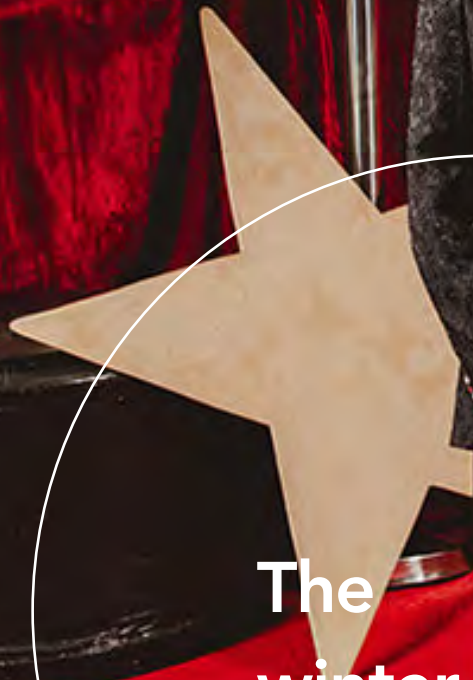


Community Voices

The official magazine of Auckland North Community and Development



The
winter
issue

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Arts Collective

Pono BoxFit

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Managing fuel crises

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Opinions expressed by Community Voices contributors are their own.

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



Haere mai and welcome to the winter edition of Community Voices

FIONA BRENNAN

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A warm welcome to our new readers. We hope this magazine is encouraging, informative, and uplifting. Community Voices exists to celebrate the work happening across our communities and to amplify the voices of those making a difference every day. We encourage you to share your news, achievements, and stories with us.

As we move into the second half of the year, ANCAD has recently completed its annual reporting and audit process. We look forward to sharing our impact with members, partners, and the wider community at our Annual General Meeting on 8 July. Everyone is welcome to attend. We also encourage you to view our Annual Report online at ancadannualreport.org.nz and look out for our downloadable Impact Report.

CELEBRATING OUR TEAM

In late April, we welcomed Helen Lee to the ANCAD team as our Events Assistant. With a full calendar of courses, workshops, and events already underway, Helen has quickly become an integral part of our opera-

tions. We are grateful for the energy, enthusiasm, and commitment she brings to the role.

Behind the scenes, Helen Kerslake-Forbes, our Administration Assistant, continues to play a critical role in strengthening our internal systems as the organisation grows and expands. Many of you will have connected with Helen through requests for organisational support, consultancy services, and programme enquiries. Over the past twelve months, her contribution has been invaluable, and we are fortunate to have her as part of our team.

Together, our staff work tirelessly to deliver programmes, foster collaboration, strengthen organisational capability, and support community groups throughout Aotearoa. While there is always more to do, I am immensely proud of what this dedicated team continues to achieve in service of ANCAD's mission.

RECOGNISING THE POWER OF VOLUNTEERS

Recently, we celebrated National Volunteer Week, providing an opportunity to ac-



**AUCKLAND NORTH
COMMUNITY AND DEVELOPMENT**
Te Runanga Ratonga Hapori o Te Raki-Pae-Whenua

knowledge the extraordinary people who give their time, skills, and expertise to support our communities.

In particular, I would like to recognise the volunteers involved in ANCAD's Community Accounting Programme. For the past ten years, this initiative has helped community organisations strengthen their financial management, reporting, and accountability. The programme remains firmly grounded in a simple but powerful principle: it is delivered by the community, for the community.

The generosity of volunteer Chartered Accountants, accounting students, and experienced financial professionals reflects the very best of community service. Their expertise helps organisations build confidence, strengthen governance, and access support that may otherwise be beyond their reach. Their contribution continues to have a lasting impact across the sector.

THANK YOU TO OUR FUNDERS AND SUPPORTERS

We are also deeply grateful to our funders and supporters who continue to invest in community capacity and capability building. Their commitment enables ANCAD to provide programmes

and services that strengthen organisations throughout Auckland and across Aotearoa.

The impact of this investment reaches far beyond individual workshops and projects. It contributes to stronger organisations, more resilient communities, and a more sustainable community sector overall.

MATARIKI: A TIME FOR REFLECTION AND RENEWAL

During this season of Matariki, I hope our communities have an opportunity to pause and reflect, connect with whānau, and embrace practices that restore wellbeing and balance after the year's mahi.

Matariki reminds us of the importance of renewal, gratitude, and looking ahead with purpose. May this season provide renewed energy, strengthened connections, and the capacity to be fully present to both the challenges and opportunities that community service brings.

FUNDING SUSTAINABILITY IN A CHANGING LANDSCAPE

Funding sustainability remains one of the most significant strategic challenges facing the not-for-profit sector today. Across Aotearoa, organisations

continue to experience increasing competition for grants, rising operating costs, growing demand for services, and heightened expectations around reporting, compliance, and demonstrating impact. Many community organisations are being asked to achieve more with fewer resources while simultaneously strengthening governance, evaluation, and operational systems.

At the same time, philanthropy is evolving. Increasingly, funders are seeking evidence of long-term impact, organisational resilience, effective collaboration, and systems-level change. Encouragingly, there is growing recognition that investments in leadership development, organisational capability, technology, infrastructure, and sustainability are essential to achieving lasting community outcomes. Without strong organisations, meaningful and enduring change is difficult to sustain.

For community organisations, funding sustainability can no longer be viewed simply as securing the next grant. It requires a strategic and diversified approach that may include strengthening donor relationships, exploring earned-income opportunities where appropriate, investing in impact measurement, and clearly articulating



organisational value and outcomes. The organisations most likely to thrive in the years ahead will be those that successfully balance mission delivery with long-term sustainability.

ANCAD continues to support organisations on this journey through governance development, financial capability building, funding readiness programmes, strategic planning support, and practical tools that strengthen organisational resilience. Our experience across the sector consistently demonstrates that funding sustainability is not solely a financial challenge. It is deeply connected to leadership capability, gov-

ernance effectiveness, community trust, organisational reputation, and the ability to demonstrate meaningful outcomes.

LOOKING AHEAD

As government priorities, philanthropic practices, and economic conditions continue to evolve, community organisations will face both challenges and opportunities. Funding uncertainty, workforce pressures, governance succession planning, digital transformation, regulatory compliance, increasing service demand, and the need to demonstrate measurable impact will all require strong and thoughtful leadership.

Despite these challenges, there are significant opportunities to strengthen partnerships, build capability, and explore new ways of working together. ANCAD remains committed to walking alongside community organisations as a trusted partner, advocate, and capability builder.

Together, we can continue creating resilient, connected, and thriving communities where people, whānau, and organisations have the opportunity to flourish. ●

Ngā mihi nui,
Fiona Brennan
Chief Executive Officer, ANCAD

Editorial – Winter 2026

By Fiona Brennan, Chief Executive Officer, ANCAD

Across Aotearoa, communities continue to face significant challenges, from economic pressures and funding uncertainty to increasing social complexity. Yet throughout these challenges, one constant remains: the strength, resilience, and determination of people working together to support one another. The stories in this edition of Community Voices demonstrate that communities are at their best when local people are empowered to lead, connect, and create solutions that reflect their unique needs and aspirations.

A recurring theme throughout this issue is the importance of capability building. Community organisations are actively seeking to strengthen gover-

nance, leadership, financial management, and long-term sustainability. Rather than simply responding to immediate pressures, many are investing in the skills and systems needed to create lasting impact. Programmes such as LiiFT Aotearoa and Community Accounting are helping organisations build strong foundations and greater confidence for the future.

Equally inspiring are the stories of inclusion and belonging. From the Glass Ceiling Arts Collective creating opportunities for disabled and non-disabled young people to thrive together, to initiatives such as the Creative Learning Centre and multicultural community celebrations, these examples remind us that belonging is at the heart of healthy communities. When people feel seen, valued, and connected, they are more likely to contribute their talents and participate fully in community life.

This edition also highlights the importance of investing in young people. Through initiatives such as LaunchPad and the Bays Youth Council, young leaders are being given opportunities to develop confidence, build skills, and turn ideas into action. Their creativity, energy, and commitment reinforce the value of ensuring youth voices are heard and included in shaping the future of our communities.

History shows that strong communities are built through collaboration. Whether responding to social change, economic uncertainty, or emerging challenges, progress is often achieved when people come together around shared goals. The work of grassroots organisations, volunteers, and community leaders continues this proud tradition of



Glass Ceiling Arts Collective



Communities are at their best when local people are empowered to lead, connect, and create solutions that reflect their unique needs and aspirations.



collective action and service.

