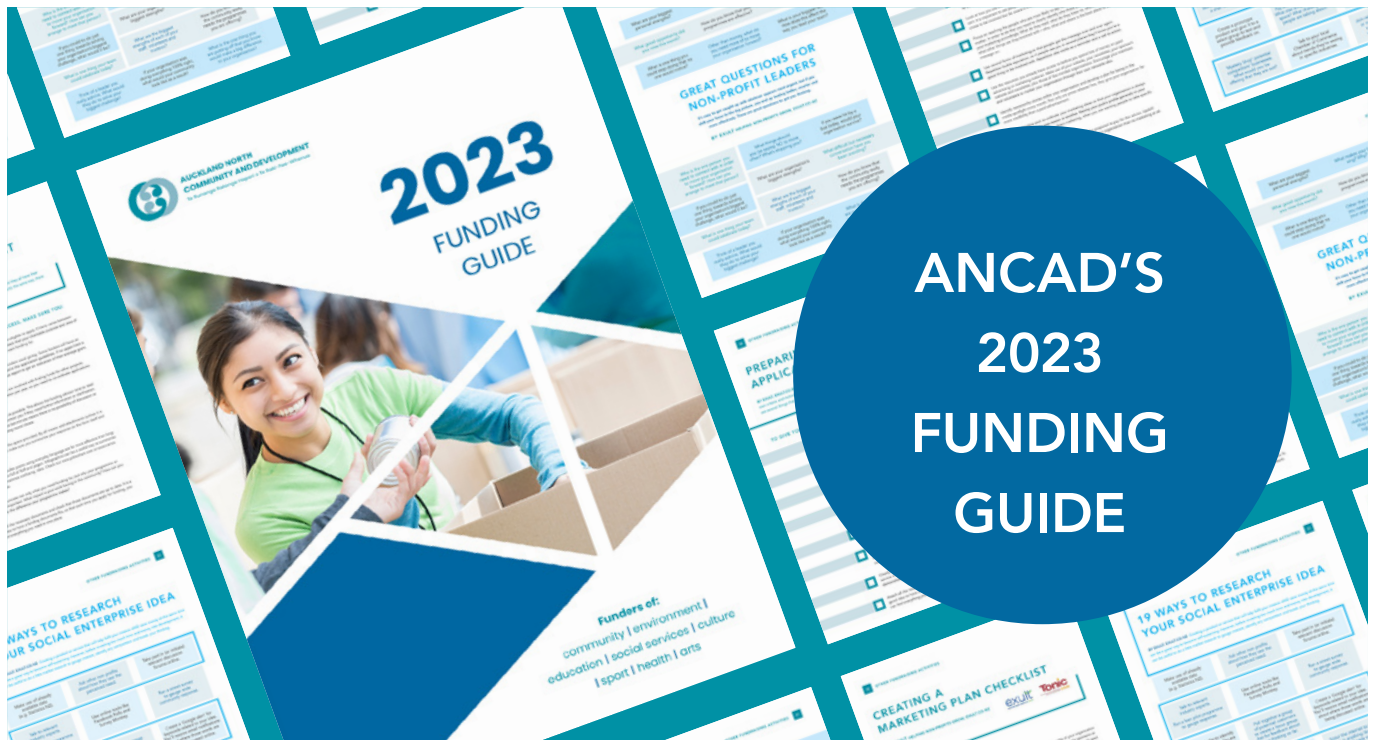
ANCAD does not support the operating cost reductions proposed by Auckland Council. Alongside many community members, we made a submission to Auckland Council to express our concern about the devastating effects this will have on social cohesion, environmental justice, culture and equity in our communities.

KEY POINTS OF OUR SUBMISSION INCLUDED:

- Now more than ever, Auckland needs investment, not cuts.
- The budget cuts are not evidenced by research, and no consideration has been given to the implications of the budget and its unintended consequences for the removal of community and social services.
- Auckland Council investment needs to improve equity across locations and among population groups as intended by the Local Government Act 2002 and the Auckland Reorganisation Act.
- Auckland Council investment needs to support Te Tiriti o Waitangi responsibilities.
- Auckland Council needs to preserve the strategic work and long-term investment in communities and community organisations carried out by Council over more than 50 years.
- Auckland Council needs to honour the Thriving Communities regional strategy, Age-friendly Auckland and other stated strategies.
- We are one city with diverse needs, challenges, strengths and opportunities, so locally driven and regional initiatives must be funded.
- Auckland Council needs to sustain and invest in internal systems, processes and staff to leverage wider investment from central government and business as well as existing community strengths.
- Community groups, organisations and departments provide a higher return on investment, over and above their direct dollar funding, through the support and collaboration of staff and volunteers. This value will be irreplaceably lost if the cuts go ahead.
- If contestable grants and local board funding are reduced, Auckland Council will be significantly diminished as a stakeholder when strategic decisions are taken by other philanthropic funders and community organisations within the Auckland region.
- Auckland Council needs to make essential cuts equitably across all Auckland Council departments rather than targeting community services.

Our full submission to Auckland Council can be found on our website at www.ancad.org.nz

Special notices



The **2023 Funding Guide** is available for you to purchase in any of 3 ways from the ANCAD website at www.ancad.org.nz under the SHOP tab.

1

PDF

\$25 (incl. GST)

Download straight away from the payment confirmation page.

2

PRINTED HARD COPY

(44 pages)

\$40 (incl. GST) plus postage

Maximum that can be ordered is two. For bulk orders of hard copies (more than two) contact Susan directly at accounts@ancad.org.nz

3

COMBO

One hard copy and the pdf

\$55 (incl. GST) plus postage

Dispatch of hard copies will be within 5 working days of receipt of order. PDFs can be downloaded directly by clicking on the download button on the confirmation of payment page.

Visit
ancad.org.nz
now

Here's a snippet from the 2023 Funding Guide for you

Looking after your donors: A first few steps

by Stephanie Maitland CFRE, FFINZ, MFINZ Maitland & Associates – Fundraising Consultants



Working in the not-for-profit sector for over 25 years, Maitland and Associates has the knowledge and practical experience to help you to maximise your fundraising. We can review your existing fundraising programme, can complete your fundraising activities for you or provide guidance and training to support your organisation as you implement your fundraising plan. maitlandassociates.co.nz



Receiving cash donations is a great income source for any charity. Having people make a donation to support your work is fantastic. It can often be untagged so you can spend it as needed, which is very useful!

But have you received a donation but the person never gave again? They made a donation to you because they liked what your organisation does. It resonated, it caught their interest but it's now up to you to build their involvement, to keep their interest, to secure a second (and future) donation.

