



Kia Whiti Tonu | To Shine Brightly

Strategy in a fast-changing world – learning from
COVID

30 November 2020

Karakia

Tuiā ki runga

Unite us above

Tuiā ki raro

Unite us below

Tuiā ki roto

Unite us from within

Tuiā ki waho

Unite what surrounds us

Tuiā ki te here tangata

Unite us as a collective

Ka rongo te po

Sensed in the dark

Ka rongo te ao

Sensed by the world

Haumie, huie,

Bind our intention

Taiki e!

It is done



Session outline

- Overview of this series and the Centre for Social Impact
- What do we mean by ‘strategy’?
- Strategic issues and implications from COVID – what are we seeing?
- Useful strategic questions and resources
- Sharing learning – strategic journey through COVID:
 - Mel Tautalanoa (Ngahere Communities)
 - Alison Taylor (Te Taumata Toi-ā-Iwi, Arts Regional Trust)
- Q & A and discussion
- Closing and link to session evaluation survey

What do we mean by 'strategy'?

- What you're trying to achieve and how you intend to get there
- Intent, goals, approaches and activities/action to achieve those things
- Forward looking, future state focused, ideally strengths based
- Captured somehow, trend to be lean and creative about this
- Recognition of need to be flexible, agile, responsive
- A way to be clear about kaupapa and keep testing your assumptions

Underpinned by values, behaviour and world views (and biases and systems)



How is your strategy changing from COVID, and what roles are your values, culture and practice playing in your response?

Community sector impacts of COVID

- COVID-19 challenged funding streams, staff continuity and service delivery
- The sector rallied, adapted, moved with agility and in many cases did more with less
- Strength and vulnerability of sectors and services highlighted, social issues amplified
- Increased community need for services and support expected into the future
- New collaborations and innovative service delivery models emerged
- Desire to capitalise on the disruption and not sink back into defaults
- Desire for guidance to consider the longer-term implications of COVID-19 on services and sectors - cross-sector strategising has never been more important

Funding

- Many traditional funding avenues such as op shops and enterprises, gaming proceeds and funding rounds were removed or disrupted due to COVID
- We also saw that money can be moved at speed to where it's most needed, with minimal red tape
- Many of the practices adopted by funders during COVID are ones that the community sector has been seeking for many years
- We saw that movement on entrenched issues can happen quickly

Time to Shine National Survey

“We have never worked so hard with so little.”

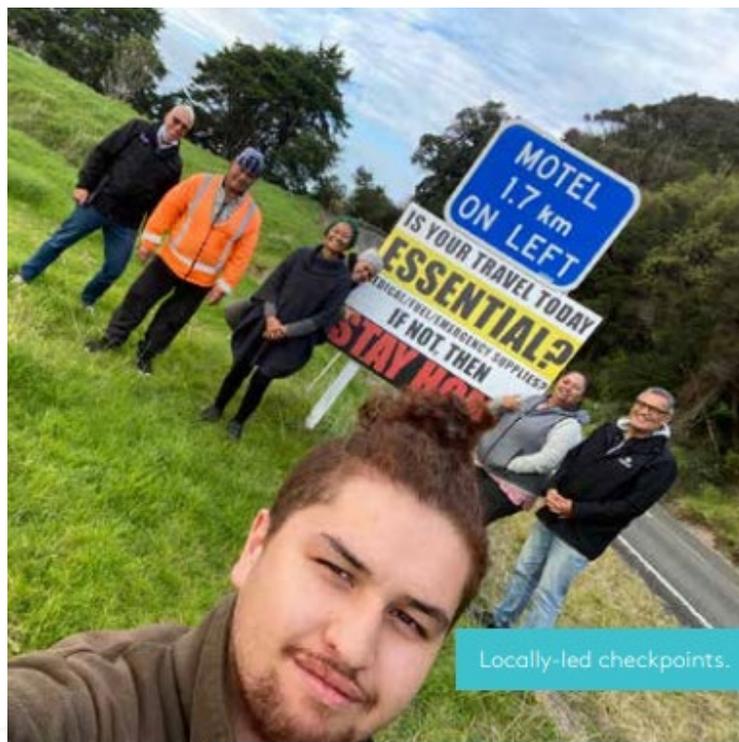
Survey participants stepped up and unlocked:

- an unknown capacity for flexibility, innovation, resourcefulness
- the strengths and capabilities of their teams and organisations
- the power of technology to offer new ways to connect and communicate
- the immense value and stunning outcomes of working together.