As we look ahead, the message is clear: Resilient communities are not created by chance; they are built through relationships, trust, and a commitment to supporting one another. By investing in leadership, inclusion, and community capability, we can continue creating places where people feel connected, valued, and empowered to thrive. Together, we can build stronger, safer, and more connected communities for generations to come. ●



LaunchPad



Belonging is at the heart of healthy communities.





A place to belong!

Creating communities with the Glass Ceiling Arts Collective

By Lesley Springall | Auckland-based freelance writer

Walaa and Mohamed Alziady were worried about their sons' different paths. With autism and ADHD, Zizo attended Wilson School, a specialist-care institution on Auckland's North Shore, while his younger sibling Haron went to a mainstream school in Albany.

"Zizo had a lot of issues with communication and social interaction with others. He couldn't do normal sports or the same activities as his brother, not even after-school care together, so they were separate all the time," says Walaa. "I felt they had two different communities, two different sets of people around them, but I will not last forever, so what will happen to them then."

After sharing her concerns, a teacher at Wilson School suggested they consider the Glass Ceiling, a wholly inclusive theatre and arts school for anyone from marginalised communities, especially younger people with disabilities. The Alziadys attended a show and signed up both boys almost immediately.

Fast forward nearly four years and Walaa says being part of Glass Ceiling has changed all their lives for the better.

Walaa and Mohamed can spend three valuable hours together, alone each week, a respite from the stresses of raising a disabled child only their parent or caregiver can truly appreciate. But more than that, Zizo's confidence and communication skills have improved immeasurably, she says, so much so they are now considering a mainstream school



for him; something they'd previously never thought possible.

His neurotypical brother Haron suffered slightly from anxiety before joining Glass Ceiling, but he's also grown in confidence, says Walaa, and now shares a common interest with his brother that they both love. Haron has also discovered

a talent for acting and singing the family didn't know he had. But when Walaa suggested a mainstream drama class, Haron joined briefly then quickly opted to return to Glass Ceiling saying how much more friendly it was, and how his friends and brother were there, she says.

SOMEWHERE TO BE TOGETHER

The most important thing Glass Ceiling has given the family is a sense of belonging, says Walaa, who now works as an administrator for Glass Ceiling's Glenfield class. "We are a very big family. We invite each other for birthdays which doesn't happen in our other communities because our children are different... (Other communities) put boundaries around the abilities of our children, but there's no judgement at Glass Ceiling. It's really caring and our kids can be themselves and be free. They all feel special there."

Juliet Jackson, who's a member of Glass Ceiling's adult theatre programme in Freemans Bay, mainly for disabled young adults in transition from school to the adult world, agrees. "It's a very

safe, a very non-judgemental space. I love the creativity and the other members' enthusiasm and warmth."

An artist by background, Juliet struggled after losing her sight from an accident. She joined the mental health organisation Toi Ora Live Art Trust and took classes at university and Blind Low Vision, but her art was often reliant on her interaction with a support person. She wanted a more direct experience of working creatively with people, she says, so a friend introduced her to Glass Ceiling and the Freemans Bay artistic director John Davies, a long-time thespian, drama and opera coach. Before she knew it, she was collaborating on the script, writing the lyrics and a song and playing one of the main parts in the group's original production, *The Village of 12 Nights*.

"One of the incredible things about John is he just sees your abilities, rather than your disability," says Juliet. "For him, for the group, a disability is not an obstacle; it's a new creative challenge to work around. I found it very freeing."

In mainstream society, disabled people's abilities are often overlooked because people only see their disability and attribute a lack of ability to it, she says. "Glass Ceiling isn't like that. It's about looking at what an individual has to offer and how to support them to reach their potential; to have those opportunities they might not have elsewhere."

Co-founder and executive director Mike Eaglesome who has lived experience of raising a young person with a disability, likens it to a family evening dinner scenario. In a family, no one says, 'Hey, you have a disability, so you're going to sit at that table over there while we sit at this table', he says. "We all sit around the same table together, that's normal. Glass Ceiling was created to emulate the normality that is in every family living with a disability."

Founded in 2020, Glass Ceiling now runs 16 classes across the wider Auckland region and the country, as far afield as Hikurangi, Tauranga and Christchurch, and it struggles to keep up with demand. A quick look at the videos and testimonials on its website sums up why it means so much to those involved.

"Bringing disabled and non-disabled young people together isn't just inclusive, it's transformative. These programmes break down barriers, build empathy and create stronger, more united communities where everyone belongs and contributes," said one South Auckland parent.

"If we want truly inclusive communities in the future, we have to build them now and Glass Ceiling is doing exactly that," says another, adding, "This gives me hope that my son who is disabled will have a place to belong in the future."

It's a place everyone is welcome, to

make and meet friends, where they are not judged by their disability or by having a disabled child, says Mike. "When the members arrive at class, watching them greet each other fills your heart with joy. It's like they haven't seen each other for a year, they're all so excited, and that happens each and every week at every class."

For some, it's just about connection and having fun, but for others there's the creativity and the possibilities that brings to explore opportunities they haven't had before. Some may even aspire and go on to having a career in the arts, he says. "Whether its acting, writing scripts or music or doing the lighting or something else backstage, everyone has different skills and abilities, and dreams."

For Juliet, it's given her back her confidence and fuelled her creativity, she says. "It gives me somewhere to put my poetry; to experiment with writing. I've found I get a buzz out of performing. And it makes me feel like I have something to offer and I'm appreciated. It's a very safe space and to be creative that's essential."

John Davies calls Glass Ceiling an antidote to so many of the troubles people can carry. "In here, it's a release; there's bonding and community making, and an opportunity for every creative mind to be a part of, and every mind is creative." ●



An interview with Ivan Yeo

Board secretary, ANCAD



WHAT MOTIVATED YOU TO JOIN THE ANCAD BOARD AND WHAT DREW YOU TO THE ORGANISATION'S KAUPAPA?

I have witnessed many times how smaller grassroots community organisations can make genuine differences in ways that larger organisations sometimes cannot. Their work is invaluable because they are deeply connected to the realities, relationships, and everyday needs of the communities they serve. However, this important work often relies on only a few dedicated individuals carrying significant responsibility, which can make long-term sustainability challenging.

To me, ANCAD fills an important gap by supporting grassroots communities in thinking beyond immediate needs toward long-term, lasting impact. Through strong governance, strategic thinking, and organisational support, ANCAD helps strengthen community groups' capacity to grow and sustain their work beyond the efforts of just a few individuals. More importantly, ANCAD plays a vital advocacy role by amplifying the voices of many grassroots communities that might otherwise go unheard.

At this stage of my life, being involved in work that genuinely aligns with my values and beliefs is paramount. ANCAD strongly aligns with that. While my role is to provide administrative support to the Board through minute-taking, I feel genuinely honoured to contribute in this way. No matter the shape or form, I deeply value any opportunity to support the organisation and the meaningful work it carries out.

WHAT DO YOU BELIEVE STRONG COMMUNITY ORGANISATIONS AND CONNECTED COMMUNITIES NEED MOST RIGHT NOW?

Meaningful conversations, social cohesion, and genuine collaboration bring good people and strong leadership together. By harnessing the strengths and social capacity already within communities, we can create something meaningful and impactful—something that leaves a lasting, positive difference.

We need collective voices, because if communities do not speak up, often no one else will. Change rarely happens in isolation. When voices come together with shared intention, purpose, and a genuine commitment to something greater, they can create real and lasting impact. We should never underestimate what becomes possible when people truly come together to shape the changes that are needed.

At the same time, I have seen many grassroots and community organisations become so focused on responding to immediate community needs and delivering frontline support that advocacy can unintentionally be left behind. While this work is deeply important, it often leaves little time or capacity for upstream advocacy—raising concerns, influencing systems, and shaping policies that could prevent issues from becoming crises. Both are needed: supporting communities in the present while also advocating for the systemic changes that create a better future.

HOW HAVE YOUR OWN PROFESSIONAL OR LIFE EXPERIENCES SHAPED THE WAY

YOU APPROACH LEADERSHIP AND GOVERNANCE?

I have been fortunate to have been given many opportunities during the early stages of my career, where leaders trusted me and encouraged me to branch out beyond my formal role to learn, contribute, and grow. From my time at Mind in the 2000s through to more recent years, I have also had the privilege of participating in various advisory, working, and governance groups within the mental health sector.

What I have learned through these experiences is that real leadership creates the conditions for people to shine. It provides a platform for emerging leaders to step forward by nurturing, encouraging, and believing in their potential. To me, true leadership is not about remaining at the centre—it is about ensuring others have the opportunity to take centre stage, while sharing knowledge, opportunities, and resources in ways that genuinely empower individuals.