Recurring donors are five times more valuable than one-time supporters.

Why do donors stop donating?

- Think the charity doesn't need them
- No information on how donations were used
- Never got thanked for donating or received a receipt
- Think there are others more deserving
- Could no longer afford
- Death

There is a lot we can do about the top four, not a lot about the bottom two! So make sure every donor is thanked promptly with a personal thank you and a receipt. Yes send it by email if you must but at least include a message in the body of the email and address the donor by name. Maybe you might even like to consider having a thank you plan based on how often people donate or the level of donation. It could include a phone call, hand written note, different thank you letters.

If I donate to your organisation twice this year will they get the same thank you letter? How often do you refresh them? Is that one on Give-A-Little been the same since you set up the page? If I donated to your organisation for the first time will I get a letter that acknowledges that it's the first time I donated or just the standard thank you letter, the only one you have?

I donate to a few charities via monthly direct credit and used to always get a letter in the mail each April

saying thank you, letting me know what my donations helped to achieve and included my annual receipt. Last April most were sent via email. Two sent my receipt, with no message, just a simple receipt attached, nothing else. We can do better than that!

Four things donors need from you:

- A prompt thank you
 - A personal thank you
 - A reason to trust you
 - Proof of their gift's impact
- Inform and involve your supporters. Many will become life-long donors. They will also buy your raffle tickets, become volunteers, attend your events and some will ultimately leave your organisation a gift in their Will.

ACKNOWLEDGMENTS

Donor Stewardship Programme Checklist – Network for Good

How to Build a Donor Centred Gift Acknowledgment Programme - Claire Axelrad

How can you get funding for your non-profit organisation?

by Citizens Advice Bureau North Shore



There are a number of different places non-profit community organisations can apply to for funding. Here are some of them:

- Grants are available from the Community Organisation Grants Scheme (COGS) and Lottery Grants Board.
- Local councils may also provide grants to support a range of local community groups and initiatives.
- Local gaming machine societies distribute grants to non-profit community groups.

You may also find other funding sources by searching Generosity New

Zealand's giveUS database. Access is by subscription only, but many public libraries subscribe and allow library members to access the database for free.

You might consider pay for professional fund-raising services. There is a list of providers on the Fundraising Institute of New Zealand's website.

Further information about funding options for non-profit organisations is on the CommunityNet website. For info & relevant links, visit <https://www.cab.org.nz/article/KB00001839>

Another option, for those in the Hibiscus & Bays area, could be to obtain

the 2023 Funding Guide from ANCAD – Auckland North Community & Development - <https://ancad.org.nz/product/2023-funding-guide/>.

The CAB is here to help with free, independent information and advice, in person or over the phone. Feel free to contact any of the seven North Shore branches for more info. Our volunteers will be happy to help you find what you need.

Contact the Citizens Advice Bureau for more info. The CAB provides free, confidential, independent information and advice to anyone. Not sure? Ask us. www.cab.org.nz | 0800 367 222 ●

Not sure?
ASK US.



Citizens Advice Bureau NORTH SHORE

Birkenhead | Browns Bay | Glenfield
Helensville | Hibiscus Coast
Northcote | Takapuna
0800 367 222 | www.cab.org.nz



Birkenhead 09 418 0032, birkenhead@cab.org.nz
Browns Bay 09 479 222, brownsbay@cab.org.nz
Glenfield 09 444 9451, glenfield@cab.org.nz
Helensville 09 420 7162, helensville@cab.org.nz

Hibiscus Coast 09 426 5338, hibiscuscoast@cab.org.nz
Northcote 09 480 3139, northcote@cab.org.nz
Takapuna 09 486 3139, takapuna@cab.org.nz

Available Mon-Fri, 9am-3pm. Branch operating hours may vary.

HELP US TO KEEP HELPING PEOPLE



Tell Auckland Council to continue funding Auckland CABs

Citizens Advice Bureau is an essential service. We support the wellbeing of Aucklanders through our free, confidential, information and advice service. We help people to participate and be connected. Our services are needed now more than ever.

Sign the petition

- our.actionstation.org.nz/petitions/save-auckland-cabs
- scan the QR code
- sign a paper copy at a CAB

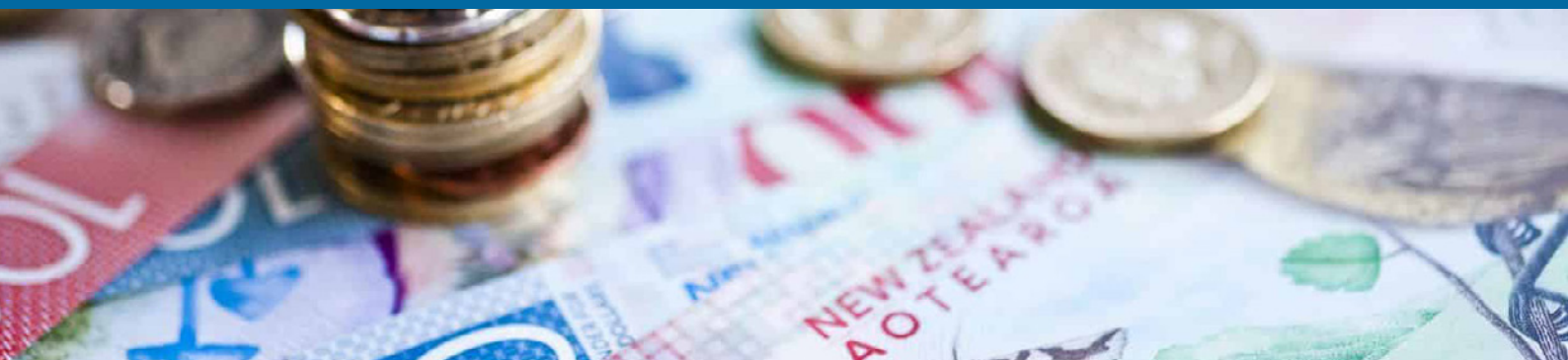


Citizens **Advice** Bureau



Ngā Pou Whakawhirinaki o Aotearoa

Community Development



Changing the world in our own backyards



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Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.

MARGARET MEAD

The proposed Auckland Council 2023/4 budget suggests cutting \$16 million from Local Board locally driven initiatives; \$20 million from the Council's funding of a range of regional, community and social services and \$3 million from regional contestable community grants. Along with proposed increases in community lease costs which will see many organisations pushed out of their operating premises, this one-year budget, if instated, will have a lasting and far-reaching impact on communities and community organisations across Tāmaki Makaurau.

