



# Todd Foundation Annual Review 2020

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# 2020 overview

Tēnā koutou katoa.

2020 was an extraordinary year, and we sincerely thank our community partners for remaining so dedicated to creating sustainable, long-term social change, even in the face of additional challenges. You are pivotal to achieving better outcomes and to achieving our vision: An inclusive Aotearoa New Zealand where all families, children and young people can thrive and contribute. Whakawhāiti Aotearoa, hei orange wairua, orange tāngata.

We also deeply appreciate the generosity of the Todd family in enabling the achievement of better outcomes. The family has now donated over \$90m (in 2020 dollars) through the Foundation, as well as providing additional individual support to many other causes. We continue to be grateful for the support of our payroll givers, the Todd Family Office, and The Todd Corporation. A special thank you to those family members and payroll givers who made additional Covid-19 contributions this year.

One person who can be justifiably proud is Malcolm Whyte. Malcolm retired this year after 15 years with the Foundation, the last five of these as Chair. He championed our transition from traditional grantmaker to being a proactive funder of systems change. He oversaw the modernisation of the Foundation's Trust Deed and has guided us through staff and leadership transitions.

We also farewelled Philip Broughton, who served as Business New Zealand's representative on the Foundation Board for eight years. Being from Dunedin Philip made sure we kept Te Waipounamu as a funding focus and he also helped us to sharpen our risk management. We welcomed two new trustees this year – Charles Whyte and Vaughan Renner. We are very lucky to have such highly skilled and experienced trustees and committee members offering their advice and support on a voluntary basis. Lastly, a big thank you to our staff. We deeply appreciate your commitment to the foundation's kaupapa.

Funding alone does not achieve better outcomes but rather a combination of resources, networks and relationships. We are delighted to showcase some of the combined results.

*Nāku te rourou nāu te rourou ka ora ai te iwi  
— With your basket and my basket the people  
will thrive.*

*Rebecca Turner, Chair*

*Seumas Fantham, Executive Director*

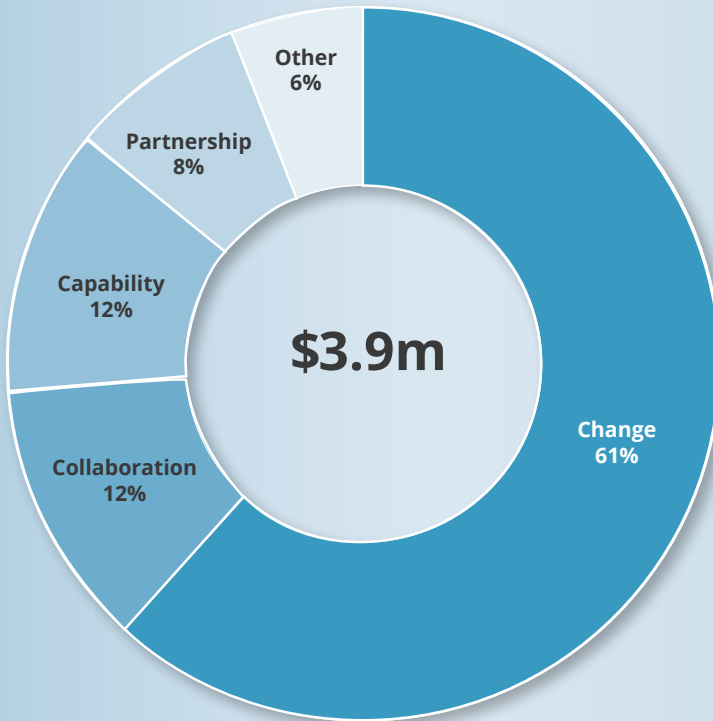


# 2020 funding at a glance

Total 2020 donations  
**\$3,886,047**

**\$92.5m**  
Total funding since  
inception (in 2020 dollars)

2020 operating costs  
**\$503,118**



Multi-year allocations  
(two or more years) **94%**

Average annual donation size  
**\$66,600**  
(range \$4,500 to \$130,000)

# Covid-19 response

2020 showed us the power of fast and flexible collective action, as communities across Aotearoa New Zealand united to support people most at risk from the pandemic and affected by job-losses and lockdowns. High-trust relationships and local knowledge were vital in getting food and supplies to those who needed it, to keep families safe, and to support people living in isolation or emergency housing.

