

‘REIMAGINE US’ The WBOP Social Sector post Covid-19 action plan 2020 and beyond

‘TŌ TĀTOU PŌHEWATANGA’ Te Mahere Tautapa Whai Muri i te Covid-19 nā Te Moana o Toi Ki Te Uru mohoa nei (2020), haere ake, haere ake”

Introduction and Background

The social sector in the western Bay of Plenty delivers an amazing array of much needed services to the most disenfranchised in our communities. The sector and communities (geographical or of interest) responded rapidly to the lock down that occurred as a result of the Government response to Covid-19 to ensure services, food and housing were provided to those requiring such support. Similarly, the Government, the BOPDHB and philanthropic funders responded swiftly to support social service providers and the delivery of services.

To understand the impact of the Government response to Covid-19 on the social sector, SocialLink surveyed the social sector¹ in weeks 3 and 4 of the lock down. One of the key findings was that over half of the social service providers had seen a reduced or anticipated a reduction in revenue in the short to medium term. At the same time, demand for services is expected to surge to unparalleled levels as a result of high levels of unemployment as businesses struggle to survive the impact of the lockdown.

The social sector also recognised some benefits as a result of the Government response to Covid-19, such as the spontaneous community led action to support community members, that video conferencing and phone calls were sometimes a better way of communicating with some clients, appreciating the flexibility and speed in which Government, DHB and philanthropic funders responded and that working from home and meeting via video conferencing was not only possible but saved time and increased productivity.

For these reasons SocialLink decided to initiate a social sector driven recovery plan to enable a collective sector response to identify needs and changes required in order for the social sector to be able to successfully meet the growing needs of communities as they recover from the impact of the Government response to Covid-19. This plan is also an opportunity to capitalise on the impetus of Covid-19 and change the way in which the social sector support and enhance social and cultural wellbeing within WBOP whanau and communities.

¹ <https://socialink.org.nz/covid-wbop-social-sector-survey-findings-report/>

A social sector hui was held as well as opportunities to have written input to questions about what success looks like for the social sector, what their needs are and to identify opportunities. There were 38 participants at the social sector hui with an additional 11 responding to the survey.

The following actions reflect the korero from the hui, the findings from the research, survey responses and feedback on the draft action plan and a hui with the local and Government funders/providers. The action plan will be work in progress, and needs to be agile to respond to changes in the environment. SocialLink will continue to work with the social sector, funders and stakeholders to identify how organisations can contribute to the implementation of the plan, timeframes, resources etc.

Purpose

To build a strong foundation post Covid-19 for sustainable, collaborative social sector and community action to successfully address social, income and health-related inequities, advocate for and support individuals, families, whanau and communities in the WBOP to be self-determining and be able to access and enjoy good physical and mental health, food, housing, income, education, employment, social connection, recreation and the natural world.

Objective

To bring together all those with roles to play in relation to social and cultural wellbeing of individuals, whanau and communities within the western Bay of Plenty, to:

- strengthen collective capacity to meet demands
- deliver outcomes more effectively
- promote effective partnerships and strengthen integrated working.

Values to inform the delivery of the action plan

<ul style="list-style-type: none"> • Sector and community led 	<ul style="list-style-type: none"> • Manaakitanga and kotahitanga – be kind and united
<ul style="list-style-type: none"> • Whakawhanaungatanga – build relationships of trust 	<ul style="list-style-type: none"> • Equity – Ensure those experiencing the worst health, education and social outcomes receive the most support
<ul style="list-style-type: none"> • Rangatiratanga- Respect the mana and self determination of each and every organisation 	<ul style="list-style-type: none"> • Innovate and take risks to learn quickly and respond to an uncertain environment

Legend

Priorities	Timeframe	Indicative budget
A. Quick win/high	Response: Short term (3-6 months)	\$: 0-20,000
B. Intermediate	Recovery: Medium term (6-12 months)	\$\$:21,000-50,000
C. Low	Reinvention: Long term (12-24months)	\$\$\$: 50,000

Note: Action points with ** SocialLink proposes to lead.