I have also seen how meaningful leadership can create space for lived experience voices to shape systems and policy. This can be achieved by establishing lived experience groups, bringing community voices together to inform government policy, and ensuring that future decisions better reflect the realities and needs of those most affected.

Leadership does not always need to be prescriptive or positional. Sometimes, leadership happens through the courage to live authentically, to lead through example, and to share personal stories that shift understanding and influence future policy. In this way, lived experience itself becomes a powerful force for change.

WHAT EXCITES YOU MOST ABOUT ANCAD'S FUTURE AND THE ROLE IT CAN PLAY ACROSS AUCKLAND COMMUNITIES?

Building genuine leadership and supporting grassroots communities in reaching and responding to their own communities is critical. ANCAD can facilitate meaningful, practical approaches that genuinely meet the needs of communities in ways that local government alone may never fully achieve, particularly when working across diverse communities.

Over many years, ANCAD has built long-standing and trusted relationships with local communities—trust and connections that government institutions do not always possess. Through this trust, ANCAD is able to hear and understand the frustrations, lived realities, and emerging needs of communities in ways that formal systems may not always recognise or fully understand.

One of the ongoing challenges in the public sector, including local government, is the bureaucratic process, which often takes significant time to respond to emerging community needs. By the time approvals are granted or processes completed, the situation on the ground may have already shifted, evolved, or become something else entirely. Communities often cannot wait.

This is where organisations such as ANCAD play an essential role. ANCAD can respond in ways that are timely, flexible, and community-led, acting with meaning and immediacy beyond what local government structures are often able to achieve. At the same time, it serves as an important bridge—connecting grassroots realities with broader systems, advocacy, and long-term change.

WHAT'S ONE PIECE OF ADVICE YOU'VE RECEIVED THAT HAS STAYED WITH YOU OVER THE YEARS?

One thing I have learned is the importance of standing firmly in what you believe in, while maintaining the dignity and integrity of who you are and what you stand for. There will be moments in

each of our lives when we face choices that ask an important question: Is this still true to who I am?

In those moments, I have learned the importance of listening to your inner knowing—your gut feeling. Often, it quietly tells you what aligns with your values, even when the path ahead is not always easy.

OUTSIDE OF WORK AND GOVERNANCE ROLES, WHAT ARE SOME INTERESTS OR ACTIVITIES YOU ENJOY?

In my spare time, I enjoy staying active through Muay Thai kickboxing and dancing, while also contributing through volunteer and community work. I inherited a Muay Thai club, which I have since established as a not-for-profit organisation in Albany, allowing its legacy to continue through a group of like-minded people who share the same values and passion for community.

I also enjoy dancing at Viva Dance, where movement helps me release stress, reconnect with myself, and maintain balance in life. Beyond this, I am passionate about supporting small NGO and grassroots community groups that are making genuine differences within communities. I value being able to share my expertise—particularly in advocacy, strategy, and community engagement—to help strengthen sustainability and create meaningful, lasting change.



WHAT DOES "COMMUNITY WELLBEING" MEAN TO YOU PERSONALLY?

To me, community wellbeing is about creating a society where every-

one can access public goods and services without barriers. It is a community where people feel safe, valued, and have a genuine sense of belonging. Community wellbeing exists when each of us feels that we belong, regardless of age, gender, race, ethnicity, culture, sexual orientation, or disability.

It is about ensuring that no one is excluded and that everyone has the opportunity to participate, contribute, and thrive. Importantly, it is also a society where people have free will, meaningful choices, and real options available to them—within a framework grounded in human rights, dignity, equity, and respect.

WHAT ROLE DO YOU THINK ORGANISATIONS LIKE ANCAD PLAY IN HELPING COMMUNITIES NAVIGATE CHANGE AND UNCERTAINTY?

Building capacity and taking a strategic approach are essential to helping community groups thrive. This includes supporting organisations to better understand the climate of local politics, recognise their place within the wider community, and take an honest look at the value they bring to the people they serve.

In today's world, certainty can no longer be assumed. Communities are constantly evolving, and so too are their needs, priorities, and expectations. Because of this, it is increasingly important for community groups to have a clear understanding of the unique value they add, the role they play, and how they continue to respond and adapt in alignment with the communities they serve as those communities change over time.

This is where ANCAD plays an important role. Through governance support, strategic guidance, and capacity-building training, ANCAD enables community groups to strengthen their foundations and navigate both challenges and opportunities. Importantly, ANCAD supports organisations to meet their immediate needs while also planning for the short and long term—helping them become more sustainable, resilient, and responsive to the changing needs of their communities. ●



• LaunchPad: Where young ideas take flight •

How collaboration between Rangitoto College, Mairangi Arts Centre and ANCAD is helping the next generation of entrepreneurs turn ideas into action.

By Rachel Gu, Youth Intern, ANCAD

Behind every great business is a first sale. That's where LaunchPad was born. An opportunity for high school students taking business studies to sell their product at a market - but this time - a youth market where the vendors are only youth.

Through the collaboration between Rangitoto College, Mairangi Arts Centre and ANCAD, this idea came to life. On Saturday the 9th of May, more than 40 Rangitoto students came down to the Mairangi Village and Mairangi Arts Centre to set up their stalls and their products. The products ranged from fresh fruit juice to dog treats, to pipe-cleaner flowers and even to marble cutting boards. For many of the students, LaunchPad was their first taste of what it truly means to run a business. They learned how to price their products, communicate with customers and to appreciate the amount of work that goes into creating, launching and selling a product.

ANCAD's support and impact comes in many ways, both directly and indirectly. Members of Bays Youth Council, an initiative supported by

ANCAD since 2020, showed up to help and support this youth-focused event from the set up to the pack down. The volunteers were on the ground, lending their hands wherever needed and even hosted a small engagement stall where they taught youth how to make origami tulips.

ANCAD also played a crucial role in the planning and communication of the event, liaising with Mairangi Arts Centre as well as Rangitoto College. The event is a success in itself; however, the ongoing



ing impact is something else that needs to be highlighted.

LaunchPad demonstrates the need for youth led initiatives in the community as well as the impact of interdisciplinary collaboration between arts, commerce and youth.

Beyond the sales and sold-out stores, the real impact of LaunchPad is measured in mindsets and growth. Students left not just with profits and a first-hand experience of business, but also with a deeper belief in their own capabilities and the knowledge that they are backed by a community that showed up to support them every step of the way.

From the excitement of selling out a product to those behind the work preparation, these small yet defining moments illuminate the shared hope among every organisation involved that LaunchPad will return, bigger, better and with even more schools and students taking part in the future. LaunchPad serves as a stepping stone to help youth enterprises and young people to have the chance to step up, show up and launch their ideas into reality! ●

Creative Learning Centre – LaunchPad Day

By Ruth Greenaway, writer and storyteller, ANCAD

Youth entrepreneurs from Rangitoto College, mostly in the year 12 business studies programme came together on Saturday 9 May, to hold a market in the Mairangi Bay village and at the Mairangi Arts Centre (MAC). The student-led startups sold a range of products from silk flowers to hand creams, dog treats, marble chopping boards, wooden coasters, and many beautiful, scented things for Mother's Day.

The event was also to launch a new initiative - a Creative Learning Centre for youth at the Mairangi Arts Centre. ANCAD has been the backbone organisation for this project, providing seeding funding, and community liaison. Deb Humphries - ANCAD's North Shore Family Violence Prevention Strategist - held a hui two years ago to identify a means by which the community could

provide a 'youth harm preventative strategy' while at the same time promoting family wellbeing and community cohesion. Deb says that she is often behind the scenes looking for the 'glue' to hold all the aspects of such an initiative together. This includes resourcing, connecting people and encouraging working relationships, as well as coming up with solutions where needed.

Clint Taniguchi is the General Manager for Mairangi Arts Centre. He says that since COVID-times, he wanted to see MAC become more than a place for holding art exhibitions and for the centre to be involved in community outreach, as a hub for fostering community engagement.

Today the centre encourages the involvement of youth from across the East Coast Bays. Clint's vision is that by

creating a space for 'compassion, understanding and kindness' new friendships can be formed and the wellbeing of youth and their families enhanced.

MAC has developed a range of strength-based creative youth-development programmes with a primary focus on supporting neurodiversity, providing adaptive art experiences and arts therapy to ensure greater access to the arts and creative learning experiences.

"When we work collectively, we can face adversities positively," says Clint. "That's how we can move forward and improve things by just saying, 'Hey, let's have a go!' And I think that's what community resilience is about too - that and creating authentic experiences."



