

# Strategic Plan 2018



**FOUNDATION  
NORTH**  
*Te Kaitiaki Pūtea o  
Tāmaki o Tai Tokerau*

# Strategic grantmaking

## Moemoeā Our vision

*Ki te hāpai i te oranga o ngā iwi katoa o to tātou rohe*  
To enhance the lives of all the people of our region

## The way we work

### In our work we will:

- respect the partnership relationship enshrined in the Treaty of Waitangi, to engage and work with Māori and iwi organisations in a manner consistent with a Treaty-based relationship
- be collaborative and innovative
- be fair, impartial, open and transparent
- operate in an environmentally responsible and sustainable manner
- treat people with respect and value a diversity of views, ideas and cultures
- acknowledge and respect the values within our Māori and Pacific strategies
- apply sustainable investment strategies to preserve and grow capital
- apply best practice to ensure effective delivery of our vision
- ensure that our funding supports the communities in our region with demonstrable levels of need through focusing on priorities and outcomes for funding

## The difference we want to make

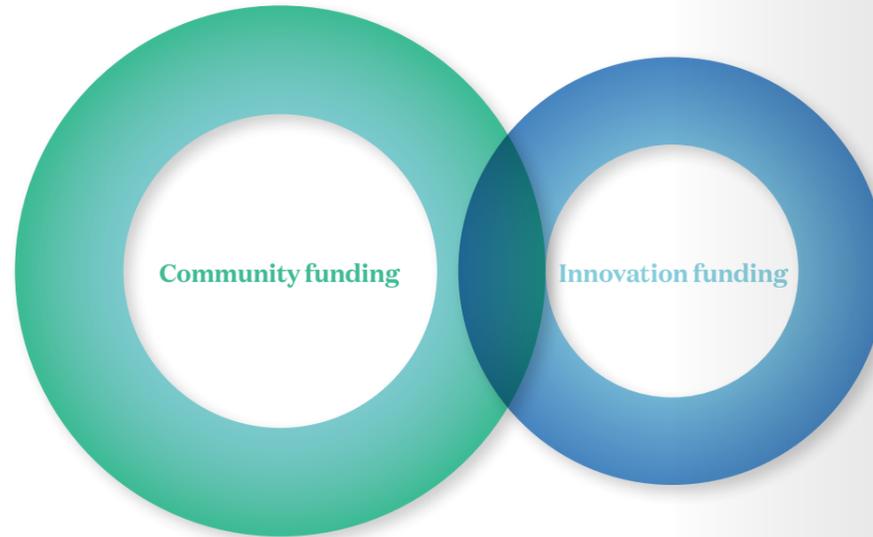
### The outcomes we want to contribute to for Auckland and Northland are:

- **Increased participation**  
More people take part in recreation, sports, the arts, cultural activities and other community programmes and events.
- **Increased social equity**  
All people, families and communities are able to access housing, health, education, employment and enterprise opportunities.
- **Enhanced environmental wellbeing**  
Our natural world and its biodiversity is conserved and restored for today – and for future generations.
- **Increased family and whānau resilience**  
People have the skills, strategies and networks that they need to achieve and maintain wellbeing.
- **Increased community capability and self-determination**  
Communities have the skills, leaders and capabilities needed to drive and sustain positive local change and achieve their aspirations.
- **Increased inclusion and social cohesion**  
Connections are built within and between communities, creating an environment, in which people feel included and that they belong.
- **Enhanced cultural vibrancy**  
Our diverse communities are recognised and celebrated, our heritage and history are preserved, cultural identity is strengthened, and cross-cultural connectedness grows.

As we work with our communities to achieve these outcomes, we will also look to increase the effectiveness of our philanthropic practice.

Support for the communities of today  
to shape the communities of tomorrow

## Funding approach How we will grant



### Community funding

**Our community funding programmes are responsive to community needs and aspirations, and initiatives that contribute to our vision.**

#### Quick Response Grants

Quick Response Grants have streamlined processes that see grants working in communities as quickly as possible.

#### Community Grants

Community Grants are designed to support the work of community organisations over the medium term.

#### Partnerships Programme

Our partnerships programme is designed for organisations with an established track record in the region, where a longer term grant commitment is likely to improve their ability to deliver and add value for their communities.

### Innovation funding

**An innovation unit will develop fluid, flexible ways to support innovation.**

The unit will have a research, development and learning focus that will inform and strengthen our grantmaking practice. There will be a focus on prototyping new ways of funding to accelerate impact.