We acknowledge our community partners who adapted to the challenges of serving others under lockdown, while risking their own safety and coping with huge demand. The Todd Foundation was in a privileged position to donate to some of these essential services, including family violence prevention, migrant support services, support for families led by one person, and hapū-led community support.

Many of our community partners delivered kai and an abundance of care to families in need. We also thank Todd family members and Todd employees for their generous additional Covid-19 response donations.

We know from past crises such as the 2011 Canterbury earthquake that, while funding to support an effective immediate response is important, further support is needed to help families and communities to recover in the longer-term. The pandemic has exacerbated existing inequalities in our society; with young people, women, Māori, and Pasifika people disproportionately affected. Sadly, we expect to see an increase in children, young people and whānau struggling over the coming months and years.

Alongside our community partners and other funders, we've been exploring ways we can collectively build a fairer and more equitable Aotearoa New Zealand. Under our Fairer Futures change project we've been partnering with others to address some of our most critical issues: youth employment; housing; food security and sovereignty; diversity, racism and inclusion; digital equity; and advocacy for children and families (see pages 10 and 11).

We look forward to working alongside our community partners and other funders as we build back better, together.

In addition to the multi-year initiatives we've funded to support Covid-19 recovery under our Fairer Futures change project we made Covid-response donations to the following groups.

Aviva	\$50,000
Birthright	\$15,000
Community Research	\$4,500
Te Aroha Kanarahi Trust	\$7,000
Migrant Workers Association	\$30,000
Waikato Women's Refuge – Te Whakaruruhau	\$53,102

# Tākiri Mai te Ata and Common Unity Project Aotearoa Working together to build food security in the Hutt Valley

A partnership forged between two Wellington organisations to provide food to people in the Hutt Valley during the Covid-19 lockdown has led both of them in exciting – and unexpected – directions.

Tākiri Mai te Ata Whānau Ora Collective and Common Unity Project Aotearoa (CUPA) teamed up during the lockdown to provide groceries, fresh produce and freshly cooked meals after local foodbanks temporarily closed down.



Tākiri Mai te Ata, a collective of seven health, housing, and social service providers in the Hutt Valley, then went on to set up a permanent pātaka kai (food pantry) in Wainuiomata and, with help from CUPA, they also established a maara kai (garden) to grow fresh produce. It's become a focal point for the local community, many of whom have also established gardens at home.

"Before we went into lockdown we never imagined we would be doing this," says general manager Teresea Olsen.

Now CUPA, which brings people together in Lower Hutt to grow food and cook lunches for local whānau and create employment through community-owned enterprise, is working with Tākiri Mai te Ata to help it set up a social enterprise to fund the pātaka and maara kai.

The two organisations are also establishing a regional food network to improve food security in the area; both are committed to promoting long-term social change.

CUPA founder Julia Milne says the partnership with Tākiri Mai te Ata also helped steer them in a new direction. They are now setting themselves up as a learning hub to share their knowledge with other organisations keen to build food security and set up community-owned enterprises.

"We're in a beautiful place to test and try that out with our friends at Tākiri Mai e Ata," she says.





# On being human, systems-focused, and learning

## Our journey to achieving better outcomes

There are no quick fixes to complex issues such as reducing inequality or responding to the long-term social and economic effects of Covid-19 – areas where the Todd Foundation aims to make an impact.

How do we embrace complexity, learn from it, and continually improve the way we serve the leaders in our communities who are driving change? How can we best work collaboratively to catalyse and support longer-term social change in Aotearoa New Zealand?



