

Community Voices

The official magazine of ANCAD



The
spring
issue

Allyship
Projects Trust

Talanoa Tupuaga

World Refugee Day

North Shore Wellbeing
Leadership Group

In this issue

Haere mai and welcome to the spring edition of Community Voices	03
Editorial – Spring 2026	04
Allyship Projects Trust: Our Journey	06
On a roll	09
What does “having a voice” mean to you?	11
What would you like the community to know about?	11
5 minutes with Ruth Greenaway	14
LiIFT	16
What we’re hearing from community organisations in 2026	18
Is your three-year governance check-up due?	22
Finding where you can make the greatest contribution	24
Talanoa Tupuaga: Growing stronger community organisations together	25
From the Fortune 500 to the North Shore: Finding my “Kiwi context” in Community Accounting	29
World Refugee Day: Pukētāpapa’s full circle	30
From the grassroots: What our ethnic communities are telling us	32
North Shore Wellbeing Leadership Group: Strengthening wellbeing through collective action	34
Building a better future for North Shore rangatahi: Moving beyond punishment towards prevention, healing and community wellbeing	35
Albany’s King George V Coronation Hall: A place full of stories	36
Once there was an Orphanage, St Anne’s School and then the Mary Thomas Centre	38
Councils of Social Service history update: Chapter 4: Futurology	41
From ANCAD’s archives: Supporting youth development on the North Shore, since 1974	43
Community Accounting	49
Consultancy support	50
ANCAD Funders	51



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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



FIONA BRENNAN

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Haere mai and welcome to the spring edition of Community Voices

One of the greatest privileges of my role is meeting people who are making a difference in their communities every day. Across Auckland and Aotearoa, I continue to be inspired by volunteers, community leaders, young changemakers and organisations working tirelessly to create positive change. What strikes me most is not only what they do, but the way they bring people together.

This edition of Community Voices explores the power of connection, belonging and leadership at a time when our communities, and the environment in which we work, are changing rapidly.

Throughout these pages, you will find stories of people creating opportunities for others to connect, contribute and thrive. From grassroots initiatives and emerging leaders to youth voices, cultural communities and community wellbeing, a common thread runs through every story: strong communities are built by people.

This issue also reminds us of the importance of looking both backward and forward. We celebrate the individuals and organisations

whose vision and commitment have helped shape our communities, while also reflecting on the challenges and opportunities ahead. As communities become more diverse, connected and dynamic, we must continue to adapt while remaining true to our purpose.

What leaves me most hopeful is the reminder that community is ultimately about relationships. It is about people choosing to contribute, support one another and create opportunities for others to succeed. In every story featured here, I see generosity, resilience and a commitment to helping others flourish.

No matter how much the world changes, our greatest strength will continue to be one another. When people come together with purpose and hope, extraordinary things can happen.

I hope you enjoy this Spring edition of Community Voices and find inspiration in the stories that follow. ●

Ngā mihi nui,
Fiona Brennan
Chief Executive Officer, ANCAD



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



Editorial – Spring 2026

Community, leadership and trust: What will Auckland's for-purpose sector need to become?

By Fiona Brennan, Chief Executive Officer, ANCAD

Auckland has always been a city shaped by change, but the pace and scale of transformation over the next decade may challenge many of the assumptions that have traditionally underpinned the for-purpose sector. Community organisations have long been built around place, membership, service delivery and face-to-face relationships. Yet the communities emerging across Tāmaki Makaurau are increasingly diverse, mobile, digital and networked. Auckland's population is projected to exceed two million by 2038, while the city continues to grow older, more culturally diverse and more socially complex.

These demographic shifts raise an important question: if community changes, will the way we serve it also need to change?

For generations, community organisations have operated on the assumption that people will join, volunteer, attend meetings and remain loyal to institutions over time. Today, participation is becoming more fluid and issue-based. People increasingly move between causes, networks and commu-

nities of interest rather than committing to a single organisation. Community is no longer defined solely by geography. It is also shaped by identity, culture, values and digital connection.

Recent Community Networks Aotearoa State of the Sector research highlights a sector already operating under pressure, facing rising demand, workforce challenges and growing complexity. Organisations are balancing immediate community needs while adapting to changing expectations from funders, volunteers and stakeholders.

At the same time, the funding environment is evolving. JBWere's *Outlook for Giving 2026* suggests that while generosity remains resilient, donor behaviour is changing. Fewer people are giving, larger gifts are becoming more significant, and many organisations are experiencing increased costs alongside growing demand for services.

These trends suggest that the successful community organisation of 2036 may look very different from the community organisation of today.

The future role of organisations such

as ANCAD may be less about delivering programmes and more about facilitating connection, participation and belonging. Traditional programming will remain important, but increasingly the challenge will be creating platforms, partnerships and opportunities that enable communities to respond collectively to complex social issues. Success may be measured less by attendance or membership numbers and more by the strength of networks, relationships and community resilience.

As Auckland continues to diversify, organisations are embracing more collaborative, culturally responsive and participatory ways of working. Developing community capability and nurturing future leaders may become as important as delivering programmes themselves.

This shift places new demands on leadership. The World Economic Forum identifies resilience, flexibility, analytical thinking and technology literacy among the fastest-growing skills needed over the coming decade. For community leaders, this means building the ability

to work across cultures, convene diverse stakeholders, navigate complexity and foster collaboration.

Future leadership may be less about directing organisations and more about connecting people, facilitating conversations and enabling communities to shape their own solutions. The leaders who thrive are likely to be those who can adapt quickly, learn continuously and build trust in environments where certainty is increasingly rare.

Trust itself is becoming a critical leadership capability. As communities interact online as much as they do in person, organisations must learn how to build trust in digital spaces. Transparency, responsiveness and authentic engagement become essential. Digital trust is created when organisations communicate openly, protect personal information, explain how technologies such as artificial intelligence are being used, and genuinely involve communities in decision-making.

Climate change adds another dimension to this conversation. The Climate Change Commission's 2026 Na-

tional Climate Change Risk Assessment highlights significant risks to communities, infrastructure and wellbeing across Aotearoa, reinforcing the importance of strong social networks and community resilience. Community organisations will play an increasingly important role in helping people navigate disruption while fostering connection and local capacity.

Perhaps the greatest challenge facing the sector is distinguishing between purpose and practice.

Many organisations were founded to meet a particular need in a particular way. Yet the needs of Auckland's communities will continue to evolve. The temptation will be to protect familiar programmes, structures and traditions. However, future communities may not need exactly the same things in exactly the same forms.

For organisations such as ANCAD, the question is not whether current activities can be preserved indefinitely. The question is whether the organisation can remain faithful to its purpose while continually reinventing how that

purpose is delivered.

As ANCAD enters a new phase of future planning and strategic reflection, these questions become increasingly important. The organisations that thrive over the next decade will not necessarily be the largest or best resourced. They will be those most willing to learn, adapt and evolve alongside the communities they serve.

Ultimately, the defining question is simple: as Auckland changes, are we willing to change with it? The answer may determine whether our organisations remain not only relevant, but essential, to the communities of the future. ●

This article draws on recent research from Auckland Council, Community Networks Aotearoa, the Climate Change Commission, the World Economic Forum, JBWere Philanthropic Services, to explore emerging trends shaping Auckland's communities and the future of the for-purpose sector.





Wall of
Achievements



Allyship Projects Trust: Our Journey

Creating community initiatives to promote ethnic equity in Aotearoa

THE ORIGIN OF ALLYSHIP PROJECTS

Alexia Rojas, from Chile, Founder of Allyship Projects Trust, spent almost 20 years as a teacher before she turned that experience toward her community.

After she gained her New Zealand residency and studied Project Management, Alexia began volunteering across a range of organisations. It did not take long for her to realise what she really wanted to do was teach others how to open doors here in Aotearoa.

Her Master's in Curriculum Innovation gave her the background to build programmes from scratch, and her passion for teaching others gave her direction. She designed the first programmes around what migrants told her they needed most: financial independence and a genuine career pathway here in Aotearoa. Everything that followed grew from there, like a snowball.

2024–2025 SPREADING THE WORD

Alexia founded Allyship Projects

in December 2024 in Auckland with the launch of its very first project. By March 2025 the workshops were running across Tāmaki Makaurau: community centres, Auckland Council libraries, churches and schools, reaching Avondale, Kaipātiki, Takapuna, the Auckland CBD, Ōrākei and Howick. Alexia and a rotating group of five volunteers moved from venue to venue, carrying banners and rearranging rooms each time. In that first year they accomplished 50 workshops and captured every query, problem and piece of feedback along the way, turning them into the next round of programmes. The need was real, it was growing, and it deserved more than a borrowed room.

2026 THE ALLYSHIP COMMUNITY HUB, OUR HOME

On 1 March 2026 the Allyship Community HUB opened its doors in Hillcrest on Auckland's North Shore. In this second year Allyship has doubled its community reach, welcoming 700+ attendees across workshops and community

events, from more than 20 countries, in Spanish, Portuguese and English. The HUB has also opened its doors so other groups can host their own gatherings here, building bridges between communities. A genuinely multicultural hub, built and used by many communities at once.

Our HUB is your HUB. Visit us, join one of our initiatives, or create your own gathering here at the Allyship Community HUB.

THE HUB IS HOSTING 17 PROGRAMMES AND COUNTING

- **Latinas Rising / Ethnic Women Rising in Aotearoa:** monthly development series for migrant and ethnic women. Delivered in Spanish

700+
ATTENDEES
REACHED

17
ACTIVE
PROGRAMMES



and English: personal and business finance, career development, networking, confidence.

- **Boosting Latin American Business:** one of our most popular programmes, building marketing, finance and entrepreneurship capability among Latin American business owners.
- **Business Gatherings / My Business Story:** our entrepreneur networking series, delivered in English.
- **Allyship Mentors:** launched this year: around 20 mentors across nine languages supporting migrants nationwide with 100 free online mentoring sessions.
- **Tutoring for Migrants, Happy Mind Happy Family, Wellness, Spanish and Sewing classes, Arts and cultural activations:** running weekly for families, learners and the wider community.

Alexia has recruited facilitators and mentors who are experts in their fields, including accountants, financial advisers, immigration advisers, counsellors, English teachers, education agencies, recruiters, international trade specialists, and business and marketing coaches. They add value to our programmes, one workshop at a time.

20+
COUNTRIES
REPRESENTED

3
LANGUAGES
OF DELIVERY

WHAT ANCAD'S TRAINING CHANGED FOR US

Growing this quickly has meant learning quickly, and a great deal of that learning has come from ANCAD.

ANCAD training completed:

- **LiFT training:**
 - > Measuring What Matters — practical impact for boards and funders.
 - > Governance Matters 7 — the importance of a good Chair.
 - > Ethnic Communities Capability Building Series — leading in the community.
- **Tailored capability support:**
 - > Funding & Grants Workshop for Ethnic Community Leaders (ANCAD with Kaipātiki Community Facilities Trust).
 - > The Community Accounting Programme.

The difference shows up in the everyday running of the Trust.

Governance Matters 7 gave Alexia a working model of what a good Chair really does for a board that was brand new: proper agendas, a conflict-of-interest policy, decisions recorded and owned.

The Community Accounting Programme landed at exactly the right moment, as Allyship was setting up Xero for the first time. Understanding and having an organised accounting system



has turned out to be one key element for our fast growth. It is what lets us decide internally which programmes to grow and which to pause, report to funders with figures we can stand behind, and build the credibility and trust that keeps partners working with us.

The Funding & Grants Workshop, delivered with Kaipātiki Community Facilities Trust, turned grant applications from guesswork into a friendly process we can repeat and master.

For a small organisation, that combination of governance, measurement, financial discipline and confidence is the difference between good intentions and an organisation that funders, councils and communities can rely on. Every workshop we run at the HUB today sits on foundations ANCAD helped us build.

ALLYSHIP PROJECTS IS A LIVING ECOSYSTEM

Alexia has partnered with local and central government to put migrant and ethnic voices where decisions are made — representing our communities at the Ministry for Ethnic Communities Roadshow, at Community Partners meetings with Auckland Council, and on an Ethnic Panel alongside the Electoral Commission encouraging enrolment across ethnic communities. Visibility is not just about being seen; it is about being counted, heard, and having a seat at the table.

OUR FUNDERS

Ministry for Ethnic Communities · Auckland Council · Welcoming Communities

OUR CHEERLEADERS

MBIE · ANCAD · Kaipātiki Community Facilities Trust · Ellen Melville Centre

OUR ALLIES

Pachamama latino store · Auckland dental care · Brazilian café & bistro · El rincón del manjar · Cworld Study & Travel · Mi casa es su casa · Girl in motion · Tierra viva CDG · Nexo accounting · Advisenow · El origen restaurant

WALK ALONGSIDE US

Partner with us to co-design and co-deliver programmes; fund a workshop series or a mentoring cohort; contribute expertise, facilitators or equipment in kind; or simply bring your own group, clinic or gathering to the HUB. Our HUB is your HUB. ●



SUPPORT OUR WORK

Allyship Projects Trust: 38-9027-0837397-00
Registered with Charities Services, registration number CC64424.
info@allyship.nz
Allyship Community HUB, Unit 3 / 179A Archers Road, Hillcrest, Auckland allyship.nz
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• On a roll •

By Nancy Guo

WHAT IS ON A ROLL?

On a Roll is Aotearoa New Zealand's biggest youth enrolment campaign. We are non-partisan and rangtahi-led, with the simple goal of getting more young people enrolled and voting in the 2026 General Election.

Our campaign aims to make enrolling feel empowering, relevant and easy for young people, particularly for rangatahi who feel disengaged and disenfranchised from the political system.

We reach out to young people where they already are; on social media, but also schools, campuses,

gigs and community events with our community activations. The climax point of our campaign is our flagship event series, Mobilisation Day, which will celebrate youth enrolment across the motu.

The campaign also brings together youth organisations and community leaders already working in civic participation. We believe that by building a collaborative network where we can coordinate, support and amplify each other's mahi, we have a much better chance at reaching more young New Zealanders this election.

