

For the Greater Good – Overview of findings from the Mapping the Social Sector project



Section 1 - Overview



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Foreword

He aha te mea nui o te ao

He tangata, he tangata, he tangata

What is the most important thing in the world?

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



Hundreds of people are working in social sector organisations to improve the wellbeing of people in the Western Bay of Plenty region. This project reports on the extent, depth and complexity of the social sector; it tells its story and the valuable role it plays in the region's wellbeing.

SocialLink interviewers were privileged to work alongside many of the social sector's amazing volunteers and paid workers to gather this information. We are thankful to SmartGrowth for the opportunity to conduct this study and report details of the sector's life-changing work.

As you will read, Mapping the Social Sector Project findings are information rich, providing insights into new ways of working together, and raising questions for future consideration.

SocialLink looks forward to working alongside organisations as they reflect on and apply the insights gained from this project for the benefit of all our communities.

Sharon Hanna
Trust Chair
SocialLink

Foreword



It is very pleasing to see the research that has been undertaken to map the Social Sector. The SmartGrowth partnership, through the 2013 strategy, has an action relating to the “Effectiveness in the Social Sector”.

This included:

- building collaboration with the social sector
- facilitating the assessment of potential for shared services between different social sector groups to achieve long-term sustainable outcomes and
- building on existing social services mapping to inform future work on improving long term sustainable outcomes.

In recognition of the value of the social sector in improving community wellbeing, the SmartGrowth partnership contributed funding to undertake this important work. The commitment made by SocialLink to also fund the project and undertake the work is acknowledged and appreciated. Support and input by the SmartGrowth Social Sector Forum has also been fundamental to helping guide the undertaking of the work and the forum is thanked for its commitment and input.

This research directs us towards a better understanding of how to best meet the needs of the western Bay of Plenty communities and the value and contribution of the social sector. The SmartGrowth Partnership looks forward to continuing to work with SocialLink and the Social Sector Forum and using the research to inform SmartGrowth actions.

Bill Wasley
SmartGrowth
Independent Chair

Carole Gordon
Social Sector Forum Chair



Executive Summary

Mapping the Social Sector in the Western Bay of Plenty project emerged from a need expressed by the sector to better understand itself, provide data for future planning, and to demonstrate the value and contribution it makes to the region. This project was made possible through the generous time and resources given by the organisations, funders and other stakeholders of the Western Bay of Plenty social sector.

The project gathered information about social service organisations and their services and the impact they have in the Western Bay of Plenty via desktop research (225 organisations, 742 services) and subsequent interviews (144 organisations, 530 services). Most of the report focuses on the findings of the 144 organisations (530 services) that participated in a full interview process, supplemented by publicly-available information on 81 additional organisations gathered during desktop research.

The social sector's value and contribution to Western Bay of Plenty communities

The findings support what is already known about social issues impacting Western Bay of Plenty communities, with housing and accommodation, poverty and health identified as major challenges for social sector organisations and the communities they serve. The findings also highlight the sector's resourcefulness and ability to maximise service delivery beyond what they are contractually funded to provide. The organisations identified many areas of unfunded work, including how lack of funding impacted on their capacity to collaborate with other organisations. This is not to say they do not work together, rather that it stretches resources with efforts to connect to other organisations largely unfunded.

Configuration and value of the social sector

Other findings are not so well known, particularly the number of people involved in the sector; the 123 organisations that provided staffing information employ 988 full time equivalents (FTEs) along with 4937 volunteers. Based on their number of FTEs, 88% of organisations are either small or medium-sized, with the sector dominated by five very large organisations that employed approximately half of the FTEs. Kaupapa Māori organisations (five interviewed) were staffed by Māori (58 FTEs), bar one staff member.



Understanding the needs of the social sector

Attracting Māori staff was a capability need identified by nearly all very large organisations, while small and medium sized organisations tended to identify marketing and communication and fundraising as their capability-building needs. Digital infrastructure as a capability need was more likely to be identified by the large organisations. Less than 10% of organisations saw ‘understanding the ageing population’ as a capability need and while this may reflect organisational strength or a different service priority, it may also indicate a gap in understanding the growth in the ageing population and associated need for relevant and appropriate services.

Funding the social sector

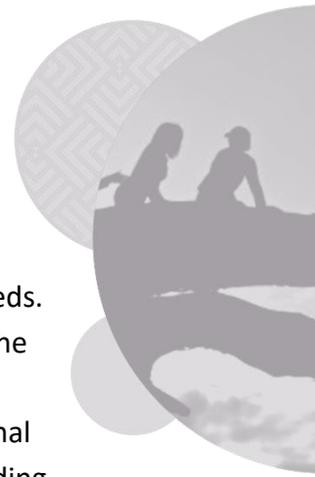
Most services in the Western Bay of Plenty (355) are funded by philanthropic and community agencies, followed by central government (263 services). Although this does not capture the relative size of funding, it does demonstrate the sector’s reliance on philanthropic and central government funding, with central government being the sole funder in more than half the services it funds.

Looking forward

The Mapping the Social Sector report is the first step in analysing the wealth of information available from the sector, and it is hoped that support for an additional phase will allow the other 81 organisations identified in this project to be interviewed, with the data collected and updated. This requires the support of the sector organisations, funders and other stakeholders. It is hoped that this sample of what can be reported from the compiled data supports the work of the social sector and demonstrates the value it delivers to the region.

We hope this report initiates discussions by the social sector, funders and other stakeholders along with the Western Bay of Plenty community as a whole. Specifically whether the sector’s configuration and funding arrangements produce the best social outcomes for our communities; this report provides a useful baseline to examine those questions.

To encourage conversations, the report findings are being disseminated through the sector, including funders and other stakeholders. Additional analysis and reporting on the data gathered up to December 2017, is available upon request to SocialLink Tauranga Moana.



About This Project

The back story

People who are passionate about the wellbeing of this sub-region and its communities realise the value in conveying the depth and complexity of our social sector. The Mapping the Social Sector Project in the Western Bay of Plenty, tells part of that story.

This report aims to increase our understanding of the Social Sector, and by raising its profile inform stakeholders in the wider Western Bay of Plenty about the work achieved by the social sector and how it contributes to the region's development and wellbeing.

Mapping the Social Sector Project was initiated by the Social Sector through SmartGrowth and the Social Sector Forum which sits within the SmartGrowth structure^[1].

Established in 2000, SmartGrowth, is a partnership of the three local councils, tangata whenua, central government agencies, businesses, community members and organisations in the Western Bay of Plenty.

The SmartGrowth Social Sector Forum was established in 2012 to provide a voice for the non-government and not-for-profit sector. By providing a view that reflects the interests of social and community groups across the Western Bay of Plenty, the forum's role is to contribute to the on-going evolution and success of the SmartGrowth Strategy. The forum is comprised of a number of not-for-profit organisations.

The SmartGrowth 2013 Strategy^[2] is "focused on implementation, with a 50-year horizon and a particular focus on the next 20 years" and includes an action item '9A3' to enhance the "effectiveness in the social sector" by:

*Build on existing social services mapping to inform future work
on improving long term sustainable outcomes.*

Considerable discussion within SmartGrowth and the Social Sector Forum focused on the 'how', which led to the adoption of the Smart Inventory^[3] to provide an overall picture of social services in the Western Bay of Plenty. SmartGrowth's objective was to have a "dashboard" that was user

[1] SmartGrowth (2018)

[2] SmartGrowth (2013)

[3] Essex & Summerhays (2017)



friendly, secure, durable, scalable over time and could be modified to meet future needs. The concept of the Smart Inventory promoted the possibilities for:

- An evidence base to inform planning and decision making, and
- The linking of social programmes and services delivered to the goals and outcomes of local and central government and funders.
- To better understand the community and the organisations that serve communities

The Smart Inventory would be available to SmartGrowth, the Social Sector and funders to:

- Better understand and promote the sector,
- Better understand the needs of the sector,
- Inform service delivery and funding decisions, and
- Engage with central government to attract resources.

The SmartGrowth Partnership engaged SocialLink to undertake the project. For SocialLink the project provided an opportunity to build relationships with social services and understand their aspirations and needs to inform the work of SocialLink. Funding was confirmed from SmartGrowth and SocialLink in December 2016. Throughout early 2017, the Smart Inventory system was refined with interviewing commencing June 2017.

The next chapter

This project is a significant contribution to the objectives of the SmartGrowth Strategy 2013. To our knowledge it is the first time that the Social Sector in the Western Bay of Plenty (or indeed anywhere else in New Zealand) has been researched to this depth and breadth. At the same time the project enables SocialLink to achieve their vision for a valued and connected social sector. Importantly, it also tells a story about this region's social wealth in its community and people; looking beyond the narrow measures of financial and business wealth.

At this point the report does not represent the whole sector as not all organisations could be interviewed within this first phase. The significant amount of time it took to contact and arrange interviews with organisations also reinforced how most social organisations are stretched by a lack of time and capacity resource.

The mapping project gathered valuable information about the organisations and the services they provide, beyond what is currently available from service directories and databases. SocialLink asked about the challenges and strengths of the communities they work with, about their capability or lack of capability to serve their communities, and about the difference they believe they are making. We also asked about funding and how they collaborate with other agencies.

There are many lessons to be learned from this project, in its creation through to its implementation and sharing of the findings within this report. These lessons are laid out in the discussion section of this report for scrutiny and challenge by the community it intends to represent. The findings, however, do reflect a point in time in the evolving life of the Western Bay of Plenty Social Sector.



Acknowledgements

SocialLink would like to thank the following people and organisations for their contribution to this project:

- The Social Sector for initiating this project
- Social service organisations that participated in the project
- SmartGrowth for funding and guiding the project
- Smart Inventory Developers – Karen Summerhays and Mark Essex
- The Interview team – Jenny Corry, Jodie Robertson, Ciska Vogelzang, Karen Summerhays, Lizzie Fisher
- Analysis and report writing – Jenny Corry, Liz Davies, Ciska Vogelzang and Jodie Robertson
- online vtiger™ Customer Relationship Management (CRM) system – Technology Wise and the Venture Centre

Section 2 - Methodology



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Methodology

From Idea to Implementation

Between 2010 and 2013, the social sector along with the SmartGrowth Social Sector Forum identified how our communities would benefit from a better understanding of the social sector. This led to the development of the Mapping the Social Sector Project (the Mapping Project) including the “Smart Inventory” [1] which draws from a similar project to undertake a stocktake of Auckland environmental groups and their activities. The project’s inventory of the social sector would:

- provide an overall picture of social services in the Western Bay of Plenty region;
- provide an evidence base to inform planning and decision-making processes; and
- link social programmes and services to the goals and outcomes of local government, central government and other funders.

Preparation for data collection

SocialLink was tasked with the mapping project, this included achieving a range of milestones before interviewing could begin.

Defining the social sector and participant list

Determining the scope and limitation of the participant list is always a challenge, especially as the social sector crosses into most other key sectors such as education, health, justice, environmental, and faith-based services. Participant identification guidelines were developed to define ‘Social Sector’ for this project. SocialLink defined participant organisations as being:

- in the Western Bay of Plenty,
- not-for-profit, social enterprises, government agencies or community groups, and
- having as their primary purpose, mission or focus the social needs (e.g. housing, access to services, community connection, safety) of the Western Bay of Plenty community.

[1] Essex & Summerhays (2017)



A database of social services and their contact details was developed drawing on existing databases including Strengthening Families, Citizens Advice Bureau and Family Services Directory (Ministry of Social Development). This database was continuously updated as the project progressed; it initially listed about 250 organisations and this number fluctuated throughout the project as researchers added organisations uncovered during the interview phase and deleted double entries.

Developing the research questions

From 2014 to early 2017, SocialLink engaged the social sector to identify and pilot pertinent questions for the survey. Participating agencies and forums included:

- Acorn Foundation
- Alzheimers Society Tauranga
- Avalon Aotearoa Charitable Trust
- Bay of Plenty District Health Board (BOPDHB)
- Bay Trust
- Department of Internal Affairs (DIA)
- EnviroHub
- Family Works Northern
- Graeme Dingle Foundation
- Ministry of Social Development (MSD)
- Multicultural Tauranga
- Open Home Foundation
- Smart Growth Social Sector Forum
- STAND
- Tauranga Budget Advisory Service
- Tauranga City Council (TCC)
- Tauranga Energy Consumers Trust (TECT)
- Te Puni Kōkiri (TPK)
- Te Rūnanga Ngāi Te Rangi Iwi Trust
- Turning Point Trust
- Western Bay of Plenty District Council (WBOPDC)
- Volunteer BOP

The structure of questions was also informed by the Auckland’s Smart Inventory project. The questions were further refined by the interviewers’ based on their experience of the Western Bay of Plenty’s social sector. These questions were then piloted with two social service organisations and subsequently updated to best suit the project. A copy of the full questionnaire can be located in Appendix A.

Questions were organised into four categories:

Your Organisation	Overall purpose and objectives of the organisation, how the organisation works with others, their capacity and capability needs and the challenges and strengths of the communities they work with.
Your People	Information about staffing (FTEs and volunteers) with a specific question about the number of Māori staff each organisation employs, both paid and unpaid.
Your Programmes	Information about organisational involvement in multi-agency work or initiatives and how this is funded.
Your Services and Projects	Detail about the types of services and projects they deliver, how it contributes to their client outcomes, how they are funded and service or project target groups.

Communicating with the Sector

Five key documents were prepared to communicate with the sector about the data collection phase:

- Mapping the Social Sector Project - Introduction Letter to CEOs and Board Chairs (Appendix B)
- Mapping the Social Sector Project - Fact Sheet (Appendix C)
- Mapping the Social Sector Project - Consent Form (Appendix D)
- Mapping the Social Sector Project - Interviewer Confidentiality Forum (Appendix E)
- Mapping the Social Sector Project – Data Protocols (Appendix F)

The Mapping Project was also promoted via the SocialLink newsletter and website.



Interviewer Recruitment

Interviewer recruitment commenced April 2017. Following recruitment, interviewers were inducted to the project, including background information, interview questions, interview process, participant database, use of the Smart Inventory and signing the interviewer confidentiality form. As the project progressed, additional interviewers were engaged to fulfil resource requirements, especially as some interviewers were not available for the full length of the project.



Data Collection

Information about the organisation and their services and the impact they have in the Western Bay of Plenty was collected via desktop research and face-to-face interviews undertaken between June 2017 and late December 2017. Phone interviews (17) occurred when face-to-face interviews were not possible.

Data Collection Technology

Initially an Excel-based Smart Inventory system was used for data entry. However, it quickly became apparent that this system was not fit for purpose, and as a result the online vtiger™^[2] Customer Relationship Management (CRM) system was used from September 2017. Information collected prior to September was transferred to the new system with a sample audited to ensure accuracy; two anomalies were discovered and corrected.

Desktop Research

Desktop research recorded publicly-available information about 225 organisations and their services into vtiger™. The information was sourced from the organisation's website, the Charities Commission database, and from social media pages as identified on an organisation's website or from interviews. For 144 organisations the desktop research information was then verified during face-to-face interviews.

[2] <https://www.vtiger.com/>

Face-to-Face Interview



Following completion of the desktop research, organisations were contacted and invited to participate in a face-to-face interview. Every effort was made within the time constraints of the project to contact every organisation in the database. Organisational or departmental managers were targeted as being most likely to be able to answer most of the questions. In some cases, interviewers completed more than one interview for an organisation due to its size or because more than one interviewee was required to supply all information.

Each interview was allocated on average one and a half hours, with information entered directly into vtiger™. The interview phase collected information from 144 organisations, 127 from face-to-face meetings, along with a further 17 when phone interviews were used due to organisational time restraints, staff secondments, or it was difficult to physically meet.

Consent

Each organisation participating in an interview was required to sign a consent form (Appendix G) before their interview started. Signed consent forms for this initial phase of the Mapping Project are stored at the SocialLink office and will be retained for a period of seven years. Organisations opting into the project after this initial phase are prompted to 'check' their consent upon entering or modifying their data on vtiger™. Organisations were given the opportunity to check their data through the user portal from mid-November 2017.

Getting consent from organisations that had not participated in face-to-face interviews but had been recorded by desktop research into vtiger™ was more challenging. Although not legally necessary to gain consent for the use of publicly-available data, SocialLink felt it was important to inform organisations that were not interviewed of our intent to include their information in some of the findings. Emails were sent to these organisations in early February 2018 informing them about the process and inviting them to let SocialLink know within ten days if they did not want their data included. Two agencies asked for details and were sent screen shots of the data entered in vtiger™. Consent was assumed if organisations did not respond.

User Portal Access

vtiger™ allows organisations participating in the project to access, view and update their own information through a user portal. This portal facility was used to complete a checking process for organisations when phase 1 of data collection was completed.

One of the project's key objectives is the currency and sustainability of ongoing data management. To best achieve this, organisations must take ownership of their information, and vtiger™ allows each organisation to connect to the system through an individual and private user portal.

Most organisations were connected to vtiger™ in mid-November 2017. The person interviewed was sent an email with a link to the system and an individualised password. They were invited to login and personalise their password and at the same time check the data entered about their organisation.

Approximately 15 organisations responded to this initial invitation with issues in navigating the portal and editing the data. Most issues were resolved, however for some organisations, in particular those with many services, their time available to make adjustments was limited. As new organisations were interviewed, they were connected to the portal which triggered an automatic email asking them to login to the system.

Data Analysis

Information about social sector organisations was analysed using vtiger™ reporting functions, Excel data analysis, and thematic analysis of limited qualitative data. The Mapping Project was predominantly quantitative in nature with specified options from drop-down menus (Appendix H). When organisations provided further narrative to elaborate on their quantitative selections, notes were included to ensure descriptions would be collated within the overall project.

vtiger™ reports provide variable filtering, and once specific filters and report templates were created these were automatically updated to include new data. As required, information from vtiger™ was exported to Excel for pivot table analysis.



Dissemination of Findings

Four limited data reports were produced in September 2017, November 2017 and December 2017. These reports were trialed to test reporting mechanisms and show interim findings. One report was created as a template (Appendix I) to showcase the types of reports that can be produced for individual purposes along with collective reports for the sector.

This report presents an overview of the results and findings of the Mapping the Social Sector Project (Phase 1). Other reports will be commissioned and disseminated throughout the sector and the wider Western Bay of Plenty community upon request. SocialLink will present these findings through the SocialLink website, the SocialLink newsletter and at local forums across the region.

SocialLink also intends to present information about this project at seminars, conferences and journal articles.



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Overview

This section analyses data gathered from organisations that deliver social services throughout the Western Bay of Plenty, including from some key stakeholders and funders. The information was gathered from face-to-face interviews and desktop research.

The Mapping the Social Sector Project identified 225 organisations as providers and funders of social services in the Western Bay of Plenty and were entered into the vtiger™ CRM database. One hundred and forty-four of these organisations participated in face-to-face interviews and indicated that they deliver 530 services. Desktop research found another 212 services delivered by organisations that were not interviewed, for a total of 742 services identified across the region.

RATIO OF DESKTOP TO FULL INTERVIEW



Organisations



Services



This section's findings are primarily based on the data gathered from the 144 interviewed organisations. Each sub section sets the basis for data selection, for example in the section on capability and capacity the information is filtered to only include the 137 organisations where the questions were relevant, with some funders and larger stakeholders not participating in this section.

Organisations

In the Western Bay of Plenty social service organisations range from small service providers with up to three fulltime staff equivalents (FTEs) to large providers with more than 40 FTEs. Many organisations deliver one service with a few delivering up to 14. This report uses the number of paid FTEs as a measure of an organisation's size, bearing in mind that nearly half of the organisations have a significant number of unpaid FTEs or volunteers in their workforce.



The Size of Social Sector Organisations

Organisations are classified as:

- small with up to three FTEs, including organisations with no FTEs (22)
- medium with between 3.1 and 14 FTEs
- large with between 14.1 and 40 FTEs, and
- very large with more than 40 FTEs.

Funding agencies were excluded from the size analysis.

SMALL



0-3 FTEs

66 ORGS

MEDIUM



3.1-14 FTEs

36 ORGS

LARGE



14.1-40 FTEs

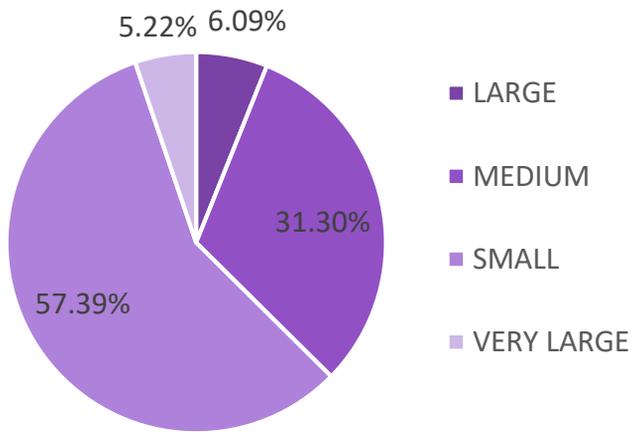
7 ORGS

VERY LARGE



40+ FTEs

6 ORGS



PERCENTAGE OF ORGANISATIONS
ACCORDING TO THEIR SIZE



Of the 115 organisations analysed for size, 88% were categorised as small (57.39%) or medium sized (31.3%). These organisations employed 940.35 FTEs.

The small organisations tended to have an administrator and a manager who often worked alongside volunteers, while larger organisations may have frontline staff operating from multiple offices with separate organisational services such as finance and human resources.

