

# Christchurch Foundation

**Impact Review**

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Rose Challies

# About the Author

For 20 years Rose worked in Europe addressing a range of complex social and environmental issues, working with governments, large funders, NGOs, for-purpose organisations and businesses across multiple countries. She returned to Aotearoa New Zealand in 2019, became a NEXT Foundation Fellow and now runs the Terra Nova Foundation, a new force for environmental action and change catalyst for people and planet.



Rose has implemented social and environmental change through development of national policy, laws and standards, cross-sector strategies and practice, large scale collaborations and the effective resourcing of these for both social and environmental issues. Areas of impact include environment, protection of children, equity, diversity, human rights, anti-doping, data protection, anti-human trafficking, community-owned business, strategic philanthropy and impact measurement.

She has also advised Boards, political leaders, non-profit leaders and philanthropists internationally on how to achieve change and measure impact.

It is her great hope that we, collectively, will redress what has been done and go forth with far more insight and wisdom than we have in recent times. Where people will gain true meaning in their life, value those around them and positively contribute to the extraordinary world we live in.

# Organisational Impact

To measure the full impact of an organisation it is necessary to have a framework that catches the range and depth of the work being carried out. It requires a full picture of what is happening and accountability to the people and environment being supported – not just to the organisation itself.

This review provides a framework for the measurement of impact for the Christchurch Foundation and identifies some of the key areas of impact it is already progressing. To achieve this the Accountable Change Model (see fig.1), an international impact measurement framework for social and environmental needs, underpins the framework.

To develop an impact framework there are key questions that must be answered. These questions and their answers ensure that there is a solid platform and *raison d'être* for the framework. It also provides a structure for review in the future.

# Key questions in this review include:

**Needs**

What are the needs to be addressed?  
 How do you know these are the needs?  
 What are the challenges for addressing need?

**Impact required**

What is the ideal big picture?  
 How can the needs be effectively addressed?  
 What will be critical to the needs being addressed for the long term and/or achieving change?

**Organisation's strengths**

What are the strengths of the organisation?  
 What is the organisation best placed to contribute?

**Proposed Organisational Impact**

What are the organisation's intended impacts?

**Organisation's approach and action**

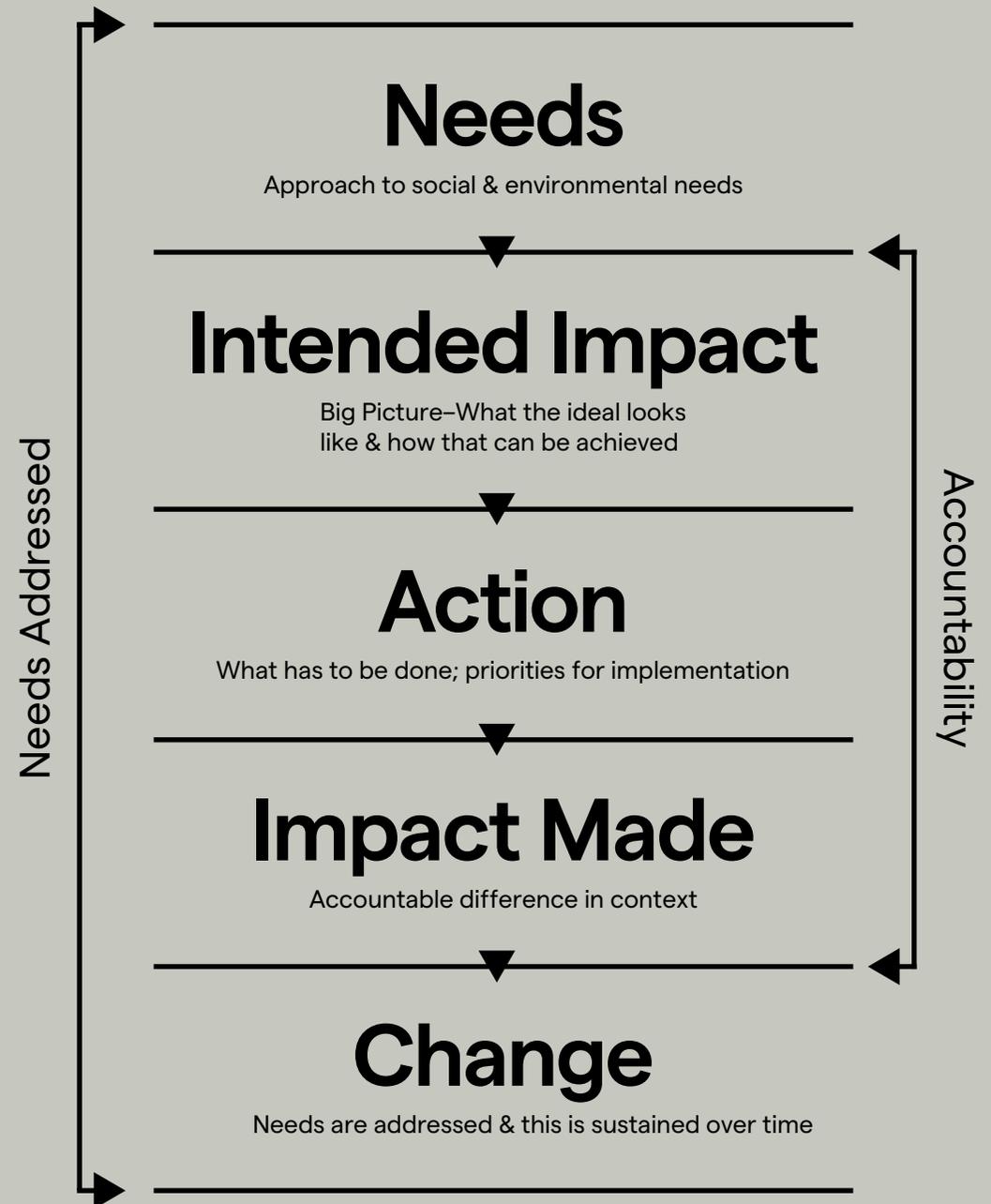
What is the organisation's approach to addressing needs?

