

Community Sector Taskforce



**COMMUNITY COLLECTIVE
TOOLKIT**

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BACKGROUND/WHAKAMURI

The Community Sector Taskforce has been advocating for communities to establish community collectives at a local and/or regional level. *'He Waka Kotuia – Joining Together on a Shared Journey'*, a report of the Community-Government Relationship Steering group published in August 2002, stated that the turn of the century would provide an opportunity for significant change in the way we do things in Aotearoa. The report stated that the¹ *'community sector experiences itself as fragmented, and identifies a need for increased cohesion and collaboration'*.

Hon Tariana Turia, the Minister for the Community and Voluntary Sector wishes to build and strengthen regional and local networks between community organisations and with central government.

In 2009, the Minister proposed to Cabinet that the Community Sector Taskforce should be funded to facilitate the development of regional and local networks.

In May 2009 the Government agreed to fund the Taskforce to a total of \$1.2 million (exclusive of GST) over three years 2009/2010 - 2011/2012 (\$400,000 pa) to:

- build and strengthen local community networks to engage with each other across subsectors, sharing experiences of issues affecting them and their clients, so local solutions can be found
- assist community organisations to adopt bicultural engagement models and ways of working in order to deliver better services to Māori clients [CAB Min (09) 17/5].

The Minister has indicated that this should be achieved through the work of the Taskforce to build:

- stronger tangata whenua, community and voluntary sector networks will be instrumental in finding solutions to important issues for the sector, such as strengthening governance, sharing resources and good management practices
- a society where “hard-to-reach” populations, such as Pacific peoples, ethnic minorities and people with disabilities are enabled to actively engage in the community
- a Taskforce that is representative of the broader constituency that supports it, in particular Pacific peoples, ethnic minorities and people with disabilities
- tangible results by the end of the first year of funding.

Community Collectives will enhance communities' ability to increase cohesion and collaboration and more importantly ensure that community activity is community driven. This toolkit has been compiled by the Taskforce to assist communities establish Community Collectives to achieve those things. The National Development Manager of the Community Sector Taskforce is keen to assist communities undertake steps in developing/maintaining their Community Collective. This will be one of the major focus areas of the Taskforce's 2010/2011 work programme.

¹ He Waka Kotuia – The Report of the Community-Government Relationship Steering Group. Page 27

DEFINITION/WHAKAMARAMA

SO WHAT IS A COMMUNITY COLLECTIVE?

The Taskforce defines a Community Collective as a collaboration of groups/organisations and agencies whose focus is on **the community**. The '**community**' defines what its needs and its aspirations are and together seek to lead positive change in the direction of those needs and aspirations.

A Community Collective empowers communities to make decisions that impact on them. Its geographic boundaries, its roles and functions, its infrastructure and all decision-making is determined by the members of the Collective. It is a 'movement' rather than an 'entity' and therefore has the freedom to respond to its diverse needs. The collaboration is built on the collective membership's contribution which may consist of time, materials, funding, services, resources etc to ensure that the Collective operates effectively to meet the needs of its community.

SO, WHAT IS THE DIFFERENCE BETWEEN A COMMUNITY COLLECTIVE AND A NETWORK GROUP?

For the purposes of this toolkit a network is a collaboration of groups/organisations/agencies that has been established for a specific purpose i.e. housing to resolve issues or improve the housing situation or violence prevention to focus on the reduction of violence in the community/society.

A Community Collective on the other hand, works across the whole of a community, is relationships-driven, and independent. It identifies issues, maps out solutions and actions required and works in a way that can weave communities together with tangata whenua and tangata tiriti both engaged and actively participating.

LEADERSHIP

Different leadership skills are required for different stages of the journey. Inclusive leadership and drawing from the strengths of individuals within the group is smart. At each point, however, it is critical to incorporate co-leadership as depicted in the Te Tiriti/Treaty Relationship model. Attempting to incorporate the model after the Community Collective has been established will prove to be unsuccessful. Both Tangata Whenua and Tangata Tiriti need to be involved in the decision-making and the development of the Community Collective. Consideration should be given also to involving local/central government members very early in the development. However, the collective must be driven from an independent community perspective, not a government or an NGO service provider perspective.