The number of FTEs per organisation ranges from 0 to 170. The six organisations with the highest number of FTEs (between 47 and 170) account for 51% of the FTEs within the participant organisations, with the remaining 109 organisations having on average 4.2 FTEs per organisation. Often these FTEs are held by part-time staff, for example one FTE being held by three people.

“[We have] three staff members, but shared over 47.5 hours per week”

“[We have] four staff members, shared across 82 hours”

The Social Sector Workforce in the Western Bay of Plenty



As part of the Mapping the Social Sector Project, information was gathered from organisations about the makeup of their workforce. This included information about staffing in terms of FTEs, paid and unpaid, the number of volunteers and the number of staff who are Māori. This information was not always available at the time of the interview, and while every effort was made to gather the information post interview this was not always achieved. Also, some organisations with a national reach could only provide national data on volunteer numbers; these national figures were excluded.

All kaupapa Māori organisations (five interviewed) were staffed by Māori (58 FTEs in total) bar one organisation with 14 out of 15 Māori. Twenty organisations with no paid FTEs were supported by 950 unpaid or volunteer staff.

Nearly 50% of services in the social sector involve volunteers, including board members as well as frontline staff. Volunteer numbers can fluctuate throughout the year according to the type of service, project work or a short-term campaign.



988 Paid FTEs



4937 Volunteers



184 Maori Staff

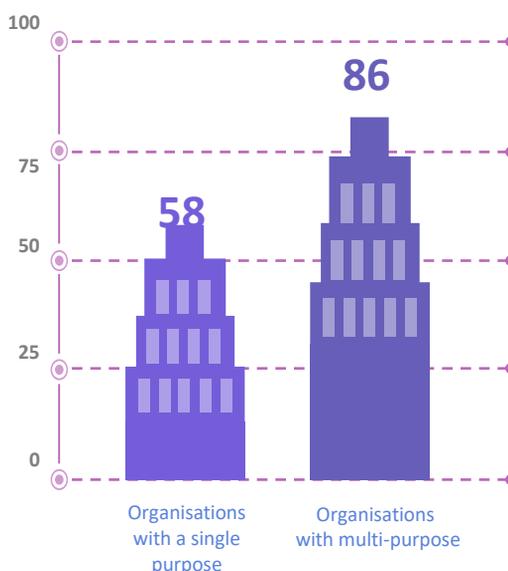
Organisational Purpose

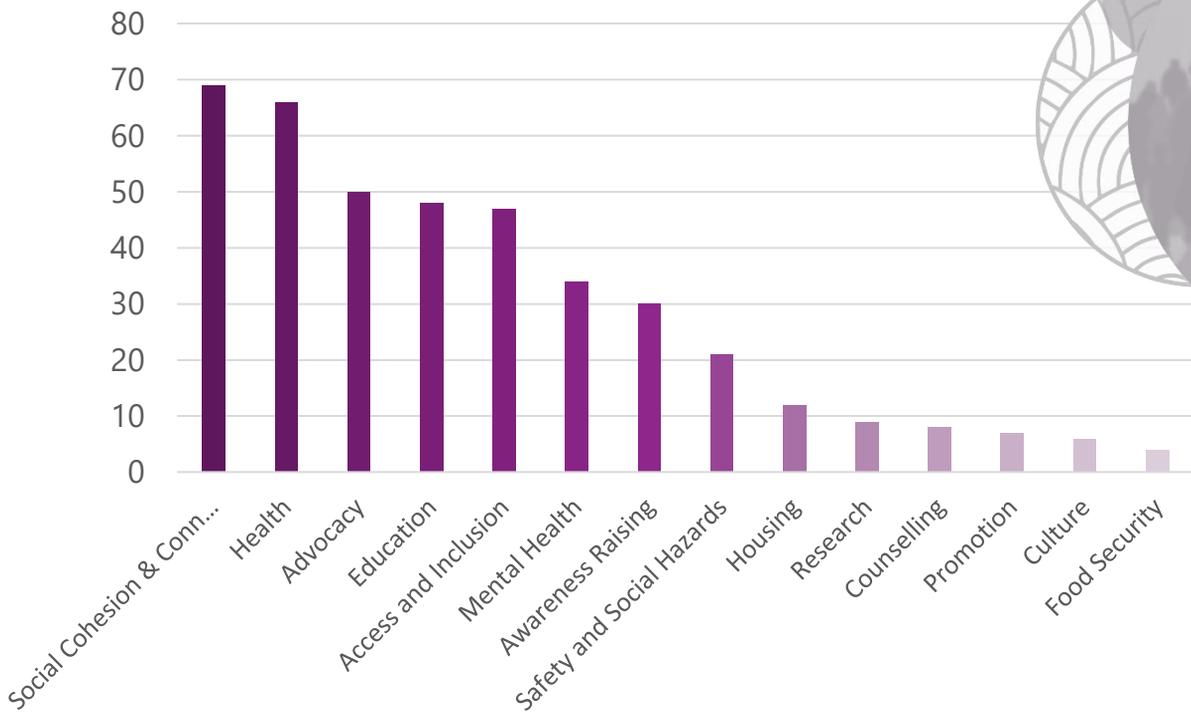
Organisations were asked to identify their purpose from a selection of options (Appendix A) including the option to add 'other' if their purpose was not listed. Of the 144 interviewed organisations, most state their purpose as 'Social Cohesion and Connectedness' (46.5%) and/ or 'Health' (43.75%). Also high on the list are 'Advocacy' (34%), 'Access and Inclusion' (32%) and 'Mental Health' (21.5%).

Nearly 60% selected more than one purpose; often being a combination with Social Cohesion

and Connectedness, Health and Advocacy.

'Awareness Raising' (14.5%) and 'Housing' (8%) were indicated by fewer organisations with the least selected purposes being 'Food Security' (4), 'Culture' (6), 'Promotion' (7) and 'Counselling' (7).





ORGANISATIONAL PURPOSE

“We are committed to working with our communities by providing leadership, advocacy, health promotion, support, information, resources and research”.

Other organisations identified additional categories not provided in the original list of options including:

- Clinical services
- Events
- Emergency support and relief
- Life skills and employment support
- Rehabilitation
- Resourcing
- Support groups and safe spaces
- Technology support

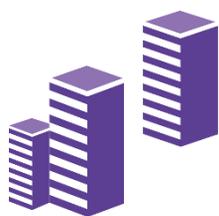
Making a Difference

– Strengths and Challenges

The Western Bay of Plenty’s social sector makes a significant contribution to the health and wellbeing of our people. This section examines the 137 organisations that were asked about their needs and strengths regarding their capability and capacity, their workforce and the communities they serve. They were asked to identify the things that support or impair their ability to deliver their services and what they do to achieve and account for the difference they make. Local and central government agencies and councils (6) were excluded from this part of the project.

Capability within the Social Sector Workforce

When organisations were asked about what they needed in terms of capability building (see Appendix A for questions), they indicated both infrastructure and workforce capability needs, with 42% indicating Marketing and Communication as a capability need followed by Fundraising (34%), Digital Infrastructure (28%), Management (21%), and Knowledge of the Treaty of Waitangi and its application (20%).

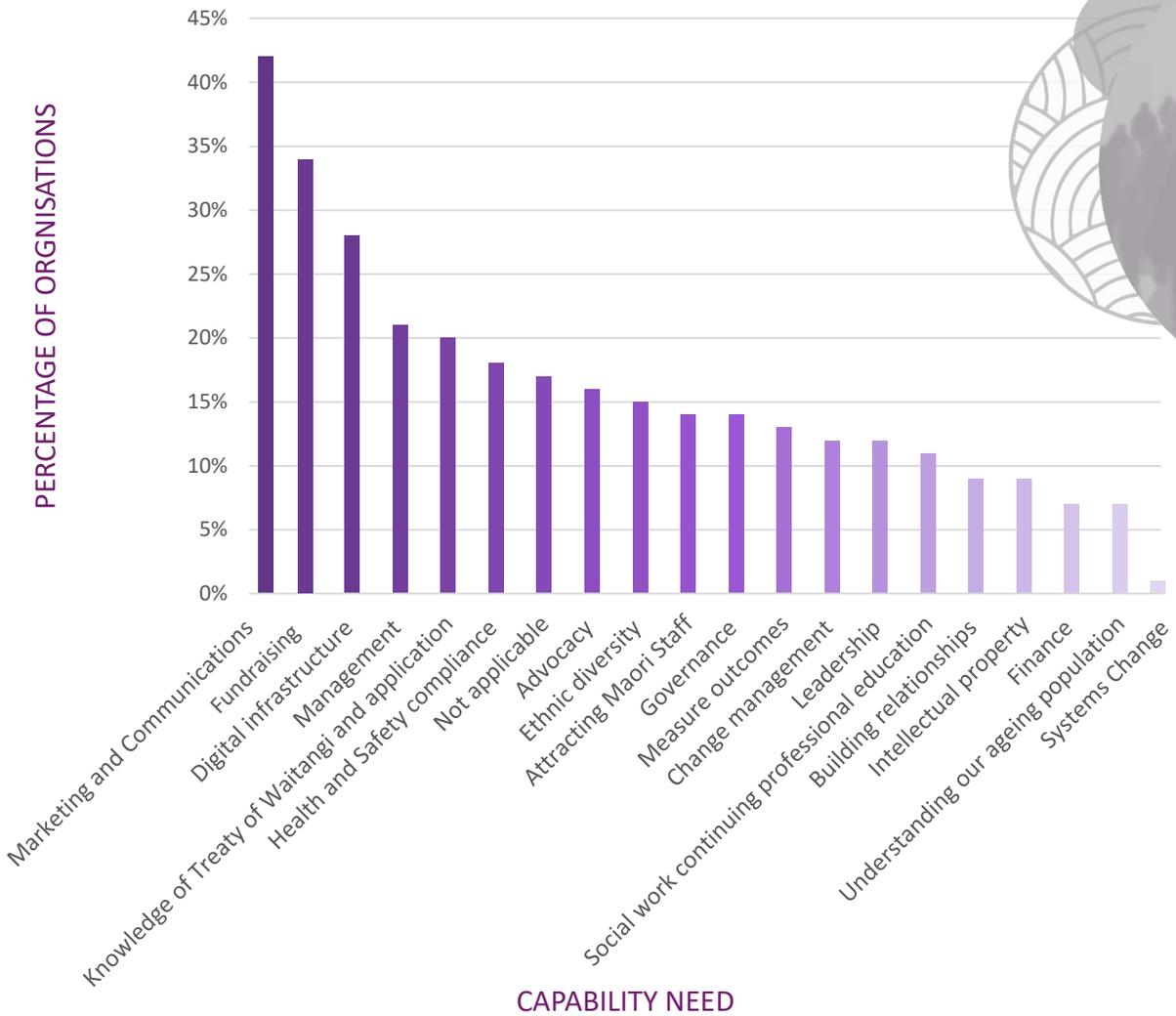


Small and medium sized organisations were more likely to select marketing/communications and fundraising.

Large organisations were more likely to indicate digital infrastructure as a capability building need.



The majority of very large organisations indicated attracting Maori staff as a need for capability building.



Less than 10% of organisations indicated that they needed capability building for intellectual property, finance, understanding the ageing population, systems change or building relationships. This may indicate that either these areas are a strength for the organisation or it may not be a priority or focus for their services.

Working Together

Building relationships is seen as a priority for organisations as supported through networking (83%) and information sharing (52%). Some organisations use innovative strategies to work with others, such as taking advantage of opportunities through co-location, collaboration, resource sharing and personal relationships.



WORKING WITH OTHER ORGANISATIONS

Capacity was identified as a significant barrier to working together, with 40% indicating either lack of time or resources to develop formal agreements, or funds to cover travel or other expenses as their biggest barriers to working with other organisations. For 35% of the sector there were no barriers. Others considered different goals (25%) as a barrier, as well as the competitive funding (17%) environment.

“We have all been here for a long time... and all the providers get along and support each other, but we are all competing for the same funding which can create barriers to working together”

Barriers in working with others



Small organisations were more likely to say that different goals and lack of capacity were the barriers to working with other organisations.



Medium sized organisations were more likely to indicate lack of capacity, fear of competition and competitive funding as preventing them from collaboration with other organisations.

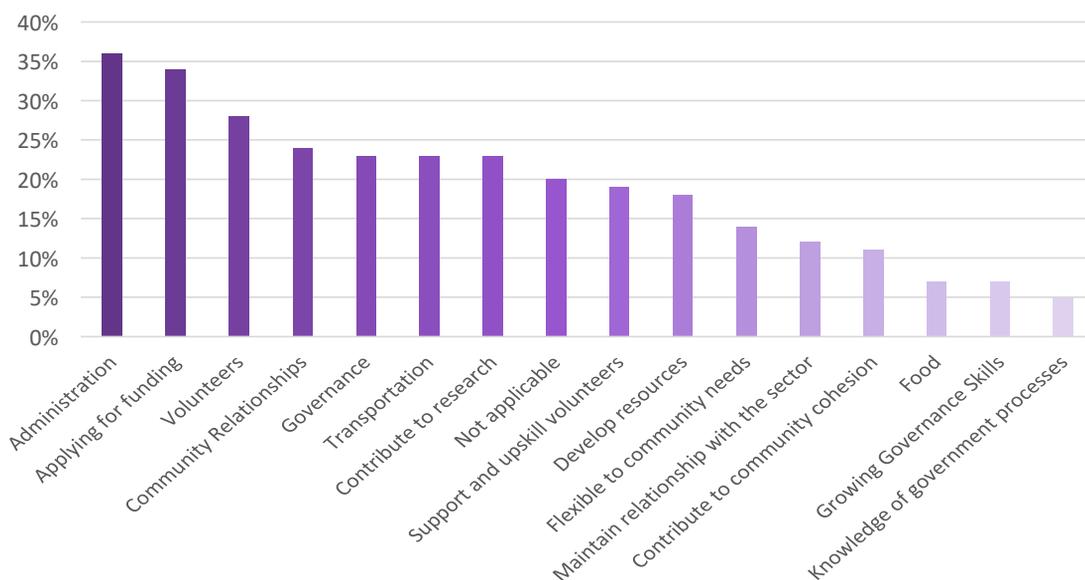


Large and very large organisations reported competitive funding and different goals as the main barriers.

Unfunded Work

The limitation that funding places on an organisation's ability to work together extends into other areas of their operation.

Organisations were asked about the things they were not funded for and at the top of the list was administration (36%). Ironically, applying for funding (34%) is also a cost not supported through their funding. Volunteers have a significant presence in the Western Bay of Plenty Social Sector and organisations report that they are not funded to recruit and manage their volunteer workforce (28%) or provide training and support (19%).



UNFUNDED AREAS OF WORK WITHIN ORGANISATIONS

Many of the comments from organisations supports the position that they deliver services beyond the specifications of the contractual agreement with their funder. Some organisations indicated specific areas they were not funded for as part of their contracts but still provided:

- Wrap around services and working with the whole family
- Work in schools, making home visits or working after hours
- Support groups
- Specialist programmes and equipment
- Community events
- Promotion and prevention work
- Community consultation
- Cultural support and supervision
- General overheads such as grounds and property costs or maintenance
- Membership subscriptions

Support for Organisations

Having identified the areas that are not funded, organisations were asked what type of support they would benefit from and specifically what support they needed in regard to income generation.

Approximately a quarter of organisations (26%) said they did not require any support. In terms of back office support and the options presented to organisations, Marketing and Promotion (45%) featured high on the list again, as in the earlier question relating to capability building, followed closely by Fundraising (43%). Fundraising support was qualified with explanations about the need for streamlining fundraising processes to enable organisations to increase their capacity to undertake fundraising tasks.

Information Technology (31%) was another area in which organisations needed support. Between 13% and 18% of organisations indicated they would benefit from support in Human Resources, Printing, Legal services and Accounting. In addition to these options organisations suggested graphic design, web development, price brokering, strategic advice and policy maintenance.

“Due to the legislation now requiring charities to be audited by a chartered accountant, this will now be an added cost to services”

	Income Generation	# Orgs
Method	Donor/ sponsors	47
	Donations	37
	Social Enterprise	32
	Gaming Trust	9
Support	Writing funding applications and tenders	48
	Professional development	28
	Online fundraising tool	27
	Collaborative approaches to funding	16
	Advocacy for full funding	15

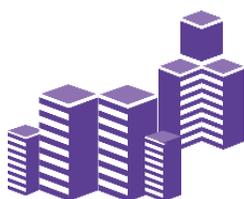
When asked specifically about income generation, 26% said they did not need income generation support. For those organisations requiring support, they prioritised methods of income generation as well as tools and support in developing these methods. More than a third said that they wanted to generate income through Donors and Sponsors (34%), 27% said they needed Donations and 24% were interested in social enterprise. Some indicated their need for training in writing funding applications and access to fundraising tools.



Small organisations tended to require support in funding sources, donations/ sponsors and applying for funding.



Medium organisations were more likely to require support in social enterprise.



Large organisations tended to cite donors and sponsors as their need in income generation while very large organisations reported advocacy for full funding as their main concern.

Some of the comments relating to support for income generation reinforced issues of capacity for organisations, particularly around contracts. Several organisations talked about the conflict they experience with their funding contracts, either regarding organisational values or to the contract not reflecting client or community need.

“Standardisation of contract audits would be extremely helpful as they all want different reporting and data collection methods”

In terms of accountability, organisations talked about having the contracts streamlined so they do not have to report on their work in multiple ways.

Demonstrating Impact

Organisations use a variety of reporting mechanisms to demonstrate the difference they make in the community, with 79% using client narrative and case studies. More than half administer 'Client Surveys' (56%) and 'Analyse Client Data' (53%) to measure success. 'Informal feedback' (44%) is also captured with other formal processes of evaluation, audit and assessment used to a lesser degree.

Digital infrastructure and information technology needs also play an important role in an organisation's ability to effectively and efficiently demonstrate their impact. A few organisations showed their sophistication in being able to do this with facilities for client blogging and publishing peer-reviewed research. Organisations also suggested that their success could be measured by the fact that they were certified providers of a service, that they had received community awards and were successful in grant applications.



"The additional work we undertake with families is not part of our contract"

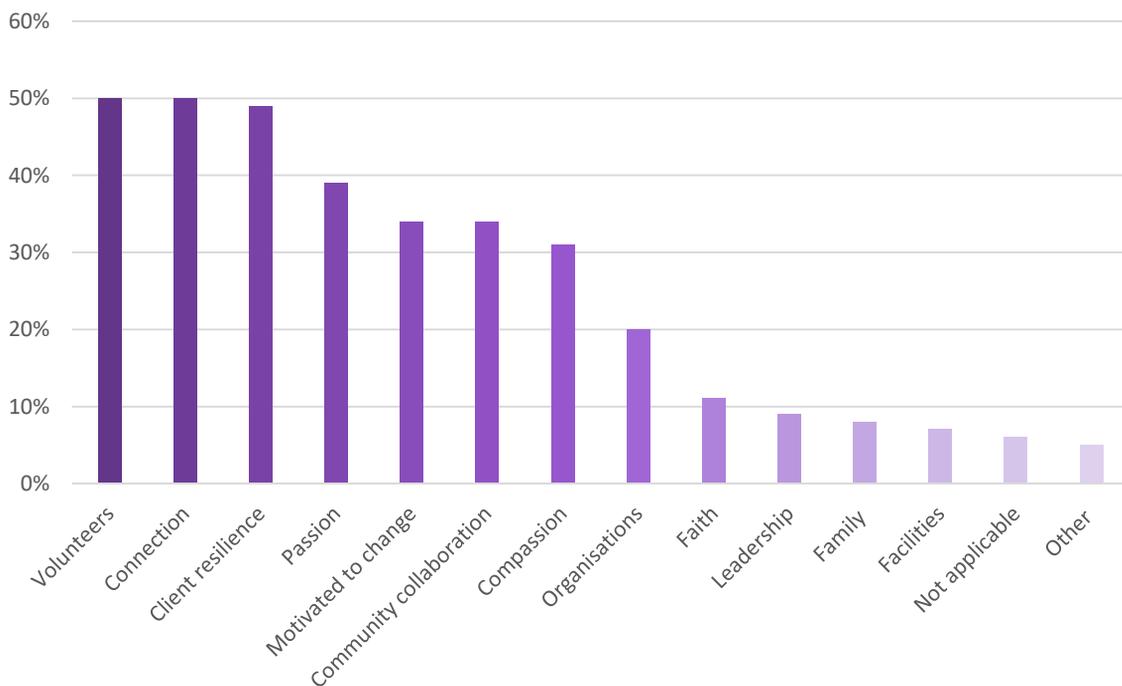
Community

This section examines how organisations identified the challenges and strengths experienced by the communities they work with.