Our intention is to find ways to fund innovation for impact across the spectrum from 'start-up' to established organisations. Providing support for projects from those at early stages and prototypes, through to scaling and systems implementation.

The Gulf Innovation Fund Together (G.I.F.T), initiated by Foundation North, commits \$5 million over 5 years to ignite innovation to improve the mauri of the Hauraki Gulf [www.giftofthegulf.org.nz](http://www.giftofthegulf.org.nz)

Behind every grant there is a story

*Foundation North is uniquely placed to make a difference for the people of our region. Our presence, in perpetuity, enables us to take an intergenerational view of the needs and aspirations of the communities of Auckland and Northland. Our size and scale allow us to support a broad range of community organisations and initiatives, and to take risks and support innovation to find new solutions to the region's major social and environmental challenges.*

Since we were founded in 1988, we have provided nearly one billion dollars in funding to the region. Over the next fifteen years, our grants will put around \$500 million more back into Auckland and Northland communities. This strategic plan identifies our priorities, and the outcomes we want our funding to achieve for the region over that time to realise our vision; to enhance the lives of all the people of our region.

Our strategy is designed to be flexible and responsive to our region's communities which are experiencing fast and complex demographic and social change. Auckland and Northland are two of the three fastest growing regions in New Zealand. The Auckland region alone is projected to account for more than half New Zealand's population growth to 2043. Auckland City's population, which is expected to reach 2 million by 2033, is one of the most ethnically diverse in the world, with 39 percent of the population born overseas. While the overall population is rapidly aging, particularly in Northland, the age profile of Māori and Pasifika populations is getting younger. Asian and Pasifika populations are growing fastest across the region.

We are rich in the diversity of the region's people, and the natural environment in which we live, but there are clear areas of opportunity for us to contribute to improve outcomes for our region's communities. A comprehensive review of regional needs helped us identify priorities for funding. These will help us target our support, and provide an opportunity to create significant positive change that will be of benefit to the entire region.

## Our priorities are:

**Address the persistent inequalities affecting our communities,** in particular: Northland and South Auckland, and Māori and Pacific communities.

**Strengthen social cohesion within and between our diverse communities,** particularly for:  
- Refugee communities  
- Migrant communities

**Achieve positive outcomes for children and young people,** to disrupt intergenerational disadvantage.

**Enable community-led economic development,** particularly for the communities most affected by income inequalities.

**Conserve and enhance our natural environment** for the benefit of all communities.

By prioritising our grantmaking and focusing on outcomes, we expect to make a sustainable difference to the overall quality of life for all of us who live here.

The strategy recognises the importance of drawing on the strengths of our communities, and building partnerships with grantees and other funders to achieve projects of greater scale and impact. Our Partnership funding programme will be an area of increased focus. We will also continue to invest through our social business, the Centre for Social Impact, in the development of the sector to deliver for the region.

A new innovation unit has been created to support the strategy. This recognises that there are no easy answers to some of the challenges facing the region, and that new thinking and approaches need to be encouraged and supported. The unit will prototype new ways of funding to focus innovation around issues, such as the restoration of our marine environments.

The new strategy has a fifteen-year timeframe. This acknowledges that it takes time for progress to be made on complex issues. The strategy, and our Māori, Pacific and Diversity strategies, will be formally reviewed every three years to ensure that we continue to focus where the needs are greatest and where our funding can have the most impact. These reviews will also help us consider what we are learning as a strategic grantmaker, and integrate our insights and experiences into our work.

Huei Min (Lyn) Lim  
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Chair

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**Foundation North**

The community trust for Auckland and Northland has over a billion dollars invested to support our region's not-for-profit sector today, and in the future.

Grants for the special organisations, events and places that make this such a great place to live.

**Whakatauki**

Unuhia te rito o te harakeke,  
Kei hea ke te kōmako e kō,  
Whakatairangitia,  
Rere ki uta,  
Rere ki tai,  
Ui mai koe ki ahau e aha  
te mea nui o te ao,  
Māku e kī atu,  
He tāngata,  
He tāngata,  
He tāngata,  
Tihei mauri ora.

*If you should tear out the  
heart of the flax bush,  
Where will the bellbird be,  
Will it fly inland,  
Fly out to sea,  
Or fly around aimlessly,  
But if you should ask me what  
is the greatest thing on Earth,  
I will tell you,  
It is people,  
It is people,  
It is people.*

**Artwork imagery**

Front cover - Ninety Mile Beach

Centre image - Cape Reinga

Back cover - Cape Maria van Diemen, the westernmost point of the North Island

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