ORO-UPPER HUTT

REPORT

July 2017

LIFEHACK

Lifehack Oro was a six-week part-time programme run in the Upper Hutt community. It arose out of conversations with members representing different local stakeholders, people with whom Lifehack had various amounts of interactions prior to the programme.

87% of participants increased their ability to work cross-sectorally

$25k+ committed in cash and in-kind to support Oro and emerging initiatives

80% of participants accessed resources in their community that without Oro, they wouldn't have known about

3 live prototypes in the community

25 participants from across the community

8 days face-to-face programme delivery

"IF WE WANT TO TRULY ENGAGE YOUNG PEOPLE, WE HAVE TO BELIEVE THAT IT'S THE BEST FOR THE YOUNG PEOPLE AND OUR WORK – NOT JUST A TOKEN ATTEMPT TO SATISFY OURSELVES THAT OUR IDEAS ARE BEST."
CAT GOODING, SENIOR YOUTH WORKER

CONTENTS

ORO - LIFEHACK'S FIRST INTENSIVE PLACE-BASED INTERVENTION

Oro was Lifehack's first intensive place-based programme. The programme built on existing relationships Lifehack had in Upper Hutt and was co-designed with local stakeholders. In trialing this new place-based approach we wanted to apply learnings from previous programmes about how to foster and create opportunities for sustained collaboration between different influencers in the community, how to build connections and relationships that would provide access to latent resources and how to build capability and motivation for youth-centred and youth-led local wellbeing initiatives. We also wanted to create an intergenerational environment and a process that would support the community to identify and respond to their own specific needs and amplify and build on the existing resources, relationships and strengths already present within Upper Hutt.

This report provides an outline of the intent of the programme, some of our learnings about the programme, how the programme impacted on participants and some of the longer term ripple effects we have been able to track.

WHAT DID WE HOPE FOR FROM THIS PROGRAMME?

Oro aimed to foster collaboration between organisations and players in the youth wellbeing space in Upper Hutt. We also worked to fuel up existing motivation and enthusiasm, generate ideas and explore how to sustain new initiatives or further existing ones. We deliberately sought to create an intergenerational space that brought together different perspectives and forms of expertise. We aimed to create a programme that would:

Boost skills, knowledge and confidence in wellbeing, co-design and systems thinking

Build skills for collaboration, inclusive practice, and working with different kinds of knowledge and perspectives

Nurture and fuel enthusiasm and motivation for youth wellbeing

Connect people to each other, to new resources and to new ways of working together

Prototype existing and new youth-centred initiatives that respond to local issues