Community strengths

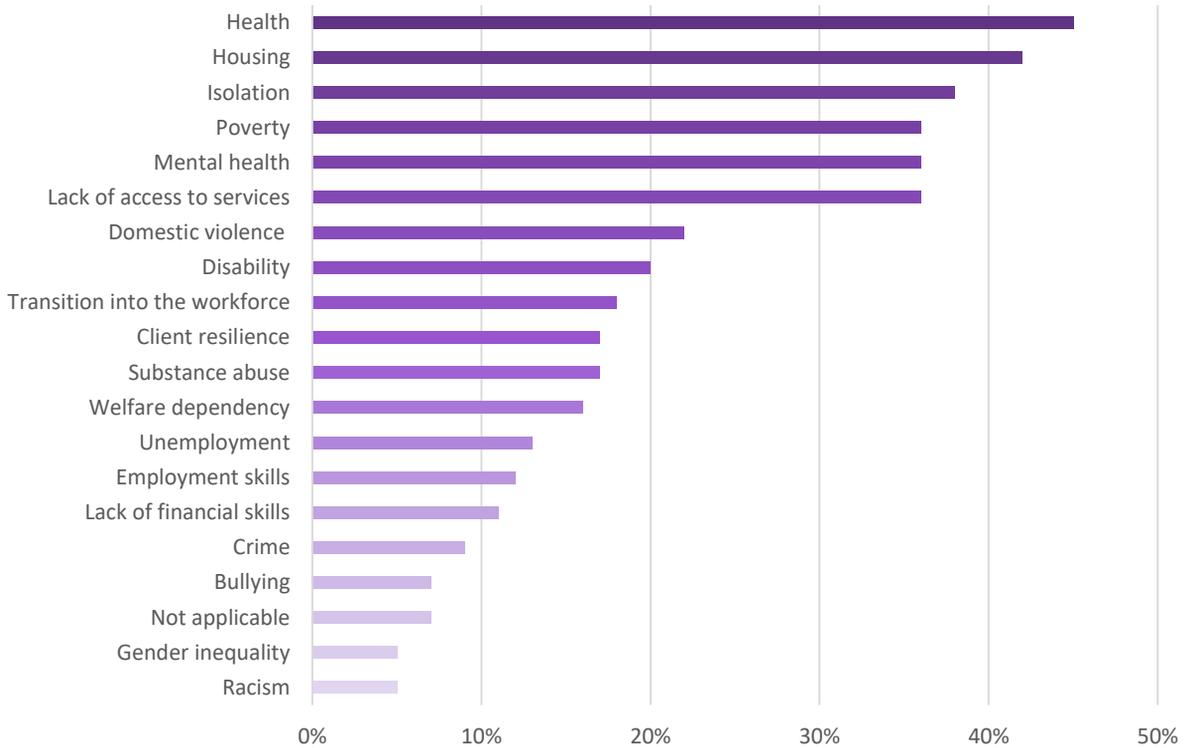
The greatest strength in the communities that the organisations work with are its people. The volunteers, the resilience of their clients and the social connections experienced within the community are indicated by more than half of the organisations. The passion and compassion of their communities are also acknowledged as significant strengths alongside community collaboration. Nearly 35% of organisations acknowledged the motivation of the people they work with as their greatest strength. Organisations who indicated other strengths talked about their clients' passion and commitment to make changes, not just for themselves but for the systems within their community.



STRENGTHS OF THE COMMUNITY

Challenges in the community

Social service organisations working in the Western Bay of Plenty have a unique window into the challenges for their community, and this survey confirms some of the statistics we already know about housing and poverty and provides depth about the reality for the people they work with to help minimise those challenges.



CHALLENGES IN THE COMMUNITY

The organisations talked about the interrelationship of these challenges; that none are experienced in isolation. The complexity of one challenge can tip the scale for another to create a cascade of issues for individuals, their families and the community. The highest-rated challenges of Health, Mental Health, Housing, Isolation and Poverty were often indicated in combination.

Lack of access to services was indicated by 49 organisations, which was not just a 'lack of services'. There are many reasons why people were not benefiting from the available social services.

"We deal with all these issues equally."

Organisations talked about the lack of information about services, and whether the service is in fact the right one or that providers need to be more aware of the needs of the target group rather than making assumptions. This included the need for culturally appropriate services, “ensuring that Māori are supported in a culturally appropriate way”. They talked about the importance of family and whānau to support service users, not just by providing transport but also by keeping connected.



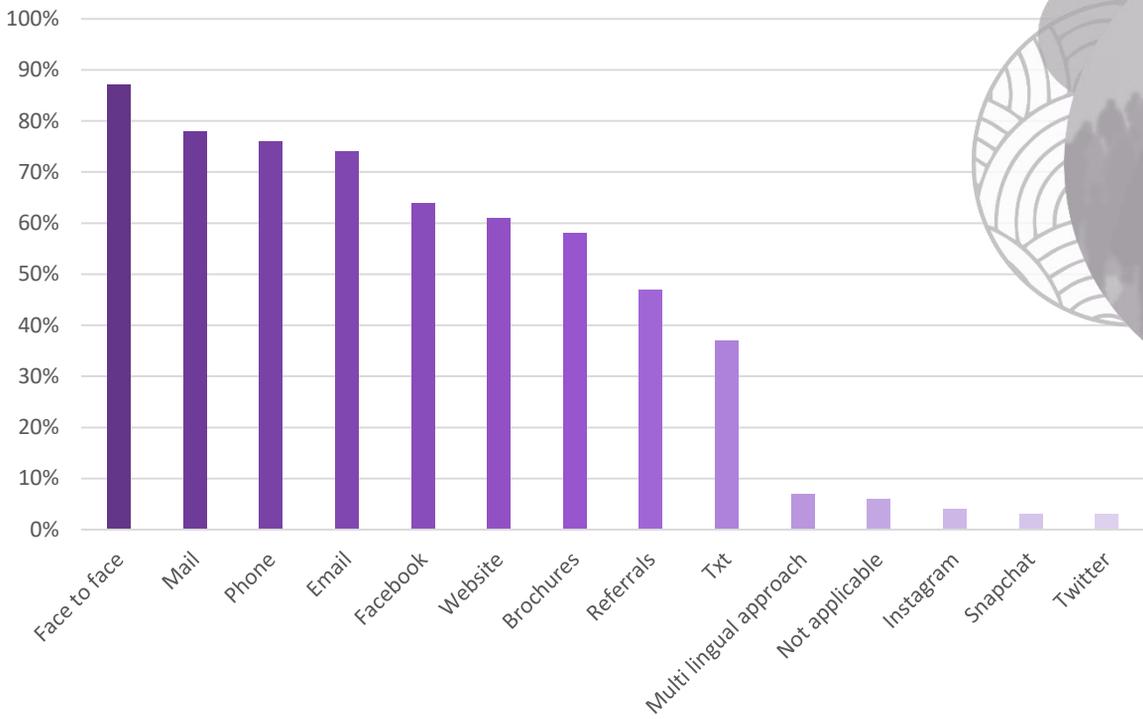
Housing issues covered the lack of housing plus inappropriate accommodation, including being rurally based which can impair access to work and social services. Organisations talked about the challenges their clients experience when placed in communities who do not want families with mental health issues.

Engaging and responding to the community

Communication and engagement with the community is a fundamental requirement for the social sector and it is not surprising that the method of ‘Face to Face’ is as high as 87%. Organisations that did not use face-to-face were primarily information services or contracted out their service. The use of ‘Mail’ (78%), although indicated by most as a method of communication, was sometimes qualified with comments about the increasing expense and need to find alternatives.

Mail outs have become expensive so [we are] looking at different options for circulation of newsletters and events.





METHOD OF COMMUNICATION WITH COMMUNITY

Engaging with Māori

Organisations were asked whether they had a strategy specific to engaging with Māori. The Māori population in the Western Bay of Plenty (17%) is above the national average of 14% [1]. Of the 144 organisations interviewed, just over half (53%) said they had a Māori strategy. Detail about the strategy was recorded for 43 of the 77 organisations.

Twenty organisations described their strategy in regard to inclusivity alongside other ethnicities, i.e. they did not have a strategy for engaging with Māori specifically.

“[We] have no deliberate strategy, but our focus is weaved throughout all of our programmes”

“[We] have a multi-cultural policy, and we work with all young people”

[1] New Zealand Census 2013

A further six organisations mentioned that their strategies were 'in development'.

Organisations who provided a description of a formal strategy identified the following as the basis for their approach:

- Organisational Policies that detailed focus and engagement with Māori (11)
Māori personnel (staff, associates, governance, advisory, supervision) (9)
- Cultural and te reo Māori training within organisation (8)
- Actively referring clients to Māori providers, collaboration with Māori providers (6)
- Organisational guidelines regarding tikanga based practices (4)
- Working with Iwi, hapū and marae (3)
- Focus on whakawhānaungatanga and building relationships with Māori whānau (2)
- Monitoring of service responsiveness to Māori (2)
- Tailoring of services for Māori clients (2)
- Organisational recruitment strategies (1)

Five of these organisations had a formalised Māori strategy for service delivery and professional practice. Fourteen of the organisations who indicated they had no strategy for engaging with Māori, also indicated a capacity building need for 'Knowledge of the Treaty and its Application'.

The other ten organisations who also indicated the need for capacity building in this area have some form of strategy.

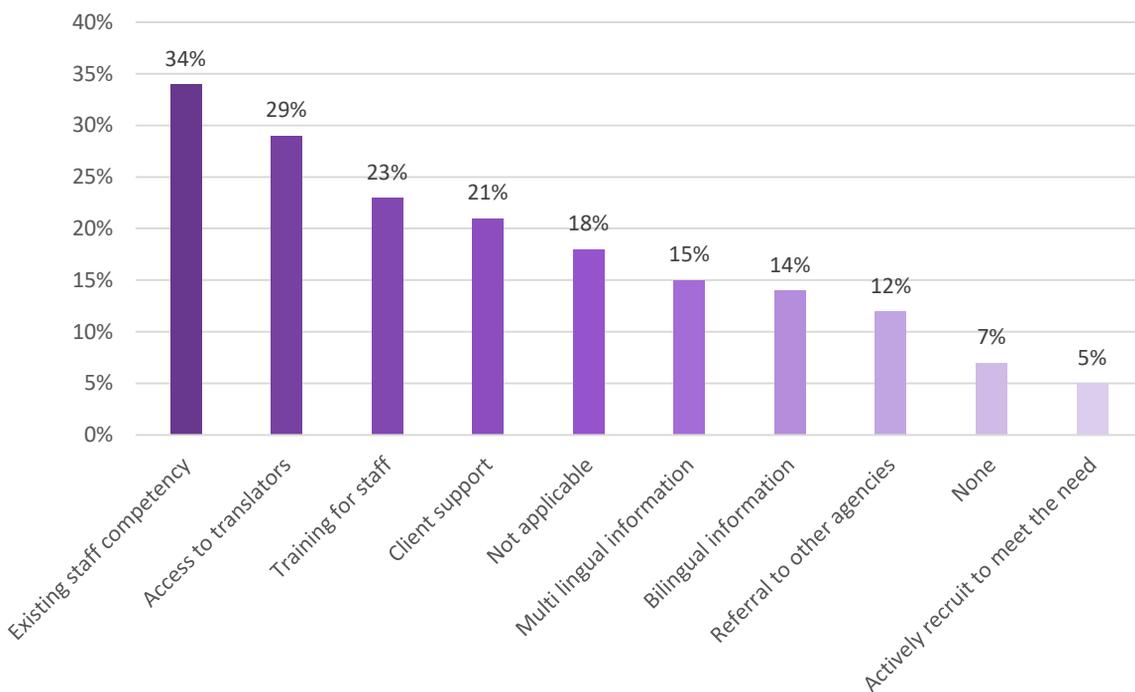
"[We] are aware of cultural differences [and we] refer to Māori agencies and involve whānau to help clients feel culturally safe."

"[We have] representatives from the 18 Iwi who meet monthly with the board to provide advice and looking at proactive solutions. [We also have] clear Treaty of Waitangi principles and a Māori health audit framework"

Working with other marginalised populations

Organisations were asked about their engagement with two other marginalised populations based on ethnicity and the ageing population.

The populations of both European and Māori in the Western Bay of Plenty are above the national average (79% versus 70% - European and 17% versus 14% for Māori), whereas the populations of Pacific Peoples and Asian are below the national average (2% versus 7% - Pacific and 5% versus 11% for Asian) [2]. Thirty four percent of organisations rely on existing staff competency to engage with people of 'other' ethnicities. Only 5% actively recruit staff to meet this need.



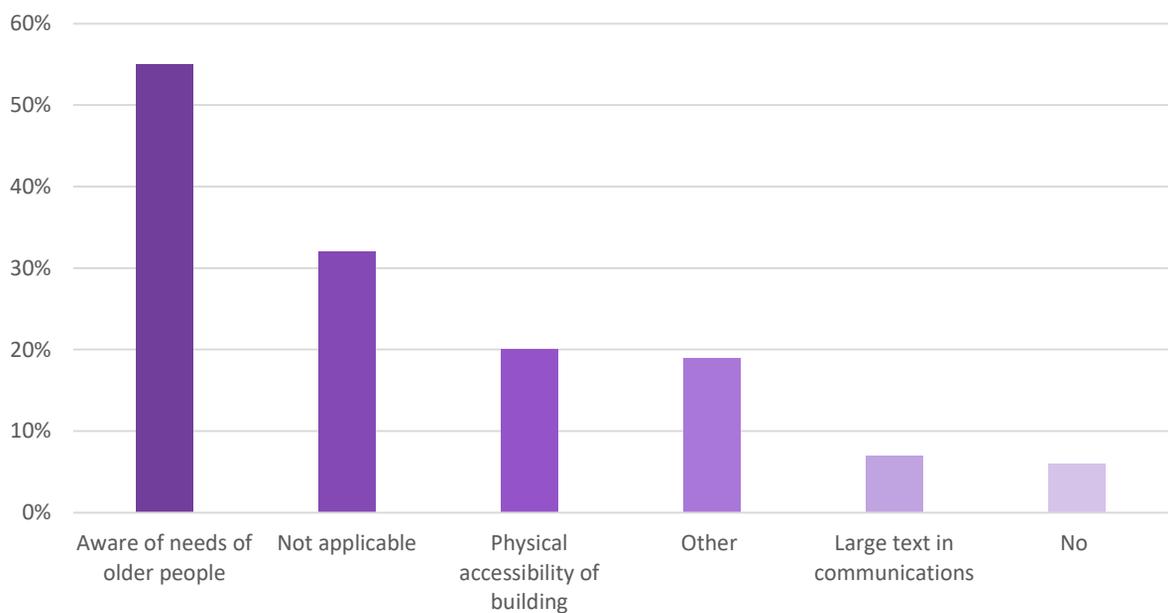
STRATEGY FOR ENGAGING WITH OTHER ETHNICITIES

The four organisations that answered not applicable to this question and provided a reason stated that they have very few clients from other ethnicities. Other organisations did not have direct client contact. One organisation talked about their use of multi-cultural forums to support their clients.

[2] Statistics New Zealand Census 2013



The population of people aged 65 years and over in the Western Bay of Plenty is above the national average (20% for the region compared to 14% nationally [3]). For the Western Bay of Plenty Social Sector there is limited awareness (55%) of the needs of the ageing population and the services they require. Only 20% of organisations indicated they had appropriate physical accessibility to their buildings. For 11 organisations this is their core business. Organisations who indicated this was not applicable deliver services to other target populations such as children and maternal health. Organisations talked about barriers to delivering services to the aged population including age-based contractual restrictions, transport and mobility, and capacity constraints.



ABILITY TO RESPOND TO INCREASE IN AGEING POPULATION

[3] Statistics New Zealand Census 2013

Services

The Mapping the Social Sector Project identified 742 social services in the Western Bay of Plenty. This section highlights the findings for 530 services delivered by the 144 interviewed organisations. It includes analysis against the different service types categorised as a fund, project, service and programmes. Information gathered about services included their service objective and demographics related to their service target group. It identifies priorities for tactical alignments [4] between organisations, and the services they provide, and the sector's funders and stakeholders. More than 12% of the organisations identified as faith-based.

Information gathered for this section was provided about each individual service and may differ within the same organisation depending on the service.

Service Type

Services were categorised into four main types:

1. Service – ongoing direct service delivery to the community
2. Project – an initiative with a defined life span
3. Programmes [5] - a service delivered by a collective of organisations.
4. Fund – the service is the provision of funding for a particular target group, project or service.

More than 86% of services are of the 'service' type, 4% deliver projects, 5% provide funds and 4% are 'other' service types. Services identified as 'other' included forums and events held for the community as well as social enterprises such as Op Shops.

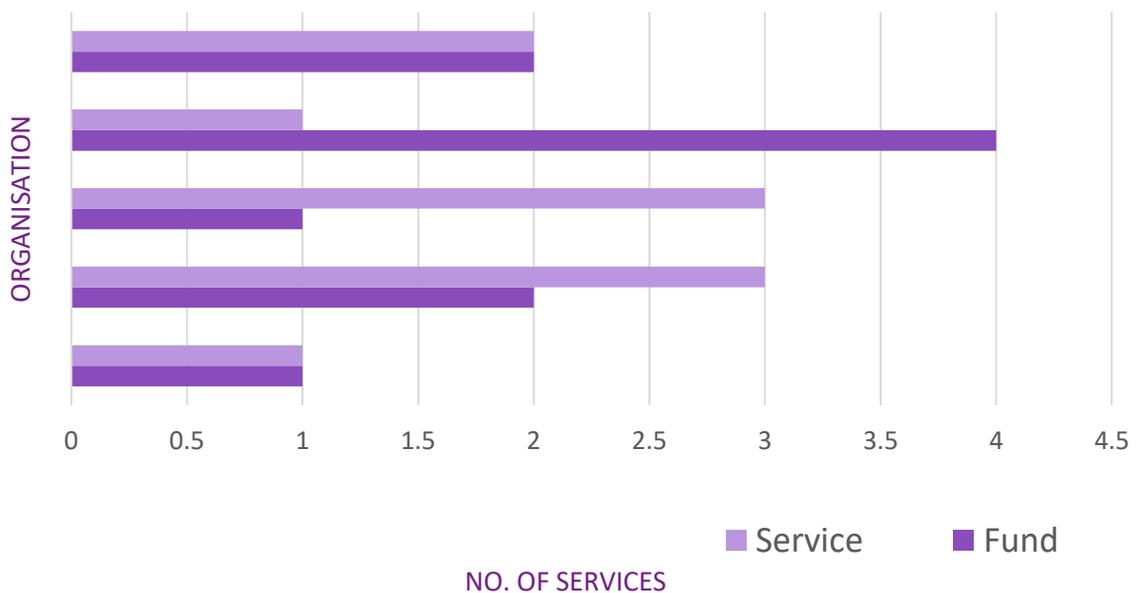
[4] Tactical alignments - identified priorities of funders and stakeholders to enable alignment to the services delivered by the Social Sector

[5] For example, three organisations in the Western Bay of Plenty deliver the First Responder service, a collaboration between Shakti Women's Refuge, Tauranga Women's Refuge and Bay of Plenty Sexual Assault Support Services.



Service Type	No. organisations	No. Services
Service	130	457
Fund	11	26
Project	17	23
Other	17	22
Programmes	Data incomplete	52

Five organisations provide a ‘fund’ as well as a service directly to the community. For example one organisation provides a sponsorship fund for their clients as well as advocacy services.

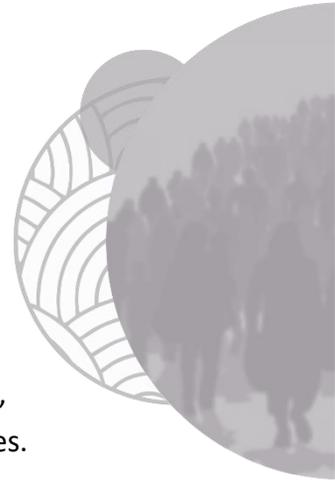


Projects

Twenty-three projects were delivered by 17 organisations. Projects have a limited timeframe and involve social enterprise, youth development, community events and activities such as community gardens, and social infrastructure and building projects.

Programmes

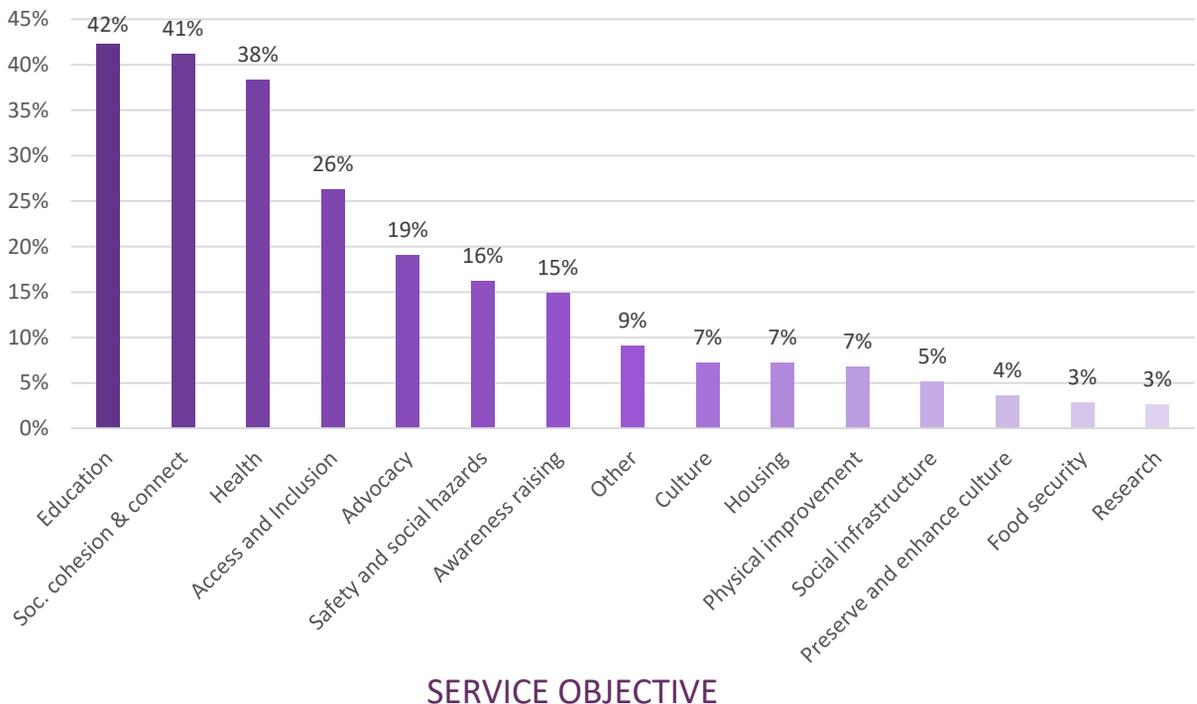
Fifty-two programmes were led by 32 organisations. Sixty-five percent of the programmes were national and funded through central government. Some programmes were local such as 'First Responder', a collaborative family violence crisis response service delivered by Shakti Women's Refuge, Tauranga Women's Refuge and Bay of Plenty Sexual Assault Support Services.