Members of the Bays Youth Council doing origami.

Gemma and Kashala volunteer at MAC, working with neuro-diverse pre-teens. "I think art and community can go hand in hand," says Gemma, an occupational therapist. Together they are creating an art and crafts, 'nature experience' for the youth they support, which will see art being displayed in the community. The aim being that young people will see themselves validated and connected to the places they live.

MAC invited the Bays Youth Council to be part of the new venture. Rui Han Ong chairs the Council, he says that MAC "is a place where youth can explore art and foster new connections with other youth." It's also a mechanism for the youth council to reach beyond Rangitoto College and connect with other students across the Bays who might want to get involved in the council and the many projects it is doing with local community organisations.

Rachel Gu was a member of the Bays Youth Voice before it became Bays Youth Council, then its Chair. She is now a youth intern with ANCAD. Her role is to assist the youth council to consult with various community organisations. "I really love collaborating with people. Youth are the future and it's important to hear what they think," says Rachel. She thinks that the Creative Learning Centre will encourage all sorts of creative learning. "We often just think that creativity is about art – but's about all sorts of creativity too."

To find out more about the Mairangi Arts Centre and the Creative Learning Centre visit mairangiarts.co.nz

To explore some of the youth entrepreneur startups visit these Instagram handles:

- [bundledbliss.rangi](#)
- [scent_edensations](#)
- [golden_waves](#)
- [c0astal.c0asters](#)



Youth entrepreneur stall for the LaunchPad day in Mairangi Bay.



Deb Humphries - North Shore Family Violence Prevention Strategist



L-R: Ester Choi (Bays Youth Council), Rachel Gu (Youth Intern at ANCAD) and Chaim Renyo (Business Studies teacher at Rangitoto College).



with...Rachel Gu

Youth Intern, ANCAD



What attracted you to join ANCAD and what stood out to you about the organisation?

I joined Bays Youth Voice, an initiative under Bays in Action in 2024 completely by accident! I was looking for opportunities to volunteer at the library when the librarian showed me Bays Youth Voice and I ended up becoming a member, and then the Chair in 2025. I think the way ANCAD supports the community really stands out to me. Whether it's a small initiative or a large event, ANCAD is always there to support.

Tell us a little about your background and the journey that led you to your current role.

I've just graduated from Rangitoto College and I'm currently a first-year student at the University of Auckland. During my high school years, I was involved with youth councils and different clubs and committees in school. From these experiences, it really solidified my passion for youth engagement and empowerment and currently, I'm the youth intern for ANCAD who facilitates Bays Youth Council.

What are you most passionate about when it comes to community or people-focused work

I've always loved working with people, but I'm most passionate about youth work, especially empowering youth and making their voices heard. I believe that every young person has the potential to make a change in the community!

What is something you are looking forward to learning, contributing, or growing in through your work at ANCAD?

I'm looking forward to learning more about the different areas and initiatives that ANCAD is part of. I would love to be more involved in the capability-building and the ethnic community initiatives.

Outside of work, what are some hobbies, interests, or activities you enjoy?

I love baking and learning new languages! My go-to recipe is a classic brownie, but I'll always add additional chocolate chunks and I'm currently learning Italian on Duolingo.

What's one piece of advice or wisdom that has stayed with you over the years?

There is only one way to learn... it's through action." – The Alchemist by Paulo Coelho.

What's your go-to quick meal or comfort food after a busy day?

Dumplings!

If you could instantly become an expert in any skill or hobby, what would it be?

Fluent in every language!

What does a "connected community" mean to you personally?

To me, it means having a support network during the good and bad times. A community where you can share your success as well as to seek support from those around you.

What's something people may be surprised to learn about you?

I wanted to be a palaeontologist when I was little.

What's one small thing that helps you recharge or stay grounded?

My morning coffee.

Who or what has most inspired your approach to working with people or communities?

Deb Humphries from ANCAD. Having worked with her from when I first joined Bays Youth Council, her work ethics and dedication always inspire me. She shows up, always finds ways to support us in what we do and ensures that every member is always included.

What motivates you most about helping people learn, grow, or feel supported?

I love working with people and hearing about peoples' stories. My favourite phrase is always "people is what fills my cup!" Coming from a multicultural background, I know I can learn something new from every individual that I meet and I hope to use my background to support, relate and grow with those who are going through similar experiences.

QUICK FIRE QUESTIONS

Coffee or tea? Coffee

Beach or bush? Beach

Early bird or night owl? Early bird

Book, podcast, or Netflix? Book

Favourite place in Auckland?

Long Bay or Takapuna!





Pono Boxfit- Mind, Body & Soul: Our Pono Vaka Journey

By Jess & Lesley, Pono Boxfit

Talofa lava, Mālō e lelei, Fakaalofa lahi atu, Kia orana, Bula Vinaka and Kia ora.

We are Jess and Lesley from Pono Boxfit- Mind, Body and Soul and we recently had the privilege of participating in the Talanoa Tupuaga Pacific Capability Incubator Series.

This workshop has been a significant part of our growth journey, both personally and professionally and it has helped strengthen the foundation of our organisation and our vision for the future.

Pono Boxfit is a South Auckland based community fitness and wellbeing organisation focused on improving health, wellbeing, confidence and connection through movement and fitness.

While Boxfit is a part of what we do, our kaupapa extends far beyond phys-

ical exercise. We create safe, inclusive spaces where people feel welcomed, supported and empowered to show up as themselves. Our programmes particularly uplift Māori and Pasifika communities, while remaining accessible and welcoming to everyone. Through our work, we aim to strengthen not only physical and mental wellbeing, but also confidence, resilience, whānau connections, and a sense of belonging within our communities.

During the Talanoa Tupuaga Programme, we created a presentation for the end Showcase called 'Our Pono Vaka' to reflect our journey. Using the metaphor of a vaka, we were able to visually represent our aspirations, challenges, purpose, growth, people and leadership.

The 'stars' represented our future aspirations. We knew where we wanted to go as an organisation, but we needed guidance, tools and structure to help get us there. The 'ocean' symbolised the challenges we faced, including governance and legal structure, funding barriers, time and capacity limitations and balancing purpose with sustainability. Like many grassroots organisations, we had passion and vision, but navigating systems and growth pathways often felt overwhelming.

One of the most valuable outcomes from the programme was gaining clarity around our governance and legal structure. We connected with a governance mentor who provided support, strengthening our charitable trust deed. We sub-

mitted our charitable trust application, something that once felt intimidating, we were thrilled to now have completed.

The 'sail' of our vaka represented capability and growth. Talanoa Tupuaga provided us with practical tools, systems, confidence and direction. We strengthened our financial systems through implementing the cashbook tool, which has simplified how we track and manage finances. This has also given us greater confidence stepping into funding spaces and exploring future opportunities to support and sustain our kaupapa.

The programme also encouraged us to formalise and strengthen our existing youth programmes alongside our free community BoxFit classes. It helped us recognise the value and impact of the work we are already doing and reinforced the importance of creating sustainable systems around our kaupapa so we can continue serving our communities long-term.

One of the most meaningful parts of this journey has been the relationships and connections built throughout the programme. We met inspiring people, facilitators, mentors, guest speakers as well

as our fellow participants, who genuinely believed in our vision and wanted to support our growth. Being surrounded by like-minded community leaders reminded us that this work is not done alone.

Our 'crew' represents the people behind the kaupapa: our volunteers, participants, supporters, whānau and wider community. They are the reason we continue to do this work. The 'navigator' symbolises leadership, guidance, and vision. Through Talanoa Tupuaga, we realised that while our vision was always there, we now have the tools and confidence to lead our vaka forward with purpose.

As we continue growing, one of our biggest aspirations is launching the Pono Mobile Fitness Hub. This initiative will allow us to bring fitness and well-being programmes directly into communities, helping remove barriers such as transport, cost, and accessibility. We want to meet more people where they are and continue creating spaces where movement, connection, and wellbeing are accessible to all.

Pono means truth; being genuine, honest and authentic in everything we do. That value sits at the heart of our

kaupapa and guides how we serve our communities every day.

Talanoa Tupuaga has helped move our vision into action. Our vaka is no longer sitting still. It is moving forward with purpose, direction and belief in what is possible.

We are incredibly grateful to ANCAD, Clark Tuagalu and everyone involved in creating a space where organisations like ours can grow, learn and strengthen the foundations needed to create meaningful and lasting impact within our communities.

