

Socialink Tūhono Pāpori

Building a Thriving Social Sector

Western
Bay of Plenty



Getting to know the Western Bay of Plenty
Social Sector Orientation Guide

April 2024



socialink.org.nz



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INTRODUCTION

This orientation package aims to provide information about the social sector in the Western Bay of Plenty (WBOP) for people, organisations and groups who may have started working in the sector, or who are interested in what the social sector is and does. Whatever the reason, we hope you find the information useful. Please let us know if there is anything that you think would be helpful to include.

Below is some information about SocialLink - Tūhono Pāpori. We are a charitable trust set up to support the social and community sectors in the WBOP. We have incorporated information about what SocialLink can offer under the various sections throughout this document.

Who is SocialLink - Tūhono Pāpori?

The WBOP social sector expressed a desire to be more valued, connected and to have a voice, which resulted in the establishment of the Social Sector Innovation WBOP Charitable Trust, trading as SocialLink. The Trust was established to provide and enable research, innovation, collaboration, information, capability building, networking and advocacy in the social sector in the Western Bay of Plenty sub-region.

The Trust became a registered charity in 2012. Our vision is for “A resourced, skilled and cohesive for-purpose sector enabling communities to flourish”.

What does SocialLink do?

- Provides training, peer learning and resources on a wide range of topics to help you do your job as effectively and efficiently as possible.

- Keeps you updated on research, government policy and anything else that is of interest to the social sector.
- Brings agencies together to share information, widen your networks and to work together on issues of common interest.
- Provides practical support to groups of agencies wanting to work together on a social issue (see collective impact section for more information).
- Helps build a collective social sector voice so we can be proactive and influence Government policy.
- Undertakes research to better understand the social sector, supports collaboration, service planning and to promote the value of the social sector to the wider community.
- Raises awareness of issues affecting the sector to decision makers and the wider community.
- Provides a co-working space called The Collective for for-purpose organisations, which is where SocialLink is based (see more information below).

Community Insights

Community Insights is a division of SocialLink and helps the WBOP social sector build confidence, skills and trust in using data to inform and enhance the work we all do. It works with local organisations and networks on their data needs and projects and curates data dashboards of local and national data relevant to the sector.

communityinsights.org.nz

Volunteering Services

Volunteering Services is also a division of SocialLink and promotes and supports volunteering, including matching volunteers to roles in community organisations.

volunteeringservices.org.nz

SocialLink Office Support (SOS)

SocialLink has launched the Office Support (SOS) pilot programme based on sector feedback indicating that organisations are frequently understaffed and require additional assistance to handle administrative duties effectively.

This initiative allows organisations to enlist a senior administrator for a nominal fee, offering up to 20 hours of support. The administrator can assist with a variety of back-office tasks including administration, IT, policy development, client management, and reporting.

socialink.org.nz/sos
sos@socialink.org.nz

Whakamana Tangata

The Whakamana Tangata kaupapa supports Māori service providers in building their capability and knowledge to access funding. The program applies the "He Poutama" model, guiding learners through levels with training.

A legal entity and financial reports are required to progress, but assistance is available for those that are not at that stage. Karanga mai, Nau mai, Haere mai.

socialink.org.nz/tautoko
kairuruku@socialink.org.nz

Business Heroes Directory

The SocialLink Business Heroes directory showcases businesses that provide discounts, volunteer hours, or donations to charitable organizations and for-purpose groups. Businesses can easily sign up for the directory online and list their offers, while for-purpose organisations can browse the directory to find the services or products they need.

businessheroes.org.nz



The Collective

Based in Tauranga, and the home of SocialLink, The Collective (TK) is New Zealand's largest co-working space, dedicated to the success of not-for-profit, social enterprise and charitable organisations. The Collective provides an administrative work-home, along with onsite meeting and connection spaces, all in a stunning, modern, award-winning building located at the Historic Village on Ngāi Tamarawaho whenua.

We work together by the principles of manaakitanga and acknowledge others through kindness, generosity and mutual respect. We share our time, knowledge and expertise, contributing to a connected, skilled and supported community sector.

Built by TECT, The Collective is a place that exudes a passion for community.

In 2023 it has 26 residential organisations, the majority not-for-profit agencies. Over 120 people work in the building. Another 160 people are non-residential members.

thekollective.org.nz

145 Seventeenth Avenue, Tauranga

How much do SocialLink services cost?

SocialLink is funded by local philanthropic funders TECT, Bay Trust and Acorn as well as Lotteries, and the local councils. Most of our services are free, except for some of the training and office support (SOS) services which are heavily subsidised.

WHAT IS THE SOCIAL SECTOR?

The community and the social sector delivers social support and services to people, families and whānau throughout Aotearoa New Zealand who require help with a wide range of needs. The sector provides services and support with physical health, housing, financial issues, supported living, poverty, mental health, disabilities, employment, addictions, food banks, physical and sexual violence, loneliness and isolation, aged care, child and youth development, community development and refugee settlement.

Social support and services are delivered by the Government and by non-government providers (including hapū and iwi organisations, incorporated societies and charitable trusts), social enterprises and by for-profit businesses. Social services can be funded by the Government, the philanthropic sector, by fundraising and/or donations from the public. This means most services are free to those who need them.

'Stories from the Frontline'

To better understand the positive differences social services are making, you can read 'Stories from the Frontline' where clients talk about how their lives have changed. The booklet is available on socialink.org.nz/about/#Stories

Role of Non Government Organisations (NGO)

Many NGO organisations provide social support and services to the population of the WBOP. They include hapū and iwi organisations, registered charitable trusts, incorporated societies and informal organisations.

Many receive funding contracts from government agencies and/or are funded through successfully applying for grants from the philanthropic sector. They may run fundraising campaigns and receive donations from the public and, increasingly, the corporate sector. The sector is a significant and essential contributor to the wellbeing of the diverse people and communities in the region.

There are at least 377 registered charities delivering programmes and services in the WBOP as of 2022.¹ Between them, 46 percent or 175 have approximately 2,400 part and full-time staff. Fifty four percent indicate they are run entirely by volunteers. There is an average of 1,563 voluntary hours spent weekly across all the charities.

Some organisations like The Salvation Army and Idea Services have a national presence and role as well as branches and services throughout the country. Other organisations have been founded in the WBOP because they wanted to do something about a particular need, or provide a local service, and have a local focus only.

Some organisations run a community centre as part of their community development focus. These centres may have rooms to hire, run after school and holiday programmes, budgeting, clinics and support groups. Many such facilities are provided by local government. In the WBOP there are several community centres including in Katikati, Te Puke, Merivale, Arataki, Pāpāmoa, Welcome Bay, and others are planned to meet the needs of the growing population.

The social sector also has a broader role that underpins its hands-on service delivery. This involves advocacy and providing a voice and conduit on behalf of the people it serves.

1) Source is Charities Services Register, Department of Internal Affairs. Figures are based on the latest annual returns of registered charities lodged with Charities Services and with a postcode in the WBOP. Some charities are also incorporated societies.

“It builds social infrastructure by connecting people to services, mobilising volunteers and resources, sharing information and promoting trust. In doing so, it builds resilience and social cohesion in times of hardship and adversity. Finally, by conveying communities' needs and aspirations to Government, the sector holds Government accountable and informs responsive government action.”²

Government role

The Government is both a primary funder and service provider of social services through its ministries, departments and Crown entities. It develops policy, allocates budget and provides services. For example, it directly pays people income support they qualify for (such as Jobseeker support and Superannuation). It has social service regulatory powers and responsibilities and programmes. It funds/contracts other providers to deliver services.

Some of the specific Ministries and Departments include:

- Ministry of Health Whatu Ora - Health New Zealand and Te Aka Whai Ora (Māori Health Authority). The WBOP is in the Hauora a Toi Bay of Plenty health district (previously Bay of Plenty District Health Board) which provides hospitals, needs assessment coordination, medical, clinical, rehabilitation and public health services.
- The Ministry of Social Development provides income support payments (Work and Income) and services related to work and housing.

There are four service centres in the WBOP (Mount Maunganui, Tauranga, Greerton, Te Puke).

- Oranga Tamariki (Ministry of Children) working with families and children in relation to child protection and youth justice. They have two offices in Tauranga and Pāpāmoa.
- Kāinga Ora (Homes and Communities) – tenancy services, manages portfolio of public/state houses, building new houses.
- Te Puni Kōkiri – supports Māori development (such as housing, marae, education, employment) - has a regional office in Tauranga.
- ACC supports injury prevention and rehabilitation and has an office in Tauranga.
- Department of Internal Affairs – provides information, resources and advice to communities, administers grant funding and operates Charities Services which registers and provides support to the country's charities. The Bay of Plenty office is in Rotorua.

- Ministry of Justice – information and services in relation to family, relationship breakup and care of children, family violence, criminal justice, victims' information and courts. In Tauranga services include the district court, high court, family court, youth court, disputes tribunal and tenancy tribunal.

Iwi and hapū health, social and cultural services

In the WBOP area there are 11 iwi groups, 74 hapū and 36 marae. Māori are nearly 20 percent of the area's population. The main iwi of Tauranga Moana and the WBOP are Ngāti Ranginui, Ngāi Te Rangi, Ngāti Pūkenga, Tapuika, Ngāti Whakaeu ki Maketu and Waitaha. (For further information on local iwi and hapū see socialink.org.nz/iwi-boundaries).

Iwi and hapū have developed comprehensive health, education, social, whānau ora and cultural services to support the wellbeing of their people, whānau and hāpori and their mana motuhake (autonomous management of their own affairs). These are often set up as registered trusts called hauora and cover a broad range of social and health related areas, including primary health care, social work, health clinics, whānau ora, counselling, housing, mental health and addiction services, kai gardens, disability support, tamariki and rangatahi development, kaumātua support and health promotion. Some services are based on marae. While focused on their tribal members they are available to non-iwi members.