Auckland communities and providers are already under pressure from the effects of Covid, the cost-of-living crisis and the recent weather events. There is a huge need to rebuild social cohesion and community engagement and to respond to economic and environmental stresses and increased need. Now is the time to invest in our community support services, not cut them.

With reduced funding from Auckland Council, the follow-on impact will be that some community organisations won't survive and those that do will have to compete for ever-lessening funding pools, creating a siloed community sector. In addition, energy that should be spent on supporting communities will be spent on filling out more grant applications for smaller pools of funding and subsequently meeting increased accountability requirements. Organisations which have been community-led will find themselves needing to adjust their goals and strategies in order to match the requirements of funders instead of responding to community need. In the end, our communities will suffer.

Why do locally driven initiatives matter? Locally driven/place-based initiatives allow for responses that fit the unique nature of distinct communities. It is far easier to build and strengthen connections,

trust, and relationships between diverse people who live in the same geographic area than it is at a regional level. Consequently, there is a greater chance of addressing integrated economic, social and environmental issues in practical ways. In addition, at the scale of community there is more likelihood of long-term investment of resources including volunteers. People are typically more willing to commit to long term efforts to make change when it is their own community. Working at this level is critical if we are to build resilient, connected and inclusive communities.

Although the Auckland Council proposed budget is ostensibly for a single year, the impacts will be far reaching. Without the ability to plan ahead to diversify funding, some important organisations and initiatives who have worked for many years to build trust and support in their communities won't survive. Those that do survive will need to cut costs and take a step back in their services. In addition, community and social service providers will find themselves increasingly in competition with each other due to competitive and siloed funding requirements. This approach by funders discourages collaboration with the follow-on effect of organisations being reluctant to share information and the provision of duplicated services (with lack of communication between providers). This approach by funding providers can be seen on the Auckland Council budget submissions form which asks the submitter to choose 3 local board services to be funded. It's a Hobson's Choice when all of the services, organisations and initiatives are having an impact on improving the lives of people and our environment.

The disincentives to organisations to share data and to collaborate on projects must be overcome if we are to have an impact on issues in the current climate. Inevitably, organisations working at a local, grassroots level are trying to tackle elements of the same complex issue. In order to provide effective and positive outcomes for our communities, organisations must seek opportunities to collaborate, to share their expertise and data with each other in order to solve complex social issues.

There are a number of well researched methods for collaboration and shared goals/outcomes. One of the more well-known and pop-

ular methods for collective change is 'Collective Impact'. Whilst Collective Impact isn't always the right tool for the job, it may be one option for organisations and groups to continue to provide solutions within our communities. Understanding that each organisation or initiative has a specific skill, knowledge or expertise, Collective Impact seeks to bring key people together from the sector, to discuss and agree on the outcomes needed, to monitor and check in on progress and to ultimately work together to solve complex issues. When organisations work together under the right conditions, they can accomplish great things.

Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

KANIA J AND KRAMER M (2011) COLLECTIVE IMPACT. STANFORD SOCIAL INNOVATION REVIEW

Organisations using the collective impact approach do the following:

- Agree on a common agenda/shared goal.
- Agree to track progress in the same way (shared measurement).
- Have mutually reinforcing activities (do what each does best while identifying new ways to work together).
- Have consistent, continuous communication and have skilled and dedicated resources to support ongoing efforts (strong backbone infrastructure).
- Have backbone support to support the various stakeholders to continue moving in the right direction.

Solving complex social issues requires a number of skills and expertise from a range of diverse organisations and stakeholders including those who have lived experience of the issue that the group is aiming to solve. ANCAD, as a backbone organisation, can support collaborative community development initiatives to thrive. Tamarack Institute talks about the role of a backbone organisation as delivering the following support:



- Guides vision and strategy through facilitation.
- Supports the alignment of activities: Establish working parties/activities and align these in the shared vision.
- Establish shared measurements: Enable the learning component of shared measurement to move forward.
- Build community connections and build public will: Together we can reach beyond core partners into the community.
- Advocate for policy change and advance policy change within the partnership group: Identify policy change agenda and adapt policy. What are we doing with central and local government and how do we work together?
- Mobilise funding and resources (including support to find volunteers etc., advise on funding opportunities, build capacity.
- Build capacity of organisations through training/tailored consultancy.

Bullet points above adapted from the Tamarack Institute webinar <http://bit.ly/3z85yzm>

ANCAD facilitates and enables innovative community partnerships, networks and initiatives to build resilient safe, connected communities. Our role is like that of a weaver threading and interworking a strong lattice of partnership and connection alongside and between Government agencies, local council Boards, iwi, community groups, tertiary education, businesses and schools – building a stronger present and future, together.

Some of you will have attended our regular networking meetings which aim to bring community and organisations together to connect and share information. In the coming months, we will be seeking ideas and feedback from our community partners asking if there are different ways that you would like to come together for collective and collaborative change. If you are keen to know more, please don't hesitate to get in touch. ●



Community Development

By Sarah Thorne *ANCAD*

• Auckland inorganic warehousing and distribution



Many people on the Shore will know North-West Zero Waste hub's manager Carla van Walen for her 10 years as Manager at Birkdale Beach Haven Community Project Inc.

Carla's passion for community is evidenced by the legacy she left for Birkdale residents which included being part of turning the old St Philip's Methodist Church at 136 Birkdale Rd into a new space for Birkdale residents with gardens, a playground and a hall upgrade.

Carla joined Localised as Hub Manager for the North-West Zero Waste Hub at Porana Road, Glenfield in the middle of last year. The hub handles material recovered from Auckland Council's Inorganic Collection. The Hub is operated by Localised, a social enterprise established by the Zero Waste Network to help reduce waste to landfill. They are not open to the public, instead they work with other community organisations to distribute recovered items to where they're needed.

The hub is full of recovered treasures which can be claimed by Marae, Community Organisations, Up-cyclers, and Re-users. The North-West Zero Waste Hub played a key part in the recent flood response, taking in 100m³ of donations for redistribution where needed. These donations included some of the items collected by the Mil-

ford Residents Association who were put in touch with Carla by ANCAD. Donations were gratefully received by 37 organisations including De Paul House. Volunteers donated 245 hours of time to help with sorting. Localised supported 26 families with items lost in the floods, with over 15 homes being close to being re-furnished.

The North-West Zero Waste hub has Reuse Workshops which are being offered to organisations who might be keen to work on upcycling recovered items for future use. Current users include The Lake House Arts Centre and The Collective.

With the amazing support she has built up for the Zero Waste Hub on Porana Road in less than a year, it is unsurprising that Carla has been promoted to General Manager for both Zero Waste Hubs. The second hub is located in Pilkington Road in Point England.