These are questions staff and trustees continue to reflect on, alongside our community partners and other funders. We hold regular learning sessions with colleagues at Inspiring Communities and upskill ourselves alongside other funders such as J R McKenzie's Peter McKenzie Project and the Vodafone New Zealand Foundation.

The groups we fund are generous in sharing what they're learning with us. We also learn while participating in communities of practice, and networks such as The Driving Change Network. Having open and honest conversations about our challenges and what we are learning, helps us to do better together.

In 2020, staff and trustees began formally reflecting on the ways we as a Foundation are contributing to longer-term social change, capturing that information, and using it to improve the way we work.

We aim to support longer-term social change by working with others to set the conditions for healthier social systems so that they produce better outcomes for tamariki, rangatahi, whānau and communities. Rather than fund individual programmes, the foundation invests in networks that bring change-makers together, supports the capacity and skills of people who work in these systems, and invests in Māori and community-led solutions for change. We aim to be effective influencers, convenors and advocates.



## Todd Foundation Learning Framework

		OBJECTIVES
HUMAN	Our people and processes are “human”	Our people and processes embody: <ul style="list-style-type: none"> <li>• Trust</li> <li>• Empathy and respect</li> <li>• Flexibility</li> </ul>
LEARNING	We focus on learning to adapt and improve	<ul style="list-style-type: none"> <li>• We create cultures which encourage learning</li> <li>• We work with our partners to use data to learn, adapt and improve</li> <li>• We share our learnings</li> </ul>
SYSTEMS	We take a systems approach	<ul style="list-style-type: none"> <li>• We understand the systems we’re working within</li> <li>• We work with others to improve the health of the system</li> <li>• We invest in the relationships between parts of the system, in capacity and in skills development</li> </ul>
RESOURCES	We’re adequately resourced	<ul style="list-style-type: none"> <li>• Our income is sufficient to support our strategy</li> <li>• Our donors have pride in our impact and reputation</li> <li>• Our resources are well managed</li> </ul>

Contributing to change in this way isn’t straightforward and we have a lot to learn. In our view, reflection and learning isn’t a ‘nice to do,’ it is essential. Learning drives adaption, which in turn, improves outcomes.

To guide our reflections and discussions, we’re using insights from Newcastle University Business School and Collaborate researchers, who interviewed funders, service commissioners and other organisations who, like us, are learning to embrace complexity to contribute to creating positive social outcomes. In their 2019 report *Exploring the new world: Practical insights for funding, commissioning and managing in complexity*, Toby Lowe and Dawn Plimmer identified three common features of this work: Working in a way that is **human**, prioritises **learning**, and takes a **systems** approach.

We’re asking ourselves: To what extent are we being human, using learning to improve, and looking after the health of systems? And what are we learning about how to do this well? We’ve also added another question specific to our foundation: Do we have adequate **resource** to do these things well?

In 2020, we found that taking a human, learning and systems approach was invaluable, not just in responding flexibly to the immediate challenges of a global pandemic, but also as we invest in longer-term change through our Fairer Futures change project and other collaborative work. We want to share what we and our community partners are learning more widely – to shine a light on what is working and to be upfront about the challenges involved in transforming our systems and communities for the better.

We’d like to thank all our community partners and philanthropy colleagues for the learning journey we are taking together. Ngā mihi nui ki a koutou.



## OUR PURPOSE

To resource sustainable, long term social change, we provide funding that supports:

Collective and system-focused solutions

Genuine, inclusive community ownership and leadership

Evidence-informed models AND innovation

Measuring what matters, understanding what works



## GUIDING PRINCIPLES

These principles are a touch-stone, underlying everything we do:

Reducing exclusion and disadvantage

Building inclusiveness

Strengthening communities

Mana Māori

Respectful relationships

Listening and learning

# Todd Foundation

2018-

## OUR PURPOSE

We resource communities to create social change for children, young people and their families

## OUR PRINCIPLES

We fund co-ordinated, **community-led action for change**



We practice and incentivise **community-led action for change**



## OUR VISION

An inclusive Aotearoa New Zealand where every child and young person has the opportunity to thrive

*Whakawhāiti Aotearoa*

*wairua, ora*



# Funding Strategy

-2022

## PURPOSE

To create sustainable, long-term opportunities for young people and families.