We encourage anyone who feels they could benefit from the Talanoa Tupuaga series to not be afraid to register. You will learn so much, grow in confidence and connect with amazing people along the way. You will not regret it. ●





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

LEARNING & PATHWAYS

Practical capability learning for community organisations

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LiiFT Aotearoa: Building capability for community impact

LiiFT Aotearoa is the learning and capability pathway developed by Auckland North Community and Development (ANCAD) to support the growth and sustainability of community and for-purpose organisations across Aotearoa.

Through practical workshops, sector insights, and useful tools, LiiFT seeks to both inform and inspire those serving in governance, leadership, and operational roles. The two “i’s” in LiiFT reflect this purpose — learning that informs practice and inspires confident leadership within community organisations.

LiiFT focuses on strengthening the core capabilities organisations need to thrive. These include governance and accountability, leadership and decision-making, funding and sustainability, financial stewardship, organisational culture and wellbeing, systems and operations, impact and learning, and digital communications. Together these areas support organisations to strengthen their

foundations, improve effectiveness, and plan confidently for the future.

Recognising that organisations develop over time, LiiFT supports learning across four stages of organisational development – Foundations, Strengthen, Sustain & Scale, and Renew & Re-imagine. This Learning & Pathways approach helps leaders access capability support that is relevant to their organisation’s current needs and future aspirations.

Delivered by experienced facilitators and sector specialists, LiiFT sessions provide practical insight and tools that organisations can apply directly in their governance, leadership, and community work.

Through LiiFT, ANCAD continues its long-standing commitment to strengthening community organisations so they can continue making a positive difference in the communities they serve.

For more information about upcoming learning opportunities, visit:

www.LiiFT.nz

What we're hearing from community organisations in 2026

Insights from ANCAD's LiiFT Aotearoa sessions and ANCAD community events

Through LiiFT workshops and ANCAD forums, participants are regularly invited to share their perspectives through live polling. While not a formal survey, these responses provide a useful snapshot of the issues currently shaping community organisations and the areas where capability support is most needed.

By Simon Ritchie, ANCAD



GOVERNANCE CAPABILITY Legal responsibilities remain a key area of concern for boards

Recent polling during ANCAD's LiiFT Governance Matters session on The Legal Responsibilities of Boards suggests that many board members are keenly aware of their legal obligations but are seeking greater clarity and confidence in meeting them.

While around half of participants described themselves as only somewhat confident in understanding their legal responsibilities, almost half reported low confidence or were new to governance. When asked what concerns them most, respondents highlighted personal liability, keeping up with changing legislation, getting something wrong, and simply not knowing all the rules.

Perhaps most revealing was that only a very small proportion of participants said they clearly understood where their legal responsibilities as board members begin and end. Most indicated they understood this only somewhat, while over a third admitted they were still unclear.

WHAT THIS MEANS

These responses suggest that governance capability is becoming increasingly important as legal responsibilities continue to evolve. Rather than reflecting a lack of commitment, board members are actively seeking practical guidance to strengthen their understanding, reduce risk, and confidently fulfil their governance responsibilities.

maintaining clear boundaries between governance and operational roles. Interestingly, attracting people to join the board ranked lower than ensuring boards have the right mix of capability, experience, and continuity.

When asked about confidence in recruiting future board members, most participants felt somewhat confident, while a smaller group expressed lower confidence. None indicated they were facing significant recruitment difficulties.



BOARD RECRUITMENT AND SUCCESSION Building sustainable boards for the future

Polling during ANCAD's LiiFT Governance Matters session on Finding the Right People suggests that many organisations are looking beyond simply filling board vacancies and are thinking more strategically about long-term board sustainability.

Participants identified succession planning and replacing long-serving board members as the most significant challenge, followed by finding people with the right skills and experience and

maintaining clear boundaries between governance and operational roles. Interestingly, attracting people to join the board ranked lower than ensuring boards have the right mix of capability, experience, and continuity.

When asked about confidence in recruiting future board members, most participants felt somewhat confident, while a smaller group expressed lower confidence. None indicated they were facing significant recruitment difficulties.



WHAT THIS MEANS

The findings suggest that the sector's focus is shifting from recruitment alone to developing resilient, future-ready boards. Investing in succession planning, supporting emerging governors, and ensuring boards have the right mix of skills and perspectives will be critical to sustaining strong community organisations over the coming years.



FINANCIAL GOVERNANCE

Boards understand their responsibility but want greater financial confidence

Polling during ANCAD’s LiiFT Governance Matters session on The Board’s Role in Financial Oversight suggests that boards recognise financial oversight as a shared governance responsibility, while many members are looking to strengthen their financial literacy and confidence.

Nearly half of participants described themselves as only somewhat confident in reading and understanding their organisation’s financial reports, while more than a third reported lower levels of confidence. Only a small proportion felt very confident interpreting financial information.

The polling also explored how boards engage with financial reports. For many organisations, the Treasurer explains the key points before the board considers the reports, while almost a third indicated reports are simply noted with limited discussion. Only a small number reported routinely discussing financial reports in detail and asking questions.

Encouragingly, almost all participants recognised that understanding the organisation’s financial position is the responsibility of the entire board, not just the Treasurer, Chair, or Manager. This reflects a strong understanding of one of the fundamental principles of good governance.

WHAT THIS MEANS

These findings suggest that community organisations increasingly recognise that sound financial governance is a collective board responsibility. The next step is building the confidence and capability of all board members to interpret financial information, ask informed questions, and use financial reporting

to support effective decision-making. Strengthening financial literacy across boards remains an important part of building resilient, accountable, and sustainable organisations.

behaviours they expect from others. As organisations continue to navigate change, developing the confidence to lead courageous conversations and maintain trust will remain a critical leadership capability.



LEADERSHIP CAPABILITY

Trust is built through courageous conversations

Polling during ANCAD’s Leadership in Times of Change session on Trust, Transparency and Tough Conversations suggests that many leaders recognise one of the most challenging aspects of leadership is having the conversations they know need to happen.

Participants identified difficult or courageous conversations as their greatest leadership challenge, with many also acknowledging they sometimes avoid or delay these discussions. When asked how often this occurs, almost all respondents admitted they avoid necessary conversations at least some of the time, highlighting that this is a common leadership challenge rather than an isolated experience.

The poll also explored what has the greatest impact on trust within teams and organisations. Participants most frequently pointed to a misalignment between words and actions, followed by uncertainty and change. These findings suggest that trust is strengthened not only through communication, but through leaders consistently demonstrating integrity, transparency, and follow-through.

WHAT THIS MEANS

These responses highlight that effective leadership extends beyond decision-making and technical expertise. Building trust requires leaders to communicate openly, address difficult issues promptly, and model the



FUNDING SUSTAINABILITY

Organisations are seeking stronger, more strategic funding capability

Polling during ANCAD’s Become Funder-Ready workshop suggests that many community organisations are looking beyond simply securing their next grant and are seeking to build stronger, more sustainable funding models.

When asked about their confidence in their organisation’s funding position, over half of participants reported low confidence, while the remainder described themselves as neutral. None indicated they felt confident about their current funding situation, reflecting the ongoing financial uncertainty many organisations continue to face.

The poll also explored current funding approaches. While some organisations already use a mix of funding sources or are actively diversifying their income, the largest group indicated they would like to diversify but are unsure where to begin. This suggests many organisations recognise the need to reduce reliance on traditional funding streams but require practical support to make that transition.

Participants identified finding suitable funding opportunities as their greatest challenge, closely followed by writing successful applications. Developing long-term funding strategies, diversifying income, and demonstrating impact to funders also featured prominently, highlighting that funding success depends on much more than submitting strong applications.

WHAT THIS MEANS

These responses suggest that community organisations are increasingly viewing funding as a strategic capability rather than a standalone activity. Building long-term sustainability requires organisations to understand the funding landscape, demonstrate impact, diversify income, and develop clear funding strategies alongside strong grant-writing skills. This reinforces the importance of capability-building that equips organisations not only to secure funding, but to strengthen their long-term financial resilience.



MANAGING DIFFICULT PERSONALITIES AND TOXIC BEHAVIOURS

Participants in ANCAD's Leadership in Times of Change session explored some of the most common people-management challenges affecting community organisations. The responses suggest that while leaders are generally willing to address difficult workplace situations, these issues remain a significant part of leadership.

The most frequently reported challenges were difficult personalities or behaviours (90%), poor communication or conflict (90%), and lack of accountability or follow-through (90%). Resistance to change or feedback was also common (60%), while half of respondents identified low morale or negative attitudes as an ongoing challenge. Together, these responses highlight that many leadership difficulties stem not from technical issues, but from managing relationships, behaviour and organisational culture.

