

Case Studies Series 2021

Core Values Awards 2021 Entry



Case Study: Tāmaki Reserves Engagement Strategy



Figure 6 - Activating Principles (cont)

	MĀTĀPONO (Principles)	KĀKANO /SEEDS (Functional Theories)	WHENUA / SOIL (Resources + Instruments)	WHAKARAU WHAKATUPU / GERMINATE + CULTIVATE (Enabling Council practices)	HUA / FRUITS (Indicators of success)
MAURI TU	Nāku te rourou nāu te rourou ka ora te whānau whānui. Parks and reserves sustain, nourish and enhance communities. Council decisions impact natural environments and the communities who interact with them. Commit to excellence, be effective. Do (only) what needs to be done to enhance the community and natural environment (kūiana). Interdependence and collaboration strengthen people and places.		Taonga tuku iho Future generations * Atawhai Kindness, generosity * Council's Māori Responsiveness Framework (Te Toa Takitini) Enabling Council Empowering Communities Framework Auckland Council's Indigenous Biodiversity Strategy Economic Development Strategy, PRIORITY 4: Enhance investment in people to grow skills and a local workforce	Prioritise ecological health, restoration and biodiversity outcomes. Consider outcomes of decisions on both environment and 4 Community well-beings. Use social procurement & project specific contractual obligations to engage locals and prioritise the 4 well-beings. Explore and support placemaking opportunities. Council / iwi / community partnerships. Explore opportunities to create Mahinga Kai and provision of local food, fibre, medicine and wild harvest.	The whole community is enriched through the reserve redevelopment process. Tāmaki reserves provide ongoing benefits to the whole community. Tāmaki Reserves Engagement Strategy contributes to placemaking and redevelopment beyond Tāmaki.
AKO	The community are local experts. Intergenerational & cross-cultural interactions foster community spirit and pride of place. Local mātauranga has been developed over hundreds of years of intergenerational local knowledge of place. Recognise and value local knowledge and expertise. Council is Teina. Learn by doing. Take risks and work collaboratively to enhance outcomes.		Auaha Creativity, innovation * Kōtahi Strength in diversity * Tāmaki Inclusive Engagement Strategy (TIES) Enabling Council Empowering Communities Framework Our integrity questions (pg. 115), Creating TIES that Strengthen IAP2 Spectrum of Public Participation	Support shared learning opportunities. Listen to learn from iwi/hapu and community. Explore how local mātauranga can contribute to reserve developments. Treat local communities as local experts. Value their time, perspectives and knowledge. Seek opportunities to maximise the influence local communities have on local reserve development (E.g. moving from Inform to Involve and/or Collaborate).	Application of Tāmaki Reserves Engagement Strategy supports the process of ongoing learning and development. Community expertise guides and shapes reserve development. Tāmaki Reserves Engagement Strategy continues to evolve and mature through time.
AROHA	Authenticity and good will generate trust. Reciprocity emerges from good will, trust and compassion. Aroha is a cornerstone of health and well-being. Creative force of the spirit: arises from healthy relationships.		Atawhai Kindness, generosity * Kōtahi Strength in diversity *	Practice reciprocity and value community input. Partner and collaborate where possible.	The community works together to enhance the kaupapa. Council-Mana Whenua relationships are trusting and productive. Council - community relationships are healthy, collaborative and productive.
ĀHURUTANGA	Safety and comfort are cornerstones of genuine engagement. Public spaces need to cater for a range of functions including peace and respite. Love and cherished public places fulfill human needs. Cultural norms, expression and protocols are integral to community well-being.		Ministry of Justice 7 Qualities of Safer Places Crime Prevention Through Environmental Design (CPTED) Universal Design Auckland Design Manual	Consider and prioritise comfort in all engagement processes. Identify and integrate locals' wants and needs into reserves, where possible. Cater engagement activities and events. Create culturally comfortable spaces and places. Work with locals to ensure the people and cultures of Tāmaki are reflected in engagement processes and reserve redevelopments.	The community enjoys participating in community and reserve redevelopment processes. Local cultural values and practices are reflected in engagement processes and reserves. Reserves provide sanctuary for the community. Reserves are thriving hubs of community life.
TĀKAROKARO	Fun and enjoyment are fundamental to health and well-being. Everyone needs places to play and have fun. Fun and enjoyment are cornerstones of quality engagement.		Universal Design Auckland Design Manual - Play Spaces Auckland Council Group Procurement Policy	Work with and design for all ages and abilities. Use culturally relevant games and activities in reserves to activate the community and foster connection and belonging. Engage cultural play specialists where appropriate (e.g. Mara Hūpara).	Tāmaki wide engagement processes are active, interactive and enjoyable. Tāmaki reserves are fun, enjoyable places that are used regularly by locals for recreation, adventure and play.