2) Briefing to the Incoming Minister for the Community and Voluntary Sector Hon Priyanca Radhakrishnan, Internal Affairs, 2020

Local government role

Tauranga City Council and the Western Bay of Plenty District Council (WBOPDC) are important facilitators of social sector support and service delivery through their community development focus. This includes working with other organisations on issues such as homelessness, safer communities, supporting migrant communities, as well as the development of accessible and age friendly community projects. Councils also provide elder housing in the Western Bay of Plenty, community facilities such as libraries, community halls and community centres, parks, playgrounds and reserves, sports and performance centres and venues like the Historic Village on 17th Avenue which provides a home to several community groups. Both councils also provide funding for projects and partnerships with other organisations to support community development, improve facilities and services.

The Local Government Act 2002 outlines the purpose, roles and powers of local authorities. They are expected to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities, taking a sustainable development approach.

Social enterprise

Social enterprises aim to be financially sustainable businesses and make a difference in the world through their business activities. They can make significant profits through their work, however, these profits will usually be reinvested in their services or into their social mission.

Private providers

Commercial organisations are also involved in providing social services and support. These include businesses running aged and residential care homes, personalised in-home care, health care, disability support, equipment and other services.

Funding

The Government funds social support and service agencies through contracts with providers. The philanthropy sector includes publicly owned trusts and private foundations, corporate funders and individuals making donations and bequests, and sponsorship. Members of the public provide funding indirectly through taxation and directly through individual donations.

The workforce

The health and social sectors are seen as fundamental to the health and wellbeing of communities in Aotearoa New Zealand, according to regional workforce development research. It is also a large source of employment in most regions, employing around 10 – 11 percent of the general workforce, including in the Bay of Plenty (the health workforce forms most of this). Demand for health and social services will grow, driven by the growth in the aging population, regional population growth and increased need for mental health services.

The social service and support sector has people with an extensive array of skills, roles and qualifications. Work positions include: Youth workers, nurses, social workers, financial mentor/advisors, psychologists, addictions practitioners, alternative education teachers, care/nurse manager, support workers, counsellors, diversional therapists, peer support workers, care workers, health care assistants, Pou Ārahi kaupapa Māori, activity coordinators, doctors, chaplains, kaiwhakahaere, occupational therapists, administrators, managers, whānau support workers, physiotherapists, community development practitioners, therapists, cultural advisors, navigators/connectors, early childhood education teachers, foodbank workers, health promoters, housing caseworkers, tenancy managers, data analysts, programme coordinators, youth developers, supervised contact supervisors, grants administrators, community support workers, youth coaches.

Many roles within the social sector require qualifications that meet legislative requirements for practice.

[The Workforce Guide](#) published by the New Zealand Council of Christian Social Services provides a comprehensive overview of roles, scenarios of service use, qualifications, practice frameworks, code of ethics, professional body/registering body and scope of practice.

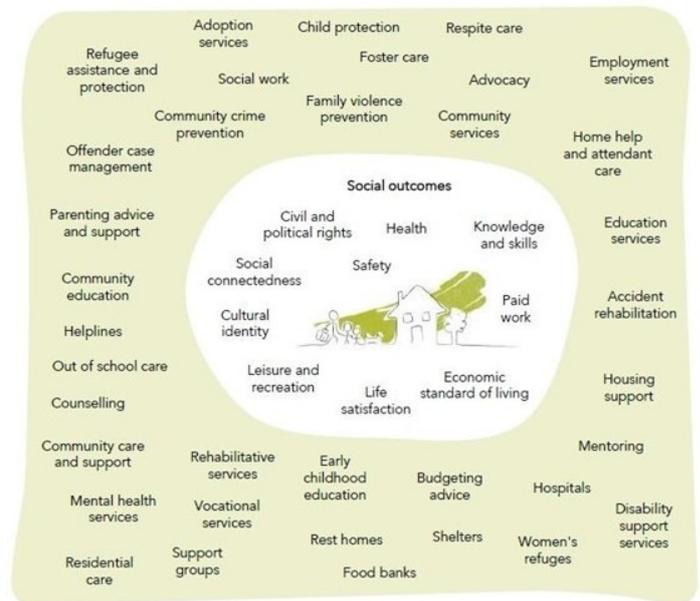
See Appendix 1 for further information.

Role of voluntary or unpaid help

Many organisations are run entirely by volunteers or have voluntary help. Roles include driving people to medical appointments, sorting and packing food parcels, buddies for people with disabilities, support line counsellors, fundraisers, helping at events, working in community gardens and opportunity shops or organising websites and social media updates.

Some NGOs organise and train their own volunteers. SocialLink has a [Volunteering Services](#) division which promotes and coordinates volunteering within the WBOP and is affiliated to the national organisation of Volunteering New Zealand.

SOCIAL SERVICES CONTRIBUTION TO SOCIAL OUTCOMES



COMMITMENT TO WORKING WITH MĀORI

Partnership-Relationship

SociaLink's - Tūhono Pāpori, Te Tiriti o Waitangi policy is our platform to recognise and acknowledge Tangata Whenua of Aotearoa. We honour our partnership with Mana Whenua ki Tauranga and local iwi throughout the Western BOP - Mai ngā Kurī a Whārei ki Otamarākau from Waihi Beach in the West to Otamarākau in the East.

Refer to SociaLink's [Te Tiriti o Waitangi policy](#) for more information and see how we demonstrate our commitment to working in partnerships with Māori.

SociaLink - Tūhono Pāpori is committed to supporting the hāpori Māori and has engaged Kaitohutohu Māori (Māori Engagement Advisor) to ensure relationships are maintained and develop resources and services to best meet the needs.

Kaitohutohu Māori encourages community organisations to connect with Tangata Whenua of the Western BOP region. See below for information about the local iwi.

socialink.org.nz/iwi-boundaries

We encourage you to make contact with iwi and their wide connections with hapū (subtribe), Marae (cultural home) and Māori entities. If possible, to assist in effectively engaging with Māori, it is highly recommended to engage a cultural advisor into your organisation who will guide you. Iwi organisations will help and direct how you can do this.

Effectively engaging with Māori

In order to effectively engage with Māori, to begin with we strongly encourage developing an understanding of:

- Te Tiriti o Waitangi
- the impact of colonisation on Māori and Māori development
- your local iwi and hapū, including how they were impacted by colonisation and how they are driving local Māori development
- te Ao Māori perspective.

Information and links to further information is included in this booklet.

From an organisational perspective, if you are wanting your organisation to engage with the te Tiriti o Waitangi, '[Nga Rerenga o te Tiriti - Community Organisations Engaging with the Treaty of Waitangi](#)' is a highly recommended resource:

Te Ao Māori perspective

Te Ao Māori is the Māori worldview that acknowledges the interconnectedness and interrelationship of all living and non-living things - the environment, economic, cultural and social.

It encompasses three key areas: Te reo Māori (Māori language), Tikanga Māori (protocols and customs), and te Tiriti o Waitangi (the Treaty of Waitangi). Together, these three areas will provide you with a broad overview, and hopefully, a better understanding of Māori culture and Māori realities.

The Māori social sector follows a similar view. It broadens to encompass, health, social services, education and housing. The [diagram](#) provides the interconnectedness and inter-relationship approach.

Understanding the impact of colonisation on Māori health and social outcomes

To effectively engage with Māori it is very important to be familiar with te Tiriti o Waitangi and the history of colonisation, including the NZ land wars, which all continue to impact Māori today.

Colonisation processes starting in the 1800s have had profound negative consequences for the health, wellbeing and the very existence of Māori, (and other indigenous peoples throughout the world), through land alienation, economic impoverishment, mass settler immigration, warfare, cultural marginalisation, forced social change and multilevel hegemonic racism.

Recommended websites for more information:
trc.org.nz (Treaty Resource Centre)

communitytoolkit.org.nz/te-tiriti-o-waitangi/te-tiriti-in-practice

groundwork.org.nz/resources

teara.govt.nz/en/te-tiriti-o-waitangi-the-treaty-of-waitangi/print

nzhistory.govt.nz/culture/history-of-new-zealand-1769-1914

Once you are familiar with the national history, it is important to then understand how this played out in the WBOP, where Māori lost much of their land. For example, in 1865, some 214,000 acres was confiscated from hapū and iwi in Tauranga Moana as punishment for rebellion against government forces, and other land was given as a reward to soldiers and their families. Loss of land and all it entailed, led to grinding poverty, subsistence living and ongoing efforts to get redress.³ Such a legacy

continues to impact Māori today, not only the loss of their land but also the loss of their language and cultural identity. Today, Māori efforts continue to regain and retain their lands and their language, the essences of their cultural heritage and identify as Tangata Whenua ki Aotearoa.

See the following for more information:
en.wikipedia.org/wiki/Tauranga_campaign

[Te Rauapatu o Tauranga Moana - Report on the Tauranga Confiscation Claims - Waitangi Tribunal \(2004\)](#)

Māori development

Māori and the Government have committed to working together to address the injustices of the past. The Treaty Settlements for many parts of the country continue, including iwi o Tauranga Moana/WBOP.

The kaupapa Māori framework of interconnected cultural, community and commercial objectives give rise to opportunities to design and achieve transformative change, resulting in benefits for addressing the injustices and inequalities of the past. Below are only some of the achievements that can be seen in the blend of wellbeing initiatives throughout Aotearoa, including projects or initiatives here in Tauranga/WBOP region.