Earlier this year, ANCAD supported the Board of the Zero Waste Network as a LEAD associate providing training in the financial responsibilities of boards and understanding board reports.

If you are interested in exploring opportunities to collect items from either of the hubs or in talking to Carla about the available workshop spaces in the warehouse, you can get in touch with the relevant centre via www.localised.nz/zerowastehubs. Bookings are essential to visit the sites. ●

Resilient communities



New Zealand's National Disaster Resilience Strategy: Where does community fit, and what does community want?



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The recent severe weather in Auckland highlighted how essential community is to disaster resilience. But many community members were left wondering how their efforts fit into civil defence structures and whether they should have had to respond at all.

New Zealand's National Disaster Resilience Strategy has three strategic priorities:

1. Managing risks,
2. Effective response to and recovery from emergencies, and
3. Enabling, empowering, and supporting community resilience.

Resilience is one of those words that feels reassuring at first but lacks explicitness. What is community resilience? What does it look like?

Resilience can be described as being future-ready. Another definition is the ability to recover after enduring stress. In her book exploring the research around resilience, Erica Seville writes that resilience involves having the foresight and situation awareness to prevent potential crises and the ability to turn emergencies into a source of strategic opportunity.

According to the National Disaster Resilience Strategy, resilience in the community will look like the following.

- Communities are connected with each other and to local government, businesses and agencies.
- High social connectedness, which promotes a culture of mutual help
- Healthy populations with access to medical treatment, education and welfare support
- Culturally, the community will have a strong sense of local identity and civic responsibility.
- Economically healthy and equitable.
- Strong infrastructure, services and safe buildings. This includes housing, transport, power, water, telecommunications, and sanitation systems and the ability to maintain and repair them.
- The ability to manage and enhance its natural assets, such as parks and waterways.
- The community is organised and can identify problems, establish priorities, coordinate, collaborate, and act.
- The community is knowledgeable and can assess, manage, and monitor its risks. It can learn new skills, build on past experiences, and plan for its future.

Through the Resilient Auckland North programme, ANCAD has supported communities in the Devonport-Takapuna Local Board area to make plans that enhance connectedness, cohesion, organisation and local knowledge. For example, in Devonport, the response group has created plans detailing five local hubs that can be activated in an emergency to support local



responses. The internal plans hold contact details, building information, and role descriptions.

Part of the Resilient Auckland North work is also facilitating communication between agencies and community. ANCAD recently held a community debriefing about the flood and cyclone response. The summarised feedback from this meeting can be found on our website www.resilientaucklandnorth.org.nz

A true sign of resilience is the ability to turn crises into a source of strategic opportunity. Thank you to all the community members who have fed constructive feedback into ANCAD via the debriefing hui or other communications. ANCAD is working closely with Auckland Emergency Management to ensure these learnings are heard.

In the wake of the floods and Cyclone Gabrielle, our communities have the opportunity to take these learnings and push forward in building local resilience.

To find out more about the resources I've referenced in this article:

- National Disaster Resilience Strategy:
<https://bit.ly/3npuAY4>
- Resilient Organisations by Erica Seville:
<https://bit.ly/3IGHT6c>
- Resilient Auckland North:
<https://www.resilientaucklandnorth.org.nz>

If you would like to contribute to a local planning and response group in the Devonport-Takapuna Local Board area, please contact madison@ancad.org.nz. ●

Resilient communities

By Madison O'Dwyer *ANCAD*

Emergency preparedness for apartment dwellers

Apartment dwellers face unique challenges when it comes to emergency preparedness. From a lack of storage space to mobility issues in the event that the elevators are shut down, apartment dwellers need their own plans to keep themselves and their neighbours safe.

HAVE THE RIGHT INFORMATION

- Familiarize yourself with the safety features of your facility (fire alarms, sprinklers, voice communication procedures, evacuation plans and alarm response).
- Know the robustness of your building. Is your building in a tsunami zone? Is your building earthquake safe?

HAVE THE IMPORTANT CONVERSATIONS

- It's important for body corporates to initiate discussions around emergency planning and evacuation plans. Consider a plan that assigns responsibilities, for example, floor or zone wardens responsible for accounting for individuals on their floor.

PACK YOUR EMERGENCY SUPPLIES

- Make sure you have enough household emergency supplies. Storage space in high-rise buildings is often at a premium, so get creative - the back of your pantry, closets, under

your bed or behind your couch are all good storage options.

- Consider discussing with your neighbours a central storage place for communal emergency items.
- Fire suppression systems can be damaged in disasters. Do not plan to use candles as a source of light in the event of a power outage.

ANCHOR FURNITURE TO THE WALLS AND FLOOR

- Many earthquake-related injuries and loss of life result from falling debris. 3M strips can be used to secure lighter furniture.

HAVE A PLAN

- Have a plan as to where you would evacuate in case of an emergency. Remember that a strong or long earthquake could result in Tsunamis.
- In power outages, individuals with low mobility could be isolated or trapped in their apartments. Get to know your neighbours and their needs.
- In the event of a Tsunami, evacuate your building and get as far inland and uphill as fast as you can. If you don't have enough time to evacuate, you need to go to the fifth floor or higher to be safe from a tsunami. You should only stay in your building if you think it is more dangerous evacuating by foot. ●

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I N F O R M A O T E A R O A I N S P I R E

ANCAD's training programmes for community groups and the not-for-profit sector



SIMON RITCHIE

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(0800 4ANCAD)

The Auckland North Community and Development (ANCAD) Professional Development Programme (previously known as Five Good Ideas) is now known as **LiiFT AOTEAROA**.

LiiFT AOTEAROA seeks to both inform and inspire – that's why there are two 'i's in LiiFT.

ANCAD's vision is to see community and For Purpose (NFP) groups LiiFTED and strengthened through offering relevant and affordable capability-building courses, presented by top, professional consultants and facilitators, just as we have been doing for many years now, with the fantastic support of The Tindall Foundation.

The two 'i's in LiiFT also represent, in imagery, two stick figures and stand for people partnership and collaboration as key ways of fostering growth, harmony and resilience.

The remaining letters 'LFT' stand for 'Learning for Today' as we seek to respond to community need with relevant and timely courses as well as looking to the future in supplying the latest, helpful resource and training.

Our hope is that many will benefit and build on the good works they are already doing for the sake of community in Aotearoa.

For detailed information about course content go to the ANCAD Training website found here www.liift.nz ●



When you don't know what you don't know



By Pam Martin

Chairperson, Heart of the Bays



When we join the board of a community organisation or not for profit, we are filled with a desire to help change the world. We are passionate around our cause and just know we can make a real difference in our community.

But do we actually know what we are doing?