The organisations' primary activity for programmes is 'Service Delivery' (60%) and raising awareness about an issue (50%).

Service objectives

Organisations were asked to indicate the service objective for each service they provide. Not surprisingly 'Education' (42%), 'Social Cohesion and Connectedness' (41%) and 'Health' (38%) are common objectives within the sector services, similar to the overall organisational objective.

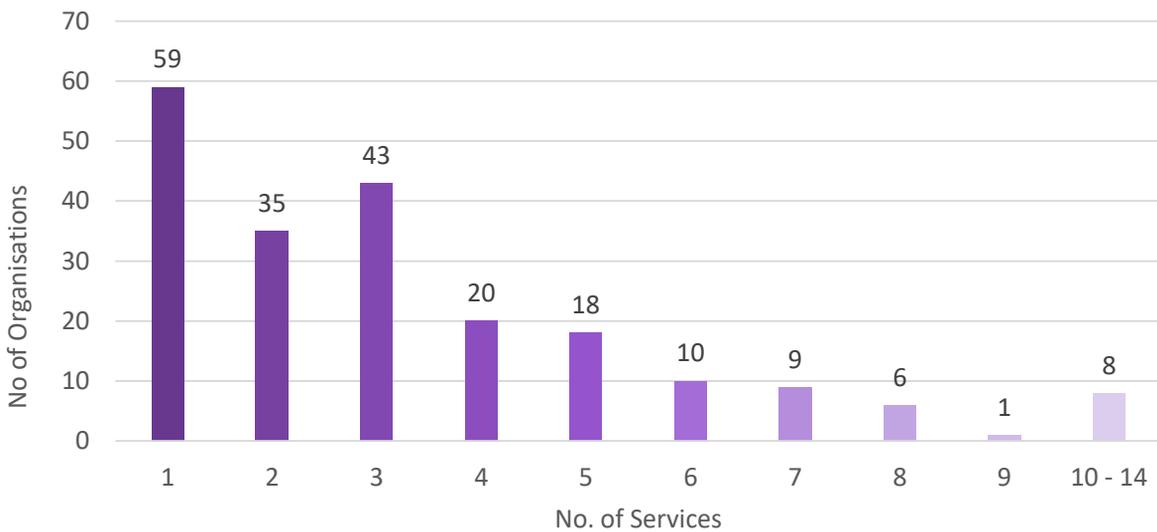


Despite housing and poverty being significant challenges, only 7% of services are dedicated to housing and only 3% to food security. While organisations indicated they need support with demonstrating the impact they make, 'Research' remains a low priority as a service objective.



Number of services per organisation

Sixty-five percent of the organisations deliver between one and three services, with just under a third delivering one service.



NO. SERVICES PER ORGANISATION

Māori Social Services

Eight Iwi and 40 Hapū comprise the tangata whenua in the Western Bay of Plenty region (see Appendix I). Desktop mapping identified 27 Māori organisations (12% of the region's total) which delivered 84 social services. Five of these organisations were interviewed as part of the Mapping Project, in total these organisations deliver 25 Māori social services. Of the 25 Māori social services, it was noted by these organisations that whilst their target group was Māori, they also see people from other ethnicities and apply the kaupapa Māori service approach for all clients.

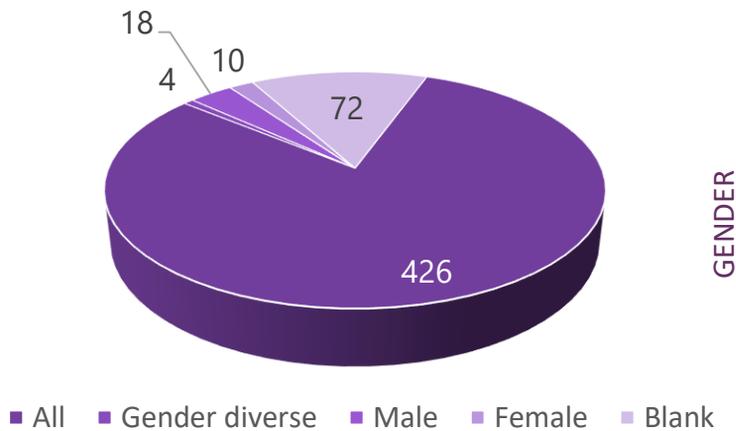


Service Target Groups and client demographics

Organisations were asked about their client target groups and demographics including gender, age and ethnicity.

Gender

Over 90% of services are delivered to all genders. A very small percentage of services are only delivered to either male or female clients and four services indicated their client base was gender diverse. Data entry for 72 services was not completed.



Ethnicity

Organisations were asked whether their services were targeted to any specific ethnicity. Eighty seven percent indicated their services were available to all ethnicities. Less than 4% are targeted specifically for Māori and those organisations who deliver services using a kaupapa Māori approach indicated that they never turn non-Māori clients away. One organisation identified Pacific Island ethnicity along with Māori and European ethnicities.

Age

While nearly 30% of services are available for all age groups, the information was not recorded for 29 services with a further 100 services specifying age ranges beyond the category options. For people aged 66 to 85, the project identified 106 services, with a further 17 for those older than 85. This is over and above those identifying as delivering services for all age groups. This, however, contradicts information later in this section which identifies only 24 services targeted specifically for the older population.

The category 18+ was added as an option as it was a common response during the project's initial phase. Ninety services offered an age range specific to the service and included variations to the menu options such as 17+, or 10 to 18 years. These variations make it difficult to analyse age groups.



This discrepancy highlights the benefits of streamlining contract variables and the complex range of focuses that exist within the sector. A thematic analysis of service descriptions indicate that services are targeted to the following broader population age ranges.



CHILD SERVICES // 63



YOUTH SERVICES // 104



ADULT SERVICES // 170



OLDER PERSON SERVICES // 24

Client type

The client type categories that we asked organisations to identify included individuals, families and groups. Most services are delivered to Individuals and often in combination with families. Other client types were listed as organisations and professionals however these are categorised as groups or individuals. There were 86 services without this data entered.

Client type	# of Services	Combination	# of Services
Individual	309	+ Families	113
Families	171	+ Groups	0
Groups	155	+ Individuals	41
All	29		
Other	12		
No data entry	86		

Priority target group

In addition to client type, organisations were asked to identify the priority target group for their services with the options of Children, Youth, Adults, Parents and caregivers, Aged Care, Disability, Māori, Pacific Island, Refugee and Other. No data was recorded for 118 services.

Young people followed by Adults were the two top priority groups.

Due to the large number with no recorded data, a thematic analysis of each service description was undertaken. The priority target group table shows services by priority target group as identified from interview and service description analysis. Youth and adult services appear well represented in the social services. However, there appears to be few services targeting Māori, Pacific Island, refugees, migrants and aged care sectors.

Priority Target Group	Identified at interview	Services Description analysis
Children	73	63
Youth	104	104
Parents/ Carers	49	
Adults	87	170
Aged care	19	24
Disability	70	85
Māori	37	
Migrants	23	
Pacific island	11	
Refugees	5	

Types of Service Provision

Service descriptions were analysed for the types of service provided and categorised as being in the areas of Housing, Education, Social Connection, Access, Mental Health, Health and Other support services. Each area heading contains a more detailed list of service types, with service numbers differing from the total the number of services (530) due to a combination of non-specific service descriptions and multiple services listed in a service description.

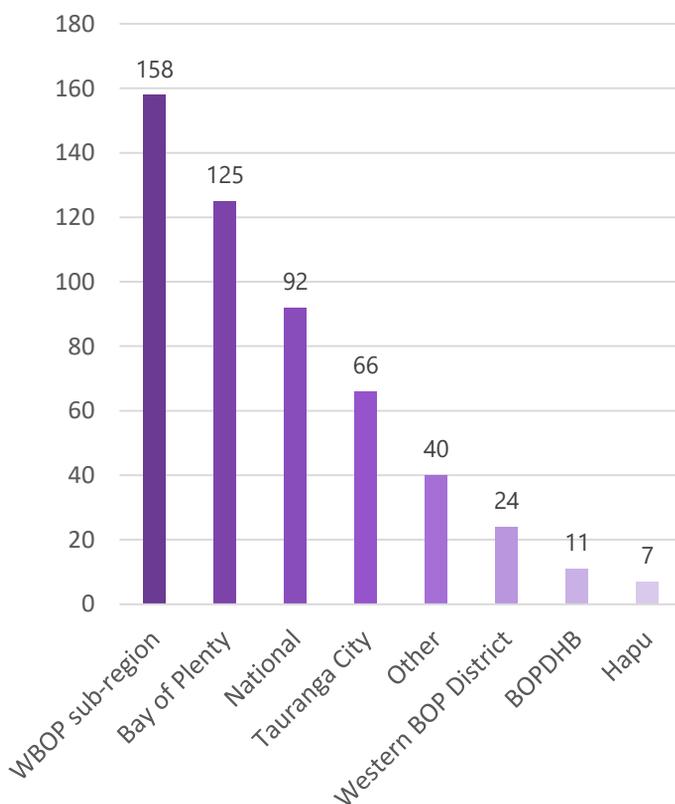
This analysis further highlights the lack of services available in the community for housing. Education is the focus for many services and included a range of topic areas:

- Topical seminars (cancer, autism, disability, asthma, diabetes)
- Healthy relationship skills
- Preventing sexual violence
- Injury prevention
- Literacy (adult) + (workplace)
- Drive education/ safety
- Financial mentoring
- Learning support
- Parenting
- Life skills

Housing		
	Supported Living	11
	Advocacy for Housing Solutions	7
	Emergency Housing	3
	Social Housing	2
	Property Management	2
	Housing Modifications	2
	Treatment Accommodation	2
Education		
	Provision of Information/ Resources/ Health Promotion	90
	Adult Education	50
	Community Education	35
	Training Programmes	31
	Workplace Education	27
	Topical Advice	27
	School Age Education Programmes	22
	Parenting Programme	21
	Mentoring	14
	Legal Advice	5
	Alternative Education (school age)	3
Social Connection		
	Advocacy/ Service Brokering	56
	Social Engagement	32
	Social Work	30
	Support & Companionship	23
	Community Events	22
	Day Programmes	20
	Community Activities	19
	Networking Meetings	13
Access		
	Home Visits	36
	Transportation	16
	Helpline	12
	Facility Hire	3
	Directory	2
Mental Health		
	Counselling/ Therapies	67
	Support Groups	66
	Peer Support	28
Health		
	Screening & Assessment	35
	Community Nursing	27
	Community Rehabilitation	13
	Drop-In Clinics	13
	Residential Care	12
	Exercise Programmes	11
	Personal Care	11
	Respite Care	7
	Physical Therapy	6
Other Support		
	Family Support	27
	Cultural Development	22
	Equipment	20
	Financial Support/ Mentoring	20
	Crime Prevention	19
	Support with Food/ Meals	18
	Employment/ Work Experience	17
	Volunteering	13
	Policy & Research	13
	Safety & Protection	13
	Social Enterprise	13
	Migrant Settlement	11
	Household Support	9
	Foster Care	8
	Emergency Relief	7
	Professional Support Network	5

Area of reach

Information was gathered on each organisation’s area of reach, with the aim to geographically map service delivery across the region. This information was collected by service and therefore the area of reach may be different for each service within an organisation. Most organisations, however, indicated that their services reach crossed the whole Western Bay of Plenty. To the north, most organisations deliver up to Waihi Beach but not to Waihi town [6]. To the south many organisations extend into the Eastern Bay of Plenty. While some organisations are localised to Tauranga city and Te Puke, most service the Western Bay of Plenty region. The area of reach for their services ranges from national to localised suburbs within the Western Bay of Plenty. Nine organisations identified specified areas for a particular service (14 services) which included a combination of Tauranga city or the entire Bay of Plenty.



To be expected the Western Bay of Plenty sub-region (which combines Tauranga city and the Western Bay of Plenty District) was identified by more than 30% of services as their area of reach. A further 24% of services cover the whole of the Bay of Plenty and nearly 18% are services which are either delivered nationally or affiliated to a national organisation.

Nearly 13% of services are delivered only in Tauranga city. The option of Hapu area was selected by one organisation which provides seven services. These findings further highlight the need for funding to support the amount of travel expense incurred in a large region, both for staff and clients.

SERVICES - AREA OF REACH

[6] This reflects the Bay of Plenty District Health Board and Western Bay of Plenty District boundaries

Organisations that provide funding are more likely to have a national reach or are available to the Bay of Plenty or Western Bay of Plenty sub-region. Other service types are either located in the sub-region or the city with services following a similar trend.



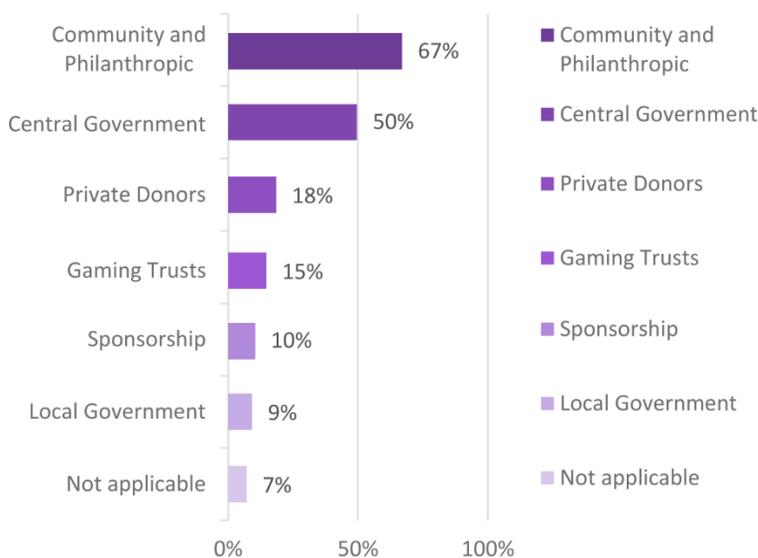
Service funding

Organisations were asked a range of questions about their funding including sources, funding agencies and the funded amounts.

Funding Source

Organisations often receive funding from multiple sources, with 67% receiving funds from community and philanthropic agencies, and 50% from central government.

Organisations were asked about the funding source (Appendix A) for each of their services. No data was recorded for 23 services, 38 services from 24 organisations indicated the question was not relevant as they were self-funded or did not require funding, and 11 services indicated they received funding from multiple sources without specifying those sources.



FUNDING SOURCE

Community and philanthropics are the source of funding for 355 services in the Western Bay of Plenty and 44 of these services are solely funded through this source, in other words there is no other source of funding for that service. Central government funds 263 services in the Western Bay of Plenty and in 139 cases it is the sole funder.

The funding source graph shows the percentages of the funding sources for the 530 services.

Private donors were a significant source of funding



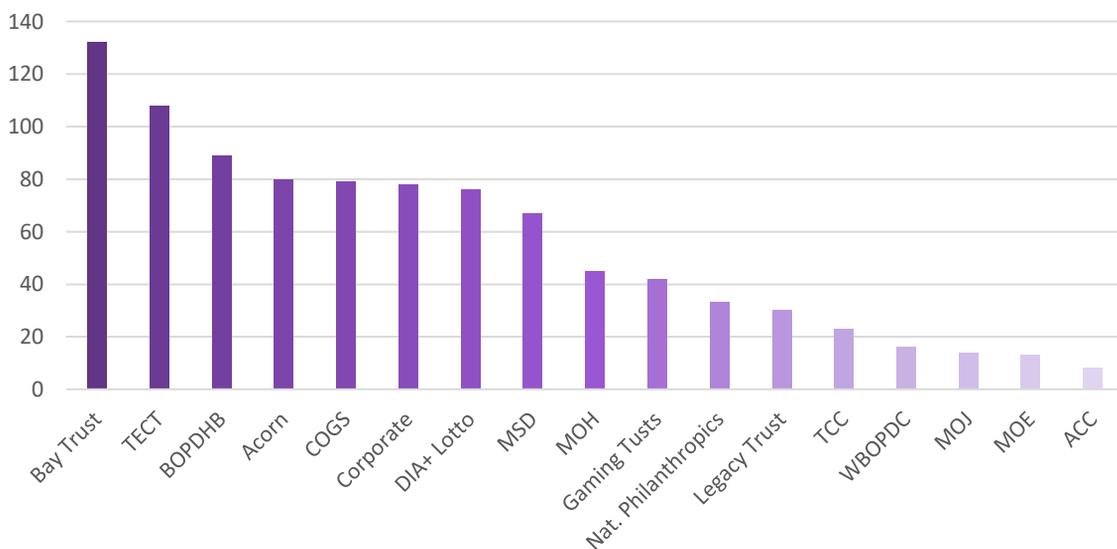
Funding Agencies

When organisations had identified their funding sources they were asked to specify their funding agencies. No data was recorded for 80 services. Services tended to either be completely funded by central government or funded by multiple sources which included community and philanthropic groups.



Bay Trust was indicated as funding 132 services, four being their own 'fund' services, with the remaining 128 also receiving funds from other sources.

The Bay of Plenty District Health Board provided funding for 89 services and in 51 cases was the sole funder. Collectively the government Ministries of Health, Education, Justice and Social Development were the sole funders of 78 services.



NUMBER OF SERVICES FUNDED BY EACH AGENCY

Tactical Alignments

This section showcases how social services align with funder and stakeholder priorities. It complements the information that the organisations shared about the strengths and challenges of the communities they work with and identifies where they see they make a difference. It also reinforces their position that they work beyond the brief of their core business and contract specifications.

Information from all 530 services is included in this section. As there was no opportunity to elaborate in this part of the interview, responses were limited by the available options.



Service involvement across the social sector

Organisations were asked if their services had a particular approach or impact in the social sector, with the project showing that nearly half of the services used volunteers.

Does your service involve?	# Services	
Support or Engage Whānau / Family	343	64.72%
Volunteers	258	48.68%
Mentoring	206	38.87%
Support for Communities	204	38.49%
Prevention of Violence	158	29.81%
Advocacy	145	27.36%
Home Support	130	24.53%
Counselling	128	24.15%
Supporting Groups	128	24.15%
Rehabilitation	121	22.83%
Employment Support	102	19.25%
Sport Recreation or Leisure Activities	98	18.49%
Food Security	82	15.47%
Financial Literacy	74	13.96%
Supporting or Engaging with Migrant Communities	61	11.51%
Providing or assisting with shelter	44	8.30%
Providing or Assisting with Accessing Housing	42	7.92%
Support to Refugees	35	6.60%
Not applicable	15	2.83%
Other	10	1.89%





Organisations indicated that nearly 40% of their services involve direct support for their communities, while nearly 65% involve working directly with whānau and family. A quarter involve home support and support groups as methods of service delivery. Many organisations (39%) indicated that their services involve mentoring, even though they are not promoted as a mentor service.

The project identified the most significant gaps as lack of funding for providing or assisting with shelter (8%) and housing (8%) or the support and engagement of migrant (12%) and refugee (7%) communities. It is interesting to note that while only four organisations indicated food security as their organisational purpose, 45 organisations said that the 82 services they provided involved food security.