Encouragingly, every respondent reported feeling somewhat confident in dealing with difficult or toxic workplace behaviours. While no one described themselves as "very confident", neither

did anyone indicate they lacked confidence altogether. This suggests leaders have a foundation of capability but continue to value practical strategies and tools to strengthen their confidence when navigating challenging situations.

When asked whether they had ever avoided a difficult conversation because they were unsure how to approach it, 67% said they had done so occasionally, while 33% said rarely. No respondents selected "frequently" or "never". This reinforces that even experienced leaders can hesitate when conversations are likely to be uncomfortable or emotionally charged, highlighting the importance of developing skills in courageous communication.

WHAT THIS MEANS

These results suggest that the biggest leadership challenges are less about organisational systems and more about leading people well. Community leaders are regularly navigating conflict, accountability, communication and difficult behaviours, often in volunteer or resource-constrained environments where relationships matter deeply. The findings reinforce the importance of building practical leadership capability in communication, conflict resolution, accountability and managing difficult conversations—skills that help leaders strengthen healthy workplace cultures while maintaining trust and effectiveness.



OVERALL THEMES EMERGING

Across this quarter's LiiFT Aotearoa workshops and leadership sessions, several consistent themes emerged. While each workshop explored a different area—from governance and financial oversight to funding and leadership—the poll responses paint a remarkably similar picture of the challenges community organisations are facing.

There is a strong desire to build capability rather than simply access information. Participants consistently demonstrated an awareness of where their organisations need to improve, whether that is strengthening governance knowledge, planning for future board succession, improving financial oversight, developing more sustainable funding strategies, or building confidence to lead difficult conversations. Rather than indicating a lack of commitment, the responses reflect organisations that are actively seeking practical tools and guidance to lead more effectively.

Another clear theme is that the sector's greatest challenges are increasingly centred on people. Recruiting and developing future board members, maintaining effective governance, managing conflict, having courageous conversations, and leading through uncertainty all featured prominently across multiple workshops. Alongside this sits the ongoing challenge of securing sustainable funding and demonstrating organisational impact, reinforcing that leadership, governance and financial sustainability are closely interconnected.

Overall, these insights reinforce the value of capability-building initiatives such as LiiFT Aotearoa. Community organisations are not simply asking for answers—they are investing in developing the leadership, governance, financial stewardship and organisational resilience needed to create stronger, more sustainable organisations that can continue making a lasting difference in their communities. ●



with...Helen Lee

Events Assistant, ANCAD



What attracted you to join ANCAD and what stood out to you about the organisation?

ANCAD stood out because it doesn't just talk about community, it actively creates opportunities for people to connect, belong, and support one another. That genuine, grassroots approach really resonated with me.

Tell us a little about your background and the journey that led you to your current role.

I'm currently completing a Master of Public Policy after studying Psychology, Criminology, and Education at the University of Auckland. My journey has been shaped by a mix of community volunteering, youth advocacy, and a desire to create systems that work better for people.



What are you most passionate about when it comes to community or people-focused work?

I'm passionate about making sure people feel seen and heard, especially those whose voices are often overlooked. Sometimes a single conversation can have more impact than we realise.

What is something you are looking forward to learning, contributing, or growing in through your work at ANCAD?

I'm excited to learn more about community-led solutions and how local initiatives create meaningful change. I'm also looking forward to building relationships with people from all walks of life.

Outside of work, what are some hobbies, interests, or activities you enjoy?

You'll usually find me volunteering, planning community projects, exploring new cafés, or convincing friends to join me on a hike. I also love saying yes to opportunities that push me outside my comfort zone.

What's one piece of advice or wisdom that has stayed with you over the years?

"Keep flourishing, wherever you are planted." Every season of life, including the challenging ones, is shaping who you become and contributing to the future you're building.

What's your go-to quick meal or comfort food after a busy day?

A steaming bowl of noodle soup because it's quick, comforting, and somehow fixes almost every stressful day.

If you could instantly become an expert in any skill or hobby, what would it be?

I'd love to instantly become an expert storyteller. The ability to turn complex ideas into stories that inspire action is incredibly powerful.

What does a "connected community" mean to you personally?

A connected community is one where people don't just live alongside each other, they genuinely care about each other's wellbeing and success.

Who or what has most inspired your approach to working with people or communities?

The people I've met through volunteering have inspired me the most. Time and time again, I've seen ordinary people create extraordinary impact simply because they cared enough to show up.

How has your own cultural background or life experience shaped the way you connect with people and communities?

Growing up helping in my family's café taught me that everyone has a story worth listening to. It showed me that connection often starts with something as simple as making people feel welcome.

QUICK FIRE QUESTIONS

Coffee or tea? Tea

Beach or bush? Bush

Early bird or night owl? Night owl

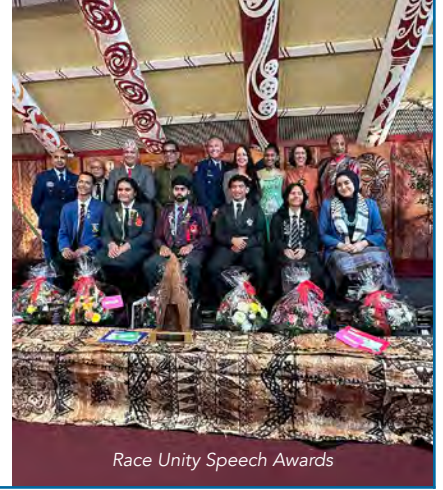
Book, podcast, or Netflix? Netflix

Favourite place in Auckland?

Mercer Bay Loop Track



The power of belonging



By Eva Chen, ANCAD

Attending both the Myanmar New Year Celebration in April and the national finals of the Race Unity Speech Awards in May provided a powerful reminder of the richness, resilience and diversity of the communities that make up Aotearoa New Zealand.

Although very different events, both centred on a common theme: creating spaces where people feel they belong, where culture is celebrated, and where communities are strengthened through connection.

The Myanmar New Year Celebration in Penrose brought together people from across Auckland, with community members, local leaders and representatives from organisations including the Human Rights Commission, Auckland Council, local boards and Members of Parliament joining the celebrations. The

event highlighted the importance of recognising and valuing cultural identity, particularly for migrant and refugee communities as they establish new lives in New Zealand.

One of the most encouraging observations was seeing more people from ethnic communities embracing volunteering and community leadership. In many countries, volunteering in the public and community sector is not part of everyday life in the way it is in New Zealand. Seeing individuals step into these roles reflects growing confidence, stronger community connections and a willingness to contribute to the wider society.

The event also reinforced how important trusted community leaders can be. Bringing together such a large and diverse gathering demonstrated the

significant role grassroots leaders play in creating connection and belonging. At the same time, it prompted reflection on how smaller or less visible ethnic communities can also be supported so they do not become isolated, but instead have opportunities to collaborate, celebrate and grow alongside others.

A similar message emerged at the Race Unity Speech Awards. Listening to young people share their lived experiences, hopes and vision for a more inclusive New Zealand was both inspiring and thought-provoking. Their speeches reflected maturity, courage and a genuine desire to build stronger communities, while also acknowledging that experiences of racism and exclusion continue to affect many young people from diverse backgrounds.

Across both events, a common



challenge became clear. Alongside the pressures created by global events and increasing economic uncertainty, many migrant families continue to navigate questions of identity, belonging and opportunity. Young people, in particular, are often balancing their family's cultural traditions with life in contemporary New Zealand, making safe spaces where they feel respected, accepted and connected more important than ever.

These experiences also highlighted the importance of investing in future leaders. The young people speaking at the Race Unity Speech Awards and the volunteers helping to build stronger

ethnic communities today represent the next generation of community leadership. Supporting their development through mentoring, governance, leadership and organisational capability will help ensure communities continue to thrive for years to come.

This aligns closely with ANCAD's commitment to strengthening community capability. Through initiatives such as LiiFT Aotearoa, Community Accounting and the Migrant Enterprise and Community programme, ANCAD works alongside organisations to build strong governance, leadership and sustainable community organisations. The passion,

commitment and talent already exist within these communities; by investing in capability, we can help equip them with the confidence and foundations to grow their impact even further.

Ultimately, these events served as a reminder that building stronger communities begins with creating places where people feel they belong, where every culture is respected, and where the next generation is encouraged to lead. They also leave us with an important question to reflect on: *What kind of New Zealand do we want our children to inherit, and what part can each of us play in helping build it?* ●





Councils of Social Service – History update

Highlights from Chapter 3: Democratising Welfare

By Ruth Greenaway, writer and storyteller, ANCAD

A shift to community-led coordination: In the 1950s, Councils of Social Service (COSS) increasingly emerged from communities (not government mandate), working closely with local/central government and sometimes receiving subsidies/funding. Active councils included New Plymouth, Wellington, Christchurch, later Hamilton and Kaitiaki.