* Auckland Plan values

The Activating Principles table identifies the process by which the Tāmaki Reserves Engagement Principles can be applied in Tāmaki towards positive and desired outcomes.

- The kākano are the resources and instruments that have the potential for Tāmaki as a living system to regenerate itself.
- The fertile ground or whenua from which this regenerative process emerges are functional theories that inform attitudes and beliefs about Tāmaki, its people, and the engagement process which are underpinned by values and principles.
- Whakarau Whakatupu represents council practices that will contribute to local development towards local well-being.
- Hua are the fruits that bear from effective community engagement and enabling council practices towards an empowered community and healthy, vibrant environment.

Highlights at a glance

- Collaboration between Council, design consultants, and local community organisations
- Auckland Council's Community Facilities engaged designers Resilio Studio and community organisation Mad Ave Community Trust to develop engagement strategy to inform current and future development of over a dozen parks and reserves in the Tāmaki area of east Auckland over the next 10-15 years.
- Example of Community Led engagement
- The purpose of the Tāmaki Reserves Engagement Strategy is to provide a strategic and operational framework to Auckland Council, its partners and contractors when engaging

Tāmaki communities on redeveloping local reserves. It is presented in a way that enhances the mana of the whenua and its inhabitants and builds local capacity so that ecology, culture and communities can thrive.

- The co-creation of the Tāmaki Reserves Engagement Strategy covered Empower, Collaborate and Involve along the Spectrum of Participation
 - Primary methods of engagement with community were wānanga and site activations.
 - Three key outcomes showing impact of engagement: 1) Government agencies (Auckland Council's Healthy Waters and Piritahi) acknowledge Engagement Strategy in procurement of reserve development in local area (Taniwha Reserve), 2) Local practitioners worked together to co-create an engagement resource that reflects local best practice, and 3) first reserve redeveloped in Tāmaki (Eastview Reserve) used Engagement Strategy to inform and guide engagement process.
 - Three key engagement takeaways: 1) Work with local experts, engagement practitioners and community connectors, 2) Do what is known to work locally, and 3) Make all engagement purposeful, relevant and mana enhancing.
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Key search words: Local government, community led development, deliberative engagement, partnership, collaboration, empowered communities, enabling council (local government), principle-based engagement, Te Ao Māori, engagement toolkit, engagement strategy

IAP2 Australasia Case Study Series aims to provide members with access to factual stories which demonstrate successes, challenges and insights from completed public participation projects. This free resource aims to increase practitioner knowledge, improve engagement practices and the experience of public participation.

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1.0 Introduction

This case study presents an overview of the design and development of Tāmaki Reserves Engagement Strategy, a guide for those working in the Tāmaki community with the knowledge, tools, resources and context required to facilitate lasting regenerative change through the redevelopment of local reserves.

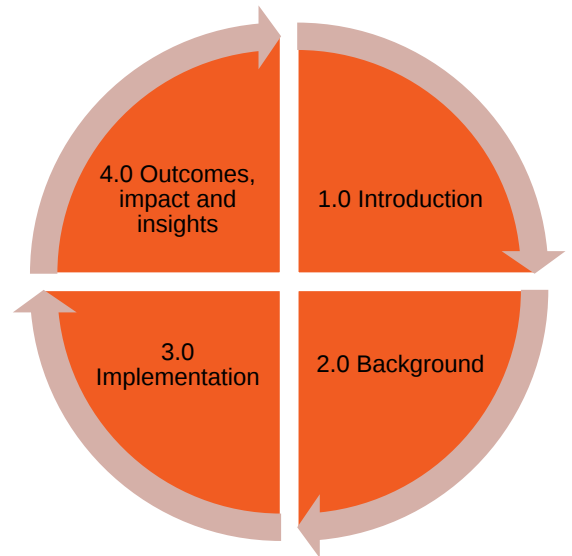
Tāmaki Reserves consist of a network of public open spaces in Glen Innes, Pt. England and Panmure. The Tāmaki reserves network is made up of over 30 parks and reserves and about half of these are planned for redevelopment over the next 10-15 years.

The strategy takes a whole neighbourhood approach – so while the strategy document focuses on parks and reserves, there is an understanding that streets, squares and other public realm spaces also play a critical role in creating a vibrant, healthy and connected community.

The strategy was developed through an engagement process led in partnership with local community development and engagement practitioners and experts. The process focused on dialogue and inquiry as foundational methods to explore the question “How can we meaningfully and effectively engage and work with the local community to redevelop reserves in Tāmaki?”

Tāmaki is located on the eastern edge of the Auckland isthmus. With a population of around 18,000 people it is home to ethnically diverse communities, with a predominance of Pacific Island and Māori families and a high percentage of youth.