Whenua

- Housing and Land Development, Papakāinga Development in Tauranga Moana/WBOP e.g. Mangatawa Pāpāmoa Block Inc, a Māori Land organisation, including industrial ground leases, housing, retirement villages, beef farming, as well as kiwifruit orchards.

[Home - Mangatawa Papamo Blocks Inc](#)

3) Mikaere, B Simons, C (2019) Victory at Gate Pa? New Holland Publishers.

- Horticultural business Development in Tauranga Moana and Hastings, e.g Ngāi Tukairangi Hapū Trust. The core business is growing world-class kiwifruit and is a leader nationally and internationally.
ngaitukairangitrust.co.nz

Marae - Tūrangawaewae

Oranga Marae government programme delivered by the Department of Internal Affairs and Te Puni Kōkiri to support, advise and invest in Marae. It gives whānau and hapū advice and support to develop, renovate their marae and maintain their ancestral homes, an initiative Socialink supports by working with Mana Whenua to build capabilities to access funding.

Te Reo - The Language

The Kohanga Reo and Ngā Tamatoa are two of the main movements that fought for the revitalisation of the language, alongside many others over the years that reigns today.

Maihi Karauna is the government's strategy for protecting and promoting te reo me ngā tikanga Māori as taonga as key to the success of a New Zealand that embraces its diversity and the partnership created through te Tiriti o Waitangi. The Maihi Karauna strategy sets out a bold vision for te reo Māori in the future and sets out what actions the Government will prioritise over the next five years to move towards this vision. [Maihi Karauna](#)

Examples:

- Matariki, Waitangi Day, Te wiki o te reo Māori
- Te Irirangi o Tauranga Moana (Radio Station)
- Te reo in our schools and Wānanga/Universities: Te Wānanga o Aotearoa – Tauranga Campus, Te Pūkenga – Poike Campus, Kohanga Reo (16 throughout WBOP), some of the kura Māori; Te Wharekura o Mauao, Te Whānau Maarō (Tauranga Intermediate), Te Kura o Mataphi, Maungatapu, Otepu
- National level efforts to capitalise on the social, economic, and environmental development benefits of te reo me ngā tikanga Māori e.g. Tai Whanake Ki Tauranga Moana Kaitiaki Whatu Ora - Health New Zealand and Te Aka Whai Ora - Māori Health Authority

- Mana o te Wai - Restoring and preserving the balance between water, the environment and people.

The world is changing and evolving for Māori, connecting, and understanding the history, and its current developments for the future will assist you to engage effectively, giving support and/or seeking cultural guidance is a positive step in the right direction. Understanding one's past, and acknowledging the present determines the outcome of a thriving future.

SOCIAL ISSUES AND TRENDS

The socio-economic context in Aotearoa New Zealand influences people's level of wellbeing and their day-to-day needs. There are complex, interdependent issues emerging from deep-seated inequalities in wealth and the ongoing impact of colonisation on Māori.

More broadly, in the 1980s and 1990s rates of income and wealth inequality increased faster in Aotearoa New Zealand than in the rest of the OECD. The gap between the 'haves and the have-nots' has continued to widen. The average household in the top 10 percent of New Zealand has eight times the income of a household in the bottom 10 percent. The top 1 percent of adults own 18 percent of the country's wealth, while the bottom 50 percent own just 4 percent. ⁴

⁴ Rashbrooke, M (2015) The Inequality debate, An introduction. BWB Texts, Wellington.

The Western Bay of Plenty has some areas of considerable wealth as well as areas of significant socio-economic deprivation. High housing costs have contributed to inequality and related problems such as homelessness, people living in inadequate accommodation and food insecurity. The housing crisis has affected communities across the country; however, Tauranga City has had the worst housing affordability in the country relative to incomes. The WBOP has grown rapidly in population, contributing to a shortage of housing, increased house and rent prices which has made housing unavailable or unaffordable for many. The waiting list for public housing has grown 30 percent since 2017 and home ownership rates are declining.⁵

There is a considerable shortage of affordable options for lower and middle income households, despite the housing provided by Kāinga Ora (Housing and Urban Development), NGOs such as Accessible Properties and the Tauranga Community Housing Trust as well as Māori trusts building on tangata whenua land. The lack of choice has forced increasing numbers of people with acute housing needs into short-term accommodation such as emergency or transitional housing or moving in with family or friends which often causes overcrowding and other inadequate arrangements.

A lack of affordable housing also means more people are living in poor-quality housing, where dampness and over-crowding increases the risk for children of infections such as rheumatic fever, meningococcal disease and lower respiratory tract infections like pneumonia, bronchitis and asthma. The Bay of Plenty ranks in the top three health districts for hospitalisations per 100,000 for these infections.⁶

5) SmartGrowth (2022) Housing and Business Capacity Assessment, 2022, TCC, WBOP, BOP Regional Council.

6) National Minimum Dataset (NMDS), Ministry of Health.

7) NZHerald Christmas Appeal: Community raises more than \$248k for Tauranga's foodbank, 24 December 2022.

Efforts to address this major issue include SmartGrowth, a partnership made up of Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council, tangata whenua and central government, setting a strategic vision and direction including on housing and infrastructure. See smartgrowthbop.org.nz

Child poverty manifests in various ways including poorer health and educational outcomes and food insecurity. Roughly one in four children live in relative poverty. In Tauranga about 16 percent of 0-4 year olds live in areas which have the most socio-economically deprived scores (areas 9 and 10) on the New Zealand Deprivation Index (NZDep18) using census 2018 data.

Foodbanks in Tauranga reported helping over 18,000 people with food support in the year to December 2022, an increase of almost 3000 over the previous year. They noticed more two-parent families, white collar workers and older people living on their own were seeking help.⁷

Social outcomes are poorer for Māori, Pasifika and people with disabilities. For children in such situations they are more exposed to higher risks of suicide, experiencing family and sexual harm, mental distress, school bullying, homelessness and transient housing situations. The Child Poverty Monitor 2022 indicated within Aotearoa New Zealand, 24.0 percent Pacific, 20.5 percent disabled and 20.2 percent Māori children experience material hardship, compared with only 7.8 percent European and 9.7 percent non-disabled children.⁸ Material hardship means being unable to afford six essentials, such as having enough to eat, warm clothes and sturdy shoes.

8) Duncanson M, Roy M, van Asten H, Oben G, Wicken A, Tustin K, McAnally H and Adams J. (2022) Child Poverty Monitor 2022 Technical Report. Dunedin. NZ Child and Youth Epidemiology Service, University of Otago.

ISSUES FOR THE SOCIAL SECTOR

- Recruitment and retention of the workforce are significant issues. Pay rates tend to be less for people employed by NGOs compared to those in Government services, although there have been efforts to close this gap.
- Declines in volunteering trends have occurred since Covid-19. There is a growing preference for episodic, project-based short-term volunteering.
- The demand for health and social services is growing, driven by the growth in the aging population, population growth from people moving into the region, lack of affordable and suitable housing and increases in material inequality and poverty.
- There will also continue to be an increased need for mental health support and services, as the population faces increased anxiety and depression. This is due to cost of living pressures, loneliness and isolation, disinformation and disruption from climate change impacts. Young people in particular are reporting higher levels of anxiety and uncertainty.
- There are many initiatives and collaborative efforts within the WBOP working to address the negative issues impacting lives. Examples include Child Poverty Action Group BOP and the Kāinga Tupu Homelessness Provider Network.
- Investing in community and social infrastructure and services is necessary to meet the increasing demand for services. Research commissioned by the Social Service Providers of Aotearoa revealed the sector as a whole is considered underfunded by over \$600 million.⁹
- There are many causes that contribute to continued underfunding of the social sector. Key reasons include that the Government does not fully fund services, expecting that NGOs will seek additional funding from other sources, many funders/contractors do not include annual increases to take inflation into account and lack of security of ongoing funding.¹⁰
- In late 2022 the Government approved a pay equity settlement and funding to address the significant gender pay gap and gap between Government and not-for-profit sector pay rates in social work roles. Work continues to extend the benefits of the settlement to other roles including clerical and administration workers.

9) MartinJenkins (2019). Social Service System: The Funding Gap and How to Bridge it. <https://sspa.org.nz/information/funding-gap>

10) Pru Etcheverry, We need to place more value on the not-for-profit sector, August 01, 2022, Stuff

ADDRESSING SOCIAL ISSUES: THE ROLE OF COLLABORATION AND COLLECTIVE IMPACT

Many social issues are complex and require long-term structural and system change. The two approaches outlined below are helpful in guiding thinking and action and underpin SocialLink's approach.

Collaboration for Impact offers an important way of resolving complex social problems with a vision for creating lasting change. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change. Internationally there is an awareness that it takes a combination of community, Government, business and NGOs to work collaboratively if we are to seriously address needs.

The Collective Impact approach calls for multiple organisations or entities from different sectors to join a common agenda, shared measurement and alignment of effort. Unlike collaboration or partnership, Collective Impact initiatives have centralised infrastructure – known as a backbone organisation – with dedicated staff whose role is to help participating organisations shift from acting alone to acting in concert.

For further information about the approach, see this link provided by the Tamarack Institute tamarackcommunity.ca

SocialLink acts as a 'backbone organisation' to support groups of agencies wishing to work together and can provide support such as:

- facilitation of meetings
- be a 'bank' for any funds a group of agencies
- evaluation and research
- support groups of agencies working together to generate funds for projects.



For more information see sociallink.org.nz

Groups with whom SocialLink is undertaking collaborative work include:

- Child Poverty Action Group WBOP
- COLAB (Te Puke and Maketu)
- Community Centre Managers
- Community Connectors
- Katikati Strengthening Communities Spectrum Collective (autism service providers)
- WBOP Digital Inclusion Project.