CAPACITY

One of the major barriers is the ability for people to dedicate a lot of time given that everyone has their own 'day jobs'. It is a natural desire for the Collective to consider employing a 'Co-ordinator' to do all the work within the Collective and keep the momentum going. However, this decision should not be made in haste - the strength of the Collective is the shared responsibility of everyone in the group. There must be a desire within the membership of the group to create, contribute and not be a spectator. The concept of 'many hands make light work' is true in this sense. However, this will only be achieved if all of the members feel they are valued and their contribution is seen as beneficial.

VALUES BASED RELATIONSHIP

In order for Community Collectives to operate with tangata whenua and tangata tiriti together it needs to negotiate the values 'mix' of their relationship in the collective. This can only be done when the whole collective understands its identity as a mix of tangata whenua and tangata tiriti worldview values that engage each other to identify a common collective position. This is the purpose of the two-house way of working, then the work of the third house presents the shared applications of both worldviews in the way the collective works. This process will require each house to caucus and determine their own sets of values initially. Then a facilitated negotiation would occur in the third house until both houses are comfortable and accept the set of collective values under which the collective will operate. The Taskforce is willing to assist in the development of this process.

RESPECT & INCLUSIVENESS

Te Tiriti/Treaty of Waitangi Relationships Framework

Te Tiriti/Treaty of Waitangi Relationships Framework² is the most effective method of engaging with communities that is respectful and inclusive. The framework has the capacity to acknowledge and work practically with applications of tikanga Māori on its own terms. It also has the capacity to enable the inclusive operation of cultural difference expressed in terms of collective behaviour and action at a community level and in relationships with government at a local, regional and national level. It does this while maintaining the integrity of the values base of the various cultures that make up the collective.

History of Te Tiriti/Treaty Of Waitangi Relationship Framework in the Sector

The document 'A New Way of Working for the Tangata Whenua, Community & Voluntary Sector in Aotearoa/New Zealand' was developed by the Community Sector Taskforce after its National Forum in 2005 where the Sector adopted the methodology of working within a Tiriti/Treaty of Waitangi Relationship Framework. However there were some risks in working in this way that related to a strong central government desire for control of decision-making in relation to Sector funding and accountability practice.

The Taskforce believes that its approach to relationship development within the Sector is still correct because it passes two key tests:

1. It shows practical respect for the independence of the Sector, and
2. It enables communities to work in ways that respect Tangata Whenua rights and Tangata Tiriti diversity at a local level.³

² A New Way of Working for the Tangata Whenua, Community & Voluntary Sector in Aotearoa/New Zealand, 2006. It is attached as Appendix 1 and can be found on the Taskforce website: <http://cst.org.nz/about/publications/>

³ Tangata Whenua (Generic terms for Māori comprising those with mana whenua responsibilities (Māori who are tied culturally to an area by whakapapa and whose ancestors who lived and died there), together with Taura here (Māori, resident in an area, but who belong to waka and tribes from other parts of Aotearoa/New Zealand).

The framework recognises the special place of Tangata Whenua in Aotearoa and the rights and responsibilities associated with that as follows:

1. It recognises that Te Tiriti o Waitangi/Treaty of Waitangi was signed between Tangata Whenua and the Crown
2. It is accepted that the grievances that Tangata Whenua have suffered as indigenous people of this land need to be addressed structurally and culturally beyond the Treaty settlement process using a different approach to current and future relationship development.
3. It acknowledges that Tangata Whenua have the right and the responsibility to manaaki all Tangata Tiriti who come to Aotearoa in a manner that expresses Tikanga Māori and acknowledges cultural worldview difference.

The framework is focused on a relationships approach and is set in an accountability context as follows:

Figure 1

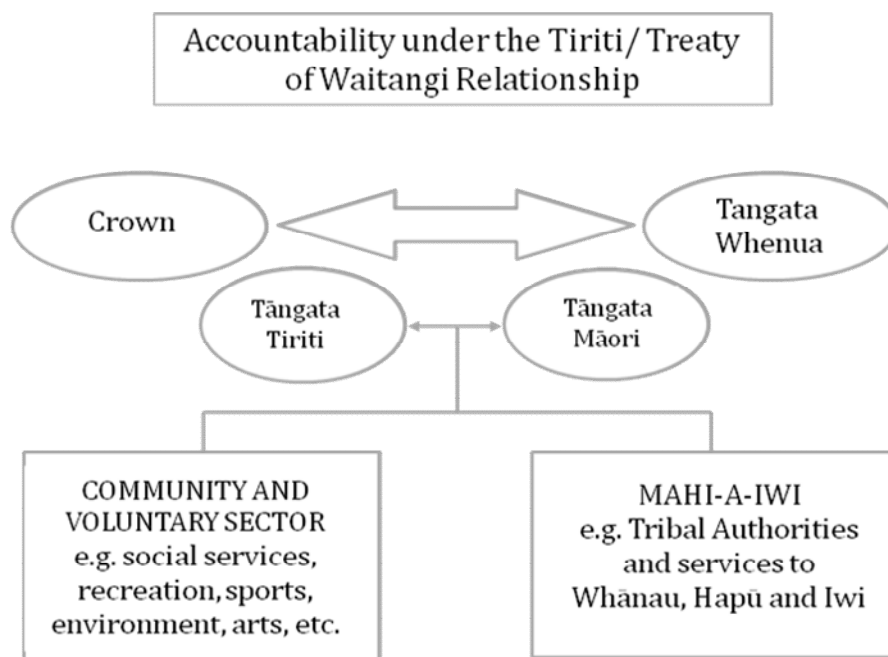


Figure 1 describes a “relationships approach”, one which models a number of defining features in the way it is intended to operate. These are set out below.

1. The terms and relationships between the parties need to be defined and developed together by the parties (Crown culture historically has dictated process and decision-making. This generally constrains Tangata Whenua development and therefore the development of New Zealand, i.e. Treaty principles, western law/governance structures that reflect predominantly one cultural worldview);

Tangata Tiriti (Generic term to describe people whose rights to live in Aotearoa/New Zealand) derive from Te Tiriti/Treaty of Waitangi and the arrangements that the Crown has established under a common rule of law, and the equity provisions of Article 3 of Te Tiriti/Treaty.

2. A Tiriti/Treaty 2-worldview is implied whereby there is an attempt to implement a developmental agenda that will ensure that Tangata Whenua in the Sector have a proper place within it alongside Tangata Tiriti;
3. As a result of the overarching Tiriti/Treaty relationship there will be an ability for Tangata Whenua to operate from an independent position on particular issues (through the exercise of tinorangatiranga);
4. **All** peoples will have a place and a role in the way the Sector organises itself when the Tangata Whenua position is secured and a Tiriti/Treaty Relationships approach is practised.

The agreed defining features of the new way of working supported by the Tangata Whenua and Tangata Tiriti houses are:

1. A cooperative and shared relationship between Tangata Whenua and Tangata Tiriti when working on all issues of interest and concern to the Sector and on all matters that relate to Sector support
2. There will be two houses, Tangata Whenua, Tangata Tiriti
3. Participation in the combined meeting place shall be determined by each house on an equal 50:50 basis
4. There shall be respect and agreement on timeframes
5. The responsibility for negotiating the terms of joint decision-making shall be allocated to the combined meeting
6. Priorities for the spending of Crown funding allocated to the Taskforce shall be decided in the combined meeting place
7. In combined meeting place proceedings, the following kawa will apply:
 - There will be shared leadership of the organisation between the Tangata Whenua and Tangata Tiriti houses. This will usually be done via co-chairs
 - Meetings will begin and end with karakia
 - Tangata Whenua and Tangata Tiriti will be encouraged to caucus before and during meetings as necessary
 - There will be collective decision-making that operates on consensus rather than a voting system. This will encourage the articulation of diverse views rather than a single or dominant viewpoint
8. The preferred method of working is kanohi ki te kanohi.
9. Interaction with external organisations, including government and local government, will require participation of members from both houses. This is about modeling the behaviour of the relationship.
10. Public appearances and media interaction will be shared and reflect both world views to avoid one dominant world view over the other.
11. Formal and informal relationship building will include members from both houses.

DIVERSITY

Satisfying both community and government perspectives is a challenge. The analogy to best explain this concept is that some members come to the table, knowing the cake they want to bake, knowing the ingredients and how it is going to look. Some others, on the other hand, know they want a cake but are more flexible about what the ingredients and the method of baking. Trying to marry this fluid and evolving process within a structured approach is a challenge. Some of the techniques to be applied will assist in meeting the needs of the different parties providing a structured approach but will still allow for a more flexible process fostering collective innovation and problem solving. It is important to let people join where and when they feel most comfortable. A common vision, shared values and collective thinking is critical to the success. There will always be different drivers for each organisation but ultimately the benefits to the community must be paramount along with community timeframes and readiness to move forward.