Examples from Shaping the Future: Inspiring Communities

“To make a difference, we need to be up for change, including changing ourselves, no matter where we sit.”



Tino rangatiratanga



Local care and connection



Community mobilisation

Community sector opportunities

Time to Shine Survey – people were asked to identify top opportunities from COVID:



Stronger sense of community or common values

47%



New ways of connecting with service users

46%



Greater collaboration with other organisations

40%



Greater appreciation for and recognition of our work

34%



Options around where and how we work

30%



Ability to move quickly

27%

Key priorities and concerns

Time to Shine Survey:

Participants indicated the following issues. Circle size represents the prevalence of each theme in participant responses.



Learning from COVID



Summary of strategic implications

- Alignment between community need and your offering/s
- Governance and leadership capability
- How services are delivered, supported and funded
- How you work (use of technology, remote working, online, office space)
- Funding sources and replenishing reserves
- Technology, social media, online and communication skills
- Volunteer base and how you connect and work with your communities
- Opportunities for collaborating, partnering, joining

Some strategic questions

1.
What's
changed, for
whom?



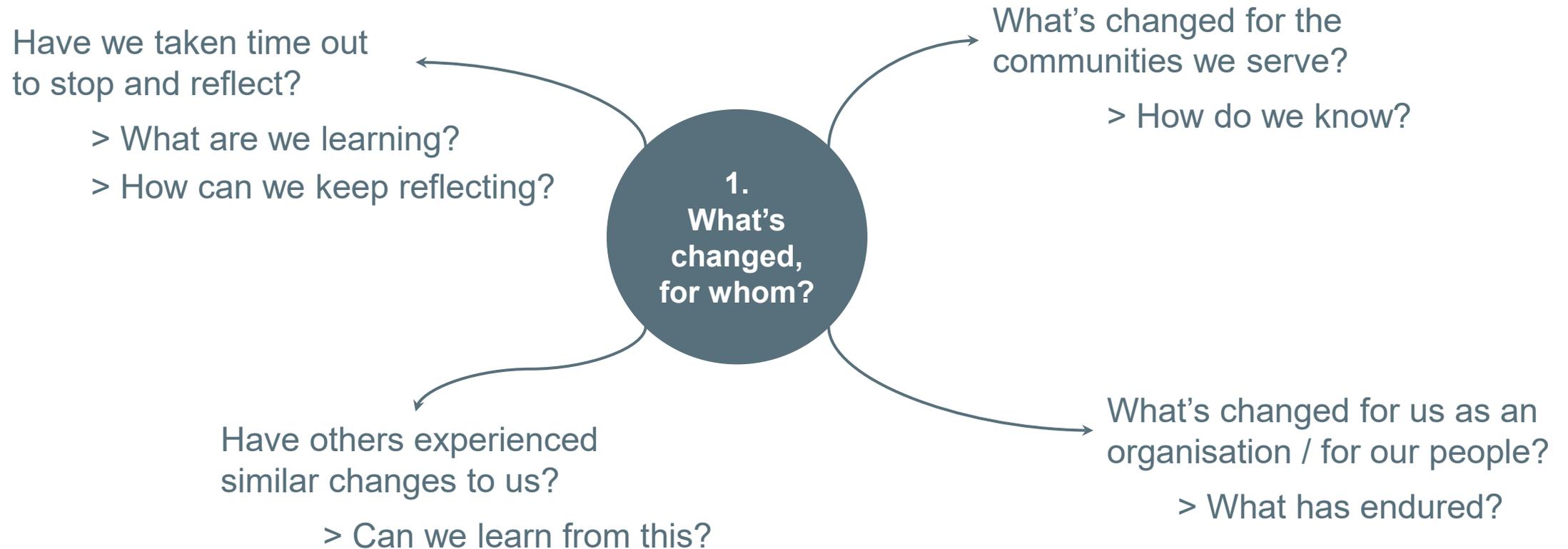
2.
So what?



3.
Now what?



Some strategic questions



Some strategic questions

What do our communities need from us now and in the medium-term?

> How do we know?

What approaches serve our communities best?

2. So what?

What are our core strengths?