Apply the above to grow and sustain a focus and investment on youth wellbeing in Upper Hutt
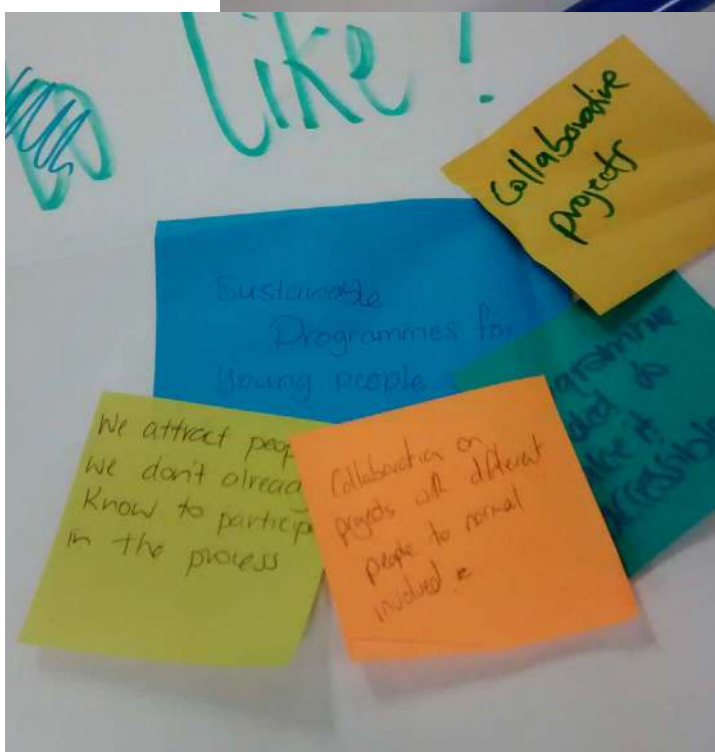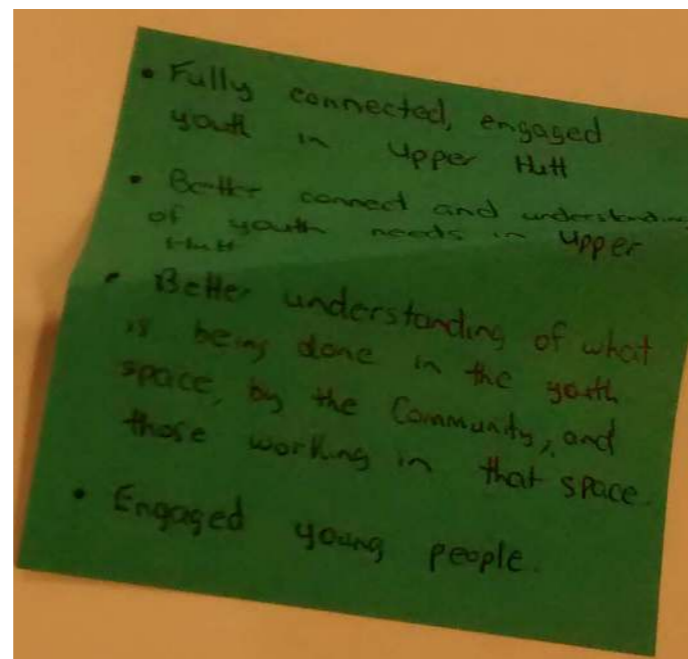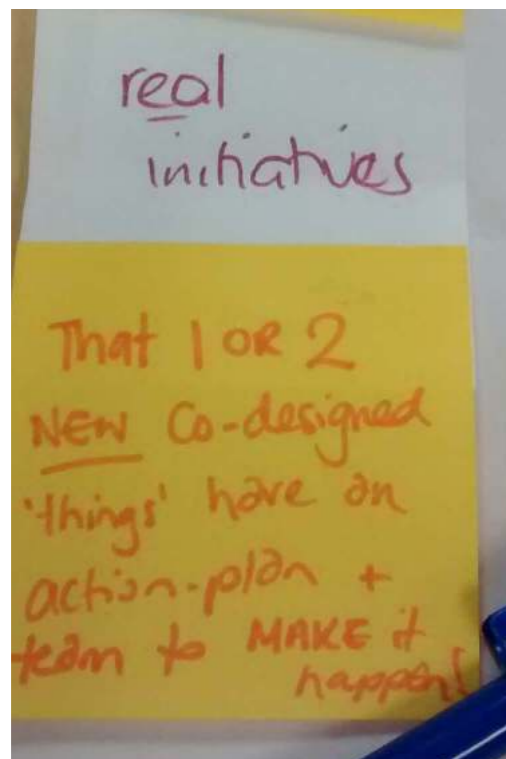
Success for Lifehack is measured at a practitioner, organisational, sector and community levels as well as impact on young people (which is often a longer term outcome). In addition to the co-design of local youth wellbeing prototypes we also hoped to see an increase in knowledge and skills relating to personal wellbeing as well as what sets the conditions for youth wellbeing. We wanted to see changes in attitudes towards more multi-disciplinary ways of working, and increased confidence in trying new ideas and prototyping. We hoped to be able to identify changes that included increased motivation at organisational level for investing in youth wellbeing, increased skills and capability for inclusive, participatory and co-design practices and increased connections across the community. We wanted to see specific action plans being developed that addressed a particular need and participants accessing and applying new kinds of resources, capacities and technologies and a replenishing of youth worker motivation, energy and commitment to their work.

This report describes how what we've learnt about the effectiveness of Oro in achieving these things.

HOW WOULD SUCCESS LOOK AND FEEL FOR PARTICIPANTS?

In the co-design phase we asked participants to articulate how success would look or feel for them. Here are their answers. ('*The Leader*' referenced in one of the images is the local Upper Hutt newspaper)

PROGRAMME SHAPE & TIMELINE

AUGUST 25 — CODESIGN DAY & FOLLOW-UP

SEPTEMBER–OCTOBER — RECRUITMENT & COHORT SELECTION

OCTOBER 29-30 — FIRST HUI SILVERSTREAM RETREAT

NOVEMBER 4 — ONE-DAY WORKSHOP AROHA VALLEY

NOVEMBER 11-13 — WEEKEND EVENT UPPER HUTT CITY LIBRARY

NOVEMBER 15 — ONE-DAY WORKSHOP COLLISION

DECEMBER 4-5 — FINAL HUI & CELEBRATION AROHA VALLEY & EXPRESSIONS

PROGRAMME DESIGN

To develop Oro we worked with Flourishing Fellow and Upper Hutt local Fran McEwen, folks from the community development team at Upper Hutt City Council, the crew at Upper Hutt Community Youth Trust, a select group of young people from Upper Hutt, CAYAD and ACC to develop Oro. The name oro comes from Upper Hutt's original name 'Orongomai'; oros meaning mountains in Greek and also echo, resonate and resound in Te Reo. In designing the programme we brought together elements of different past programmes and also looked overseas to other place-based examples.

