

**Socialink**  
Building a Thriving Social Sector

Western  
Bay of Plenty



**SOCIALINK | TŪHONONGAPĀPORI**  
STRATEGIC PLAN | MAHERE RAUTAKI

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2022 - 2025

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### OUR STORY

Social Sector voice wants to be valued, heard and connected to each other.

### VISION

MOEMOEA

**A resourced, skilled and cohesive for-purpose sector enabling communities to flourish.**

He rāngai whakatōpū, whai rawa, hei whakakaha i ngā hāpori kia puawai.

### PURPOSE

WHĀINGA

**Building the capability, confidence, sustainability and voice of community organisations in the Western Bay of Plenty.**

Kia whakawhanake he hua kaha, he hua maia, he hua toitū hei māngai mō ngā rātonga ā hāpori o ngā rohe o Te Tai Hauauru o te Moana o Toi.

### EMPOWER THE SECTOR

WHAKAMANA I TE HĀPORI

- A collective sector voice
- Thought leadership
- Celebrating and promoting the sector
- Building relationships and partnerships
- Research, data and insights

### BUILD THE SECTOR

HANGAIA I TE HĀPORI

- Training, networking and information sharing
- Facilitate collaboration
- Add value to kaupapa Māori providers
- Organisational support
- The Kollektive (co-working space for not-for-profits)
- Promote innovation

### SERVE THE SECTOR

MAHIA I TE HĀPORI

Financial sustainability and operations / Growing people and culture  
/ Treaty based co-governance

### OUR VALUES

WHANONGA PONO

**The way we work - Te āhua o ta tātau mahi**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Te Tiriti o Waitangi</li> <li>• Equity – Mana Taurite</li> <li>• Courage – Kaha</li> <li>• Inclusive – Tae ana ki</li> <li>• Visionary – Matawhānui</li> <li>• Proactive – Whakahohe</li> </ul> | <ul style="list-style-type: none"> <li>• Resourceful – Rawa</li> <li>• Social justice – Manatika Hāpori</li> <li>• Integrity – Pāhekoheko</li> <li>• Accessible – Āheitanga</li> <li>• Empowering – Whakamana</li> <li>• Impact – Whakaaweawetia</li> </ul> |
|--|---|

# OUR FOUR-YEAR WORK PROGRAMME

2022-2025

**Building the Sector** – Organisations are supported to be effective, efficient and to know the difference they make and organisations are supported to work together.

<b>Work stream</b> including strategic priorities	<b>Objectives</b>
<b>Organisational Support</b>	<ul style="list-style-type: none"> <li>• Provision of one-on-one support with organisations requesting support and advice</li> <li>• Regularly update resources for the sector on SocialLink's website, such as how to apply te Tiriti o Waitangi to an organisation's work</li> <li>• Facilitate organisational needs assessments to help organisations to identify strengths and areas for improvement</li> </ul>
<b>Training, networking and information sharing</b>	<ul style="list-style-type: none"> <li>• Coordinate the delivery of capability building based on sector needs</li> <li>• Undertake a training needs analysis to inform the delivery of relevant professional development</li> <li>• Provide opportunities for sector engagement and discussion on trends and issues impacting sector effectiveness and efficiency, and feed into appropriate advocacy mechanisms.</li> <li>• Communicate with the sector on relevant events, training, resources and information to contribute to building their capability</li> <li>• Regularly update the orientation pack and website</li> </ul>
<b>Add value to kaupapa Māori providers</b>	<ul style="list-style-type: none"> <li>• Develop and maintain relationships with Māori organisations, local iwi and hapū</li> <li>• Progress priorities identified by kaupapa Māori providers, such as accessing funding, advocacy, using data and training</li> <li>• Continue to engage with kaupapa Māori providers about their needs</li> <li>• Facilitate regular kaupapa Māori provider networking opportunities</li> <li>• Facilitating connections and relationships between Māori organisations and the broader social sector including funders</li> <li>• Support building the capability of the community sector in engaging and working effectively with Māori such as training, newsletter</li> </ul>
<b>Facilitate Collaboration</b>	<ul style="list-style-type: none"> <li>• Provide support to organisations wishing to work together, such as organise and facilitate meetings, secure funding for collective projects</li> <li>• Encourage the sustainability of collaborative efforts</li> <li>• Facilitate sub-sector groups to explore ways to work collectively to improve impact</li> </ul>

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**Building the Sector** – Organisations are supported to be effective, efficient and to know the difference they make and organisations are supported to work together.