**Priorities for action**

What action is the organisation prioritising?  
 How will the action contribute to the organisation's overall impact?

**Evidence of Impact**

How will the organisation know and show that an impact has been made?



# Needs Being Addressed

The identification of needs is critical to the needs of people and the environment being met. In practice this means opening up safe channels for people to share what their needs are and significant environmental review (land, sea, water, air).

The Christchurch Foundation have actively pursued the identification of needs, including asking a wide demographic of city residents and specific vulnerable groups what their needs are. This action is significant. It is not the common approach and is an example of the Foundation's commitment to meaningful impact.

It also makes this review more meaningful, as there is a good evidence base for their impact and measuring progress to sustained change.

To determine the needs the Foundation undertakes perception-based research, gathering feedback and insight from a wide population sample across the residents of Christchurch, Selwyn and Waimakariri and collating key demographics and contextual statistics for the region.

This information is coupled with all the publicly available data from Crown, Local Authorities, and the Canterbury District Health Board.

The perception-based research, Vital Signs, is aligned to the United Nations Development Goals (SDG's) and identifies both social and environmental needs of residents. Vital Signs is conducted in depth every five years by a research company with a high level of expertise in this type of analysis. It is refreshed annually (on areas identified as priorities) to track progress and sense check the Foundation's approach.

The last full Vital Signs research was carried out in 2019. Following the global Covid 19 pandemic it was deemed important to refresh the findings in March 2020, to check if there should be any marked changes. It was found that there were no major changes in need. Vital Signs: <https://christchurchfoundation.org.nz/news/2020-christchurch-vital-signs>

# Needs Being Addressed

## Social

### Essentials/Subsistence

Food, water, shelter, warmth, work

### Learning/Understanding

Access to teachers, resources, opportunity to be curious, critical

### Creativity

Access to developing, working, trying, designing, testing

### Protection

From harm, ensuring rights

### Participation

Enabling opportunities to engage with others

### Identity

Enabling belonging, language, customs, history, values

### Love and Care/Affection

Enabling family, friends, support networks

### Peace of Mind/Leisure

Access to fun, play, events, joy, calm

### Freedom

Enabling tolerance, open-mindedness, equal rights

## Environmental

### Balance

Ensuring environments are not overused, exploited

### Prosperity

Enabling environments that flourish, biodiverse, energetic spaces

### Protection

From pollution, toxicity, harm

### Understanding

Access to knowledge of the planet, role and impact of organisms

### Stability

Enabling environments that support themselves

### Creativity

Enabling opportunities to design/build spaces that sustain the planet

# What are the priority social & environmental needs?

The Christchurch Foundation supports the needs of greater Ōtautahi Christchurch, both social and environmental.

The Foundation prioritises need based on the following:

- Immediate and most critical needs
- Severity of need
- The context in which the needs arise, i.e. identifying related areas of need and the root cause to avoid band aid, singular responses
- The impact that can be made
- The contribution the Foundation can make
- The other contributors addressing the needs

The Christchurch Foundation has identified the following needs across the greater Ōtautahi Christchurch region:

## Social

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### Essentials/Subsistence – Emergency Response & Recovery

Enabling provision of food, shelter; healthy environments for living and working following a disaster or major disruptive/traumatic event (immediately and in short/medium term)

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### Protection – Safe neighbourhoods

Environments in which residents feel safe

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### Love, Care & Affection – Enabling family, friends, support networks

Enhancing community networks with an emphasis on build capability and capacity

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### Learning/Understanding – Access to learning for our future

Access to information, experts, teachers, resources on social & environmental change