We decided on a part-time programme over six weeks, with eight days of programme time, split up between weekdays and weekends. This was a reduced version of the original twelve-day programme from previous Lifehack Fellowship programmes. By hosting it on a mix of weekend and mid-week days (instead of exclusively over weekends or weekdays) we hoped to keep it accessible, but still require commitment to make it happen.

The idea was to bring together people from across the community and from diverse backgrounds and model collaborative practices. We ran a recruitment campaign to bring together the Oro cohort, ending up with 25 people from a diverse range of backgrounds and ethnicities, aged between 14 and 57. This included young people from a local college, people from local council, youth workers and community members. All participants lived in, or were deeply connected to Upper Hutt.

We started with a residential kick-off hui, followed up with a one-day workshop, a Lifehack Weekend in the middle of the programme, another one-day workshop and then a final hui and celebration night. We had originally planned on making the last hui residential, but couldn't find an appropriate venue, so instead it was non-residential.

Whanaungatanga and cross-generational learning were two of the founding principles for this programme. We also had planned on working on a mix of new and existing projects. We knew Kickstart Coffee was in its planning stages, and we knew that Whakamanatia was in its very early days too.

IMMEDIATE PROGRAMME OUTCOMES

The following section documents the immediate outcomes and benefits that were produced at the end of the Oro programme in December 2016. We asked what was different for people as a result of Oro and about the status of the emerging initiatives. To help track the changes and impact of Oro, surveys based on our Impact Model were used before, during and after the Oro programme. We also drew upon interviews and in-programme feedback and published media.

Where was the cohort at to begin with?

An important part of tracking change, is understanding where the cohort was at to begin with.

When we started, three quarters of the cohort (the Oro whānau) reported having strong youth co-design capability. Most participants reported little or only partial prior knowledge or skills in service and system design tools (eg, prototyping, user research), wellbeing knowledge and technology usage. Most participants had only a little or some knowledge of methods and practices to support inclusive engagement or collaboration.

What changed as a result of Oro?

The following examples demonstrate some of the outcomes, including practice changes and gains in capability, opportunity and motivation that were achieved as a result of Oro, as reported by participants.

• Using and sharing wellbeing tools, including using wellbeing plans with staff and volunteers

• Applying tools modeled during Oro to better involve and engage young people and already part of Upper Hutt programmes leading to better informed service provision

• Restructuring future programming to enable better youth engagement, participation of young people and collaboration with schools programmes, and other council-run programmes

• Renewed commitment (and greater confidence) by youth workers to engage vulnerable young people who are often not involved and apply co-design in current youth work

• Access to shared community resources and funding streams (at least three projects received financial, strategic and resourcing support directly as a result of the programme)

• Rekindling connections with existing community members youth trusts, marae

• Connections built through the programme resulting in new pro-social connections for young people eg, through access to new mentors

• Youth development opportunities for those young people who participated in the programme

• Young people in the programme able and confident to act as mobilisers and youth leaders within their own networks

• New ideas and skills for youth mentoring and youth training that is being run in 2017 including how co-design processes can be embedded in these

WHAT THE NUMBERS TELL US...

There were a number of key factors and outcomes that the Oro programme intentionally sought to change or build. To help understand changes at a practitioner level participants were asked to rate how much or little they had gained as a result of the programme and provide examples of that change. A summary is provided below with more detail in the following section.

31% gained a lot of wellbeing knowledge

50% built on existing wellbeing knowledge.

While an increase in knowledge is positive, even better was that 96% reported an increase in their ability to apply these skills (ie, model or teach wellbeing to others).

81% built on their existing knowledge about behaviour change and systems change.

75% reported an increase in service and system design skills (eg, prototyping, user research) and **69%** reported an increase in their ability to apply more inclusive engagement practices (including with young people who are often not involved).

Participants noted how the new tools and techniques they'd picked up supported more inclusive participation and collaboration with young people (and other partners). 25% already had those skills and a small portion (12%) felt they had not gained these things.

72% reported an increase in motivation and commitment to co-design with young people. For some young people on the programme this included a change in attitude around their own sense of self efficacy to lead and initiate co-design initiatives with other young people as well as get involved in the initiatives of others.

93% reported increased confidence in their ability to start or change something and apply their ideas and skills from Oro.