<b>Work stream</b> including strategic priorities	<b>Objectives</b>
<b>The Kollektive</b>	<ul style="list-style-type: none"><li>• Increased community sector awareness and membership of The Kollektive</li><li>• Develop and implement collaborative practices between organisations to improve the effectiveness and efficiency of the sector</li><li>• Provide an effective administrative base for a large and diverse number of community groups and organisations.</li></ul>
<b>Volunteering</b>	<ul style="list-style-type: none"><li>• Investigate the delivery of volunteering services and transfer of services from Volunteering Bay of Plenty to SocialLink</li><li>• Implement outcomes of the investigation e.g. delivery of volunteering services</li></ul>
<b>Promote innovation</b>	<ul style="list-style-type: none"><li>• Investigate future trends in social service delivery to enable community organisations to adapt and capitalise on advances in technology etc</li><li>• Engage and build relationships with other sectors (business, the arts) to identify areas of common interest and projects of mutual benefit</li></ul>



# OUR FOUR-YEAR WORK PROGRAMME

2022-2025

**Empower the Sector** – the for-purpose sector has a strong collective voice and is valued for the positive impact it makes

<b>Work stream</b> including strategic priorities	<b>Objectives</b>
<b>A collective sector voice</b> REO KOTAHI	<ul style="list-style-type: none"> <li>• Engage with local, regional and national decision makers to highlight and resolve priority sector issues using research and insights undertaken by SocialLink</li> <li>• Social sector concerns and issues are represented and promoted, such as submissions.</li> <li>• Support the Māori social sector to ensure issues of relevance to them are highlighted and addressed</li> <li>• Assist organisations to make submissions on issues of relevance to them</li> </ul>
<b>Thought leadership</b> KAIĀRAHI WHAKAARO	<ul style="list-style-type: none"> <li>• Be a 'go-to' for insight and information on the for-purpose sector and local social issues</li> <li>• Regularly publish insights and opinions about the for-purpose sector and local social issues</li> </ul>
<b>Building relationships and partnerships</b> WHANAUNGATANGA	<ul style="list-style-type: none"> <li>• Ensure SocialLink is represented at all social sector networking and significant events and continues to build relationships with social service providers</li> <li>• Continue to build relationships with Māori Social service providers</li> <li>• Regular meetings with other umbrella organisations (Creative BOP, Priority One etc) to progress areas of common interest</li> <li>• Continue to build relationships with funding partners to help inform their work with the social sector</li> <li>• Build partnerships with iwi and hapū</li> <li>• Continue to build partnerships with other providers that support the sector.</li> <li>• Explore partnerships with the business sector.</li> <li>• Develop relationships with tertiary institutions - University of Waikato, Te Wānanga o Aotearoa, Bethlehem Tertiary Institute.</li> <li>• Investigate and explore interest in providing capability and capacity building for community organisations in the eastern Bay of Plenty and/or Rotorua</li> </ul>
<b>Celebrating and promoting the sector</b> WHAKANUI	<ul style="list-style-type: none"> <li>• Use SocialLink's communication channels to recognise sector success</li> </ul>

# OUR FOUR-YEAR WORK PROGRAMME

2022-2025

**Empower the Sector** – the for-purpose sector has a strong collective voice and is valued for the positive impact it makes

<b>Work stream</b> including strategic priorities	<b>Objectives</b>
<b>Research, data and insights</b> RANGAHAU	<ul style="list-style-type: none"><li>• Undertake research of relevance to the sector</li><li>• Support community organisations to utilise their and other relevant data to inform their planning and decision making</li><li>• Create local social issues dashboards to highlight and monitor changes in social conditions</li><li>• Supporting data sharing across the social sector to build grassroots perspective on social issues and their impacts</li><li>• Make available and encourage the use of research/data by the social sector</li><li>• Provide links/evidence of best practice working – collective working models</li><li>• Disseminate and use research undertaken or curated by SocialLink for development of the sector</li><li>• Update the social service directory</li><li>• Provide training opportunities in applying research and evaluation, measuring impact, utilising data.</li></ul>



# OUR FOUR-YEAR WORK PROGRAMME

2022-2025

**Serve the sector** – SocialLink capacity and capability is built and makes a positive difference in the social sector

<b>Work stream</b> including strategic priorities	<b>Objectives</b>
<b>Financial sustainability and Operations</b>	<ul style="list-style-type: none"><li>• Funding is secured to enable sufficient services are delivered to the Sector</li><li>• Endeavour to diversify funding sources - opportunities to develop a social enterprise</li><li>• SocialLink systems work to optimal efficiency</li></ul>
<b>Growing people and culture</b>	<ul style="list-style-type: none"><li>• Continue to build internal capability in te reo Māori, Māori, tikanga and te Tiriti o Waitangi</li><li>• Explore and implement how the co-governance arrangements can also be reflected in the operations of SocialLink</li><li>• Operate as a learning organisation and provide opportunities for learning, reflection and application of SocialLink's culture and values</li><li>• Strategic alliances and relationships inform innovative opportunities that add value to the social sector</li></ul>
<b>Treaty based co-governance</b>	<ul style="list-style-type: none"><li>• Promote and continue to develop the two-house co-governance model</li><li>Increased local iwi representation at a governance level.</li></ul>