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### Participation – Opportunities to engage

Enabling opportunities to engage with others

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### Peace of Mind/Leisure – Opportunities to relax and enjoy life

Access to joyful celebrations, events and activities, and spaces. Opportunities for people to engage with each other, make connections

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### Creativity – Local opportunities

Opportunities for designing, testing and creating, and having the know-how to create and run projects, to invent, to create work opportunities

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### Identity – Embracing diversity and connection within communities

Enabling belonging, language, customs, history, values. Re-establishing identity, communicating and valuing customs, traditions

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### Freedom – Rights and responsibilities

Opportunities to be involved in the community, to express rights and responsibilities

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### Affection – Connection with Nature

Access and opportunities to engage in the nature around communities

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# Environmental

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## **Essentials/Subsistence – water**

Having water in its purest form

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## **Essentials/Subsistence – ecosystems**

Having ecosystems that feed into wider functional biospheres

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## **Balance – urban to rural ecosystems**

Having ecosystems that balance living and working within urban/rural environments with wildlife and essential environmental elements

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## **Protection – wild spaces**

Preservation, protection and nurturing of wild spaces

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## **Protection – waste management and pollution**

Management of natural polluting substances, from people, animals, plants. Banning of toxic, non-biodegradable substances from production and use.

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## **Stability – infrastructure for self supporting environments**

Enable strong and self supporting environments. Stop activity that the environment cannot handle, is not set up for, is artificial

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## **Prosperity – environmental projects**

Enable projects that sustain and nurture the earth and enable it to flourish with native biodiversity

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## **Understanding – learning about sustainability and native species**

Access to learning in a range of environments, enabling opportunities for people to engage directly with nature and understand the issues we face

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## **Understanding – earth's systems**

Access to learning about ecosystems, biospheres, importance of wildlife to all life on earth

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## **Creativity – spaces that sustain environments**

Enabling opportunities to design/build spaces that enable, contribute to the sustainability of the planet, and address key areas of environmental need.

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This is a wide range of needs, which, arguably, would decrease the depth of impact and the likelihood of change. However, this wide range of needs is typical for change-led organisations, where there is an understanding of the interrelatedness of the needs and how they can be addressed.

# Ways to address fundamental needs

Manfred Max Neef and his colleagues identified five ways to satisfy needs (see next page). The first three ways are negative ways to address need, whilst number four is the most common approach by charities and governments. Synergistic satisfiers, number five, is most commonly adopted by organisations focussed on prevention and enabling change. It also more readily embraces concepts of efficient resource use and maximisation of impact for the quickest cumulative change.

The Christchurch Foundation has decided to take a synergistic approach to need. This means that rather than isolating every need one by one, they are addressing needs strategically, ensuring that their action addresses multiple needs at the same time. Further to this, they analyse those needs that are the best catalysts i.e. will address the most needs in the most comprehensive way, giving the best chance for widespread change.

# Satisfiers

## Ways Of Meeting Needs

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- 1. Violators:**

claim to be satisfying needs, yet in fact make it more difficult to satisfy a need. e.g. drinking a soda advertised to quench your thirst, but the ingredients (such as caffeine or sodium salts) leave you less hydrated overall.
  - 2. Pseudo Satisfiers:**

claim to be satisfying a need, yet in fact have little to no effect on really meeting such a need. For example, status symbols may help identify one's self initially, but there is always the potential to get absorbed in them and forget who you are without them.
  - 3. Inhibiting Satisfiers:**

those which over-satisfy a given need, which in turn seriously inhibits the possibility of satisfaction of other needs. Mostly originating in deep-rooted customs, habits and rituals. For example, an overprotective family can stifle identity, freedom, understanding, and affection.
  - 4. Singular Satisfiers:**

satisfy one particular need only. These are neutral in regard to the satisfaction of other needs. They are usually institutionalized by voluntary, private sector, or government programs. For example, food/housing volunteer programs aid in satisfying subsistence for less fortunate people.
  - 5. Synergistic Satisfiers:**

satisfy a given need, while simultaneously contributing to the satisfaction of other needs. These are anti-authoritarian and represent a reversal of predominant values of competition and greed. For example, breast feeding gives a child subsistence, and aids in the development in protection, affection, and identity.

# Where are the social and environmental needs?

The social and environmental needs to be addressed by the Christchurch Foundation are across the greater Ōtautahi Christchurch region. Some of the needs are more prevalent in some suburban areas, while others are needs shared by the whole region e.g. 'Making our city safe' focusses on areas where safety is of particular concern, while 'Enhancing and protecting biodiversity' is relevant across the whole region.

This mixed approach of identifying both specific areas and widespread implementation allows the Foundation to not only ensure vulnerable people and environments are supported but also there is action taken for the population as a whole. There is a risk that this will spread the Foundation too thin i.e. not address the needs with adequate depth to enact change. The Foundation is clear it cannot do everything and regularly prioritises its actions to ensure best use of resources, however, they will actively need to ensure that the public also understands this.