East Coast Bays Community Project (ECBCP) was set up in Browns Bay more

than 30 years ago. I was president of the local Plunket and part of the team that fought to get a community house for the Bays. I was so proud.

Recently, I returned to Browns Bay and was keen to get back into working in the community, so I joined the Board of ECBCP. A year later I became the chairperson, full of ideas to expand our reach and value in the community.

We manage the Community Centre in Browns Bay which provides spaces for classes and events plus we are also involved in community engagement, running events etc.

There was something wrong though, as we weren't attracting funding and our reach into the community was less than it should have been. There had been a suggested change of name to Heart of the Bays and Debbie,

our centre manager, had commissioned a new logo to start a change of identity.

This sounded positive and we worked hard to refresh our strategic plan and set goals but there was one area that we had only skipped over in our review – our Governance; the foundation on which we would build this new organisation. We discovered that this had been true of our committees/boards for a long time.

A decision to offer training to our board members resulted in our secretary, Kathy and I, attending our first ANCAD LiiFT Aotearoa training courses on the changes to the Incorporated Societies Act, plus a starter course on Governance.

We came out shell-shocked as we realised how much poo we were in (technical term!). There was so much

When you don't know what you don't know

we needed to do as we realised that our governance processes and procedures had not been updated for years. We were seriously frightened by what we had discovered. Our HR contracts were out of date. There had been no regular checks on our processes, health and safety and so much more.

This is where ANCAD and their LiiFT Aotearoa professional development sessions and courses came to the rescue. We signed up for as many courses as we could, plus mentoring, to ensure that we not only attended the courses, but could implement the learning as well.

It has been a huge journey, but we have learned a lot and can now be confident that the governance systems at Heart of the Bays are up to date and fully compliant.

Why is this important? Why do organisations fail to deal with this?

As an incorporated society and a registered charity, we are legally responsible for running an organisation that meets all the legal requirements.

But, of course, boards change. Our passion is for the work in the community, making a difference, so governance can get pushed to the side. Boards change sometimes yearly and so there is a lack of institutional knowledge on what has happened before and so it is easy to assume things are alright when they aren't. We make sure that the financial records are accurate as we need to know about that area to survive, but it is easy to overlook everything else.

When did you last check the governance of your organisation? If you employ staff, when did you last update their contracts and job descriptions?

Things have changed in employment law. Without these regular reviews it is very hard and time consuming to handle employment issues.

By attending virtually every course that ANCAD ran last year with the LiiFT Aotearoa programme, we now understand our legal responsibility as board members. We learned about governance and our roles, how to apply for funding and so much more. It showed us that we need to explain these responsibilities to prospective board members so that they understand that they are joining an organisation that takes its governance seriously. When they join, we will send them on these courses so that they understand their role. This is not only important for the organisation, but it is also a gift that we can give to new board members who are volunteering their time for their community.

Thanks to the courses at ANCAD, Heart of the Bays is now a well governed organisation. We have legally changed our name and ensured that all our information, bank accounts, supplier records etc., are up to date. We have completely reviewed all our systems, including insurance and HR and we have instituted annual reviews to ensure that we never get into a mess like this again.

ANCAD and its staff and their associated consultants are a fantastic resource for all of us. We are going into some unsettling times with all of the changes to the funding landscape. We all need to ensure that our organisations have a strong foundation going forward. We need to show funders that we take our roles seriously and are wor-

thy of consideration.

This year we are so lucky as ANCAD with the LiiFT Aotearoa programme are offering their Governance Matters series free on Zoom, so there is no excuse for not taking advantage of them. They are also offering them in the evening, which is something we pushed for last year, as some of our board members work full time and couldn't attend during the day.

Heart of the Bays had gone down a black hole and it is taking a lot of work to regain our position in the community. But we are proud of all the things we have achieved and ANCAD has been a key part of this success.

We all join organisations to make a difference, full of passion but we don't always think about the governance side. Some of us may be scared to dip into things we don't understand, but this can be a reward for our work. Taking part in training courses increases your knowledge and if a group of your board members attend, it is a great team building exercise.

Thank you ANCAD for all the work you do to support your local community and us. In this new and scary funding environment helping to build solid, well governed entities is going to make a real difference. ●



Crafting a vision for success: Intentional leadership

By Sandy Thompson



Sandy Thompson, LEAD Centre for Not For Profit Leadership

Sandy works with boards and leaders from a wide range of organisations, both large and small, including those from the social services, faith-based, environment, arts, and migrant sectors. Knowing well the answer to every question is "it depends", Sandy helps leaders and boards to navigate through the complexity that is community leadership.



According to management author Oliver Burkeman, we only have about four thousand weeks to make the most of our lifetime. It's a short time, but it's up to us how we spend it. We can either wander aimlessly, or take control and make sure we achieve our goals.

As the New Year has just begun, now is a great time for leaders to reflect on their leadership and plan for the next year. While setting SMART goals is a well-tested practice, I'm really interested in leaders setting intentions instead. It's a powerful way to stay focused and achieve what we truly want in life.

Intentions and goals are not the same thing. When it comes to leadership, intentions refer to the big-picture beliefs and values that shape a leader's behavior. Think of them as a moral guide that helps steer the leader in the right direction. Leadership intentions aren't specific targets, but rather the reason behind a leader's choices and actions. For example, a leader might have the intention of promoting teamwork, encouraging innovation, or building a team-oriented approach to making change. Goals are specific and measurable actions.

Both goals and intentions play an important role in leadership. It is always great to see leaders

communicate their intentions, as it helps everyone in the organisation understand their actions, goals, and priorities. This not only creates a shared understanding, but also shows the leader's commitment to these values.

On the other hand, having clear and specific goals is equally important as it provides direction and focus for the organisation. Goals help us measure our progress towards our desired outcome and helps us to prioritise our resources and focus our efforts in the right direction.

The most effective leadership requires a combination of both goals and intentions. This way, leaders can share their values and vision while also keeping track of their progress towards specific targets.

LEADERSHIP INTENTIONS

Being a leader is so much more than just keeping track of tasks and assigning duties. It's about setting the tone and direction for your team and encouraging others to work together towards a shared goal. That's why having strong and clear leadership intentions is so vital.

Leadership intentions are like a roadmap for a leader. They outline the leader's guiding principles and values, which helps to create a unified culture

and ensures that everyone is working towards the same objective.

Here are some key benefits of having clear leadership intentions:

- A clear sense of direction
- Consistent behaviour
- Inspiring others to achieve common goals
- Better decision-making ability

In short, having leadership intentions can lead to more successful and cohesive teams.