Tāmaki has faced complex challenges over the past decade. With intensive housing and property regeneration, infrastructure developments and demographic changes, significant attention to sustainable approaches are required to satisfy current and future needs.



Section 2.0 provides an overview of the project background and public participation context including how the engagement project was designed and planned.

Section 3.0 describes the implementation phase including how the engagement was managed from delivery through to analysis and reporting.

Section 4.0 presents a reflection of the engagement with a focus on evaluation outcomes, impact and insights as well as evidence against the IAP2 Core Values for the practice of public participation.

This project advances knowledge and practice in a number of ways. Firstly it uses te ao Māori and tikanga Māori to frame the engagement strategy and integrates principles, methodologies and pathways that reflect local cultural values, tikanga and practices. The strategy uses culturally familiar and relevant frameworks to Tāmaki communities to frame and guide local engagement. It acknowledges, integrates and builds off Tāmaki Inclusive Engagement Strategy (TIES) - a community-led and developed local engagement framework developed a decade ago by local community practitioners to establish foundations for engagement in the local area. It also documents and promotes the use of engagement principles, processes and methods already known to work in the local area (and collates them in a single document). It documents and builds off IAP2 Australasia's Methods Matrix integrating a range of other engagement methods and techniques including those based in te ao Māori, locally developed and other relevant and useful engagement methods and techniques. The Strategy recognises and integrates the 4 Well-beings described in the Local Government (Community Well-being) Amendment Act as key objectives of local government engagement and explores how effective engagement can deliver on community well-being.

The strategy developed a (Activating Principles) framework, using the ecological metaphor of a pūriri tree (endemic to the area) to describe how engagement principles **germinate** from decision makers' values and beliefs through specific resources and instruments that provide the conditions which enable the seeds to **grow**, to the enabling local government practices that cultivate effective engagement strategies which result in the **fruits** or desired outcomes sought by Auckland Council and communities of Tāmaki. The strategy provides a series of case studies from local engagement practitioners and experts in their own words highlighting successes and what is known to work in the local area. This project also resulted in the production of an engagement guide that is visually engaging, using images of the local area and original artwork, that recognises the mana of the local community.

At the time of writing Community Facilities was exploring how this framework could be used to develop similar engagement strategies for other places and communities in Auckland undergoing significant transformation and redevelopment (e.g. Roskill and Māngere).

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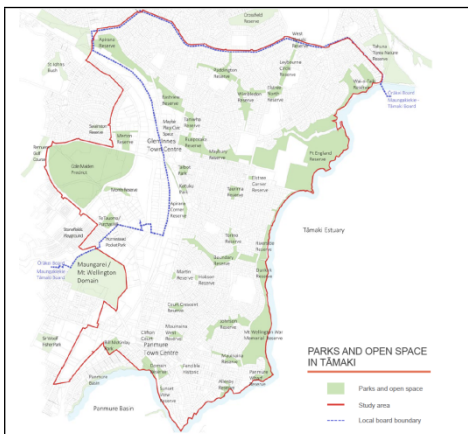
2.0 Background

Design engagement

- Auckland Council's Communities Facilities engaged Resilio Studio and Mad Ave Community Trust to co-create an engagement strategy that will shape and inform council's approach to reserve redevelopment over the next 10-15 years.
- In New Zealand the Local Government Act (LGA) requires local authorities to consult with locals on decisions that impact on them. Through the principles of Te Tiriti o Waitangi Auckland Council also has statutory obligations to engage with local Māori authorities as treaty partners.
- The engagement objectives were to work with local engagement practitioners to create a best practice toolkit for everyone working in the area on parks and reserves to create meaningful and empowering engagement experiences for the local communities in a way that encouraged their participation and provided opportunities for locals to contribute to the redevelopment of their local reserves. The purpose of the Tāmaki Reserves Engagement Strategy is to provide a strategic and operational framework to Auckland Council, its partners and contractors.
- Everyone living, working and learning in the Tāmaki area is likely impacted, either positively or negatively, by the quality and accessibility of local public open spaces of which parks and reserves make a significant contribution. Currently the majority of locals are disengaged from public participation, in part due to historic consultation process precedence, as well as the complex challenges currently facing many of Tāmaki's communities. Most central and local government and private development engagement has focused on consulting and/or informing and LGA statutory requirements for public participation in decision making which have not been conducive to effective community participation. Different stakeholders had different levels of influence ranging from empower through to involve with project partners and community practitioners having the highest degree of influence over the final first iteration engagement strategy. Community organisations and Mana Whenua representatives were invited to collaborate and the wider community were involved in the development of the engagement strategy through their contributions during The River Talks and the site activation at Eastview Reserve.
- The communities of Tāmaki have been consulted for over a decade on a wide range of issues and developments, some of which impact significantly on their lives. Tāmaki communities have long reached 'consultation fatigue' and generally do not engage in consultation

processes. In addition, with the significant transformation of Tāmaki through redevelopment, many residents have been displaced and relocated and many of the local landmarks and open spaces have been transformed beyond recognition resulting in further disengagement and dislocation from their surrounding environments. This process is ongoing and results in limited community engagement in local redevelopment initiatives.