Action 1: The WBOP social sector organisations are collaborating to successfully address social issues

Actions steps		Who will be involved	Priority and Timeframe	Indicative budget	Key anticipated outcomes
1a **	<p>Keep the sector connected by hui/creative problem solving to ensure the sector is informed and to drive the reimagining of the social sector.</p> <ul style="list-style-type: none"> - Trial techniques that encourage 'root cause' analysis, systems thinking etc - Continue with regular Zoom Managers forum, Māori Providers network, newsletter, Facebook, website updates, kanohi ki te kanohi engagement. 	SocialLink and social sector organisations including Māori providers	A Reinvention (long term)	\$	<p>Sector driven vision and actions to guide future structure of the WBOP social sector.</p> <p>Increased sharing of information and proactive activity.</p>
1b **	<p>A group of agencies identify a need with evidence for intervention and prepare a collaborative funding proposal.</p> <p>Depending on the success of the above investigate and pilot the use of 'wellbeing clusters'² that promote collaboration, receive and distribute funding locally in areas such as food security, digital divide, improving training and employment options, homelessness, child poverty, family violence, social isolation and inclusiveness.</p>	SocialLink Providers	A Reinvention (long term)	\$	<p>Successfully secure funding as a collective of agencies.</p> <p>Collaborative approach to service delivery.</p> <p>Increased funding secured as a result of collaborative approach.</p> <p>Wellbeing clusters secure more funding, strengthen organisations'</p>

² A 'cluster' could be responsible for receiving and distributing funding from government, DHB and philanthropic funders to eliminate duplication, provide choice, remove competition between organisations applying for funding and identify strengths across organisations to identify where efficiencies could be found. The types of services funded could be value driven (e.g. community led development, honouring Tiriti o Waitangi etc) and evidence informed with relevant organisations participating in decision making and budgeting. Possible governance models could be an alliance, co-op and/or a social enterprise. Such a cluster could undertake advocacy, potentially strengthen the capacity and capability of the ecosystem providing the services and measure impact.

					<p>ability to deliver services and increase efficiencies.</p> <p>Increased shared understanding, knowledge and skills to apply to issues.</p> <p>Less duplication and waste.</p>
1c	<p>Promote cross sector (i.e. economy, environmental, sport etc) dialogue, collaboration and systems thinking³.</p> <p>For example, provision of school lunches could be a social enterprise, sourcing food locally and organically, involving the horticulture sector, job training for young people etc.</p>	<p>Local food providers, Tauranga Chamber of Commerce, Priority One, local Iwi, Kai Western Bay, Envirohub, TYDT, Toi Ohomai-Horticulture, disability employment providers</p>	<p>A Recovery (medium term)</p>	<p>\$</p>	<p>Improved outcomes and increased resources due to cross-sector approach to delivery of service/services.</p>

³ Systems thinking approach see <https://searchcio.techtarget.com/definition/systems-thinking>

Action 2: The WBOP social sector organisations are funded collaboratively and long term

Actions steps		Who will be involved (to be confirmed)	Priority and Timeframe	Indicative budget	Key anticipated outcomes
2a **	<p>Increase investment in and discuss the possibility for 5-year contracts with government/DHB and 3-year contracts with philanthropics.</p> <ul style="list-style-type: none"> - Raise with candidates for upcoming government elections - Gather information at local level of supportive practice and barriers to agile services that can be fed into national dialogue - Engage with government and other funders to advocate re funding - Work with other regional and national umbrella organisations to advocate - a calendar of different kaupapa Socialink are looking to explore/investigate/progress each year, to be sent to ministers 	MSD, MoJ, TECT, BayTrust, BOPDHB, OT, DIA, Acorn, Corrections Staff, Ministers, local MP's, National NGO peak bodies	B Reinvention (long term)	\$	<p>Increased funding allocated to the WBOP social sector.</p> <p>Increased and more flexible length of service contracts and grants.</p>
2b	Fund the investigation and pilot of 'local collaborative clusters' ⁴ and centralised hubs	Socialink, funders	B dependent on first step of 1b Reinvention (long term)	\$\$	<p>Evidence of outcomes and structure of local collaborative clusters/centralised hubs.</p> <p>Improved outcomes and efficiencies as a result of local collaborative clusters/centralised hubs.</p>
2c **	Advocate for the continuation of an agile and responsive government (as over the period of Covid-19 lock down) that removes system constraints and	As for 2a	B Reinvention (long term)	\$	Flexibility and reduced specifications evident in service contracts.