WHY DO YOU THINK YOUNG PEOPLE SHOULD ENROL TO VOTE?

New Zealanders aged 18-24 years old are the second largest group of eligible voters in Aotearoa. We hold a huge amount of voting power.

In 2023, youth turnout was just 57%, the lowest of any age group. We are the most underrepresented group, yet the most impacted by the choices that politicians make about our future.

We know that youth voter turnout rate is low not because of a lack of interest, but a lack of belief in our political influence. Yet, if we voted at the same



rate as 60-64 year old New Zealanders, the political landscape would look fundamentally different.

Around 200,000 youth are not currently enrolled to vote. But imagine if all 200,000 of us turned up.

Harnessing the collective power that we hold if we all participated turns the question of “why bother?” into “why not us?”

WHY IS IT IMPORTANT FOR ETHNIC COMMUNITIES TO HAVE THEIR VOICES REPRESENTED?

We know that ethnic communities are some of the most underrepresented voices in our democracy. Civic participation rates for ethnic youth are lower than for Pakeha youth.

Encouraging ethnic communities to enrol and vote is vital for ensuring they can have their say on the issues that matter most to them. Particularly in a multi-cultural country like Aotearoa New Zealand, it is vital that we empower more diverse voices to be represented in the halls of Parliament.

HOW ARE YOU TAKING THE ENROLMENT MESSAGE TO YOUNG PEOPLE WHERE THEY ALREADY ARE?

We believe that the best way to engage young people with enrolment is through familiar spaces and trusted faces.

We show up in familiar spaces by hosting our own enrolment activations at community events and spaces where young people already are - from markets to gigs. The climax of our campaign, Mobilisation Day, will see a series of community events centred around launched simultaneously across the country. However young people want to celebrate enrolment, we’re game to host!

We reach out to young people at their schools through our partnership with Democracy Lab, a youth-led initiative that provides young people with civics education sessions and tools.

We also know that local organisations know how best to engage their young people and we want to support that in any way we can. OAR have rolled out a series of community hui across Aotearoa to bring together a wide variety of local organisations and build “regional hubs.” The regional hubs are collaborative networks that enable member organisations to amplify each other’s enrolment activations.

OAR supports each regional hub by providing resources, toolkits and data capture to empower organisations to host their own enrolment drives and events. There’s strength in collective action and numbers!

WHAT WOULD YOU SAY TO SOMEONE WHO HASN’T ENROLLED YET?

Enrolling allows you to have a say in

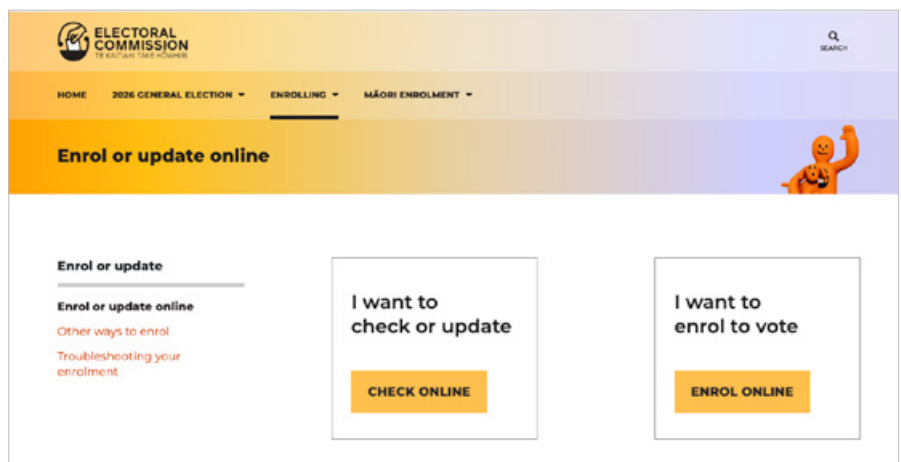
your future, the communities you care about and what comes next for our country.

Unlike previous elections, you can no longer enrol and vote on the same day. The cut-off date for enrolments is **Sunday 25 October** at midnight. But once you’re on the electoral roll, you are enrolled for life!

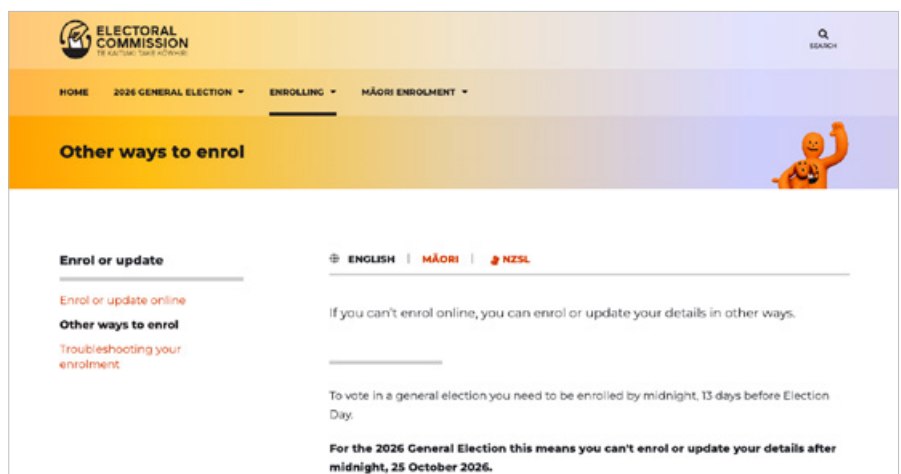
Enrolling is quick and easy. The fastest way is by enrolling online through the Electoral Commission’s website. If enrolling online doesn’t work for you, please check out the range of other options provided by the Electoral Commission (see web addresses below).

**Make sure to enrol by
25 October. Your voice has
power. You deserve to use it!**

vote.nz/enrolling/enrol-or-update/enrol-or-update-online



vote.nz/enrolling/enrol-or-update/other-ways-to-enrol





What does “having a voice” mean to you?

What would you like the community to know about?

By Rachel Gu, ANCAD Youth Intern

Your voice shapes the community. That's what **Bays Youth Council** advocates for. Between June 23rd and July 23rd, Bays Youth Council in collaboration with Buzzly from Auckland Council hosted 2 in-person activations, the first in Mairangi Arts Centre and the second at Rangitoto College.

These consultations allowed students to learn about the local board plan and express their voices on what they would like to see more in the community. Together, these activations achieved around 120 of the 500, ~24% of the submissions Buzzly received across Auckland. This is an incredible achievement as it demonstrates that rangatahi are keen to get involved, but it reminds us that we must actively meet them in their own spaces.

The first activation was held as part of Bays Youth Council's 'Matariki Matters' event. High school students were invited

to design a piece of a star to display at the Mairangi Arts Centre Matariki Exhibition. The event attracted over 45 students across the year 9 to year 13. The students could choose different styles of materials to design the piece of the star, and the results were incredible! When the different styles, colors and materials on each piece of stars came together into one star, it demonstrated the diversity and creativity of rangatahi and the need for youth-led initiatives in the community. Simultaneously, Buzzly was present to encourage the participants to learn about the local board draft plan and to make a submission. The Buzzly lead commented that because the environment was relaxed and inclusive, the responses the participants gave were often longer and more detailed.

The second activation was at Rangitoto College. This event gathered over 100+ responses from rangatahi across

the Upper Harbour and Hibiscus and Bays Local Board. As the youth intern, I had the privilege of coordinating this event, from the initial conversations with Buzzly to leading the event with Buzzly. I was inspired by how many young people showed up to fill in the form. It's awesome to see rangatahi wanting to engage with the Local Board's work as well as voicing what they want to see happen in the community. I'm excited to see how their feedback reflects in the upcoming Local Board Plans.

This success also highlights ANCAD's

"This means being able to have a say in things and provide feedback. It means speaking up when things don't feel fair and being a strong advocate for youth voices and for creating opportunities especially for youth. Being a teenager is a time of growth and having a voice represents our forming of opinions and values as a person."

Rui-Han Ong, 17

support and engagement in the community. As the youth intern in ANCAD, I was able to be involved in both events, supporting the council members in planning, organizing and facilitating these activations. Through this, it highlighted that these activations should not be an one off event but a series of ongoing initiatives where youth can be involved to continue to voice their thoughts and shape our communities.

A massive thank you to ANCAD for continuously supporting Bays Youth Council. The guidance, mentorship and administrative support allows the members of Bays Youth Council to dream big and continue to empower young people in the community. ●



"To me, having a voice means being respected for what you have to say, no matter whether or not you are agreed with. It means authentically and freely expressing your inner thoughts, opinions and emotions, without feeling embarrassed or anxious about what others may say. It is so important to feel heard and understood, especially for us young people. Our voice matters, and we should be both given the freedom and the opportunity to use it."

Aiyana Perera, 18

"To me, having a voice means being able to speak without feeling like you have to shrink yourself to make other people comfortable. A lot of young people have opinions, ideas, and experiences that adults overlook just because of our age, but our perspectives still matter. I want the community to know that sometimes the people who seem the quietest are carrying the most to say."

Shawn Zhou, 16

"I would like the community to know more about the importance of creating spaces where young people feel and are heard, included, and supported. Youth perspectives are often overlooked, even though we are directly affected by decisions. By listening to and involving young people in conversations and decision-making, our community can become more connected, innovative, and representative of everyone's needs."

Youth, 17



"I want the community to know that young people are often underestimated. People see our age before they see our ideas, intelligence, creativity, or the experiences that shaped us. A lot of adults forget that being young does not mean being unaware. We notice the way society works, the pressure people live under, the unfairness in the world, and the expectations placed on us long before we are ready. Sometimes it feels like we are expected to stay quiet until we are older, even though the future people talk about protecting is the same future we will have to live in. I think communities become stronger when young people are not just included for appearance, but genuinely listened to. Having a voice means knowing that what you say can create change, even if your opinion is different or uncomfortable for others to hear. Some of the most important conversations start when someone finally feels brave enough to speak honestly."

Nicole Chapata, 16

"For me, having a voice means being able to build new worlds and express my true feelings. I'm sharing pieces of my recent creative writing because I want to show other young people how freeing it can be to put your thoughts into words. If you ever feel like you aren't being heard, I highly recommend picking up a pen and letting your imagination speak for you."

Everlein Nguyen, 17



"Having a voice is important because it means that I know what I saw can make a difference in the local community. Having a voice is the same as being listened to with the same respect as anyone else regardless of your age. Personally for me, having a voice means being able to share ideas in places such as the Auckland Council and help shape the future of the community I'll grow up in and for the future generation."

Thomus Lu, 16

"Mental health is super important, especially for teens after a long day at school. Many parents might not realise how stressed out kids can feel with all the homework, social pressures, and activities. After hours in class, teens can feel overwhelmed, anxious, or even lonely. It's crucial for parents to chat openly with their kids and check in on how they're feeling. By keeping the conversation going, we can help support their mental health and make it easier for them to get through these tough years."

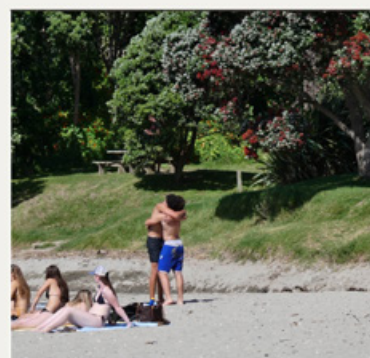
Cindy Liu, 13

"I want the community to know that young people are more than just students; we are the future generation, but we're also part of the present. When adults take the time to listen to youth voices, it creates a stronger and more inclusive community with perspectives from everyone."

Youth, 18

"The bonds you can form with new friends by applying yourself to different places/activities"

Becky, 16



Becky, 16



with...Ruth Greenaway

Writer and Storyteller, ANCAD

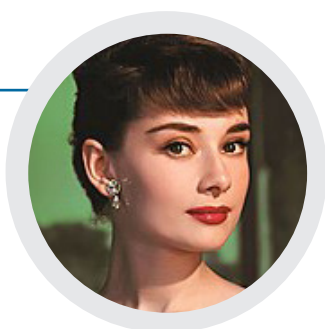


What first drew you to recording people's stories—and when did you realise that listening could become your life's work?

I had a background in theatre from an early age, this then shifted into storytelling as performance alongside a real interest in my own family history, that I share with my father who has researched much of his side of the family's story. The social and political events in Aotearoa New Zealand of my youth (such as the bombing of the Rainbow Warrior, the nuclear free campaign and Springbok tour), really influenced my desire to study history at Victoria University in the early 1990s. I trained as an oral historian in 1999 and have worked as a freelance oral historian ever since. This then led me to interview and record stories of people who had been involved in these campaigns. Later on, I moved into writing community and family histories. Most recently I have created my first historical podcast.

Without breaking anyone's confidence, is there a story you have recorded that changed you personally?

Yes – in my podcast 'Echoes of August' you can hear Ian Dixon who I interviewed in 2006 when he was 94yrs old. He had visited Hiroshima just 6 months after the atomic bombing, in 1946, as a member of the NZ J-Force expedition. It was only in the last few years of his life that he felt he could tell that story as no one wanted to know when he returned to NZ. He also wrestled with how something like this could ever happen on earth and where was God with-in all of this? He said it took him year and years to come to understand that God was suffering with us. His story has had a huge impact on me because he saw the horror of what human beings can do and something that had never been done before and hopefully will never again. He was a firsthand witness, and I felt like I was the vessel through which his story and message of peace could be shared with the world.



Through Tapestries, you have listened to hundreds of people from very different backgrounds. What has that taught you about what connects us?

Our stories and experiences weave the fabric of our lives and we are connected through the ways in which we have had to survive and overcome adversity, lived through our own personal healing, worked for change, stood up for ourselves or a cause, stood in solidarity with others, and shared a vision for a more peaceful world and harmonious way of living with one another.

What do organisations lose when they fail to record and pass on their history?

Their legacy, their survival story, the vision of those who founded the organisation and the impact and change they have made in society and in their communities.

If you could preserve one story about ANCAD or our communities today for somebody to discover in 2076, what would it be?