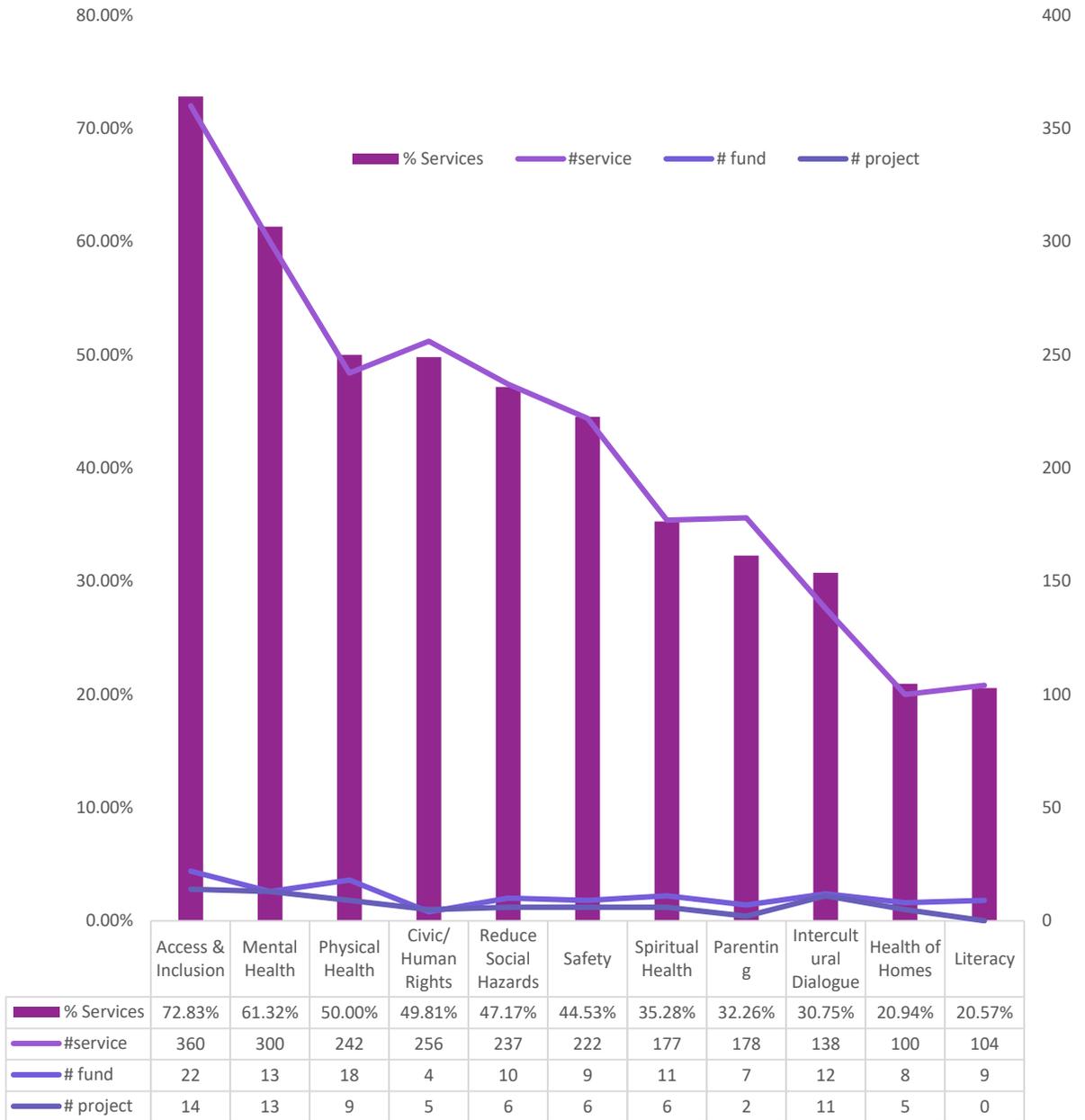
Organisations were asked about service involvement in growing knowledge and skills, leadership skills, resilience, wellness and social cohesion, and connectedness. The data indicates that while some services may involve the growing of leadership skills (31%), for most this was not a factor.



SERVICES INVOLVE THE GROWING OF...

Service contribution to social outcomes

The project also asked organisations whether their services improved certain social outcomes. The following chart identifies the service according to type and the number of services indicated as improving social outcomes.



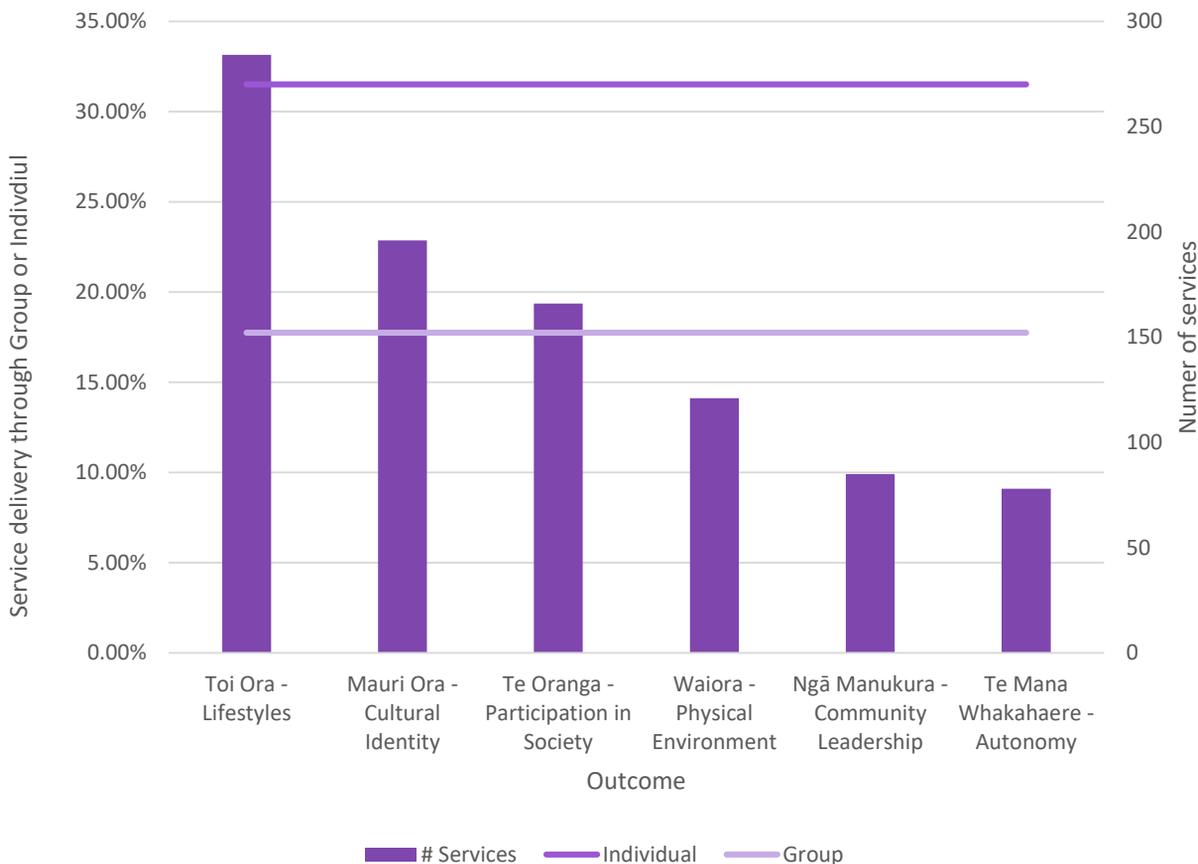
IMPROVING OUTCOMES BASED ON SERVICE TYPE

Because direct services are the majority in terms of service type, these figures follow the overall trend for services. The fund service type has a higher ratio of involvement in physical health and intercultural dialogue than the direct service.



Service contribution to social outcomes for Māori

Organisations were asked a set of questions regarding their services' contribution to outcomes for Māori, based on a kaupapa Māori approach.



SERVICES INVOLVED IN IMPROVING OUTCOMES FOR MĀORI

More than 53% of organisations indicated that their services helped to improve Toi Ora, Lifestyles for Māori. However only 16% of services contribute to outcomes of Nga Manukura - Community leadership for Māori and less than 15% to Te Mana Whakahaere – Autonomy. Organisations were asked if they delivered their services to Māori via a group or direct to the individual. Within the sector 18% of services are delivered to Māori groups and 32% to Māori as individuals.

Fifty services delivered by 24 organisations had no data recorded for these questions.



Summary of findings

Social sector organisations generously gave their time to provide data for this report. Information in this section supports prior findings about the challenges for the social sector and the community it serves.

Our community is no stranger to the facts that health, housing, isolation and poverty are the biggest challenges, and this report reinforces that message. It also tells us about the strength of our communities and our social sector workforce; the volunteers and paid workers who go beyond their contracted services to ensure individuals and families they work with can benefit from unrestricted access and inclusion to the communities they live in.

Through networking and information sharing, the social service organisations prioritise relationships within the sector to achieve their purpose, with many organisations finding it easy to work together. For others, however, their ability to collaborate through formal relationships was limited by time and capacity constraints.

The information provided by the 144 organisations about the 530 services they deliver is greater than we had expected and will continue to provide opportunities for further analysis.



Section 4 - Discussion



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Discussion

Introduction

This project investigated a complex sector where more than 200 organisations are delivering a wide variety of services to a diverse range of people. A key objective is to provide valuable information to the social sector, funders and stakeholders in the Western Bay of Plenty.

This discussion will:

- interpret the findings including comparing with existing research,
- propose explanations,
- identify research strengths and limitations,
- pose questions arising from the findings, and
- consider what this may mean for the social sector, funders, stakeholders, government, businesses and the general public.

This project set out to achieve the following objectives:

- increase understanding of social services provided in the Western Bay of Plenty,
- raise the sector's profile and value by highlighting how it is contributing to social wellbeing,
- better understand the social sector's needs,
- inform future work on improving sustainable outcomes,
- establish evidence for planning and decision making,
- inform discussions to improve efficiency and effectiveness,
- better link social services to their funders' goals and outcomes,
- better understand community needs,
- provide an opportunity for SocialLink to grow relationships and understanding of social services and how SocialLink could best work with and empower organisations, and,
- help organisations tell their story on how their services make a difference.

These objectives were largely achieved as detailed in the following sections.



The value and contribution the Social Sector make to communities in the Western Bay of Plenty



Organisational Purpose

The surveyed organisations delivered a wide range of services to meet a diverse range of community needs, as demonstrated by nearly 60% of the organisations stating they had more than one purpose; ‘social cohesion and connectedness’ was the most common.

This supports the findings in the Vital Signs research^[1] which identified connectedness to whānau, friends and their community as the second most common factor valued by people in the Western Bay of Plenty. Unsurprisingly, ‘health’ was a key focus for many organisations (43%) and is consistent with the finding that ‘health’ is the key challenge for communities.

It was surprising to see the number of organisations that identified ‘advocacy’ (34%) as their purpose; either referring to advocating with or on behalf of their clients to access services and entitlements, or for political lobbying (this was not differentiated in the survey). If it is the former, which is likely, this speaks to the difficulty clients have in navigating a complex service system. Charities undertaking political advocacy has been a point of controversy^[2], in particular if promoting a particular view constitutes a ‘public benefit’ and ‘charitable purpose’; this continues to be tested ^[3].

Given that housing was identified by many organisations as a key challenge for their communities, it is interesting that only 8% identify ‘housing’ as their organisational purpose. Similarly, poverty was identified as another key challenge. Although only 4% of organisations focus on food security (a common need for families in poverty) 82 ‘food security’ services were being delivered in the Western Bay of Plenty; reinforcing the point that organisations provide beyond their core purpose.

Service objectives

At 42% ‘education’ was the most common service objective. While important to improve the quality of life, and cost effective compared to other interventions such as counselling, education alone is often not sufficient to effectively help people make enduring changes. The other most common service objectives align very closely with the purpose of organisations, being social cohesion and connection, health, access and inclusion and advocacy.

[1] Key Research (2018)

[2] Supreme Court of New Zealand (2014).

[3] Charities Services (2016)



Significantly, many of the least common service objectives were ‘big ticket’ capital items such as housing, social infrastructure and physical infrastructure. This may be due to funding conditions dictating service options. In other words when an organisation is unable to secure significant funding for big items, they do what they can with the available funding.

It will be interesting to see if the least common service objective ‘research’ becomes more feasible when the University of Waikato campus opens in Tauranga in 2019. One of the other least common services is food security, perhaps because organisations provide meals but do not consider this a service objective, or because environmental groups such as community gardens contribute to food security as opposed to social services.

Types of services

Just under 60 different types of services are delivered in the areas of Housing, Education, Social Connection, Access, Mental health, Health and other support services. Consistent with earlier findings, Education and Social Connection are the most common types of services, followed by Mental Health and Health, also reflecting the common challenges in communities.

Number of social services

It is likely that communities are largely unaware of the large number of social services and organisations (over 740 social services are delivered by over 200 organisations) that operate in the Western Bay of Plenty. This demonstrates the relatively low profile of social services, with many people only becoming aware of these services when they need them.

Most organisations are small to medium in size and deliver between one to three services.

Māori services

Of the 205 surveyed organisations, 12% are Māori (27 organisations) which is proportionally lower than the Māori population in the Western Bay of Plenty (17%).



Area of reach

While this project aimed to produce a spatial map of service delivery to help identify gaps and duplications, it was found that most services reported themselves as delivering across the Western Bay of Plenty or to the Bay of Plenty region. Further research could investigate if services are actually delivered to all areas of the Western Bay of Plenty, and how this is achieved. For example, do organisations use outreach clinics or multiple offices or are they resourced for travel costs for both workers and clients.

The 'added value' provided by Social Services

The added value delivered by organisations, beyond their funded objectives, is often not recognised or acknowledged. This project suggests considerable 'value for money' is delivered to funders and the community. Under-funding of organisational functions such as administration, the recruitment, coordination and support for volunteers, and time spent applying for funding, continue to challenge organisations.

This highlights the sector's dedication to go 'above and beyond the call of duty' to assist people in very difficult circumstances, regardless of whether this work is funded. Organisations frequently talk about being unable to turn away people who arrive on their doorstep seeking help. Continually going 'above and beyond' the call of duty is likely to impact on worker wellbeing.

The communities and service users served by the Social Sector

Social service organisations are a part of our communities, and their staff and volunteers have the privilege of working with some of the most vulnerable. This gives them a unique perspective on the daily realities of individuals, families and groups - including their strengths and challenges. This section details the organisations' understanding of their communities and examines service users at a sector-wide level.



Community Strengths

Volunteers are a key strength in the Western Bay of Plenty. Although the project did not identify volunteer hours, nearly 5000 volunteers is significant.

Organisations see and value the connectedness between individuals, the 'glue' that holds communities together, and they see client resilience as a significant strength. They are constantly in contact with people who, despite adversity, remain resilient. Surprisingly, only 10% of the organisations see family as a community strength, perhaps because a lack of family support creates demand for social services.

Challenges in the Community

Social sector organisations work with parts of our community that the general public often do not see, for example, the impact on families of drug and alcohol abuse, mental illness, disability, violence and crime as well as often struggling to achieve the basics of life. The main challenges identified were health, including mental health, lack of suitable, affordable housing isolation, and poverty.

Housing challenges are already well documented in the recent 'Housing We Need' [4] report commissioned by SmartGrowth. Homelessness, overcrowding and living in inadequate housing are the direct outcomes of a lack of suitable, affordable housing. Interrelated to these issues is isolation and poverty, two other key challenges identified by organisations. This aligns with the findings of Vital Signs research [5] which identified housing and reducing inequality as key priorities for improvement in the Western Bay of Plenty. Poverty was also noted by the State of the Nation report [6] recently released by the Salvation Army as a key national [7] issue. Along with housing and poverty social isolation is a challenge, reflecting the relatively high number of organisations that identified 'access and inclusion' as their purpose (identified as the fourth or fifth most common purpose).

[4] Mitchell & Glaudel (2017)

[5] Key Research (2018)

[6] Johnson, A (2018)

[7] The report notes that wages and salaries have not grown at the same speed as the growth in the per capita GDP (wages grew 6% from 2013 to 2017 while per capita GDP grew 13% from 2013 to 2017), confirming the benefits of growth are not being shared equally across society.



The identification of poverty as a key issue goes against the widespread perception that the Western Bay of Plenty is a wealthy and prosperous region; in reality there are significant pockets of deprivation. [8] Unfortunately, these perceptions influence the allocation of central government resources, to the detriment of social service delivery and the people who use these services in the Western Bay of Plenty.

Mental health and lack of access to services were also significant challenges. Details were not recorded on why people lack access to services but given the large number of services it may be due to a lack of awareness or transportation barriers, particularly for rural populations. This echoes work being carried out nationally to address these challenges. For example, central government has recently announced a national Mental Health inquiry with a focus on equity of access to quality services. [9]

Organisations recognise that the interconnectedness of community issues is best handled by working together so clients and their families receive an efficient service delivered by a range of organisations. This reinforces the value of collaborative models such as whānau ora that take a whanau-centred approach to service delivery.

Communicating with service users

Face-to-face is the most common and preferred way for organisations to interact with service users, the second most common being mail. This demonstrates a lag in technology uptake given mail's rising costs and reduced services. As postage cost was identified by many as an issue, we can expect it to be progressively displaced by social media, noting that 'digital infrastructure' was identified by organisations as a key capability building need later in this report.

Engaging with Māori

With Māori representing 17% of the Western Bay of Plenty population, compared to a 14% national average [10], it is fair to assume that the demand for social services by Māori would also be higher than nationally. This means mainstream services must be able to effectively engage and work with Māori who choose them as their service provider or are compelled to use them because there is no kaupapa Māori service.

[8] Exeter et. al. (2017)

[9] Government of New Zealand (2018)

[10] Statistics New Zealand (2013)



Half of the interviewed organisations stated they had a strategy specific to engaging with Māori. Far fewer, however, could describe a formalised Māori strategy for service delivery and professional practice.

Fourteen organisations who indicated they had no strategy also identified the need for capability building in knowledge of the Treaty of Waitangi and its application to their work. This is further reinforced by the finding that large organisations identified attracting Māori staff as a key capability building need.

Although it is reasonable to surmise that having a formalised Māori strategy would be a good indicator of an organisation's ability to effectively engage and work with Māori, it is not a clear finding from this survey.

Engaging with other marginalised populations

The effectiveness of organisations to engage and work with the growing number of people from other ethnicities and older people is limited according to the findings. Although the proportion of people from ethnicities other than Māori and European is significantly lower than the national average (Census 2013), it is growing. Pacific people make up 2% compared to 5% nationally and the Asian population in the Western Bay of Plenty is 5% compared to 11% nationally.

Just over a third of organisations believed their staff had sufficient competency to work with people from other ethnicities, and less than a third had access to translators. Few organisations produced multilingual information. This suggests either a lack of knowledge or competency in relation to engaging and working with people from other ethnicities. Failure to use translators may be due to an unawareness of the available services. For example, Multicultural Tauranga offers interpreter and translation services in more than 20 languages.

While over half of organisations are aware of population ageing, most do not specifically cater to the needs of older people, for example easy access for people with mobility issues, or large text for the visually impaired. Responding to the aging population was stated to be "not applicable" by just over a third of organisations, for example, a child or youth service. This suggests low recognition of the value of older people, despite their important role as grandparent caregivers and volunteers.

These findings suggest the need for further support for organisations to ensure they can effectively engage and work with people from other ethnicities and older people.

Service Target Groups and Service User Demographics



This section details the users of social services at a sector-wide level.

Gender and Age

Only four services indicated that they saw 'gender diverse' clients; it is unknown if this is because they selected 'all genders' (over 90% deliver services to all genders) or because very few work with gender diverse clients.

Considering the increasing recognition of the Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex and Allies (LGBTQQIA) community and their needs, this suggests more services or staff upskilling may be required to effectively meet the needs of the LGBTQQIA community.

Findings were contradictory in relation to the number of services offered to older people. In response to one question it was found that 106 services are delivered to people aged 66 to 85 and a further 17 services for those aged above 85. Yet, in response to another question, only 24 services were identified as being delivered to older people. This is over and above those identifying their services as being available for all age groups. As there are more than 200 social service providers in the Western Bay of Plenty, it is highly unlikely that half focus specifically on older people, so the latter figure is more likely to be accurate. Since the population of people aged 65 and over in the Western Bay of Plenty is above the national average (20% for the region compared to 14% nationally [11]) the low number of services for older people may indicate that the needs of older people are not being sufficiently met. This will increase as the number of older people grows. By 2033 more than a third of Tauranga City's population is projected to be aged 65+, up from 19.5% in 2013. [12]

One hundred services specified client age ranges that did not fit the survey categories. The diverse range of age groups used for contracted service delivery made it difficult to analyse findings. This may mirror the difficulties and frustrations some organisations experience when delivering and reporting on service outcomes. If so, it may be beneficial if funders aligned their contracts to sector-standard age groups most commonly used by demographers.

[11] Statistics New Zealand (2013)

[12] Jackson et. al. (2014)



Client type

Unsurprisingly, most services are delivered to individuals (309), often in combination with families (113), followed by working solely with families (171). It would be interesting to investigate if working with families has increased since the 'whanau ora' programme was introduced in 2010.

Priority target groups

Young people are identified as the most common priority target group (104), which contrasts with later findings where 170 services are identified as being delivered to adults. As there are only a small number of youth-specific services, it appears that most youth services are provided by organisations that have a range of service contracts which allow them to work with the whole family.

Understanding the needs of the Social Sector

Capability within the Social Sector

Social sector organisations express a constant demand for capability building so they can deliver effective and accountable services to their clients, funders and other stakeholders. The surveyed organisations expressed the greatest need for capability building in ‘marketing and communications’ followed by ‘digital infrastructure.’

As most workers have been trained to deliver social services, many organisations are likely to have little expertise in the ‘business’ aspects of not-for-profit organisations. This includes marketing and communications.

Because many organisations already work at full capacity, increased marketing and communications efforts would most likely be directed at promoting the value of their services, rather than attracting clients. Smaller organisations, especially, feel the effects of limited communication as a lack of visibility rather than a need for more clients.

Not advertising services because they are at capacity may also contribute to the earlier findings on lack of access or awareness. It is of concern if organisations are not advertising services because they cannot handle more demand.

The potential of digital infrastructure to improve fundraising efficiency and effectiveness, such as online fundraising tools, was recognised by many organisations. Significantly, large organisations were most likely to identify digital infrastructure as a key capability building need. This may be due to having to deliver and report on multiple services. Deloitte have identified digital technology and advanced analytics as two key global trends in the delivery of social services, using the health sector as an example where media and mobile devices can provide patients, healthcare professionals and carers with better access to healthcare data, which in turn leads to reduced costs, improved access and better outcomes. [13]

The need for capability in such a wide range of areas, including many specialist fields, highlights the significant expectations experienced by the smaller organisations with limited staff numbers. The challenge is how to raise capability in a wide range of areas in a complex, diverse sector.

[13] Deloitte (2017)

Support for Organisations

It is encouraging that just over a quarter of organisations did not believe they required any support. Further investigation would establish if this was because they were adequately supported, or because they did not recognise the need for support.