Further information on collaboration:

Collaboration for Impact is an Australian organisation that provides webinars, grow and support systems change leaders and support people and collaborations achieve impact by changing the system.

collaborationforimpact.com

Community led development

Another key way to address social issues and challenges is to enable and empower communities to identify and drive their own solutions. Community-led development strengthens social connections so communities thrive.

For more information about community led development and Inspiring Communities visit inspiringcommunities.org.nz

NETWORKING AND NETWORKS

WESTERN BAY OF PLENTY NETWORKS

As well as the collaborative practice groups, there are many networks that operate within the social sector in the Western Bay of Plenty and nationally.



SocialLink provides networking as part of seminars and training opportunities. These are all programmed into the training calendar on the website.

eventspronto.co.nz/sociallink



Tauranga Moana Abuse Prevention Strategy (TMAPS) is a network of agencies, community and government, that work in the area of abuse prevention. TMAPS meets monthly and provides speakers and professional development. They also have a weekly email newsletter. fvrcc@fwn.org.nz
familyworksnorthern.org.nz/services/family-violence-response-co-ordination



COLAB Te Puke is a network of social service organisations in Te Puke working together to benefit the Te Puke and Maketū communities.
colabcommunity.nz
coordinator@colabcommunity.nz



Tauranga Youth Development Team (TYDT)
TYDT is a network of agencies and young people aged 11-24 working in partnership to strengthen the youth sector by enhancing communication, coordination and cooperation. Through this they enable engagement for all young people in Tauranga and the Western Bay of Plenty. TYDT run a regular 'knowledge café' for workers in the youth sector on a range of topics.

tydt.org.nz
info@tydt.org.nz



Western Bay of Plenty Disability Support Trust was formed to enable a collaborative approach to service organisations in the disability sector who provide advocacy, promotion, education, prevention, support and information for people with disabilities.

They meet quarterly and connects regularly with email updates. The network has an extensive membership.

supporttrust.org.nz
coordinator@supporttrust.org.nz



Heart of our community
Manawa ō tō tātou hapori

Katikati Strengthening Communities
Local organisations and organisations that deliver services in Katikati meet bi-monthly to network, share information and advocate on issues of shared interest. For more information contact The Katikati Community Centre.
katikaticommunity.nz
info@katikaticommunity.nz

Kāinga Tupu Homelessness Provider Network

This is a network for providers of services to people who are homeless seeking greater coordination and collaboration across the sector. This sits within the Kāinga Tupu - Homelessness Strategy which is overseen by the Kāinga Tupu Taskforce with the support of the Kāinga Tupu coordinator, resourced by Tauranga City Council.

tauranga.govt.nz/community/community-services/homelessness
admin@kaingatupu.co.nz

NATIONAL SECTOR NETWORKS AND ORGANISATIONS



Community Networks Aotearoa is an umbrella organisation for local community networks whose membership includes not-for-profit and voluntary social service organisations all over New Zealand.

Their services include:

- Providing advice and support to members
- Connecting community networks nationally
- Using their collective voice to advocate for policy change and raise awareness of issues affecting the community sector.

communitynetworksaotearoa.org.nz
info@communitynetworksaotearoa.org.nz

ComVoices

Advancing the community sector

ComVoices is a Wellington-based network of national community and voluntary sector organisations. It aims to create public understanding that recognises the value of the sector to community wellbeing and to civil society, and through this gain greater support for the sector and the communities we serve.

It also provides a collaborative platform so members can promote the development of a policy and regulatory environment that is supportive of sector organisations and their communities and can provide effective responses to Government on emerging issues.

comvoices.org.nz
admin@comvoices.org.nz



Inspiring Communities' mission is increasing the capacity of communities to thrive through community-led change.

To support and strengthen the emerging community-led development (CLD) movement in Aotearoa their team of specialists use their experience and expertise to mentor, broker, train and connect communities to become even better places to live, work and invest in.

inspiringcommunities.org.nz
exchange@inspiringcommunities.org.nz

Hui E!

Community Aotearoa

Hui E! Community Aotearoa seeks to promote, strengthen and connect the community sector – tangata whenua organisations and the broad voluntary and community sector – charities, incorporated societies, clubs, boards, trusts, and informal community groups.

Link to their monthly [newsletter at this link.](#)

huie.org.nz
kiaora@huie.org.nz



New Zealand Council Of
Christian Social Services

The NZ Council of Christian Social Services represents six church networks: the Anglican Care Network, Baptist, Catholic and Presbyterian social services agencies, as well as the Methodist and the Salvation Army churches. Collectively, these six members are located in 55 towns and cities throughout New Zealand. Their members deliver a wide range of services that cover areas such as child and family services, services for older people, food bank and emergency services, housing, budgeting, disability, addictions, community development and employment services.

nzccss.org.nz
admin@nzccss.org.nz



SSPA is working to ensure Aotearoa's NGO social services are sustainable, making a positive impact every day in communities, supporting children, young people and whānau to thrive now and into the future.

sspa.org.nz

office@sspa.org.nz



Platform works with non-governmental organisations (NGOs) and community services that provide support to people and their whānau who are directly impacted by mental health and addiction issues.

platform.org.nz

DIRECTORIES OF ORGANISATIONS

Family Services Directory

The Family Services Directory is a searchable online database. It lists information about family support organisations and the services/programmes they offer to support New Zealand families (MSD calls the organisations in the Family Services Directory "providers").

familyservices.govt.nz/directory

Here2HelpU

Here2HelpU is an online tool to serve people in need. It enables people to access a wide range of free support by simply submitting one help request online or by calling the 0800 number. A Connector will then contact the person to find the best service/s to meet their needs.

heretohelpu.nz

Citizens Advice Bureau (CAB)

CAB provides free, confidential, independent information and advice to anyone. It helps people know what their rights are and how to access services they need, including a directory.

cab.org.nz/location/cab-tauranga

Healthpoint

Healthpoint is a database providing up-to-date information about healthcare providers, referral expectations, services offered and common treatments, searchable by address, region and services.

healthpoint.co.nz

FUNDING

LOCAL PHILANTHROPIC FUNDERS

Important Note: All funders urge future applicants to read all instructions around application processes on their websites, and to discuss applications with a staff member prior to applying.



The Acorn Foundation is building a permanent endowment fund that will cater for the current and future needs of our region. It supports communities through annual distributions to charities and community groups in the Western Bay of Plenty, provides charities with an endowment option for long-term funding, provides opportunities for networking with other organisations and links organisations which need support with donors. Acorn distributes to charities, community organisations and provides scholarships across the Western Bay of Plenty. The Acorn Foundation uses the outcomes of its latest Vital Signs research report to allocate funds ensuring that grants are addressing key issues in the community. For the latest report go to: acornfoundation.org.nz
info@acornfoundation.org.nz



The Acorn Foundation also distributes funds on behalf of The Tindall Foundation whose aim is to give donations to charitable organisations, offer capacity building, collaborate with others and connect people and organisations together to support families and social services.

Acorn has one funding round per annum which opens for applications in May each year. Watch the website for more information. The Tindall Foundation funding is distributed

concurrently with Acorn Foundation funding. There is no separate application form – applications to Acorn will be considered for both funding streams. acornfoundation.org.nz
info@acornfoundation.org.nz



BayTrust provides grants to community groups in the Bay of Plenty to help build, strengthen and enhance present and future Bay of Plenty communities. The geographic area it covers is from Katikati to Turangi to Cape Runaway including Rotorua, Taupō, Tauranga and Whakatāne. While known as BayTrust, it's official name is the Bay of Plenty Community Trust Incorporated.

BayTrust supports programmes and projects that align with it's vision and values, to accelerate bold meaningful change, assisting Bay of Plenty communities and the environment to flourish. baytrust.org.nz
info@baytrust.org.nz



TECT Community Trust is a community-focused Trust, providing support for local initiatives, facilities and events that bring vibrancy, connectedness, growth and economic benefits to the region. Now at approximately \$1 billion, the TECT fund is one of the largest in the country. tect.org.nz
info@tect.org.nz

Tauranga City Council and Western Bay of Plenty District Council

The two Councils have various funding streams available as indicated on their websites. Both run Community Development Match Fund grant application processes annually. They aim to help organisations/groups deliver new initiatives that foster strong, innovative and vibrant communities, by contributing 50 percent of the project costs up to \$10,000. For the process visit each Council's website. Tauranga City Council also offers a community grants fund.



tauranga.govt.nz/community/grants-and-funding



westernbay.govt.nz/community/grants-and-funding

Tauranga Western Bay Community Event Fund

This fund is a collaboration between Western Bay of Plenty District Council, Tauranga City Council, Acorn Foundation, Bay Trust and TECT to provide a streamlined approach to supporting community events taking place in the region. The fund provides financial support to events that are community-led, deliver positive social and economic outcomes, and enrich our communities.

It prioritises events that:

- Are accessible for the community - free or low-cost entry.
- Encourage participation and have widespread appeal within the community.
- Support a varied community portfolio.
- Highlight events of cultural and historical significance.
- Engage local volunteers and help develop the Tauranga/WBOP volunteer workforce.
- Attract visits to the area and deliver economic benefits.

westernbay.govt.nz/community/events/event-funding

NATIONAL GRANT FUNDING



The Department of Internal Affairs (DIA) website hosts a range of grants that are administered by the DIA and available to the community. You can read about the grants; criteria, closing dates and how to apply on the website. Community Advisors are available by phone or appointment to discuss your questions.

