

Pathways to Mauri Ora

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Compilation of data and design layout Darcelle Bell-Ataata*



Est 2019
THE PRIDE PROJECT CHARITABLE TRUST
Pride in our place, Pride in our people.

Project funded by the Lottery Grants Board through the Lottery Community Sector Research Committee

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INTRODUCTION

Executive Summary

The Pride Project is a grassroots organisation of ordinary people helping ordinary people in Clendon, Manurewa. This unique kaupapa began as The Clendon Pride Project in 2017 with one Project Manager and three Volunteers. The Pride Project has grown and in 2021 is now a \$1M organisation with 15 staff and 21 other people connected to programme delivery as volunteers or contractors.

Whānau experiences of The Pride Project have indicated that whānau have improved social connections through participating in programmes and activities, that trusted relationships with Hope Navigators helps to breakdown barriers of engagement, and that the active removal of barriers gives whānau better access to meaningful support.

Staff experiences of The Pride Project have highlighted the supportive work environment available to staff, the com-

mitment that the whole team has to the kaupapa of The Pride Project and the importance of having lived experience and knowledge of the community in which they serve. Staff acknowledge that these things have an impact on the job they do, and how they affect change within whānau.

The report presents some of the key successes, challenges and areas for improvement for The Pride Project. The report concludes with a set of recommendations to inform the strategic direction of The Pride Project moving forward. Recommendations include a review of the organisational structure to provide clarity of purpose, function and roles of each workstream, as well as developing and implementing a funding strategy and marketing and communications strategy. Ensuring systems, policies and procedures are fit-for-purpose for each workstream is also recommended.

EVALUATION MODEL - Te Rapunga

Evaluation Processes

The evaluation approach followed a traditional navigation model known as Te Rapunga. Te Rapunga offers a five stage approach that our tupuna used in navigating the seas. The layout of this report follows the same navigation pathway of Te Rapunga as a means of sharing the stories of The Pride Projects journey, how it has come to arrive where it is today, and the impact the journey has had on staff and whānau.

Data Collection Methods

Written documents were provided by The Pride Project and these were used to build an understanding of the origins of The Pride Project, the values of the organisation and the key services offered.

A workshop was held with all staff and volunteers to further build an understanding of what The Pride Project was about, and how people became involved. At this workshop the intent of the evaluation was discussed and staff provided kōrero and feedback that contributed to shaping the evaluation.

Staff interviews were largely completed in person. One staff interview was conducted via zoom and tangata whaiora interviews were conducted via phone call. Interviews used a semi-structured interview process. Whanaungatanga processes were undertaken with staff to ensure they were confident in recommending the evaluator to whānau. Whānau provided consent via their Hope Navigator for contact details

to be shared with the evaluator, and verbal consent was received prior to interviews being undertaken. All interviews were voice recorded with consent, and transcriptions of the interviews were made to inform this report.

Limitations to the evaluation

With Auckland being placed in Lockdown levels three and four due to Covid, engagement with whānau had to occur via phone conversations. The lockdown also impacted the number of whānau that we were able to engage with. With the small number of whānau involved in this evaluation, insights, successes and challenges that staff identified have been analysed against stories and experiences shared by whānau. The sample size of whānau was too small to confirm that thematic analysis is representative of whānau experiences of The Pride Project, however where key themes existed across feedback from staff and whānau, these have been highlighted throughout this report.

-STRATEGY-

Te Rapunga

In this section there will be a clear understanding of The Pride Project, the goals and intentions it has as an organisation, and the resources and expertise that exist in the

organisation that enable it to be a navigation partner with whānau and communities of Manurewa.

Our Vision:

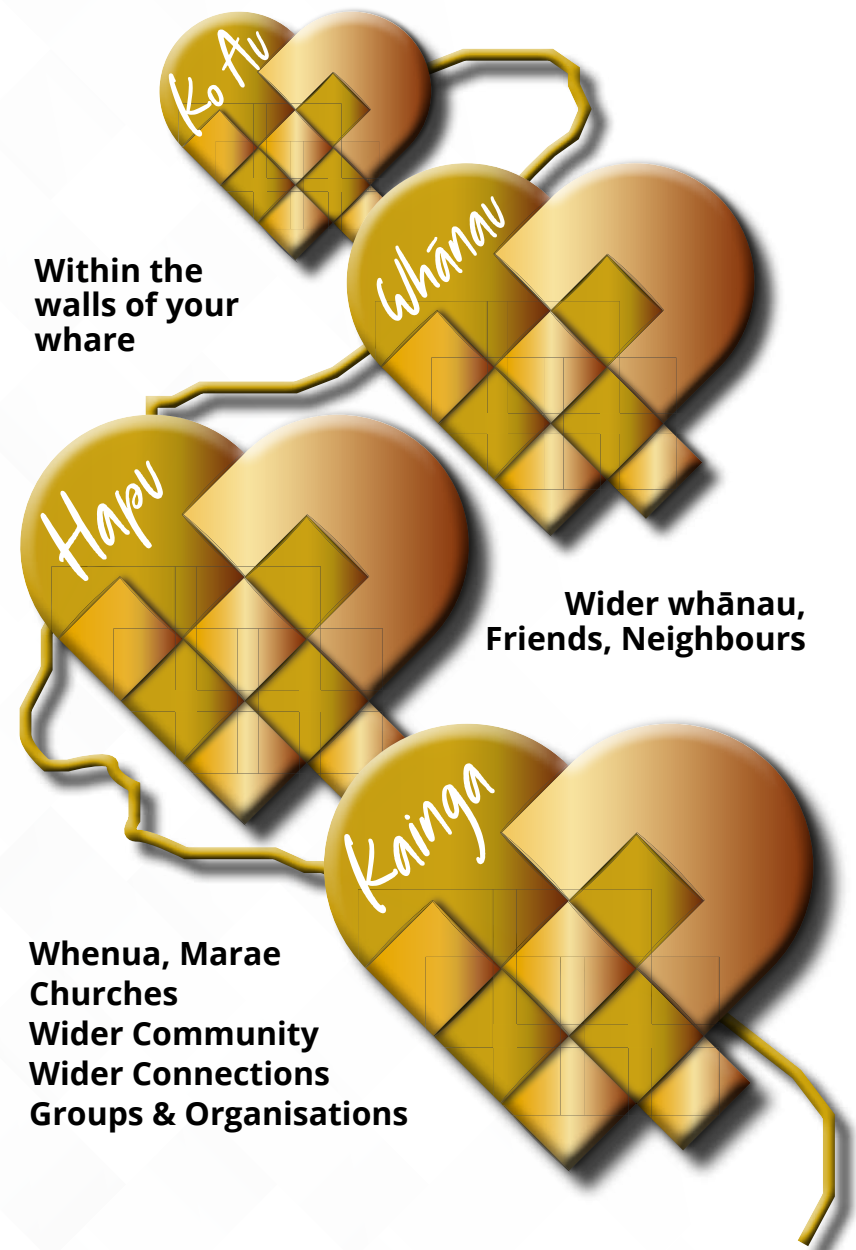
A healthy connected community where whānau feel a sense of belonging with their kāinga and whenua, where they want to put down roots, and contribute back to their community.

Our Mission:

To create a sense of Pride in the community, its people, facilities and environment.

To encourage personal, whānau and community health and wellbeing, to underpin all aspects of social, environmental, economic and cultural thriving.

To encourage and respond to the hopes and dreams of tamariki, rangatahi, whānau, hapū, iwi and our broader community by inspiring, mobilising, activating and supporting them to lift the mauri and mana of themselves and our kāinga.



Our Pou & Core Values:

Our Pou **Whānau, Wairua, Tinana, Hinengaro** that guide our mahi keep us grounded. Woven into our Pou are our Core Values **Whanaungatanga, Manaakitanga, Manawanui, Whakaiti** that ensure we serve our community with integrity.

We believe that all of these Pou need to be aligned and considered when working with whānau.

We come from a holistic perspective when navigating whānau to the support they need.