Of the organisations that needed assistance with back office functions, the most common support identified was for marketing and promotion, which is consistent with this being the most common capability requirement.

Unsurprisingly, assistance with fund raising was also frequently required, a perennial issue for the social sector. Many comments related to the multiple funding application processes and the significant time spent applying for funds, frequently on an annual basis. This validates the efforts undertaken by some funders to adopt a multi-year funding model. The Bay Brighter Futures [14] funding model also merits attention whereby philanthropic and government funders work together to make the biggest difference on two agreed common outcomes (the First 1000 days and youth development).

It is encouraging that social enterprise is being considered as a means to address funding challenges. Opportunity shops are the most common type of social enterprise established by social services, although others such as cafes are emerging to provide an income stream and employment. At recent 'Start up' weekends for people with business ideas, many considered establishing a business as a means to achieve social and environmental outcomes as well as generating income.

The size of an organisation seems to influence where they seek funding. For example, smaller organisations were more likely to apply for philanthropic funds or grants while medium sized organisations were more likely to consider establishing a social enterprise.

Working Together

Working together and building relationships is a priority for most organisations and seen as best practice to address complex social issues. Most organisations, however, are not funded for the time required to engage with others. Engagement is more likely to occur through networking or at an information-sharing level rather than through partnering with each other to co-deliver services.

[14] Bay Brighter Futures (2018)





This suggests that funding the time put into organisations need to work together as well as ‘back bone’ assistance to support collaboration, are legitimate activities requiring adequate resources.

Only 17% identified ‘a competitive funding environment’ as a barrier to working together, which contradicts the commonly-shared view that competitive funding stifles cooperation.

Demonstrating Impact

Social sector users, service providers and funders want to be confident that a service will produce a positive impact on the individual, group or community. The social sector, locally, nationally and internationally, struggles to demonstrate the link between intervention or service and achieved outcomes. This is largely attributed to the challenges of attributing changes to a person/ whānau due to a specific intervention, given complex social factors and multiple interventions operating over a similar time period.

Given the nature and complexity of the work, qualitative methods including case studies are an effective way to demonstrate impact and are strengthened by the use of quantitative data including client numbers. Formalised evaluation processes are less common, probably due to lack of time, funding and expertise to undertake robust evaluations.

Investment in evaluation, including in capability building and evaluation expertise, would enable the social sector to better understand and demonstrate their positive impact on society.

The social sector’s dilemma in reporting and evaluating their impact is encapsulated by Albert Einstein; “Not everything that counts can be counted, and not everything that can be counted counts.”

Funding the Social Sector - Linking to Funders and Stakeholders



Alignment between the Social Sector, Funders and Stakeholders

One of this project's objectives is to demonstrate alignment between service delivery and funder and stakeholder priorities.

Services commonly involve supporting whānau/families, which contrasts with an earlier finding where services report that they mostly work with individuals. The importance of volunteers is highlighted by just under half of services involving volunteers. The number of services that involve mentoring is perhaps surprising, possibly reflecting differing understandings of this term, for example individual, organisational and professional mentoring.

In line with the most common service objective of 'education', growing knowledge and skills was the most common outcome which the services contribute to.

As isolation was identified as a key community challenge, it is encouraging to see that 'Access and inclusion' was the most common social outcome that services contribute to, with many also reporting contributing to 'Te Oranga – Participation in Society'. Physical and mental health are the second and third most common social outcome they contribute to, not surprising given the large number of health services. The strong focus on health also aligns with many services contributing to 'Toi Ora – Lifestyles'. Perhaps surprising is the large number of organisations that report contributing to human/civil rights; this may relate to many organisations identifying 'advocacy' as one of their purposes.

Service Funding

The funding data demonstrates considerable reliance on philanthropic and gaming trust grants (50%) and government contracts (45%). The survey allowed organisations to select more than one funding source, 15% noted 'multiple' funding sources.

Grants and government contracts are generally allocated on an annual basis which carries significant organisational risk in terms of financial sustainability, ability to plan, and to retain staff. This also means consumer price increases are often not factored into funding, with organisations being gradually defunded for the same amount of work; for some organisations this has occurred for more than ten years.

The need for organisations to diversify their revenue sources is evident, with over half of organisations that receive government funding being solely funded by central government. However, the considerable time and skills required to generate income through recruiting donors, seeking sponsorships, or establishing a social enterprise are significant barriers.



Funding Agencies

Bay Trust was identified as the most common funder. This was unexpected given TECT have a significantly larger funding pool and only fund organisations in the Western Bay of Plenty whilst Bay Trust funds organisations across the whole Bay of Plenty. This measure, however, does not capture the value of funding and perhaps relatively fewer organisations receive larger values from TECT, whilst Bay Trust funds smaller amounts to more organisations. Regardless, the importance of local philanthropic funding is clearly demonstrated.

It was somewhat surprising to note that the 'corporate' sector is the sixth most common funding source, ahead of government departments. In contrast, the funding sources findings did not identify 'corporate' as one such source. This would be worth investigating further, including the nature of support organisations receive from the corporate sector. For example, do they receive sponsorship or cash donations, or in-kind support such as donated goods?

Configuration and Value of the Social Sector

Number and Size of Organisations

This project identified 205 organisations delivering social services to the community, which is almost a fifth of the approximate 1100 charities listed by Charities Services [15] as operating in the Western Bay of Plenty (800 in Tauranga). This works out as one social service for every 885 people in the Western Bay of Plenty. It would be interesting to compare this with other regions.

Difficulties in achieving a consistent definition of a 'social service' makes it hard to compare the size of the region's social sector with national data, as recognised by Statistics NZ:

"It is not always easy to differentiate the classification of non-profit institutions between social services and other groups, especially health."

Eighty-eight percent of the surveyed organisations were 'small' or 'medium', which mirrors the typical size of businesses in New Zealand. This sector is dominated by only five organisations employing just under half of the workforce. These organisations are in the disability/health sectors, are well established and have existed for a long time. This finding is consistent with the recent review undertaken of New Zealand charities which also noted that this may indicate that there are limited opportunities for new, smaller organisations to innovate and grow in contrast to the for-profit sector:

"There hasn't been much change in the names of the large organisations dominating the sector suggesting the ability for new and smaller organisations to innovate and grow is limited. Almost 80% of the 40 largest New Zealand charities have existed for over 20 years. This is in contrast to the for-profit sector where dramatic change in ranking order is common, availability of risk capital is higher and the financial rewards for success are greater." [16]

There has been much informal discussion by the sector, funders and stakeholders on whether the current number of social services delivers the best social outcomes. Some providers and funders hold the view that too many social services create inefficiencies, with too much funding spent on supporting the organisation rather than on service delivery.

[15] Charities Services (2018)

[16] McLeod (2017)



The alternate view is that a diverse range of social services can better cater to the diverse backgrounds and needs of the people seeking services. For example, creating fewer, larger social services contribute to the demise of smaller services that meet the needs of particular populations such as kaupapa Māori services. Some would say this is already happening.

The number of charities has grown substantially [17]. Many in the sector are concerned that more charities inevitably increase competition for funding and other limited resources, including volunteers. This also raises the question of the role of funding models and how they may aggravate this situation which echoes key global trends in the social sector; partnerships, strategic commissioning of services and new funding models (e.g. social impact bonds). More particularly, Deloitte's note:

“Rather than establishing partnership arrangements based merely on short term outputs, government agencies are increasingly focused on developing service delivery models geared towards long term outcomes. This shift in focus is seeing the emergence of more sophisticated procurement processes and partnering arrangements”. [18]

This project advocates sector-wide discussions to give voice to sector concerns.

Social Sector Workforce

The 123 organisations that provided staffing information employed 988 full time equivalents (FTEs), at an average eight FTEs per organisation. The six organisations with the highest number of workers (between 47 and 170 FTEs), accounted for half of the total FTEs, with the remaining 109 organisations having on average 4.2 FTEs per organisation.

The number of Māori working in the social sector is consistent with the population (17% Māori). Unfortunately, the project did not record the proportion of Māori FTEs as it asked how many Māori are employed rather than Māori FTEs. Also, some organisations could not identify Māori staff and the positions held by Māori were not recorded.

Significantly, 4937 volunteers were recorded (including governance positions), with approximately five volunteers for every FTE. Nearly half of the organisations used volunteers and 20 operated solely by volunteers. This highlights the importance of volunteers to the sector. Clearly, for many organisations volunteers are essential to achieving their mission.

[17] McLeod (2017)

[18] Deloitte (2017)

Economic value of the social sector

The project contributes to understanding the social sector's financial value to the broader economy. Priority One [19] states that 'Health and Social assistance' comprise the second biggest contributor to Tauranga's economic growth from 2007 to 2017 and was the top industry creating the most jobs over the same period. In the Western Bay of Plenty District 'Health and Social assistance' comprise the fifth biggest contributor to economic growth from 2007 to 2017 and was the third top industry creating the most jobs over the same period.

This is supported by a national report that estimated for the year ended March 2004, non-profit institutions contributed 2.6% to GDP (\$3.64 billion). This increased to 4.9% when volunteer time was included. Social services provide the largest contribution to GDP (23%) of all the non-profit activity groups. [20]

This suggests that the social sector, which is a sizeable segment of the 'Health and Social Assistance' industry, contributes significantly to local GDP. By extrapolating information across all 205 social services [21], the social sector is contributing \$90.42 million to local GDP in staff salaries. This excludes the value of volunteer time and the sector's other income and expenditure.

[19] Priority One (2018)

[20] Statistics New Zealand (2007)

[21] 988 FTEs over 123 organisations works out to an average of 8 FTE per organisation, assuming all 205 social services have on average 8 FTE this would include an additional 656 FTE making a total of 1644 FTE. If the average salary is assumed to be \$55,000, this would work out to the social sector contributing \$90,420,000 to the local GDP per annum in staff salaries alone.



Methodology strengths and limitations

No research methodology is perfect, and this project is no exception, with strengths and limitations identified below. The limitations to a degree affect the reliability and validity of the findings, however we believe that this report represents a significant step forward in our understanding of the social sector.



Report Strengths

- Provides information to the social sector on how it is organised and defined.
- Provides data to understand and the sector's value and how collectively it contributes to outcomes.
- Enables the sector to look at commonalities and differences and provides data to inform further focus, research, capability and capacity.
- The funding partnership between SmartGrowth, Social Sector Forum and SocialLink supports the wide application and use of project findings.
- Extensive, ongoing engagement with the social sector and stakeholders ensured questions were relevant.
- Given the large amount of information gathered, a system was required to efficiently capture data for analysis and reporting. The developed database is user friendly, ensures easy information extraction and enables participants to access their own information.

Limitations

- The initial Smart Inventory Excel spreadsheet was based on an Auckland environmental project. While it provided a useful framework, it hindered the development of questions 'from scratch' to match the nature and scale of the social sector.



- The large amount of information that we were seeking to collect meant the research was predominantly quantitative with closed questions and pre-determined responses. This limited the ability to capture the complexity and richness of the sector, and hindered SocialLink from fully developing an authentic relationship with agencies because of the need to work through multiple questions on a laptop.
- Some questions and terms were open to interpretation, for example the term ‘social cohesion and connectedness’ means different things to different organisations. This affects the reliability and consistency of the findings.
- The interviews asked more than 30 questions and took on average 1.5 hours. Through the course of interviewing, reporting and analyses, other questions were identified, however given the number of questions there was no capacity to ask any more. This will be addressed if funding is secured to repeat this project, although to track trends many questions will need to remain.
- It is difficult to define the social sector, for example a bridge club provides companionship and can reduce isolation so could be considered a social service. This project, however, had to limit its definition to a manageable size (see methodology for details) and exclude certain types of organisations such as community gardens, churches, bridge and sports clubs. We also recognise that the social sector is inherently connected to other sectors such as the natural environment, arts, businesses and sports, making any definition of the social sector somewhat artificial.
- Changing data collection systems mid project was not ideal but required to improve data management and enable participants to access their information. A well-planned transition between systems minimised the disruption.
- The time and work involved in contacting organisations was under-estimated and reduced the time available for interviewing and the number of organisations interviewed.
- SocialLink is acutely aware of the stretched capacity of many social services, and much appreciate how many organisations gave their time to participate. However, the limited capacity of many social services did impact on their ability to participate in this project.
- The importance of developing relationships with Māori social services prior to inviting their participation impacted on the number of participating Māori social services. As a result, the richness of the Māori social service sector and their holistic approaches to working with Māori was not fully captured. It is hoped that if SocialLink is successful in securing additional funding to interview the remaining organisations, along with more time to develop relationships, more Māori social services will participate in the project.

Further research questions

The common adage ‘the more you know the more you realise you don’t know’ applies to this project. While the project answers many questions about the sector it also raises more questions, including:

- Are services delivered according to funder priorities rather than in response to community needs?
- In relation to organisations reporting and evaluating their services, what further knowledge do funders hold that could help understand the social sector?
- What is a social service and what is a community-driven asset? For example, is a community garden a social service that contributes to food security or is it a community asset?
- Can a consistent definition of social services be developed so ‘apples can be compared with apples’?

Further analysis and reporting

This report provides an overview of the findings, further reporting and analysis will occur:

- to analyse the findings according to the size or sector of an organisations, for example do small organisations respond differently due to capability needs, or does the youth sector respond differently compared to the health sector?
- to further investigate questions arising from this report,
- upon request from the sector and stakeholders.

What do these findings mean for the social sector, funders, government and the public?

The findings clearly demonstrate the complexity and breadth of the social sector, from organisations run by volunteers or one staff through to organisations with more than 150 staff that deliver a vast range of services for people with disabilities, victims of sexual assault and other violence, people with mental health and drug and alcohol issues and so forth.



It is not possible to quantify the sector's value to communities, but it certainly speaks to the vast range of needs experienced by many people.

The findings demonstrate a passionate and skilled collection of staff and volunteers who go beyond the call of duty, and indeed funding, to serve communities. They achieve this with minimal funding and a lack of resources and expertise to deliver optimal outcomes.

This raises the 'elephant in the room' question about the sustainability of the sector as currently configured. Many in the social sector are concerned that as more social services are established, more pressure is applied to stretched funding, resources and volunteers. Philanthropic funders and government are also concerned about the increased number of social services and not-for-profit organisations, and whether the current configuration is the most effective and efficient pathway to optimal social outcomes. Another significant consideration is the extent to which the current funding landscape contributes to, or indeed determines, how the sector is organised.

This research hopefully makes a significant contribution to the evidence base to inform such discussions. These are difficult discussions with some organisations understandably fearful of being asked to merge and its associated loss of identity or having to close down due to no funding.

Nevertheless, it is timely to have these discussions and encourage a proactive social sector that voices innovative solutions such as back-office shared services to drive cost efficiencies while retaining key services. If this does not occur the social sector exposes itself to top-down risk from funder and government pressure for change. The Minister of the Community and Voluntary sector has signalled a review of the Charities Act which has the potential to be used as a tool to (further) rationalise the sector.

Questions to ponder:

- Is the social sector configured in the best way to achieve optimal social outcomes?
- How does funding contribute to the current configuration of the social sector?
- How do you think the social sector could be configured to operate more effectively and efficiently?
- How do you think the diverse needs of a community can be best met by social services?
- Are there needs and gaps not met by social services?
- Are you aware of services that are duplicated?



What do these findings mean for the social sector?

The Social Sector may consider:

- Identification of priorities for the social sector.
- How the findings can aid organisational planning, funding and decision making.
- Whether there are any further questions social service organisations wish to ask based on the collected data.
- Information is most useful if kept up to date; how can your organisation ensure they use the portal to keep their information current?
- By raising awareness of other services and organisations, this project helps organisations work together. For example, Multicultural Tauranga was surprised to see 35 services are delivered to refugees and interested to find out more about these services and how Multicultural Tauranga can work with them.
- The number of organisations with a formalised Māori strategy suggests that many may have high level principles with regard to Te Tiriti o Waitangi but do not have detailed guidance on how to operationalise these principles. Given the size of the Māori population, an intentional focus on engaging and working with Māori is important. This poses a challenge to organisations to prioritise and resource engaging and working with Māori.
- Meeting the needs of a growing number of older people and clients from different ethnicities appear to be areas where organisations may require further support.

What do these findings mean for philanthropic funders?

Philanthropic funders may consider:

- How the findings can be used to inform planning and funding decisions.
- Cost increases when funding on an annual basis.
- Multiyear funding with Consumer Price Index (CPI) to reduce the number of applications for the benefit of the organisations and funder.
- Organisations working together is a legitimate activity that benefits communities, and to fund the costs for organisations to network and collectively work together to achieve a specified purpose or outcome.
- Investigate how a group of organisations that work together but have no legal status can be collectively funded.





- How funding decision making ends up shaping the social sector landscape.
- Increasing resources for capability building and efforts to improve efficiencies across the social sector.
- Increasing collaboration with other funders (e.g. other philanthropics, gaming trusts, government, business) to improve outcomes and streamline the funding processes (e.g. Bay Brighter Futures).
- Reviewing funding allocations to assess if Māori and marginalised communities or organisations (e.g. ethnic communities, older people) receive equitable access to funding.
- Investigating ways of supporting alternative revenue sources for social services such as social enterprise.

What do these findings mean for central government?

Government may consider:

- Cost increases when funding on an annual basis, include, at least CPI.
- Streamlining government contracts and reporting within and across government departments
- Multiyear funding with Consumer Price Index (CPI)
- Fully fund organisations so social services can meet demand.
- Increasing collaboration with other funders (e.g. other philanthropics, gaming trusts, business) to improve outcomes and streamline the funding processes (e.g. Bay Brighter Futures).
- Permitting political advocacy to achieve social change as a legitimate function of a charity.
- Increasing resources for capability building and efforts to improve efficiencies across the social sector.
- How funding decision making ends up shaping the social sector landscape.
- If government wants the not for profit sector to discuss the sector's configuration, consider resourcing these conversations and trialling of different models.



What do these findings mean for local government and SmartGrowth?

Local government and SmartGrowth may consider:

- Using this project as an evidence base to build stronger links with central government in the social domain (e.g. health, education, social development, justice) and to engage with central government about resourcing of the social sector including the delineation of roles and responsibilities between central and local government.
- How this research informs SmartGrowth actions, for example land use and transport planning incorporating the social infrastructure and service requirements of new residents.
- Exploring how local government can better recognise the contribution social services make to achieving desired community outcomes.
- Contributing funding to improve social services and outcomes.

What do these findings mean for businesses?

Businesses may consider:

- Recognising the benefits to businesses of contributing to positive social outcomes
- Investigating how businesses are currently contributing to positive social outcomes and how their businesses can best contribute, including sponsorship or in-kind support
- Investigating how the business sector can better engage with the social sector for mutually beneficial outcomes.
- Using some form of 'triple bottom-line reporting' to measure and report on the extent to which a business is contributing to positive social outcomes.

What do these findings mean for the general public?

The public may consider:

- How you can support social services as a donor, volunteer
- Supporting and advocating for increased funding for social services.

Section 5 - Conclusion

The Mapping the Social Sector project demonstrates that organisations in the Western Bay of Plenty's social sector are resourceful and dedicated to delivering the best possible services to clients in their communities.

While each organisation contributes to the common purpose of improving the lives of the people in our community, it is evident that the social sector serves multiple purposes in response to numerous social issues. The large number of services provided by organisations are testament to a sector often delivering beyond its core purpose adding significant value to the region. At the same time this represents a sector with stretched resources and raises questions about the wellbeing of its workforce.

Social service organisations are located in the heart of their communities with staff, including a substantial volunteer workforce, working with their community's strengths to address their community's challenges.

For mainstream social service organisations, a strong strategic focus on the engagement of Māori clients is essential to enable the sector to respond appropriately to Māori who seek their services, especially given the disproportionately higher Māori population compared to the national average. Also, engagement with people from other ethnicities is similar in that there is a need for culturally appropriate services with increased access to translators.

Most organisations focus their services on a specific age group/ range or deliver services for all ages. The project has shown that the demand for services specific to older people will increase as the population grows in the Western Bay of Plenty. Consideration by funders to streamline contracts in relation to age groups may assist organisations whose services target a specific age group need. The most common targeted group is youth, however most organisations are catering to all ages.

Capability building is essential for the social sector to deliver effective services. The need for many organisations to develop their capability in marketing and communication is not necessarily about attracting more clients but to demonstrate the difference they make. The need for digital infrastructure and management also featured highly.



There was also a desire to increase and explore their funding options through methods such as social enterprise as an avenue for income and employment. Working together and building relationships is extremely important for the sector to address the complexity of issues their clients face, however the time and resource to engage with others across the sector is largely unfunded and again stretches resources placing more demand on the sector's workforce.



Demonstrating the positive impact of services through quantitative measures remains a challenge for the social sector and suggests a need for investment in evaluation of the sector as a whole. Notwithstanding, qualitative measures such as case studies and client feedback need to be recognised as a meaningful way of measuring the successful impact of a service. The information from the sector as it relates to funder and stakeholder priorities aligns mainly to supporting whanau/ families. As this project shows, the sector relies heavily on community and philanthropic trust funding making it vulnerable to changes to funding priorities and therefore continuity of services. The value of local funding trusts is vital to maintaining and sustaining the sector but also highlights the need for organisations to diversify their revenue sources.