25% gained a lot of new knowledge about enabling collaboration.

87% built on existing knowledge about collaboration.

87% reported changes in their attitude relating to multi-disciplinary ways of working. This shows increased appreciation and ability to work with different perspectives and forms of knowledge, and acknowledge ideas from different sources. These skills are critical to youth-centred, evidence-based and cross sector ways of working.

80% of participants reported an increase in capacities as a result of the programme across either partnerships, access to resources (eg, financial or physical), or new initiatives prototyped.

These numbers came from the evaluation immediately after the programme concluded which was completed by 18/25 participants.
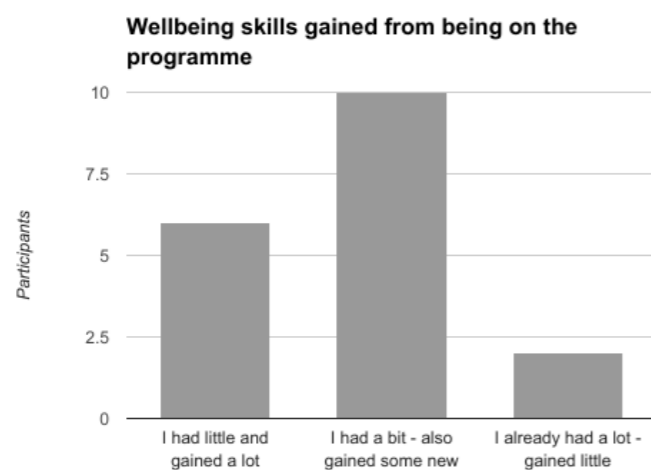

The Leader (Upper Hutt newspaper) shares the story of Oro

REPORTING BACK ON CENTRAL THEMES
WELLBEING

As in previous Lifehack programmes, Oro participants had a strong focus on wellbeing and self care. In their reflections they acknowledged the importance of wellbeing and looking after oneself.

Wellbeing skills gained from being on the programme

"The focus on my own personal wellbeing has really made a hit with me... I guess I've always felt selfish looking after myself or putting boundaries around some things. Feeling the importance and understanding that it is very ok to be grounded in myself and well being first... has been a real take home for me personally. The inner dialogue stuff, thinking about what places I go to and who supports me - is vital and been immediately actioned in regards to my youth work practice. I have been able to take a step back and put some tangible support mechanisms in place for myself - which had been really lacking."

"One thing that opened my mind was the multiple interpretations and needs around wellbeing. What I have in mind when I talk about youth wellbeing has been so radically different from some of the topics I was exposed to during Oro and from conversations with youth and youth workers. So always keeping an enquiring mind is really the key take away for me here."

"We have a bigger focus on wellbeing within our staff now."

CHANGE-MAKING KNOWLEDGE & SKILLS

Feedback strongly suggests that the programme was successful not only at building change-making confidence (building people's confidence and capability to make changen happen), but also that it equipped people with the right skills to further ongoing work.

Change-making knowledge gained from being on the programme
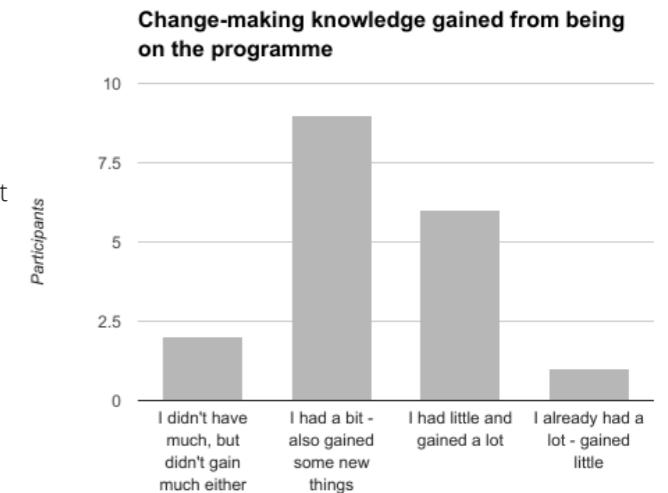
"...all the tools i have learnt with Oro have been needed within weeks of learning them so that is really what I am grateful for."