Our Core Kaupapa:

Hope Navigation

Our Waka:

HOLISTIC PROGRAMMES

Mauri Mahi, Mauri Ora

Kura Manaaki

MANGOPARE

Support Groups

EMPOWERMENT / UPSKILLING PROGRAMMES

TOHU 6

Digital Literacy

Financial Mentoring

TE PUA

COMMUNITY HOUSE

Whare tautoko - Giving Room

Tool Library Manurewa - Hire a mower for koha

Volunteers Project

Kai Outreach - Kiwi Harvest, Community Gardens, Pātaka Kai,

Kai from Sai

Events & Place-Making Whanaungatanga

Our Strengths:

Strong stakeholder partnerships

Co-design & Collaboration



Board of Trustees



Angela Dalton
Chairperson



Stephanie Nash
Treasurer



Stella Cattle
Secretary



Kim Dennis
Board Member



Kaye Dennison
Board Member



Luella Linaker
Board Member

We are a registered Charitable Trust, we have a Board of Trustees, made up of reputable community leaders, four Management members (GM, House Manager, Administrator and Financial Lead), an ever evolving team of Hope Navigators, our valued Volunteers, and our wonderful Volunteer Lead who transitioned from a long time Volunteer to a paid Volunteer Lead and 2 Contractors who deliver various kaupapa to our community. The Management team work in dual roles across the organisation.

Proudly our Kaupapa of Hope Navigation has seen four people employed on our team who were previously long-term beneficiaries.

Management Team



**STEPHANIE
NASH**
Financial Lead
HR
Treasurer



**MELISSA
MOORE**
General Manager
Hope Navigator Lead



**DARCELLE
BELL-ATAATA**
Programme Administrator
Design Lead
Events Coordinator



**HARRINGTON
PAOO**
Community House Manager
Hope Navigator

Contractors



KRISSY
Events & PlaceMaking



Leonora
Digital Literacy

Hope Navigators



**POLLY
EDWARDS**

Hope Navigator

Qualified Mental Health first Aider

Abacus - Drug & Other Drug Training



**VALENTINE
HALA**

Hope Navigator

Qualified Mental Health first Aider

Financial Mentor

Abacus - Drug & Other Drug Training



**PHYLIS
LATU**

Hope Navigator

Moving Manurewa Coordinator



**IHAKA
CHARLTON**

Hope Navigator



**POLOMA
IOSEFA**

Hope Navigator

Volunteer Crew



Rhonda

Volunteer Lead



Jasmine

Community House

Volunteer



Jayden

Community House

Volunteer



Martha

Volunteer



Whaea Lil

Community House

Volunteer



Matua Stan

Community House

Volunteer



Ricky

Community Gardens

Volunteer

Staff Development Strength Coaching

Using Gallup's researched and proven Clifton-Strengths assessment, the Hope Navigators and Leadership discovered their top 5 natural talents. With learning and character these become strengths that will help, not only to support them as workers, but also to understand the differences in the team and the uniqueness of each client that they are supporting.

The initial contact was done through a group online session which explained how the assessment works and then each person was given a code from which a report was generated for each person's strengths. They then sat with a coach and talked through what the report uncovered and how they could develop them to be even stronger. Finally, a day's workshop was run by the coach to look at how their talents contributed to the team.

Overwhelmingly, the group had very high Relationship building strengths which definitely added strength in the kind of work they are tackling everyday. This is such an asset when getting whanau

onboard and building trust with those they are supporting. The next highest group were those with Strategic strengths which are able to develop a plan that works depending on each whanau's situation and then execute these plans with the families.

Being able to share this information with leadership meant that they were able to make decisions about future roles and where each Hope Navigator would bloom best.

In coaching as I spoke to each staff member it was obvious that their talents had been present through all of their lived experiences and that, with support, knowledge through training, and their strengthening character they were all contributing to the community in meaningful ways.

This part of the report was prepared by
Maree Beaven from Bloom
www.bloom.kiwi

The results were interesting to Pride Project as a team and as individuals.

Executing

Achiever 3
Responsibility 4
Consistency 3
Restorative 3
Belief 1

14

Relationship

Harmony 2
Empathy 5
Adaptability 5
Connectedness 2
Developer 4
Positivity 2
Includer 4
Relator 3

27

Influencer

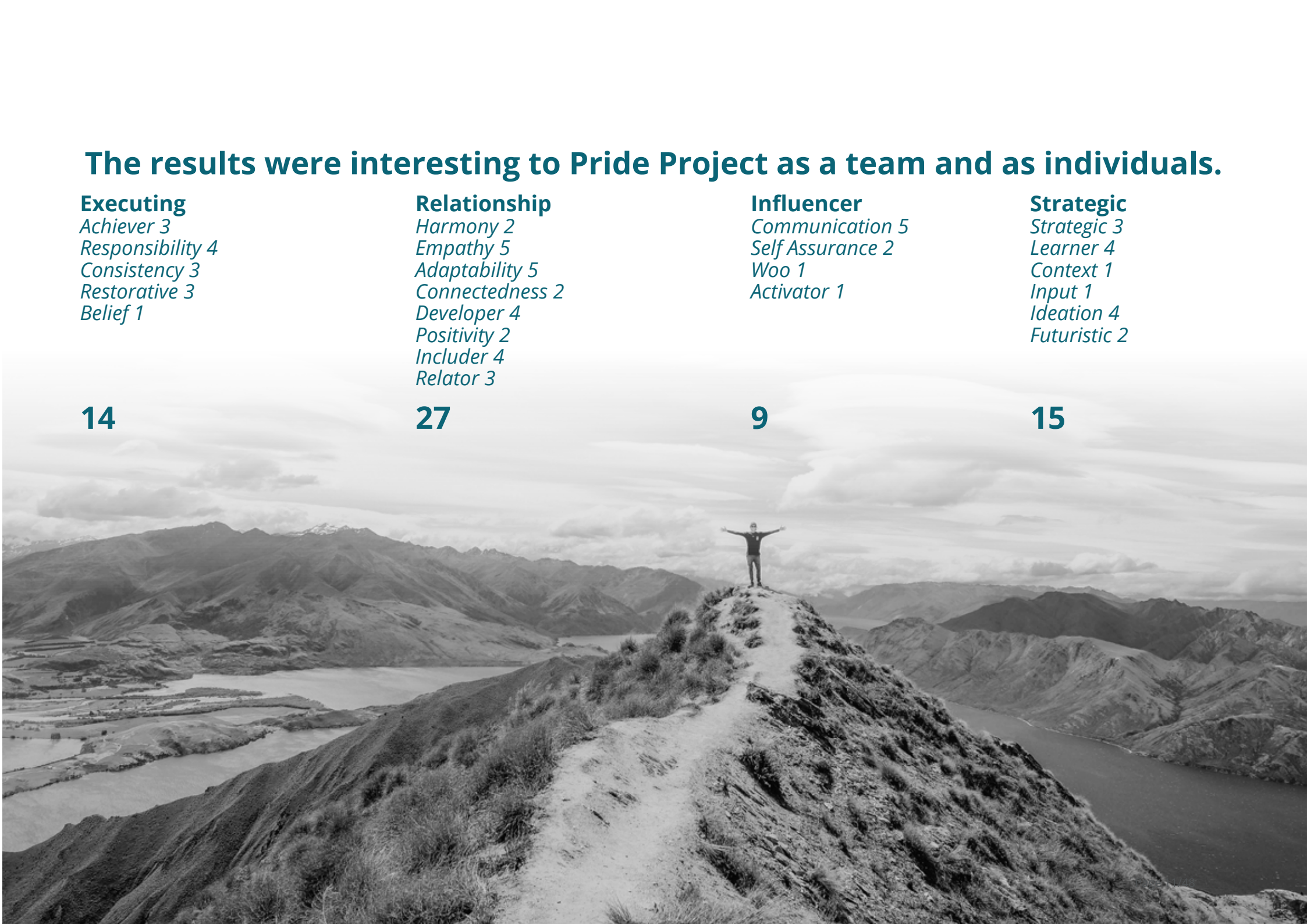
Communication 5
Self Assurance 2
Woo 1
Activator 1