British social work leader G.E. Haynes toured NZ/Australia and argued that voluntary social services were “indispensable to democracy,” noting NZ’s strong but demanding post war responsibilities.

What “social service” meant: The term was broad and contested (with meaning ranging from social clubs, to organising events, to poverty relief). Councils at this time emphasised coordination, efficiency, and avoiding duplication, while also identifying and filling social service gaps.

Government support and strategic reliance on the voluntary sector: From 1950, National government subsidies supported voluntary organisations (no-

tably for housing for older people), interpreted as potentially reducing direct public-sector involvement.

Professionalisation (slow, emerging): Social work moved gradually toward professionalisation; collaboration between councils and state social workers (Child Welfare, Social Security) was important, but “community development” thinking had not yet fully taken hold.

National/international linkages: Evidence suggests ties between UK’s National Council of Social Service and a short-lived NZ national equivalent in the 1950s, including attention to post war child migration and welfare advocacy via women’s groups.

Assimilation and bicultural limits: The era promoted “one people/one Kiwi” integration; COSS were largely Pākehā led, with Māori participation mainly through state structures (Department of Māori Affairs, tribal committees, Māori wardens, Māori Women’s Welfare League). Te Tiriti o Waitangi engagement in councils not emerging

until the 1980s.

Major social themes: Councils engaged with housing (including slum conditions), aged care, family wellbeing, women’s social isolation and early equal pay organising, youth culture and fears of juvenile delinquency (including the Mazengarb Inquiry), and post war reconstruction/suburbanisation.

Case studies of council impact:

- New Plymouth (NPCOSS): Women-led initiative focused almost entirely on independent housing for older women (Bingham House), using mixed funding (government support, mortgage, community donations) and operating with clear rules and a community-living model.
- Wellington (WDWC): Strong collaboration with the Department of Social Security; created a central register of providers, drove aged-care work (including advocacy for village housing and rest-home stan-

dards), and produced a long-running services directory.

- Christchurch: Became independent from city council; focused on coordination, public education, and a central bureau/directories while preserving member agencies' independence.

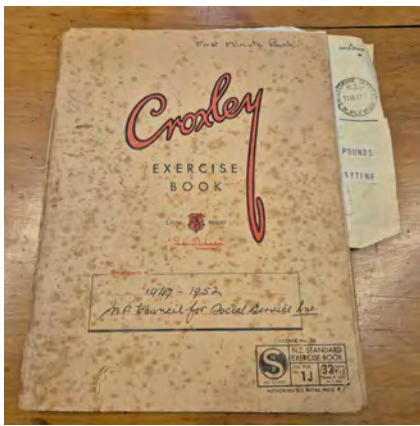
Transition into the 1960s: NZ welfare spending became extremely high by international standards; economic

pressures increased reliance on discretionary/supplementary benefits. Activism (feminism, anti-war, social justice) began reshaping expectations of welfare and participation, alongside expanding monitoring/planning (National Development Conferences).

Even within a conservative, assimilationist social climate, councils of social service helped "democratise" welfare by embedding welfare support in community life—coordinating services,

innovating locally, and advocating for vulnerable groups—while deeper issues (especially bicultural leadership and genuine community empowerment) remained unresolved until later decades.

Thanks to Te Puke Ariki Library and Research Centre, Alexander Turnbull Library, Papers Past, NZ History, Te Ara Encyclopaedia of New Zealand History, MacMillan Brown Library – University of Canterbury and Community Networks Wellington. ●



Bingham House archival news stories.

Ruth Greenaway researching the archives at Te Puke Ariki.



The impact from the LiiFT Aotearoa trainings by ANCAD, on myself and my own self-development is phenomenal.

The trainings have given me confidence and the knowledge to manage a Trust and be able to navigate through a fast-paced environment, particularly where resources and manpower are limited.

I have also gained specific skill sets and garnered the conviction to spearhead our mission and ensure the outcomes were achieved whilst tackling the unforeseen and many challenges in our stride.

We successfully completed a family violence awareness and prevention programme in our Catholic parish communities in Otago and Otago in 2025, thanks to the informative and very helpful LiiFT training workshops.



THERESA ALIPIA, A TRUSTEE, SECRETARY AND PROJECT COORDINATOR

Theresa attended several LiiFT Learning sessions in the Governance Matters series as well in the Leadership in Times of Change series, and a workshop aimed at the development of Pasifika leaders and community groups.

Photo: 1970s - Looking south along Onehunga Mall from near Arthur Street, showing angle-parked cars and pedestrians, Bray's Buildings (left). Auckland Libraries Heritage Collections 957-405



We've been here before...

Managing fuel crises

By Ruth Greenaway, writer and storyteller, ANCAD

New Zealand has historically produced its own oil and gas, in the late 20th and early 21st century, many small onshore and offshore fields especially at the Māui gas and oil field, off the Taranaki coast, in 1969. The Māui gas field promised abundance. For a while, it delivered exactly that — electricity in our homes, fuel for our industries. It felt secure, almost permanent. But energy stories rarely end where they begin.

By the early 2000s, the reserves that once felt limitless were running low. Marsden Point stepped in as a kind of national hearth, refining imported crude into the fuels that kept cars moving, planes flying and ships steaming. Then, in 2022, that too changed. The refinery fell silent, reborn as an import terminal — a practical decision, but a symbolic one. From that point on, New Zealand's fuel story became unmistakably global and fragile.¹

Over the past fifty years, fuel prices in New Zealand have not risen because of anything that happened here. They have surged because of distant wars, revolutions, financial crashes and pandemics — events unfolding half a world away but felt immediately at the pump. A conflict in the Middle East. A revolu-

tion in Iran. A war in the Gulf. Each time, prices jumped, inflation followed, and households felt the squeeze.

Many New Zealanders still remember one moment more vividly than the rest. In July 1979, as the Iranian Revolution disrupted oil supplies worldwide, the government took an extraordinary step. Every private vehicle owner was issued a coloured windscreen sticker — a single day each week when driving was forbidden. For months, “carless days” quietly reshaped daily routines. School drop-offs were reorganised. Shopping trips postponed. Streets fell calmer on certain weekdays.

However, not everyone played along. Exemptions were easy to apply for and hard to police. Forged stickers began circulating. Families with two cars simply staggered their off days. What was meant to reduce fuel use became a lesson in how inventive people can be when rules disrupt everyday life. By 1980, the scheme was scrapped, remembered more as a curiosity than a solution.²

Still, the reasons behind it were real — and familiar. When oil prices rise, inflation quickly follows. Transport costs ripple through supply chains. Food prices increase. Lower-income house-

holds feel the impact first and hardest. Governments rush to respond, often with grand plans aimed at breaking the cycle — investing in domestic energy projects, accelerating renewables, or promising future independence from overseas oil.

Now, in 2026, those old conversations are returning. With fuel prices climbing and supply uncertainty once again part of the national conversation, officials are looking back through the policy archives. Carless days are no longer unthinkable. Neither is encouraging widespread working from home to reduce fuel demand. The language is cautious, but the mood is unmistakable: this is not a new problem, just a familiar one resurfacing. And as New Zealand weighs its next steps, the lesson from past crises remains clear - energy isn't just about infrastructure and imports - it's about people; how we move, how we adapt, and how much disruption we are willing to tolerate when the world beyond our shores tightens the supply.³ ●

¹ kiwicoaches.co.nz/blog/fuel-prices-new-zealand-history-energy-crisis-transport

² nzhistory.govt.nz/carless-days-introduced

³ 1news.co.nz/2026/03/14/fuel-crisis-potential-restrictions-as-supply-concern-grows



FROM ANCAD'S ARCHIVES

by Ruth Greenaway, Writer and Storyteller, ANCAD

WATCHING THE NEW MILLENIUM

Do you remember a quiet tension that settled over much of the country and indeed the entire world, as the twentieth century drew to a close? Beneath our New Year's festivities in 1999, lay an unusual concern; the possibility that all computers might fail at the stroke of midnight. Computers were increasingly a dominant part of our modern life.

The issue was known as Y2K. For decades, many computer systems had recorded years using only two digits, a practical shortcut when memory was expensive and the year 2000 seemed impossibly distant. As that distant date approached, experts warned that computers might misread "00" as 1900, with unpredictable results. Banks, transport networks, power grids, hospitals, and government systems all relied on software that could be affected.