- A range of communication styles and tools were used throughout the development of the Tāmaki Reserves Engagement Strategy. These included face to face meetings, wānanga, emails, phone calls, flyers and posters.



Tāmaki Reserves consist of a network of public open spaces in Glen Innes, Pt. England and Panmure. Many of the Tāmaki reserves follow various waterway sub-catchments which drain to the Wai ō Taiki and Panmure Basin via a series of streams and pipe networks. The largest of these, the Ōmaru Creek sub-catchment has a number of existing stormwater issues including poor water quality, flooding, stormwater infrastructure in poor condition, erosion, low quality habitat in and around open channels, and limited or unsafe interaction for the community with watercourses.



The River Talk promotional material



The River Talks



The River Talks



Eastview site activation with local students



Eastview Site Activation with local students



Student designs for Eastview Reserve

Plan engagement

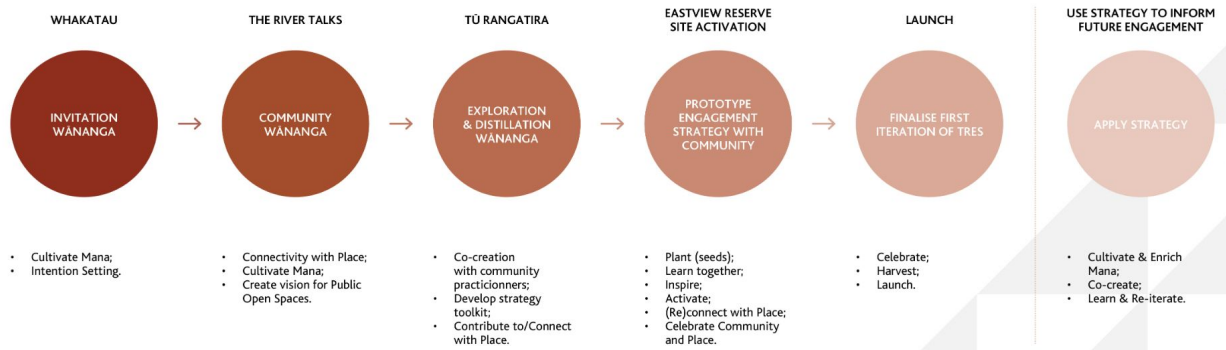
- The project governance for the development of the engagement strategy sat with Auckland Council's Community Facilities - they were both the budget holders and the ultimate decision makers for the project. Community Facilities are accountable to the Maungakiekie-Tāmaki Local Board and Community Facilities provided regular updates and progress reports to this local authority.
- The engagement process focused on dialogue and inquiry as foundational methods to explore the question "How can we meaningfully and effectively engage and work with the local community to redevelop reserves in Tāmaki?" As such engagement methods that supported dialogue and inquiry such as face to face hui, phone calls, co-design, strategic/generative inquiry, wānanga, appreciative inquiry and site activations were prioritised over other methods. The project team developed a project programme which detailed the engagement process from project initiation through to the completion of the first iteration engagement strategy. He Whaingā Mahara (a unique engagement framework developed by Mad Ave Community Trust) was used to design and deliver the engagement process. Different engagement processes engaged different members of the community. The preferred means for communication within the core team and the core contributors (i.e. project partners and community practitioners) was via face to face meetings and phone calls but email was also used. Engagement methods with the wider community included email, newsletters and flyers and posters to promote The River Talks wānanga. The Whakataū targeted The River Talks collaborators including asset owners, local artists, community connectors, Mana Whenua/local Māori authorities, local Māori and community engagement practitioners and experts and created a shared vision and focus for those contributing specific elements or engagement methods at The River Talks wānanga. The River Talks engagement included all of those who attend the Whakataū as contributors and performers as well as local schools (Glen Innes Primary School, Te Kura Kaupapa Māori O Pūāu Te Moananui A Kiwa and St. Pius X School). Tū Rangatira wānanga targeted project collaborators and community engagement experts (including asset owners, Mana Whenua/local Māori authorities, local Māori and community engagement practitioners) in the exploration and distillation of a fit-for-purpose local engagement toolkit.
- For the purposes of this project data collection came mainly in the form of note taking and audio recording of conversations and 'talks' generated through the process which were then reviewed and transcribed. All such data collected through The River Talks were compiled and brought to the Tū Rangatira wānanga for review by collaborators. A range of appropriate data

collection methods and tools for community engagement focused on reserve redevelopment were identified through the process and were described in the Toolkit section (Tools Matrix) of the engagement strategy. From the (draft) engagement strategy Q Sort and Generative Inquiry methods were used to facilitate written feedback from the local community as part of the Eastview Reserve site activation. This feedback informed the concept design for the Eastview Reserve redevelopment.