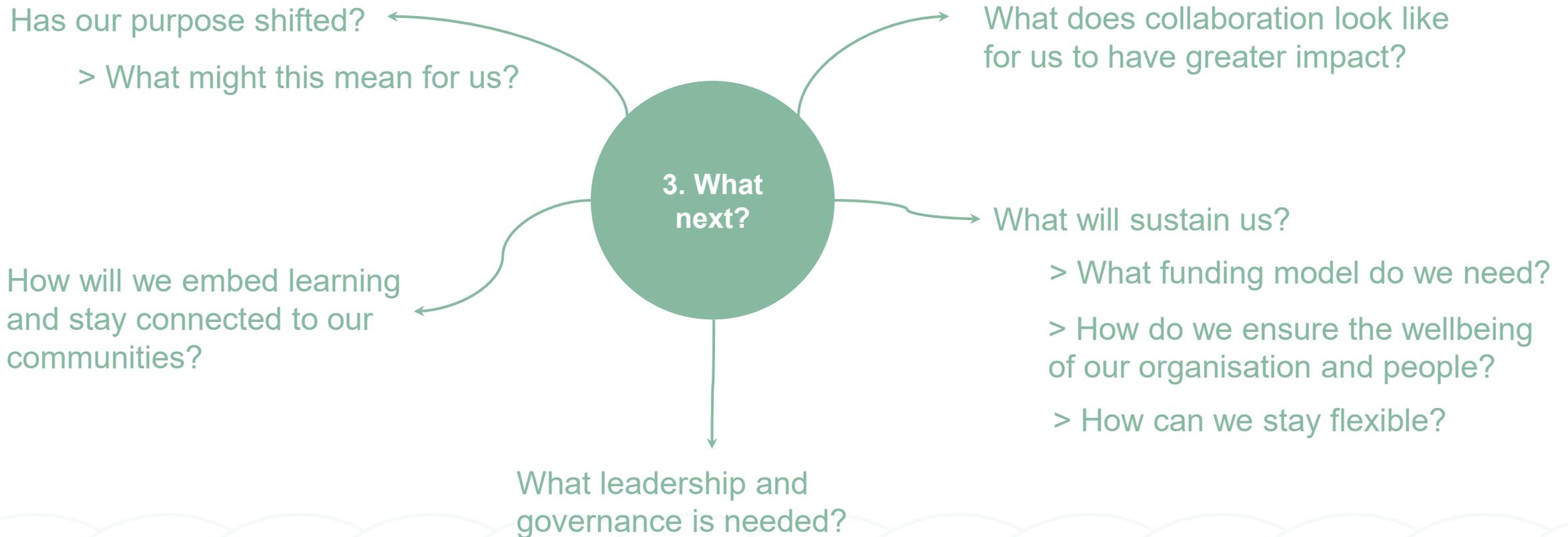
> Have we identified or developed any new capabilities?

What might we need to strengthen, re-think or create?

> How can we align this with what know our communities need?

What opportunities have come up that we can capitalise on?

Some strategic questions



Useful resources

- Take-home resource sheets will be emailed out with links to useful resources, including:
 - COVID impact research
 - Think-pieces on strategy in the COVID context
 - Resources from guest speakers
 - Strategic questions linked to the content in this session
 - Summary of resources shared by attendees via the webinar chat

Sharing learning – Ngahere Communities

Introducing Mel Tautalanoa, Director and Relationship Manager



www.ngaherecommunities.nz

Ngahere Communities is a social enterprise located in Manukau. Founded in May 2018, we cultivate communities that enhance creativity and innovation by using collaborative spaces, common values and co-designed programmes.

Sharing learning – Te Taumata Toi-a-Iwi

Introducing Alison Taylor – CEO

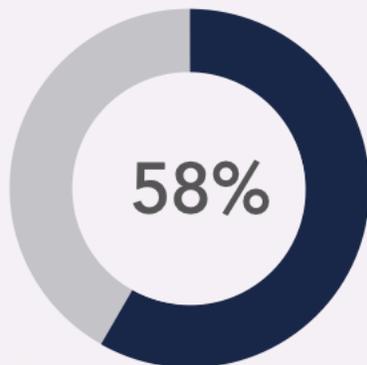


Te Taumata Toi-a-Iwi is the regional arts trust for Auckland, and acts as a creative sector connector, broker and convener with a strong focus on advocacy for effective models of sector investment

Briefing to the incoming Minister and Associate Ministers for Arts, Culture and Heritage:
<https://www.tetaumatatoiaiw.org.nz>