## OUR WAY

Practise and incentivise **collaboration**



We support **community sector capability**



## VISION

A New Zealand where all families, young people and communities can thrive and contribute.

*Te ao māori, hei oranga*

*nga tāngata*



### OUR WAY

We pro-actively seek out communities, groups and collectives to partner with in our three main funding streams.



### Change

We fund co-ordinated, community-led action for change in selected focus areas, following a five step process: Focus, Explore, Engage, Partner, Review.

Our current focus area is Fairer futures for children and whānau.



### Collaboration

We practise and incentivise collaboration through pro-active, strategic alliances with other funders.



### Capability

We fund key organisations providing important capability support to the community sector.



# 2020 funding recipients

## CHANGE



### Fairer futures for children and whānau

We currently have one overarching project in our Change funding stream – Fairer futures for children and whānau.

This project supports community-led action to shift the social and economic conditions contributing to poverty and inequality in Aotearoa New Zealand and to enhance opportunities for children and whānau to reach their aspirations.

The Fairer Futures project has six focus areas. Under each of these, we provide support for national-level systems change initiatives as well as community and Māori-led solutions. We also fund four place-based community-led and Māori-led initiatives as part of the project, and we are working with the J R McKenzie Trust's Peter McKenzie Project to bring changemakers together to connect and learn.

#### *Youth employment*

We supported regional youth employment initiatives in Te Tairāwhiti, Lower Hutt, the Eastern Bay of Plenty, and Taranaki for five years, and youth employment remains a focus under

our Fairer Futures change project. We committed further funding in 2020 to two national systems-change initiatives:

- Youth Employability Aotearoa – a collaborative, cross-sector collective that amplifies, and advocates for, successful youth employability models.
- Driving Change Network, which is seeking an equitable driver licensing system.

#### *Housing*

Housing costs are a major contributor to poverty and inequality in Aotearoa New Zealand. We have made a five-year donation to Te Matapihi, the peak body for Māori housing, and are exploring other ways we can support long-term change in this space.

#### *Food security and sovereignty*

We envision a future where all New Zealanders can access good, nutritious food. As well as making donations to Kore Hiakai, Tākiri Mai te Ata Trust, and Common Unity Project Aotearoa towards greater food security and sovereignty, we held regular zoom meetings for groups working towards food security and sovereignty to connect and share their wisdom.



# 2020 funding recipients

## *Advocacy for children, young people and whānau*

In 2020, we supported the Tick4Kids campaign to support efforts to keep children, young people, and families at the top of candidates' minds in the lead up to the General Election.

## *Diversity, racism and inclusion*

This work is in an exploration phase. We're committed to working in this important area alongside community partners and other funders. We continue to support The Inclusive Aotearoa Collective under our Collaboration Funding Stream.

## *Digital equity*

In 2020 we supported the establishment of a coalition, led by Internet NZ and Spark Foundation, to bring together those working on digital inclusion to drive collaborative action to increase digital equity.

## *Place-based community-led and Māori-led initiatives*

We've made a three-year donation to support Te Pai Roa Tika o Te Tai Tokerau – Transforming Northland for Good. This exciting iwi-led impact investment initiative has its sights on long-term economic transformation in this region. We also continue to fund Wesley

Community Action to support community innovation in Porirua East; Hikurangi Enterprises to support initiatives in Ruatoria to increase community and whānau wellbeing; and Papakura Marae and The Southern Initiative to support community-led innovation.