Key funding objectives are designed to ensure lottery grants will contribute towards the vision of 'New Zealanders building strong sustainable communities together'. Lottery grant requests must align with one of the Board's criteria: (a) enhance capability and increase capacity among applicants and the community; (b) reduce community organisation funding gaps; (c) have regard to the needs and aspirations of Māori and (d) consider the needs of older people, Pacific people and other ethnic communities, women and youth, people with disabilities.

communitymatters.govt.nz
community.matters@dia.govt.nz



**Te Tari Taiwhenua
Internal Affairs**

The Department of Internal Affairs also provides a list of trusts who allocate gaming machine funding. This is available at granted.govt.nz

Community Matters

Organisations requesting COGS grants need to show how their community-based services or projects will contribute to (a) encouraging participation in communities, (b) promoting community leadership, (c) developing community capability, (d) promoting social, economic and cultural equity and (e) reducing the downstream social and economic costs to communities and government.

communitymatters.govt.nz/community-organisations-grants-scheme

OTHER FUNDING ADVICE

The funders

All staff employed by any of the funders will willingly provide you with advice. Their websites provide a lot of information on what they will and will not fund. Funders urge you to phone them directly with further questions.



SocialLink - Tūhono Pāpori runs regular funding workshops and has a Funding Advisor who can give advice to community organisations on matters related to funding - completing budgets for funding applications or help with the application itself. The Funding Advisor has compiled a large list of possible funders in Tauranga and the Western Bay of Plenty that shows a brief summary of the funding criteria for each fund and the closing dates of the funds. This is an extremely useful resource:

[Possible Grant Funders-Tauranga and WBOP](#)

Funding and other business resources are available on SocialLink's website:

socialink.org.nz/resources-support/funding

SocialLink also coordinates a range of training opportunities on raising funds.

socialink.org.nz



Exult has expertise in advising on funding and associated matters. It offers workshops on a range of ways to obtain funding for community organisations.

The Tonic Magazine is a quarterly publication that includes a list of upcoming funding rounds for local, regional and national funders and has practical ideas and advice about fundraising, among many other topics.

exult.co.nz

KEY ORGANISATIONS AND AGENCIES WITH ROLES RELATED TO THE SOCIAL SECTOR

LOCAL

Te Whatu Ora

[Health New Zealand](#)

[Hauora a Toi Bay of Plenty](#)

Te Whatu Ora Health New Zealand Hauora a Toi Bay of Plenty

The regional health entity (formerly the Bay of Plenty district health board) funds and provides personal health services, public health services and disability support services for the Western and Eastern Bay of Plenty. It also provides a large range of health, wellbeing services and advice including child health services and support, family violence, aging well, mental health and addiction, youth alcohol and other drugs service, pregnancy and maternity rural health.

bopdhb.health.nz

Te Pare ō Toi (Māori Health Gains and Development) - this is the service arm which provides a range of hospital and community-based services delivered by clinical and non-clinical staff who have strong knowledge in te ao and tikanga Māori – Māori language, custom and protocols.

bopdhb.health.nz/te-pare-o-toi

Support Net comes under Te Whatu Ora Health New Zealand Hauora a Toi Bay of Plenty. It is a Needs Assessment and Service Coordination Service (NASC) service for people with disabilities or older people with health and disability related needs. SupportNet as a NASC is the first step for a person to get Government-funded support services. Services may include help with personal support, meals, household management, carer support, day programmes, and the support provided by rest homes and private hospitals.

bopdhb.health.nz/health-and-support/health-wellbeing-services-and-advice/support-net-disability-services-and-support

NATIONAL

Te Whatu Ora

Health New Zealand

Te Whatu Ora - Keep an eye on the weekly updates on their website. Many of our vulnerable people and communities are affected by changes in our health services provision.

tewhatauora.govt.nz

Te Aka Whai Ora

Māori Health Authority

Te Aka Whai Ora - Leading and monitoring transformational change for the hauora health and wellbeing needs of whānau Māori

teakawhaiora.nz



MINISTRY OF SOCIAL DEVELOPMENT

TE MANATŪ WHAKAHIATO ORA

The Ministry of Social Development (MSD) is the lead agency for the social sector. It helps the Government to set priorities across the sector coordinate the actions of other social sector agencies and track changes in the social wellbeing of New Zealanders.

It operates Work and Income services, workandincome.govt.nz and also hosts the Whaikaha – Ministry of Disabled People, Te Kāhui Kāhu (Social Services Accreditation), the Office for Seniors, the Ministry of Youth Development (MYD) and the Independent Children's Monitor.

MSD provides a range of services and support for seniors, individuals, families, young adults, students, people with disabilities, providers of [services and communities. msd.govt.nz/what-we-can-do](http://servicesandcommunities.msd.govt.nz/what-we-can-do)

You can read about their current work programmes on [Work Programmes index msd.govt.nz](http://workprogrammesindex.msd.govt.nz)



ORANGA TAMARIKI

Ministry for Children

Oranga Tamariki – Ministry for Children is the Ministry dedicated to supporting any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. It also works with young people who may have offended or are likely to offend and funds a number of programmes and services that provide support to families and whānau.

orangatamariki.govt.nz

Its website Includes an online Practice Centre – a resource for Oranga Tamariki practitioners for must-dos, how tos and guidance in their work with tamariki and their whānau or family.

Includes practice standards
practice.orangatamariki.govt.nz



Te Puni Kōkiri

MINISTRY OF MĀORI DEVELOPMENT

Te Puni Kōkiri leads Māori Public Policy and advises on policy affecting Māori wellbeing. It is the principal advisor on Government-Māori relationships and monitor policy and legislation, plus provide Government with high-quality policy advice.

Te Puni Kōkiri's priority areas are:

- Crown-Iwi, hapū, whānau, Māori relationships
- State Sector effectiveness for Māori
- Strengthening Māori cultural wealth
- Strengthening Māori Economic wealth and
- Skills and learning

Of interest to the social sector is Te Puni Kōkiri's role in relation to whānau ora and the Māori Housing Network which support whānau, hapu and iwi to be able to enjoy safe, secure and healthy housing.

tpk.govt.nz



Te Tari Taiwhenua Internal Affairs

The Department of Internal Affairs serves and connects people, communities and Government with the aim to build a safe, prosperous and respected nation. It has several [policy advice areas](#) in which it advises several Ministers, it administers [legislation](#), in for example social service areas gambling, racing and identity policy (including policy relating to citizenship, passports and the registration of births, deaths, marriages, and civil unions) and does [legislative reviews](#).
dia.govt.nz



The Nationwide Health and Disability Advocacy Service is a free service that operates

independently from all health and disability service providers, government agencies and the Health and Disability Commissioner. If you have clients wanting to know more about their rights when using health or disability services, get questions answered, or make a complaint, they can help.

advocacy.org.nz



Health & Disability Commissioner

Te Toihau Hauora, Hauātanga

The purpose of the Health and Disability Commissioner (HDC) is to promote and protect the rights of consumers as set out in [The Code of Health and Disability Services Consumers' Rights](#).

HDC is a "consumer watchdog", providing health and disability services consumers with a voice, resolving complaints, and holding providers to account for improving their practices at an individual and system-wide level. This includes resolving complaints in a fair, timely, and effective way.

hdc.org.nz

The Aged Care Commissioner comes under the Health and Disability Commission and advocates for quality health and disability services on behalf of older people and their whānau wherever and whenever needed - in their home, primary care, community care, care home or public/private hospitals.

hdc.org.nz/our-work/aged-care-commissioner

Whānau Ora

Whānau Ora is a culturally based, and whānau-centred approach to wellbeing focused on whānau (family group) as a whole, as the decision-makers who determine their goals and aspirations.

whanauora.nz

PASIFIKA *Futures*

In the Western Bay Ngā Mataapuna Oranga, Tauranga Te Rūnanga o Ngai Te Rangi Iwi Trust – Mt Maunganui and Maketu Health and Social Services are partners with the Whānau Ora Commissioning Agency. Pasifika Futures is also a Whānau Commissioning agency and partners with the Pacific Island Community (Tauranga) Trust.

pasifikafutures.co.nz



The Social Wellbeing Agency works on challenging social sector problems to improve people's lives.

The SWA focus their efforts where they can make the greatest impact to lead and shine a light on policy issues that affect the wellbeing of New Zealanders. It partners with the social sector, combining science, data and lived experience to draw insights that are enriched by whānau voices.

The Hub is the repository for New Zealand government social science research and is maintained by the Social Wellbeing Agency.

thehub.swa.govt.nz/about-the-hub
swa.govt.nz



Established in February 2021 following the independent inquiry into mental health and addiction the commission assesses and reports on the mental wellbeing of people, approaches to mental health and wellbeing, monitors services and advocates for improvements.

www.mhwc.govt.nz

The logo for Consumer NZ features the word "consumer." in a large, bold, red font, with "now you know" in a smaller, grey font below it.

consumer.
now you know

Consumer NZ is an independent, non-profit organisation dedicated to getting New Zealanders a fairer deal through advocacy and campaigning.

consumer.org.nz



The Human Rights Commission's purpose is to promote and protect the human rights of all people in Aotearoa New Zealand. It works for a free, fair, safe and just New Zealand, where diversity is valued and human dignity and rights are respected.

It works within the Human Rights Act 1993 to:

- Advocate and promote respect for human rights in New Zealand
- Encourage harmonious relations between individuals and among the diverse groups in New Zealand
- Lead, evaluate, monitor and advise on equal employment opportunities
- Provide information to the public about discrimination and to help resolve complaints about discrimination.

hrc.co.nz

SOURCES OF INFORMATION AND RESEARCH RELEVANT TO THE SOCIAL SECTOR

These are some local and national sources providing information, news, research, data and other resources.