ACCOUNTABILITY

So to whom is the Community Collective accountable?

Part of the development phase needs to include the identification of who are the principal stakeholders (your community) and who are the support stakeholders. This concept may be new and hard to grasp for some. Traditionally we have understood Stakeholders to be funders, Trustees, the Government, the Minister, the Mayor i.e. the person who 'holds' the power or who is perceived to have the most 'at risk' or the most 'to lose'. This shift in interpretation refocuses the Community Collective on the **community** it serves and acknowledges that ultimately support stakeholders are accountable to the community.

So what is the Community Collective accountable for?

The key accountabilities are:

1. Reflecting an authentic voice for the aspirations of the community
2. Accountability to the tangata whenua and tangata tiriti communities when advocating on their issues
3. Taking collaborative action and sometimes funded programme work for which a Fundholder will need to be appointed
4. Reporting back to the community on the work of the Collective

INITIATE

Given that relationships are the most important factor of successful community collectives, the Taskforce suggests that your Community Collective be built upon existing networks/initiatives.

The advantages are:

- Relationships will already be established;
- Skills, strengths and expertise of participants is known to each other;
- People's priorities and how they prefer to work is known

The disadvantages of building on existing networks is

- Most networks do not incorporate Te Tiriti/Treaty relationship model
- The Community Collective activities may supersede the network aims and aspirations
- Network groups have a specific purpose and sometimes exclude some sub-sectors (i.e. arts, conservation, sports etc)

To get the Community Collective started, follow a simple plan like this:

- Start the conversation!
- Talk to people about establishing a Community Collective.
- Test people's feelings about it.
- Put it on the agenda of each network meeting you attend.

When there is sufficient support from some individuals, call a meeting to discuss further and establish a small steering group consisting of tangata whenua and tangata tiriti, that will concentrate on some of the detail and set a date for them to report back to the bigger group:

- What is the purpose of the Collective?
- Who should be involved?
- Who will do what?
- How would the Collective operate?
- What skills are required?
- Frequency of meetings/forums?
- How would you encourage others to participate?
- Who would make decisions?
- How will the Collective be funded (if necessary)
- Who would be the Fundholder
- What contributions can each member bring

Once these details are fleshed out, the next step for the Steering Group is to share their ideas with the larger group and collectively identify the tangata whenua and tangata tiriti values that will underpin the work of the Collective. This initiation period may take some time and is only complete when the members are comfortable with working together and have built up a level of trust.

WORK PROGRAMME

Try to create your work programme from a 'strengths and needs based' process. Creating a work programme from a 'problem based' method may foster a reactive culture rather than focused on independent leadership.

Stocktake of services

Identify the services of each organisation within the Collective and who their client base is. This will identify synergies and opportunities where organisations can work together. Family & Community Services undertook Local Service Mapping projects in most communities throughout New Zealand in recent years. Find out if your community participated in this programme and if so the stocktake may simply be updating those community profiles. Your local council and/or Ministry of Social Development will be able to answer that query and may have access to relevant material. They may also be able to assist with the methods of capturing/updating that data. This exercise will probably identify overlaps in service delivery in your communities. Be very clear that the aim is not to rationalize services or threaten any service provider's existence. It is to ensure that your community is able to respond to need.

Gap Analysis

Once a stocktake is completed, the next logical step is to identify what services are not provided within your communities i.e. identifying the gaps. In completing this phase it is important that the analysis takes into consideration the cultural appropriateness of the services provided. Keep in mind that 'community need' includes the diverse make up of your community. Again your colleagues from your government departments and local council can assist you with the demographic make-up of your communities, e.g. through census data.

Fill the Gap

Once the gaps are identified, there is an opportunity to look at how identified gaps can be filled. This may be an opportunity to undertake a collaborative project or identify which service provider has the capacity/capability to fill that gap. If the collective decision is to undertake a collaborative project it will be a real test about how collaborative and inclusive your community collective is. Plan it well, draw the right skills from the collective and identify how each of the members can contribute. Remember contributions can consist of time, effort, skill, expertise, resources such as photocopying, meeting space, materials etc as well as monetary. It is at this point that you may collectively decide that the best way to implement the project is to employ someone dedicated to undertake the implementation.