Common Unity Project Aotearoa (\$360,000 over 3 years)	\$360,000
Digital Equity Coalition Aotearoa (Year 1 of 2)	\$120,000
Driving Change Project (\$325,300 over 4 years)	\$325,300
Kore Hiakai – fundholder NZ Council of Christian Social Services (2 years of a 3-year commitment)	\$260,000
Tākiri Mai te Ata Trust (\$233,000 over 2 years)	\$233,000
Te Matapihi (Three years of a 5-year commitment)	\$390,000
Te Pai Roa Tika o Te Tai Tokerau initiative (\$339,000 over 3 years)	\$339,000
Tick for Kids – fundholder Royal NZ Plunket Trust	\$15,000
Youth Employability Aotearoa – fundholder COMET Auckland (\$264,536 over 3 years)	\$264,536
Capability and learning	\$30,365
Evaluation (Youth employment)	\$28,297



## Sparkling and supporting community solutions to complex problems

After more than 30 years of working alongside communities in Porirua and the Hutt Valley, Wesley Community Action knows the power of letting communities take the lead when it comes to solving complex problems such as poverty and food insecurity.

“We have learned that community-led development is where real, profound change can happen,” says community innovation lead Kena Duignan.



At the heart of this way of working is the belief that people are the experts in their own lives. Rather than professional “experts” delivering a social service, Wesley Community Action is committed to fostering local responses to local problems. Examples include a fruit and vegetable co-operative that provides affordable, healthy produce to 11 Wellington communities, and an ageing well network that provides new ways for older people to maintain their wellbeing while living independently.

But in recent years the organisation has realised the importance of providing backbone support to these innovative initiatives to allow them to grow and develop, as well as the importance of collecting information about what has worked – and what hasn’t – and sharing it with others.

The result is Te Hiko: Centre for Community Innovation. Established in 2020, its role is to spark and support community-led initiatives. Led by a team of three staff, Te Hiko is currently tracking 19 initiatives, providing quarterly insights into their progress.

“We realised we needed to lift our gaze from just trying to achieve a particular goal to exploring and learning about the best ways of making change in communities,” says Kena. “We know communities can do amazing things because we see it all the time; we believe Te Hiko will make community innovation more possible and more visible.”



# 2020 funding recipients

## CAPABILITY



We believe that supporting a strong community sector is critical to delivering better outcomes for children, young people, families, and communities. Our Capability funding stream provides support for organisations which build community sector capability both locally and nationally. They create varied opportunities for the community sector to learn, develop and deliver more effectively.

Some of our capability funding partners provide specialist capability-building services. For example, Inspiring Communities supports and strengthens community-led development practice. This strengthens the vitality of communities by activating and weaving together the contributions of everyone connected to a place.

Others, such as JustSpeak, support transformational change in our criminal justice system through a dedicated focus on advocacy, campaigning, and promoting participation in public debate.

Our high-trust funding model is based on open and honest relationships, and we support our partners by providing untagged, multi-year funding.

Community Research (Year 3 of 3)	\$70,000
JustSpeak (Year 3 of 3)	\$70,000
Te Mauri Tau (Year 3 of 3)	\$105,000
Inspiring Communities (Year 3 of 3)	\$80,000
Child Poverty Action Group (Year 2 of 3)	\$60,000
NZ Navigator Trust (Year 2 of 3)	\$75,000

Below and on the next page we are delighted to highlight the work of three of our current capability funding partners:

### *Child Poverty Action Group (CPAG) – working to eliminate child poverty through research, education, and advocacy*

CPAG is a thought leader producing evidence about the causes and effects of poverty on children and their families. Many benefit from their advice, resources, and expertise, which they make freely available. Their rigorous



# 2020 funding recipients

research backs up a very effective communications strategy. Their researchers and practitioner experts are skilled communicators readily available to provide comment and analysis. There is a lot to learn from CPAG about how to successfully build relationships to become the “go-to” organisation about an important social issue.