NEWSLETTERS



SocialLink Newsletter

A fortnightly newsletter circulated to interested readers containing news for the sector and information about training, what's happening and other opportunities in the sector. You can subscribe to the newsletter by going to the 'connect with us' section at the bottom of the SocialLink home page and entering your contact details or email entering your contact details or email info@sociallink.org.nz

See also: sociallink.org.nz/about/news

Community Scoop

Daily media monitoring - focusing on the community sector plus newsletter. community.scoop.co.nz

Western BOP Disability Support Trust

For the latest news about the disability sector. coordinator@supporttrust.org.nz

Policy Watch

Monthly e-newsletter that highlights news, research reports and policy developments put out by the NZ Council of Christian Social Services (NZCCSS). Subscribe here: nzccss.org.nz/panui/policy-watch

RESEARCH AND DATA



The Tangata Whenua, Community & Voluntary Sector Research Centre website is a hub for good community research and researchers. In 2013 Community Research surveyed Tangata Whenua, community and the voluntary sector and found that organisations were experiencing significant pressure to evidence their effectiveness and impact.

On its website you can find (and share) effective community practices as Community Research collects and organises these resources in a way that is easily accessible for anyone. All the research is free to download. It also provides webinars which share information on what is working in the community sector and has standards and guidelines for doing research with the [Community Research Code of Practice](#).

It accepts all forms of research, including evaluations, reports, theses and case studies, as PDFs or multimedia/digital files. Community Research also hosts the 'Whānau ora Research' and 'What Works' websites (see below).
communityresearch.org.nz



This website aims to gather and share research about Whānau Ora, communities and whānau, is a hub for researchers, iwi and community organisations to share their ideas, and advocate for good practice methods in community research. It is hosted by Community Research.

communityresearch.org.nz/whanau-ora-research-home



What Works is also part of sites run by Community Research. This website provides a range of tools and resources on evaluation to help organisations record reliable evidence about the social impact and outcomes of their services.

whatworks.org.nz



Google Scholar provides a simple way to broadly search for scholarly literature. From one place, you can search across many disciplines and sources: articles, theses, books, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other web sites. Google Scholar helps you find relevant work across the world of scholarly research.

scholar.google.co.nz



The purpose of the Family Violence Clearing House is to provide access to high quality research and information on family and whānau violence. The New Zealand Family Violence Clearinghouse is operated by the University of Auckland, under a contract funded by the Families Commission.

nzfvc.org.nz



Tatauranga Aotearoa

Stats NZ Tatauranga Aotearoa is New Zealand's official data agency. It collects information from people and organisations related to economy, population or society through censuses and surveys and uses this information to publish insights and data about New Zealand, and supports others to use the data. Its vision is to unleash the power of data to change lives and its information helps people decide where to locate a business, what products to sell, where we need roads, schools and hospitals as well as measuring environmental progress, quality of life and how families are doing.

Statistics are used by government, local councils, Māori and business to help make decisions so that New Zealand's economy, people and communities can thrive. Stats NZ provides large data sets that can be used for exploring and obtaining data on a wide range of topics and helpful support services.

stats.govt.nz



SocialLink's website provides links to university and other research organisations as well as links to open access journals that publish research of interest to the social sector.

sociallink.org.nz/research-2



Community Insights (a division of SocialLink) helps the social sector build confidence, skills and trust in using data. It also has social data dashboards and links to other local and national websites which publish data and dashboards.

communityinsights.org.nz/social-data-dashboards



The Workshop is a research organisation of public narrative researchers and communications advisors. It provides training and resources on how to talk about complex issues such as preventing poverty, child and family wellbeing, human rights and justice and climate change.

theworkshop.org.nz

LEARNING AND PROFESSIONAL DEVELOPMENT



SocialLink offers a range of professional development, training and networking events to build sector capabilities, such as leadership and financial management. Our professional development services focus on fulfilling capability needs that were identified in surveys we have undertaken.

Check the professional development on offer in the events calendar:

eventspronto.co.nz/sociallink

Mentoring

Are you new to management or leadership? If so, you may very well benefit from being mentored by an experienced manager/leader for a six-month period.

The Western Bay of Plenty Mentoring Programme is an annual programme conducted by SocialLink in conjunction with the Mentoring Foundation of New Zealand. Mentors assist with growing leadership skills of, for example, general managers, chairs of boards, presidents of committees, practice leaders in the community, social, sport and creative sectors.

The programme coordinator matches you with a mentor who has the skills and experience that aligns with what you are seeking from a mentor. There are 1:1 meetings with your mentor as well as educational/peer networking meetings with mentees and mentors.

[SocialLink/Mentoring Foundation of NZ](https://sociallink.org.nz/mentoring)

Professional associations and local providers

Useful professional associations include the Institute of Directors, Society of Accountants, Social Workers Registration Board and Aotearoa New Zealand Association of Social Work.



Exult specialises in the business end of running an organisation and is one of New Zealand's leading training providers for the community sector. Exult's mission is to provide training and support that inspires, equips and re-energises organisations and it prides itself in providing practical resources in everyday language. It believes that people (and organisations) thrive when they are given real support without all the 'fluff and jargon'.

Exult facilitates a range of workshops for the non-profit sector including sessions on fundraising, sponsorship, marketing, governance, management and volunteer related issues. You can participate in a public session or it can facilitate a workshop specifically for your team.

exult.co.nz



The Tauranga Chamber of Commerce provides business support, training and networks.

The Chamber works with all businesses; commercial and not for profit. A popular series of networking events runs continually throughout the year and there is a special community rate for not for profit organisations.

tauranga.org.nz



Diversity Works is a national membership organisation that helps business develop diverse and inclusive workplaces. It provides training, research and benchmarking.
diversityworks.org.nz



Lead offers leadership, training, coaching, evaluation and strategic development for organisations in New Zealand, Australia, and the Pacific. It specialises in organisational and leadership development for NGOs.
lead.org.nz



The Centre for Social Impact is a Foundation North initiative. It helps grant-makers and funders invest for impact and enables community partners to turn that investment into inspiring and sustainable social change.

Insights and learnings are captured by the centre and its clients so that successful social change initiatives can be replicated and integrated into mainstream policy and practice.

CSI works with philanthropic trusts, and community, government and private sector organisations. It can accelerate investment and innovation for change; and inform and inspire the growth of venture philanthropy.
centreforsocialimpact.org.nz
foundationnorth.org.nz



Grow is a leading provider of training, workshops and events across the social services, health and not-for-profit sectors.
grow.co.nz

VOLUNTEERS AND VOLUNTEERING



Almost all not for profit agencies use volunteers. Volunteering Services in the Bay of Plenty is part of SocialLink and can help you find volunteers and support organisations with the training and management of volunteers. It maintains a database of people looking for volunteer opportunities, works with organisations to promote volunteer roles and is a member of a nationwide network of volunteer centres.

As well as a volunteer matching database, it runs regular networking events for volunteer managers, training and offer a volunteer management service.

volunteeringservices.org.nz
volunteering@socialink.org.nz

EMPLOYMENT SERVICES



Do Good Jobs is an online recruitment service that specialises in the social sector. Go to their website to list your next vacancy. Slightly more affordable than Seek, applicants can apply online or use email.
dogoodjobs.co.nz



Share your vacancy in SocialLink's newsletter
info@socialink.org.nz

INTERNSHIPS / PLACEMENT OPPORTUNITIES

Universities, Te Wānanga o Aotearoa and Toi Ohomai have students who are looking for internships/placements/projects for the not-for-profit sector.

SocialLink has some contacts with the University of Waikato, Bethlehem Tertiary Institute and Toi Ohomai so talk to us or you can directly contact the tertiary institutions.

MORE RESOURCES

See Appendix 1 for workforce and service-related regulations, policies and legislation.



CommunityNet Aotearoa is an online hub where you can find resources designed to strengthen community organisations.

It has five types of resources:

1. How-to guides: for community organisations new to a process or topic
2. Stories and case studies: about organisations' experiences and learning
3. Information and advice: such as new research, useful examples and thinking about topics relevant to community organisations
4. Tools and templates: such as tips, checklists and documents that organisations can use and/or modify
5. Shared links: to recommended and useful websites

CommunityNet accepts contributions from New Zealand individuals and organisations that create resources for community organisations learning and development. It is a great place for organisations to showcase their best resources and share them with all of New Zealand.

community.net.nz



TechSoup New Zealand is a programme run by Connecting Up, Inc. This is the brand under which Connecting Up and TechSoup administer technology donation and discount programmes of companies such as Microsoft, Symantec, SAP to eligible not-for-profit organisations in New Zealand.

This includes:

- Rebuilt hardware – phones, computers, laptops and more
- Discounted software – Microsoft packages
- Webinars on a myriad of topics, such as planning or how to operate software such as Photoshop
- Recordings of webinars that you can download free or pay a minimal charge

techsoup.net.nz

There are many other sites that hold a host of information that you will find useful and helpful. Here are a few to browse.

LEGAL TOOLBOXES



Charities Services, Ngā Rātonga Kaupapa Atawhai is part of the Department of Internal Affairs and administers the Charities Act 2005.

Charities Services promotes public trust and confidence in the charitable sector and encourages the effective use of charitable resources. Charities Services does this by registering and monitoring charities and processing annual returns. It also encourages good governance and management practices by providing educational support, advice and materials.

Organisations registered as a charity are required to lodge their legal documentation including constitution, legal officers and annual reports. Unless stated otherwise this information is publicly available.

charities.govt.nz



WorkSafe New Zealand (WorkSafe) is the work health and safety regulator.

This website provides information to help you understand your workplace health and safety responsibilities and ways to reduce health and safety risks. It will help you to understand the law and provides a special guide with an introduction to New Zealand's key health work and safety law and regulations.