- Auckland Council's Community Facilities identified soon after engaging designers in the redevelopment of Eastview Reserve that they needed to rethink their community engagement approach. Resilio Studio proposed the development of a regional engagement strategy to ensure continuity, transparency and effectiveness of community engagement across all reserves redevelopments scheduled over the next 10-15 years. The Eastview Reserve redevelopment was put on hold and budget was secured to develop this work and Resilio Studio partnered with local engagement experts Mad Ave Community Trust to design and deliver an engagement process which would result in the development of Tāmaki Reserves Engagement Strategy. Resilio Studio was contracted directly by Community Facilities and sub-contracted Mad Ave as local partners. It was agreed that Eastview Reserve redevelopment would be used to test and refine the engagement strategy. The total project budget was about \$24,000NZD and included consultant and collaborator fees and budget for the Whakatau, The River Talks and Tū Rangatira wānanga while the Eastview Reserve site activation came from a separate budget. The River Talks contributors and performers were paid for their time and contributions as part of the project budget. The timeframe for development of the engagement strategy was from August 2019 to March 2020.

TĀMAKI RESERVES ENGAGEMENT STRATEGY

Engagement Programme



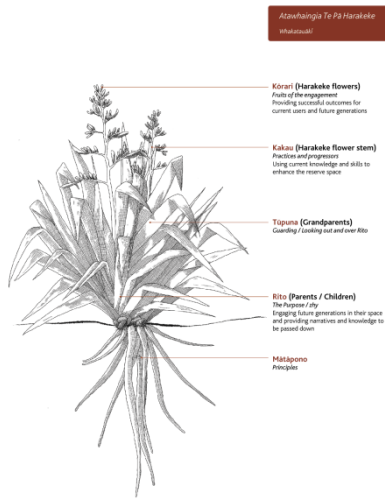


Figure 3 - Pā Harakeke Design Framework diagram.

For the Tāmaki Reserves Engagement Strategy, the connected ecological propositions within the Pā Harakeke approach is transformative. The premise of this is that within the diversity of community, and at all levels, the inescapable 'reality' is that everything is connected and dependent on each element and component of the ecosystems of community.



Eastview Reserve Site Activation - use of posters to use Q Sort Method and Generative Questions to facilitate identification and prioritisation of community needs, concerns and aspirations for Eastview Reserve.



The River Talks wānanga

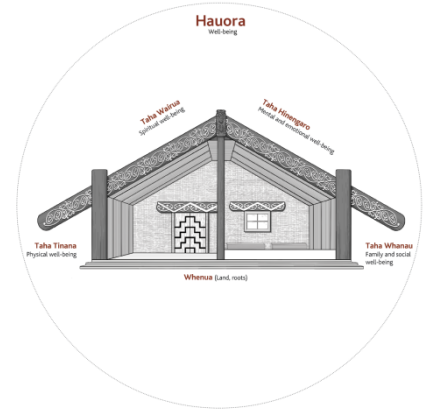


Figure 4 - Te Whare Tapa Whā Framework diagram.

Te Whare Tapa Whā approach recognises the strengths and abilities that exist within the holistic makeup of the community, from physical, mental, social and even spiritual frames, and aims to support and develop opportunities that fulfill potential.

Manage engagement

- Emails were designed and developed to provide a compelling and bespoke invitation to key community connectors, local engagement practitioners, council staff, Mana Whenua representatives and artists to attend the project Whakatau - a project initiation wānanga that established the kawa and kaupapa for the project, and invited collaborators to become project partners. The Whakatau set the scene for future project partnership and collaboration. Email invitations were followed up with phone calls to personalise the invitation, clarify the opportunity to participate and seek a commitment to attend. The River Talks, an annual wānanga developed and facilitated by Mad Ave Community Trust, was run as part of the engagement process to engage the wider community in dialogue about the role of open spaces and specifically parks and reserves in community health and well-being and to inquire into the question “How can we meaningfully and effectively engage and work with local communities to redevelop reserves in Tāmaki?”. The River Talks included artworks and performances, spoken word, talks and interactive activities by Ngāti Paoa kaitiaki, local Māori and local community practitioners. All speakers and performers not otherwise resourced to participate through their existing roles were paid for their time/contributions. The River Talks was delivered as a ‘matinee’ wānanga focused on school involvement and run during school hours, and as an afternoon community wānanga focused on the wider community to ensure maximum opportunity for community participation. All the conversations were recorded and all presenters provided written summaries or scripts of their talks to the core team. The next engagement (Tū Rangatira wānanga) was with local connectors, community connectors and council staff to explore and distill the findings so far and reflect on our collective experiences and learning so far on the journey. Transcripts from The River Talks and talk summaries were shared and co-design, generative questioning and appreciative inquiry were used to distill the key qualities and features of a local engagement strategy for the redevelopment of reserves. Conversations and key themes and principles were documented during the wānanga and provided the foundations and structure for the engagement strategy. The outputs from the wānanga were shared with project partners and community practitioners for transparency and to sense check the outputs and seek additional input. Following Tū Rangatira additional interviews were conducted (and recorded) with community practitioners to further develop some of the engagement principles (section 5) and clarify engagement pathways and foundational engagement methods (section 8). Also, specific community practitioners were invited to provide case studies of their work in Tāmaki to provide real life examples of effective engagement processes working with local communities (section 7). The project ‘owner’,