As a leader, you might have one or more of the following intentions:

- Creating a supportive work environment - Leaders who aim for this want to make sure their workplace is inclusive, empowering and a place where everyone feels like they belong. They aim to bring their team together and foster respect and teamwork.
- Encouraging innovation - These leaders are always on the lookout for ways to improve their organisation, products or services. They love to see their team members be creative and try new things, and they create an environment that supports this.
- Helping team members grow - leaders who prioritise this, believe in developing their team members' skills, knowledge, and potential. They create opportunities for learning and growth and support their team members in reaching their full potential.
- Keeping things steady - these leaders focus on maintaining stability and consistency within the organization. They work to minimise disruptions, maintain established processes and procedures and keep the team functioning smoothly.

LEADERSHIP INTENTIONS: A KEY TO SUCCESS IN COMPLEX ENVIRONMENTS

For me, the biggest reason for setting intentions is because leadership is about navigating and influencing the direction of an organisation. As the environment is becoming more and more

complex, leaders need to be more intentional in their actions and decisions.

We all know leading in complexity requires particular approaches:

- Clarity of Purpose: Leadership intentions provide a clear direction and purpose for both the leader and the organization. When leaders have a clear understanding of their intentions, they can communicate them effectively to others and build a shared sense of purpose within the organisation.
- Focus: By setting leadership intentions, leaders can focus their energy and attention on what is most important. This helps them stay focused and avoid distractions that can hinder their progress.
- Alignment: With clear leadership intentions, organisations can align their strategies, processes, and resources to support their goals. This alignment creates a sense of unity and helps teams work together more effectively.
- Adaptability: Complex environments require leaders to be agile and adaptive. By setting leadership intentions, leaders can adjust their approach as needed, without losing sight of their overall goals and purpose.
- Inspiration: Leaders who set clear intentions, inspire others to do the same. When leaders are intentional in their actions and decisions, they create a culture of intentionality that extends throughout the organisation.

LEADERSHIP DEVELOPMENT INTENTIONS

By being self-aware and intentional, leaders can ensure they are always leading in the right direction. Leadership development intentions - a subset of leadership intention setting - can support this. Leadership development intentions articulate what your intentions are for your own leadership development. Seeking outcomes without developing leadership acumen will limit what is possible when a leader grows their potential.

A person's intention to develop as a leader can be seen in their dedication to continually acquire new knowledge, practicing new methods, building new skills, and evaluating their progress through self-reflection and dialogue with others. By focusing on this approach over extended periods of time, leaders can make sure they are taking the right steps towards growing their effectiveness.

By being dedicated to your own growth and development as a leader, you'll be able to achieve your full potential and make a positive impact on your team and organisation.

As leaders and organisations grow and change, it's important for leaders to stay true to their values and make decisions that benefit everyone involved. To do this, great leaders aim to be self-aware and intentional in their decision making.

In a nutshell, leadership development goals reflect an individual's aspirations and the resources they have to achieve them. For example, a leader who seeks to become a better public speaker, can identify areas for improvement in their speaking style, create a plan to enhance those skills and identify who to bring on board to help them succeed.

FINAL WORDS

Setting leadership intentions is a key aspect of effective leadership in complex environments. It provides clarity, focus, alignment, adaptability, and inspiration. By being intentional in their actions and decisions, leaders can lead with confidence and achieve success in even the most challenging of environments.

Hand in hand with intention setting, is also including personal leadership development intentions, to ensure you are equipped and resilient to what's ahead. Don't wander aimlessly, take a proactive approach and make a deliberate commitment as you reflect and plan for the coming months. ●

Reprinted with permission. Original 3 February 2023.

Bays in Action



Update March 2023



TAYLOR LAKE

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Bays in Action have been hard at work activating the community and connecting with our rangatahi here in the Bays.

The month of February we collaborated with the East Coast Bays Library to bring about four free Pride events for our teens in connection with Pride Month. These events were a mix of bracelet making, badge making, Zines and a free movie held in their awesome teen space and events space. We used these Pride events to also sign up rangatahi for the Bays Youth Voice initiative, a group dedicated to supporting our young people (ages 11-25) by giving them a voice in creating impactful social change here in our community.

Our Pride events were a great space to connect with whanau and rangatahi and helped kick start the year with awesome feedback and blue sky thinking for other ways in connecting and sharing what we do.

The start of March, we also collaborated with the Browns Bays Business Association to promote Bays in Action and recruit more young people for our Bays Youth Voice initiative. With help from some amazing volunteers, Bays in Action had a marquee and some free activities set up to draw in curious members of the public.

One of our main activities was to gather community thoughts on youth development by letting people graffiti on a plain white table. This table signified what we, Bays in Action, need to bring to the 'Table', in order to support our rangatahi here in the Bays. This interactive activity helped us connect more with our community and it was an awesome way in meeting new young people and whanau interested in our mahi.

We had a massive amount of engagement at the Summer Spectacular and our Pride events were a great space to connect, collaborate and create. ●



Bays in Action



Bays in Action

Mid Pride update

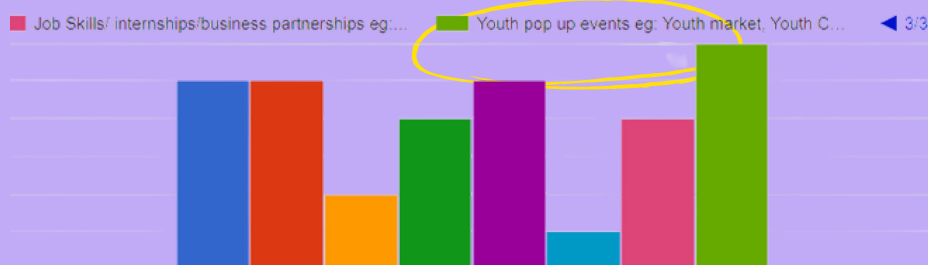


Flooding, cyclones and **Prideful** events

Kia ora! It's week three for our Pride events happening at the East Coast Bays Library and we've had some steady movement happening in the Bays Youth Voice space. For the month of February, Bays in Action and ECB have collaborated together to bring about 4 FREE events in hopes to promote Pride and create community connection with our local rangatahi. These Pride events are also a space to promote the Bays Youth Voice Group which will begin (fingers crossed) in the start of March. We've had two events so far: 4th Feb: Friendship bracelets & badge making

and 11th of Feb: manifestation boards and DIY bullet journals. Due to the recent flooding and cyclone hitting our shores we've had a small number of rangatahi come through, but enough to get the ball rolling with BYV sign ups. Our google sign up forms have also given snapshots on what our rangatahi are interested in and why they want to join BYV. 100% have said they are keen to get a Youth Centre going or run/support some youth pop up events. Other keen interests were putting more focus on our sustainability and climate change space, our community arts space and more things for our rainbow community here in the Bays.