Keeping it real with expectations of the public and partners will need to be an important part of their messaging to ensure that people appreciate the significance of the work being undertaken, the impact made, and to ensure the Foundation is seen as a focussed, effective and impactful organisation, not a solution to all of the city's problems. Their recent rebranding to 'for a Better City' is a good frame for such messaging.

# When do the social and environmental needs occur?

The social and environmental needs are occurring day-to-day. They are not time-bound or have a pattern, although patterns may be found within specific needs.

The unmet needs identified have not moved significantly despite dynamic changes in the region. For example, the Vital Signs update in 2020 showed that the needs identified by residents of the region moved little despite the onset of Covid-19. Although it must be noted that Christchurch has not been majorly hit by Covid-19. If an outbreak occurs for a prolonged period the Christchurch Foundation will once again update Vital Signs and will stay vigilant to any other major changes in the context for needs arising. Identifying partners that can help bring multiple social, environmental, geographic, demographic data sets together, in the context of evidence of impact indicators and forecasting data (local, regional, national, international), will enable the Foundation to be best equipped in the long-term. However, it is important that this type of analysis does not trump deep qualitative analysis by the Foundation, but rather informs their work and forecasting going forward.

As needs are addressed over time the action required shifts and alters. This complex pathway bringing together needs, approaches, responses, dynamic contexts, learning and success, is the journey of change. Some effort by the Christchurch Foundation has been taken to identify the journey of change for specific needs, e.g. the work carried out to effectively address the needs of the victims of the Mosque shootings over time (immediate, short and medium term). Further work is required across all of it's priority areas to ensure that the Foundation not only captures it's learning and impact in this regard but also so it establishes solid forecasting for future journeys. Too often this knowledge is not taken forward to addressing new needs and wastes critical resources in the process. It is an area not well captured in Aotearoa New Zealand or internationally, so would be an area of significant shared value and impact for the Foundation if done well.

# Why are people in need? Why is the environment in need?

A complex array of root causes, including neglect, exploitation, loss of community, disconnect with ourselves and our environment, stressful/unhealthy work and family life, competing expectations, loss of hope.

For example, in Vital Signs it was found that 44% wanted to see reduction in children being abused in the home. This basic human need isn't being met for many children and arises from a multitude of reasons, e.g. the last Vital Signs report signalled a deeper, more complex indicator for the increase in abuse: ➤

Between July 2018 and June 2019 alone, over 5,600 children in Canterbury were affected by family violence. Incidents have been increasing ever since the 2011 earthquakes, which are estimated to have had an immense negative effect on the fabric of many families across Canterbury. Between 2009 and 2017, reports of concern made to Oranga Tamariki-Ministry for Children in Christchurch/Rangiora increased by 45%.

The Christchurch Foundation is conscious of not jumping to conclusions and committed to finding the root cause for why people are in need. They have largely achieved this from having strong internal expertise and a willingness to dig deeper. Going forward it will be important that the Foundation

develops this further for the people and environments in need and the action taken. If they can unpick key triggers for needs not being addressed it will strengthen their approach to action, the impact made and the likelihood of change. It will also help to shift the conversations on the needs of the city, where it is not uncommon for a single issue on its own to be highlighted as critical without any foundation for this, particularly when taking a synergistic approach. This oversimplifying is not uncommon both within communities and in the media worldwide, perpetuated by increasing online manipulation and misrepresentation of information. A strong online and in-community engagement strategy will be key to this going forward, which has already been identified by the Foundation.

Taking the lead on why needs occur will also help the Foundation to show its role in systemic change in a legitimate, well-founded way in the long term.

# Why must the need/s be addressed?

There are increasing social needs, across demographics but particularly for those most vulnerable. Current action is not stopping this increase or showing signs of getting to the root cause. There is also a significant increase in the population of the city, the aging population, and growing inequity i.e. those with resources getting richer, those without becoming poorer – with rising costs far exceeding increases in income. This is most easily seen in the cost of housing (an essential need) in the region against average income.

There is rapid decline of native species and increasing environmental degradation, pollution and disruption. Current action is not curbing this. The endangered species list is growing and the rate of endangerment is increasing.

There is an increasing population against rapidly depleting environments – it is highly likely planetary decline will continue rapidly without significant action and major changes in human behaviours (day-to-day living and working).

There is a lack of collective responsibility and increase resource disparity. Similar to the sentiment of 'start with your own backyard' there is arguably an obligation, definitely a human responsibility, to address needs in the immediate environs of where we live. In greater Ōtautahi Christchurch although there has been responsive collective action to major crises, this has largely not followed through for preventative action and future resilience, despite efforts. Leaders that understand the needs of the region's people and are committed to taking effective preventative action are critical to it's future. This is true across all sectors, geographic areas and communities in greater Ōtautahi Christchurch.