9

Strategic

Strategic 3
Learner 4
Context 1
Input 1
Ideation 4
Futuristic 2

15



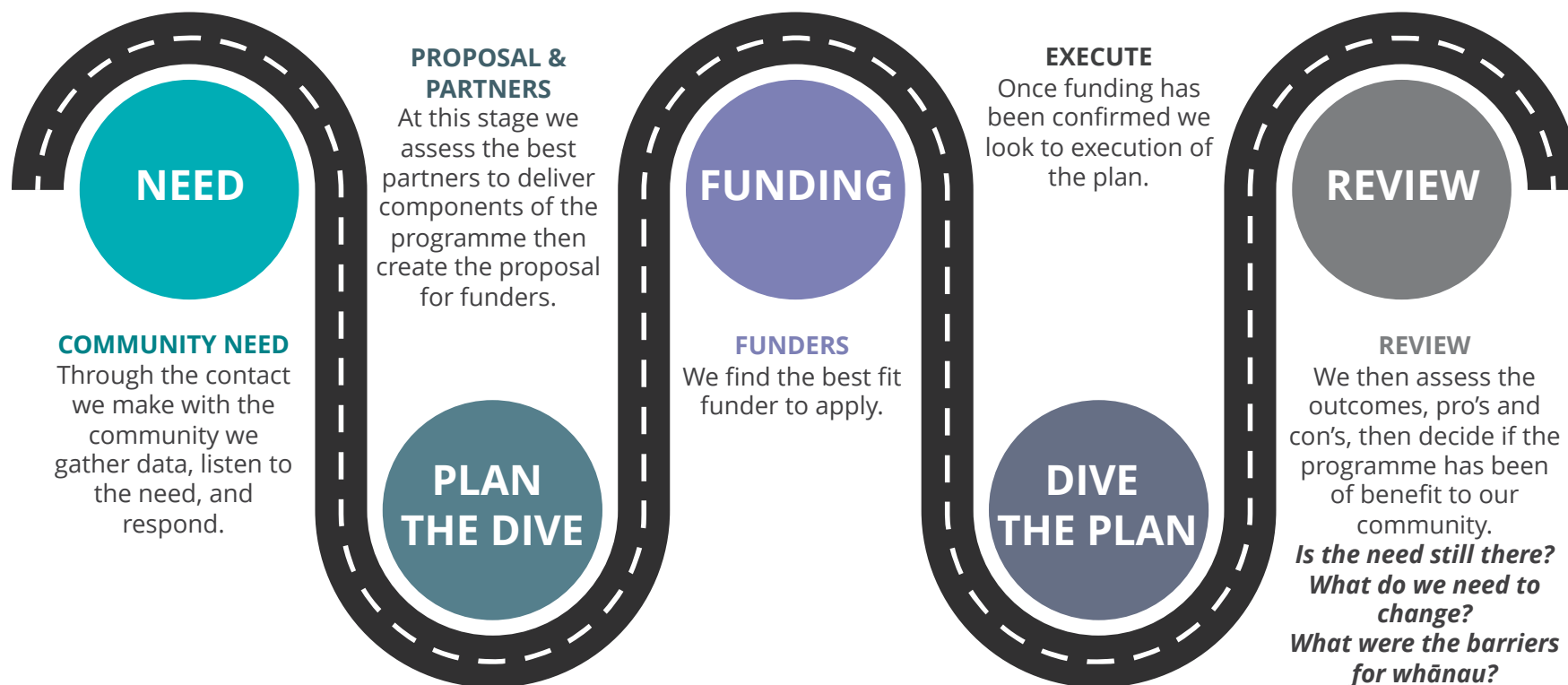


Te Kitenga

The focus of this stage is on gathering insights throughout the journey. Gathering insights is about beginning a journey, leaving from one point with a new, sometimes unseen, destination in mind. As we journey we gather insights (data and information) to help inform decision making throughout our journey.

In this section we will use insights to showcase the Manurewa community, the community that is served by The Pride Project. We will also identify and acknowledge The Pride Project's eco-system, the partners and stakeholders that contribute to The Pride Project's operations.

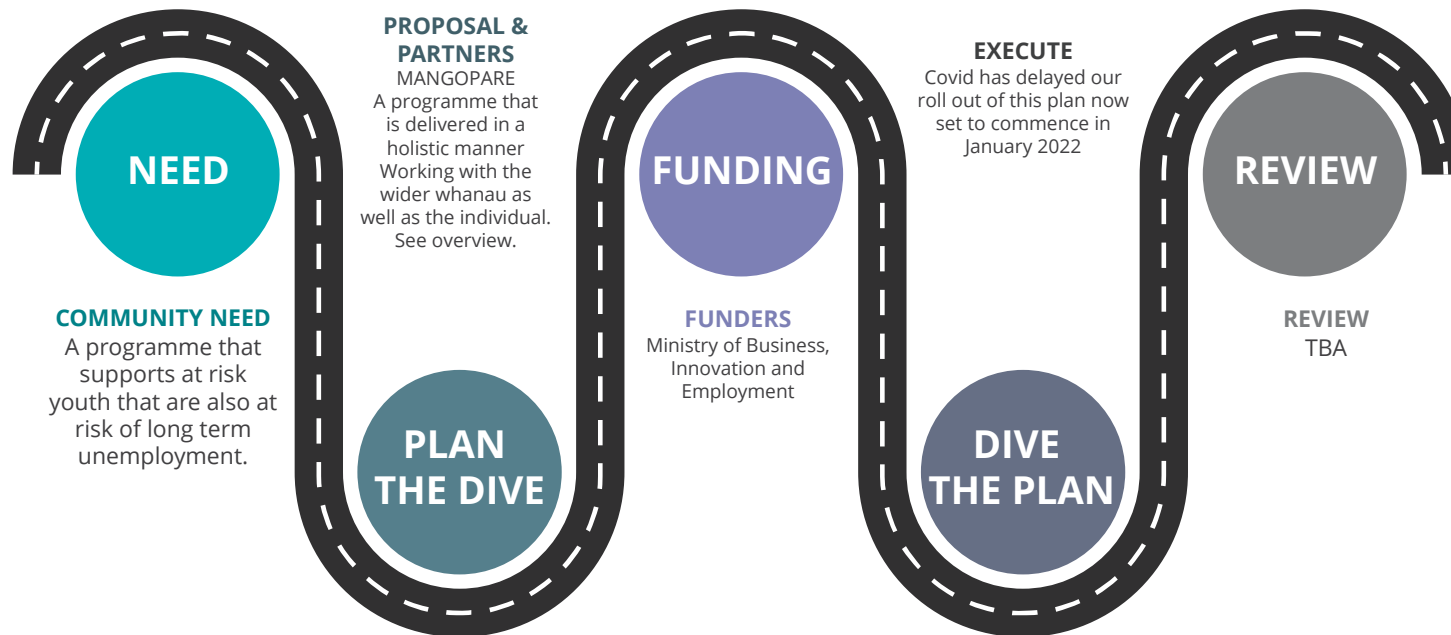
FUNDING & PARTNERS ECO SYSTEM



FUNDERS THAT SUPPORT THE PRIDE PROJECT CHARITABLE TRUST



IN PRACTICE



KAUPAPA INTENTION AND ASPIRATIONAL GOAL:

The overall goal is to provide a Rangatahi informed and focused programme that addresses the current barriers that our most at risk Rangatahi face which prevents them from staying engaged in either education, training or employment. Then implement a holistically focussed response that acknowledges their past and present realities, addresses their wider whanau environmental impacts and focusses on a Mana enhancing model which leads them to a place of Mana Motuhake and sustainable engagement in schooling, training or employment long term.

Developing individualised plans for Rangatahi that identify their current barriers to engaging in further education or employment and training.

2020 - AT A GLANCE

Pathways to Mauri Ora January 2020 - December 2020

TOTAL REFERRALS TO OUR ORGANISATION
January - December 2020

448

Additional
whānau
impacted
705

ACTIVE CASES END OF 2020

55

**AVERAGE
DURATION WITH
TANGATA WHAIORA**

42 DAYS

85%
SELF
REFERRALS

10%
REFERRED BY
GOVERNMENT AGENCIES OR
OTHER
ORGANISATIONS

Prominent age
demographic reaching
out for help
28 - 40
years of age

81%

19%



Increase in tāne
reaching out for support

27%

increase in Tamariki
impacted in the home
since March 2020

FAMILY MEMBERS IMPACTED

51% Tamariki
14% Rangatahi
35% Adults

TANGATA WHAIORA ETHNICITY

57% Māori
22% Pacific Island
7% European
5% Euro / Maori
9% Asian, Indian & Other

15%
decrease in Māori
accessing our services

10%
increase in Pacific Island
whānau accessing
our services

7,788
**WIDER
IMPACT**

32%
Tangata Whaiora
dealing with Mental Health challenges
11%
are caring for someone
with a disability