Throughout the late 1990s, New Zealand companies and government agencies invested more than a billion dollars on reviewing, repairing, and replacing computer systems. Critical infrastructure underwent extensive testing, and contingency plans were put in place. A dedicated Y2K Readiness Commission was established by the government to track progress and communicate updates both domestically and internationally. The scale of the effort reflected the seriousness of the perceived risk. Preparations continued right up to the end of the year, as engineers and officials stood ready in control rooms across the country. International media and foreign governments closely watched our preparations, seeing us as an early test case for what the new millennium might bring.

When midnight arrived on 31 December 1999, the moment passed with remarkable calm. The anticipated failures did not occur and essential services remained operational. In hindsight, the absence of catastrophe was itself the result of years of work. The effort expended on Y2K preparations largely succeeded



A Windows 2000 computer disc, Photo by Brett Jordan, Unsplash.



FROM ANCAD'S ARCHIVES...BY RUTH GREENAWAY

in preventing the very problems people feared. Small glitches did occur. One example involved a video store in Onehunga, where a computer system mistakenly declared a VHS tape to be more than ninety years overdue. Such incidents were memorable precisely because they were trivial.

As the rest of the world followed New Zealand into the year 2000, confidence grew that the worst had been avoided. Today, the Y2K scare is remembered less for the disasters that never happened and more as a moment when governments, businesses, and engineers across the globe acted collectively for a common purpose.^{1,2}

EXPONENTIAL GROWTH IN COMMUNITY SUPPORT

From its inception (1974) NSCSS (North Shore Council of Social Services (now ANCAD) functioned as an umbrella agency to community groups and social services, supporting their service delivery through practical 'back bone' support such as assistance with administration, recruitment, legal entity advice, contract management, financial planning/administration, and accountability reporting, as well as the provision of information and educational resources for the wider community. Support was at first focussed on enhancing the capacity of community groups.

By the late 1990s, NSCSS shifted focus to lifting the capability of community groups and organisations by providing professional development training. Initially focussed on governance and management and then more broader topics. This led to a general move across the sector to focussing on outcomes measurement, social impact, collective impact, building partnerships and collaboration.

In the early 2000s NSCSS made representation to the Community Voluntary Sector Working Party, Shared Vision Steering Group, Injury Prevention Governance Group, Local Employment Coordination Committee, Community Education Review, Strengthening Community Organisations Project (SCOPE), Growing Research in Practice (GRIP) with Massey University, Migrant Regional Settlement Strategy, North Shore City Economic Summit, Association of NGOs Aotearoa (ANGOA), and the NZ Council of Christian Social Services.

From the start of the new Millenium NSCSS provided input in community development not only at a local level, but more often at a sub-regional level with advocacy and community representation being both regional and national. Connections were made with a range of social development partners nationwide. Members of the board and staff participated in forums addressing social reform, social policy, building capability, collective impact, outcomes measurement, and big data management. Submissions were also made to local and central government, and community consultation into a range of social/political issues impacting community development.³ ●



A 1990s computer.
Photo by Yuheng Ouyang, Unsplash.

¹ <https://www.beehive.govt.nz/feature/y2k-task-force>

² <https://www.rnz.co.nz/national/programmes/eyewitness/audio/2018669965/are-you-y2k-ok>

³ Greenaway, R, *A History of North Shore Community and Social Services 1974-2014*, published 2014

GOVERNANCE MATTERS SERIES 2026

SHORT SESSIONS ON SPECIFIC TOPICS

A series of Zoom sessions focused on governance principles for Boards or committees of NFP organisations in New Zealand.

Presenter: Carol Scholes,
Overview Effect.

Location: Zoom.

Time: Tuesdays, 6:30pm to 7:45pm.

Cost: Standard sessions FREE;
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10 FEBRUARY

The difference between governance and management.

10 MARCH **DEEP DIVE**

Managing difficult dynamics at the Board table: Practical tools for healthy governance.

7 APRIL

The legal responsibilities of Boards.

12 MAY **DEEP DIVE**

Finding the right people: How to recruit and retain great Board members and volunteers.

16 JUNE

The Board's role in financial oversight.

14 JULY **DEEP DIVE**

The importance of a good Chair and the secrets of what a good Chair does.

4 AUGUST

Health and safety and the Board's role.

29 SEPTEMBER

Getting the Board-Manager relationship right: Boundaries, expectations and performance review (deep dive)

13 OCTOBER

AI, cyber security, and digital leadership from a governance perspective.

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SERIES 2026

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Location: Zoom
Cost: \$60



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LEADERSHIP IN TIMES OF CHANGE

is a facilitated learning series for leaders navigating uncertainty, pressure, and complexity in the community sector.

The series creates space for reflection, sense-making, and peer learning – supporting leaders to strengthen judgement and lead well when there are no easy answers.

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STAGES: STRENGTHEN | SUSTAIN & SCALE | RENEW & REIMAGINE

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12 February
Presenter: Sandy Thompson

2

**Trust, Transparency and Tough
Conversations:
The Heart of Effective
Leadership**
29 April
Presenter: Hilary Star Foged

3

**Managing Difficult
Personalities and Toxic Behaviours
in the Workplace**
24 June 2026
Presenter: Aly McNicoll

4

**The Leader's Role in Healthy
Collaboration**
12 August
Presenter:
Pat Mitchell

5

**Leadership Judgement in
Times of Change**
15 October
Presenter: TBC



Build stronger teams with LEGO® Serious Play®

**ANCAD is bringing LEGO® Serious Play® sessions
to Auckland not-for-profits in 2026!**

LEGO® Serious Play® (LSP) is a facilitated method used internationally with boards, leadership teams, and organisations working in complex or uncertain environments.

Using LEGO® bricks as a thinking and conversation tool, LSP helps teams think clearly, talk openly, and tackle challenges together, ensuring every voice is heard.

Rather than relying on discussion alone, participants use hands-on modelling to explore ideas, make abstract issues visible, and build shared understanding.

Ideal for not-for-profits wanting to:

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Tackle complex challenges collaboratively. | Align teams around purpose and impact.

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*All LSP sessions are delivered by an officially trained and certified LEGO® Serious Play®
facilitator, ensuring the integrity of the method.*



**To find out more email: simon@ancad.org.nz. To stay in the loop with upcoming
LSP sessions, subscribe to the ANCAD newsletter at ancad.org.nz.**

Community Accounting

Community Accounting is a free and confidential service which offers support and assistance on accounting matters to small and medium community organisations within Aotearoa.

WHO IS THIS SERVICE FOR?

Community groups, including sporting, cultural and social service agencies, are able to access this service free of charge.

- Struggling with your charities finances?
- Need help understanding the treasurer's role?
- Having difficulty completing your annual return and performance report?
- Need help understanding the financial responsibilities of a Governance Board or Committee?
- Unsure what financial and non-financial resources are available to assist your charity?
- Experiencing difficulty working with your accounting software or looking to purchase?

HOW DOES IT WORK?

- Community Accounting provides community groups in Aotearoa with free and confidential assistance on accounting matters.
- Teams made up of senior accounting students from Massey University provide assistance under the supervision of a Chartered Accountant.
- This provides accounting students with practical experience and encourages increased involvement in the local community sector.

WHAT DO YOU NEED TO DO?

Step 1: Register your organisation's interest in receiving assistance from Community Accounting.

Email eva@ancad.org.nz or phone 027 260 2291.

Step 2: Give some indication of the type of assistance your organisation is looking for.

Please note: The matters on which students can advise will be limited to:

- Good practice and general accounting principles relevant to the not-for-profit sector.
- Assisting with document completion/form filling where appropriate.
- More detailed or complex queries will be referred to local Chartered Accountants.

Community Accounting is supported by the following organisations:

Auckland North Community and Development (ANCAD) | Department of Internal Affairs | Massey University | Foundation North | Auckland Council | Charities Services | Chartered Accountants Australia and New Zealand | RSM



COMMUNITY ACCOUNTING

Eva Chen 陳怡華
Programme Lead

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eva@ancad.org.nz



COMMUNITY ACCOUNTING



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CONSULTANCY SUPPORT

ANCAD offers consultancy support services. We can provide the necessary person or persons skilled at taking you and your group to where you need to go. Together, we find out what your organisation's needs and priorities are and then select the right match of consultant, from those we have connections with, to provide the best strategic advice for your organisation.

This can include advice on a range of topics relevant to the NGO and community sector in such areas as governance and management, strategic planning, financial management, or with the setting up of policy, processes and procedures.

We offer a range of free or subsidised services. Talk with us about your own requirements and let's see how we can help. Contact info@ancad.org.nz or call 0800 426 223



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