[worksafe.govt.nz](https://www.worksafe.govt.nz)



Baywide Community Law Service provides free legal advice to people on low incomes, or with disabilities or other disadvantages and free legal information and education to everyone in their community. Baywide is one of 24 law centres across Aotearoa and is a member of the national body, Community Law Centre o Aotearoa.

[baywidecls.org.nz](https://www.baywidecls.org.nz)

[communitylaw.org.nz/resources](https://www.communitylaw.org.nz/resources)



Free legal aid for not-for-profit organisations

While Community Law Centres are often able to help charities/not-for-profits with legal advice, if it does not have the capacity or expertise to assist, then they can refer these organisations to Te Ara Ture: an online portal that was launched in 2021 to connect people and organisations referred by community law centres to volunteer lawyers.

[communitylaw.org.nz/free-legal-help](https://www.communitylaw.org.nz/free-legal-help)

COMPANIES OFFICE

SOCIETIES AND TRUSTS ONLINE

The Government agency responsible for administering corporate body registers, including the Societies and Trusts Register and the Companies Register.

[societies.govt.nz/cms](https://www.societies.govt.nz/cms)



Te Ara Ture can match charities/not-for-profits with lawyers offering pro bono legal advice related to the running of their organisations (e.g. charities rules, employment issues, governance, funding and property agreements, insurance, compliance and risk, disputes/conflict and law reform). Te Ara Ture is now accepting online applications directly from charities/not-for-profits, as well as referrals from community law centres. Te Ara Ture has an income test (organisations with annual income under \$1 million will usually qualify) and will prioritise applications from organisations that work with people who are disadvantaged or with unmet legal needs.

[tearature.co.nz](https://www.tearature.co.nz)

LEGISLATION



This website provides free public access to up-to-date versions of New Zealand Acts, Bills (proposed Acts), and Legislative Instruments. The website also provides all in-force legislation, and all current Bills and Supplementary Order Papers, as well as earlier versions.

[legislation.govt.nz](https://www.legislation.govt.nz)

GOOD PRACTISE TOOLBOXES



The Institute of Directors in New Zealand (Inc) promotes excellence in corporate governance, represents directors' interests and facilitates their professional development through education and training.

iod.org.nz/Services-for-boards



Community Governance Aotearoa
Good practice in governance specifically for not-for-profits.

communitygovernance.org.nz



NZ Navigator is a free on-line assessment tool that has been developed for New Zealand community organisations by Platform Trust and The Bishop's Action Foundation and is supported by the Department of Internal Affairs.

NZ Navigator is focused on building strong and effective organisations and communities, enabling users to assess the performance of their organisation by rating all the important areas of the organisation's operation; direction, governance, leadership, people, administration, finances, communication, evaluation and relationships.

nznavigator.org.nz

APPENDIX 1: RELEVANT REGULATIONS, CODES, POLICIES & LEGISLATION

This is not an exhaustive list but provides some of the key ones.

POLICIES AND STRATEGIES

Treasury's Living Standards Framework

This draws on the OECD's Better Life Index, specifying that a society that promotes wellbeing will be rich in the four capitals – human, social, natural and financial/physical.

treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework

Māori wellbeing framework 'He Ara Waiora/A pathway Towards Wellbeing

This framework includes kaitiakitanga (intergenerational wellbeing and sustainability), whanaungatanga (connectedness), ōhanga/whairawa (prosperity) and manaakitanga (care and reciprocity).

treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/he-ara-waiora

Child Poverty Reduction Act 2018

This established measurement and reporting indicators for child poverty, also allocating additional funding for social support to children.

childyouthwellbeing.govt.nz

Child and Youth Wellbeing Strategy (2019)

The work on the strategy is led by the Child Wellbeing and Poverty Reduction Group, which sits within the Department of the Prime Minister and Cabinet. It includes achieving a significant and sustained reduction in levels of child poverty, consistent with the Child Poverty Reduction Act.

childyouthwellbeing.govt.nz

Te Aorerekura –National Strategy to Eliminate Family Violence and Sexual Violence

Sets out a new collective path for Government, tangata whenua, specialist sectors, and communities to eliminate family violence and sexual violence.

tepunaaonui.govt.nz/national-strategy

Health Practitioners Competence Act

In New Zealand, all health professionals are required under the Health Practitioners Competence Act (HPCCA) to be registered with their professional board before they can begin to work. This ensures professional competence and protects the health and safety of people by providing a way that all practitioners are fit to practice their professions. The Act provides a framework for the regulation of health practitioners in order to protect the public where there is a risk of harm from professional practice.

health.govt.nz/our-work/regulation-health-and-disability-system/health-practitioners-competence-assurance-act

Vulnerable Children Act 2014

Under the Vulnerable Children Act 2014, certain state services that deliver or contract children's services and providers they fund and/or contract to deliver such services must have child protection policies. These guide staff on how to identify and report child abuse and neglect and ensure safety checks are done in relation to people working with children. For further information see justice.govt.nz/justice-sector-policy/key-initiatives/cross-government/childrens-action-plan/#policies

Code of Health and Disability Services Consumers' Rights

The Code of Health and Disability Services Consumers' Rights (the Code) establishes the rights of people using health and disability services, and the obligations and duties of providers to comply with the Code. It is a regulation under the Health and Disability Commissioner Act.

The Code applies to health and disability service providers which are providing health and disability services to people, regardless of whether or not those services are paid for.

hdc.org.nz/your-rights/about-the-code/code-of-health-and-disability-services-consumers-rights

The Privacy Act 2020

The Privacy Act 2020 governs how organisations and businesses can collect, store, use and share a person's information.

See here for your responsibilities: privacy.org.nz/responsibilities/your-obligations

See here for your rights: privacy.org.nz/your-rights/your-privacy-rights

Health Information Privacy Code 2020

This code sets specific rules for agencies in the health sector. It covers health information collected, used, held and disclosed by health agencies. The Health Information Privacy Code applies to the health information about identifiable individuals and applies to:

- all agencies providing personal or public health or disability services such as primary health organisations, rest homes, supported accommodation, doctors, nurses, dentists, pharmacists and optometrists; and
- some agencies that do not provide health services to individuals but which are part of the health sector such as ACC, the Ministry of Health, the Health Research Council, health insurers and professional disciplinary bodies.

privacy.org.nz/privacy-act-2020/codes-of-practice/hipc2020

Social Workers Registration

The Social Workers Registration Board (SWRB) is a Crown entity which is the regulatory authority responsible for the registration of social workers.

Mandatory registration of social workers was introduced in 2021. An experience pathway to registration was established for people who have been working as a social worker for several years, but who do not have a recognised social work qualification. The Experience Pathway: S13 is provided for under section 13 of the Social Workers Registration Act. The Social Worker Registration Legislation Amendment Bill, introduced in April 2023, aims to extend the experience pathway to February 2028 (it is due to run out in February 2024).

The SWRB also has a Code of Conduct and social workers are required to have a practising certificate renewed each year and demonstrate competence standards. Social workers pay annual fees for renewal of practising certificates.

swrb.govt.nz

Social workers professional bodies

Aotearoa New Zealand Association of Social Workers (ANZASW) anzasw.nz

Tangata Whenua Social Workers Association (TWSWA) twswa.org.nz

TE KĀHUI KĀHU AND ENSURING REGISTRATION OF SOCIAL WORKERS

Social Services Accreditation

Te Kāhui Kāhu accredits social service providers against a set of standards so that they can safely deliver quality services to New Zealanders. Social Sector Accreditation Standards (SSAS) have been used since April 2016 to assess organisations. They cover 10 areas: client-centred services, community wellbeing, cultural competence, staffing, health and safety, governance and management structure and systems, financial management and systems, resolution of complaints related to service provision, quality improvement and client services and programmes.

tekāhuikāhu.govt.nz/accreditation/standards.html

Several Government agencies need organisations to be accredited. Te Kāhui Kāhu runs this process on behalf of those agencies. To be eligible for accreditation, organisations need to have a contract or be negotiating one with the Department of Corrections, Ministry for Pacific Peoples, Ministry of Housing and Urban Development, Ministry of Justice, Ministry of Social Development and Oranga Tamariki.

Other accreditation eligibility conditions include a condition providing inter-country adoption services, providing out of school care and recreation programmes (OSCAR) or being a community service provider for the purposes of the Oranga Tamariki Act 1989.

Social work Registration

Te Kāhui Kāhu also helps to ensure that key requirements of the Social Workers Registration Act 2003 are met.

Under the Act, people who present themselves or practise as a social worker must be registered with the Social Workers Registration Board. Te Kāhui Kāhu works closely with the Board to investigate where there are concerns that someone is not registered but is practising or presenting themselves as if they are a registered social worker.

Anyone can get in touch with Te Kāhui Kāhu if they have these concerns about a person or an organisation. It follows up every notification to ensure that the requirements of the Act are being met. It takes an educational approach in discussions with individuals and organisations and supports those who are eligible to be registered with information on how they can meet the requirements of the Act. The email address for notifications is socialworkerclaims@msd.govt.nz. More information can be found on the website tekāhuikāhu.govt.nz.

APPENDIX 2: TERMS AND ACRONYMS IN THE SOCIAL SECTOR

As with many sectors the social sector has a huge array of terms and acronyms that can be confusing for people who are new to the sector. Here are a few definitions to help you.