Nga mihi nui



MID PRIDE SNAPSHOT

6

Sign ups for Bays Youth Voice

100%

Interest in wanting a Youth Centre/ youth pop up events in the community

10-20

Averaging between 10-20 people present at our past two events so far,



Bays in Action

Pride & Summer Spectacular

Zines, Hairspray and graffiti in the Sun

SUMMER SPECTACULAR SNAPSHOT

100-150

Our engagement with the community was estimated to be around 100-150 people. We had a mix of individuals, parents, children from ages 3-16 come and make friendship bracelets and interact with our feedback table

Our last pride events on the 18th of February and the 25th of February were small in numbers but a great space for conversation and blue sky thinking. On the 18th we held a Zine making event out in the courtyard within the East Coast Bays Library. We had returning young people from previous Pride events come along to make their own zines and new faces, curious about what we were doing. We had an estimated 8-10 people participate that day and reused some of the resources from previous events to give people more options while sitting out in the sun. On the 25th (our last Pride event) We put on a family friendly movie within the event space and set up a small free snack station. All though the numbers were small, great conversation was had and some awesome connections were made!

On the 4th of March the Browns Bay Business Association held the Summer Spectacular, a family friendly event held on the beach front in Browns Bay. With the help of a few volunteers Bays in Action set up a Marquee and some free activities for rangatahi and whanau to do. One of our main activities was to gather community thoughts on youth development by letting people graffiti on a plain white table.

This table signifies what we (Bays in Action) need to bring to the "Table", in order to support our rangatahi here in the bays. This interactive activity helped us connect more with our community and it was an awesome way in meeting new young people and whanau interested in our mahi.



Bays in Action

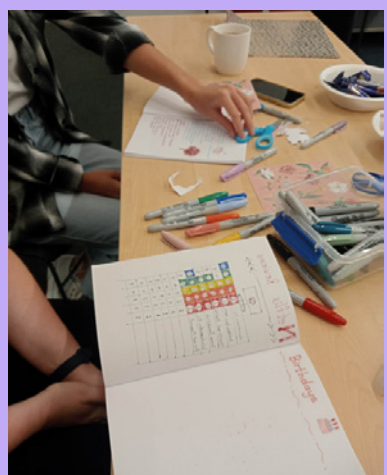
Photo gallery





Bays in Action

Photo gallery



Community Accounting

Korean Positive Ageing Charitable Trust



GEOFF ANDREWS

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The Korean Positive Ageing Charitable Trust (KPACT) has been serving the Korean community for over ten years by connecting people, responding to their needs and building partnerships with the local community.

The organisation was founded by Yongrahn Park who received a QSM in the 2023 New Year Honours list for her service to the Korean Community.

Foundation North referred Yongrahn to ANCAD's Auckland Community Accounting Programme (ACA) and we began working with Yongrahn and her organisation in 2022.

Auckland Community Accounting provides free and confidential support to small community organisations in the accounting and finance areas. The programme involves teams of senior accountancy students from Massey University, volunteering to assist charities under the supervision of

volunteer Chartered Accountants from the professional body, Chartered Accountants Australia and New Zealand (CA ANZ).

Yongrahn said "I very much appreciated the support we received from ANCAD through the ACA programme from Glen and Geoff, the Massey University Accountancy students Lisa and Zane and their wonderful CA mentor, Rachel."

"I can now confidently manage our XERO accounting software and navigate its reporting functions in a timely and confident manner." The team helped me to understand and how to report our organization's finances using the Tier 3 reporting standards.

"KPACT wholeheartedly supports ANCAD's Auckland Community Accounting programme and would recommend it to other charities who need support with their accounting." ●



AUCKLAND
COMMUNITY
ACCOUNTING



COMMUNITY
ACCOUNTING
AOTEAROA

Community Accounting

Gina Massey University



I'm Gina, an accounting student at Massey University, completing my final paper of a Graduate Diploma in Business Studies.

Last year, I enrolled as a volunteer with ANCAD's Auckland Community Accounting programme.

I enjoyed the experience so much that I am delighted to join the programme again this year!

During my time working in ACA, I not only gained experience but also it gave me a chance to work alongside a team and learn skills from people coming from different workplaces. Our team cooperated very well, each individual having different skills, so we were able to share our project, as well as asking questions to other team members, when I didn't know, or vice-versa.

I received a lot of accounting experience from

Geoff Andrews (ACA Programme Lead, ANCAD) and Glen Hill (ACA Assistant Coordinator) where they have done a great job for students for many years. I learned a lot from the way they presented themselves in the group settings and in front of people. I gained more knowledge of Xero software from people through Insight Accounting. This was a wonderful time for me and the other students. The experience also gave me more confidence in my current work place.

I would like to learn and apply my knowledge towards an accounting job, helping everyone as much as I can through the process.

My aim is to pursue an audit career in the future. I also plan to return back to study in the future to complete a Postgraduate Diploma in Business. ●



Community Accounting



The Auckland Community Accounting Programme has been an opportunity for me to give something back to support accounting students with real-world experience and support charities achieve better outcomes with their accounting and finance function. //

MARK SPOONER
CHARTERED ACCOUNTANT
INSIGHT ACCOUNTING
INSIGHTACCOUNTING.CO.NZ



I became involved with the Auckland Community Accounting Programme in 2019 and have mentored 2nd and 3rd year accounting students each year as they assist charities with training, accounting and reporting.

I started Insight Accounting in April 2017 with a home office and a laptop. My vision was to help small – medium businesses and not-for-profit organisations better understand their accounting function and how good information enables good decision making.

Fast forward to 2023 and our vision hasn't changed, but our firm certainly has. We are now a team of four and working from an office in central Takapuna.

Our firm has hundreds of clients that we assist

with all aspects of their accounting and finance function, including bookkeeping, payroll, budgeting and forecasting, management reporting, accounting systems and tax compliance.

Mark says, "The Auckland Community Accounting Programme has been an opportunity for me to give something back to support accounting students with real-world experience and support charities achieve better outcomes with their accounting and finance function. In some small way, make our communities better places."

I would highly recommend the ACA programme to any charity, accounting student, or accountant looking to mentor and support students in their development. ●

PREPARING FOR YOUR FINANCIAL YEAR END

Auckland Community Accounting offers free assistance and advice to assist charities and other small not-for-profits establishing their financial software and processes. This service is provided together with Massey University and a team of their students during the year. The students gain real life experience by being mentored by volunteer Chartered Accountants.