Research

Look at opportunities to commission research or review recent needs analysis that may have been completed by your local councils. Research findings can assist at the planning level and operational level. It can also assist in securing funding for projects relating to community need. A good example of this is the Healthy Housing projects that have occurred throughout the country. Develop a relationship with your local educational institutions whose students are often seeking some practical opportunities to apply their research skills. Again government agencies will be able to assist.

Capacity & Capability Training

Mentoring becomes a natural benefit of a community collective through 'cross pollination' and skills sharing. Semi-formal mentoring can occur by arranging forums such as Manager's forums or Trustee training can also be beneficial. Provide an environment where this can occur naturally. Seeking and/or providing targeted training is also constructive. Often training is delivered to meet a training provider's calendar whereas training within the Collective can be delivered when the need arises. The stocktake may have identified people/organisations with the right skill sets.

Other work

There are some 'business as usual' work activities that your Community Collective can undertake. Some of those are listed below:

1. Providing a collaborative response to local government planning processes
2. Providing a collaborative response to central government
3. Providing a coordinated advocacy intervention on a local issue or a whole of community issue
4. Newsletters
5. Regional Forums
6. Funders Forums

ADMINISTRATION

Meetings

There will be a need to meet frequently and regularly during the development phase of your Collective. Allow time and provide opportunities for relationship development. During this phase concentrate on getting the kaupapa right so that when you commence doing projects the Collective can operate productively under a high trust culture.

Assign a regular timeslot for your meetings so that people can plan better. Try and set the meeting times and venues for a whole year so people can update their diaries

accordingly. Setting meeting dates that suit everyone can be difficult. ⁴Doodle' is a free web based tool that can assist with this

⁴ <http://www.doodle.com/>

Decision-Making

Decision-making must be by way of consensus. Formal voting methods in a collaborative model place people in a win:lose situation. Caucusing can assist in working through cultural and values differences. Consider the values that you have all agreed upon and apply a shared values approach to addressing the issue. If there is no clear consensus, leave the matter to be resolved until the next meeting.

Conflicts of Interest

This matter becomes a problem when there fails to be open processes and trust. There are formal ways of dealing with Conflicts of Interest by declaring the potential of conflict and agreeing ways to manage the conflict as part of meetings of the Collective.

Induction

People and organisations will join at different stages of the life cycle of a Collective. Good induction is important so that firstly they can grasp the concepts and secondly they can become active participants.

Also, there may be a high turnover of participants which can sometimes be frustrating. People will join according to their state of readiness to participate in collaborative processes. Having to repeat the benefits and values of the Collective constantly reaffirms the commitment and understanding of the members. Appointing a 'buddy' to help with the induction could be a technique to assist with good induction.

Performance & Process Improvement

Evaluation is an excellent method of measuring the effectiveness of the work that is done and the way that the Community Collective operates. The simplest method is examining how you can improve the way you do things. This may also identify some training needs with the Collective. This process needs to be facilitated properly ensuring that the process is being evaluated and not the people. Simple Evaluation questions can provide positive ways to improve. You can also utilise the ⁵Survey Monkey as a product for evaluating which will provide summary reports of the findings.

Marketing

Define your key messages early in the development. Those key messages should be taken from your Terms of Reference. Make them short, sharp and punchy so that members can state them 'off the cuff' without having to think too much about them. Repeat them in all of your publications so that people become familiar with them. Having an appropriate name for your Community Collective or a whakatauki that enhances the name is a common method of marketing.

⁵ <http://www.surveymonkey.com/>

TECHNIQUES/AHUA O TE MAHI

This is a short list of techniques that your Community Collective can use to assist in its development.

PLANNING

Strategic Planning processes can be used to assist in the planning of the Collective. Utilise them for determining what the long term goals are for the Collective. A common technique is to get members to consider what they expect the Collective will have achieved in 5 years time. Then work backwards to the present time to determine what needs to be achieved in years 4, 3, 2 and 1 to get there. Year 1 achievements then becomes your initial Business Plan. Don't make it too challenging – remember people have their 'day jobs'. Small successes build confidence in the relationship and ensure longevity.

WHAKAWHANAUNGATANGA

This is a good technique to connect up with people. From a Tangata Whenua perspective, the need to connect culturally via whakapapa/genealogy is important. This is a common practice in the Tangata Whenua, Community & Voluntary Sector and a non-threatening, inclusive and engaging method for everyone at the commencement of a meeting/hui.

