



Youth 2 Employment (Y2E)

Summary of findings

Young people at the heart of the work

- Each initiative in the business of creating the foundations and on ramps for young people to be work-ready and igniting their aspirations
- Also, focused on transforming and building the community infrastructure needed for the future of work



Employers also key

- Vital role to play in the future of work in communities
- Young people need experiences of real work early
- Meaningful connections created with local employers



Investing in
relationships – a
'system savvy
strategy'

Proactive investment in local people and relationship building – rather than programmes

Spirit of continual learning

The 'secret sauce' of success is whanaungatanga

Good relationships take the competitiveness out...safe space for people to come in, value each other's contribution. [Partner Respondent]

...we can do this a whole lot better if we combine our resources

The Todd Foundation was very 'power aware' and stayed strongly connected to grassroots innovative thinking and approaches

Todd's orientation was to be "comfortable following the lead of grantees and allowing agenda to evolve"

Locating change within the leadership and ownership of local communities

Belief in communities to lead systems change – change doesn't happen if things are done **to** them.

“It takes collaboration, and it takes the outside organisation realising that we do have the solutions, but not necessarily the capacity and capability right now and the strength of the success is around the collaborative effort, and everybody being open for that to happen and realising that everyone has the ability to help in the space as we help ourselves to move up and I think that's an essential part of it.”

Diverse leadership in communities exists already – including rangatahi themselves

Collaboration and trusted relationships in communities – essential to success

“We have learned here that the whole joined-up approach is the only way to go.”

Systems convening work – key form of leadership for systems change

Not quite sure where we would be...if we didn't have someone hold the message about stronger together...a driving force...if there was one word...it would be cohesion...there were times when different groups wanted to do their own thing... just kept saying we can do this a whole lot better if we combine our resources and recognise each other's strengths. [Partner Respondent]

Key mechanism for systems change - a relational infrastructure and unique form of leadership needed for collaboration and community success – a real turning point for all the initiatives

Able to create the critical mind-shift in community-led systems change from funding programmes to taking a long view about skill and capacity development that needs the whole of the community - whānau, schools, tertiary, industry, government and iwi.

Responsive funding arrangements – key to success

The key infrastructure for success is trust, and time and this is rare in most funding relationships

Communities want and value flexible and long-term funding with an enduring relationship – **relational and responsive commissioning**

...fundamentally, what it came down to was trust...they trusted us to get on with it [Partner Respondent].

Complex and competitive funding is a barrier to collaboration – pits local people against each other

Funders can also be system change convenors - they have the ability, resources and connections to bring groups together and encourage collaboration around a shared vision.

Shifts in funding
practice critical to
locally-led systems
change

From	To
Looking for external solutions	Looking locally for community innovation
Bringing in expertise	Enabling local expertise
Controlling resources	Offering resources
Holding power, being 'risk averse'	Ceding power, trusting communities
Short term contracts	Flexible, long-term partnerships
Paying attention to relationships	Being relational



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