Most social sector organisations are small to medium sized reflecting the abundance of small to medium sized enterprises (SME's) in New Zealand although interestingly nearly half of the staff in the sector are employed by just five organisations in the health/disability sector. The emergence of a large number of small and medium sized organisations suggests that there are a wide range of needs in the community. Whilst the value of volunteers is clearly recognised in the findings, it is however of concern that for each FTE in the sector there are five volunteers, again making the sector vulnerable to being able to deliver effective and efficient services. The social sector is a sizeable segment of the 'Health and Social Assistance' industry, contributing significantly to the local GDP through salaries alone, which is often not recognised by the for-profit sector of the economy.

Findings from Mapping the Social Sector pose a number of questions for the sector and the Western Bay of Plenty community as a whole. The information gathered is vital as organisations and decision makers within the region plan and build on the strengths of the sector 'to address the challenges that lie ahead for the Western Bay of Plenty.

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Glossary of Terms

Terms and descriptions associated with interview response options and the social sector

Advocacy	Political support for or recommendation of a particular cause or policy by organisations. To influence strategic level decision making. Personal advocacy – assist service users to access services and obtain their entitlements to benefits etc.
Access and Inclusion	Promotes access and inclusion for people to every-day activities who would ordinarily not be able to undertake those activities for a variety of reasons
Amalgamation	The process in which separate organisations unite to form a larger organisation or group
Benchmarking	A measurement of the quality of an organisation's policies, products, programs, strategies, etc., and their comparison with standard measurements, or similar measurements of its peers.
Capability	The knowledge and skills of the workforce to advance social issues and organisational direction.
Capacity	The ability to commit resources to achieve a task within a timeframe.
Change management	The management of change and development within an organisation. This can include systems, management or services change.
Client Resilience	Adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress — such as family and relationship problems, serious health problems or workplace and financial stresses
Community of professional practice	A community of practice is a group of people who share a craft or a profession.
Competitive funding	Organisations applying to the same funding pool for contracts to deliver the same or similar purpose across the same geographical region.
Consultation	A process by which people, organisations and the social sector have input and a voice on matters affecting them.
Data collection systems	Systems and tools for the collection and storage of data.
Digital infrastructure	The ability to store and exchange data through a centralised communication system as a means to improve organisational efficiency, marketing and communications and fund raising.

Evaluation process	Monitoring and reporting of service and organisational impact.
Flexible to community needs	Services provided over and above contract specifications.
Food Security	Having reliable access to a sufficient quantity of affordable, nutritious food.
Formal partnership	A formal partnership agreement between two or more organisations to work together, including each partners roles, authorities and responsibilities'
Governance	Nonprofit governance is comprised of a board of trustees whose role is to set the overall direction of the organisation and ensuring the organisation is viable.
Health and Safety compliance	Adherence to all health and safety legislation in New Zealand
Inability to demonstrate value add	Limited ability to demonstrate impact and/ or contribution to the sector.
Inappropriate service specs	Contract specifications do not match the work needed to be done.
Intellectual property	Intellectual property refers to creations of the mind: inventions; literary and artistic works; and symbols, names and images used in commerce.
Intercultural dialogue	Through intercultural dialogue, democracy is strengthened through the exchange of knowledge and decision making skills. The understanding of civic responsibilities and how to engage with government increases allowing the minority culture to participate in society in a meaningful way
Marketing and communication	Informing and promoting services through a range of communication strategies.
Measure outcomes	Demonstrating impact of services offered.
Memorandum of Understanding	A formal agreement between two or more parties.
Ministry of Social Development assessment	The Ministry of Social Development assesses providers on a regular basis to ensure that they continue to meet the required accreditation standards for the specific services they are approved to deliver.

Networking	Sharing information across organisations
Organisational sustainability	Organisations ability to continue to deliver services.
Outcome vs output reporting	Outcome reporting entails the long-term benefits of programmes or services while output refers to quantitative data.
Patch protection	Competing for the same client population and the funding attached to their service delivery.
People sharing	Organisations sharing staff to deliver a service.
Population Ageing	An increasing median age in the population of a region due to declining fertility rates and/or rising life expectancy
Process sharing	Organisations sharing their knowledge and systems to benefit other organisations.
Qualitative Data	Aims to understand the social reality of individuals, groups and cultures. Qualitative inquiry explores the 'how' and 'why' of outcomes and lived realities
Quality framework	A Framework to measure the extent to which a service product achieves a desired outcome or is fit for its purpose
Quantitative Data	Understands data in a numerical form, which can be put into categories, ranked, or measured in units and presented through graphs or tables of raw data.
Results based accountability report	A simple, practical way for organisations to evaluate the results of their programmes. The question, 'How are our communities, whānau and clients better off as a result of our work?' is central to results based accountability.
Responding to Ethnic	The ability of an organisation to be able to respond to a range of cultural backgrounds
Safety & Social Hazards	Addresses hazards to wellbeing including addictions and community safety
SmartGrowth	Partnership of the three local councils, Tangata Whenua, central government agencies, businesses, community members and organisations in the Western Bay of Plenty. Provides a vision, direction and voice across six key outcome areas: visionary leadership and collaboration; sustaining and improving the environment, building community, growing a sustainable economy, recognising cultural identity and change, and integrated planning.
Smart Inventory	Excel spreadsheet database that aimed to provide an overall picture of the social services and an evidence base to inform planning and decision-making processes. The Smart Inventory aimed to link social services that are being delivered to the goals and outcomes of local and central government and funders.

Social cohesion and Connectedness	Assist service users to connect with their community including local organisations and community members
Social Enterprise	Social enterprises are purpose-driven organisations or initiatives that provide means to improve social wellbeing, environmental sustainability, and economic performance.
Social Infrastructure	Refers to the community facilities, services and networks that help individuals, families, groups and communities meet their social needs, maximise their potential for development, and enhance community wellbeing
Social Needs	The needs that create social value and opportunities for people to have an active and effective role in society.
Social Sector	Not for profit, social enterprise, government agencies and community groups who have as their primary purpose, mission or focus, the social needs of the region.
Social Sector Forum	Forum within the SmartGrowth structure that provides a view that reflects the interests of community and social groups to enable social sector participation in strategy implementation and monitoring.
Social Work continuing professional education	Professional development as an essential activity for ensuring quality social work services.
SocialLink	SocialLink exists to provide value-adding support for non-profit social sector groups, organisations and entities through information gathering, analysis, and actions that facilitate networking, collaboration, learning, research and advocacy
Stakeholders	An individual, group, organisation, or sector that affects, or can be affected by another organisations action. Often it is a person, group or organisation with an interest in a particular project.
Succession planning	Long term planning for a sustainable workforce, the organisation and its governance.
Systems Change	Changes in organisational culture, policies and/or procedures within organisations that aim to streamline access, reduce or eliminate barriers so the organisation can serve its clients better.
Tactical Alignment	Identified priorities of funders and stakeholders to enable alignment to the services delivered by the Social Sector.
Understanding our ageing population	Awareness/insight of the changing demographic due to our ageing population and the impact on for example the workforce, economy, health services and housing.

Appendices

List of Appendices

- 1 **Full Questionnaire**
- 2 **Letter of introduction from CEO**
- 3 **Fact Sheet**
- 4 **Consent Form**
- 5 **Data protocol**
- 6 **Interviewer Confidentiality Contract**
- 7 **List of organisations participating in the Full Interview**
- 8 **Report Exemplar**
- 9 **Iwi and Hapū of the Western Bay of Plenty**

Appendix A – Full Questionnaire

Organisation		List of response options where relevant
Name	Alias	
Phone	Other phone	
Email	Other email	
Website	Enabler	Yes/No
Charitable trust number	Funding agent	Yes/No
	Legal structure	Charitable trust Company Incorporated society Local government agency n/a Other Society Trust Unincorporated groups
	Interview consent	Yes/No
Total organisational funding value	Total organisational funding value (local)	
Description Details		
Description		
Organisational purpose	Organisational purpose notes	
Employee Details		
FTE paid number	Maori staff number	
FTE unpaid/ Volunteers number	Staffing notes	
Address Details		
Address	Postal address	
City	Postal city	
Suburb	Postal suburb	
Region	Postal region	
Contacts		
Postcode	Postal postcode	Office Phone
First Name	Preferred name	Last Name
Organisation name	Department	Role
Mobile	Email	Secondary email
Address Details		
Postal street	Street	
Postal suburb	Suburb	
Postal city	City	
Postal region	Region	
Postal postcode	Postcode	
Postal country	Country	Contact notes

Capability questions	List of response options
<p>Q1. In what areas does your organisation require capability building?</p>	<ul style="list-style-type: none"> Advocacy Attracting Māori Staff Building Relationships Change management Digital Infrastructure Ethnic Diversity Finance Fund raising Governance Health and Safety compliance Intellectual Property Knowledge of Treaty of Waitangi and application Leadership Management Marketing & communication Measure outcomes Not applicable Other Social Work Continuing Professional Education Systems Change Understanding our ageing population
<p>Q2. If your organisation has workforce concerns, what are they?</p>	<ul style="list-style-type: none"> Ageing Difficulties Recruiting Trained Staff Health and Safety Compliance Inadequate Remuneration Not applicable Organisational Sustainability Other Professional Development Succession planning Training
<p>Q3. What are your key challenges in reporting to contracts?</p>	<ul style="list-style-type: none"> Data collection systems Inability to demonstrate value add Inappropriate service specs Not applicable Other Outcome vs output reporting
<p>Q4. If you work with other agencies, how do you do that?</p>	<ul style="list-style-type: none"> Amalgamation Community of Professional Practice Formal partnerships Information Sharing MOUs Not applicable Networking Other People sharing Process sharing

Q5. What prevents your organisation from working with other organisations?

Capability
Capacity
Competitive Funding
Different goals
Fear of Competition
Lack of Knowledge of Organisations
Location
Not applicable
Other
Patch Protection
Privacy / Confidentiality
Travel

Q6. What sort of things do you do that you are not funded for?

Administration
Applying for funding
Community Relationships
Contribute to community cohesion
Contribute to research
Contributing to body of knowledge
Develop resources
Flexible to community needs
Food
Governance
Growing Governance Skills
Knowledge of community
Knowledge of government processes
Maintain relationship with sector
Not applicable
None
Other
Support & upskill volunteers
Transportation
Volunteers

Q7. What type of support would your organisation benefit from?

Accounting
Audit
Fundraising
HR
IT
Legal
Marketing / Promotion
Not applicable
Other
Printing

Q8. What support do you require with regards to income generation?

Advocacy for Full Funding
Collaborative Approaches to Funding
Donations
Donors / Sponsors
Funding Applications
Funding Sources
Gaming Trust
Not applicable
Online Fund-Raising Tools
Other
Professional Development
Social Enterprise
Writing Funding Applications / Tenders

Q9. What is your organisational process for measuring success?

Analysing Client Data
Audit
Benchmarking
Capturing Personal Stories
Client Survey
Contract Reporting
Evaluation Process
Informal Feedback
MSD Assessment of Service Performance
Not applicable
Other
Quality Framework
Results Based Accountability Report

Q10. What are the top challenges in the communities you work with?

Bullying
Client Resilience
Crime
Disability
Domestic Violence
Employment Skills
Gender Inequality
Health
Housing
Isolation
Lack of Access to Services
Lack of Financial Skills
Mental Health
Not applicable
Other
Poverty
Racism
Substance Abuse
Transition into Workforce
Unemployment
Welfare Dependency

Q11. What are the top strengths in the communities you work with?

Client Resilience
Community Collaboration
Compassion
Connection
Facilities
Faith
Family
Leadership
Motivated to Change
Not applicable
Organisations
Other
Passion
Volunteers

<p>Q12. What are your methods for communication and engagement with your clients?</p>	<p>Brochures Email Face to Face Facebook Instagram Mail Multilingual Approach Not applicable Other Phone Referrals Snapchat Twitter Txt Website</p>
<p>Q13. How does your organisation engage with clients from other ethnicities?</p>	<p>Access to Translators Actively recruit to meet the need Bilingual Information Client Support Existing Staff Competency Multilingual Information Not applicable None Other Refer to other Agencies Training for Staff</p>
<p>Q14. Is your organisation able to respond to increasing numbers of older people who will be using your service?</p>	<p>Aware of Needs of Older People Large Text in Communications Not applicable No Other Physical Accessibility of Building</p>
<p>Q15. Do you have a specific strategy to work with Māori clients, whānau and communities?</p>	<p>Yes No If yes what is the strategy</p>

Programmes	List of response options where relevant
Programme Name	Start date
Lead organisation	Lead contact
Objective	Access and inclusion Advocacy Awareness raising Culture Education Food Security Health Housing Preserve and enhance culture Research Safety and social hazards Social cohesion and connectedness Social infrastructure Other
Primary Activities	Advocacy / policy Capacity building Housing improvements / insulation Provision of funding Raising awareness of an issue Research Service delivery
Area of reach	Hapū Iwi WBOP District National Bay of Plenty WBOP sub-region Tauranga City BOPDHB Other n/a
Programme description	
Description	
Funding Information	
Funder Agencies	Acorn Bay Trust BOPDHB DIA Gaming Trusts MOE MVCOT MOH MOJ Runanga COGS TCC TECT ACC WBOPDC Te Puni Kokiri BOPRC Legacy Trust Police WBOP PHO Corporate / Business MSD National Philanthropics NZ Lotto Other n/a

Funder Types	<ul style="list-style-type: none"> Central Government Community Council External Gaming Trusts Local Government Maori Multiple funders Philanthropic Private donors Internal Sponsorship Other n/a
Funder Range	<ul style="list-style-type: none"> \$0 to \$10k \$10k to \$20k \$20k to \$50k \$50k to \$100k \$100k to \$200k \$200k to \$500k \$500k to \$1M \$1M to \$2M \$2M to \$5M Over \$5M
Estimated value	Aggregate value
Additional organisations	



Services

Service Name		Start date	
	List of response options		List of response options
Service type	Service Projects Fund n/a Other	Status of service	Current n/a Other Planned Review Unplanned
Service Objective	Access and inclusion Advocacy Culture Food Security Health Safety and social hazards Social cohesion and connectedness Social infrastructure Preserve and enhance culture Education Housing Physical improvement Awareness raising Research Other n/a	Area of Reach	Hapū Iwi Western BOP District National Bay of Plenty WBOP sub-region Tauranga City
Start date		Service website (if applicable)	
Service demographics			
	List of response options		List of response options
Gender	Male Female Other Gender	Age	All Preschool 0 - 5yrs 6yrs – 15yrs 16yrs – 25yrs 26yrs – 45yrs 46yrs – 65yrs 66yrs – 85yrs 86yrs + 18+ n/a
Ethnicity	All Māori NZ European Pacific Islander Asian Chinese Indian European Australian African American / Canadian South American Middle Eastern Other	Priority Target Groups	Children Youth Adults Māori Pacific Island Migrants Refugees Disability Aged Care Other n/a

	List of response options		
Client Type	Individual Group Families Other n/a		
Service description			
Service Funding Information			
	List of response options		List of response options
Funder Type	Central Government Community Council External Gaming Trusts Local Government Maori Multiple Funders Philanthropic Private Donors Internal Sponsorship n/a	Funding Agency/ies	Acorn Bay Trust BOPDHB DIA Gaming Trusts MSD National Philanthropics NZ Lotto Runanga TCC TECT WBOPDC BOPRC Te Puni Kokiri Corporate / Business WBOP PHO Legacy Trust Police MOE MOH COGS ACC MVCOT MOJ n/a
Funding Range	\$0 to \$10k \$10k to \$20k \$20k to \$50k \$50k to \$100k \$100k to \$200k \$200k to \$500k \$500k to \$1M \$1M to \$2M \$2M to \$5M Over \$5M		
Estimated Value	Estimated value date		
Value category	High Medium Low		

Tactical Alignment questions	List of response options		
Does your service improve?	Access and Inclusion Civic and Human Rights Health of Homes Intercultural Dialogue Literacy Mental Health n/a Other Parenting Physical Health Reduce Social Hazards Safety Spiritual Health		
Does your service involve?	Counselling Employment Support Financial Literacy Food Security Home Support Mentoring Violence Prevention Assisting Access to Housing Rehabilitation Sport, Recreation, Leisure Support & Engage Families Support to Refugees Support for Communities Supporting Groups Support & Engage Migrant Communities Volunteers		
Does your service involve improving Maori client outcomes?	Mauri Ora - Cultural Identity Ngā Manukura - Community Leadership Toi Ora - Lifestyles Waiora - Physical Environment Te Mana Whakahaere - Autonomy Te Oranga - Participation in Society Through delivery to individuals Through delivery to groups		
Does your service involve growing?	Knowledge & Skills Leadership Skills Resilience Social Cohesion/ Connectedness Wellness n/a Other		
Does your service help people access, use or provide digital devices? Yes/No	Is the service faith based? Yes/No	Does the project contribute to social infrastructure? Yes/No	Does your service preserve and enhance cultural id? Yes/No

Appendix B – Letter of introduction from CEO



Dear Board Chair, Trustees and Management team,

Mapping the Social Sector project

It is with delight that I write to announce the launch of the **Mapping the Social Sector Project**, a project that has the potential to make a valuable long term contribution to groups in the social sector and their communities. It gives the opportunity for you to share your story about your organisation and for us to seek your thoughts as to how SocialLink might work with and help empower you in your role. By mapping the social sector, the project will also create an evidence base to raise the profile and value of social services in Tauranga and the Western Bay of Plenty. It will highlight the role organisations, such as yours, play in the social fabric of the communities in our region. **We invite you to take part in this exciting project.**

If you are not familiar with SocialLink, we were established in 2012 in response to social services who identified the need for the sector to be more valued and better connected. SocialLink is leading this project as part of its commitment to provide value adding support for non-profit social sector groups, organisations and entities through information gathering, analysis and actions that facilitate networking, collaboration, learning, research and advocacy. Over 400 organisations subscribe to SocialLink's updates and many participate in training and networking events that we offer.

The project is co-funded locally by SocialLink and SmartGrowth and consists of **two phases**:

Firstly, **desktop** research to gather publically discoverable material from websites such as Charities Services and organisation's websites. Secondly, a **face to face interview** with your Manager (and the Chair or a member of the Board, if available). This interview provides an opportunity to grow our relationship: we can learn more about your organisation and you can find out more about SocialLink. During the interview we will verify the desktop information and ask some questions about your organisation, services, people and programmes.

We estimate this will take about 1.5hrs and your participation is entirely voluntary. The 'map' of course will be most comprehensive and valuable to the social sector if as many organisations as possible contribute.

In terms of **reporting**, each participating organisation will receive an infographic report that graphically displays information about your organisation and how your organisation's work contributes to funders' outcomes and priorities. This information aims to assist your funding applications and the telling of your organisation's story. General reports, using anonymous and aggregated data, will be produced about the sector to increase understanding of the level and depth of social services in the Western Bay of Plenty area.

Please be assured that **confidentiality of information** is of the utmost importance to SocialLink and the success of the project. We have contracted three experienced and trustworthy interviewers who have each signed non-disclosure agreements. We will ensure ownership of the data stays with the organisation that provides it through strict data management and security protocols that protect all information.

SocialLink will provide regular updates on the project via our newsletters and website. We will contact you in the near future to discuss your willingness to participate in the project.

For a 'Fact Sheet' which describes the project in full detail, please visit: www.sociallink.org.nz or if you have any questions please contact SocialLink on info@sociallink.org.nz.

We look forward to meeting with you and hearing about the great work you are doing.

With Kind Regards,

Sharon Hanna
Trust Chair, SocialLink

*Nau te rourou, naku te rourou, ka ora ai te iwi.
With your basket and mine, the people will be sustained.*





Fact Sheet - Mapping the Social Sector

27 April 2017

How did this project come about?

When the SmartGrowth Social Sector Forum was established in 2012 it identified the need for a better understanding of the sector. Since then SmartGrowth and SocialLink have been working with the sector to figure out how to best do this and to obtain funding. The project is known as 'Mapping the Social Sector'.

How is the project funded?

The project is locally funded and driven for the benefit of the local social services sector. More specifically, SocialLink and SmartGrowth are paying for the development and implementation of the project. This is a direct reflection of the value the project will add to all participants, funders and ultimately the Western Bay of Plenty Community.

How will 'Mapping the Social Sector' benefit my organisation?

By mapping the sector, the project will:

- increase your understanding of what services are provided in the WBOP.
- raise the profile and value of your organisation and other social services by highlighting the role you and other organisations play in the social fabric of the Western Bay of Plenty.
- provide an evidence base to inform your planning and decision making processes.
- increase understanding of the 'value' agencies provide beyond what they are funded to provide.
- provide you with an overall picture of social services in the Western Bay of Plenty area.
- match your services with funders priorities to assist you in applying for funding.
- provide an opportunity to grow your relationship and understanding of SocialLink and how SocialLink could best work with and empower your organisation.
- assist you with telling your story and how your services make a difference.

Who will participate in 'Mapping the Social Sector' project?

Social services in the Western Bay of Plenty including charities, incorporated societies and any formal entity that provides primarily social services.

Is participation voluntary?

Yes. We would however encourage you to participate as the information gathered will be most comprehensive and valuable to all if as many organisations as possible contribute.



How will the project be conducted?

To avoid asking for information already available, during stage one, we will obtain publicly available information from, for example, social services websites and the Charities Services website.

Stage two consists of meeting with social service agencies to raise awareness of SocialLink, develop our relationship and collect information. This process will not only add more in-depth and qualitative information, it will also verify the information gathered in stage one. Answers to structured questions will be entered into the electronic database. Protocols have been developed to ensure information provided by social sector agencies is protected and to enhance the reliability of data collection and input.

What type of information will be available?