## *Community Research – connecting and sharing community knowledge*

Community Research ensures there is visibility and free access to community research, celebrating and advocating for effective practice. They have Aotearoa New Zealand’s largest collection of community research (over 400 papers and 50 topics listed) and their extensive register of researchers enables communities to find a researcher who understands them. Of particular value to time-poor community sector professionals are their free webinars sharing expertise about what’s working. Community Research also trains other organisations and community groups to

run their own webinars and communities of practice.

## *NZ Navigator Charitable Trust – building the strength of community sector organisations*

The trust has several initiatives:

- *CommunityNet Aotearoa*, an online storehouse of free resources designed to strengthen communities. The Community Resource Kit, a guide to setting up and running a community organisation, is one of their most popular links.
- *NZ Navigator*, a free on-line self-assessment tool to help an organisation identify their strengths and weaknesses. The feedback report suggests resources for development, provides an action plan and is a benchmark to measure progress.
- *Digital Stuff We Love*, lots of smart digital ways for groups to work, communicate, and engage with their stakeholders. Most of the tools they highlight are free or low cost.





# 2020 funding recipients

## COLLABORATION



We value collaboration and seek out opportunities to collaborate with other funders. Each collaboration is different but in every case the goal is to provide better support to organisations and enable them to be more effective.

Te Aroha Kanarahi: Project Hoake with The Tindall Foundation, Te Muka Rau, Trust Tairāwhiti and J R McKenzie Trust (Year 2 of 3) \$15,000

The Inclusive Aotearoa Collective with Trust Waikato, Foundation North, Eastern and Central Community Trust, and Wellington Community Trust (Year 2 of 3) \$100,000

VOYCE Whakarongo Mai with Foundation North, The Tindall Foundation and Vodafone NZ Foundation (Year 2 of 3) \$100,000

Kootuitui Ki Papakura Trust with Foundation North and Hugo Charitable Trust (Year 2 of 3) \$150,000

Kauaeatongohia Community with The Tindall Foundation, Te Muka Rau, Trust and J R McKenzie Trust (Year 1 of 2) \$15,000

Working Together More Fund with DV Bryant Trust, Hugh Green Foundation, J R McKenzie Trust, Len Reynolds Trust, The Tindall Foundation, Wayne Francis Trust and Lindsay Foundation \$100,000

## PARTNERSHIP

Please note our Partnership fund has now closed.

Convening & capacity development \$30,946

### 2017 Recipients (Year 4 of 5)

ChangeMakers \$50,000

Multicultural New Zealand \$50,000

New Zealand Ethnic Women's Trust \$33,000

Shakti \$67,000

### 2016 Recipients (Year 5 of 5)

Deaf Aotearoa \$33,000

Rising Foundation \$33,000

Tuia \$33,000

## SIR JOHN TODD MEMORIAL DONATION

Young Enterprise Trust (Year 5 of 5) \$36,000

## OTHER

Philanthropy NZ / PNZ Māori Advisory Committee (Year 1 of 5) \$50,000

Hui E! Community Aotearoa \$5,000

# About the Todd Foundation

## How we fund

We pro-actively partner with communities and organisations aligned to our strategy. We are unable to accept unsolicited applications, proposals or pitches for funding.

## How we are funded

We receive an annual donation from the Todd Family, sourced from the Todd Corporation by way of a special Todd Family Shareholder vote, as well as income from the Foundation's investments. Donations are also received from individual Todd Family members as well as Todd staff and others via payroll giving.

## Operational support

Todd Corporation and Todd Family Office generously provide financial and in-kind support for our operating expenses, including accommodation, HR, IT and investment management.

## Our Staff



Seumas Fantham



Valerie Williams



Rebecca Turner



David Todd



Charlotte Anderson



Charles Whyte



Susie Schwartz



Helen Anderson



Lee Cooper



Pam Davidson



Katie Milne



Vaughan Renner

## Our Board

## Our Investment Committee



David Todd



Paul Bevin



Wayne Stechman



Rebecca Turner



Guy Elliffe