Community Facilities was provided with a final draft for review prior to sending it to other project partners and community practitioners for feedback. Community Facilities feedback was integrated into the strategy and the final draft engagement strategy was shared with project partners and community practitioners for review and feedback prior to finalising.

- As a result of the local context and current challenges facing the communities of Tāmaki, current community organisations and practitioners are stretched, overworked and often under-resourced. Therefore, meaningful engagement and involvement of those organisations and practitioners in Tāmaki needs to be targeted and deliberate to ensure everyone's time is used well and people experience the opportunity to meaningfully contribute. Early feedback from local community organisations and practitioners confirmed the need to run a lean engagement process and design and deliver targeted engagement to ensure everyone's time was used well. The River Talks was postponed re-scheduled due to weather-forecasting a significant storm event at the time of the originally scheduled event and re-scheduled to by 3 weeks. Significant effort was taken to ensure the wider community knew of the new timing and date including emails, phone calls and the creation of stickers to put over event posters displayed in the Tāmaki area. Council and Tāmaki Regeneration Company (the largest redevelopment agency in the area) staff were invited to participate in the process to ensure ownership of the outcomes. They were invited to present at The River Talks as local decision makers but also to ensure they understood the kaupapa and could hear first hand feedback from locals about local engagement, the significance of public open space to the local community and their wants, needs, concerns and aspirations.

Figure 8 - Tools Matrix (cont)

Tools	Scale of Engagement					Location of Engagement					IAP2**					Potential of Tool to Contribute to 4 Community Well-beings								Long Term Impact				
	Individual	Whānau / Household	Small group (3-10 people)	Large group (10+)	Public	Online	Community Facility (of-ria)	Neighbourhood Street	Home	Office	Empower	Collaborate	Involve	Consult	Inform	Environment		Culture		Social		Economic						
																Connection to place / cultural environment	Healthy environment	Māori Cultural Heritage	Flora, Fauna & Matauranga Māori	Foster Diversity & Inclusion	Foster pride of place	Social cohesion & belonging	Shared ownership		Local employment	Capacity + Capability Building	Innovation / Creative alternatives, new ideas + systems	
Door Knocking Door to door house visits with local residents / businesses / organisations to share and / or discuss a particular project / initiative / opportunity.	●	●						●			○	○	●	●	●	○	○			○	○	○	○	○	○	○	○	
Tāmaki Inclusive Engagement Strategy (TIES)* A local principle-based approach to community engagement that offers a vision and a way of doing things to support Tāmaki communities to actively participate in decisions affecting their future.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				○	●	●	●	●	○	●	●	●	
EASY TO USE																												
Te Toa Takatini An Auckland Council top-down approach to significantly lift Māori economic, social and cultural well-being, strengthen the council's Māori effectiveness and maximise post-Treaty of Waitangi settlement opportunities.				●			●	●	●		●	●				○	○	○	●	●	●	●	○	○	○	○	○	●
Open Days / Open House Public events that engage the public on specific topics or projects.				●	●	●	●	●				●	●	●	●	○		○	○	○	○	○	○	○	○	○	○	○
Mauri Model (Dr. Kapa Morgan) The Mauri Model uses a series of inquiries to provide insights into the drivers of different worldviews. From this Māori worldview it is possible to integrate into a collective and inclusive decision making process.	○	○	○	○	○	○	○	○	○	○	●	●	●	○	○	●	●	○	●	●	○	○	○	○	○	○	○	○
Surveys A brief interview or discussion with individuals about a specific topic to gain insights and feedback.	●	●	●	○	●	●	●	●	●			○	●	●														

KEY

● Tool can use this way ○ Tool has the potential to be used this way * Tools described in detail in the next section ** IAP2 Spectrum of Public Participation

The Tools Matrix is intended to provide a useful overview of a wide range of tools and techniques that can be used in local engagement processes. As well as a description, information about how the tool can be used and its potential benefits is provided for each tool. The scale and location of engagement, where along the IAP2 spectrum of participation each tool can be used, and its potential benefits across the 4 Community Well-beings, as well as its potential for long term impact are identified.