**TANGATA WHAIORA
EMPLOYMENT STATUS**
80% Unemployed
10% Employed
10% Learning

TANGATA WHAIORA
44% Single parenting

INITIAL RISK
36% Medium - High risk

64%
Low risk
Tangata Whaiora

2020 - AT A GLANCE



82%

of Tangata Whaiora received support with

Referrals and Connecting to appropriate service providers like, Friendship House, Mental Health First Aid, Solomon Group, Whānau Ora, AWHI, Fathers for Families, Habitat for Humanity, Whakaora Tangata, Papakura Marae, St Vincents, Anglican Trust for Women & Children, Taonga Trust, Family Success Matters, Family Works, Oranga Tamariki, Building Awesome Whānau, Financial Mentoring, Salvation Army, Vision West

16%

of Tangata Whaiora signed up to our new

Manaaki Projects
Tohu6, Mauri mahi, Mauri Ora, Kura Manaaki project

46%

of Tangata Whaiora received **Additional support for Power Credits,**

Skinny mobile phones, Truck hire for house moving, Employment support, CV writing & job search, We supported a Rangatahi from Manurewa High School to attend Outward Bound, Sourcing donations for furniture, Vehicle mechanic's for a single working mum, organising regular lawn mowing, Hauora trip up North for a TW dealing with some mental health challenges, Wifi set up, Bus Transportation, Food bank support, Petrol Vouchers, Goal setting

39%

of Tangata Whaiora received support around **Wellbeing checks and Home visits**

43%

of Tangata Whaiora received support around **Advocacy**

MSD, Taikura Trust, Schools, MOE, TPK, Kainga Ora, Awhi, Oranga Tamariki

73%

of Tangata Whaiora received support around **Personal Hygiene** this support was in the form of Men's and Womens packs and period poverty which is a huge problem in our community and amongst our wahine.

13%

of Tangata Whaiora received support for **Baby needs**
Nappies, Formula and clothing

18%

of Tangata Whaiora received support and advocacy for **Housing** and transitioning from emergency housing

27%

of Tangata Whaiora received support for **Winter Wellness packs** Delivered through partnerships with Habitat for Humanity and Foundation North

92%

of Tangata Whaiora received support around **Kai & PPE**

51

Tangata achieved drivers licence passes, from Learners to Full

85%

Happier post engagement with a Hope Navigator

22%

Better financial situation

18%

Improved housing situation

11%

Better health outcomes

20

Tangata completed Digital Literacy and received their own Chromebooks

This data is compiled from closed cases in 2020
Indicates feedback from Tangata Whaiora closed files



Te Whāinga

Te Whāinga is the stage known as “the pursuit”. With the right expertise and resources in our waka, and by acknowledging and interpreting the insights collected through the journey, decisions on a course of action can be made. Te Whāinga is a representation of that course of action. In this section we will share the pursuits that have been undertaken by The Pride Project. We will describe how The

Pride Project has been implemented and highlight some of the key programmes, services and support that they provide.

Case Studies will show how having the right expertise and resources identified through Te Rapunga, and using the insights collected through Te Kitenga has informed the development and delivery of services and support (Te Whāinga).



2018 - Clendon Pride Project

#hewakaekenoa

Reopened the Community House to the community

Our first Hope Navigators were employed starting as Volunteers

Whare Tautoko Giving room & Tool Library was established

Birth of the Annual Bilingual Hikoi

2020 - The Pride Project Charitable Trust

#prideinourplace-prideinourpeople

COVID-19 Pandemic

We were tested as people, as a country and an organisation.

When the biggest growth in our team occurred.

The year The Pride Project responded to the call of our community.

2021

OUR TEAM TODAY (July 2021) IS **24** STRONG.

**10 OF THE 24 ARE EMPLOYEES OF THE PRIDE PROJECT CHARITABLE TRUST plus
2 CONTRACTORS THAT DELIVER DIGITAL LITERACY & EVENTS.**



BOARD OF TRUSTEES



MANAGEMENT TEAM



HOPE NAVIGATORS



**KAIABHINA &
VOLUNTEER LEAD**



CONTRACTORS

2017



2017 - Clendon Pride Project

#aheart4ourcommunity

Founded by Melissa Moore, The OG Hope Navigator
Gathering of Stakeholders, Events & Placemaking
and \$15,000 from Manurewa Local Board

2018

Along the journey...Melissa was joined by a number of Kaiawhina (volunteers) who gave their time to the project, and most are still involved with the project today and all had a heart for our community.

2019

2019 - The Pride Project

#prideinourplace-prideinourpeople

Hope Navigation - Core kaupapa

Incorporated as a Charitable Trust

Tindall Foundation Pilot Fund

2020

2021 - The Pride Project Charitable Trust

#strongertogether

Our Core Kaupapa - Hope Navigation

Our focus is on delivering Co-designed programmes tailored to our community.

Partnering with funders and other organisations to produce the best outcomes for our people.

Partnering to deliver Events & Placemaking in Manurewa for Manurewa.

Implementation of The Pride Project

Background

The Pride Project is a grassroots organisation of ordinary people helping ordinary people in Clendon, Manurewa. This unique kaupapa began as The Clendon Pride Project in 2017 with one Project Manager and three Volunteers. The initial focus was on responding to social and environmental issues in Clendon. Community workshops were held to understand the issues faced by the community. Place-making initiatives were started.

The community house was established in 2017 and place-making initiatives continued to be activated throughout 2018. The workforce began to grow. A Project Administrator and an additional five volunteers were added to the team. Volunteers started to activate their own kaupapa, community partnerships were a focus, and organisational structures and operating practices were implemented. The community house also included a tool library with free access to tools for community members.

In 2019, The Pride Project Charitable Trust and Governance Board was established. The workforce included a Project Director, Project Administrator, House Manager, Financial Lead, four Hope Navigators, six Volunteers. Hope Navigation became a core function of The Pride Project. Place-making initiatives and development of community partnerships continued.

Structures, systems, policies and processes were implemented to meet compliance requirements of becoming a Charitable Trust.

Humble beginnings

This kaupapa was started about 5 years ago with a \$15,000 grant from the Manurewa Local Board. It was driven by a passion to flip the narrative for the community of Clendon.

Building up the operation manuals, establishing policies and processes has been a challenge during the growth of the organisation. This was supported through funding grants that enabled these components to be developed. While initially it felt like a burden it was soon realised that these things were necessary for the growth of the organisation.

"I used to push back on those [compliance] things, I just wanted to be a good person, doing good things, I didn't want to be tied down with all this other stuff" Melissa Moore

The Pride Project is now a \$1M organisation with 10 staff, a Board of Trustees (6) and 14 other people connected to programme delivery as volunteers or contractors.

Services

The transition from Clendon Pride Project to The Pride Project, and the implementation of the Hope Navigators service created two complimentary workstreams.

Pride in our place services include;

Events

The Pride Project run events to bring the community of Manurewa together. Volunteers and collab partners connect through The Pride Project to coordinate and host events. Examples include the annual Bilingual Hikoi and the Manurewa Community Volunteer Awards.

Place-making initiatives

Place-making initiatives are designed to bring pride in the community back to the people. The Pride Project understand that when people feel a sense of pride and ownership in what they have and where they live they feel better connected to the place. People's wellbeing is improved through a strengthened connection to community and the place they call home.

Tool Library

The Pride Project offers a tool library for the community. The tool library is a place where the community can come and borrow equipment and tools that help them take care of their whare and whenua. The Pride Project acknowledged the cost of purchasing items such as lawn mowers and weeders. They also observed the difference it made for people when their lawn was mowed, or their backyard had been cleared. The tool library enables both these things to happen and removes barriers for whānau to have a well kept whare.

Pride in our people services include;

Hope Navigation

Hope Navigation is the core kaupapa of The Pride Project. Hope Navigators are community based, peer-support workers who provide advocacy and support for community members. Self referrals and community referrals are pathways to accessing this service.

Mauri Mahi, Mauri Ora

12 week programme designed to support tangata whaiora to become work ready. The programme was funded by Ministry of Social Development.

Kura Manaaki

4 week intervention to provide information to whānau who had children with education concerns. Referrals were received from three local schools. The programme was funded by Ministry of Education. 24 whānau were identified and outreach provided.

Mangopare

A rangatahi informed and rangatahi focused programme that provides holistic solutions to barriers faced by rangatahi to remain engaged in education, employment and/or training. The programme was funded by Ministry of Business, Innovation and Employment.