I still think that the beginnings are really important – just how ANCAD (formerly North Shore Council of Community and Social Services) actually came to be. The vision and passion of those early founders. How they listened to the community and recognised areas of great need, they undertook research, held meetings, leaned on Council for support and partnership, expanded understanding of what community development actually was and basically, they 'walked the talk.'

If you could interview any person from history, who would you choose – and what would you ask them first?

Audrey Hepburn. I've read her biography and seen many of her movies. She lived through WW2 as a child in Holland, through all the bombings, the Nazi occupation, family held in captivity, lack of food and essentials, etc, and then she made the most of her life saying yes to every opportunity that came her way. I would love to hear from her how she dealt with her own experiences of trauma during the war, and then how she came to find out who she was not only in her acting but later when she became a UNICEF ambassador and wanted to give back to the world by visiting the poorest of communities and raising awareness of the needs of children globally.

If your own life were a book, what would its title be?

'Conversations with God'.



with...Ruth Greenaway continued

What book, podcast or programme are you enjoying at the moment?

I listen to a lot of podcasts – some of my favourites are – Life Wisdom with Cheng Li, Tara Brach, BBC Witness History, Unwind with Jessica Porter, Instant Genius, Stories from the Village of Nothing Much, BBC Lives Less Ordinary, RNZ the Detail, BBC the Food Chain, BBC Crowd Science, RNZ Black Sheep AND of course my podcast – Echoes of August.

Where is your favourite place to escape, think or recharge?

Waihi Beach.

What is something completely unrelated to history or storytelling that you love doing?

Art and gardening

Tea, coffee or milo?

Coffee

Beach or bush?

Beach.

Library or museum?

Museum. Though I spend a lot of time in libraries – especially archives.

Fact or fiction?

Both – historical non-fiction and historical fiction.

Past or future?

Present.

Happy ending or cliffhanger?

Happy ending.

Sweet or savoury?

Savoury.

Plan everything or see what happens?

Have some goals but also allow for the unexpected to happen.

Famous historical figure or an unsung local hero?

Charles Darwin is someone I have learnt a lot about and is the inspiration of a historic fiction novel I am currently writing.



ANCAD AND GLENFIELD COMMUNITY CENTRE PRESENT

MEET THE CANDIDATES

PUBLIC MEETING | FREE AND OPEN TO THE PUBLIC, EVERYONE IS INVITED TO ATTEND

Hear from candidates standing in the Northcote and North Shore electorates in the 2026 New Zealand General Election.

Date: Thursday 22 October 2026

Time: 6:30pm to 8:30pm

Venue: Glenfield Community Centre (Hall)

To RSVP: Please visit <https://humanitix.com/nz> and search "Meet the Candidates"

For more information email info@ancad.org.nz

Promoted by ANCAD (info@ancad.org.nz) and
Glenfield Community Centre (manager@gcc.net.nz)



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



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LiiFT Aotearoa: Building capability for community impact

LiiFT Aotearoa is the learning and capability pathway developed by 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

Trusted across Aotearoa

This map shows where organisations have engaged with LiIFT learning over the past year, based on registration data.



What we're hearing from community organisations in 2026

Further insights from ANCAD's LiiFT Aotearoa sessions

Through LiiFT Aotearoa workshops, participants are regularly invited to share their experiences through live polling. Since the previous issue of Community Voices, these conversations have explored emerging leadership, practical governance, the role of the board Chair and the foundations of healthy collaboration.

By Simon Ritchie, ANCAD

Two of the sessions featured here formed part of ANCAD's free Ethnic Communities Capability Programme, delivered with funding support from the Ministry for Ethnic Communities. The other sessions were delivered through the Governance Matters and Leadership in Times of Change series.

These polls are not formal surveys, and the number of respondents varies between sessions. The results should therefore be viewed as directional rather than representative of the entire community sector. Nevertheless, they provide a useful snapshot of the challenges people are experiencing and the areas in which further capability support may make a difference.



EMERGING LEADERSHIP CAPABILITY

New leaders are seeking practical ways to turn ideas into action

During the first *Leading in Community: Practical Skills for New and Emerging Leaders* workshop, participants were asked where they were on their leadership journey.

Half said they were just beginning

to take on a leadership role, while 36% were already leading but wanted to develop their confidence and skills. Only 5% identified themselves as experienced leaders.

The responses suggest that people are looking for leadership development early in their journey, rather than waiting until they have accumulated years of experience. This creates an important opportunity to equip emerging leaders before unhelpful habits become established or the pressures of leadership become overwhelming.

When participants were asked about their greatest leadership challenges, and could select more than one response, 71% identified turning ideas into action and creating change. Navigating organisations, systems and processes followed closely at 67%, while 57% selected bringing people together around a shared purpose. Finding the confidence to lead was identified by 29%.

One finding stands out: confidence was not the leading challenge.

Participants appeared

less concerned with whether they saw themselves as leaders than with how to make things happen. They were looking for ways to move from an idea to practical action, understand how organisations and systems work, and bring other people with them.

This challenges the assumption that emerging leaders primarily need encouragement or inspiration. While confidence remains important, these responses suggest that many are ready and willing to lead but need practical knowledge, guidance and opportunities to apply their developing skills.

WHAT THIS MEANS

Leadership development should begin early and combine personal growth with practical capability. Emerging leaders need tools for planning, decision-making, stakeholder engagement, navigating organisational processes and translating community aspirations into achievable action.

Mentoring and peer support may also help people understand the unwritten aspects of leadership—how to build relationships, gain support for an idea, work through resistance and maintain momentum when progress is slow.

For ethnic community leaders, this support should recognise the cultural relationships and expectations within which leadership takes place. Effective capability building does not simply teach people to fit into existing systems; it also helps them draw on their own cultural knowledge, community relationships and lived experience.

Investing in emerging leaders strengthens more than the individual. It helps create more capable organisations, stronger succession pathways and communities better equipped to shape their own futures.



GOVERNANCE IN PRACTICE

Effective governance needs structure, direction and culture

Governance challenges are rarely solved by explaining governance alone.

During the Ethnic Communities Capability Programme workshop, *Understand Governance, Roles, Responsibilities and Planning for the Future*, participants were asked about the current experience of their board or committee.

Of the 13 people who responded, 46% said their board or committee was still learning. A further 38% said it worked well but they wanted to improve, while only 8% described their board or committee as experienced.

When 12 participants identified their current governance challenges, and could select more than one, two issues ranked equally highest. Planning for the future and getting everyone involved and working well together were each selected by 67%.

Half identified understanding roles and responsibilities as a challenge. Finding and retaining good board members and understanding legal responsibilities were each selected by 42%.

Three of the 12 respondents—25%—also said their board or committee did not hold regular meetings.

The findings suggest that governance capability is not only about knowing the rules. An organisation may have a constitution, office holders and a formal board structure but still struggle to agree on its direction, involve members effectively or convert meetings into meaningful action.

Effective governance has at least three connected dimensions:

Structure provides clarity about roles, responsibilities, authority and legal duties.

Direction connects the board to a shared purpose, priorities and a plan for the future.

Culture determines how people participate, build trust, exercise accountability and work through different perspectives.

Weakness in any one of these areas can affect the others. Clear role descriptions will not, by themselves, create a shared direction. Equally, a compelling vision will be difficult to achieve if responsibilities are unclear or board members are not contributing effectively.

For ethnic community organisations, governance may also involve relationships with founders, elders, faith leaders, families and other respected community figures alongside the formal board. Good governance support should recognise and honour these relationships while making formal authority and legal accountability clear.

WHAT THIS MEANS

Governance development needs to move beyond theory and provide boards with practical tools they can use immediately. These might include clear role descriptions, focused agendas, action registers, annual governance calendars, board induction, skills planning and straightforward processes for setting priorities.

Boards also need support to build participation and shared responsibility. Holding meetings more frequently will not automatically improve governance if those meetings do not produce clear decisions, actions and follow-through.

An effective board turns purpose into decisions, decisions into action, and action into learning and impact. Practical, culturally responsive and ongoing capability support can help community organisations make that progression.



CHAIR LEADERSHIP

Strong facilitation enables a board to do its best work

Polling during the Governance Matters session, *The Importance of a Good Chair and the Secrets of What a Good Chair Does*, provided insights from people occupying a range of organisational roles.

Of the 57 respondents, 46% identified as board Chairs, 32% as board or committee members and 12% as people interested in becoming a Chair. Smaller numbers identified as Deputy or Vice Chairs, managers or staff members. Participants could select more than one role.

When asked about the biggest challenges Chairs face, balancing governance and management was the most frequently selected response, identified by 62% of the 53 respondents. Keeping meetings focused followed closely at 55%, while 51% selected managing difficult personalities.

Finding enough time was identified by 23%, building consensus by 19%, and 4% selected another challenge.

These findings suggest that the hardest parts of chairing are not necessarily the formal tasks. The greater challenge is often managing the space between people, responsibilities and decisions: maintaining the boundary between governance and operations, keeping discussion purposeful and responding constructively when personalities or viewpoints clash.

This was reinforced when participants were asked to choose the single quality they believed makes someone a great Chair. Almost half—48%—select-

ed being a strong facilitator, well ahead of being a great communicator at 25%. Strategic thinking was selected by 12%, courageous decision-making by 10%, and excellent listening by 6%.

The result does not mean that communication, listening, strategy and courage are unimportant. Rather, effective facilitation brings many of these qualities together. A skilled Chair listens carefully, draws out different perspectives, keeps discussion connected to purpose and helps the board move from conversation to clear decisions.

A good Chair is therefore not simply the person who speaks most, knows the most or exercises the greatest authority. Their role is to create the conditions in which the whole board can contribute and perform effectively.

WHAT THIS MEANS

Chair development needs to extend beyond governance knowledge and meeting procedure. Chairs also require practical capability in facilitation, managing difficult dynamics, maintaining governance–management boundaries, encouraging inclusive participation and guiding discussion towards decisions and action.

Organisations should not assume that an experienced board member will automatically know how to Chair well. Clear role expectations, induction, mentoring and opportunities for Deputy or Vice Chairs to develop can help create stronger succession pathways.

Ultimately, an effective Chair does more than run a meeting. They help the board remain focused on purpose, use the strengths of all its members and turn collective discussion into sound governance.



COLLABORATIVE LEADERSHIP
Shared purpose brings people
together—but pressure can drive
them into silos

Polling during the *Leading Healthy Collaboration* workshop, part of the

Leadership in Times of Change series, explored what supports collaboration, what happens when it comes under pressure and which leadership practices could make it stronger.

The poll was small and directional, with 13 of the 15 participants responding, but it revealed a clear pattern.

When asked to identify the strongest current foundation for collaboration within their team, board or partnership, 54% selected shared purpose. Trust and openness followed at 23%. Inclusive contribution, clear roles and decisions, and accountability and follow-through were each selected by 8%. No respondent chose constructive disagreement as their strongest foundation.

Because participants could choose only one response, this does not mean the other qualities were absent. It does, however, suggest that a shared sense of purpose was the most visible strength holding many of these collaborative relationships together.

The picture changed when participants considered what happens when collaboration comes under pressure. Of the 12 who responded, 75% said people retreat into silos and 67% said information-sharing weakens. A quarter reported that roles become unclear, while another quarter said follow-through slips.

Smaller numbers identified declining honest contribution or the avoidance of disagreement. No participant indicated that the group generally remained connected.

These findings suggest that collaboration may not first break down through open conflict. Instead, people can quietly withdraw into their own areas, communication narrows and collective responsibility begins to weaken. The group may still appear to be functioning while the connections needed for genuine collaboration steadily erode.

When asked which leadership practice would most strengthen collaboration in their current context, responses were spread across several areas. Reconnecting people with shared purpose and outcomes, and creating more space for honest contribution, were each se-

lected by 25%.

Improving communication and information-sharing, and strengthening accountability and follow-through, were each chosen by 17%. Clarifying roles and addressing tensions earlier were each selected by 8%.

The absence of one dominant response suggests that healthy collaboration cannot be sustained through a single leadership technique. It depends on several reinforcing practices that keep purpose, relationships, communication and accountability connected.

WHAT THIS MEANS

A leader's role in collaboration becomes most important when pressure rises. Repeating the shared purpose is not enough if information is no longer flowing, people are retreating into silos or commitments are not being followed through.

Leaders need to create regular opportunities for honest contribution, make information-sharing intentional, clarify responsibilities and address emerging tensions before disconnection becomes entrenched. They must also help people see how their individual work contributes to shared outcomes.

Healthy collaboration is more than positive relationships or a willingness to work together. It requires shared purpose supported by clear practices, open communication and mutual accountability. The leader's task is to keep these elements connected—especially when circumstances make collaboration more difficult.

OVERALL THEMES EMERGING

Across these four sessions, one consistent message emerges: people are not simply asking for more information. They are looking for practical ways to turn knowledge, purpose and good intentions into effective action.

Emerging leaders want to know how to move ideas forward, navigate systems and bring people together. Boards want help to plan for the future, clarify responsibilities and improve participa-

tion. Chairs are grappling with boundaries, meeting effectiveness and difficult interpersonal dynamics. Collaborative groups need leaders who can maintain connection, communication and accountability when pressure increases.

These challenges are closely related. An emerging leader may have a strong idea but struggle to navigate the organisation. A board may understand its formal responsibilities but lack a shared direction. A Chair may know the meeting procedure but find it difficult to facilitate competing perspectives. A partnership may begin with a compelling shared purpose but retreat into silos when circumstances become difficult.

The gap is often found between **knowing and doing**.

Another common theme is that organisational capability is both technical and relational. Structures, policies, role descriptions and plans matter, but so do trust, communication, participation, fa-

cilitation and the ability to work through differences. Strong organisations need both.

The results also reinforce the importance of developing capability before a crisis emerges. New leaders benefit from early guidance and mentoring. Boards need ongoing development rather than waiting until governance breaks down. Future Chairs require opportunities to prepare for the role. Collaborative relationships need communication and accountability practices that remain effective when pressure arrives.