⁴ See second action step under Action 1

	works in a high trust manner with established community groups. - As for 2a				Better delivery of services. Decrease in time spent associated with administration of contract.
2d **	Annual CPI increases agreed for all government and DHB contracts ⁵ with not for profit organisations - As for 2a	As for 2a.	B Reinvention (long term)	\$	CPI increases in all service contracts. Rollover of annual contracts include CPI increases from year 2 onwards.
2e **	Explore opportunities with business, impact investors and industries to increase their social impact and contribute to community recovery. For example, investigate how the social sector can collaborate with education/training and business to target and support the delivery of services to the newly unemployed as a result of the government's response to Covid-19. For instance: - liaise with Chamber of Commerce to ensure businesses have information about what WINZ requires in order for staff being made redundant to quickly get income support. - training volunteers in welfare advocacy to assist newly unemployed	SocialLink, Chamber of Commerce, Priority One, For Purpose Capital	A Recovery (medium term)	\$	Evidence of businesses/industry engaging in initiatives to support social and community wellbeing Businesses have required information on staff support. Newly unemployed are able to access income support quickly and also other support to find a job. There is a pool of volunteers trained in welfare advocacy.
2f	SocialLink and The Kollektive are utilised and resourced to support the social sector and community organisations to assist their planning and development (e.g. joint sharing of resources, identification of resources, skills and new modes of delivery etc)	SocialLink, The Kollektive	Business as usual	-	Increased use of SocialLink and the Kollektive by the WBOP social sector.

⁵ Please Press Pause document The Wise Group 2020

Action 3: Communities in the WBOP lead and make decisions to address their own needs

Actions steps		Who will be involved (to be confirmed)	Priority and Timeframe	Indicative budget	Key anticipated outcomes
3a	Increase investment and enable community led development (CLD) to support and expand the CLD that emerged from Covid-19 ⁶ . For example, initiatives in the Family and sexual violence sector to trial primary prevention opportunities for community intervention and response to violence.	SocialLink, Dependent on nature of CLD	B Reinvention (long term)	\$\$	Increased funding for CLD. Increase in CLD initiatives.
3b	Explore other opportunities to increase social cohesion, community reciprocity and connection e.g. local food commons ⁷ <ul style="list-style-type: none"> - facilitate a systems/design thinking session to develop an action plan to increase social cohesion - build on/expand existing initiatives e.g. Age Concern, He Rourou Aroha sharing kai in local community 	SocialLink, Age Concern, VBOP	C Reinvention (long term)	\$	Action plan to increase social cohesion. Evidence of increase social cohesion initiatives.
3c	Support tino rangatiratanga / self-determination of iwi, hapu and whanau <ul style="list-style-type: none"> - Advocate with government and other funding agencies for Māori to have equitable social service funding and autonomy over use of that funding 	Local iwi, Whanau Ora Commissioning Agency (Huria Trust) and possibly NMO – Whanau Ora Hub SocialLink	A Reinvention (long term)	\$	Increased funding allocated to Māori providers.
3d	Investigate and pilot local government delegation of decision making and funding to local communities including consideration of how this may be done differently in Māori communities.	TCC, WBOPDC, BOPRC	C Reinvention (long term)	\$	Opportunities for local government delegation are mapped and discussed.

⁶ Community Led Development increases local leadership and community connectedness which reduces isolation and enables a focus on preventative initiatives