Support Groups

Kaumātua Support Group focusses on supporting grandparents who have responsibility for raising their grandchildren.

Empowerment and upskilling programmes

A variety of programmes focused on supporting skill development and providing training for community members. Programmes include digital literacy, financial mentoring, . Tohu 6 and Te Pua. These programmes are supported by a mixture of funders and community partnerships.

Whare Tautoko

A free op shop run by volunteers from the Community House.

Roles

The Pride Project operates with a Board and a mixture of employed and volunteer positions.

Board Function

The Board of Trustees consists of six reputable community leaders. Their primary function is the overall governance of the organisation.

Employee Function

Employed roles include General Manager, Programme Administrator, Financial Lead, Community House Manager and Hope Navigators.

Volunteer Function

Volunteer roles include responsibility for the Whare Taotoko and Community Garden. Volunteers also contribute to and lead community activation projects and place-making events.

Contractor Function

When a skill set to deliver a programme doesn't exist in the organisation The Pride Project looks outside of its organisation with the preference being they are local and from the Manurewa community.



The Pride Project initiatives



Hope Navigation Case Study

Different ways Hope Navigators respond to community needs!

Raising the next generation

The Pride Project have demonstrated their ability to meet the needs of their whānau and communities. The lived experiences of Hope Navigators, and the kaupapa of The Pride Project has proven beneficial in being able to respond to the needs of the community.

After noticing the number of grandparents being referred into The Pride Project who were responsible for raising their grandchildren, a support group for grandparents was established.

“Oranga Tamariki actually sent us to [The Pride Project] because they knew we were in a rough patch with our grandchildren and we needed some guidance, we needed help. I knew what to do, but I needed more experience about how to not get angry. And so I went there to see if [a Hope Navigator] could help me”

Having support networks that people can turn to when they are in need was seen as a key success for whānau. The primary outcome for them was they had found a place where they could connect with others who were in a similar place to them. It gave grandparents an outlet, a place where they could connect to other grandparents, and a supportive space where they could learn new things. It made them feel connected, and they enjoyed being part of the community.

***“It makes me happy, and this in turn reflects on my kids”.
(Whānau)***

“I get exposed to new things, I get to learn new things and I enjoy it”. (Whānau)

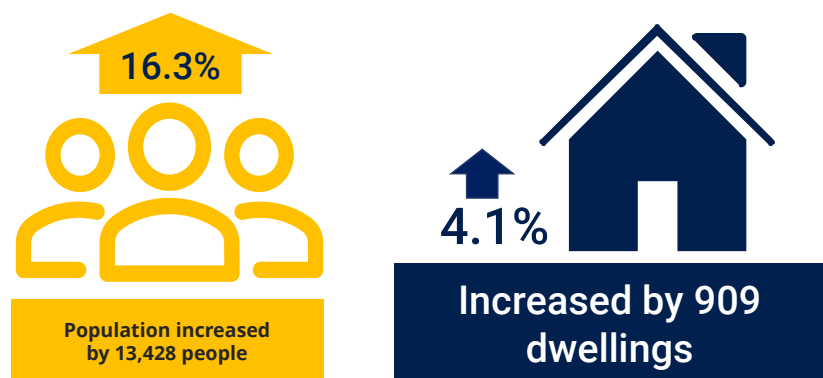
Seeing whānau walk in with so much darkness that they aren't aware of, to seeing the light shine through at the end of the tunnel is a miracle in itself. Its seeing that sudden change in their behaviour and presence (Kaimahi).



Hope Navigation Case Study

HOME IS WHERE THE HEART IS

Manurewa has experienced rapid population growth in recent years. The population has increased by 13,428 people which is a percentage increase of 16.3%. Manurewa is one of Auckland's most populous local board areas and it is forecasted to increase over the next 10 years.



Population growth is 6 percentage points higher in Manurewa compared to wider Auckland, however private dwelling growth is 1.7% lower than wider Auckland.

Housing demand outweighs supply in Manurewa, and this is highlighted by the number of whānau with housing needs that The Pride Project supports.

36% of home ownership in the region. High transiency in the community.

Whānau experience with housing support;

Whānau 1:

My first contact with the Pride Project was a time I was living in a caravan with my children parked on a whānau property close to the community house on Maplesden Drive, I spoke to Melissa Atama who helped me and my children get a HNZ home within a week.. It is a very lovely home, we are so grateful to the Pride Project (Whānau).

Whānau 2:

I had been trying for months since August 2018 to get a response from our Property Manager to address the issues in my home but had been unsuccessful until Polly and the Pride Project got involved. The issues with my property were extensive with previous tenants rubbish left under the house and a broken down pipe and the list goes on.

Whilst on one of my visits to the Community House I registered for a "Healthy Homes" workshop which ran over 6 weeks. We sadly had a very damp and mouldy home which caused a lot of health issues for my children. The Pride Project then connected me with Glenda Lock from Beacon Pathways, she was involved in addressing these issues. Nikiki Delarosa of Counties Manukau Kindergarten Association was also connected through the Pride Project and provided a dehumidifier for my home. The Pride Project also ran a "Loving on Clendon" kaupapa in which a group of Volunteers came to my home and beautified my yard, cleared away clutter and built a vegetable garden for our family (Whānau).

Kaupapa - Mauri Mahi, Mauri Ora

The Pride Project use lived experience and local community. A key challenge in the area identified by the Manurewa Local Board is that the skill base of local residents is low meaning it is difficult to access quality job opportunities and lift household incomes. The Auckland Prosperity Index report highlighted the lower skilled labour force evident in Manurewa. The area has few knowledge-intensive industries and a reliance on commuting to other areas for work, the Manurewa workforce has lower access to good employment opportunities. (Manurewa Local Economic Overview 2019).

In working towards improving employment opportunities for tangata whaiora, The Pride Project have developed the Mauri mahi, mauri ora programme.

Mauri mahi, mauri ora was a 12 week pilot funded by the (MSD) Ministry of Social Development. The programme is focused on building confidence and skills in tangata whaiora to become work ready, source employment and stay in employment long term. Hope Navigators provide support to tangata

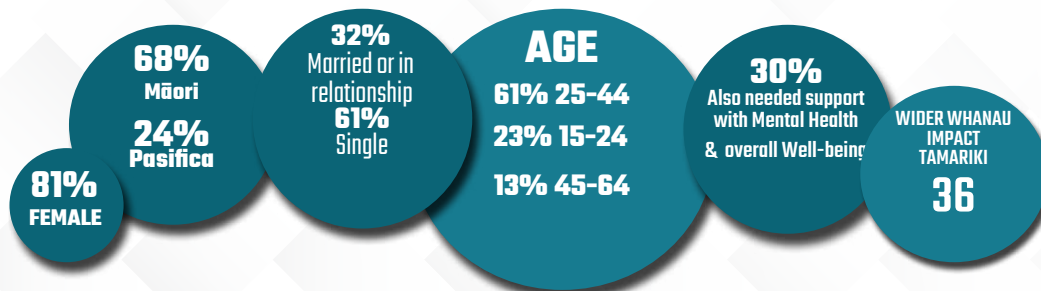
whaiora throughout the duration of the 12 week programme, and continue to support once employment is found. This pastoral care element ensured that wellbeing was at the forefront to enable positive employment experiences and sustainable employment.

Core components of the programme included;

- Weekly face to face hui
- Goal setting
- Mentoring
- Ongoing pastoral care and support

Barriers to employment that were addressed through the programme included;

- CV support
- Obtaining a drivers licence
- Opening a bank account
- Accessing IRD number
- Building confidence and skills for interviewing
- Sourcing appropriate work clothing through Dress for Success



*In 2021 the pilot programme had 26 registrations
20 tangata whaiora completed the programme
6 withdrawn.*

*5 found immediate employment - 15 were work ready.
All participants had also addressed some serious
trauma and barriers in their lives through the support
of our Hope Navigators.*

Mauri Mahi, Mauri Ora Case Study

Journeying new positive pathways – Providing confidence to grow

This whānau became aware of The Pride Project because they were engaged with another whānau member providing advocacy support. They decided to engage due to the recommendations of their whānau member, the assurance that the kaimahi would help and could be trusted, and through the requirement of Oranga Tamariki to know the whānau were accessing community support. They initially engaged to get support around housing, but then learnt about other programmes on offer and participated in the Mauri mahi, mauri ora programme.