ICE BREAKERS

Employing ice-breakers at the commencement of a meeting to get people focused on the business is also a good technique when people are comfortable with each other's company. Posing a question of 'what's on top for everyone?' is a method of 'parking' external matters until the end of the meeting. These ice breakers only need to take a few minutes and can be managed effectively by the Co-Chairs.

CAUCUSING

Caucusing is a practice that is designed to support effective communication and decision-making in a group situation. Its main benefit is to provide a way for a wide diversity of points of view to be encouraged, acknowledged and worked with in situations where common understandings need to be reached and decisions made.

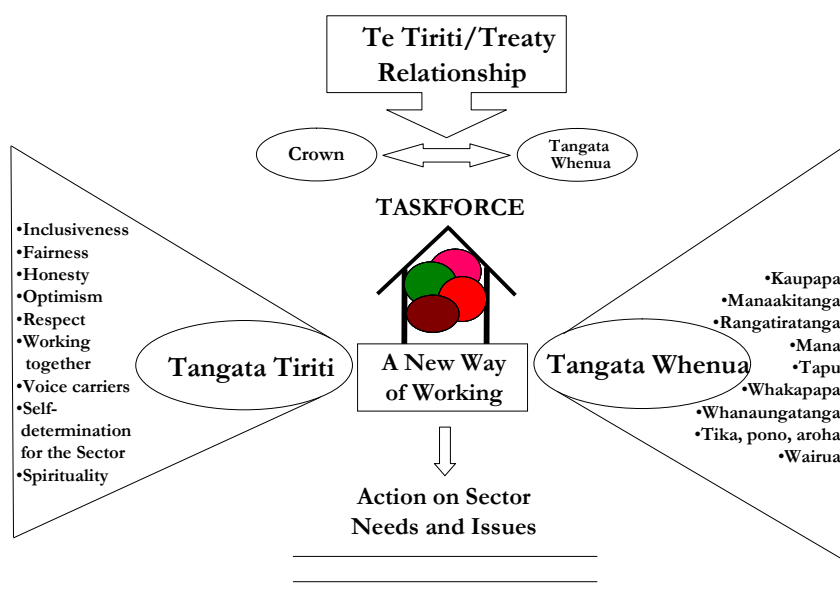
Caucusing is essentially concerned with cultural difference rather than differences of opinion within the same or similar worldview perspective.

There are three different stages of caucusing:

1. At the start of meetings
2. At decision-making points in meetings
3. At points where meetings are "stuck" on an issue

Framework

The framework within which the Community Sector Taskforce uses caucusing within the Sector is the Sector's Tiriti/Treaty of Waitangi Relationships Framework.



The following elements of this framework are relevant to an understanding of the dynamics of caucusing:

1. Tangata Whenua and Tangata Tiriti
2. Cultural difference around worldview values and beliefs
3. Cultural safety, and
4. Inclusiveness

The Sector's Tiriti/Treaty Relationships Framework ensures a place for Tangata Whenua perspectives in decision-making through acknowledging key values and beliefs from Te Ao Māori. It also signals the cultural dimension in the range of Tangata Tiriti viewpoints that exist in any community. This is helpful when acknowledging community diversity in practice.

The generic lists of worldview values identified in the Sector Framework signals cultural difference not cultural sameness. Caucusing acknowledges cultural difference which is the key justification for the practice.

When caucusing is practised there is recognition of the importance not only of cultural safety but also a commitment to the notion of including diverse viewpoints in an integrated way in discussion and decision-making. This is respectful of worldview differences within communities.

Caucusing can therefore be used as a tool for

- hearing the diverse voices of our communities
- Empowering cultural difference rather than marginalising it, and
- Improving ownership of decisions made through increasing people's participation in decision-making processes

There is no restriction on the number of sub-caucus groups that can be set up in terms of the Sector Framework. Tangata Tiriti commonly create sub-caucus groups to reflect cultural identity from a Pasifika, or other ethnic or cultural group perspective.

ORGANISING

When organising the work it is important to keep the kaupapa alive and moving. The Collective therefore needs to take care not to exhaust or overburden its members. One good technique is to create sub-committees/portfolio teams for completing specific pieces of work. Some people within the team will need to take the co-leadership role to co-ordinate the work ensuring the jobs are allocated appropriately across team members, are completed according to specification and within the timeframes set. This technique provides opportunities for people to utilise their specific skill sets or perhaps learn new skills.