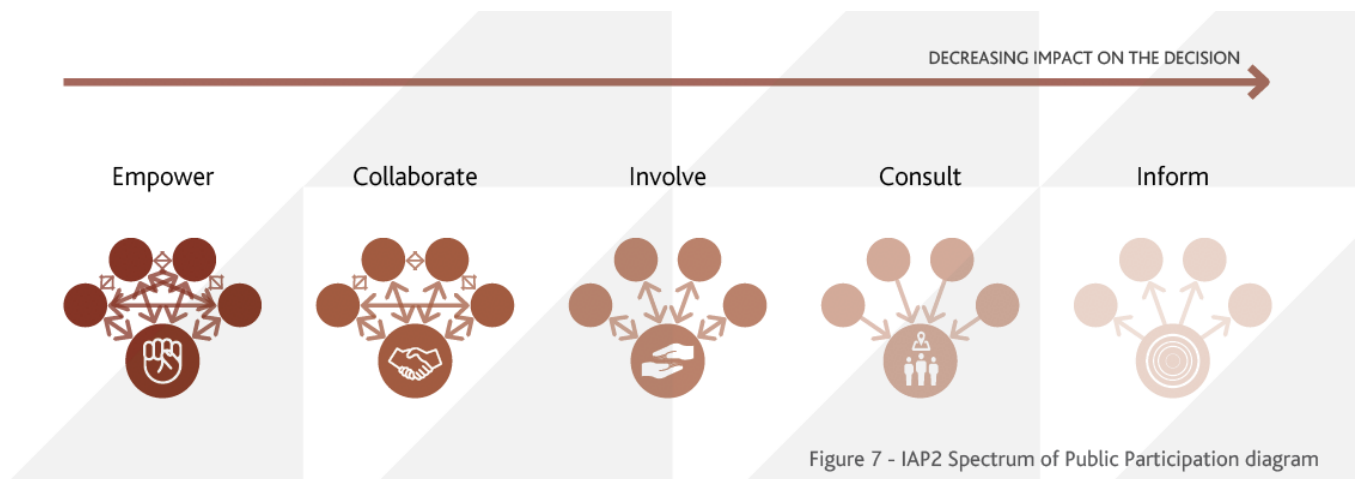


Figure 7 - IAP2 Spectrum of Public Participation diagram



Case Study - The Heart Project

In June 2008, Glen Innes Health Project Working Group wanted to do more work to understand the complexity of family violence in the community and discussed what could be done to stop family violence from occurring in the first place. With the help from Te Waipuna Puawai, University of Auckland and funding from The Department of Internal Affairs Community Development Worker Scheme The HEART Movement was launched in 2012.

The HEART Movement has a strong presence in Tāmaki and is recognised as an initiative that speaks a strength-based language that empowers and builds community capability and connections to lead social change in their hood.



Case Study - Rangatahi Rise

The purpose of the Rangatahi Rise project was to nurture a conversation around youth well-being, within the community of Tāmaki.

Driven forward via ADHB, Flipping East and Mad Ave, it engaged with local community experts and rangatahi, enabling a whole system approach. This group ran a community forum and facilitated opportunities for the wider community to hear youth perspectives first hand. Led by facilitation specialist Tāmati Patuwai, the group was led through a process of whanaungatanga and creative storytelling.

The shared vision for the Rangatahi Rise project was that young people represent themselves, and through careful planning and mindful application, with aroha and respect, this objective was realised.



Eastview Reserve Redevelopment

In 2019 Resilio Studio was engaged by Auckland Council Community Facilities to redesign Eastview Reserve. Given we were not from the area, and we knew enough of the local context, we knew that we needed to talk with local organisations to understand some of the nuances of the local environment as well as to meaningfully engage with the local community in the reserve redesign.

We teamed up with a local community organisation that had both a long standing relationship to Eastview Reserve as well as to the local community.

Students from the local school across the road were invited to present their ideas about the reserve redevelopment to everyone present.

A range of play equipment was provided and students were encouraged to enjoy the reserve through free play. This was a great opportunity to observe how young people wanted to use the reserve.

Resilio worked with council staff to meaningfully engage Mana Whenua early in the process. Several site hīkoi with iwi representatives were conducted to discuss the reserve redevelopment, find out whether iwi/hapū wanted to be involved and if so how they wanted to partner with council.

All feedback from our engagement was used to inform the concept design for the reserve and provided clear direction as to local priorities and preferences.