Mauri mahi, mauri ora

The use of the whare tapa whā model through the Mauri mahi, mauri ora programme helped this whānau see the importance of connecting to and looking after their spiritual needs. Through this learning the whānau has begun attending church.

“Five years ago I would have never thought we would be attending church, but now we are attending church”

The whānau acknowledged the difference that the support of both The Pride Project and other another social service’s had provided had made to their lives. They were in a space where their children had been taken into Oranga Tamariki care. Oranga Tamariki wanted to know the whānau were accessing community supports and the whānau were advised by a Legal Advocate to consider The Pride Project. The whānau also sought support through Whakaora Tangata and both services worked together to support the needs of this whānau. The Pride Project focused on support with housing, and both parents participated in the Mauri mahi, mauri ora programme.

After completing the Mauri mahi, mauri ora programme Pāpā has enrolled in a Solomon Group course to gain his infrastructure qualification, and Māmā is training to be a caregiver for her nephew with a spinal injury.

“I have never had a proper job my whole life, I have been on the benefit my whole life but they just encourage you to get out there and look for work”

“Even when we needed kai or clothing for the kids, they were there, they helped us”.

The best outcome for this whānau has been the return of their tamariki. Through support they have turned their relationship around. The whānau acknowledged that they had issues with domestic violence in their relationship, but with support and guidance identified that they had to start working together for the benefit of their kids. After a time apart, they are now living together as a whānau, attending church, proud of the new pathway they are now walking and optimistic about the future for themselves and their tamariki.

“Mauri ora, mauri mahi just encouraged us to get out there and create a better life for our kids”

“My kids are finally home now”

EVENTS & PLACEMAKING - Bilingual Hikoi

The Bilingual Hikoi is an annual event hosted by The Pride Project in collaboration with stakeholders. This event celebrates te reo Māori and the rich tangata whenua stories and histories of Manurewa. Its aim is to maximise impact and connection between people and the taiao through te reo Māori.

The event promotes connection to the whenua, connection to people, places and cultures, connection to marae and knowledge about the environment.

Take home resources have been developed to ensure that knowledge and teachings are captured from the hikoi and can be taken home by whānau. Sharing local pūrākau about Manurewa and its significant landmarks allows community members to connect with the whenua and with their community in a different way. These stories instill pride in the people of Manurewa.

The event showcases Māori tikanga, culture and language. It shares stories that connect people with the land, places of significance in their community, and to other people, businesses and organisations. It is a community event, led by the community, for the community, about the community.

As the initiative has evolved more community organisations have become involved;

- As a hikoi, partner organisations CLM and Aktive supported the community to increase their activity and fitness levels to be able to fully participate in the hikoi. The collaboration of community organisations to promote health and wellbeing outcomes across the community are a key feature of the pride in place initiatives supported and run by The Pride Project.
- The Manurewa Community Network led the Haora market which saw 20 local service providers provide stalls at one of the stops along the hikoi. Celebrating local businesses allows whānau and community members to know what is available in their backyards. Supporting the local economy has benefits for all Manurewa community members.

2022 we will celebrate the 5th Bilingual Hikoi Manurewatanga. Covid-19 impacted the delivery of the hikoi in 2021 and in 2020 the Hikoi was the last event to take place in Tamaki as we saw other annual events like Pasifica cancelled. The Pride Project are passionate about delivering events and initiatives that build Pride in our Place. They seek feedback from community participants, event vendors, volunteers, stakeholders and funders to ensure that each year the event offers something new and improves to meet the needs of the community. This agile approach to projects is constant within the work that The Pride Project initiates within its communities.

Inaugural Bilingual Hikoi 2018 - Blessing of Clendon mural by local artists Janine & Charles Williams



What makes The Pride Project unique?

“We focus on mana restoration practices”. (Management)

The Pride Project use lived experience and local community knowledge to engage with whānau and tangata whaiora. They describe their model as delivering to whānau first. Unlike other services who offer specific supports that often have criteria that whānau must meet before supports or interventions can be provided, The Pride Project, through the role of the Hope Navigator, accepts referrals and allocates a Hope Navigator to engage with the whānau to understand their needs. Through discretionary funding, The Pride Project is able to support whānau to address immediate needs. The Hope Navigator will then continue to work with whānau to understand their underlying needs, brokering support to external services where necessary, providing advocacy support to enable whānau to access their entitlements, and/or refer to internal programmes offered by The Pride Project.

A cornerstone to the Hope Navigation service is the lived experience of the Hope Navigators. Having whānau engage with and be supported by people who have been on their own healing journey and come out the other side enables whānau to connect with the story of their navigator. It provides whānau with someone to inspire and support who knows how hard the journey can be. Supporting whānau to address their immediate needs, and help them move into a space where they are better able to accept and take on opportunities and learnings supports the outcomes that whānau achieve. One whānau acknowledged that their engagement with The Pride Project was initially about accessing housing. While the need for alternative

housing is still there for this whānau, working with the Hope Navigation service has provided a foundation for improving the home environment. What was once a domestic violence relationship where children were removed from their parents care, has now become an environment with greater communication and new foundations being developed in Church.

The outcome for this whānau has been the rebuilding of their family.

“Our relationship has become more tight, better. We don’t even fight anymore”. (Whānau)

“[Our kids] love the new mum and dad. They never used to like it when we would fight. But I didn’t notice that, I didn’t notice the impact that had on my kids, but now I do”. (Whānau)

The inception of the kaupapa has been framed around changing the narrative of Clendon, Manurewa and South Auckland. It was about building pride in the community, identifying what people did not like about what was happening in their community, and thinking about ways to address those issues. This kaupapa has remained a strong thread within the operation of The Pride Project and influences both the organisational culture and the values that underpin operations.



Te Whiwhinga

Te Whiwhinga is a point in the journey of assessing whether initial goals have been reached, what was successful and how this was reached, and what learnings have been gained to improve future journeys. This stage provides opportunities to reassess whether there may be a need to reset and return to Te Rapunga.

In this section we will assess and evaluate the impact of decisions and choices made during Te Whāinga. Here we will highlight the experiences of staff and whānau to showcase the impact that The Pride Project has on whānau and communities in Manurewa.

Whānau experiences

Whānau experiences of The Pride Project

Whānau identified that advocacy support has had a big impact. One whānau shared their experiences of having to attend Family Group Conferences (FGC). Having a Hope Navigator provide advocacy support in this space and to demonstrate connection to wider community supports for this whānau, contributed to the children being returned to the care of their parents. Outcomes for whānau include improved social and community connection, development of new skills, support to engage in further training opportunities, and confidence to navigate alternative pathways creating a better home environment for tamariki.

Social connections improved through support groups

The Grandparents group is an activities based support group that provides support to those who are raising their grandchildren. The programme has developed a community feel, social connections, and teaching new skills to grandparents. During the latest Auckland lockdown, this group were able to continue to support each other via the establishment of a phone tree. Whānau told us that continuing their social connection was important especially during the lockdown period. The Pride Project supported this by providing tablets to enable virtual face to face connection to occur.

***"It makes me happy, and this in turn reflects on my kids".
(Whānau)***

Whānau that have participated in support groups such as the Grandparents Group spoke of the benefit being meeting other people their own age, who are in a similar position. The outcome of support programmes is that they build communities up to support one another through improved social connection.

"I get exposed to new things, I get to learn new things and I enjoy it". (Whānau)

Trusted relationships breakdown barriers

Referral pathways into The Pride Project are often received from agencies. Mistrust in the system was evident from conversations with whānau. It was acknowledged that The Pride Project was not like any other services that whānau have experienced. Whānau spoke about the level of trust they have developed with their Hope Navigator and other staff at The Pride Project.

Support is provided without conditions and pre-requisites

Whānau feel like they can share what they need, ideas that they have for supporting each other, and these ideas are shared with The Pride Project team and where possible are implemented.

"They just help wherever they can, if someone reaches out to them they are there to help, and they don't turn anyone away, they help in any which way they can". (Whānau)

One whānau highlighted that they had tried to access other types of support but challenges were faced when they did not meet the criteria for accessing support. The Pride Project became an avenue of support that did not present barriers to engagement for whānau.

"I went down to the marae, and the lady there she did say that she could help me, but that was once the kids came back, so I went to The Pride Project and they have helped me since, even when I didn't have my kids". (Whānau)

Staff experiences

Supportive work environment

Staff feel supported in their work environment. The General Manager provides supervision support to Hope Navigators. On the job training is regularly provided, and new opportunities for professional development are frequently sourced. Hauora hours have been implemented for Hope Navigation staff. This includes three hours each week where staff can schedule self-care sessions. These are paid hours and highly valued by the staff.