" This year is the year where I take allll of last year's learnings and challenges and mistakes, and turn it into something AWESOME! Have already implemented human-centred design in the workplace, and focusing on building relationships with other community agencies, and am trying to make things more fun and engaging for people - less formalities, less talking at the audience. The way I see it, the more you help people to feel sincerely valued, the more we can tap into their potential together."
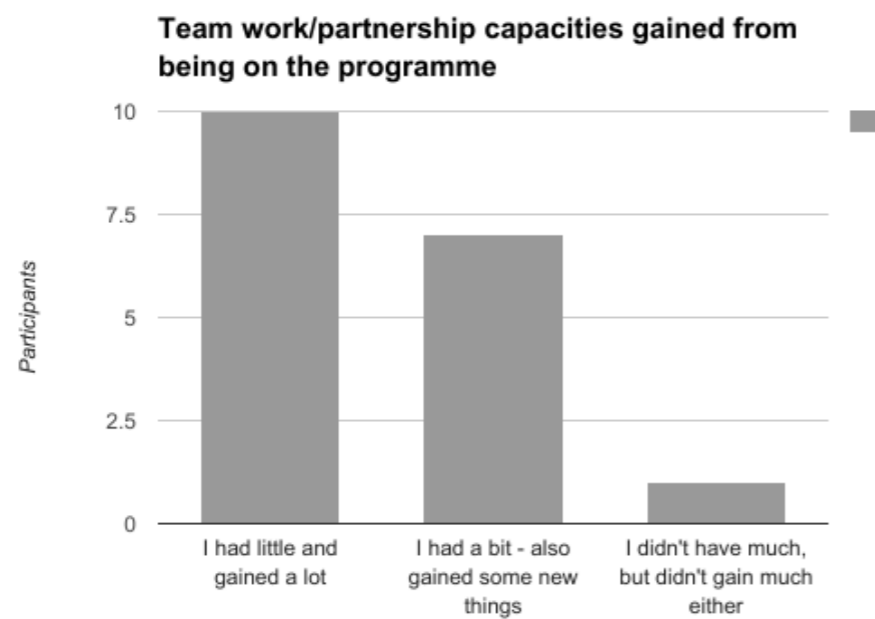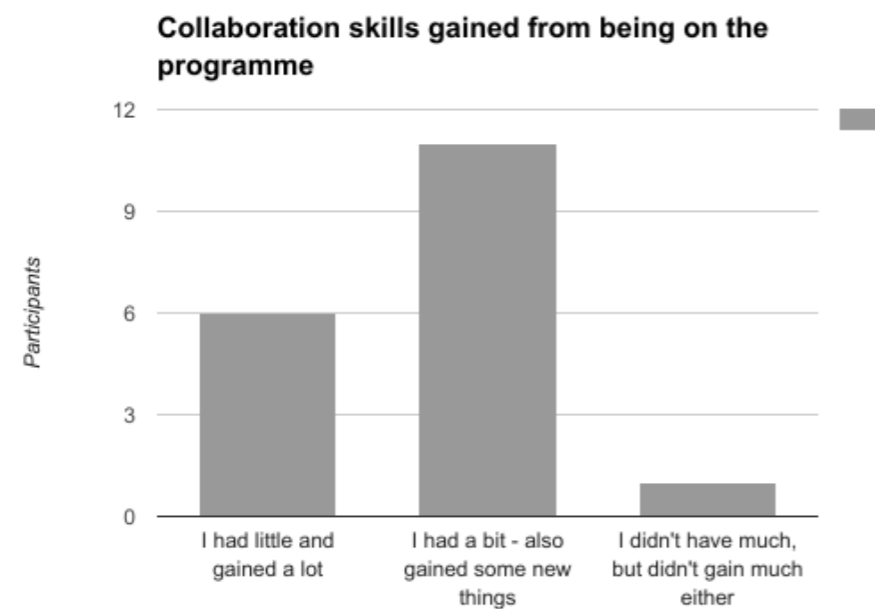
"The whole prototyping idea, and refining the prototype, as well as not being scared to take a punt and try something. We don't have to have all the I's dotted and T's crossed to try something effectively."

"I think gaining hands on experience and seeing it unfold in front of my eyes has been the biggest change. I have been wrestling with a few things in my current role and I actually feel excited and confident to take on those challenges now. I had made a few changes already - but almost not backed myself for the reasons why... this whole experience has given me back my confidence!"

"The biggest mindset change for me was to look outside the traditional "youth Sector" "Social Sector" networks to create positive change in these areas. Youth and Social sectors far too often network and work within their own sector to try and create change and this limits thinking/ideas/new skills/new contacts/resourcing. Youth Wellbeing is everyone's issue and hence should involve all aspects of our community. "

COLLABORATION

Many participants pointed to the importance of collaboration, and learning better practices when it comes to better ways of working with other people, in particular when it comes to partnering on initiatives.