The Christchurch Foundation's has a good understanding of key reasons why and regularly shares this knowledge with partners and communities, as appropriate.

# What are the challenges for addressing need?

There are multiple challenges for addressing need, frequently considered insurmountable or hopeless by many due to the size and quantity of challenges, particularly in regard to environmental need. The Christchurch Foundation have taken a realistic and well-founded optimistic approach. Their expertise is critical to this and not to be underestimated. Their understanding of complex political, commercial, societal and environmental realities is very good and increases their likelihood for deciding on and implementing effective interventions.

Key challenges identified by the Foundation for greater Ōtautahi Christchurch include:

- **Both social and environmental needs are increasing in the city**, which in practice means dealing with stretched aid/rescue service provision and ensuring preventative action at the same time. This is arguably one of the greatest challenges for achieving social and environmental change.
- **Resources are a critical requirement for addressing needs** - to meet the needs directly, to deliver support to deliverers, to ensure resources are used effectively. Old views on doing everything on a shoestring, a typical expectation of charitable organisations, needs to be dropped and replaced with a fuller understanding of the connection between everyone's needs and the 'true cost' of neglect and exploitation. Also, investing in the people who bring about social and environmental change are critical to its success. In practice this means a far bigger investment and support for core/operating costs of all those involved with achieving change.
- **Raising and managing resources to ensure needs are met both now and in the future requires a high level of expertise.** This is both underestimated and frequently dismissed by all sectors. Good intent is not enough to effectively address need. Social and environmental change experts need to be found, recognised and supported as such. There is very small pool of people with this expertise and action is required to increase training and support for an emerging pool of experts based on practical experience.

# Intended Impact

## What does 'needs met' mean? What is the picture of the 'ideal'?

The first question to ask when setting out the intended impact is often the most neglected; what will it look like when the needs identified have been met. For change-led organisations that most often means painting the big picture for our future. The Christchurch Foundation are building that picture by imagining a better greater Ōtautahi Christchurch. There is still work to be done to help visualise this for the public and partners, and it will need to become a key part of the engagement strategy for the organisation.

## Christchurch Foundation: Overall Intended Impact

Greater Ōtautahi Christchurch is a better city, a city that

- Is easier to get around
- Has a vibrant, regenerated central city
- Is safe to walk around
- Residents feel they belong and happily engage in communities and activities
- Supports and welcomes newcomers
- Has inclusive opportunities for sports and recreation
- Champions environmental sustainability and healthy ecosystems
- Actively enhances and protects biodiversity everywhere
- Has easy to access and smarter use of clean energy
- Acknowledges and grows it's governance and leadership in the for-purpose sector

## How will the social and environmental needs be met? What will be critical to the needs being addressed for the long term and/or achieving change?

In essence, these questions go to the heart of determining what it will take to address the needs. This does not mean what the organisation is going to do but what has to be done across sectors, geographic areas, for different demographics and so forth.

Significant change rarely happens by one individual/organisation, it almost always requires the alignment, action and resourcing of multiple entities, individuals and communities. The Christchurch Foundation has carried out considerable work to identify who are the critical players and what are the key actions for success. In particular they have identified the key infrastructure and resource issues that lie across all of the needs, critical to achieving impact:

- |                                       |   |
|---------------------------------------|---|
| <b>Identifying Need Resources</b>     | <ul style="list-style-type: none"> <li>• An increase in data and analysis of need and impact (both current and future)</li> <li>• An increase in resources for those in need, distributed strategically and maximised to realise the highest value to those in need</li> </ul>  |
| <b>Taking Action</b>                  | <ul style="list-style-type: none"> <li>• An increase in resources for those addressing need, distributed strategically and maximised to realise the highest value to those in need</li> <li>• An increase in actions that are effective at addressing priority needs</li> <li>• Established support structures/frames for those addressing need (essential for a synergistic approach)</li> <li>• Support for higher risk, new approaches to social and environmental need to increase likelihood of change at the pace required</li> <li>• Vibrant, hopeful energy embedded in the city (over time)</li> <li>• Transparent and meaningful accountability for the difference made</li> <li>• Greater alignment of intended impact and action that is striving for best practice, and the city as a leader in social and environmental interventions worldwide (rather than doing the minimum to survive)</li> </ul> |
| <b>Impact &amp; Accountability</b>    | <ul style="list-style-type: none"> <li>• Greater leadership on effective action for change (particularly from those who have experience of implementing change)</li> </ul>  |
| <b>Decision-Making &amp; Advocacy</b> | <ul style="list-style-type: none"> <li>• Greater understanding and informed decision-making by government, business and communities in addressing critical needs for the city's future generations (including acknowledging social and environmental change expertise)</li> </ul>   |