4.0 Outcomes, impact and insights

Reflection and evaluation of engagement

- The focus for the project engagement was about quality and meaningful engagement and to collaborate with local community practitioners and involve the wider community in the development of an engagement guide and toolbox for local government and its project partners. As such the engagement programme was effective as using carefully considered and targeted engagement to provide meaningful opportunities for a range of stakeholders to contribute.
- In a community that is already over-consulted, undergoing significant transformation, and chronically exposed to a range of complex challenges the focus of the engagement was on depth and authentic contribution and participation rather than reach. While the engagement programme involved over a hundred people from the local community using different engagement methods and activities, those who participated understood what they were participating in, and what their opportunities to contribute were. Unfortunately as a result of the Covid pandemic the longer term impact of the engagement strategy is not yet known, as all Community Facilities budgets were frozen through the pandemic and planned reserve redevelopments went on hold. Having said that, the first iteration Tāmaki Reserves Engagement Strategy is complete, has been endorsed by local community practitioners as a significant contribution to local engagement, and is waiting for Community Facilities' or other public agencies' budget to be reinstated to support public participation in reserve redevelopment in the Tāmaki area.
- Three key outcomes showing impact of engagement: 1) Government agencies (Auckland Council's Healthy Waters and Piritahi) acknowledge Engagement Strategy in procurement of reserve development in local area (Taniwha Reserve), 2) Local practitioners worked together to co-create an engagement resource that reflects local best practice, and 3) first reserve redeveloped in Tāmaki (Eastview Reserve) used Engagement Strategy to inform and guide engagement process.
- Three key engagement takeaways: 1) Work with local experts, engagement practitioners and community connectors, 2) Do what is known to work locally, and 3) Make all engagement purposeful, relevant and mana enhancing.

Alignment with IAP2 Core Values for the practice of public participation

IAP2 Core Values	Example or evidence from this project
1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process	The purpose of the Tāmaki Reserves Engagement Strategy is to involve those who are affected by Community Facilities redevelopment decisions in the decision-making process. See Rito / Purpose (section 4); Mātāpono / Principles (section 5); Methodology (section 6) and Ara Poutama / Pathways (section 8).
2. Public participation includes the promise that the public's contribution will influence the decision	The engagement strategy provides a framework and toolkit to ensure council and its partners and agents provide multiple opportunities for the public to influence reserve development decisions. See Ara Poutama / Pathways (section 8) - Rourou / Toolkit section.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers	The engagement process focused on dialogue and inquiry as foundational methods. Through co-design, strategic / generative questioning, wānanga and appreciative inquiry methods diverse viewpoints, needs and aspirations of all participants were actively sought to help create inform an effective engagement strategy. See Engagement Programme including the Whakatau, The River Talks and Tū Rangatira wānanga and the Site Activation.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision	The engagement process for the development of the Tāmaki Reserves Engagement Strategy targeted project partners, asset owners and community practitioners to ensure they had the opportunity to contribute to the development of a local strategy that would influence ongoing engagement in the area for the next 10-15 years.
5. Public participation seeks input from participants in designing how they participate.	Project partners, asset owners, community practitioners, and local residents were invited to contribute to The River Talks using a wide range of methods. Some participants choose to tell stories, some used multi-media or performance art while some used interactive role play to engage participants in dialogue and inquiry. The local school were invited to participate in

	both The River Talks and the site activation and for each they choose the format and nature of their participation and contribution.
6. Public participation provides participants with the information they need to participate in a meaningful way	In all project wānanga and the site activation participants were provided (via emails and phone calls, as well as in many instances face to face meetings) with a detailed outline of the purpose and a description of the opportunities for them to meaningfully participate and contribute to the dialogue and ultimately the project outcomes.
7. Public participation communicates to participants how their input affected the decision	While this process was interrupted by the Covid pandemic, participants were provided with written and verbal updates from the project team about developments, particularly after the Tū Rangatira wānanga and during the production of the first draft engagement strategy. The final first iteration engagement strategy was circulated to all contributors for review and to ensure they understood how their input was integrated into the engagement strategy.

Access the Tamaki Reserves Engagement Strategy via this link:

https://www.dropbox.com/s/pfduopo88qv4a6y/Tamaki%20Reserves%20Engagement%20Strategy_RevB%20book_sm.pdf?dl=0



We would like to thank Mad Ave Community Trust and Resilio Studio for agreeing to share this case study and insights to advance engagement practice. This case study was co-authored by Tamati Patuwai and Finn Mackesy and peer reviewed by Tim Keat (Auckland Council's Community Facilities).

At the time of publishing, Tamati Patuwai is a director of Mad Ave Community Trust and Finn Mackesy is a director of Resilio Studio. Tamati has decades of experience in the community development sector and expertise in engagement using Te Ao Māori and is the creator of He Whaingā Mahara engagement framework. Finn also have experience in the community development sector and expertise in iwi and community development and participatory design processes.

For more information about these organisations:

- <http://www.madave.co.nz/>
- <https://resilio.nz/>

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