For capability-building organisations such as ANCAD, this points towards support that is practical, sustained and responsive to context. Workshops remain valuable, but their impact can be strengthened through tools, mentoring, peer learning, follow-up opportunities and pathways that help participants apply what they have learned.

For ethnic community organisations, capability support must also recognise

that leadership and governance operate within cultural relationships and community expectations. Effective development should respect those foundations while helping people navigate formal organisational and legal requirements.

Community organisations are not short of commitment, ideas or purpose. What they are seeking are the skills, systems and support that help them convert those strengths into sustainable action.

When emerging leaders are equipped, boards provide clear direction, Chairs enable people to contribute and collaboration remains healthy under pressure, organisations are better positioned to create lasting impact in their communities. ●



LiIFT

INFORM AOTEAROA INSPIRE

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 Otara and Otahuhu 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.

Is your three-year governance check-up due?

By Pat Crogan, Crogan Consulting

I heard these words from Steven Moe, Parry Field Lawyers, webinar recently “Was your trust deed written on a typewriter?” If you’re laughing because the answer is yes, you’re not alone. Aotearoa, New Zealand has over 29,000 registered charities – some Trusts, some Incorporated Societies and some Charitable Companies – all who now need to review their governance procedures every 3 years following the October 5th 2023 update of the Charities Act (s42G of the Charities Act 2005).

WHY

Originally proposed as an annual requirement and moved to every 3 years to lessen the burden on volunteer boards, the Act update aims to lift the public trust and confidence across the charitable sector by prompting charities to intentionally check and confirm their governance is fit for purpose.

For some charitable organisations, this means turning governance procedures nobody actually looks at into something that reflects how you really operate. It will catch outdated clauses, the missing conflicts process, the delegation policy that hasn’t been updated — before any of that turns into an actual problem. And because it’s a scheduled prompt rather than something the board must remember to initiate on its own, it builds a habit of asking “are we still fit for purpose” that a lot of boards may not get around to.

For the communities we serve, the payoff is a more resilient set of organisations behind the services communities rely on. A charity that’s reviewed its risk management, financial controls and conflicts process is less likely to collapse suddenly, lose its charitable

status, or have funds diverted away from its purpose — all of which directly affect the community the organisation serves. It also builds across the sector: every charity that does this with intent adds to the public’s confidence that donations and grants are being used well and for the community.

For me, a good review isn’t just a compliance tick, it’s the board re-grounding itself in why the organisation exists, which will sharpen decision-making to ensure outcomes for the community for the following three years. Done well across enough organisations, it’s what keeps the whole for-purpose sector credible and trusted.

SO, WHAT IS “FIT FOR PURPOSE”?

Fit for purpose is the phrase referred to by Charities Services. Charities Services’ own guidance treats it practically rather than legally: is your charitable purpose still clear and relevant, do your rules and policies still meet your changing needs, can conflicts of interest be managed under them.

Think of it as; if your governance procedures — your rules, your policies, how your board operates — aren’t helping you achieve the organisations purpose and aren’t keeping you compliant, they’re not fit for purpose.

WHAT GOVERNANCE PROCEDURES MEANS

Basically, it’s the main document that establishes and guides the organisation (trust deed, constitution, or society rules), the policies and procedures that sit under that document, and how well your board is keeping its own skills current.

I often describe the trust deed, constitution or rules as the organisations ‘rule book’. It outlines why and what you exist to do. It also sets the rules for how your organisation should work from a governance perspective— who gets a say, how decisions get made, what needs a vote, how notice is given for a meeting for example.

Organisations have various policies and procedures that support the trust deed, constitution, or rules. These outline the how to implement some of the ‘rule book’. They sometimes must adhere to a range of legislation too – another good reason for the 3 yearly review. The policies below are some suggestions to think about and discuss at your review. It is not a complete list, and each organisation will need different policies and procedures:

- Financial management / delegations — budgeting, approval and signatory processes, how spending decisions get made.
- Conflicts of interest — how interests are declared, recorded, and managed
- Health and safety — a current plan, and people knowing where to find it.
- Managing risks – how to categorise them and mitigate them
- Privacy — how the charity collects, stores and uses people’s information.
- Record keeping — secure storage, easy retrieval, and awareness of privacy law obligations.
- Dispute management - how to manage disputes in the best interests of the organisation.
- AI use —how AI can be used within the organisation.



IS YOUR BOARD'S SKILLSET CURRENT?

The governance review essentially asks the question of whether the people around the governance table have the skills, capabilities and competencies for the role.

Boards can start with questions like:

- What skills, experience and perspectives are needed around out governance table and do we have the right mix of skills, experience and perspectives;
- do we identify and address gaps in skills;
- does the chair run meetings effectively and make space for all voices;
- do we manage conflict of interest and disagreement appropriately.

There's no right answer here – that's

individual to the organisations purpose and strategy. Intentionally asking the questions will not only mean you comply with Charities Services governance review but will support how you recruit in the future.

A WAY TO PACE THE REVIEW

My guess is Charities Services are not going to knock on your door on asking for proof of your review this year, but you will need to indicated you have completed it when you submit your annual retrain. Remember, the value is in the intentional review itself and moving your organisation into being truly fit for purpose for the communities you serve now and in the future.

A suggested way forward is:

- Review your rules and constitution first,

- your supporting policies and procedures second,
- and your board skills third.

Whichever way you choose, in the future, you could spread it across the three-year cycle rather than doing it all in one sitting.

AFTER THE REVIEW

Now's the time to make the changes and updates from what you have found. Minute what you have done, how you did it and what you changed. Then it's the fun part – delivering to what your updated fit for purpose governance procedures are.

When you file your Annual Return to Charities Services, you'll tick a box confirming you have undertaken the review. Don't forget to schedule the next one! ●

GOVERNANCE REVIEW CHECKLIST – QUICK START

Below is a discussion tool, not a compliance audit — work through it with your board a section at a time and note actions as you go. Rules and constitution first, policies second, skills third is a suggestion. Charities Services also have a template for you to consider – available here: bit.ly/4x6ZWBe

FOUNDING DOCUMENT – CONSTITUTION, RULES OR TRUST DEED

- ☐ Can we easily access it and have we reviewed it in the last 3 years to check it's still 'fit for purpose'?
- ☐ Have we followed up on and completed the actions from our last review?
- ☐ Can we clearly explain our purpose and does that align with our founding document,
- ☐ Do our current activities still link to that purpose? Do we know when our Annual Return is due, and file it on time?
- ☐ Are our details on the Charities Register correct?
- ☐ Do we know what our founding document says about running meetings and how to make significant decisions for the organisation? Do we follow those rules?

POLICIES AND PROCEDURES

- ☐ Do we know which key policies are important for our organisation and do we have them?
- ☐ Do we review those policies periodically to ensure they are compliant, being used and are fit for purpose?
- ☐ Are conflicts declared and recorded, and does the conflicted person step out?
- ☐ Do people feel comfortable declaring an interest in the first place?
- ☐ Could we explain a decision to a funder or regulator if asked?
- ☐ Do we ask "is this in the best interests of the charity?" before key decisions?
- ☐ Do we record decisions, reasons and follow-up actions in the minutes?
- ☐ Are minutes taken and records stored securely and easy to find?

BOARD EFFECTIVENESS & CAPABILITY.

- ☐ What skills does the organisation need to ensure the organisation is governed well?
- ☐ Do we have the right mix of skills and perspectives, and know where the gaps are?
- ☐ Does the chair make space for every voice and manage disagreement well?
- ☐ Do all officers know what's expected of them and their legal duties?
- ☐ Do new officers get a meaningful induction to their role and the organisation?

Finding where you can make the greatest contribution

After attending ANCAD's recent *Practical Skills for New and Emerging Leaders* online workshop, supported by the Ministry for Ethnic Communities (part of a 9 workshop series), Sabrina reflected on what it means to position ourselves strategically; not for recognition, but to understand the contribution we can make. Drawing on her experiences in Papua and her new chapter in New Zealand, she shares part of her evolving leadership journey...

"Meaningful leadership begins with listening, respecting local knowledge, and building trust."



Recently, I attended the session on 'Leading in Community: Practical Skills for New and Emerging Leaders' organised by ANCAD and presented by Ivan Yeo.

Among the many valuable discussions, the section on 'Positioning Yourself Strategically' resonated with me the most. It prompted me to reflect on how we intentionally position ourselves, not only in our careers, but also within the communities we choose to serve.

The discussion immediately reminded me of Professor Love Chile with a session at AUT, particularly on Critical Self-Mapping and Community Asset Mapping. Those frameworks encourage us to first understand ourselves, our values, experiences, strengths, and

aspirations, before identifying the people, networks, and community assets that can help create meaningful collaboration and impact.

As a woman from Papua, this reflection feels deeply personal. For several years, I worked alongside Indigenous communities in Papua, collaborating with schools, local government, and community organisations to support culturally responsive education and community development. Those experiences taught me that meaningful leadership begins with listening, respecting local knowledge, and building trust.

Today, I find myself beginning a new chapter in New Zealand. Moving to a different country has meant adapting to a new culture, expanding my professional network, and

learning to contribute in unfamiliar environments. It has also encouraged me to step outside my comfort zone, embrace lifelong learning, and see diversity as one of the greatest strengths of a community.

Looking back, I realise that positioning yourself strategically is not about seeking recognition. It is about understanding who you are, recognising the value you bring, building authentic relationships, and finding where your skills and experiences can make the greatest contribution.

Every workshop, every volunteer opportunity, and every conversation has become part of my own self-mapping journey. They continue to shape how I grow as a professional, a community member, and a lifelong learner. ●

Talanoa Tupuaga: Growing stronger community organisations together

By Clark Tuagalu, ANCAD

Talanoa Tupuaga began as a pilot programme in the final quarter of 2025. Building on the learning from that pilot, ANCAD has continued to develop and roll out the programme across communities in 2026.

Talanoa Tupuaga is one of ANCAD's ways of working alongside grassroots and emerging community organisations to help them build stronger foundations, greater confidence and a clearer sense of direction.

The idea behind the programme is simple. Many of the people we work with already have the passion, community knowledge, relationships and commitment to make a difference. What they often need is support navigating the systems that sit around running an organisation.

Governance, legal structures, strategic planning, finance, funding and communications can feel complicated, par-

ticularly for people who stepped into community leadership because they saw a need and wanted to do something about it.

Talanoa Tupuaga is about making these things easier to understand and, most importantly, practical.

The 2026 rollout has given us the opportunity to build on what we learned from the pilot, test the approach in different communities and continue adapting the programme around the people and places we work alongside.

As the programme has grown, we have also learned that capability building is not about telling communities what to do. The knowledge, passion and leadership are already there. Our role is to provide practical tools, connections and support that help people turn their ideas and aspirations into something stronger and more sustainable.

THE 2026 JOURNEY: MANGERE-OTAHUHU

The Mangere-Otahuhu series brought together people working across youth development, fitness, culture, faith communities, events, business and other community initiatives.

They came into Talanoa Tupuaga at different stages. Some had been serving their communities for years, while others were developing new ideas and thinking about how to grow their impact.

What stood out was that the passion was already there. The challenge for many was putting stronger foundations around what they were doing.

One group had already been working with young people for around four years but described operating without clear guidance, structure, roles, a concrete plan or funding. Through Talanoa Tupuaga, they began thinking more



deeply about identity, purpose, teamwork and how those foundations should guide their work.

"WE CAME IN WITHOUT DIRECTION. NOW WE LEAVE WITH A STRONGER SENSE OF IDENTITY, PURPOSE, AND HOW TO MOVE FORWARD — NOT JUST FOR OURSELVES, BUT FOR THE YOUNG PEOPLE WE SERVE."

Another community fitness initiative already had a strong kaupapa and was delivering free fitness opportunities. What it needed was greater clarity around governance, legal structure and financial systems. The programme helped the group explore different legal entities, implement a cashbook and move closer towards establishing a charitable trust.

"TALANOA TUPUAGA DIDN'T CHANGE WHO WE ARE. IT GAVE US THE STRUCTURE, THE TOOLS, AND THE CONFIDENCE TO MOVE FORWARD WITH CLARITY. LIKE OUR WAKA, WE ARE STILL ON THE JOURNEY — BUT NOW WE KNOW HOW TO NAVIGATE."

The programme also showed that capability building is not only about organisations. Sometimes the biggest change happens in the person leading the work.

One participant arrived carrying many responsibilities and questioning whether she belonged in conversations about funding, governance and organisational development. Through the programme, she learned to break goals into manageable steps and began taking actions she previously would have avoided, including applying for funding opportunities.

"Talanoa Tupuaga didn't just give me knowledge. It gave me confidence. Confidence to act. Confidence to try. Confidence to believe that I belong in these spaces."

Other groups were thinking about how to grow without losing the kaupapa that brought them together.

A South Auckland community festival had grown from a passion project celebrating culture, food and connection. Its organisers were using their networks, time and resources but needed greater clarity about funding, structure and sustainability.

"WE CAME IN WITH PASSION. WE LEAVE WITH DIRECTION."

For a Samoan Catholic community with a history stretching back more than 50 years, the challenge was different. Its purpose and cultural foundations remained strong, but the environment around it had changed while many of its systems remained informal.

"WE DIDN'T LACK PASSION, WE LACKED THE STRUCTURE TO GROW."

The Mangere-Otahuhu series gave us an early insight that would continue through every Talanoa Tupuaga programme that followed: community groups do not necessarily need someone to give them a purpose. Often the purpose is already very strong. What they need are practical tools and support to put structure around that purpose.

BUILDING ON THE LEARNING: MANUREWA-PAPAKURA

The Manurewa-Papakura series allowed us to build on those early lessons.

The programme attracted 23 registrations from a diverse range of community organisations and initiatives, with a committed core group of 15 participants continuing actively through the programme.

The cohort also helped us better understand who Talanoa Tupuaga is best suited to support. Some organisations that initially registered were already well established and recognised that the programme was more suited to emerg-

ing organisations, groups and leaders wanting to strengthen their foundations.

Again, the showcase stories told us more about the impact than participation numbers alone.