From an organisation point of view, I believe that there is a lot of support towards our team in regards to personal wellbeing, and hauora. I think in that field we are definitely spoilt (Kaimahi).

Commitment to the kaupapa

Both staff and volunteers acknowledged their participation in the project was based heavily on the alignment of personal values with the purpose and values of The Pride Project. Many of the staff and volunteers became involved with The Pride Project after receiving support from their services. Others were drawn to the purpose of the organisation and the work it was doing within communities.

Knowledge of community and lived experience is an asset

Staff and volunteers feel empowered by the contribution that their lived experiences make to the work that they do. Some have joined The Pride Project as staff members and volunteers after accessing the services themselves. There are no formal qualifications required for current roles within The Pride Project. Lived experience is the primary qualifying criteria alongside a passion for supporting the community.

The processes we have in place are very helpful. Making the first contact, appearance and relationship with our whānau. Also being able to support our whānau with all the connections Mel has made with other organisations (Kaimahi).

Reasons staff and volunteers work for The Pride Project



Challenges

Remuneration packages may not be attractive to qualified personnel. Lived experience is paramount in the recruitment of Hope Navigators, however a challenge has been experienced in the time required to adequately train Hope Navigators to understand and develop skills to deliver all components of the role. This includes understanding the policies and processes for safe practices, different forms of communication including email etiquette, and being able to navigate the correct and required form of action when it may trigger past personal trauma. With agency funding being a sustainable source of funding it may be that having qualified staff becomes part of funding requirements. There is a perceived tension here in that experience has indicated that there is a component of unlearning some of the theory informed behaviour and processes that are taught through qualifications.

Another challenge has been the tension created between maintaining the purpose, drive and integrity of the organisation and the kaupapa that it has been based upon and the requirements and outcomes dictated by funding provision. It has required brave conversations to be had with funders who have agreed to fund and support a particular project and then have turned around and tried to incorporate certain outcomes and requirements which do not fit or align with The Pride Project and how it operates. The Pride Project have been committed to ensuring that funding is not the key driver, it is purely a means of delivering what is needed for whānau and tangata whaiora.

***“It can feel like a seesaw. How do you have those big agency contracts that allow us to be sustainable but without compromising on why we started this?”.
(Management)***

Hope Navigation Case Study

Hope Navigators are considered The Pride Project's first responders for the Manurewa Community. Through the Hope Navigation service whānau have access to a support system that works with whānau to understand their current circumstances and support whānau to navigate their own pathway to mauri ora, important to note another point of difference is a Navigator walks along side a TW during the journey until they are ready.

Whānau knowing that they are talking to someone that has walked in their shoes, and experienced parts of what they experience is new for them. Which makes it easier to create that relationship with them (Kaimahi).

Hope Navigators are not social workers. Hope Navigators are equipped with life experiences that enables them to provide meaningful support to whānau. This has been identified as a key difference for whānau.

I have never been able to sit in a space and place with our tangata whaiora and try to fake my situation. They want people that are upfront and honest, they don't want sympathy (Kaimahi).

In support of their lived experience, Hope Navigators are offered and participate in a range of training and upskilling opportunities. The following trainings have been offered and completed by current Hope Navigators;

- Mental Health First Aid training
- Abacus – Alcohol and other drug training
- Suicide prevention and intervention
- Family violence signs and symptoms
- Child Matters Child Protection Workshop
- Motivational and interviewing skills
- Introduction to acceptance and commitment therapy
- Financial Literacy training to become Financial Mentors themselves
- Supervision is also a madatory aspect of being a Hope Navigator

Core components of the Hope Navigation include;

- Pastoral care delivered to the whole whānau
- Advocacy
- Meeting whānau where they are at
- Addressing barriers
- Brokering relationships between whānau and community services

Hope Navigators get to operate in a unique way where they are encouraged to respond to the needs of whānau. The staff and leadership at The Pride Project understand the survival mode that whānau are often living in. They work with whānau where they are at, and remove barriers where possible to support whānau to embark on journeys of sustainable change – journeys to mauri ora.

2021

219
Hope
Navigation
Intakes
(As at Nov 2021)

65% Māori
20% Pasifica
18% OT Involvement
37% In immediate danger
25% High Risk 39% Medium Risk
9% Homeless
86% Unemployed
45% Single Parenting
58% Dealing with Mental Health

*A large portion of these cases have been intense cases requiring advocacy, support for past trauma, suicide intervention, family harm, Oranga Tamariki intervention and addiction support. In addition the team have been in Covid Response mode. We have had **2,676** referrals to the Pride Project thus far in 2021*

2020

448
Hope
Navigation
Intakes

57% Māori
22% Pasifica
10% OT Involvement
22% In immediate danger
15% High Risk 16% Medium Risk
6% Homeless
44% Single Parenting
32% Dealing with Mental Health



Te Rawenga

Te Rawenga is a celebration point in our journey. It acknowledges our arrival at the destination we were striving for. Te Rawenga provides an opportunity to reflect on key drivers and enablers of success, and more importantly allows us an opportunity to celebrate this success with our communities and stakeholders.

In this section we will highlight the impact of The Pride Project's services. We will share whānau and staff narratives about what they see, hear and feel through the work that The Pride Project does, and the differences this makes to their lives.

Key successes - Staff perspectives

Whānau identified that advocacy support has had a big impact. Staff acknowledged the importance placed on lived experience. Some staff come into the Hope Navigation roles with prior qualifications, however on the job training is provided so ensure everyone has a core set of tools to support them in their role. What staff acknowledge as having the most meaning for whānau is having access to people who have walked in their shoes before. This enables Hope Navigators to build genuine and meaningful connections with whānau.

Whānau just want to be heard, and supported. I think with us, we aren't putting whānau into a box which makes that connection with them very healthy and positive (Kaimahi).

Staff highlighted the importance of having a space within the community where whānau could come and find the support they need. The Whare Tautoko provided this space. Whānau could come and would be greeted by volunteers who would help whānau find items of need in the free op shop. Whānau have access to a Pātaka Kai at the front gates of the whare, which is regularly stocked. Community partners are welcomed into the whare to provide support services directly to whānau.

Having a presence and a safe place where whānau can come and korero is really cool. And I like the concept of whānau knowing that our doors are always open. And it's not a flash place, it's a humble place that looks like a whare, and looks like a part of the community (Kaimahi).

Staff feedback provided an understanding about how rewarding the Hope Navigator role could be. While it was acknowledged that helping whānau navigate through their challenges was a big responsibility, staff highlighted how rewarding the role was when they got to witness the break-throughs, and successes that whānau felt.

Seeing whānau walk in with so much darkness that they aren't aware of, to seeing the light shine through at the end of the tunnel is a miracle in itself. Its seeing that sudden change in their behaviour and presence (Kaimahi).

Like most organisations funding and resourcing is a critical component to ongoing and sustainable delivery within communities. The salary for Hope Navigators was identified as a critical component as the more Hope Navigators that can be employed by The Pride Project, the more support that is available to whānau. With a population of almost 100,000 people, and with the Manurewa community having a high need for these types of services, the more Hope Navigators that can be available for whānau the more impact The Pride Project can have.

Key successes - Whānau perspectives

Another critical resource that enables The Pride Project to support whānau in meaningful ways is having access to discretionary funding that is not specifically tagged to certain outcomes or funding expectations. This helps build the relationship with that whānau. Staff highlighted that often it comes down to being able to remove a barrier that is present right now, that then gives whānau one less stress to worry about, and gives them some room to breathe. If this can not be achieved then whānau are not in a position to take on board the tools and support that is provided.

***“An example I can give is we are fixing a smashed window on a rangatahi’s car. Her car window got smashed, her whānau don’t have the money to fix it, and it was impacting on her attendance at school. So we are going to get it fixed for her”.
(Kaimahi)***

Being able to remove these barriers for whānau helps build the relationship with whānau, helps them get back on track and enables them to accept further support from a different head space. It takes whānau out of crisis mode.

Whānau felt supported by The Pride Project. They were able to access support when they needed it without having to meet specific criteria. Through The Pride Project whānau were supported to gain access to the essentials of wellbeing. Hope Navigators provided support with accessing housing through relationships with Kainga Ora, advocacy with agencies, provision of food and clothing.