## What are the strengths of the Foundation?

## What is the Foundation best placed to contribute?

With strong expertise in social action, resource building capability, networks and a commitment to listen, identify and strategically tackle needs in the region it is well placed to make a significant impact in addressing both people's and the environment's needs. Key areas of strength for the Christchurch Foundation include:

1. High level of expertise in philanthropic practice, fundraising, grant management, community engagement, strategies for change
2. Already established donated funds and efficiency in setting up new funds and generating giving
3. Strong partnerships and networks across sectors and communities in greater Otago Christchurch, Aotearoa, New Zealand and internationally, in particular the UK
4. High delivery output (despite a very small team, the level of output is significant)
5. Agility and responsiveness to needs arising, including those arising from major disruptive events, both natural and man-made
6. Consistency and reliability in approach and delivery

The capacity of the Foundation could become a greater strength with a larger team. This would require greater recognition of the value they bring in its own right, rather than just the value connected to projects or initiatives. In addition, a greater understanding of the role of supporting core costs to change-led organisations is required; an area not well recognised or supported in Aotearoa New Zealand. Conversely, the strengths of the organisation could quickly diminish if this value isn't recognised e.g. if the CE left this would leave a knowledge gap difficult to fill, even taking into account the international pool of talent in this area.

Notwithstanding capacity risks, the strengths of the Foundation suggest that it is in a very good position to lead on establishing priorities for social and environmental impact. This includes leading on raising funds and other resources to address these needs, taking a strategic lead on how to bring about change, be the connector between projects and resource holders, be the responsive hands for emergency needs coordination, and a role-model for effective philanthropy, change-led practice and the possibilities for the city going forward.

## What will the Foundation's contribution be?

## What is possible?

## How can the organisation's wisdom be harnessed?

When an organisation determines what its contribution is to be it often neglects to take into account its strengths and the capability of other contributors, instead prioritising solely the most immediate needs to be addressed. This approach inevitably leads to the organisation never going far from providing aid. Instead, by determining the most effective role an organisation can take, within the current and likely future context, the contribution made can be very powerful. The Christchurch Foundation regularly reviews how it can be most effective and prioritises its resources accordingly. The Christchurch Foundation's key contributions, to the priority needs, taking into account strengths, knowledge and wisdom, are set out below:

### Overarching goal:

## Assist greater Ōtautahi Christchurch to become a better city

### Identifying Needs & Approach

- Identifying need and why needs have occurred
- Identifying priority needs by regularly asking the community and undertaking research
- Mapping needs
- (Research and feedback from those with needs)
- Identifying gaps and areas requiring critical attention

### Resources

- Raising funds to enable action (own & others)
- Distributing funds to effective deliverers
- Proactively influencing and enabling the resources to identified community needs

### Taking Action

- Identifying deliverers and the support they require
- Identifying gaps in action and where necessary, delivery of initiatives
- Emergency response and recovery
- Supporting effective deliverers and connect to resource holders where relevant
- Bringing together partners to improve delivery
- Bringing energy & vitality to the city

### Impact & Accountability

- Identifying measures and actively measuring the difference made
- Transparently sharing progress made and challenges
- Role-modelling accountability for the difference made (and helping to counter over-claiming, simplistic singular/high cost approaches)

### Decision-Making & Advocacy

- Identifying journeys of change to leverage understanding and adoption by others
- Carrying out good practice and sharing learning
- Advocacy through good practice
- Actively engaging and guiding on social and environmental change
- Actively engaging and guiding leaders on philanthropy

## This includes but is not limited to the following:

- Encouraging healthy giving (helping people/organisations to give money)
- Encouraging participation (helping people/organisations to give time, take part)
- Creating connection (helping people/organisations to feel ownership and a connection to our city, a sense of belonging)
- Empowering communities (helping individuals/groups within the city to flourish)
- Accessing new funds for projects and causes in greater Ōtautahi Christchurch
- Being a catalyst for assets and programmes that are relevant and needed, as identified by our community
- Providing thought leadership, exposing our residents and leaders to inspiring and groundbreaking talent
- Support and fund initiatives that encourage growth and innovation
- Supporting generous people and businesses to achieve their dreams for the city and its surrounds
- Work with donors and partners to create community wellbeing through transformative programmes and projects
- To collect, care for, grow and distribute funds to support those most impacted by an emergency event and the wider community on a long-term basis
- Remaining on standby to act in this capacity

Quality in delivery is very important to the Christchurch Foundation. Often, impact reporting discounts or does not measure the value of quality delivery.