The financial year end is generally a busy period in the lives of the Treasurers and accounting staff of organisations. It is useful to pre-empt some of the key areas to ensure that any potential problems are mitigated. The attached checklist is not exhaustive and you will need to add in areas specific to your organisation.

DOCUMENTATION

Having all your documentation filed and ready makes it easier to prepare. Those considered key to year end preparation are:

- ☐ **Grant letters and approvals:** Key details include life of the grant, approved expenditure and GST included or excluded.
- ☐ **Invoices and claim forms for expenses:** These should be filed under the supplier and by date to facilitate review and enquiries.
- ☐ **Employee Contracts:** If there are employees, a contract is a legal requirement. It also includes annual and sick leave rights.
- ☐ **Tax returns:** This includes GST returns and PAYE returns (if any).
- ☐ **Contracts:** Include those for leases of assets, rental of properties and contracts for provision of services or work to be done. Part of the financial statements requires the disclosure of commitments under contracts extending to the following year.
- ☐ **Bank and credit card statements:** These are essential if you are using Excel for your accounts. They are less necessary if your accounting software downloads the transactions directly from your bank.
- ☐ **Board meeting minutes:** These need to be supplied to the auditor, if the organisation is audited, – can be directly from Board Secretary or Manager, or via account preparer.
- ☐ **Statement of Service Performance inputs:** Instruct other staff as to SSP requirements for the reports submitted to the auditor, with examples of how they gathered the stats (eg surveys or feedback forms, registration forms/reports).



AUCKLAND COMMUNITY ACCOUNTING



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Te Runanga Ratonga Hapori o Te Raki-Pae-Whenua

PREPARING FOR YOUR FINANCIAL YEAR END



REVIEW OF YOUR FINANCIAL BOOKS

- ❑ **Bank accounts, credit card accounts, term investments and other banking processors (e.g. Apple, Paypal, Crypto currencies):** In manual systems it is essential to check that the balance for each account agrees with the bank statement. Accounting systems which download the bank details will generally automatically agree, but it is still important to run the reconciliation function to ensure there are no omitted or duplicated transactions. Checking this the month before year end allows time to follow up on any errors.
- ❑ **Creditor balances:** Check that your record for each creditor matches their Statement at the month end. This will identify missing invoices or situations where they have not processed receipts correctly.
- ❑ **Grants:** The important process here is to ensure that the money has been correctly used and any portion unused is moved from Grant Income into a Liability account – money unspent in the agreed period might have to be returned, or negotiated for an extension. Grants are one area where some providers include GST and others do not. Also check the nature of amounts paid to see you are not incorrectly claiming GST where an invoice does not report GST or on bank charges for financial services (interest, bank fees, etc).
- ❑ **Inventory:** Where the organisation has inventory that it uses or sells, plan a stock count for the last day of the year. This will need to be reconciled to the stock records and the balance in the books of account.
- ❑ **Fixed Assets:** If your accounting system does not include Fixed Assets, prepare the updated annual spreadsheet of value and depreciation. Ensure, by asset, that depreciation is charged for the relevant months.

FINANCIAL YEAR CUT-OFF

It is especially important over the year end to ensure that your transactions are recorded in the correct period. It is necessary to bear in mind whether the accounting is on a cash basis or accrual basis. This includes supplier invoices and, where the organisation invoices for supplies or services, those supplies.

PLAN FOR NEXT YEAR

Prior to the year end is a good time for the Board to review the goals and strategies achieved during the current year and to plan for the forthcoming year. This will include setting a budget covering how they intend to achieve these plans. The Treasurer will need to assess the ongoing viability of the organisation and its ability to source the funds to achieve the goals.



AUCKLAND COMMUNITY ACCOUNTING



AUCKLAND NORTH
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Accounting Support Service



Payroll changes from 1 April 2023



SUSAN MOYLE

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I know this is an area that a lot of people avoid, but it is important to get payroll right.

For those of you who run manual payroll systems it is important to check this in April each year.

1. Check that you are still paying all employees at least the minimum wage, as this has increased to \$22.70 from 1 April. For casual employees you need to pay at least the minimum, plus their 8% holiday pay.
2. Other changes from 1 April include an increase in the ACC earner levy of 7c per \$100 gross wages/salary.
3. The Student Loan deduction threshold has also changed, so your employees on SL tax codes can earn more per pay period before you need to make deductions. This could make a lot of difference to some employees' net pays. Every little bit helps right now!
4. To check on all these changes visit the IRD website (<https://www.ird.govt.nz/>).
5. To check your manual payroll is still correct visit IRD at <https://bit.ly/40SnWbJ>. You can input your employee details and download the results from the PAYE calculator without lodging any of this information with IRD. This will let you adjust any mistakes without feeling like you need to contact IRD – this can be stressful for a lot of people.

6. If you do need to contact IRD, you can send them a message via your MyIR portal if you can wait for an answer. If you need to contact them quickly, make sure you have time to wait on hold (I always put my phone on speaker and have other work I can do while I'm waiting). Write everything down in bullet points before you call so you don't forget anything.

INVOICING REQUIREMENT CHANGES

IRD has also brought in new requirements for invoicing and some new terminology. The new terms aren't important – you can keep calling invoices, invoices and credit notes, credit notes.

You might need to gather more information from some people you invoice.

There are three 'tiers' by \$ amount, that determine what you need to include on an invoice. To make this easier, it might be a good idea to gather everything you need for the top 'tier'.

If you use an accounting software, load the information into your contact section for future use. If you have a manual system, keep the information on a spreadsheet or another document you can easily copy it from into your invoice template.

You can watch a short webinar on this here: <http://bit.ly/3mpJltQ>



In summary, the information you need to include on your invoices (for both your organisation and the one being invoiced) include:

1. Legal name (and trading name if applicable)
2. Address (physical or postal)
3. Phone number (main contact and/or accounts)
4. Email address (of main contact and/or accounts)
5. NZ Business number/CS number/ Incorp. Soc. number, or website url (you only need one of these).
6. A contact name is also helpful, but not mandatory.

GST registered organisations will no longer need to call their invoices 'Tax Invoice', but will need to continue to include the GST number and show the GST amount.

If you've got to the end of this – well done. If you are not the person who runs your payroll and accounts, please pass this on to that person.

Remember – clear accounts keep funders, stakeholders, members and your governance board happy and make your real work much easier! ●

Disclaimer: ANCAD and its staff are not liable for any unintended errors in this article, or any actions taken from it. The information presented is for general use only and does not constitute financial advice under the legislation.

ANCAD funders

ANCAD thanks our valued funders for their support!



Our vision:

RESILIENT

SAFE

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communities



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