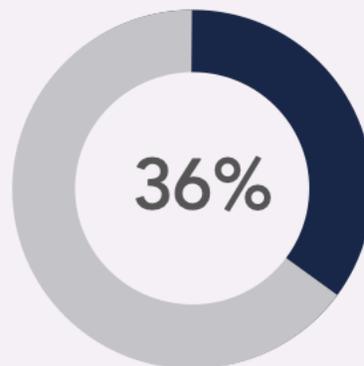
Experiences of COVID-19

Event cancellations



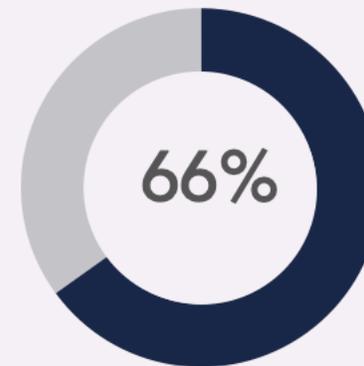
Had to cancel an event, hui, project or service, down from 83% in the May 2020 survey.

Postponement of events



A further 36% shared they had needed to postpone an event.

Ability to get by



Two-thirds said they would be able to financially get by without the canceled activity.

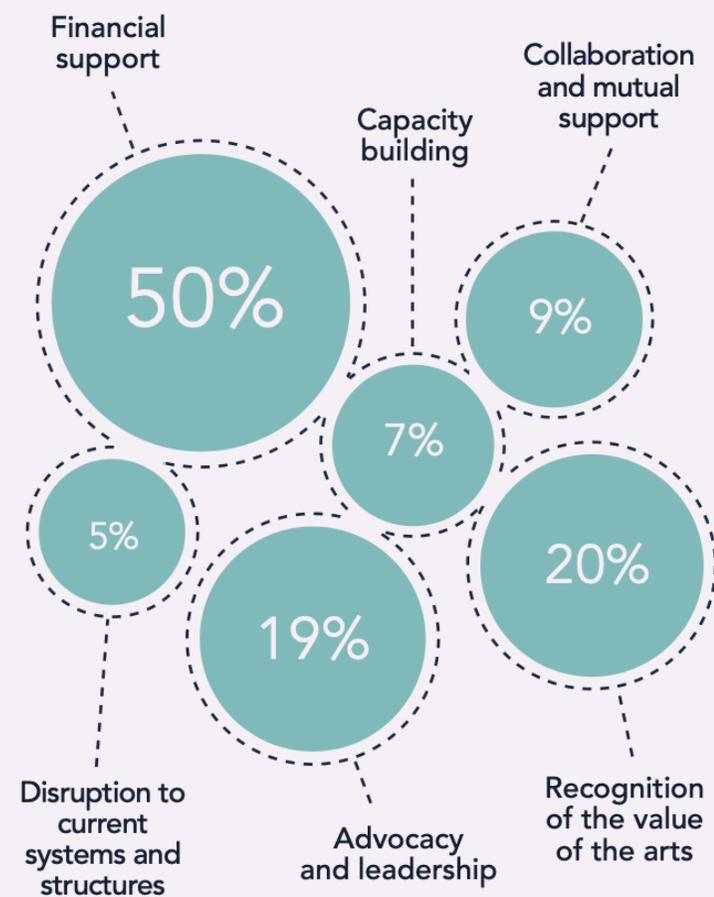
Supports needed

Areas of support identified as needed included:



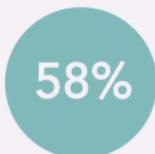
Direction for the creative sector

In the face of the COVID crisis, suggested priorities for the creative sector going forward included the following:

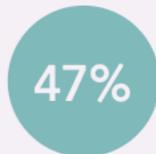


Adapting to the new environment

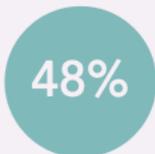
Survey participants had innovated and adapted their practice to meet the challenge of the current environment.



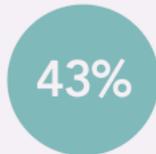
Moving activities online



Seeking new funding sources



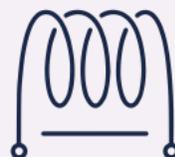
Developing new ways of delivering services



Contingency planning to meet health and safety requirements

Key areas of learning

Key areas of learning from COVID-19 included:



24%

The importance of responsiveness and flexibility



14%

Capacity for resilience



9%

The importance of community

What strategic support is helpful?

The 1400 participants of the Time To Shine Survey identified these needs for support. What would help you, especially in terms of your strategy and approach?



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