It opens up the question as to how work was carried out, and for many charitable organisations their reliance on few resources means that quality can be compromised. It is an important depth of impact that must be acknowledged when an organisation addresses need within its own 'family' and environs, as well as the needs of others. For example, an organisation whose focus is the environment yet all staff spend the majority of their time in an office, is at odds with their work. Or, an organisation that is addressing unfair pay, yet staff and volunteers are working long hours without recompense. Often this can be as a result of working with so few resources, however, this misalignment is not only counter-intuitive, it is also counterproductive. To get change, the quality and effectiveness of delivery is key. Addressing the needs of people and planet is the most critical work in the world and needs to be respected and acknowledged as such. It is an important message for the Foundation and as a role model for the for-purpose sector.

As such the Foundation's contribution goes deeper into the areas above and identifies the following key underpinning principles:

- Ethical practice
- Embracing and actively encouraging diversity
- Transparency in delivery
- Supporting protected data use
- Growing awareness of need and the ways change can happen
- Flexibility and the willingness to trial, take risks, learn and pivot
- Commitment to filling the gaps – do what others can't to give the best chance for change

# Prioritised Action

## Approach

The Christchurch Foundation has summarised its prioritised needs and the synergistic approach to these by setting out four pillars. Each pillar has multiple needs being addressed, which is then set out in easy to understand areas for implementation. These pillars weave together the priority needs, the synergistic approach and the Foundation's contribution, utilising its strengths and aligned to the intended impact.

## Vibrant Ōtautahi

Participation • Peace of Mind/  
Leisure • Identity • Learning/  
Understanding (people & env.) •  
Creativity (people & env.)

- Arts, culture and events
- Making it easier to get around
- Regeneration of the central city
- Making our city safe
- Supporting sports and recreation

## Opportunities For All

Protection • Love/Care/Affection  
• Participation • Learning/  
Understanding • Peace of Mind/  
Leisure • Creativity • Freedom

- Reducing inequality
- Growing resident belonging and engagement
- Supporting and welcoming newcomers
- Growing governance and leadership in the for-purpose sector

## Kaitiakitanga

Balance (env.) • Protection (env.) •  
Stability (env.) • Prosperity (env.) •  
Participation • Identity • Learning/  
Understanding (people + env.) • Love/  
Care/Affection • Creativity (env.)

- Championing environmental sustainability
- Enhancing and protecting biodiversity and ecosystems
- Greening of our garden city
- Smarter use and accessibility to clean energy
- Improving water quality

## Emergency Response & Recovery

Essentials/Subsistence: provision of  
food, shelter; healthy environments  
for living and working • Protection  
(people) • Love/Care/Affection

- Activating routes for essential needs
- Raising funds to support emergency response and immediate action
- Building capacity and capability

These areas also directly relate to the core findings from the Vital Signs, outlining needs as determined by the residents of greater Ōtautahi Christchurch i.e.:

- Ensuring that greater Ōtautahi Christchurch is a vibrant liveable City (Vibrant Ōtautahi)
- Protecting, repairing, and enhancing the natural environment of greater Ōtautahi Christchurch (Kaitiakitanga)
- Creating and supporting opportunities for all our residents (Opportunities for All)

# Funds, Projects, Programmes

The following funds sit within the four pillars:

## Vibrant Ōtautahi

- Generation Give
- Lantern Fund

## Kaitiakitanga

- Stronger Greener Christchurch
- Tui Corridor
- Te Ahu Patiki

## Opportunities For All

- Kate Sheppard Women's Fund
- Mosque Victims Distribution (Our People, Our City)
- OPOC Education Fund
- Pride Fund
- Sports Inclusivity Fund
- Women In Sport Fund

## Emergency Response & Recovery

- Our People, Our City
- Earthquake Memorial Fund

More funds & programmes are in development but not yet public.

# Case Study

## Opportunities For All: #Colourfulcashel & Supporting Pride Week Activations

The Foundations approach is to collaborative & change is showcased well in the following case study.

Staff observed that the LGQBTIA+ community had a very limited presence within the central city, additionally the annual PRIDE celebration was very much celebrated only by the rainbow community.

“We noted that many cities around the world have benefited from being seen to be a safe place to visit or live by the Rainbow Community. On this basis we met with the local PRIDE Committee to better understand the issues the community is facing and how we might be of assistance.

The Christchurch PRIDE Committee (a not for profit) asked if we would be able to assist with growing the profile of their annual celebrations, to increase business engagement in the annual festival and to deliver a rainbow crossing for the city.

Equality is a high priority for several our corporate donors. As such, we thought that we might be able to attract capital to assist.

In collaboration with the PRIDE Committee, we developed the concept of a temporary central city artwork, a local interpretation of a rainbow crossing. With the CCC Transport Team support we then designed the artwork to meet transport safety requirements.

The Christchurch Foundation secured 100% of the funding for the artwork from corporate and individual donors to deliver #colourfulcashel which was unveiled as the opening event of the PRIDE festival.

To further amplify the artwork we ran a competition, with the Central City Business Associations support, for the best dressed office or shop. Dozens of local shops and offices were decorated for the festival, painting the CBD in rainbows.