One participant entered the programme with a dream of eventually establishing a community-focused gym. Talanoa Tupuaga helped turn that large aspiration into something she could begin working towards:

"TALANOA TUPUAGA HELPED ME BREAK ONE BIG DREAM INTO SMALLER, ACHIEVABLE STEPS."

Another participant was developing an initiative to support young women experiencing isolation and disconnection. She had the passion and vision but needed direction:

"AT THAT STAGE, I HAD THE PASSION AND THE VISION, BUT I LACKED DIRECTION. THIS PROGRAMME HAS HELPED ME MOVE FORWARD WITH MUCH GREATER CLARITY AND CONFIDENCE."

One of her biggest learnings was recognising the importance of building the organisation before rushing into delivering programmes:

"THROUGH THE PROGRAMME, I LEARNED THAT STRONG ORGANISATIONS ARE BUILT ON STRONG FOUNDATIONS. GOVERNANCE, PLANNING, SYSTEMS, AND RELATIONSHIPS NEED TO COME FIRST IF WE WANT OUR WORK TO BE SUSTAINABLE."

Another participant was using film and storytelling to help people feel seen, heard and valued. His thinking shifted from simply providing a service towards considering the impact he wanted that work to create:

"AS A RESULT OF THE PROGRAMME, MY MINDSET HAS SHIFTED FROM SIMPLY CREATING VIDEOS TO CREATING IMPACT THROUGH STORYTELLING."

A community environmental initiative was already making a practical difference by cleaning up neighbourhoods but recognised that passion alone was not enough to sustain and grow its work:

"BEFORE TALANOA TUPUAGA WE HAD PLENTY OF PASSION, BUT NOT MUCH STRUCTURE."

Manurewa-Papakura also changed how we thought about supporting people between and after workshops.

Online deep-dive sessions had been offered, but participation was generally lower than expected. What participants responded to more positively was the opportunity for informal cafe catch-ups, small group talanoa and ongoing practical support.

That was an important learning. A workshop might introduce a tool, but sometimes it is the conversation afterwards that helps someone work out how to apply that tool to the reality of their organisation.

TAKING THE PROGRAMME NORTH: RODNEY

Taking Talanoa Tupuaga to Rodney provided another opportunity to learn and reinforced why capability support needs to respond to the community and place.

Working alongside Mahurangi Hope Community Trust and local partners, the programme brought together Pacific groups serving their communities in very different ways.

The Kiribati community wanted to strengthen its organisation so it could help preserve language, culture and identity for future generations. The Tuvalu community was also focused on strengthening its foundations and

passing language, cultural knowledge, handicrafts and navigation skills to its young people.

A Tongan women's group had been gathering for more than ten years, sharing traditional skills and passing knowledge between generations. Through Talanoa Tupuaga, the group recognised the need for stronger foundations and clearer direction if it wanted to grow.

Baskets Plus Community Hub was addressing a different challenge: loneliness and social isolation. Its work brings people together to build friendships, connection, confidence and a sense of belonging.

Despite their different purposes, the groups shared a common desire to strengthen their organisations so they could better serve their communities.

One participant summed up what they gained:

"WE FOUND KNOWLEDGE. WE FOUND CLARITY. WE FOUND STRUCTURE. MOST IMPORTANTLY, WE FOUND PRACTICAL TOOLS THAT WE COULD APPLY TO THE REAL CHALLENGES FACING OUR COMMUNITY."

The local partnership was critical to the series. Mahurangi Hope Community Trust's Pacific team helped coordinate the programme and brought relationships and trust built with local Pacific communities over several years.

Their reflection was that participants felt comfortable, participated, laughed together, asked questions and supported one another because the workshops were delivered in a way that reflected Pacific values.

The programme also highlighted some of the realities of being part of a smaller Pacific community.

"LIVING IN RODNEY HAS SOMETIMES FELT LONELY BECAUSE OUR PACIFIC COMMUNITY IS MUCH SMALLER THAN OTHER PARTS OF

AUCKLAND. THIS PROGRAMME HAS REMINDED US THAT WE ARE STRONGER WHEN WE WORK TOGETHER AND SUPPORT ONE ANOTHER."

The perspective of a funder added another dimension. A Foundation North Pacific Funding Advisor who attended the programme observed that many emerging community organisations have good ideas and genuine passion but need stronger foundations before they are ready to seek funding.

Perhaps the strongest message from the local team was:

"RODNEY ISN'T SOUTH AUCKLAND. WE'RE NOT WEST AUCKLAND OR EAST AUCKLAND. OUR COMMUNITIES HAVE THEIR OWN STRENGTHS, OPPORTUNITIES AND CHALLENGES."

That statement captures an important lesson from the journey so far.

Talanoa Tupuaga cannot simply be copied and pasted from one community to another. The core capability tools may remain consistent, but the way we engage, build relationships and provide support needs to respond to the people and place.

COMMON THREADS ACROSS THE JOURNEY

The passion was already there. People did not come into Talanoa Tupuaga waiting to be given a purpose. They were already coaching young people, protecting language and culture, creating community events, cleaning neighbourhoods, reducing isolation, supporting families, developing businesses and creating spaces where people could belong.

What many needed was clarity and structure. Governance, legal structures, strategic planning, financial systems and funding readiness helped people put stronger foundations under-

neath work they were already passionate about.

Confidence matters as much as knowledge. For some participants, progress was understanding a charitable trust or developing a strategic plan. For others, it was finding the confidence to speak up, apply for an opportunity, make a decision or believe that their idea could become something sustainable.

Funding is rarely the whole issue. Many people initially want to talk about funding. But the programmes have repeatedly shown that becoming funding ready starts much earlier: knowing who you are, why you exist, who you serve, what difference you want to make and having the governance and systems to support that work.

Relationships are part of capability building. The workshops matter, but so do the conversations around them. Cafe catch-ups, one-to-one support, local relationships, peer learning and connections with funders and other organisations have all become important parts of the Talanoa Tupuaga approach.

Every community is different. Talanoa Tupuaga needs to listen before it teaches. The tools provide a framework, but communities bring their own culture, knowledge, relationships, strengths and aspirations.

FUNDING FOLLOWS CLARITY

WHERE TO NEXT?

There are still two more Talanoa Tupuaga series to deliver before the end of 2026.

Our final South Auckland series for the year begins in October in the Otara-Papatoetoe Local Board area.

Then in November we will take Talanoa Tupuaga to Whangarei for the first time, extending the programme beyond Auckland and working alongside grassroots organisations and community leaders in Northland.

The lessons from Mangere-Otahuhu, Manurewa-Papakura and particularly

Rodney will travel with us. We will take the tools and what we have learned, but we will also listen to the local community and adapt the programme to the people and place.

The aim remains simple: to help grassroots and emerging community organisations build the clarity, confidence, direction, practical tools and systems they need to better serve the communities they care about.

ACKNOWLEDGEMENTS

None of this work happens through one person.

I would like to acknowledge the ANCAD Board for believing in Talanoa Tupuaga and supporting the programme as it has developed and grown.

I also want to acknowledge the ANCAD operations team who have helped turn the idea into something we can actually deliver in communities, particularly Fiona Brennan, Simon Ritchie, Helen Lee and Glen Hill, for their support behind the scenes and their contribution to the rollout of the programme.

Our funding partners have made this work possible.

A special thank you to Community Matters at the Department of Internal Affairs for funding the South Auckland Talanoa Tupuaga series, workshops and leadership mentoring programme.

Thank you also to Foundation North for supporting the delivery of Talanoa Tupuaga in Rodney and the upcoming programme in Whangarei.

Our local community partners have been just as important. Thank you to the Mangere-Otahuhu, Manurewa and Papakura Local Boards for supporting Talanoa Tupuaga in South Auckland and helping us connect the programme with their communities.

Thank you to Otahuhu Library for hosting the Mangere-Otahuhu programme and providing a welcoming community space for participants to come together, learn and connect.

Thank you also to Elim Church in Manurewa for hosting the Manure-

wa-Papakura programme and providing a space for participants to learn, share and build relationships throughout the series.

In Rodney, a special thank you to Mahurangi Hope Community Trust and its Pacific team for helping coordinate the programme and bringing the local relationships and trust they had built with Pacific communities over several years.

Thank you also to Baskets Plus Community Hub for hosting Talanoa Tupuaga in Warkworth and providing a welcoming space for participants to come together each week.

Finally, and most importantly, I want to acknowledge all the community organisations and community leaders who have taken part in Talanoa Tupuaga.

Joining a programme like this takes a leap of faith. It means being willing to look honestly at where your organisation is now, where you want it to go and what you may need to strengthen along the way.

These leaders came with different stories, cultures, experiences and aspirations, but they shared something important: a commitment to strengthening their capability so they could better serve the communities they care deeply about and help their people thrive and succeed.

They brought their ideas, challenges and questions into the room. They were willing to learn, share with one another, try new tools and sometimes rethink how they were doing things.

Their stories are the real story of Talanoa Tupuaga.

ANCAD can provide the platform, tools, connections and capability support.

Our funders and community partners help create the opportunity.

But our community leaders bring the knowledge, relationships, culture, passion and commitment to their people.

They are why Talanoa Tupuaga exists, and they are what continues to shape its journey. ●



From the Fortune 500 to the North Shore: Finding my “Kiwi context” in Community Accounting

By Raphael Bao

When I first arrived in Aotearoa New Zealand to begin my Master of Professional Accountancy at Massey University, I brought a somewhat unusual resume with me. I had spent the last two decades working as a Senior Finance Manager for multinational giants like GE, Ecolab and Dell. I was comfortable managing hundreds of millions in corporate budgets and driving global efficiency projects.

However, hitting the “reset” button in a new country comes with a stark reality check. It didn’t matter what corporate titles I held overseas; the local job market was asking a very fair question: “Do you understand how things work here?” I lacked the local context, and more importantly, I lacked exposure to New Zealand’s specific statutory frameworks.

That was the primary reason I was drawn to ANCAD’s Community Accounting programme. I didn’t just want to study local accounting principles in a lecture hall; I wanted to see them in action.

Stepping into the volunteer works for local community organizations was a profound shift in perspective. In the corporate world, my days were consumed by ROI, EBITDA, and shareholder value. But working with grassroots community groups, the financial reality is entirely

different. Every single dollar counts towards the survival of programs that genuinely help people.

My technical work involved helping these organizations set up Xero, navigate the New Zealand Charity accounting standards, and establish robust internal controls. But the actual challenge, and the most rewarding part of the programme, was communication. Accounting terminology can be incredibly intimidating for passionate community board members who are focused on social impact, not spreadsheets. I had to learn how to strip away corporate jargon and translate complex financial realities into plain English. It taught me that financial knowledge is only valuable if the people making the decisions can actually understand it.

Working alongside the Chartered Accountant (CA) mentors was another highlight. Despite my years of commercial experience, I had to practice what I call “strategic humility.” The mentors provided invaluable guidance on the nuances of the Public Benefit Entity (PBE) standards. They showed me how local governance truly operates and how to balance strict compliance with the practical limitations faced by under-resourced charities. It was a collaborative environment that forced me to unlearn some of my corporate habits

and adapt to a completely new financial ecosystem.

Looking back, the Community Accounting programme was the exact bridge I needed to anchor my career in this country. The skills I sharpened there, understanding PBE standards, maintaining grounded governance, and communicating financial risks to non-financial stakeholders, are the exact same skills I use every day now.

Today, I hold my CPA Full Membership and work as an Assistant Auditor at the Audit Office. Whether I am auditing a massive entity now or advising a small community trust on the North Shore with ANCAD, the foundational principles of transparency and public accountability remain exactly the same. ANCAD gave me the platform to prove that I could apply those principles locally.

If I could offer one piece of advice to accounting students considering this programme in the future, it would be this: Do not treat this as just another university paper to pass. Treat it as your first real boardroom experience. You are dealing with real money, real compliance risks, and real community impact. Show up with professional scepticism, but more importantly, show up with empathy. The organizations you help will teach you just as much as you teach them. ●



World Refugee Day: Pukētāpapa's full circle

More than 30 years of community, resilience and legacy

By Eva Chen, ANCAD

Celebrating World Refugee Day at Wesley Community Centre was not only an opportunity to recognise the courage and contribution of people from refugee backgrounds. It was also a chance to reflect on Pukētāpapa's remarkable journey and the many people who have helped shape it.

In May 1993, the first group of 94 Somali refugees arrived in New Zealand through the Refugee Quota Programme. Many made their new home in Pukētāpapa.

A significant number arrived through the Women at Risk category, having fled civil war and famine without established family or community networks in New Zealand. At the time, Mt Roskill was a new area for refugee settlement, and there were few formal services in place to support people as they began rebuilding their lives.

What happened next is an inspiring example of the difference a communi-

ty can make when people choose to step forward.

A COMMUNITY RESPONDS

Educators, volunteers, advocates and local residents recognised the need and offered practical support, friendship and encouragement.

Among them was educator Tefera Demessie, who spent more than 25 years tutoring students from refugee backgrounds in schools across Auckland. Jenni Broom QSO helped guide early settlement work, while community leader Fadumo Ahmed QSO established the New Zealand Ethnic Women's Trust in 2001 to support women from former refugee and migrant backgrounds.

Jenny Janif MNZM became a dedicated mentor to young people, helping them secure their first jobs and begin building meaningful career pathways.

Over time, this work expanded through grassroots organisations such

as the WISE Women Collective and ALAC. These groups understood that successful settlement involved far more than meeting immediate practical needs. It was also about creating relationships, restoring confidence and helping people find a genuine sense of belonging.

The support did not come from one organisation or individual. It grew through a network of people who shared their time, skills and connections. Long-time residents, local volunteers, established migrant and former refugee communities, and newly arrived families worked alongside one another to create their own extended whānau.

Those collective efforts helped shape Pukētāpapa into the richly diverse community it is today.

A NEW GENERATION STEPS FORWARD

More than three decades later, many

of the children and young people who grew up in Pukētāpapa's streets and schools are now making significant contributions in health, education, advocacy, the arts and community leadership.

Abrar Saleh, who arrived in New Zealand as a refugee in 2008, is now a registered psychologist and service manager. She also advocates for refugee communities through the New Zealand Refugee Advisory Panel.