A notable impact that whānau spoke about was the increased connections developed within the community. The relationships held by The Pride Project provided whānau with improved access to supports, and participating in programmes, activities and events offered by The Pride Project improved social connections between participants.

Of all the supports provided by The Pride Project, whānau spoke highly of the advocacy role provided by Hope Navigators. The need to be supported through agency processes, or to access agency supports was primarily the reason that whānau engaged with The Pride Project. Whānau felt that having the support of the Hope Navigators gave them confidence.

It was clear from interviews that whānau are aware of what they need. When whānau are in a space where they need support, and help is being sought, they do not want to have to navigate barriers and requirements of meeting certain criteria. Whānau felt that one of the key successes of The Pride Project is that they are there to help whānau with whatever they need. There are no barriers to navigate or specific criteria to meet.

Areas for Improvement

Stakeholder relationships and partnerships are critical to the function of The Pride Project. Currently the General Manager takes responsibility for developing and maintaining these important connections, and therefore holds many of these relationships. Ongoing investment in developing key stakeholder relationships and partnerships has occurred over the last five years and will continue. There is a risk in the current model with so many of the relationships being held by the General Manager. Systems and processes need to be implemented to capture the relationships (such as a database of key contacts), and support provided for other staff members to engage directly where required. The distribution of these relationships will ensure ongoing delivery of services and support in the event the General Manager is not available.

The growth of the organisation has been managed as an organic process to date. As opportunities have arisen, systems, policies and processes have been developed to meet the needs. The Pride Project is at a point where a more proactive approach is required to move the organisation forward. This could include streamlining services, structuring induction, training and professional development for kaimahi, developing and implementing funding and marketing and communication strategies.

With the various projects, services and events offered by The Pride Project, the organisation would benefit from a clear communications strategy that supports the community to understand the roles, purpose and function of the organisation. Staff commented on how they often received feedback that whānau did not know about The Pride Project, or did not know what they did.

The way in which The Pride Project is funded presents some challenges. At the moment funding is sourced from different organisations to deliver various pieces of work. This means

management are challenged by managing different projects, ensuring quality delivery across all projects, managing staff appropriately to reduce the rate of burn out, recruiting volunteers and collaborating with partners to successfully deliver projects, and remaining accountable to achieving outcomes via reporting. It is possible that technologies, such as project management apps, could be used to support the tracking and progress of projects. Streamlining data collection and administration functions would also ensure information can be easily extracted and reported on.

Whānau acknowledged the support they have available to them via The Pride Project. One area that they felt could be strengthened was the timing of activities and events. One whānau noted that they wanted to participate in the budgeting programme but it clashed with one of their support group programmes. Future programme delivery could consider how programmes can be run so there are minimal clashes, or how programmes could be woven together. Whānau thought it would be a good idea to run some of the other programmes like drivers licensing, budgeting, parents etc through the support groups. This could be done during the regular meeting times which mean workshops would have good attendance, and content could be tailored to meet the specific needs of the audience.

Management identified a need to move towards a full remuneration package for Hope Navigators that would recognise lived experience as being on par with qualification attainment. With lived experience being a cornerstone of Hope Navigation and a strength in how The Pride Project delivers support to communities appropriate remuneration is something that management would like to explore.

The key thing for us, looking in to the future, would be to ensure that Hope Navigators get a proper salary. While they might not all be qualified, based on the work they do, they deserve to be paid better. Otherwise they are still going home and living in a poverty mindset as well. And we think it is really hard to be inspiring and inspirational if your own head isn't above water. (Management)

PAST



FUTURE



Conclusion

While it may seem that Te Rawenga indicates the end of the process, as with navigation the journey is seldom complete. Even at the stage of Te Rawenga there are opportunities to reflect on and review learnings taken from a successful outcome and return to Te Rapunga to understand how these can contribute to further outcomes in other areas.

This section will provide recommendations to The Pride Project for areas that can be strengthened to ensure ongoing and future services are sustainable and successful in their application and implementation. Future journeys will require a return to Te Rapunga where the process and journey of exploration starts anew.

Recommendations for Strategic Direction document

It is recommended that the Board and Management work towards developing clear strategic direction. The previous approach to organisational development and sourcing funding has been somewhat reactive to the needs of the community. The future strategic direction should ensure a proactive approach to growth, funding, marketing and communication.

The first step would be to review the current structure of the organisation and clearly establish the function of each branch of the organisation, the purpose of each branch and the services available, and what supports are required to ensure the sustainable delivery of programmes and services.

It is clear from this evaluation that there are two functions of the organisation – Pride in our Place – framed around place-making events and creating community awareness, and Pride in our People – framed around Hope Navigation and tangata whaiora centred programmes and services.

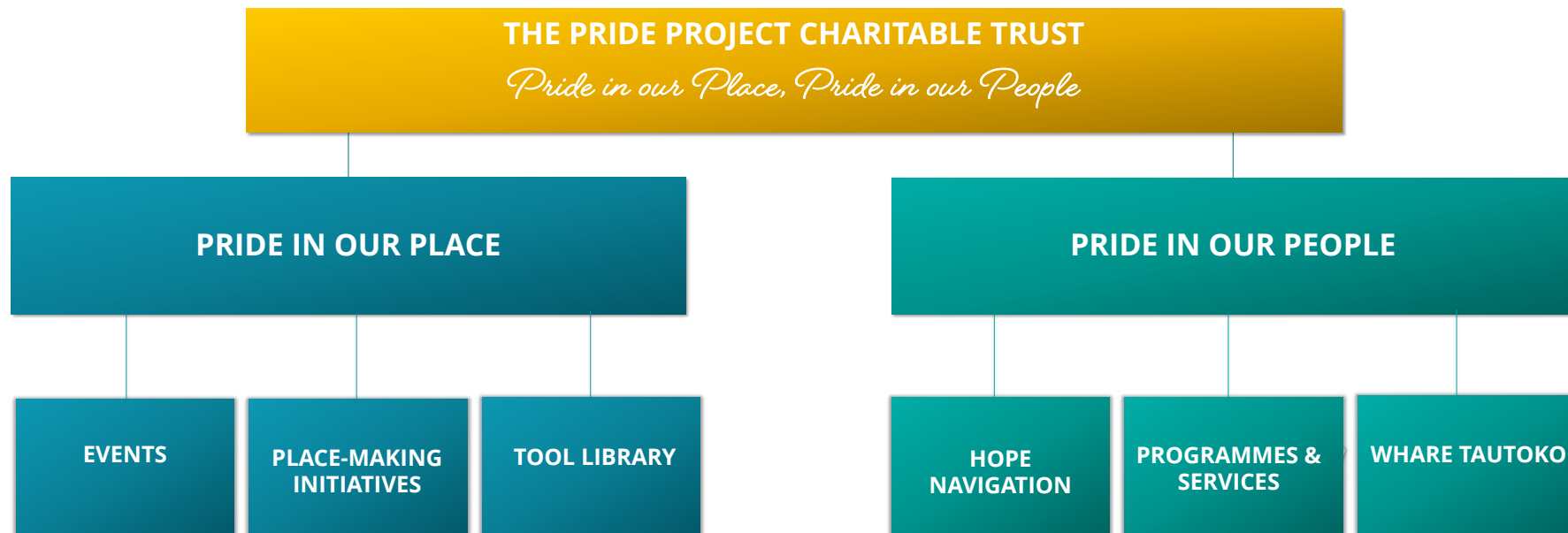
In developing a clear organisational structure, the Board and Management will be able to identify the key function and purpose of each branch. This will then enable the development of clear strategies to support the thriving of each branch of the organisation. Key strategies for consideration would be;

Funding Strategy – based on the purpose of each branch, what are the funding needs of each branch, and what are the best ways for seeking and allocating funding.

Marketing and Communication Strategy – what messages need to be shared about each branch of the organisation, who are the target audiences of these messages, which platforms will reach the identified target audiences.

These steps will help with identifying the required systems and processes to manage growth and support sustainability of the organisation. Considerations should include staff induction practices, data management processes, and decision making frameworks suitable to the needs of each branch of the organisation.

ORGANISATIONAL CHART



Pathways to Mauri Ora

Report prepared by Carel Smith - ARO Solutions

Compilation of data and design layout Darcelle Bell-Ataata

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