We worked with our partner Brannigans to deliver a business focused event as a part of the PRIDE festival, a panel discussion, which was added to the PRIDE programme.

We also secured the Canterbury Crusaders rugby team support for PRIDE. This included lighting the Orangetherapy Stadium in Rainbow colors, rainbow laces worn by the players at the final of the Super Rugby, and social media support for the festival.

ChristchurchNZ amplified our activities by placing rainbow flags throughout the central city and public buildings were lit in rainbow colours.

To create a legacy of support we established and launched a PRIDE Fund. This endowment fund once it has reached \$100,000 will make annual distributions. The distribution committee will include representation from the LGQBTIA+ community. The intent is to run an annual event to both raise the profile of the community and where support is required and to raise funds for the endowment.”

**Amy Carter, CE Christchurch Foundation**

# Measurement Of Impact Made

How will we know the impact  
has been achieved?

The key indicators for the impact made are determined by establishing the critical signs expected to be seen. This is in stark contrast to most measurement frameworks that bring together evidence that has been collected to see what impact can be gleaned from this.

Rather than starting from the point of view that social and environmental progress can't always be measured, it's too difficult or too 'intangible', this framework starts from the point that all impact is measurable. It is in this way that the Christchurch Foundation is committed to recording and evidencing the indicators that truly tell what impact has been made, rather than just selecting those easiest to record or just quantitative measures.

This is an important decision and distinction from most other impact reporting. If indicators are only identified from what is believed can be measured it is highly likely to provide an unbalanced impact result – and miss key triggers for change. Committing to collecting, recording and analysing qualitative evidence takes more effort but is far more meaningful and insightful, and critical to achieving change.

## The Christchurch Foundation have developed indicators to show its contribution to the following:

How Christchurch is becoming a 'better' city, in particular showing it:

- Is easier to get around
- Has a vibrant, regenerated central city
- Is safe to walk around
- Has inclusive opportunities for sports and recreation
- Champions environmental sustainability and healthy ecosystems
- Actively enhances and protects biodiversity everywhere
- Has easy to access and smarter use of clean energy
- Residents feel they belong and happily engage in communities and activities
- Supports and welcomes newcomers
- Acknowledges and grows its governance and leadership in the for-purpose sector

It's key contributions to the priority needs, taking into account strengths, knowledge and wisdom:

- Identifying needs and approaches
- Resources
- Taking action
- Impact and accountability
- Decision-making and advocacy

It's contribution to specific social and environmental needs under the four pillars and its respective funds:

- Vibrant Ōtautahi
- Kaitiakitanga
- Opportunities for all
- Emergency response and recovery

And in additional it's high standard of operating, including indicators to show:

- |                           |                               |
|---------------------------|-------------------------------|
| • Management of resources | • Health and safety           |
| • People                  | • Child protection            |
| • Equipment/Tech          | • Equity and equalities       |
| • Spaces/environment      | • Data protection and privacy |
| • Money/Income            | • Governance                  |
| • Ethical practice        | • Financial practice          |
| • Human rights            | • United Nations SDG's        |

These indicators will be supported by a range of evidence types, both quantitative and qualitative, to which the Christchurch Foundation will measure itself against on a regular basis.

# Summary

The Christchurch Foundation has made considerable progress on its journey to making and measuring its impact. It is clear about its contribution to making a 'better' city and has made good progress towards establishing the critical needs across the city.

It is committed to going further to ensure the needs are heard and the contribution required is understood through work to support Vital Signs. Vital Signs itself is evidence of its commitment to not only

building evidence of need but also enabling a baseline for any group or organisation wishing to contribute to social and environmental needs in the city.

The Foundation has a clear picture of what action is required and its contribution to it. This includes encouraging and empowering others to contribute to the big picture, enabling much needed infrastructure, partnerships and 'joining of dots' to ensure action is effective. By identifying what is critical to change, alongside what their strengths are, they have forged a very strong programme of work that encompasses operational delivery and support through grants. They are currently operating at a very high productivity rate for such a small team and capacity will be an ongoing challenge without more support for their core/operating costs. It is vital that stakeholders understand the depth of their approach and delivery, and supporters contribute more to the continued work and growth of the team.

Their approach to impact and impact measurement is thorough, deep and meaningful. This is an organisation that is clearly change-led and ready to be accountable to that.

With the impact approach set out and a comprehensive measurement framework supporting it, the next steps are to review the indicators, align them to external reference points where relevant, and to build a bigger pool of evidence for the impact of their work. Subject to this work completed over the following months, it will be possible to carry out an in-depth and meaningful impact report for next year. The Christchurch Foundation already has evidence of a progressive philanthropic approach accountable to change, is making a significant contribution towards building Christchurch as a better city, and is on target to setting the standard in impact reporting.

November 2021

**Rose Challies**