COMMUNICATION

Community Collectives need to be innovative about how they keep their members informed. The use of Wikispaces is easy to develop and maintain. Wikispaces are a free internet space to store information and to keep their members updated on the activities of their group.

Examples of Wikispaces being used for this purpose:

- NZCEH - <http://nzceh.wikispaces.com/>
- Healthy Homes, Healthy People - <http://healthyhomes-healthypeople.wikispaces.com/>

TERMS OF REFERENCE

The Terms of Reference (TOR) provides for the kaupapa, scope, purpose, roles and responsibilities, rules/tikanga under which the Community Collective will operate. Once the TOR is agreed and approved by the members, then there is an expectation that everyone abides by them. Try to avoid being too stringent or formal. Remember the Community Collective is built on relationships that are embraced by trust, manaakitanga, whakapono, honesty, rangatiratanga, tumanako etc. However, you must also ensure that the levels of accountability/tino rangatiratanga are incorporated for the safety of the Community Collective and its members. See below for an example of what could be included in your TOR.

Name

State the name of the Community Collective.

Purpose/Mission Statement

State the purpose of the Collective ensuring that it encompasses the whole of the Sector and embraces the diversity of its members.

Demographics/Boundaries

Define the area that the collective will operate in.

Vision

Jointly determine the Vision of the Community Collective

Operating Model

It would be appropriate to declare in this section, that your Community Collective will operate within the Sector's Tiriti/Treaty Relationship Framework.

Partners

List all the organisations that are members of the Community Collective.

Roles & Functions

Define the roles that the Community Collective needs to operate. Examples are:

▪ **Co-Chairs**

The purpose of these roles is to provide leadership. The Co-Chairs would reflect the Tiriti/Treaty Relationship model so that one Co-Chair would lead the Tangata Whenua Caucus and the other Co-Chair would lead the Tangata Tiriti Caucus and alternate the chairing of the Collective.

▪ **Co-Secretaries**

The Co-Secretary role supports the collaborative model and also provides an environment for training/succession planning.

- **Fundholder**

The Fundholder needs be an organisation who holds a charitable status or a government agency that has the ability/capacity to hold funds on behalf of the Collective.

ACTION PLAN TEMPLATE

Minutes of meetings provide history relating to the activities of the Community Collective but when the work starts a simple way of keeping track of what needs to be done, by when and by whom is to compile an Action Plan. Keep track of the activity as it progresses until it is completed.

Ref#	Activity	By Whom	By When

EVALUATION

Below is some methods of presenting evaluation questionnaires:

We would appreciate your input and thank you for taking the time to evaluate the forum.

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

Te Tiriti/Treaty Relationship Model

I understand the Sector’s Tiriti/Treaty Relationship Model (Circle one)

1 2 3 4 5

I think that our Community Collective operates the model effectively

Yes

No

If no, please comment how it can be improved.

Meetings

I think that our meetings are constructive and engaging

Yes

No

If no, please comment how it can be improved.

What could we do better?

What has worked well?

WORK PROGRAMME

These headings may be appropriate for your work programme

Objectives	Key Tasks	Deadline	Budget

AGENDA

Your Agenda may look like this:

Timatatanga/Beginning

1. Karakia & Mihimihi Whakatau /Opening & Welcome
2. Whakawhanaungatanga / Meet & Greet
3. Tangata Whenua/Tangata Tiriti Caucusing
 - a. Matters arising from Caucus
 - i. Tangata Whenua'
 - ii. Tangata Tiriti

Administration

4. Minutes of Previous meeting
 - a. Action Items
5. Finances
 - a. Financial Report
 - b. Accounts to be passed

Work Programme

- c. Status Update

General Business

- d. Policy Development

Whakamutunga / Closure

- e. Next Meeting
- f. Karakia Whakamutunga

CONCLUSION/KORERO WHAKAMUTUNGA

The Taskforce is keen to support your community develop and maintain your Community Collective. The National Development Manager is available to come to your community and deliver a presentation on the contents of this Toolkit and how to apply these concepts, to facilitate discussions, provide mentoring, or ascertain your community's readiness to undertake this venture or assist in any way. The establishment of Community Collectives is one of the initiatives the Taskforce is concentrating on for its work programme.

Feel free to contact the Community Sector Taskforce at:

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