Collaboration skills gained from being on the programme

Team work/partnership capacities gained from being on the programme

"Connecting with other people from different organisations, and young people, has been so beneficial. Through the hackathon I developed a clearer understanding of what good youth engagement looks like, and an application has been forward to MYD as a result of the connections made at the Oro events. I wouldn't have had access, or had known about, the people and connections and opportunities that have only developed because of Oro."

"Collaboration again - the whole Lifehack approach has been human centred. Understanding and seeing this work in front of my eyes has been again, empowering... and the realisation that it is harder to work "with" people/young people.. but that's where we're going to get the gold from!"

"Reminded me [of] the value of collaboration even though it can take more effort and time - much better outcomes."

"It would be amazing if Lifehack programmes were run for the managers/decision makers of youth organisations, as I believe it would truly result in more organisations working together more collaboratively and sharing resources/more effective use of time and talents etc."

What rang true for young and older people alike: **"The best thing I gained was the relationships"**

TECHNOLOGY

Tech tools proved extremely useful to some members of the group, but overall the cohort (as per the graph) didn't pick up new tech tools. For those to whom it made a difference, it made a big impact on ways of working and enthusiasm for technology.

Adopting new technology through being on the programme
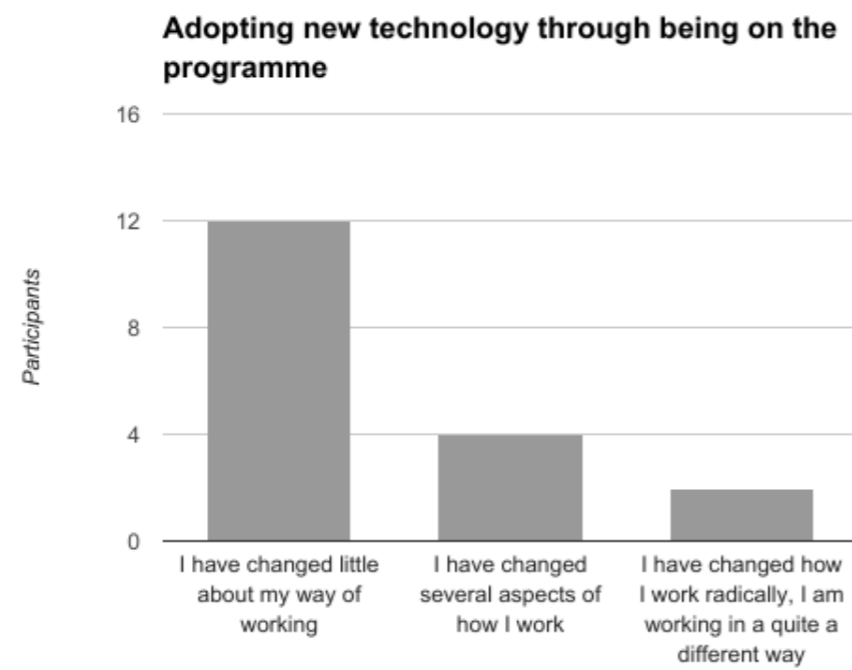
"Wow new technologies.. it's been huge learning for me in this area. Especially when I kind of thought i was tech savvy!! haha... i think not hahaha. I've already begun using trello and google forms. [...] So it's all super relevant!!!!"

EMERGING INITIATIVES

Kickstart Coffee

Coffee social enterprise

Kickstart Coffee - a new partnership formed during Oro between Upper Hutt Community Youth Trust and Capital Training. Kickstart Coffee is a youth-centred social enterprise that will provide employment training for young people in Upper Hutt. Before Oro, the idea existed but through the partnership and prototyping during Oro, now there is part funding for the cart, a GiveALittle page set up, other funding leads, and a collaboration that enables young people to get NCEA credits for their involvement.

Spearhead Leaders

Youth leadership programme

Spearhead Leaders - an adventure-leadership programme for young people in Upper Hutt - this initiative is a new partnership between Upper Hutt Community Youth Trust and Upper Hutt City Council. The initiative was developed during Oro and had received $12,000 of Ministry for Youth Development funding by the time Oro was completed. This initiative has co-design with young people at its heart.

Whakamanatia

Suicide prevention

Whakamanatia is a youth empowerment initiative provided by Ōrongomai Marae, focussed on building resiliency, identity and protective factors in young people as a way to prevent suicide, with a particular focus on inclusivity for the LGBTI community. During the Oro Community Weekend, a website was built for the programme, marketing materials produced and the first event organised. Whakamanatia had secured funding from Te Puni Kōkiri by the time the Oro programme was completed.

