Kia Whiti Tonu | To Shine Brightly:

An Online Capability Building Programme for Community Organisations after COVID-19

18 November – 2 December 2020

Resources from session 4:
Strategy in a fast-changing world – learning from COVID

Links to research – COVID impact and survey data

- *Time to Shine, Time to Take Stock, Time to Shape our Future.* This national community sector survey researched the impacts of COVID-19 and was published by the Centre for Social Impact, Hui E!, Philanthropy NZ and Volunteering NZ. Work is underway to make the survey data open source so that communities can look at the detail for specific areas of interest.

  - Read the summary report here: https://www.centreforsocialimpact.org.nz/media/1622/time-to-shine-_covid19-impact-community-survey-summary-report-002.pdf

  - Read the full report here: https://www.centreforsocialimpact.org.nz/media/1623/time-to-shine-_covid19-impact-community-survey-report.pdf

  - View an infographic of key findings here: https://www.centreforsocialimpact.org.nz/media/1625/covid-19-impact-sector-survey-infographic-update.pdf

  - Read key insights about the shifts needed over the next 12-months here: https://www.centreforsocialimpact.org.nz/media/1643/covid-19-impact-survey-insights.pdf

- *Shaping the Future* is a report developed by Inspiring Communities from over 70 interviews with stakeholders in the community sector. It documents findings, insights and implications for future practice.

  - Read the report here: https://inspiringcommunities.org.nz/wp-content/uploads/2020/07/Shaping-The-Future.pdf

  - Watch the webinar here: https://www.youtube.com/watch?v=j5sJMFWTJJE

- *The State of the Sector Survey 2020* by CommVoices is the latest in a series of biennial surveys looking at the current health and needs of the community sector: https://comvoices.org.nz/publications/2020-state-of-the-sector-survey-snapshot/

- The *COVID WBOP Social Sector Survey Findings Report* May 2020 sought to understand the impact of COVID-19 on Western Bay of Plenty community and social service agencies and the communities they work with, in order to inform and advocate to government and funders (104 responses): https://socialink.org.nz/covid-wbop-social-sector-survey-findings-report/

- *The COVID-19 Social Impact Dashboard Series* by the Salvation Army Policy and Parliamentary Unit provides data about the impact of COVID on different issues, from housing to addictions:

  - Report 1 (9 April): https://www.salvationarmy.org.nz/article/sppu-covid19-social-impact-dashboard-report-1

  - Report 2 (24 April): https://www.salvationarmy.org.nz/article/sppu-covid19-social-impact-dashboard-report-2

  - Report 3 (8 May): https://www.salvationarmy.org.nz/article/sppu-covid19-social-impact-dashboard-report-3

  - Report 4 (21 May): https://www.salvationarmy.org.nz/article/sppu-covid19-social-impact-dashboard-report-4

- Report 5 (31 July): https://www.salvationarmy.org.nz/article/sppu-covid-19-social-impact-dashboard-report-5
- Report 6 (27 November): https://www.salvationarmy.org.nz/research-policy/social-policy-parliamentary-unit/latest-report

- United Way COVID19 Community Needs research involved 390 participants from across Aotearoa: https://www.unitedway.org.nz/_unite20_supports_frontline_charities

- *Whakarongo ki te Kōrero Whānau Katoa o te Rangatiratanga: Listening to the Hopes and Dreams of our People* (Auckland City Mission and the University of Auckland's latest research on food insecurity in Aotearoa (webinar and report): https://www.aucklandcitymission.org.nz/the-mission-releases-new-research-on-world-food-day/

Guest speaker organisations & resources

Ngahere Communities (Mel Tautalanoa)

- Ngahere Communities website: https://www.ngaherecommunities.nz

- The Tukua Thriving Entrepreneurs website has a range of useful resources, including:

  - *The Survive and Thrive Strategy* (available as a PDF): https://drive.google.com/file/d/1JpRgO2AjngbmZ3J3po2M5BjV8oPDoATI/view