⁷ See Roimata Food Commons in Christchurch as an example

	<ul style="list-style-type: none"> - Engage with relevant Council staff to map current level of delegations to communities and engage with elected members. - Engage with communities, including Māori communities about how they would like Council delegation to occur 				Further action may occur once that has happened.
3e	<p>Campaign to encourage continued and new volunteerism in communities to participate in CLD which could encompass one community helping another e.g. marae support each other where needed,</p> <ul style="list-style-type: none"> - Publicise stories about importance of volunteer support; ways of volunteering, how people/communities are doing it and the benefits. - Encourage organisations and businesses to support their staff to volunteer one day of the year to support vulnerable in the community 	Volunteer BOP, SocialLink, Chamber of Commerce	C Recovery (medium term)	\$	<p>Communities continue to draw on their local skills, experience and resources for support and development.</p> <p>Volunteering and the personal and collective community benefits and value it provides are recognised and supported by organisations and businesses.</p> <p>Social and community organisations are supported by volunteers.</p>
3f **	<p>Encourage local social procurement and buying local to support the local economy⁸</p> <ul style="list-style-type: none"> - work with Akina to develop an approach to support local social procurement - Encourage Councils, the DHB, local community organisations and businesses to commit to increased use of local suppliers - Social sector initiated projects include commitment to use local suppliers. - Social sector encouraged to use local providers through joint negotiation of local 	TCC, WBOPDC, BOPRC, BOPDHB, local community organisations and businesses	B Reinvention (long term)	\$	<p>Extent to which government, DHB, businesses and community organisations have procured goods and services locally compared to 2019.</p> <p>Number of local organisations that have provided goods and services to government, DHB, businesses and community organisations compared to 2019.</p>

⁸ Social Procurement Preston Model see <https://www.preston.gov.uk/article/1339/What-is-Preston-Model->

	back office suppliers for example; (e.g. graphic design, IT providers etc) - Publicising a directory of suppliers to NFP sector.			Number of locals employed as a result of local social procurement.
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Action 4 WBOP communities and social organisations have an informed voice

Actions steps		Who will be involved (to be confirmed)	Priority and Timeframe	Indicative budget	Key anticipated outcomes
4a **	<p>Advocate to government for key human rights and elimination of inequality in areas such as to be safe from family violence, housing, food, income support, employment, education and training, child poverty and internet access.</p> <ul style="list-style-type: none"> - Establish a local Child Poverty Action Group network. - Support Homelessness Taskforce Covid Recovery plan to maintain housing for the homeless 	SociaLink, SmartGrowth, TCC Mayoral Taskforce on Homelessness, Child Poverty Action group, Kai Western Bay, local social service providers working in these areas	B Recovery (medium term)	\$	<p>There is more local and national awareness about how these issues manifest in the WBOP.</p> <p>Effective collective action is taken on child poverty and housing for homelessness in the WBOP.</p> <p>Opportunities are taken up collectively to advocate on and address other inequalities in the WBOP.</p>
4b	<p>Support equitable access to technology to those who risk deprivation without it (e.g. internet access, devices, mobile phone supply and calling/data plans) and knowledge/training to engage digitally.</p> <ul style="list-style-type: none"> - SocialLink investigate possibility of digital inclusion community project with DIA and with local IT providers/telecommunication businesses. - Share knowledge regarding relevant WINZ entitlements for digital devices, plans etc. 	Social & Health Sector Providers DIA, WINZ, Philanthropic, Whanau Ora Representation Office of Seniors Telecommunication businesses Organisations involved in the Digital enablement plan	B Reinvention (long term)	\$\$	<p>Digital inclusion issues are mapped and highlighted in the WBOP.</p> <p>Digital access improves in lower socio-economic communities and for people on low incomes.</p> <p>Improved digital access supports access to education, training, employment, health information and social connection.</p>
4c	<p>Improve public awareness of social services, their value to communities and support in accessing these services e.g. service navigators.</p> <ul style="list-style-type: none"> - Social media and mainstream campaign on raising awareness that its okay to seek help, 	SociaLink, Social Sector WBOP	B Reinvention (long term)	\$	<p>People living in the WBOP have a greater understanding of what social and community services are available to help them and get the support they need.</p>

	how and who to seek help from, including provider profiles.				
4d	Advocate for and identify alternative ethical sources of funding for the delivery of social services ⁹ <ul style="list-style-type: none"> - SocialLink, local and national agencies explore, collate and promote alternative ways and sources of funding for the sector 	SocialLink, National NGP peak bodies, Problem Gambling Foundation	C Reinvention (long term)	\$	Sector discussion of funding options and issues. Identification of ethical sources. Funding options are compiled into a resource.
4e**	Capitalise on community recognition of the essential work undertaken by the social sector to advocate for and support staff wellbeing, pay equity etc. <ul style="list-style-type: none"> - SocialLink and others advocate for gender and occupational pay equity in social services and the sector is properly resourced. 	Unions, Government funders, BOPDHB, Red Cross, National NGO peak bodies, SocialLink, other regional umbrella organisations,	B Recovery (medium term)	\$	The value and contribution provided by staff working in the NGO social sector is recognised in equitable pay scales and career pathways.