The initiative has since transformed into a whānau-focussed, strength-based series of one day workshops focussing on different aspects for each workshop. Suicide prevention and resilience were main focal points for the first workshop, and the next is Takatāpui (a term that embraces all Māori with diverse gender identities and sexualities) and strengthening whānau relationships.

Community-run hackathon

Embedding practices in the community

Following the hackathon/working-bee weekend event as part of Oro, the local community are stepping up into running their own version of the event. Taking place at the end of July, members of the Oro cohort as well as the folks from the wider community are supported by the Lifehack team to put on their own event. This involves facilitation, marketing, sign-ups, catering, venue, and project co-ordination from the local community. It gives three further local initiatives the chance to build support around their kaupapa, and widen the network and reach of their work.

KEY LEARNINGS

Importance of ongoing gatherings and sustained support

A place-based programme still needs ongoing support to help embed practices (evaluation and monitoring which encourages reflective practice is part of that) but there is greater opportunity for uptake and community-based support than with a national programme.

In the Upper Hutt community, a cross-organisation youth development steering group is already meeting regularly. 'I think Lifehack has rejuvenated the local Youth Development group in Upper Hutt which I think had been lacking focus.'

Working with young people

We knew that having young people as part of the cohort would require particular care and attention. We needed to make a safe space where young people felt comfortable participating and where their views and perspectives would be treated as equal.

We prepared as best as we could, and partnered with the Upper Hutt Community Youth Trust to build on their expertise of working alongside young people.

For the adult participants having young people's voices in the room was a critical part of the Oro experience.

However it was a mixed success for the young participants. While the experience was a positive one for them, in some cases they felt the process wasn't engaging enough, and at some points in the process that adult voices still dominated.

Community support

Overall the community provided great support for Oro. We felt that we were more about to gather community momentum, interest, and resources behind this local programme because people could see it directly benefits them and their community.

Sustaining and re-energising youth work

An important outcome of Oro was sustaining and re-engergising youth workers and organisational commitment to positive youth development work. It also provided increased opportunity to partner and call on others with a similar kaupapa.

This is important because youth work is often highly stressful work and practitioners and organisations are often operating with little resources. The Oro progrramme reinforced learnings from other programmes about the need for interventions that help to rebuild commitment to youth work.

ORO RESOURCES

The below are some of the resources used during Oro. They are freely available on our website.

- Te Whare Tapa Whā poster and application in a prototyping context
- Lessons on meaningful codesign (blog post)
- Working with young people: Reflections
- Wellbeing plans
- Ngā Uri Ō
- Proactively embedding protective factors into a programme

WHAT'S HAPPENED SINCE?

Between December 2016 when the Oro programme ended and the completion of this report in June 2017 we've been keeping track of different initiatives and activities. Six months on we again invited participants to share through a survey how things have progressed, this time looking at outcomes for the young people who participated, as well as outcomes that could be tracked at an organisational, sector and community level.

Young people's view

For some of the younger participants the survey format for the evaluation was not accessible enough. Instead we supported them to make a video in which they express the key message they're keen to pass on to those who want to meaningfully engage young people in decision-making, or perhaps those who think they may be doing a good job at it.

For the young people who did use the survey, they identified the following outcomes from Oro

- social participation: Oro created more opportunities for me to actively participate in my community

- youth-centered/codesign opportunities: Oro provided opportunities for me or other young people to be more involved in defining and shaping services and youth initiatives

- self-efficacy: I have more confidence to express my ideas, and have taken part in new learning and development experiences, initiatives or programmes

- pro-social peers: Oro provided opportunities to establish more positive connections with peers

- pro-social role models: Oro connected me to more positive adult role models

- wellbeing-oriented: My awareness of wellbeing concepts have increased, and I feel like I have more tools to manage my wellbeing better

- leadership: There are more opportunities for leadership development available to young people in my community

One of them says: "I have met lots of people who can get things going in our community and connect me to even more people. I have learnt new techniques to help me get on with my work."

Organisational Level

Some of the changes that Oro has contributed to at an organisational level include an increase in financial investment in youth initiatives that meet young people's needs, and the adoption and/or emphasis of more effective youth-focused prevention practices. People also noted a greater commitment to testing, iterating and gathering feedback on practice, services and initiatives. We have seen an increase in the appeal, inclusiveness, accessibility, and effectiveness of youth work and (more generally) motivation and commitment to working with young people.

One of the participants reflected that internally, they had been questioning if the current youth-based initiatives truly determine what youth want, including youth consultation to actively encourage feedback after youth-focussed projects have concluded.

Sector Level

All respondents agreed that new partnerships and collaborations were built at a sector level off the back of the programme. Half of them said that there's a greater integration of services and initiatives through partnering.