  - *Stronger than you Think* insights resource and podcast series: https://www.ngaherecommunities.nz/tukua

  - *Fund and Flow webinars:* https://www.ngaherecommunities.nz/tukua

Te Taumata Toi-a-Iwi (Alison Taylor)

- Te Taumata Toi-a Iwi website: https://www.tetaumatatoiaiwi.org.nz

- *Voices from the Sector.* Te Taumata Toi-a-Iwi has conducted two sector surveys to understand the impacts of COVID on the creative sector (one in April, one in October). Reports and findings can be found here: https://www.tetaumatatoiaiwi.org.nz/2500-2/

- *Briefing to Incoming Ministers.* This example briefing paper presents advocacy messaging about the value of the arts in the COVID context and explores opportunities to reimagine future systems and strategies: https://www.tetaumatatoiaiwi.org.nz/wp-content/uploads/2020/11/Te-Taumata-Toi-a-Iwi-BIM-Arts-Culture-and-Heritage-2020.pdf

- *The Creative Ecosystem COVID Response Journey.* This one-page resource explores the phases of recovery and response in the creative sector: https://www.tetaumatatoiaiwi.org.nz/wp-content/uploads/2020/05/TTTAI-Ecosystem-Response-Journey-April-2020.pdf

- *Arts Review -How Funders are Responding to COVID:* https://www.tetaumatatoiaiwi.org.nz/wp-content/uploads/2020/05/Te-Taumata-Toi_Summary-Report_FINAL_21_04_2020.pdf

Other useful resources for thinking about strategy in the COVID context

- *Sprinting for Good – Collaborative Co-design Toolkit* (Centre for Social Impact) is a toolkit developed to support organisations wanting to use sprint-based co-design processes with their communities/sector: https://www.centreforsocialimpact.org.nz/te-pūaha-o-te-ako/2020/september/sprinting-for-good-co-designing-for-impact-toolkit-launched

- *COVID-19 Response Funding* (Centre for Social Impact) provides a summary of new funding streams available to support response and recovery: https://www.centreforsocialimpact.org.nz/media/1687/covid-19-fn-funding-overview-_final_21-october.pdf

- *Hear from Thought Leaders* (Centre for Social Impact). We asked some of the key influencers in our sector to give us a brief insight into what they have seen and learnt since the crisis started, the challenges they're seeing ahead, and what the potential solutions to those challenges might be: https://www.centreforsocialimpact.org.nz/te-pūaha-o-te-ako/2020/june/covid-19-and-social-impact-hear-from-thought-leaders

- *COVID and our Natural Environment* (Centre for Social Impact): https://www.centreforsocialimpact.org.nz/te-pūaha-o-te-ako/2020/october/covid-19-and-environmental-regeneration

- *Charting the Future: A Framework for Thinking about Change* (RSM, Seeds, Parry Field Lawyers): https://www.rsm.global/newzealand/sites/default/files/media/charting_the_future_-_2020.pdf

- *Please Press Pause* (The Wise Group): https://www.wisegroup.co.nz/creating-change/change-for-good/#:~:text=The%20Chief%20Executives%20of%20the,social%20good%20that%20has%20been

- *Ka Whati te Tai: A Generation Disrupted – The Challenges and Opportunities for Māori in the New Work Order post COVID-19 (*BERL and Tokona Te Raki: Māori Futures Collective): http://www.maorifutures.co.nz/wp-content/uploads/2020/06/Tokona-Te-Raki-Ka-whati-te-tai.pdf

- *COVID Resources and Reading List* (Centre for Social Impact): https://www.centreforsocialimpact.org.nz/te-pūaha-o-te-ako/2020/june/covid-19-resources-and-reading-list

- *Reimagine Us: The WBOP Social Sector Post Covid-19 Action Plan* (SocialLink): https://sociallink.org.nz/reimagine-us/

Key strategic questions to use in your organisation

1. What's changed, for whom?

2. So what?

3. Now what?
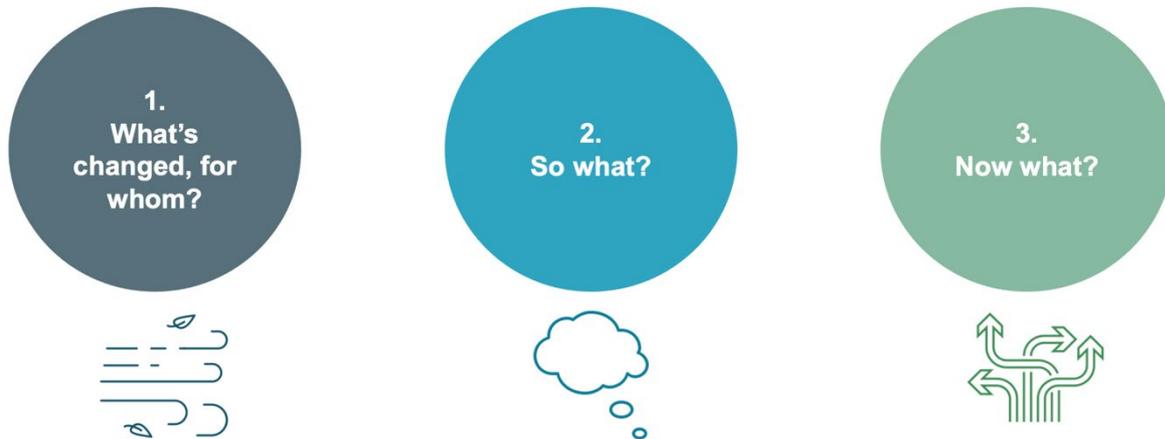
What has changed, for whom?

- Have we taken time out to stop and reflect? What are we learning? How can we keep reflecting?

- What has changed for the communities we serve? How do we know? Are we relying on assumptions? Have we taken time out to listen and understand aspirations for the future as well as needs?

- What has changed for our organisation? For our people (staff, board, volunteers)? What has changed for the way we work? How has this impacted our individual and collective wellbeing?

- What about our work/practice has endured through 2020? What has been surprising/ unexpected?

- Have others experienced similar challenges to us? What have they learned? Have we looked outside of our own 'ecosystem' (sector, community) to see what we could learn?

So what?

- What do our communities need from us in the medium and longer term? How do we know? How can we stay connected with them and keep this listening?

- What do our people (staff, board, volunteers) need from us moving forwards? Can we find better ways to support their wellbeing or use their skills?

- What approaches do we think will best serve our communities? What does this mean for our strategy and ongoing approach?

- What are our core strengths? Have we identified any new strengths, capacities or capabilities through COVID? How can we give these space to grow?

- What opportunities have come up that we could capitalise on (funding, technology, people, relationships….)? How can this become part of our strategy?

- What might we need to strengthen, re-align, re-think or create? What might we stop doing? Who might we partner with? How can we make space for new ideas? Do we have a mandate to work in these new spaces?

- How do we find a balance and avoid overstretching or burn-out?

What next?

- Has our overall purpose shifted? What does this mean for our strategy?

- Are we clear about our organisational culture and values? How does this shape our strategy?

- What does collaboration look like for us, in order to achieve greater impact?

- What will sustain our organisation? What funding models are required? What other resources can we tap into to expand our capacity? How can we continue to ensure the wellbeing of our people? How can we stay flexible and relevant?

- What models of governance and leadership will be needed? How can our internal leadership support the needs of our team? What leadership is required of us by the communities we serve? Do we have capacity to engage with this? Who might we work with?

- How will we continue to make learning a strategy? How will we stay flexible/adaptable? Can we embed our reflective/learning processes to support strategy?