Fahima Muse works as a registered occupational therapist while managing local youth projects in Mt Roskill, combining professional expertise with a continuing commitment to her community.

In the arts, Saynab Muse uses photography to promote community inclusion and representation. Najad Muse, an AUT graduate, is now working as a chef in Auckland's city centre. Both are Deaf community members and users of New Zealand Sign Language, forging their own paths while helping make achievement and leadership more visible to others.

Other young people from the area have studied engineering at the University of Auckland, received Fulbright scholarships and returned to contribute through organisations and boards supporting refu-

gees and people seeking asylum.

Their achievements are individually impressive, but together they tell a bigger story. The young people who once relied on early community networks are now psychologists, therapists, advocates, scholars, artists and creators. They are using their knowledge and experience to strengthen the communities that helped them find their feet.

That is what it means for a community journey to come full circle.

MORE THAN RESILIENCE

What touched me most at the World Refugee Day celebration was not only the success of these individuals, but the collective effort behind them.

Resilience is often spoken about as though it belongs solely to the person who has overcome hardship. In reality, resilience is also nurtured through relationships. It grows when someone offers guidance, opens a door, shares knowledge or simply makes another person feel that they are not alone.

The story of Pukētāpapa shows what can happen when a community truly wraps its arms around people. It shows the importance of mentorship, capability building and creating spaces where people feel safe, valued and able to contribute.

It also reminds us that people from refugee backgrounds should never be defined only by what they have endured. Their stories are also stories of talent, leadership, generosity and aspiration.

The children and young people supported by those early networks were given more than practical assistance. They were given opportunities, encouragement and a place to belong. Today, many are offering those same things to others.

As we celebrate World Refugee Day, Pukētāpapa's story gives us every reason to look forward with hope. When communities invest in people, recognise their strengths and make room for them to lead, the effects can continue across generations. ●



From the grassroots: What our ethnic communities are telling us

By Eva Chen, ANCAD

You can learn a great deal about communities around a boardroom table. But you learn something different when you meet people where they are; inside community offices, at workshops and market days, during cultural celebrations, and in the many informal conversations that happen along the way.

In my role as Ethnic Community Engagement Lead, much of my work is about bringing people together, listening carefully and building genuine relationships with local groups.

Formal meetings and strategies are important. They provide structure and help turn ideas into action. But ultimately, they exist to support the people at the heart of our communities: leaders, volunteers and emerging change-makers who are deeply committed to serving others.

Over the past few months, my work has taken me across Tāmaki Makaurau. I have spent time in community offices, supported fundraising for community kaupapa, delivered workshops helping professionals better understand cultural needs, and joined vibrant cultural celebrations. I have also valued opportunities to connect with tangata whenua through Matariki and visits to local marae.

Across these different places and conversations, several clear and consistent messages have emerged.

BELONGING MUST GO BEYOND CELEBRATION

Our ethnic communities are not simply looking for an opportunity to perform, display food or wear traditional clothing at an annual event. While cul-

tural celebrations are valuable and bring people together, genuine inclusion must go much deeper.

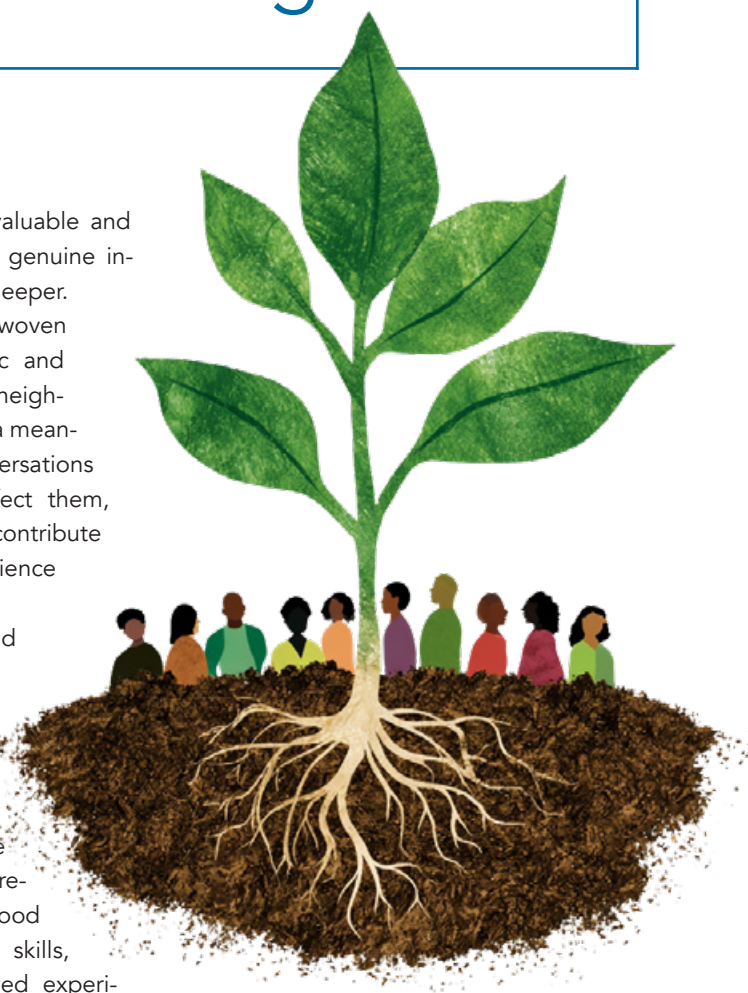
People want to be woven into the everyday civic and social fabric of their neighbourhoods. They want a meaningful voice in the conversations and decisions that affect them, and opportunities to contribute their knowledge, experience and leadership.

Former refugees and migrants should not be viewed only as recipients of services, or occasional participants in community events. They are active contributors and co-creators of neighbourhood wellbeing. They bring skills, cultural knowledge, lived experience, relationships and ideas that can strengthen the wider community.

Belonging is created when people are known, heard and trusted, not simply invited into a space after the important decisions have already been made. It grows through long-term relationships and community networks in which everyone has the opportunity to participate and lead.

COMMUNITIES NEED SPACES THAT RECOGNISE THEIR WHOLE IDENTITY

There is no single “ethnic community experience”. The diversity within our communities is extensive, and people’s identities and experiences are often complex and multi-layered.



A person’s ethnicity may intersect with their faith, age, gender, sexuality, disability, migration journey, family circumstances or socioeconomic situation. These different parts of someone’s identity can shape how safe, welcome and understood they feel when accessing healthcare, social services or community support.

My experiences at community market days, cultural events and faith-focused workshops have reinforced the need for spaces that are both culturally responsive and genuinely safe. Communities are asking service providers to understand the realities of their lives rather than make assumptions based on a single aspect of their identity.

This requires more than translating information or recognising important cultural occasions. It calls for humility, curiosity and a willingness to listen. It also means recognising that approaches that work well for one community, or even for some people within that community, may not work for everyone.

GRASSROOTS RESILIENCE IS STRONG, BUT IT COMES AT A COST

Everywhere I go, I see grassroots organisations stepping forward to fill gaps. They are leading health initiatives, mentoring young people, supporting families, building connections and responding quickly when members of their communities need help.

At future-focused forums and community gatherings, I have seen young leaders ready to serve and contribute. I have also seen experienced community leaders continue to give their time, knowledge and energy, often because they know that if they do not step forward, important needs may go unmet.

These organisations and leaders do their work with enormous heart, cultural knowledge and empathy. Yet many are operating with very limited funding, small teams and a heavy reliance on volunteers.

We often praise communities for their resilience, but resilience should not become an excuse for leaving people to carry an unsustainable burden. Grassroots burnout is real. When we continually rely on the same pioneers and volunteers to hold up vital support systems without backing them properly, we risk exhausting, and eventually losing, the very people who help their communities thrive.

WHAT THIS ASKS OF US

If we want strong and connected communities, capability building, mentoring and equitable investment cannot be treated as optional extras. They

are essential to sustainable community wellbeing.

Supporting grassroots leadership means providing people with the tools, knowledge, resources and relationships they need to develop their organisations and extend their impact. It means opening pathways for emerging and younger leaders, while also recognising and supporting those who have carried community responsibilities for many years.

Most importantly, we need to resist arriving with predetermined answers.

The first step is to listen to what communities say they need and take the time to build trust. Only then can we begin to understand what

meaningful support looks like within their space. Solutions should be developed with communities, drawing on their strengths and knowledge, not designed elsewhere and handed to them.

When we invest in local leaders, strengthen grassroots organisations and give young people the platform and tools to shine, the benefits extend far beyond any one group. We build stronger neighbourhoods, more responsive services and a city in which people do not merely live alongside one another but genuinely belong.

That is what our communities are telling us. Our responsibility now is to listen and to act. ●



North Shore Wellbeing Leadership Group: Strengthening wellbeing through collective action

By Deb Humphries, ANCAD

The North Shore Wellbeing Leadership Group (NSWLG) is entering an exciting new chapter as it builds on years of collaborative leadership to strengthen wellbeing outcomes for children, young people, whānau and communities across the North Shore. The group's evolving strategic direction for 2026-2028 reflects both the growing challenges facing our communities and the opportunities that emerge when organisations work together toward a common purpose.

Established as a place-based initiative, the NSWLG brings together community organisations, iwi, health, education, justice, social service providers and government agencies to address complex social issues through collective leadership and evidence-informed action. At its core, the group believes that the people closest to community challenges are best positioned to identify solutions, shape responses and create meaningful change.

Originally established with a strong focus on family violence prevention and response, the NSWLG has helped build stronger cross-sector relationships, improve information sharing,

support collaborative case management through the Safer Whānau approach, and develop more coordinated responses to complex community needs.

As the wellbeing landscape continues to evolve, so too has the focus of the NSWLG. Strategic discussions highlighted growing concerns around youth mental distress, self-harm, neurodiversity, family violence, social isolation, housing instability, homelessness and increasing online harms. At the same time, organisations across the sector are experiencing workforce shortages, funding pressures and increasing demand for services. These interconnected challenges require coordinated responses that no single agency can provide alone.

Guided by the vision of "Thriving communities through connected, coordinated and evidence-informed wellbeing responses," the NSWLG has identified three strategic priorities for 2026-2028: supporting children



and young people to thrive, strengthening family stability and wellbeing, and building more connected and capable systems across the sector.

Central to this work is a commitment to inclusion, partnership and community leadership. The NSWLG's Collective Action Agreement emphasises collaboration, respect, diversity, Te Tiriti o Waitangi commitments, and ensuring community voices remain at the centre of decision-making.

Through shared leadership and collective action, the NSWLG is helping create a more connected, resilient and thriving North Shore community for all. ●



**NORTH SHORE
FAMILY VIOLENCE
PREVENTION NETWORK**
Sharing responsibility to keep families safe

Building a better future for North Shore rangatahi

Moving beyond punishment towards prevention, healing and community wellbeing

By Deb Humphries, ANCAD

Across the North Shore, agencies and community organisations are witnessing increasing complexity in the lives of many young people. Rising mental distress, disengagement from education, family violence, social isolation, behavioural challenges and housing instability are creating pathways that can place vulnerable rangatahi at greater risk of offending and long-term justice involvement.

The reality is that youth offending rarely occurs in isolation. Behind many offending behaviours are stories of trauma, adversity, disrupted attachment, exposure to violence, unmet learning needs, poverty, exclusion and disconnection from positive supports. If we are serious about improving outcomes for young people, families and communities, we must move beyond fragmented and punitive responses towards approaches that are relational, preventative and community-led.

Many young people who enter the justice system have experienced significant adversity. In many cases, offending behaviour is a symptom of deeper

unmet needs rather than the core problem itself. Recognising the impact of intergenerational family violence and trauma is essential if we are serious about creating lasting change.

What is called for is a collaborative programme focused on enhancing youth wellbeing. Such a programme would be community-based, holistic and trauma-informed, addressing the underlying drivers of offending while strengthening protective factors such as belonging, identity, family connection, education engagement, and positive community participation. These protective factors are critical to improving wellbeing outcomes for children and young people.

No single agency can solve youth offending alone. By building on the strong collaborative foundations already established across the North Shore, we have an opportunity to create an integrated response that supports rangatahi, strengthens whānau, and contributes to safer, healthier, and more resilient communities for generations to come. ●



**STEP UP
FOR CHILDREN**
Sharing Responsibility to Keep Children Safe



The original community hall (before the north and south annexes were later added to the building). Photograph provided from the Albany Hall Committee historical records.

Albany's King George V Coronation Hall:

A place full of stories

By Janine Irvine, Debbie Dunsford and Ruth Greenaway – Oral Historians

Albany's King George V Coronation Hall opened on 3 November 1911 with a celebratory ball attended by about 250 local residents who, according to Martin Perkinson in his 100th Anniversary speech, "Made such a merry night of it that they left the Ball just in time for milking" — setting a precedent for social merriment for years to come.

Unlike the long-superseded halls at Kumeu and Mount Albert, Albany's Coronation Hall, now 115 years old, continues to serve as a busy meeting place for many community groups, not only on the North Shore but from across wider Tamaki Makaurau. The building has heritage status, and its maintenance is shared between Auckland Council and the volunteer Hall Committee.

The story of Albany Hall gives an insight into not only what happened in a place, but how it was experienced and valued by those who lived, worked and gathered there. Personal stories add depth, context and human connection to the historical record, creating a more enduring understanding of the hall and its significance as a cherished community venue; a sentiment that has endured over time.

A COMMUNITY ORAL HISTORY PROJECT

The Upper Harbour Local Board commissioned this project, wanting to preserve the hall's stories through the memories of its volunteers. Funding was provided for an oral history project in partnership with Jo Cocker, Specialist Advisor at Auckland Council and Sue Berman, Curator of the Oral History and Sound collection at Auckland Libraries.

Three North Shore-based oral historians Ruth Greenaway (from ANCAD), Janine Irvine and Debbie Dunsford conducted eight oral histories with committee members — Ngaire Glass, Martin Perkinson, Peg Welsford, Shirley Dobbyn, Janice Soufflot, Vera McLean, Blanche Allport and Alie Wakelin. Centenarian Peg Welsford became unwell early in the project but rallied to speak about her beloved community and the hall one more time before she passed away. Asked why she stayed on the committee, Peg answered simply: "It can be everything... The hall gave people somewhere to go."

The oral history interviews revealed a strong personal commitment to keeping the hall a successful community

asset, as well as the difficulty of attracting a new generation to take up that responsibility. These accounts show the distinctive value of collecting stories of people, history, events and the humour which goes alongside reflections, shaping the hall's enduring significance.

"It's always a privilege to sit with someone and hear their stories of growing up in a particular place such as Albany and how this shapes lives. Stories across generations really do spark the imagination and bring to life a venue such as the Albany Hall which has seen so much activity, and community involvement for over 100 years."
– Ruth Greenaway

HISTORICAL BACKGROUND

The idea for a community hall had been discussed since the 1890s, growing from the formation of the Albany Fruitgrowers' Association in 1893 and the annual A&P Shows that followed. A public meeting in May 1897 began fundraising and debate over the best site.

A solution came through the Public Trust. Land bought by William Mahoney

in 1858 had returned to the Trust because of unpaid rates, and in 1907 ten acres, including the old Domain land, were vested in the Fruitgrowers' Association. On Coronation Day, 24 June 1911, the foundation stone was laid. The building and furniture cost just over £500: £125 from the Government's Coronation Subsidy, £250 raised by the Fruitgrowers' Association, and the balance guaranteed by twelve residents through the Bank of New Zealand. Local Birkenhead builder Frank Robertson completed the kauri, matai and rimu hall, later extended with northern and southern annexes as community needs grew.

In the decades that followed, the hall hosted Albany A&P shows and a busy calendar of balls, variety shows, musical performances, club meetings, children's movie nights, Plunket clinics, kindergarten and dance classes. Local branches of the RSA, Country Women's Institute and Young Farmers Club met there, along with badminton, boxing, tennis and indoor bowling groups. Generations of residents spent much of their social and family life within its walls.

Through these years, a volunteer hall committee managed bookings, cleaning, maintenance and events on behalf of the Fruitgrowers' Association. This steady, often unseen labour kept the



Lord Bledisloe opening the Albany Show, 3 March 1934. Photographer Tudor Washington Collins. (Auckland Libraries Heritage Collections T0759)

hall available through changing times, ensuring it remained both a reminder of Albany's rural past and an active place for gathering, service and local connection. Now a registered charity, the Hall Committee continues to manage the hall's use, while maintenance support comes from Auckland Council.

A more in-depth look at the process of recording the oral history interviews has been shared in an article published by PHANZINE – the quarterly newsletter for the Professional Historians As-

sociation of Aotearoa NZ, of which the contributors to this story are members. Planning is also underway to promote the Albany Hall oral history collection, via QR codes and heritage signs on site, encouraging visitors to the hall to engage with its stories and memories.

Meanwhile the Albany Hall Oral History Collection is available through Kura Heritage Collections Online at Auckland Libraries. <https://kura.aucklandlibraries.govt.nz/digital/collection/oralhistory>



Community effort to complete much needed maintenance in the 1970s. Photograph provided from the Albany Hall Committee historical records.



Once there was an Orphanage, St Anne's School and then the Mary Thomas Centre

By Ruth Greenaway, writer and storyteller, ANCAD

On the day of ANCAD's 52nd AGM, I drove down Gibbons Road and turned into the Community Services building carpark. As I looked to my left, there was only a pile of rubble where the Mary Thomas Centre had once stood for forty years. From 2013 to 2020, I worked for North Shore Community and Social Service (NSCSS), and later ANCAD, from an office upstairs on the second floor. I helped set up many meetings in the Channel View Lounge, and from 2016 ran training courses in the old St Anne's Room downstairs, which became the Takapuna Community Hub — Te Kota-hitanga

In 2019, once we knew the centre's days might be numbered, ANCAD commissioned Richard Howard to research and write a short history of the place, *From Paddocks to Place*. With generous assistance from the Takapuna archive and research centre, Richard drew together the earliest stories of Gibbons Road and the journey that led, in 1986, to the opening of the Mary Thomas Centre.

The story begins in 1870, when Father Patterson of St Joseph's Church in Takapuna bought 1¼ acres of beach-

front land along what is now Gibbons Road. In time, he retired there and established a holiday home for children from St Joseph's Orphanage. He lived in a bungalow on the site until his death in 1919, after which the land was subdivided by his trustees.

In 1930, St Anne's School for girls was established on Enoch Street by the American educationalist Mrs Langguth. First as a kindergarten, but by 1933 it had extended its roll to include Standards 3 and 4, then welcoming co-educational pupils, and taking in its first boarders. In 1935, with more than 100 pupils, St Anne's moved to Father Patterson's former beachfront property on Gibbons Road, using his original bungalow as the schoolhouse.

When Mrs Langguth returned to America in 1938, and following the later retirement in 1946 of her friend and successor, Mrs A. Dignan, there was concern that the school might not survive. At that point, local residents and school parents Mr and Mrs Wyn-Williams took on financial and management responsibility for its continuation, with Mrs Gilbert, a family member, serving as principal.

By 1948, the school had expanded to occupy three acres, added 50 more boarding pupils, junior rooms, and an asphalt playground. In 1951, Mr and Mrs Wyn-Williams purchased additional land opposite 10 Gibbons Road to provide secondary education for up to 60 pupils. It was this site that was later sold to the Takapuna Borough Council in 1976, and on which the future Council building, the Mary Thomas Centre, and the Takapuna public library would eventually stand.

Beside the school site, on land that later accommodated the multi-storey North Shore City Council civic centre, a bowling club was also established, further adding to the area's long association with local gathering and community life.

When St Anne's School closed in 1972, it left a gap for families who believed that independent education could recognise and nurture each child's individual talents. A small group of families came together with an optimistic shared vision for independent schooling on the North Shore. Within three months, the fledgling Kristin School was open for classes in Campbells Bay with

a roll of 42. Within five years, that number had grown to 235, and the school moved to Albany.

Another thread in the Gibbons Road story began in 1968, when Norah Baker, then Welfare Officer for the Royal Foundation for the Blind on the North Shore, recognised an urgent need for a handicraft class. Many people with visual impairments were living isolated and under-socialised lives, and there was no permanent, suitable, and safe place for a growing membership to gather. The club first met in private homes, then at the Takapuna Methodist Church Hall, and later in a larger hall. As the number of members and volunteers increased, each space was outgrown, and the need for a dedicated home became clear.

In 1973, the old St Anne's School site on Gibbons Road came to the club's attention as a well-located and suitable place. With the support of Mrs Fifi Wyn-Williams, owner of the land and buildings, the school building was secured by the Royal New Zealand Foundation for the Blind as dedicated clubrooms in 1974. The St Anne's Club, serving blind residents on the Shore, officially opened in February 1975.

The Takapuna City Council purchased the old St Anne's site from the Wyn-Williams family in 1976. One condition of the sale was that the Council



would make future provision for the St Anne's Club. The purchase opened the possibility of mixed use: quality housing, the future Mary Thomas Centre, the future Takapuna public library, and the Council's own administrative building. A partnership was formed between the Council, St Anne's Club, and the Royal New Zealand Foundation for the Blind. The Foundation would legally own the clubroom spaces, while the Council would own the building.

The combined cost of realising the building was \$812,000. The Council contributed \$461,000, the Royal New Zealand Foundation for the Blind contributed \$251,000, and the club's community fundraising campaign contributed \$100,000, plus a further \$20,000 for furniture and fittings. Other resident organisations either contributed a share of the cost or paid an ongoing equivalent rental. The path from planning to completion was not without difficulty, but with the support of Mayor Fred

Thomas and Deputy Mayor Peggy Phillips, who helped steer the project through the Council committee stages, the Mary Thomas Centre finally became a reality in 1986.

The new centre was named in honour of Mary Thomas, Mayoress to Mayor Fred Thomas of Takapuna City Council from 1965 to 1986. Together, Mary and Fred were champions of community activity. Their names became attached not merely to a building, but to an idea: that a community grows stronger when people have places to gather, organise, learn, advocate, and care for one another.

North Shore Community and Social Services was one of the first tenants of the centre, alongside St Anne's Club, the North Shore branch of the Arthritis Foundation, North Shore Citizens Advice Bureau, Age Concern North Shore, CMA, North Shore Housing Trust, and the Takapuna North Community Facilities Trust.

From 2000 onwards, the centre continued to widen its embrace. Tenants and users included Red Cross, Relationship Services, North Shore Budget Service, the North Shore Amateur Organ Club, the North Shore tap dance class Dance Life, and Les Femmes Danseuses. Every Saturday, dancers brought rhythm and movement into the building; every Thursday, adults with disabili-



Above: St. Anne's School, showing the pupils on Takapuna Beach, 1939. The School ran from 1932-1971, run by Fifi Wyn-Williams and Frances Gifford, Auckland Libraries Heritage Collections T4083

Below: A "Meet the Candidates" meeting held in the Channel View Lounge, 2017 – ANCAD archives

ties were pampered with manicures and massages. In these ordinary, generous, practical acts, the centre's purpose was made visible.

'The centre aimed to empower individuals, groups, and communities to find solutions for themselves, which in turn generates creativity, health, vitality, and identity for the people who live and work in the area.' – Paddocks to Place (2019)

North Shore Community and Social Service managed bookings for the Channel View Lounge, and many groups used the space for meetings, workshops, and events. NSCSS, and later ANCAD, used the lounge for capability training seminars and workshops, bi-monthly network meetings, strategic planning days, AGMs, and meet-the-candidates meetings for local body and general elections. Annual funding fairs and the Wishing Tree community event were also held at the hub, each adding another layer to the centre's living record of service.

The Takapuna public library was built in 1989 on the site of the old St Anne's Secondary School. In 1990, the multi-storey administrative and civic centre was created on The Strand. North Shore City Council vacated the civic centre in 2010, although a North Shore Service Centre remains on site today. ANCAD moved its offices to the service centre in 2023, continuing the long association between Gibbons Road, civic life, and community service.

The Mary Thomas Centre was a tangible legacy of particular Council and community champions. Hundreds of people fundraised, donated time and goods, supported the work through philanthropic agencies, founded community organisations, and kept those organisations alive. Their vision, intention, and hard graft are not forgotten.

Over four decades, many thousands of people passed through the centre doors. They came to use its rooms and facilities, to seek information and support, to address community issues, and to plan and manage projects and programmes that strengthened the North Shore.

Though the building itself has now gone, the Mary Thomas Centre remains part of the North Shore's civic memory. Its legacy lives in the services it housed, the people it gathered, the organisations it strengthened, and the spirit of cooperation it made possible. A huge debt is owed to the volunteers, community leaders, politicians, Council staff, and Royal New Zealand Foundation for the Blind managers whose dedication brought it into being and sustained it. The rubble on Gibbons Road marks the end of one physical place, but not the end of its lasting legacy. ●

Top to bottom:

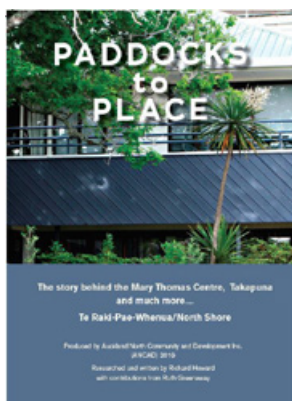
Fred Thomas - Mayor of Takapuna with Mayoress Mary Thomas and Elizabeth Foate of Air New Zealand, Published in Tuesday edition of North Shore Times c1966. Auckland Libraries Heritage Collections, T0416, Photographer Barbara Tipping.

Guests at a Takapuna City Council jubilee presentation to Mayor Wyn Hoadley, 1989, Auckland Libraries Heritage Collections T4040

"Paddocks to Place", published 2019.

Funding Fair held at the Takapuna Hub – Te Kotahitanga, 2019 – ANCAD archives.

Takapuna Mayoral reception, 1988, From left to right: Mr and Mrs Hill, an unidentified couple, Fay and George Gair. Auckland Libraries Heritage Collections T3448.



Councils of Social Service history update

Chapter 4: Futurology

By Ruth Greenaway, writer and storyteller, ANCAD

The chapter frames the 1980s and 1990s through the rise and decline of formal futures thinking in New Zealand, especially after the creation, and later abolition of - the Commission for the Future. During these decades councils of social services engaged with long-term community planning, most notably Dunedin's "year 2000" work.

A new generation of Boomer leaders moved into political and professional influence during a period of rapid social, technological, economic, and cultural transformation. This was also a time of changing family structures, rising divorce rates, urbanisation, and the emergence of "Yuppie" culture marked wider social shifts.

Of significance was the move from state-led welfare provision toward neo-liberal reform and a 'free market' mentality which included - deregulation, privatisation, social service contracting, targeted assistance, and market-based models. Community organisations were increasingly treated as service providers competing for contracts and required to demonstrate measurable outputs.

TRANSFORMATION OF THE VOLUNTARY AND COMMUNITY SECTOR

The language and structure of community work changed, introducing new concepts and terminology such as - the "voluntary welfare," "community development," "service providers," "consumers," and "self-sufficiency" becoming central concepts. Councils of social service had to adapt to new funding, accountability, and professional expectations.

This chapter also highlights a growing recognition of Māori authority and wellbeing models, including the expansion of Waitangi Tribunal powers, the Māori Language Act 1987, and the report entitled, *Puao-te-Ata-Tū*, which challenged institutional racism and promoted culturally grounded approaches to residential care.

REVIEW AND RESTRUCTURING OF WELFARE PROVISION

Major government-led inquiries and reforms happened across the 1980s—such as the Royal Commission on Social Policy in 1987; several COSS organi-

sations responded to this. There were also task forces on income maintenance and social welfare services, and changes to youth and family policy; all of which reflected wider debate over fairness, citizenship rights, poverty, benefit erosion, and targeted assistance.