Some of the wider unintended positive outcomes include a greater focus on inclusiveness, and diversity in particular in the education/ tech sector, (not limited to youth-focussed opportunities.)

Community Level

At a community level, three out of four of respondents reported new knowledge about youth wellbeing engagement being developed and made explicit and shared with others. Half of the respondents believe that young people now increasingly define the issues important to them, to be acted upon by an organisation. Half of the people who replied also believe that key activities and connections from the programme are being sustained.

"Being a part of Oro has taught me how to be a better role model to young people I work with. Spearhead Leadership and Young Achievers have encouraged more youth participation and leadership throughout project planning, action and follow up."

Off the back of Spearhead Leaders, a youth fest happening on 27 May, supported by Upper Hutt Community Youth Trust, Upper Hutt City Council and the Ministry for Youth Development. Spearhead Leaders on Facebook has more information.

CONCLUSION

Oro was one of our first longer, part-time programme focussed on just one community, as opposed to a national cohort or short, one-off events such as Lifehack Weekends. Looking across what we've learnt over the years, some of the pointers that helped Oro result in positive changes include:

Building on existing relationships: rather than starting from scratch, who do we know who's keen to collaborate? Oro started because of strong existing personal relationships within the Upper Hutt community established through our previous programmes. These provided a starting point of trust and collaboration that could be used to get to know the community better and then grow new connections with partners such as the Upper Hutt Youth Trust and key staff from Upper Hutt Council.

Work with the willing: thinking about the wider community, who are the other stakeholders when it comes to youth wellbeing? In Oro's case we managed to work with local training organisations, Council, youth organisations, community workers and more. It's by no means a complete list of all the stakeholders, but it appears that it was enough of a groundswell of committed and experienced individuals and organisations

Continued support: We committed to supporting this kaupapa beyond the programme timeline itself. Whilst this may not always be possible, it appears that being open to phone calls, training and general inquiries has provided a useful level of support for the community who are now planning to run another Lifehack-style event in the future.

We'll be doing some training with them in the next few weeks and be alongside the crew over the weekend itself to support from the sidelines. Keep your eyes peeled for more details!

THANKS
TO THE PEOPLE AND ORGANISATIONS WHO HELPED MAKE THIS HAPPEN

Lifehack Oro was a six-week, part-time programme run in the Upper Hutt community. It arose out of conversations with members representing different local stakeholders; people whom Lifehack knew in various ways prior to the programme.

This **codesign group** consisted of **Fran McEwen** (Lifehack Flourishing Fellow 2016, Upper Hutt local and volunteer at UHCYT), **Paul Thompson** (director of youth services, UHCYT), **Cat Gooding**, (senior youth worker, formerly at UHCYT), **Jo Viliipama** (community injury prevention consultant, ACC), **Hannah Molloy** (public health adviser, CAYAD), **Mike Ryan** (director of community services, UHCC), **Tania Wilkinson** (community development advisor, UHCC), **Denise Johnson** (community development advisor, UHCC), **Sue Colville** (team leader, community development, UHCC), **Emma Ewers** (student at Heretaunga College and Belle participant at UHCYT), **Caitlin Harris** (student at Heretaunga College and Belle participant at UHCYT) as well as Dayna Carter and Gina Rembe from the Lifehack team.

Thank you to the **Namaste Foundation**, **CAYAD**, **Upper Hutt Community Youth Trust**, **ACC**, **KiwiConnect** and **Upper Hutt City Council** for the financial, in-kind and people-power support.

Thank you to all the people who came together and made Oro happen including our other Lifehack team members Toni Reid, Paul McGregor, Beka Wale and Christina Leef and all **the supporting Upper Hutt community members. And of course the programme participants—we couldn't have done it without you.**

He aha te mea nui o te ao

What is the most important thing in the world?

He tangata, he tangata, he tangata

It is the people, it is the people, it is the people

OTHER DOCUMENTATION

In addition to this report we also produced blog posts before, throughout and after the programme. Here is a complete list:

- Working with our young people: reflections on Oro from Mike Ryan, Director Community Services, Upper Hutt City Council
- Oro: Final hui and programme celebration evening
- Straight from the horse's mouth: Youth workers and their lessons on meaningful codesign
- Lifehack Weekend – Oro Upper Hutt
- Oro–Upper Hutt Programme has begun
- Designing Oro–Upper Hutt
- Place-based initiatives: Good Work Institutes Hudson Valley programme
- Oro Hackathon returns to Upper Hutt

We documented the process and outputs in this video:

This video below captures some of the younger participants' opinions on what they'd like decision-makers to think about when it comes to incorporating the voices of young people: