



Evaluation Report

Open Space Technology Hui

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Executive summary

Purpose. The purpose of this report is to present findings from an evaluation of an Open Space Technology (OST) Hui, *Imagine Orton Bradley Park being a Sustainability Centre for all of Canterbury* that was facilitated by Project Lyttelton on 17 November 2010. The evaluation was undertaken by Project Lyttelton in partnership with Social Foci (Limited), an independent research company that specialises in evaluation. This report is part of a larger *Project Lyttelton Community Research and Evaluation* project funded by the Lottery Community Sector Research Fund.

Background. Project Lyttelton, in conjunction with Orton Bradley Park, the Lyttelton Information Centre and Lyttelton West School, initiated a series of meetings and events in 2009, aided by funding from the *Working Together More* Fund (www.workingtogether.org.nz/). These meetings focused on Orton Bradley Park (www.ortonbradley.co.nz/) becoming a Centre of Sustainability for the Lyttelton Harbour area. These meetings culminated in the Open Space Technology (OST) Hui. OST is:

An approach for hosting meetings, conferences, corporate-style retreats and community summit events, focused on a specific and important purpose or task - but beginning without any formal agenda, beyond the overall purpose or theme (<http://en.wikipedia.org/>, accessed 2 November 2010).

Forty participants who held an interest in environmental sustainability attended the event, which enabled people to explore the possibility of Orton Bradley Park as a Sustainability Centre in a way that was participant led and owned. The Hui had the objective of bringing stakeholders together to develop a shared vision and a shared plan for action.

Evaluation objectives. Project Lyttelton conducted this evaluation to describe the Hui and what it aimed to achieve, to identify aspects of the Hui that worked well and what could be improved, and to identify benefits resulting from the Hui (i.e. the extent to which the Hui helped to inspire action towards making Orton Bradley Park Sustainability Centre a reality).

Evaluation methodology. Evaluation activities included: (1.) the development of a logic model diagram showing activities that are part of the Hui and expected outcomes resulting from the Hui, and a short report detailing information such as, resources (people and budgets) required in setting up and running the Hui, and risk factors that might impact on the Hui's success; (2.) an attendance register and an anonymous survey for OST Hui participants; and (3.) interviews with six people who were responsible for overseeing or implementing action points identified at the Hui.

Research limitations. The surveys administered at the Hui were misplaced so Project Lyttelton is unable to report the survey findings. A key learning from this evaluation is that plans for storing fieldwork documents such as surveys in a secure lockable location directly after fieldwork has taken place, need to be followed through.

The data is only drawn from interviews with six people overseeing or implementing actions from the Hui. Although findings from the evaluation provide useful information to inform future Hui in relation to what aspects of the Hui interviewees thought worked well, and the extent to which they felt the Hui supported action, the quality of aspects of the Hui or the benefits resulting for a wide range of Hui participants, cannot be assessed.

Key findings - OST Hui attendance. Forty people attended the Hui from a variety of backgrounds. The majority were from: (1.) the education sector (16 people) - this group could be further broken down into young students from two schools (eight students), and teachers, or those involved in developing sustainability education (eight people); (2.) various community groups (11 people); (3.) those associated with a professional business/organisation (nine people); (4.) individuals (seven people); and (5.) people from Government Departments, Regional Councils, and the local Community Board (five people).

Key findings - interviews with people overseeing or implementing action plans. Interviewees valued the chance for individual perspectives to be heard during the Hui, and for participants to be able to brainstorm on topics of interest to them. They felt that ideas supporting a collective vision for Orton Bradley Park as a Sustainability Centre were established at the Hui by a range of people with diverse backgrounds from around the Lyttelton Harbour. Project Lyttelton had envisaged that a collective vision would have been documented and finalised during the Hui. However, this was not possible because not all of the Orton Bradley Park Board attended. In the future, a shared vision would need to be developed by that Board in consultation with relevant stakeholders.

Networks and relationships were reportedly strengthened as a result of Google groups that were set up after the Hui. The purpose of the Google groups was to build the networks required to get action identified at the Hui and to share information. These Google groups are no longer operating because the relationships have been formed and are continuing to develop in other ways (e.g. via face to face conversations).

As a result of the Hui, action plans to forward Orton Bradley Park as a Centre for Sustainability were developed. Implementation of action areas that interviewees were involved was varied. Where implementation had occurred, this was perceived to be helped by the inspiration and support provided by the Orton Bradley Park manager. The action plans gave the Orton Bradley Park Board confidence in moving forward in establishing Orton Bradley Park as a Centre for Sustainability, especially when pre-established ideas for action were reinforced at the Hui. A key barrier to the whole process was the Canterbury earthquakes, which reportedly limited people's ability to follow through with actions from the Hui, as their time, access to documents, and energy for these tasks were affected.

Recommendations. Based on the evaluation findings, it is recommended that Project Lyttelton: (1.) continue the use of OST as a tool for gathering ideas and developing action for significant issued community events; (2.) evaluate the quality of the next OST Hui they facilitate, to identify from Hui participants what works well (e.g. activities that are part of the Hui and the way it is designed), and what could be improved (3.) develop a process for identifying and engaging with key decision makers (e.g. the Orton Bradley Board) to ensure decision makers participation at OST Hui; and (4.) that Project Lyttelton develop a process to ensure the safe storage of fieldwork documents, such as surveys for future research and evaluation.

1 Introduction

The purpose of this report is to present findings from an evaluation of an Open Space Technology (OST) Hui, *Imagine Orton Bradley Park being a Sustainability Centre for all of Canterbury* that was facilitated by Project Lyttelton on 17 November 2010. The evaluation was undertaken by Project Lyttelton in partnership with Social Foci (Limited), an independent research company that specialises in evaluation. This report is part of a larger *Project Lyttelton Community Research and Evaluation* project funded by the Lottery Community Sector Research Fund.

Project Lyttelton, in conjunction with Orton Bradley Park, the Lyttelton Information Centre and Lyttelton West School, initiated a series of meetings and events in 2009, aided by funding from the *Working Together More* Fund¹. These meetings focused on Orton Bradley Park (www.ortonbradley.co.nz/) becoming a centre of sustainability for the Lyttelton Harbour area. These meetings culminated in an Open Space Technology (OST) Hui held on 17 November 2010 at Orton Bradley Park.

OST is a tool that facilitates people coming together to explore a topic of significance in a way that is participant led and owned. The OST Hui had the objective of bringing stakeholders together² to develop a shared vision and ideas about a Centre for Sustainability at Orton Bradley Park, and a shared plan for action.

Meetings and Hui about Orton Bradley Park becoming a Centre of Sustainability prior to the OST Hui did not use OST as a tool. Prior events are not part of this present study. However, the OST Hui was the culmination of prior events, which makes it hard to separate out the influence of the build up in interest from those earlier events. Having said this, the author notes a significant difference in energy and excitement between the OST facilitated Hui and non OST facilitated events.

This report describes the type of evaluation undertaken and its intended use, the key evaluation objectives and questions, the evaluation methods used and their limitations, and evaluation findings, followed by a discussion and conclusion section.

2 Evaluation type and use

The OST Hui evaluation is a summative evaluation that explores the OST process and perceived outcomes from the Hui. It aimed to identify perceived benefits of the Hui and to identify potential improvements to inform any future Hui.

Project Lyttelton will use the evaluation findings to inform the way that they resource and facilitate future OST Hui. In addition, they will use findings to inform Orton Bradley Park management and other stakeholders about lessons they learned regarding benefits that occurred as a result of the Hui (e.g. strengthened stakeholder relationships and resulting stakeholder action towards forwarding Orton Bradley Park as a Centre for Sustainability, and opportunities for, and barriers to, that action taking place). Also, Project Lyttelton will use the findings to inform its new *Food Security* project, which sees the role of Orton Bradley Park as a Sustainability Centre as important.

¹ More information about this fund can be accessed at: www.workingtogether.org.nz/.

² Stakeholders include individuals or organisations with an interest in environmental sustainability.

3 What we wanted to find out

This section details the information Project Lyttelton wanted the evaluation to collect.

3.1 Key evaluation objectives and questions

The key objectives of the OST Hui evaluation and related evaluation questions are as follows.

- **Objective 1: To describe what the OST Hui will look like and what it aims to achieve**
 - What does Project Lyttelton aim to achieve from facilitating the OST Hui?
 - Who does Project Lyttelton want to reach through the OST Hui (e.g. individuals and organisations with an interest in environmental sustainability)?
 - What outcomes are likely to occur as a result of the OST Hui (e.g. strengthened stakeholder relationships and resulting stakeholder action)?
 - What would Project Lyttelton expect to see if the OST Hui is working well and outcomes are being met? What resources and activities/outputs are needed, and part of, the OST Hui?
- **Objective 2: To identify what aspects of the OST Hui worked well and what could be improved**
 - How many people (individuals and different groups) with an interest in environmental sustainability attended the OST Hui?
 - What aspects of the OST Hui did participants enjoy the most?
 - What aspects of the OST Hui did participants think could be improved?
- **Objective 3: To identify benefits resulting from the OST Hui**
 - Has the OST Hui contributed to inspiring people to develop a collective vision?
 - Has the OST Hui contributed to the identification of stakeholder activity to forward a Sustainability Centre at Orton Bradley Park?
 - Has the OST Hui contributed to building networking opportunities amongst people with a shared interest in environmental sustainability?
 - Have actions identified at the OST Hui been implemented?

4 Description - Open Space Technology Hui

Open Space Technology (OST) is often simply referred to as “*Open Space*”. It is a way of running gatherings to facilitate creative thinking from those who attend. This approach enables topics to be discussed and prioritised, and action points to be laid out. The topic under discussion at an OST Hui always needs to be a significant one (i.e. a topic that has the potential for creating major change).

The *Imagine Orton Bradley Park being a Sustainability Centre for all of Canterbury* Hui was facilitated by Project Lyttelton on 17 November 2010 at Orton Bradley Park, with the intention of bringing all those who were inspired by the topic together³ to develop a shared vision, ideas for creating a Centre for Sustainability at Orton Bradley Park, and a shared plan of action.

The OST Hui at Orton Bradley Park was a culmination of meetings and conversations held by groups and various individuals from around the Harbour Basin on the topic. Initially funding from *Working Together More* (WTM) fund enabled this to happen. The groups involved at the beginning were Project Lyttelton, Orton Bradley Park, the Lyttelton Information Centre and the Youth Centre later replaced by Lyttelton West School. At the Hui at Orton Bradley Park, people from all those groups attended. As the conversation expanded and the invitation to attend was sent out, it drew in other people as well, for example, Harbour Basin residents and those from further afield, especially those people engaged in sustainability education.

The meeting space was not ideal for the gathering as it was too small. However, it was a beautiful day and people appeared to really enjoy meeting in their small discussion groups outside in the park.

So the day unfolded like this...People gathered, were introduced to the way the day was going to be run, invited to name a topic within the day’s theme that they were particularly passionate about and also willing to hold the space for. Site and time slots for those conversations were chosen and posted in the *market place* (one large clear wall) and then people self organised for most of the rest of the day.

Towards the end of the Hui, summaries from each group (written up on laptops) were printed off so that all could read what was discussed in other groups as well. Action points raised by all of the groups were then prioritised. A Google group was arranged to be set up to put up the group summaries, and to continue the conversation where necessary to forward action areas that were identified at the Hui.

Lunch and snacks were provided in an ongoing manner during the Hui as people get hungry when they are being creative.

For a short report providing further details of what OST is, the resources used to facilitate the Hui, activities involved in running the Hui and intended outcomes from the Hui, see Appendix A.

³ These include individuals and organisations in Canterbury with an interest in environmental sustainability.

5 What we did - methodology

This section sets out the methodology that was used in undertaking the evaluation of the OST Hui. The evaluation aimed to give at least two Project Lyttelton team members *hands on* applied learning opportunities with a key objective being to enhance their evaluation capability. The team members were supported by Social Foci to undertake evaluation design activities, collect quantitative and qualitative information from fieldwork, and undertake analysis of data and reporting.

An introductory meeting informed Project Lyttelton team members of what was involved in the evaluation process, and what was required with this particular evaluation (e.g. describing the nature of OST, identifying stakeholders, outcomes and possible measures of success). Best practice principles were explained (e.g., ethical procedures and safe storage of documents).

An attendance register was developed, as well as a survey for all participants to fill in on the day to ascertain the level of participant satisfaction and to gather suggestions for improvement. In addition, six people (three males and three females) who were involved in driving or implementing action plans that were implemented at the Hui were identified, and key informant interviews were undertaken with those people six months after the Hui. The interviews aimed to identify what actions had occurred as the result of the Hui and opportunities and barriers to action being implemented. Three interviewees were involved in education, and one of these was involved in creating sustainability programmes for young people. Another interviewee was experienced in wastewater management, and others were involved with creating living history, park management, social activism, and art.

5.1 Project description - Open Space Technology Hui

Social Foci met with Project Lyttelton team members to discuss and document key aspects of the OST Hui, including the objectives of the Hui, key stakeholder groups likely to participate in the Hui, outcomes likely to occur as a result of the Hui, and measures of success (or indicators) that might show whether the desired outcomes have occurred. In addition, the meeting was used to clarify the activities/outputs that are part of the Hui and resources (financial and people) that were needed to facilitate the Hui. A short report was completed which includes the remaining information above. This is included as Appendix A.

5.2 Attendance register

An attendance register sheet was developed to record the numbers of individuals and groups with an interest in environmental sustainability who attended the Hui. Project Lyttelton ensured that Hui participants filled in the attendance register at the start of the Hui. Once completed, the attendance register sheet was stored in a folder in a lockable room at the Project Lyttelton office. Participant numbers and the numbers of participants who came as individuals or from organisations, and the focus of these organisations were recorded.

5.3 Survey for participants

An anonymous survey was administered at the Hui to identify Hui participants' level of satisfaction with the Hui and their opinions on whether any improvements could be made (see Appendix A). It is estimated that 20-30 people completed the survey. Unfortunately, the surveys have been misplaced so Project Lyttelton is unable to report the survey findings.

5.4 Key informant interviews

Six months after the Hui, Project Lyttelton conducted key informant interviews (four via telephone and two via face-to-face interviews) with six people (three males and three females) who participated in the Hui, and who became involved in driving or implementing action plans. The following processes occurred in completing the interviews.

- **Interview documents were developed.** These included an interview topic guide (see Appendix B) to inform potential participants of the general topics that were likely to be covered in the interview, a participant consent form, and an interview guide (the interviewers question list). The interview guide was pilot tested on a person who participated at the OST Hui, and no changes were considered necessary.
- **Potential participants were contacted.** Potential key informants were selected and contacted. Those that wished to participate were emailed a confirmation of the time and date for their interview, a consent form, and an interview topic guide.
- **Key informants interviews were conducted.** Each key informant was interviewed for 20-30 minutes. Notes were taken during the interviews as agreed in the participant consent form. Notes were then typed up and sent to participants (via email or post) to give them an opportunity to correct notes, or to make additional comments.
- **Interview data was analysed.** Once interview notes were finalised, a thematic content analysis of information from the interviews was undertaken.

5.5 Research limitations

The surveys administered at the Hui were misplaced so Project Lyttelton is unable to report the survey findings. A key learning from this evaluation is that plans for storing fieldwork documents such as surveys in a secure lockable location directly after fieldwork has taken place, need to be followed through.

The data is only drawn from interviews with six people overseeing or implementing actions from the Hui. Although findings from the evaluation provide useful information to inform future Hui in relation to what aspects of the Hui interviewees thought worked well, and the extent to which they felt the Hui supported action, the quality of aspects of the Hui or the benefits resulting for a wide range of Hui participants, cannot be assessed.

6 What we found - evaluation findings

This section presents evaluation findings from the OST Hui attendance register and from interviews with six people that attended the Hui, and who became involved in driving or implementing action plans.

6.1 Attendance register

An attendance register sheet was developed to establish the numbers of individuals and groups with an interest in environmental sustainability that attended the Hui. Project Lyttelton ensured that Hui participants filled in the attendance register at the start of the Hui.

Forty people attended the Hui, and ten more people indicated to Project Lyttelton that they were interested, but could not come. A range of individuals from different organisations attended the Hui. People in the following list sometimes crossed a couple of categories (e.g., belonging to a community group and involved in sustainable issues on a professional basis), so the totals do not sum to 40. These categories are grouped as follows.

- The main category of people attending was related to education (16). This group could be further broken down into young students from two schools (eight) and those involved in education; either as teachers, or in developing sustainability education (eight).
- People from various community groups (11).
- People associated with a professional business/organisation (nine).
- Individuals interested in sustainability (seven).
- Government Departments/Regional council/local Community Board (five).

6.2 Interviews with key informants

This section describes interviewees' thoughts on benefits of participating in the Hui, the extent to which the Hui contributed to the development and implementation of action plans that were identified at the Hui, and their thoughts on factors serving as enablers and barriers to progressing action plans.

6.2.1 Benefits for participants

Interviewees were asked about benefits that have resulted from the Hui taking place. Key findings are as follows.

Establishing a collective vision for Orton Bradley Park

- The Hui provided an opportunity for a range of people with an interest in environmental sustainability to come together and share their thoughts on how Orton Bradley Park could be developed as a Sustainability Center. A brainstorm activity at the beginning of the Hui enabled the different voices to be heard, and for new innovative ideas to emerge – *There was no set agenda; instead people put forward their own questions [based on their vision for Orton Bradley Park], which is quite refreshing, as you can see where each person is coming from.*
- Key advocates from both sides of the Lyttelton Harbour (Project Lyttelton and Transition Harbour) were at the Hui, which may have resulted in a more cohesive and representative community vision for Orton Bradley Park – *Both sides have strong links to Orton Bradley. It's important that both sides work together. Everyone chips in and helps - this leads to great excitement, as all are singing the same tune.*
- The Hui gave participants, who put forward an idea, an opportunity to see how well their idea could be integrated in the participants' shared plan for Orton Bradley Park. This was achieved through engaging with others there – *I realised that the plan of constructing a wetland could easily be integrated and be a good fit, rather than conflict, with ... the broader future direction for Orton Bradley Park.*
- Through hearing the participants' individual perspectives, which ranged significantly across participants, an even broader vision for Orton Bradley Park was formed – *My interest and professional background was in environmental education, other perspectives were around what is happening at Orton Bradley Park regarding how water fits in with other possible activities (e.g. energy, hydroelectric power).*

Strengthening networks and relationships

- Networks were formed and strengthened between community groups and individuals during the Hui, and email addresses were exchanged. This enabled participants to stay in contact after the Hui, and is likely to contribute to strengthened relationships and ongoing engagement amongst people in the wider community, who have an interest in environmental sustainability - *The people that attended were all key people - each person there could tap into a community network that could feed the ideas.*
- Participants were able to connect with, and learn from, other people who have similar interests, and a similar vision and passion for Orton Bradley Park as a Sustainability Center, which is also likely to contribute to strengthening networks and relationships - *The Hui enabled me to get knowledge and expertise from a broader spectrum of people (i.e., people were there who could offer expertise on planting of wetlands. It was fantastic meeting a person who shared their knowledge of water filtration).*

- A Google group was started, which facilitates continuing conversations about Orton Bradley Park as a Sustainability Center. The Google group is a forum where the participants of the Hui can continue to have conversations online⁴.
- Networking at the Hui helped inspire participants to be involved in other participants' projects, which resulted from action points identified at the Hui - *I was blown away what the 'Arts in the Park' manager achieved following the Hui. He said he would do 'Arts in the Park' and he did. I went to the event, which nurtured my creative side.*

6.2.2 Development and implementation of action plans

Interviewees were asked how the Hui has contributed to the development and implementation of potential action plans. Key findings are as follows.

- Participants got to meet and hear the Orton Bradley Park manager at the Hui, which appeared to be a key factor in inspiring Hui participants to forward action plans identified at the Hui - *It was inspiring to see [the Orton Bradley Park manager's] enthusiasm for what is possible, his desire to see Orton Bradley Park gain a more central place in our wider community - he is a catalyst for change.*
- Several themes explored at the Hui were already part of Orton Bradley Park's agenda, and this gave strength to decisions about Orton Bradley Park that had already been made by its Board - *Several topics at the Hui dealt with sustainability, and some progress has been made. The planned wind turbines have gained resource consent, and the grey water treatment system is in its final phase. Those projects had been in the pipeline before the Hui, but interest at the Hui confirmed Orton Bradley Park is on the right path.*
- Although for some action areas identified at the Hui, no direct action was documented at the Hui, these ideas were noted by the Orton Bradley Park manager as important to the community, and therefore, worth considering by the Orton Bradley Park Board - *Creating Mountain bike tracks was a topic at the Hui, but no direct action emerged then. However, someone not connected with the Hui approached Orton Bradley Park later about the same theme. We know from the Hui that interest exists in the community, which made us more receptive to the idea.*
- The Hui enabled individual participants to identify the extent to which other participants were interested in their ideas about how Orton Bradley Park could be utilised as a Sustainability Centre, which provided inspiration for putting ideas into action - *I have written a couple of newspaper articles about 'Natural Burial', which have been helped by the Hui's energy. The Hui made me realise there is a lot of interest in such a site.*

⁴ The purpose of the Google groups was to build the networks required to get action identified at the Hui and to share information. These Google groups are no longer operating because the relationships have been formed and are continuing to develop in other ways (i.e. via face to face conversations).

- Every idea mentioned at the Hui was followed up by the Orton Bradley Park Board and discussed so that an action plan could be created, if warranted suitable by them, and dialogue had been occurring between Hui participants and the Orton Bradley Park Board following the Hui - *I met with the Orton Bradley Park trustees, which included a one hour presentation on what 'Living History' is... they were enthusiastic as to what could happen to Orton Bradley Park if there was a Living history farmlet... It was agreed that I will submit plans to the trustees.*

6.2.3 Key factors - enablers and barriers to progress of action plans

Interviewees were asked which factors contributed to or hindered implementation of action plans that were identified at the Hui. Key findings are as follows.

Enabling factors

The following factors contributed to action plans being implemented:

- The input and support of the manager of Orton Bradley Park in getting action happening - *[The Orton Bradley Park manager] is very good at keeping you on track....[The manager] rings you up to get things to move on, and reminds you about what has to be done. - It was inspiring to see [the manager's] enthusiasm for what is possible, his desire to see Orton Bradley Park gain a more central place in our wider community. He is a catalyst for change.*
- Ongoing meetings and discussions between key people driving action plans and the Orton Bradley Park manager, and site visits to Orton Bradley Park were necessary for action to occur - *Meetings included site-visits, looking at spaces for art-works and other practical points, leading to the inaugural 'Arts in the Park' event on March 20th 2011.*
- Ongoing communication between participants involved in individual projects established as part of turning Orton Bradley Park into a Sustainability Centre - *If those involved with the Hui keep talking to each other, and support one another, it will keep the project on the radar.*
- People's ongoing passion for an activity is another key factor in ensuring action occurs. However, if the key person driving a project (e.g. a key champion) is enthusiastic, action is likely to go ahead anyway - *Only some people responded to my emails, but I was happy to drive the 'Art in the Park' project alone and forged ahead. I wanted to lead by example, as I get frustrated if people talk, but don't do anything. My own drive, desire and wanting to achieve this as a personal goal, as well as wanting to grow as an artist.*

Factors that serve as barriers to action

The following factors were identified as barriers to action plans being implemented:

- The 22 February earthquake appeared to reduce the energy levels of those involved in projects and their changed priorities following the earthquake, and these factors impacted the progress of some action areas - *The earthquake reduced the energy levels of people and the time to get things done....I have been involved in helping the community after the earthquake - this has taken all my available time.*
- The earthquake meant that some key documents with ideas for sustainability projects at Orton Bradley Park could not be accessed as they were in the *red zone*, and this has provided a barrier to progress.
- Personal circumstances, such as participants moving out of the area (Lyttelton Harbour and surrounds) due to the earthquake or other reasons.
- Lack of resources to move projects forward (i.e. funding, or personnel).
- Lack of participants' time - *My lack of availability has stalled progress. This project is particularly up to me to get it progressing, and so it needs me to make time available to get on with the job.*
- Lack of communication between Hui participants after the Hui - *I collected addresses and emails at the Hui and contacted those people after the Hui. Only some of those people responded.*
- Local and central Government policies/legislation - *An application for consent to move the project forward needed to be submitted to ECan [Environment Canterbury]. In order to do this, quite a bit of work has to happen onsite, some fieldwork, preparing a 'water balanced model', to assist in an environmental impact assessment.*

7 Discussion

Forty people attended the Hui from a variety of backgrounds. The majority were from: (1.) the education sector (16 people) - this group could be further broken down into young students from two schools (eight students), and teachers, or those involved in developing sustainability education (eight people); (2.) various community groups (11 people); (3.) those associated with a professional business/organisation (nine people); (4.) individuals (seven people); and (5.) people from Government Departments, Regional Councils, and the local Community Board (five people). Key findings from the six interviews with Hui participants who were involved in driving or implementing actions identified at the Hui are:

- Interviewees valued the chance for individual perspectives to be heard during the Hui, and for participants to be able to brainstorm on topics of interest to them.
- Ideas supporting a collective vision for Orton Bradley Park as a Sustainability Centre were established at the Hui by a range of people with diverse backgrounds from around Lyttelton Harbour. Project Lyttelton had envisaged that a collective vision would have been documented and finalised during the Hui. However, this was not possible because not all of the Orton Bradley Park Board attended. In the future, a shared vision would need to be developed by that Board in consultation with relevant stakeholders.
- Networks and relationships were reportedly strengthened as a result of Google groups that were set up after the Hui. The purpose of the Google groups was to build the networks required to get action identified at the Hui and to share information. These Google groups are no longer operating because the relationships have been formed and are continuing to develop in other ways (e.g. via face to face conversations).
- As a result of the Hui, action plans to forward Orton Bradley Park as a Centre for Sustainability were developed. Implementation of action areas that interviewees were involved was varied. Where implementation had occurred, this was perceived to be helped by the inspiration and support provided by the Orton Bradley Park manager. The action plans gave the Orton Bradley Park Board confidence in moving forward in establishing Orton Bradley Park as a Centre for Sustainability, especially when pre-established ideas for action were reinforced at the Hui.
- A key barrier to the whole process was the Canterbury earthquakes, which reportedly limited people's ability to follow through with actions from the Hui, as their time, access to documents, and energy for these tasks were affected.

Based on the evaluation findings, it is recommended that Project Lyttelton:

- Continue the use of OST as a tool for gathering ideas and developing action for significant community issued events.
- Evaluate the quality of the next OST Hui they facilitate, to identify from Hui participants what works well (e.g. activities that are part of the Hui and the way it is designed), and what could be improved.
- Develop a process for identifying and engaging with key decision makers (e.g. the Orton Bradley Board) to ensure their participation at OST Hui.
- Project Lyttelton develop a process to ensure the safe storage of fieldwork documents, such as surveys for future research and evaluation.

8 Conclusion

The 2010 OST Hui was set up to draw interested people together to have discussions that would lead to action around the key theme - *Imagine Orton Bradley Park being a Sustainability Centre for all of Canterbury*. People who came to the Hui were from a range of backgrounds (but all with an interest in sustainability) and from around the whole Harbour area and further afield. A collective vision for Orton Bradley Park as a Sustainability Centre was created. There was a linking of ideas, which enabled the broadening of the vision.

Aspects of the Hui that worked well included the creativity of the discussion, the networking and relationship building, the setting and prioritising of outcomes and the continued post Hui conversations and desired actions identified at the Hui, many of which are moving forward.

Key enablers in progressing action plans include the passion of those involved in the process enabling things to happen. The 22 February earthquake had a significant effect on the amount of energy people could put in to actions identified at the Hui, which appears to have been a significant barrier to action being forwarded. In addition, the lack of funding and regulatory processes involved for some identified actions have also hindered their progress to date. However, there have been concrete steps made towards forwarding Orton Bradley Park as a Sustainability Centre. For example, two *Art in the Park* events (20 March and 27 November), and the new Project Lyttelton *Food Security* project, are projects that have been influenced by the Hui.

9 Appendices

Appendix A - Open Space Technology Hui Logic Model Report



Logic Model Report

Open Space Technology Hui

Project Lyttelton Research and Evaluation Project

Introduction

This report focuses on an Open Space Technology (OST) Hui that was facilitated by Project Lyttelton in 2010, and has been developed as part of the wider project, *Project Lyttelton Community Research and Evaluation* funded by Lotteries Community Sector Research.

The *Imagine Orton Bradley Park being a Sustainability Centre for all of Canterbury* Hui was facilitated by Project Lyttelton on 17 November 2010 at Orton Bradley Park, with the intention of bringing all those who were inspired by the topic together⁵ to develop a shared vision, ideas for creating a Centre for Sustainability at Orton Bradley Park, and a shared plan of action.

This report provides a description of

- (1.) What an OST event is and what the OST Hui at Orton Bradley Park involved.
- (2.) The objectives of the OST Hui at Orton Bradley Park.
- (3.) Who the OST Hui was intended for.
- (4.) Resources (budgetary and people) that were invested into the Hui.
- (5.) The activities, and outcomes expected to result from the Hui, as shown in a logic model diagram.
- (6.) Assumptions underpinning how the Hui will contribute to outcomes, and factors that might impact on outcomes being met.
- (7.) Performance measures, which might indicate that the Hui was efficient and effective, and that intended outcomes were met.

Open Space Technology Hui

Open Space Technology (OST) is often simply referred to as “*Open Space*”. It is a way of running gatherings that facilitates creative thinking from all those who choose to attend. This approach enables topics to be discussed and prioritised, and action points to be laid out. The topic under discussion at an OST Hui always needs to be a significant one (i.e. a topic that has the potential for creating major change).

Often when a topic is raised as part of a community Hui, the discussion is guided in a structured way, often to provide specific information to decision makers, who may be sponsors of the Hui. Those who sponsor OST events need to understand that the direction the discussion goes regarding the topic matter is independent of the sponsor's wishes. Without this ability of the group to move forward with its own thinking, participants quickly realise that their contribution is a waste of time and withdraw from full engagement. An OST event is not a way of gathering information and ideas that may or may not be acted upon by the sponsoring group.

⁵ Stakeholders include individuals and organisations in Canterbury with an interest in environmental sustainability.

Harrison Owen developed the idea of OST. Refer to his book *Open Space Technology: A User's Guide* Berrett-Koehler 3rd edition 2008.

There are certain rules and principles that are central to OST. There is the *Law of Two Feet*, meaning that all in attendance are responsible for their own learning and if they are not in a learning situation it is their responsibility to make it so or to move on. There is also the understanding that all the people who come to the event are the right people. When the OST process is over it is over (i.e., it does not rely on a timetabled time slot).

All those who attend an OST Hui set the agenda under the given topic, which was issued with the invitation to the Hui. OST enables all who are passionate about the invited topic to get their voice heard, so it is a way of pooling many creative ideas resulting in getting action done.

Short description - Orton Bradley Park Hui

The *Imagine Orton Bradley Park being a Sustainability Centre for all of Canterbury* Hui was facilitated by Project Lyttelton on 17 November 2010 at Orton Bradley Park, with the intention of bringing all those who were inspired by the topic together⁶ to develop a shared vision, ideas for creating a Centre for Sustainability at Orton Bradley Park, and a shared plan of action.

The OST Hui at Orton Bradley Park was a culmination of meetings and conversations held by groups and various individuals from around the Harbour Basin on the topic. Initially funding from *Working Together More* (WTM) fund⁷ enabled this to happen. The groups involved at the beginning were Project Lyttelton, Orton Bradley Park, the Lyttelton Information Centre and the Youth Centre later replaced by Lyttelton West School. At the OST Hui at Orton Bradley Park, people from all those groups attended. As the conversation expanded and the invitation to attend was sent out, it drew in other people as well, for example, Harbour Basin residents and those from further afield, especially those people engaged in sustainability education.

The meeting space was not ideal for the gathering as it was too small. However, it was a beautiful day and people appeared to really enjoy meeting in their small discussion groups outside in the park.

So the day unfolded like this...People gathered, were introduced to the way the day was going to be run, invited to name a topic within the day's theme that they were particularly passionate about and also willing to hold the space for, site and time slots for those conversations were chosen and posted in the '*market place*' (one large clear wall) and then people self organised for most of the rest of the day.

Towards the end of the Hui summaries from each group (written up on laptops) were printed off so that all could read what was discussed in other groups as well. Action points raised by all of the groups were then prioritised. A Google group was arranged to be set up to put up the group summaries, and to continue the conversation where necessary to forward action areas that were identified at the Hui.

Lunch and snacks were provided in an ongoing manner during the Hui as people get hungry when they are being creative.

⁶ These include individuals and organisations in Canterbury with an interest in environmental sustainability.

⁷ More information about this fund can be accessed at: www.workingtogether.org.nz/.

Objectives for the Open Space Technology Hui

By facilitating the Hui, Project Lyttelton aimed to:

- Get people with an interest in environmental sustainability imagining Orton Bradley Park as a Sustainability Centre.
- Get people to identify, develop and implement action points identified at the Hui.

Groups reached by the Hui

A range of groups⁸ and individuals in the Canterbury region who have an interest in environmental sustainability were invited to attend the Hui. People were encouraged to pass on the invitation to those whom they thought might also be interested.

Resources

The Working Together More Fund (WTM) gave Project Lyttelton \$2,140.00 towards the process of engaging various groups (Project Lyttelton, Lyttelton Information Centre, Lyttelton West School and Orton Bradley Park) to work together on the issue of sustainability. This culminated in the *Imagine Orton Bradley Park as a Sustainability Centre for the whole of Canterbury* OST Hui. Over the period this was used for transport to Orton Bradley Park for attendees particularly for those who needed financial support, facilitation, the venue at Orton Bradley Park, and food. There was a potential for the Hui to cost more to run than the funding provided, but this situation was avoided due to people volunteering their time and skills. The WTM funding paid any outlaid costs and time where that was needed. The following resources were needed to run the Hui:

- An OST facilitator who is well versed in OST (One day of facilitator's time).
- A Hui administrator - preparation time for the Hui; including accessing venue, sending invitations, and responding to enquiries (10 hours).
- The Lyttelton community garden provided the lunch and snacks (six people were involved). This group did the catering partly as a fund raising activity for the garden.
- Project Lyttelton arranged for the Hui to be videoed. A Project Lyttelton Board member who is a TV cameraman did this. He interviewed a selection of participants and covered aspects of the opening session, the group discussions and the wrap up session (10 hours of work)⁹.
- Project Lyttelton's COWS (Computers on Wheels).
- Venue at Orton Bradley Park.

⁸ For example: Enviro Schools, Transition Towns, Environment Canterbury (ECAN), and University of Canterbury).

⁹ This activity was not part of this evaluation of the OST Hui described in this report. Project Lyttelton want the footage so they can look at it at a later date to inform how they run future OST Hui.

Logic model diagram

Project Lyttelton developed a logic model to describe aspects of the OST Hui and desired outcomes of the Hui. This is presented below.



Assumptions

In running the Hui at Orton Bradley Park, Project Lyttelton based their approach on the following assumptions.

- That people will be enthusiastic regarding the concept of sustainability/resilience and how that might be forwarded in the area
- That action identified at the Hui to forward Orton Bradley Park as a Centre for Sustainability would happen after the Hui.
- Orton Bradley Park Board Members would be involved at the Hui and in supporting action identified at the Hui.
- Somehow the Hui would work even though the space was not ideal (the initial gathering and final pulling together space was too small).
- People would stay for the whole Hui session.

Mediating influences

Project Lyttelton identified risks to the Hui, which are listed as follows.

- Natural disasters - The Christchurch earthquakes have disrupted lives so less people may have been able to be at the Hui.
- Buy in from hosting organisation - Every decision regarding what happens at Orton Bradley Park has to go past the Orton Bradley Park Board for their sign off, so if they do not attend the Hui they may not support action identified at the Hui. Participation is an actual premise of OST that the sponsoring body agrees to. This lack of getting Orton Bradley Park Board Members buy in to the OST process was a major drawback hindering the ultimate success of the Hui.

Preliminary performance measures

Before the Hui, some preliminary performance measures were developed by Project Lyttelton that might show the efficiency and effectiveness of the Hui, and whether assumed outcomes (benefits resulting from the Hui) had occurred.

How much did we do?

- # Hours used for administration, management, and running of the Hui, and amount of resources needed.
- # Hours volunteer time and Time Bank hours used at the Hui.
- # Activities that are part of the Hui.
- # Meetings with key stakeholders (e.g. the Orton Bradley Board).
- Amount spent on advertising the Hui.

- # Promotional material that is produced/delivered.
- # Places where promotional material about the Hui is delivered, and # times it is delivered.
- #/% People that participated.

How well did we do it?

- #/% People satisfied with different aspects of the OST Hui.

Is anyone better off?

#% of Hui participants who report that:

- A collective vision for a Sustainability Centre at Orton Bradley Park has been realised.
- Relationship/networks have been strengthened.
- Action points identified at the Hui have been planned for or implemented.

Current information collection, analysis, and reporting

This was the first year that information has been collected for analysis and reporting. Information from interviews with six people who were at the Hui and have been key drivers of action areas identified at the Hui is presented in this Evaluation Report.

Appendix C - Topic guide for post Hui interviews



Evaluation of Open Space Technology Hui – May 2011

Telephone (or face-to-face) interviews with Hui participants – Topic guide

Dear [Name here]

On 17 November 2010, Project Lyttelton facilitated a Hui, *Imagine Orton Bradley Park as a Sustainability Centre for the whole of Canterbury*, at Orton Bradley Park.

Project Lyttelton is currently evaluating six of its projects, including the Hui. At the Hui we got feedback from participants via surveys about how well participants felt the event went and any ideas about how we could improve future Hui. We now want to complete telephone interviews with a selection of Hui participants to find out if, and how, the Hui has contributed to facilitating action by participants.

We intend to use the results from our evaluation to improve our facilitation of future Hui and wish to share the findings with Hui participants. We are also learning evaluation skills/processes so we can pass these skills on to other community groups.

Thank you for agreeing to participate in a **20 - 30 minute** telephone interview. The interviewer will be either Bettina Evans or Margaret Jefferies from Project Lyttelton.

The key topics we are likely to cover during the interview include:

- The Hui and any general benefits that may have resulted.
- Progress with [specific topic area] identified at the Hui.
- Key factors that may have contributed to progress.
- Key factors that may have resulted in barriers to action.
- General activities in the future that could better support or help enhance action.

If you have any questions about the evaluation, please contact Margaret Jefferies via telephone (03 328 9260), or by email (Margaret.jefferies@clear.net.nz).

Warm regards, Margaret Jefferies and Bettina Evans.