Social policy reforms were linked to rising unemployment, poverty, and household and neighbourhood polarisation, suggesting that many later social deficits had roots in the mid-1980s reforms. In 1987 the government invested \$11 million into the community sector.

Social Impact Assessment emerged as a new way to measure social outcomes and to evaluate the effects of major economic and industrial developments on communities, linking research, local monitoring, all of which became of concern to the councils of social services and their member organisations.

EXPANSION AND RESHAPING OF COUNCILS OF SOCIAL SERVICE

There continued to be growth in the number of councils across urban and rural New Zealand, showing how

the COSS network expanded, adapted, merged, revived, or dissolved under pressure. Councils that emerged during this period. In 1980-Dunedin Council of Social Services, Auckland Districts Council of Social Services, Kapiti Council of Social Services, 1981-North Taranaki Council of Social Services, District Community Service Council of Wanganui, and District Council of Social Service of Oamaru. In 1982 NZCOSS went through institutional change, being absorbed into the newly formed Social Advisory Council and then re-established independently in 1987. Its role in research, submissions, training, newsletters, and support for the COSS network remained significant. In 1984, the government's Social Monitoring group was created to support the work of the Social Advisory Council (SAC) and the NZ Planning Council to document and present emerging trends in social development. The NZ Planning Council produced a booklet entitled *'Meeting needs in the Community'*.

The Rotorua Social Service Council was formed in 1982, the Social Issues Network Council of Social Services (Fielding, Manawatu) in 1983, Upper Hutt Valley District Council of Social Services Society, West Auckland District COSS were established, 1985 – Levin District Council of Social Services and West Coast District Council of Social Services, 1986 - Northland Regional Council of Social Services. In 1990 - Gisborne East Coast Council of Social Services, 1991- Napier Council of Social Services, Ashburton Council of Social Services, Tokoroa Council of Social Services, and Hutt Council of Social Services, 1992- Waiheke Council of Social Services, 1993- North Otago Council of Social Services and Eastern Southland Council of Social Services, 1994- Morrinsville Council of Social Services and Kapiti Community Social Services, 1995-Hamilton Council of Social Services, 1997-Te Aroha Council of Social Services, Manukau East Council of Social Services, and by the late 1990's, Porirua Council of Social Services.

NEW FUNDING MODELS AND ACCOUNTABILITY

For charities, community groups and social service agencies, there was the introduction in the 1990s of GST obligations, LOTTO funding administered by a new Lottery Commission, (replacing the Golden Kiwi), plus Community Organisational Grants (COGS), all accompanied by short-term contracts, measurable outputs, and greater transparency requirements; all of which reshaped the community sector.

The 20th Century came to a close with nationwide preparation for Y2K and the year 2000, amidst broader themes of resilience, technical readiness, future planning, and institutional capacity-building. ●



Right: Ruth Greenaway holding a copy of *'Dunedin in the year 2000'*, published by the Dunedin Council of Social Services in 1986 and a copy of the DCOSS "Year 2000" report.



Below: A young couple of 'Yuppies' in 1980s New Zealand, AI generated, 2026.



FROM ANCAD'S ARCHIVES: SUPPORTING YOUTH DEVELOPMENT ON THE NORTH SHORE, SINCE 1974

by Ruth Greenaway, Writer and Storyteller, ANCAD

Auckland North Community and Development Inc has played a significant role in promoting youth development and involvement in the North Shore community since the 1970s. This work grew from early concern for young people's participation in positive social activities and the need to include youth voices in local decision-making. In 1974, founding members John Osborne and Elsie Tillett of the North Shore Council of Community and Social Services (NSCCSS), focused on youth homelessness; an issue then largely overlooked by many North Shore residents. By 1977, NSCCSS had helped form a Youth Workers Association, and by the 1980s churches and community social services were working together in Birkenhead, Northcote and Glenfield.

From 1994 to 1995, now renamed - North Shore Community and Social Services, (NSCSS) produced the first youth services directory for the Shore, listing 120 services, as well as a youth newsletter. It also hosted the first youth summit on the Shore and a panel discussion with schools and educators. In 1999, North Shore City Council invited submissions on youth issues for its annual plan. The following year, after Youthline appealed for extra government resourcing and the *North Shore Times* reported a surge in youth suicides, NSCSS submitted a report urging Council to adopt a youth development policy.

In 2001, reports of a "youth problem" on the North Shore became national news. Police action alone did not resolve the issue, so the North Shore Safer Community Council Network, known as *Safer Communities*, held public consultation with Police, local government and community agencies, including NSCSS. This led to the first Youth Liaison Team in 2002, a partnership between NSCSS and North Shore City Council. A dedicated website for *Shore Youth* was also created and administered by the Council's Youth Liaison Team, Joeleen Thomas and Karl Bartleet, together with nominees and school representatives from the city's Youth Council.



AI generated image of teenagers in Auckland, during the 1970s.



FROM ANCAD'S ARCHIVES...BY RUTH GREENAWAY

With Pam Ballie, Youth Sector Officer at North Shore City Council, the team planned youth events across the Shore and helped establish Shore Youth Council, a pseudo civic council that enabled young people to take part in civic affairs and bring youth perspectives to the city council. Events promoted through the youth web calendar included interschool Theatresports, hip hop skate park days, Art in the Park and the annual Converse youth camp. In 2003, NSCSS took over management and delivery of the entire programme and employed its first Youth Liaison Officer, Theresa Collins, supported by part-time staff Tim Flinn and Kerry Staples.

In March 2007, YouthWorX was established and the Youth Liaison Team was dismantled. Adrian Tyler became the first manager, based in the same building as NSCSS - the Mary Thomas Centre. That year, NSCSS hosted a youth sector focus group attended by 37 organisations. The discussion identified the lack of a youth sector network connecting groups and service providers working with young people. While many youth services and activities existed, they were not always well marketed or affordable.

In 2008, Amanda Judd became manager and YouthWorX was firmly established as a point of contact for youth work on the Shore. As an independent charitable trust, it connected, empowered and supported young people and the agencies working with them. Its founding governance board included community members, councillors, two young people and others from the youth sector. YouthWorX leadership was pivotal in developing a Youth Service Sector Network.

YouthWorX also helped strengthen youth voice through research and media. Rebecca Harrington, a Salvation Army youth worker, and YouthWorX initiated a Youth Week Survey, receiving more than 200 responses on transport, health, work, recreation, study, career guidance and drug and alcohol use. Depot Artspace in Devonport also began producing *Morph*, a magazine reflecting the wider youth scene and providing another way to promote youth events and engagement.

Shore Youth Council was made up of two representatives from each North Shore secondary school. It gave young people opportunities to socialise, build networks, organise events and advocate for change. YouthWorX supported the Council through meeting facilitation and help with projects.

YouthWorX also administered *Converse*, a citywide youth forum with regular gatherings and guest speakers. Its annual camps at Camp Maynard in Albany encouraged young people to develop team-building, strategic thinking and collaboration skills. Projects linked to Shore Youth Council and YouthWorX included the Infusion dance party, while youth councils from Auckland, North Shore and Manukau also held a midwinter camp at Orakei Marae.

Fuse Café was another youth-centred initiative supported by YouthWorX. Held several times a year at the War Memorial Hall in Takapuna, it offered live music, a café space and performances by North Shore youth bands. YouthWorX provided logistical support, publicity and promotion, with help from Shore Youth Council volunteers.

Shore Youth Bank, later known as the Youth Fund, was a youth-led grants scheme funded by the Tindall Foundation. It received annual applications from North Shore young people, with YouthWorX acting as the legal entity and administrator.

Other local leaders also supported youth development. Jill Nerheny, then Birkenhead-Northcote Community Coordinator at Kaipātiki Community Facilities Trust, and Michelle Whiu, then Glenfield Community Coordinator, facilitated youth forums in Kaipātiki. Michelle supported youth involvement on the Glenfield Community Board, while Jill represented the North Shore at the National Youth Workers Network of Aotearoa.

In 2008, NSCSS supported the *yMedia Challenge*, working with the OpenEyes team to rebrand and upgrade its website. Then in 2010, incoming mayor Len Brown made a Youth Advisory Panel one of his 100

FROM ANCAD'S ARCHIVES...BY RUTH GREENAWAY

Day Projects. Auckland Council brought together youth representatives from across local board areas and existing youth panels. Today - Rachel Gu, Youth intern for ANCAD is a member of the panel.

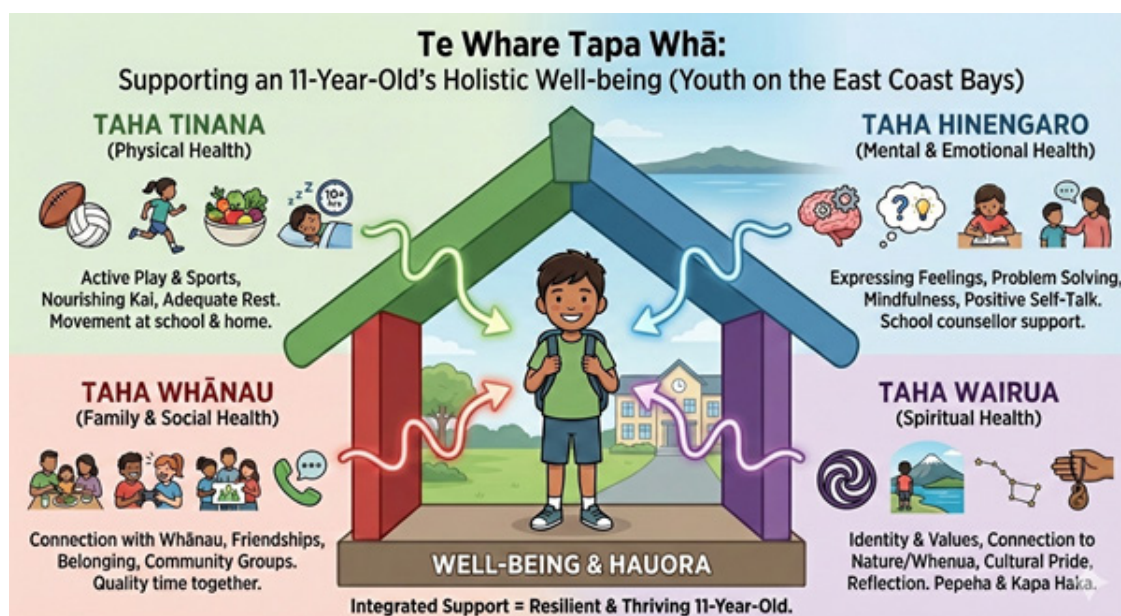
At the same time, Generation Zero, a nationwide youth-led climate justice movement, was growing. Its purpose was to engage young people and rangatahi in climate action. NSCSS/ANCAD welcomed Generation Zero members to the Mary Thomas Centre and supported its kaupapa.

In 2015, ANCAD employed Sophie Barclay as a youth worker to explore the need for a youth space in the Devonport-Takapuna Local Board area. Her research gathered the voices of more than 250 young people through surveys, focus groups and informal conversations, as well as interviews with more than 25 youth workers. Key issues included anxiety, depression, loneliness, cyberbullying, bullying, drug and alcohol issues, limited social connection, family relationships and a lack of support. And in 2020, Shore Junction opened as a youth space and hub for youth workers from community organisations across the North Shore and wider Auckland. It provided a place for collaboration, exchange of ideas and professional development.

Today, ANCAD continues to support young people on Auckland's North Shore. Deb Humphries has collaborated with Bays in Action Collective, an initiative developed by ANCAD in partnership with the Bays Youth Council. ANCAD has provided mentorship, networking opportunities and strategic support. Rather than directing the Youth Council's activities, ANCAD has empowered young people to lead initiatives they believe will interest and benefit their peers.

The Mairangi Arts Centre has been a member of the Collective for the past five years. Deb says the group has "dreamed big dreams together" about creating greater opportunities for youth wellbeing through youth development.

Community Voices profiled the Creative Learning Centre Launchpad Day in Mairangi Bay in its winter issue. Deb explained that the Collective has listened to the hopes of the community, especially young people, and heard a consistent call for a dedicated youth hub: a place where young people can access support while also showing leadership, self-agency and voice. ●



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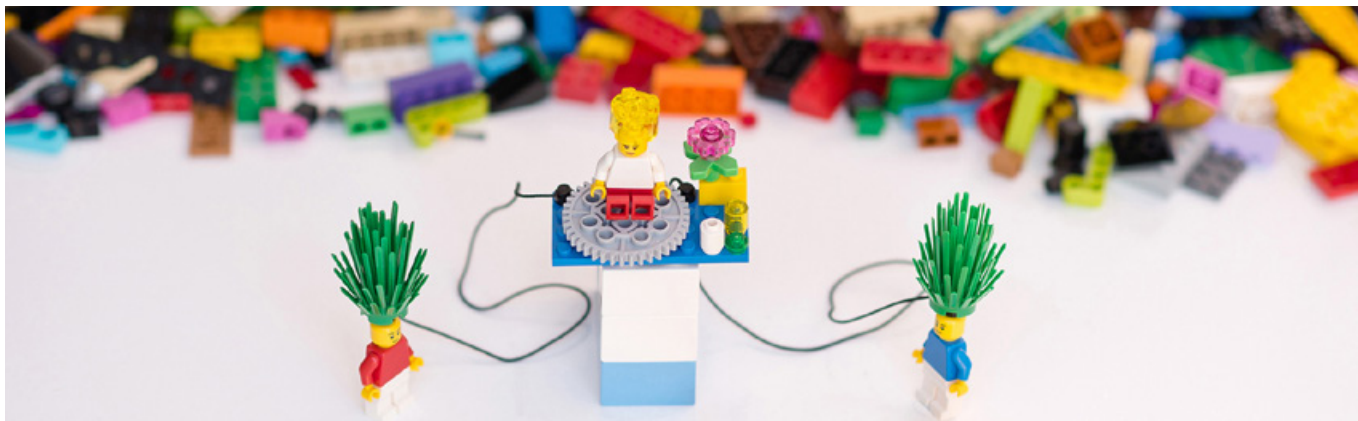
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WHAT DO YOU NEED TO DO?

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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