CYF (pre 2017)	Child, Youth and Family - a business unit of the Ministry of Social Development with responsibility for carrying out the statutory duties set down in the Children, Young Persons and their Families Act 1989. In April 2017, it was rename Oranga Tamariki - Ministry for Children.
DIA	Depart of Internal Affairs.
FP	For Profit - An organisation that earns profits for its owners.
MSD	Ministry of Social Development
NGO	Non-government organisation. Any organisation other than a government agency. Sometimes the term is used in a narrower sense, typically as a synonym for “non-for-profit social services provider”.
NFP	Not-for-profit. An organisation that does not earn profits for its owners. Money earned by or donated to a NFP is used to pursue the organisation’s mission and objectives.
TECT	Tauranga Energy Consumer Trust
TMAPS	Tauranga Moana Abuse Prevention Strategy
Central Agency	One of three agencies; the Treasury, State Services Commission or the Department of Prime Minister and Cabinet. All three have a system-wide perspective and between them have responsibility for the Government’s Budget, strategy and chief executive performance.
Clients	A generic term for all users of social services regardless of the context. For example, clients include patients, students, beneficiaries and people required by a court to undergo anger management or drug counselling. Sometime the client can be a group such as a family or whānau. It is intended to be a neutral term and not to convey any particular approach or attitude to social services or users of social services.
Client-directed budget	A service model where government allocates clients a “service budget” and permits them to use the services they receive up to the value of the budget. Government funding follow she choices made by providers.
Collaboration	Collaboration is where two or more people or organisations work together to realize or achieve something successfully. Collaboration is very similar to, but more closely aligned than, cooperation.

Community led development	(CLD) is the process of working together to create and achieve locally visions and goals. CLD is focused on building the capacity of the community as a system.
Competition for the market	An approach to contracting in which providers compete for contracts through a tendering process, and their service volume or market share is fixed for the duration of the contract.
Contracting for outcomes	Contracts that specify desired outcomes, and there is a risk of losing the contract if those outcomes are not achieved.
Contracting for outputs	Contracts that specify the outputs, and there is a risk of losing the contract if those outputs are not delivered.
Contracting out	A service model where a funder (typically a government agency) contracts a third party to provide specific social services.
Crown entity	A Crown entity is a body established by law in which Government has a controlling interest - for example, by owning a majority of the voting shares or through having the power to appoint and replace a majority of the governing members - but which is legally separate from the Crown (such as District Health Boards)
Economies of scale	Reduction of cost per unit as the volume of production increases, due to large upfront or fixed costs being spread across more units.
Equity	Equity and equality are two strategies we can use in an effort to produce fairness. Equity is giving everyone what they need to be successful. Equality is treating everyone the same. Equality aims to promote fairness, but can only work if everyone starts from the same place and needs the same help.
Family services	A collective term used to refer to family counselling, parent education services, family planning services and budgeting services. In this report, family services did not include crisis counselling or child protection services.
Government agency	A government department, ministry of Crown entity.
Innovation	The process of translating an idea or an invention into a good or service that has value.
Intervention	Services that intervene in a situation to alter the likely course of future events.
Monopoly	A situation where one provider is the only supplier of a services. A monopoly is characterised by an absence of competition.
Pasifika	A collective term to describe peoples from Polynesia, Melanesia and Micronesia. In this report, Pasifika refers to those living in New Zealand.

Procurement	The act of buying goods, services or works from an external source.
Productive efficiency	Maximum productive efficiency requires that goods and services are produced at the lowest possible cost. This requires maximum output for the volume of specific inputs used, plus optimum use of inputs given their relative prices.
Purchasing	The purchasing process identifies and selects non-government providers and agrees terms of supply through a contract. It includes calling for expressions of interest to supply social services, evaluating proposals from potential providers, completing due diligence, negotiating the term of the contract and awarding the contract.
Service model	A way of conceptualizing different approaches to service delivery.
Social enterprise	Social enterprises are purpose-driven organisations that trade to deliver social and environmental impact. Social enterprise provides a means to improve social wellbeing, environmental sustainability, and economic performance.
Social insurance	An insurance scheme organised by the state with compulsory membership, and in which premiums are related to the ability to pay.
Social services	Services dedicated to enhancing people's economic and social wellbeing by helping them lead more stable, healthy, self-sufficient and fulfilling lives.
Social service providers	Organisations that provide social services, they can be a charity, incorporated society, social enterprise or for-profit-organization.
Social service system	The system of organisations, institutions and relationships through which social services are funded, coordinated and delivered.
Sustainability	Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs
System architecture	The design of institutions that govern the operation of the social services system. It includes the roles and responsibilities of different organisations and rules around their interaction.
Top-down control	Primary decision-making power sits with the relevant minister or department head.
Transaction costs	Costs incurred by the parties making an economic exchange, other than the amount paid directly for the good or service purchased. Transaction costs can include search costs such as the cost of tendering processes, bargaining costs such as the legal fees associated with drawing up a contract, and enforcement costs such as the cost of performance reporting and monitoring.
Vouchers	In a voucher service model, clients receive subsidized or free access to defined service. Clients access the service through providers approved or licensed by the Government. Typically the Government pays the client's chosen provider directly.

APPENDIX 3: TE REO MĀORI TERMS

hapū	Kinship group, clan, subtribe
hui	Literally a gathering or meeting. As used in this report, hui refers to a community meeting conducted according to tikanga Māori (Māori protocol).
iwi	Often translated as “tribe”. Iwi is a collection of hapū (clans) that are composed of whānau (defined below). The link between the three groups is genealogical.
kai	Food; to eat
Kāinga Ora	A government agency that manages tenancy services, manages a portfolio of public/state houses, building new houses.
Kāinga Tupu	A multi-agency homelessness strategy for the WBOP.
kaitiaki	Trustee, minder, guard, custodian, guardian, caregiver, keeper, steward.
Kaitiakitanga	Guardianship, stewardship, trusteeship, trustee.
Kaitohutohu Māori	Māori Engagement Advisor.
kaumātua	Adult, elder, elderly person, old man - a person of status within the whānau.
kaupapa	Purpose, mission, or approach. Kaupapa Māori means an approach reflecting the Māori world view.
kawanatanga	The features and actions of governing.
koha	Gift or donation.
kōhanga reo	Literally “language nests” - pre-school Māori culture and language immersion programs.
kōrero kanohi ki te kanohi	Conversing face to face.
kuia	A Māori female elder or elderly woman.
kura kaupapa Māori	Māori-medium schools

mana	Prestige, authority, control, power, influence, status, spiritual power, charisma.
manaaki	Support, hospitality, kindness, generosity.
manaakitanga	The process of showing respect, generosity and care for others. It has an overtone of hospitality towards those outside a group one identifies with. In its simplest definition (hospitality), all Māori groups or whānau will exercise manaakitanga at some time.
mana motuhake	A political concept, emphasizing autonomy and self-government.
mana whakahaere	Translated variously as the “power to manage”, “governance” or “authority”.
mana whenua	The iwi or hapū who are recognized as deriving mana (authority/status) from their ancestral connection to a particular piece of land or stretch of coastline.
marae	Literally “courtyard” - the open area in front of the whareniui, (meeting house) where formal greetings and discussions take place. Often also used to include the complex of buildings around the marae.
mataawaka	Refers to the Māori population in one area that is connected to an iwi or hapū who holds mana whenua somewhere outside that area.
mokupuna	Grandchild - child or grandchild of a son, daughter, nephew, niece, etc.
Ngā Tamatoa	“The Warriors” was a Māori activist group formed in the 1970' to promote Māori rights and fight racial discrimination.
pākehā	New Zealander of European descent; literally English, European or foreign.
Pou Ārahi kaupapa Māori	Pou Ārahi provide cultural guidance and leadership from a Te Ao Māori lens to integrate culturally appropriate values, tikanga, policies and practices within an organization and its service delivery and engagement with clients. Can also be known as Māori Cultural Advisor.
rangatahi	Younger generation, youth
rangatiratanga	Chieftain, chieftainess, master, mistress, boss, supervisor, employer, landlord, owner, proprietor. A contested term in the context of Te Tiriti o Waitangi. It can refer to chieftainship or chiefly authority and leadership. Other interpretations include “sovereignty” and autonomy.
rohe	Boundary, district, region, territory, area, border (of land).
rūnanga	A governing body associated with iwi.

tamariki	Children
tangata whenua	Literally “the people of the land”.
tāonga	That which is precious or treasured.
taura here	Binding ropes, urban kinship group, domestic migrants, kinship link. Literally “the Māori world”
Te Ika a Māui	Literally “the fish of Māui” - the North Island of New Zealand
Te Hiku o Te Ika	The part of the Far North District that is north of the Hokianga.
te reo	The Māori language
Te Tiriti o Waitangi	The Treaty of Waitangi. The treaty signed by representatives of the British Crown and various Māori chiefs at Waitangi on 6 February 1840. The Treaty is one of New Zealand’s founding documents and has English and Māori versions. The translations do not strictly align.
Te Waipounamu	The South Island.
tikanga	Literally “the things that are correct”. Sometimes translated as “protocol” or “customary practice”, tikanga is the customary system of values and practices that have developed over time and are deeply embedded in the social context.
tino rangatiratanga	Self-determination, self-governance.
wāhi tapu	Sacred place, sacred site - a place subject to long-term ritual restrictions on access or use (eg, a burial ground or a battle site).
wānanga	Publicly owned tertiary institutions that provide education on a Māori cultural context.
whakapapa	Genealogy, genealogical table, lineage, decent.
whānau	Typically translated as “families”. Whānau may refer to nuclear or extended families.
Whānau Ora	A government initiative emphasizing the empowerment of whānau to become self-managing. More broadly, Whānau Ora is an approach to delivering social services based on a Māori concept of wellbeing, which aims to have various needs of a whānau met holistically.
whānaungtanga	A broad kinship concept that acknowledges interconnectedness between people and the environment, through whakapapa. It is from this interconnectedness that specific obligations of care arise. These duties are not just to direct kin but communities.