The map will show all social services provided in the WBOP including the type, location and broad funding level of services, number of staff and volunteers, funding sources, alignment of services with funder priorities, and some general research topics identified by the social sector and project stakeholders. For example, what are your capability building requirements and what challenges are faced by your communities.

Demographic information at census area unit can also be cross referenced with location of services. Innumerable permutations will be possible depending on what information is required e.g. number of services receiving government funding between \$100-150,000 to deliver counselling services to 0-5 year olds in Maketu.

Aren't there existing directories with information about services that are provided?

There are a range of directories (e.g. Citizens Advice Bureau, WebHealth etc) that have been developed to assist people trying to find a service or to refer people to services. The research we are conducting will provide a lot more organisational information about social services (e.g funding, staff) than is currently available from other databases or directories. It will also link services with stakeholders and funders priorities.

Who owns the information?

The information will be owned by the organisations who provide it. SocialLink will collect, manage and protect the database.

How will SocialLink ensure 'commercially sensitive' information is protected?

Please be assured that your confidentiality is of the utmost importance to SocialLink and the success of the project. The researchers in the project have all signed non-disclosure agreements and data protocols have been developed which detail our processes for protecting your information.

Detailed funding and service information that is not already publicly available will not be disclosed to other agencies or funders of services without permission of the organisation. Broad funding parameters and service information (e.g. provide financial literacy services) will be available as an indicator of the nature and scale of a service.

The information will be made available in an anonymous, aggregated manner only.





How will I be able to access information?

General reports will be produced and made available on SocialLink and other relevant websites.

Tailored reports can be requested and will be produced by SocialLink. There may be a small charge for tailored reports.

How will 'Mapping the Social Sector' research be used?

The sector, SocialLink and stakeholders can use this research to aid planning and funding of services and to inform discussions about the scale and range of services that are provided and may be required in the future. You will be aware that a lot of funders are already having these discussions. This information means the social services sector can be proactive in these discussions.

The information will be used by SocialLink to promote the value of social services. It will also inform how SocialLink can best work with and assist social services.

How will the information be managed and updated?

Your confidentiality and data security is of the utmost importance to SocialLink and the success of the project.

SocialLink will be responsible for managing the database, ensuring the security of the information and data protocols have been developed accordingly. As of June 2017 no funding has been secured to maintain and update the database. Once the research is completed SocialLink will seek to secure funding for updating the information.

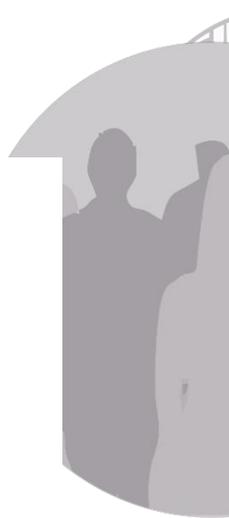
Research time line (indicative only)

February:	Stakeholder meeting to determine information to be collected
March – August 2017:	Employ researchers Collect desktop information and meet with social sector agencies
September 2017	Analyse the information collected and prepare reports
October – December 2017	Release reports with general project findings

Additional information

If you have further questions or seek more information, please visit www.SocialLink.org.nz or contact the SocialLink General Manager, Liz Davies on 07 – 578 6664 or 022 – 461 9104





Mapping the Social Sector

Consent form for Participating Social Sector Organisations

I have received a copy of the 'Fact Sheet' that describes the project in full detail.

I have been given and have understood an explanation of this project.

I have had an opportunity to ask questions and have them answered to my satisfaction.

I understand that any information I provide, that is **not** already publically discoverable, will be kept confidential to the researcher and SocialLink staff, unless I give permission to SocialLink to make this information available.

I understand that all reports using information that is **not** publically discoverable will present aggregated anonymous data and that the results will not use the name of our organisation, and that no results can be attributed to our organisation in any way that will identify it, unless I give permission to SocialLink to make this information available. I do understand that where the number of organisations is so small that we may be identified by default.

I understand that some reports which use information that **is** publically discoverable, may identify our organisation as a provider of social services.

I understand that SocialLink retains insurance cover against claims relating to harm, loss or damage suffered by participants in this project as a result of any negligent act, error or omission by or on behalf of the SocialLink.

I understand that participation is voluntary and our organisation may withdraw (or any information I have provided) at any time from this project without having to give reasons.

I would like to receive a summary of the results of the research when it is completed.

I agree to take part in this research. (please tick)

Signed:

Name of participant:

Name of the organisation:

Date:



Introduction 'Mapping the Social Sector Project' (MSSP) is a flagship project for SocialLink and the social sector. It sets out to provide an evidence base for the sector, funders and stakeholders and raise the profile and value of social services in the Western Bay of Plenty.

About this document The information in this document sets out the protocols that apply to the lifecycle of the data being collected as part of the MSSP project. In the context of this project 'data' is defined as the information received in verbal, written, pictorial and mapped form. This document describes the treatment and protocols of data:

1. Collection
2. Recording
3. Storage
4. Security
5. Processing and analysis
6. Reporting
7. Risk analysis

Guiding Principles The project is guided by a set of principles which include SocialLink's obligation to:

- respect the sensitivity of the data
- employ contractors who are professional and are bound by confidentiality
- communicate the research progress and project results with stakeholders
- observe the dignity and privacy of the agencies and individuals involved.
- ensure the sector is strengthened by the sharing of the research results.
- serve as the guardian of the research data

Confidentiality The information gathered (the data) through the MSSP will only be used for the purpose for which it is gathered, i.e. to provide an evidence base for the sector, funders and stakeholders. If in the future, the data is to be used for any other purpose, participating organisations will be informed and given the option to withdraw their data.

Detailed funding and service information that is not already publicly discoverable will not be disclosed without permission of the organisation.

Broad funding parameters (e.g. bands such as between \$20,000 to \$30,000) and service information (e.g. provide financial literacy services) will be publicly available as an indicator of the nature and scale of services. Where an organisation is identifiable due to the nature of the reported information, specific consent will be sought prior to the report being finalised and published.

Confidentiality shall not apply to:

- Public information which was obtained from public records¹.
- Information which becomes public or available to the general public other than through the act of SocialLink, its contractors or employees.

¹ Public information for the purposes of this project is information gathered through the Charities Commission and other websites including the organisations' websites and funding websites. Information gathered includes services and service descriptions, charitable status, contact details including names, email and service addresses and phone numbers.

Secure Storage of data (described below) contributes to maintenance of confidentiality.

Participation is voluntary

Participation in the research is voluntary and is granted through informed consent and confirmed on the MSSP consent form. Publicly discoverable information will be entered into the data base, regardless of consent.

Non-participation will not affect the organisation's right to access the research results or SocialLink services.

Organisations may opt into the project at any time. Participating organisations have the **right to withdraw from the research** process at any point.

Intellectual Property

The agency/ organisation providing the data retains intellectual property of their data. This means the organisation may request their information be updated or removed, except for publicly discoverable information.

Opportunity to check the accuracy of the initial data collected will be through a confirmation report provided to the participating organisation.

The system into which the data is entered, the Smart Growth Community Effectiveness Data Model² (SG CEDM), is the intellectual property of the developers and SocialLink.

Data collection

The information sought for the MSSP will be gathered through:

1. Desktop Research: accessing publicly discoverable information about the participating organisations through the Charities Commission, websites and relevant social media sites;
2. Interviews: will be completed to gather additional data and to verify the desktop information collected.

Data will be collected by researchers contracted by SocialLink. Contracted researchers will be bound by standard confidentiality and non-disclosure agreements.

The categories of data to be gathered will be about:

- The organisation - overall purpose and objectives of the organisation, how they work with other organisations, capacity needs and challenges and strengths of the communities in which they work;
- The people - staff and volunteers;
- The programmes - defined as multi agency programmes or initiatives to which organisations contribute or deliver, how they are funded and where they are targeted;
- The services and projects delivered - how they are funded and who they are provided to.

Questions are a combination of multi-choice (drop down menu) with free text options. Participants will be encouraged to make choices from drop down menus to enable efficient and timely analysis and reporting.

² The SG CEDM developed for this project, is owned by SocialLink while the general data model concept is owned by its developers i.e. Karen Summerhays and Qmex.

Data recording and storage

Information gathered through desktop research and interviews will be entered into the Smart Growth Community Effectiveness Data Model (SG CEDM).

During the data gathering stage individual researchers enter data into the CEDM on their individual password protected device. The CEDM is stored on a central server which is housed at the SocialLink office. Back up of the CEDM is completed weekly and stored securely at the home of the General Manager of SocialLink.

Hardcopy information including consent forms and written notes from interviews will be stored in secure cabinets in the SocialLink office for seven years. After seven years the written notes will be destroyed.

Data Security

The following principles apply for the purpose of maintaining data security:

1. Minimal privilege – Users (researchers and the GM SocialLink) access will be limited to the information required to complete their task
2. Minimal exposure – Users understand their ethical obligations and responsibilities to protect the information they access
3. Data protection – The SG CEDM is password protected and accessible only to those with relevant authorisations.
4. User register – The project leader (General Manager SocialLink) maintains a current register of authorised users and system passwords.

Sharing and publishing the results

All participating organisations will receive a report outlining their organisations services and how they align with stakeholder and funder priorities.

SocialLink plans to disseminate the results of the research through the following reporting processes.

- Reports will utilise only aggregated and anonymised data. Where the volume of data enables identification of the data owner, data will be removed from such reports, unless permission has been given.
- All reports will be checked by the General Manager prior to dissemination to ensure the data will be used solely for the intended purpose and to verify that personal identifiers and personal privacy are being protected.
- All reports will be produced as PDFs to protect the file and its content from potential manipulation.
- A record will be kept of report type and report recipient to demonstrate commitment to the principles of privacy and data security.
- All communication directed to the community, will be written using accessible, community-friendly language and in an appropriate format.

General reports will be freely produced and available on SocialLink and other relevant websites.

Tailored reports may be requested and specifically produced by SocialLink, and may incur a charge depending on the nature of report requested.

Data Maintenance and updating

SocialLink will be responsible for managing the SG CEDM and will serve as the guardian of the data, both during and after the completion of the project.

As of April 2017, no funding has been secured to update the data over time. Once the research is completed SocialLink will seek to secure funding for this purpose.

Risk Mitigation

SocialLink has undertaken a robust risk analysis anticipating possible risks and detailing the strategies required to mitigate the risks. A range of risks identified in terms of participation and data reliability will be mitigated by communicating the benefits of the project in a consistent and timely manner. Experienced interviewers are engaged to ensure consistent and professional interviewing. Data security systems are robust and managed through the General Manager SocialLink.



Appendix F – Interviewer Confidentiality Contract



CONFIDENTIALITY/ NON-DISCLOSURE AGREEMENT

AGREEMENT made this XX/XX/XX

BETWEEN Social Sector Innovation Trust, trading as SocialLink Tauranga Moana

AND

XXXXXX
Herein after known as "*the contractor/SocialLink staff member*"

WHEREAS

1. In the course of conducting the interviews with up to 250 social sector organisations, the "the contractor/SocialLink staff member" will obtain a substantial volume of confidential information.

AND/OR

2. In order to assist in advancing the work of SocialLink access to the information collected would be beneficial.
3. The information will be supplied to the "the contractor/SocialLink staff member" on the basis that it is strictly confidential and the following shall apply to all information that the "the contractor/SocialLink staff member" acquires whether supplied by SocialLink or the social sector organisation, during the course of the project and thereafter.

NOW IT IS AGREED

- 5.0. In this agreement, "Confidential Information" means:
 - 5.1. Any information relating to the 'Mapping the Social Sector' project, business affairs or funding arrangements of SocialLink or of any other persons dealing with SocialLink and;
 - 5.2. Any project information, except in so far as such information is already in the public domain or is a matter of general knowledge.
 - 5.3. Any information supplied by the participants in the project to the "the

contractor/SocialLink staff member”.

THE CONTRACTOR/SOCIALLINK STAFF MEMBER AGREES that during the project period and forever thereafter:

- 6.0. To use Confidential Information only for purposes for which it was disclosed.
- 6.1. To keep confidential all the Confidential Information and not divulge such Confidential Information or details thereof to any person or company, without the prior written consent of SocialLink.
- 6.2. Obtain such written confidentiality undertakings from the “the contractor” staff, suppliers or sub-contractors as is appropriate in the circumstances in respect of Confidential Information.

PROVIDED THAT such undertakings shall not apply to:

- 7.0. Information, which at the time it was obtained by the “the contractor/SocialLink staff member”, was already known to the “contractor/SocialLink staff member” and not obtained or derived directly or indirectly from SocialLink.
- 7.1. Information which is or becomes public or available to the general public otherwise than through the act or default to the provider, its employees or agents; and
- 7.2. Information obtained bona fide from a third party who is lawfully in possession of the same and did not acquire the same directly or indirectly from SocialLink under the obligation of confidence.

THE CONTRACTOR/SOCIALLINK STAFF MEMBER AGREES that the above undertakings shall survive the termination of the discussions and this Agreement with SocialLink.

THE CONTRACTOR/SOCIALLINK STAFF MEMBER RECOGNISES that the disclosure of information may give rise to irreparable injury to SocialLink and Social Sector Organisations which participated in the research, and that, accordingly SocialLink may seek and obtain injunctive relief against the breach or threatened breach, in addition to any other legal remedies which may be available.

I acknowledge acceptance of the obligation to maintain the confidentiality of SocialLink information as outlined in the above agreement.

The contractor/SocialLink staff member

Date

On behalf of SocialLink

Date

Appendix G – List of Organisations Participating in Full Interview

Accessible Properties	Cystic Fibrosis NZ
Accident Compensation Corporation	Department of Internal Affairs
Acorn Foundation	Diabetes Help Tauranga
Age Concern Tauranga	EmpowermentNZ Charitable Trust
Allergy NZ	English Language Partners BOP Centre
Alzheimers Society Tauranga Incorporated	Enliven
Anglican Care Waiapu	Family Link
Aphasia NZ	Family Planning Tauranga
Arohanui Art & Education Trust	Family Works Northern
Arthritis NZ	Get Smart Tauranga
Aspergers Connections	Good Neighbour Trust
Asthma and Respiratory Management BOP	Graeme Dingle Foundation Bay of Plenty
Autism NZ Tauranga/Te Puke Branch	Grandparents Raising Grandchildren
Avalon (Aotearoa) Charitable Trust	Grey Power Tauranga and WBOP Association
B.O.P. Sexual Assault Support Services	Grief Support Services Incorporated
Bay of Plenty District Health Board	Habitat for Humanity Tauranga
Bay of Plenty Down Syndrome Association Incorporated	Halberg Disability Sport Foundation
Bay of Plenty Multiple Sclerosis Society Incorporated	Hanmer Clinic Tauranga
Bay of Plenty Regional Council	Headway Brain Injury Association BOP
Bay of Plenty Rural Support Trust	Hearing Support BOP
Bay of Plenty Therapy Foundation	Heart Foundation
BayTrust	Heart Kids BOP
Baywide Community Law Service	Homes of Hope
Bellyful Tauranga	ImagineBetter
Bi Gay Support Group	Insight Endometriosis
Blue Light Ventures	Journey Restorative Trust
Brave Hearts NZ	Katch Katikati Incorporated
Breast Cancer Support Service Tauranga Trust	Katikati Community Centre
Catholic Family Support Services	Kidney Kids NZ
CCS Disability Action Bay of Plenty Incorporated	Kidz Need Dadz
Community Living	Life Unlimited
Community Patrols BOP	Lifestyle Choices
Complex Chronic Illness Support	Linc Support Services

Live for More
Lysosomal Diseases New Zealand
Macular Degeneration New Zealand
Maketū Health and Social Services
MENZSHED NZ
Merivale Community Centre
Ministry of Justice
Ministry of Social Development
Mockingbird Inc
Multicultural Tauranga
Muscular Dystrophy Northern Incorporated
Neighbourhood Support Western Bay of Plenty
Ngā Kakano Foundation
Open Home Foundation Te Whare Kaupapa Awhina
Optionz
OUTline
Pacific Island Community (Tauranga) Trust
Parent to Parent Coastal Bay of Plenty
Parenting for Men Charitable Trust
People First New Zealand Inc
Plunket BOP
Pregnancy Choice
Rainbow Youth Inc
Reach Out Trust
Recreate NZ
Royal New Zealand Foundation of the Blind Incorporated
Salvation Army Bridge and Oasis Services Tauranga
Salvation Army Community Ministries Tauranga
SILC
Socialink Tauranga Moana
SPELD NZ
Spirit of Adventure Trust
St John WBOP
St Peters Anglican Church Katikati
St Peters Care and Counselling Charitable Trust
Stepping Stones Ministries
Support Net Kupenga Hao Ite Ora
Sweet Louise
TalkLink Trust

Tauranga Budget Advisory Service
Tauranga City Council
Tauranga Community Foodbank
Tauranga Community Housing Trust
Tauranga District Group Riding for the Disabled Association Incorporated
Tauranga Energy Consumer Trust
Tauranga Moana Maori Wardens
Tauranga Moana Nightshelter Trust
Tauranga Moana Victim Support
Tauranga Parents Centre
Tauranga SeniorNet Club
Tauranga Womens Collective Incorporated
Tauranga Youth Development Team
Te Ao Hou Trust
Te Aranui Youth Trust
Te Puke Community Hub Charitable Trust
Te Puke Toy Library Incorporated
Te Runanga o Ngai Tamawahariua
Te Whanau Kotahi
The Health Consumer Service Trust
The Incubator Creative Hub
The Parenting Place
The Parkinsonism Society Tauranga Incorporated
The Personal Advocacy Trust Inc.
The Search Party Charitable Trust
The Society of St Vincent De Paul Western BOP in NZ
Toi te Ora Public Health Service - BOPDHB
Turning Point Trust
Vector Group Holdings Incorporated
Vincent House
Vincent House Trust
Volunteering Bay of Plenty
Waipuna Hospice
WBOP Disabled Person Assembly
Welcome Bay Community Centre
Werry Workforce Whāraurau
Western Bay of Plenty District Council
Workbridge Tauranga
YMCA Tauranga



MAPPING THE SOCIAL SECTOR

MOCK REPORT



100 Orgs



300 Services

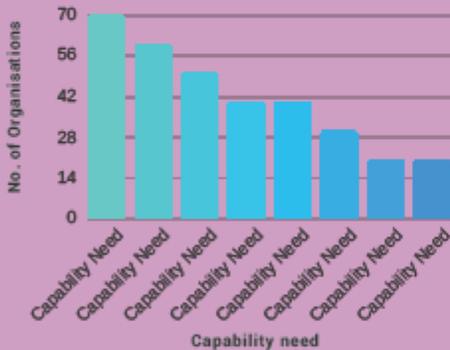


30 Programmes



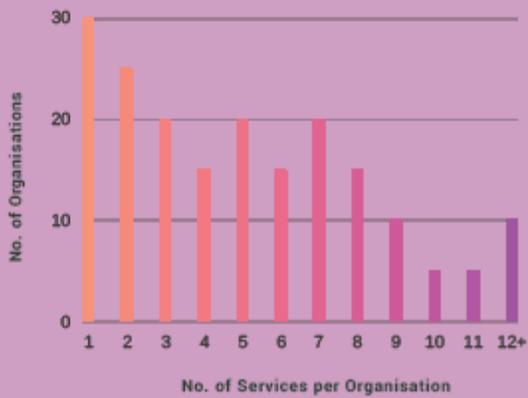
200 Contacts

This report serves as a demonstration of the types of information that SocialLink hopes to provide to the sector to support building capability and collective impact



- The highest rated **capability needs** identified by organisations were ... 40%; ... 30%; ... 25%
- Approximately 15% of organisations identified ..., ..., ..., and ... as a capability need.
- In terms of **income generation** the top three needs identified are ... (50%); ... (30%) and ... (25%)

- Of the 300 services identified, 20 are **funds**, 25 are **projects** (short term or pilot services) and the remaining 255 are **services**.
- Approximately 10% of organisations deliver one service.
- 50% of organisations deliver between 1 and 3 services.
- 10% deliver between 4 and 7 services.
- 10 organisation deliver 12 or more services.



FOR FURTHER INFORMATION PLEASE CONTACT LIZ.DAVIES@SOCIALINK.ORG.NZ

Appendix I – Iwi and Hapū of Western Bay of Plenty

Iwi	Hapū
Ngāti Ranginui	Ngāi Tamarawaho Ngāi Te Ahi Ngāti Hangarau Ngāti Kahu Ngāti Pango Ngāti Rangi Ngāti Ruahine Ngāti Taka Ngāti Te Wai Pirirākau
Ngāi Te Rangi	Te Whānau o Tauwhao ki Rangiwaea Ngāi Tamawhariua ki Te Rangihouhiri Ngāi Tamawhariua ki Rereatukahia Ngāi Tukairangi Te Whānau o Tauwhao Ngāti He Ngāti Tapu Ngā Pōtiki Ngāi Tuwhiwhia Te Ngāre Ngāi Tukairangi me Ngāti Kuku ki Whareroa Ngāti Tauaiti
Ngāti Pukenga	Ngāti Hinemotu Ngāti Kiorekino Ngāti Kohokino Ngāti Te Matau Ngāti Te Rākau Ngāti Tōwhare Ngāti Whakina Te Tawera
Tapuika	Ngāti Kurī Ngāti Marukukere Ngāti Moko Ngāti Tuheke
Waitaha	Waitaha
Ngāti Rangiwewehi	Ngāti Rangiwewehi ki Tai
Ngāti Whakaue	Ngāti Whakaue ki Maketū
Ngāti Mākino	Ngāti Mākino Ngāti Te Awhe

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