⁹ As a result of Gaming Trusts stopping their distribution of funding to which many community organisations are reliant on.

Action 5: Embrace new ways of working and delivering services in the WBOP social sector

Actions steps		Who will be involved (to be confirmed)	Priority and Timeframe	Indicative budget	Key anticipated outcomes
5a	<p>Encourage increased use of centralised hubs /shared service platforms to improve efficiency of services (physical or digital)</p> <ul style="list-style-type: none"> - Test support in social sector for shared services platform - Support organisations wishing to establish centralised hubs 	SocialLink WBOP social sector	B Reinvention (long term)	\$\$	<p>At least one hub is established contributing to effective collective action on an issue (s).</p> <p>Sector organisations report reduced costs and improved efficiency through shared service platforms.</p>
5b	<p>Contracts for service are not overly prescriptive and provide for flexible and innovative delivery.</p> <ul style="list-style-type: none"> - Contractors and contracts acknowledge organisations' knowledge, skills and expertise in determining what and how services should be delivered. 	MSD, MoJ, TECT, BayTrust, BOPDHB, OT, DIA, Acorn, Corrections, SocialLink	A Reinvention (long term)	\$	Organisations are able to respond nimbly and effectively to community/client needs and aspirations and changing circumstances. Client and staff satisfaction is high.
5c	<p>Support continued online delivery of services where appropriate, taking into account safety and privacy considerations.</p> <ul style="list-style-type: none"> - The sector continues to develop online delivery of services and communication - Zoom meetings will be encouraged - Promote success stories - Provide capability building to support organisations in online delivery of services 	SocialLink WBOP social sector	B Response (short term)	\$	<p>The sector continues to increase its online delivery and communication methods for clients, communities and staff. Innovative services and ideas continue and there is improved and faster communication</p> <p>Vehicle journeys and costs are reduced for organisations and clients.</p> <p>Target groups, clients and staff report satisfaction with increased</p>

					choice of service delivery and ways of working, including at home.
5d **	<p>Support agencies to better use digital technology to achieve operational efficiencies.</p> <ul style="list-style-type: none"> - Social sector agencies share how they are using digital technology through SocialLink newsletter and other forums - SocialLink digital technology programme continues to provide support to agencies - Other methods of supporting use of digital technology in the sector will be explored by SocialLink and others e.g. potential collaboration opportunity for DTP and WakaDigital 	SocialLink Digital Technology Programme Waka Digital Ltd	B Recovery (medium term)	\$	<p>Social service sector and community organisations in the WBOP are well trained, informed and resourced in using digital technology to improve their efficiency and effectiveness.</p> <p>Social and community sector services increasingly use digital technology to share information, ideas and data across the sector to support collective action on issues.</p>
5e **	<p>Support the use of quantitative and qualitative data and information to improve services and provide evidence of effective practice and outcomes.</p> <ul style="list-style-type: none"> - Community Insights Lab make available a regularly updated WBOP dashboard on unemployment; use of benefits; foodbank usage; emergency housing use, use of counselling services etc in consultation with sector, refreshed monthly or fortnightly. - SocialLink and other agencies will provide advice and support on data collation, research and evaluation through training opportunities, resources on website and one-on-one advice. 	SocialLink Community Insights Laboratory, Salvation Army	B Response (short term)	\$	<p>The dashboard will provides up to date information on WBOP community wellbeing indicators to help inform planning on community needs and delivery of services.</p> <p>Organisations will have more knowledge about their effectiveness and practice.</p>
5f **	<p>Prepare for possible next wave of a pandemic</p> <ul style="list-style-type: none"> - active debrief and planning to prepare in case of a next time for the social sector, in conjunction with civil defence emergency management 	SocialLink, Civil Defence/Emergency Management	A Response (short term)		A Covid-19/pandemic plan for the WBOP social and community service sector which will help identify what activities and resources may need to be (eg personal protective gear;

					developing working at home capability; dealing with a second wave of foodbank requirements).
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