# OUR HISTORY

2012

- Incorporated Society Status Granted
- Social Sector Innovation Trust

2013

- Public workshop at the Historic Village to determine the needs of the social sector
- First informal minuted meeting at Bay Trust
- First AGM
- Charitable Trust status
- First networking meeting held

2014

- Submission to the Productivity Commission – more effective social services Inquiry
- First public event: Thinking and Working Smarter – Funders Forum

2015

- Re-branded to 'SocialLink Tauranga Moana'
- Mapping the sector project discussed as project 9A3 with SmartGrowth

2016

- Recruited General Manager

2017  
2018

- SocialLink fully funded by a collaboration of TECT, Bay Trust, and Acorn Foundation
- Recruited Manager for The Kollektive
- Recruited operational staff for Collaboration, Organisational Support, Māori Engagement, Research, Policy & Advocacy, Income Generation
- The Kollektive opens
- Mapping the Social Sector findings launched and disseminated

2020

- Establishment of the Community Insights Laboratory



## APPENDIX 2

### NATIONAL AND GLOBAL CONTEXT AND OUR ROLE IN THE SOCIAL AND COMMUNITY SECTOR

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#### GLOBAL AND NATIONAL CONTEXT

The social and community sector operate in a rapidly changing national and global environment (e.g. climate change, pandemics, the future of work, changes in technology). The impact of the global Covid-19 pandemic over the past two years saw the social and community sector introduce rapid changes to the way it worked to ensure all members of the community were supported. It is difficult to predict the nature of the ongoing impact of Covid-19 on communities and the way community organisations deliver services over the next few years, both positive and negative. However it has certainly highlighted the unpredictability of global events on communities and the social and community sector.

The social sector will need to continue to adapt and identify ways to benefit from these changes. SocialLink aims to contribute to keeping the sector informed, provide a forum to discuss changes and their implications for the sector and provide access to information and tools to assist organisations to adapt and benefit from changes.

The United Nations Sustainability Development Goals provides a global blueprint for dignity, peace and prosperity for people and the planet, now and in the future. This framework demonstrates how local efforts by the government and social, community, corporate sectors contribute to national and global action. SocialLink aims to raise awareness of the United Nations Sustainability Development Goals and the relationship between local action to national and global efforts.

#### OUR ROLE IN THE FOR-PURPOSE SECTOR

The people who are passionate about the wellbeing of this sub-region and its communities have, for several years, wanted to convey the depth and complexity of its social sector. The social sector comprises hundreds of organisations in the Western Bay of Plenty, all working to improve the wellbeing of individuals and families who are struggling with a range of issues – isolation, poverty, mental illness, addiction, housing. The sector is operating in an uncertain and difficult funding environment, and as a result of rapid population growth in the region, is experiencing ever-increasing demand for services from people with increasingly complex needs. In 2012, consultation was undertaken with the social sector to explore the future needs of the sector. From this consultation, the sector expressed a desire to be more valued, connected and to have a voice. Concurrently, the need for a well-connected social sector was recognised by SmartGrowth as critical to sub-regional wellbeing, community building and to support a sustainable economy.

In most other sectors, there exists an overarching organisation that works with the sector – building, growing, supporting and advocating. The social sector sought a vehicle to facilitate capability and capacity building and to provide a collective social sector voice. This feedback resulted in the establishment of the Social Sector Innovation WBOP Charitable Trust (known as SocialLink Tauranga Moana). The aim of SocialLink is to provide a structure for research, innovation, collaboration, information, networking, and advocacy to the social sector in the Western Bay of Plenty sub-region.

## APPENDIX 3

### OUR COMMITMENT TO TE TIRITI O WAITANGI AND HOW WE INTEND TO ENGAGE WITH MĀORI

#### OUR COMMITMENT TO TE TIRITI O WAITANGI – MANAWANUI

SocialLink acknowledges Te Tiriti o Waitangi, as the founding document of Aotearoa New Zealand. We acknowledge that Māori as tangata whenua have a worldview founded on a rich tradition of tikanga (custom/ procedures), kawa (marae customs), and whanonga pono (values) that are connected to both the physical and spiritual realms. SocialLink acknowledges the importance of protecting this rich history and providing a place whereby Te Ao Māori is legitimised, welcomed and appreciated for its unique contribution to the development of the community as a whole. SocialLink embraces Te Tiriti o Waitangi and values its relationship with local iwi, hapū and Māori social services as partners in building a valued, connected and resourced social sector.

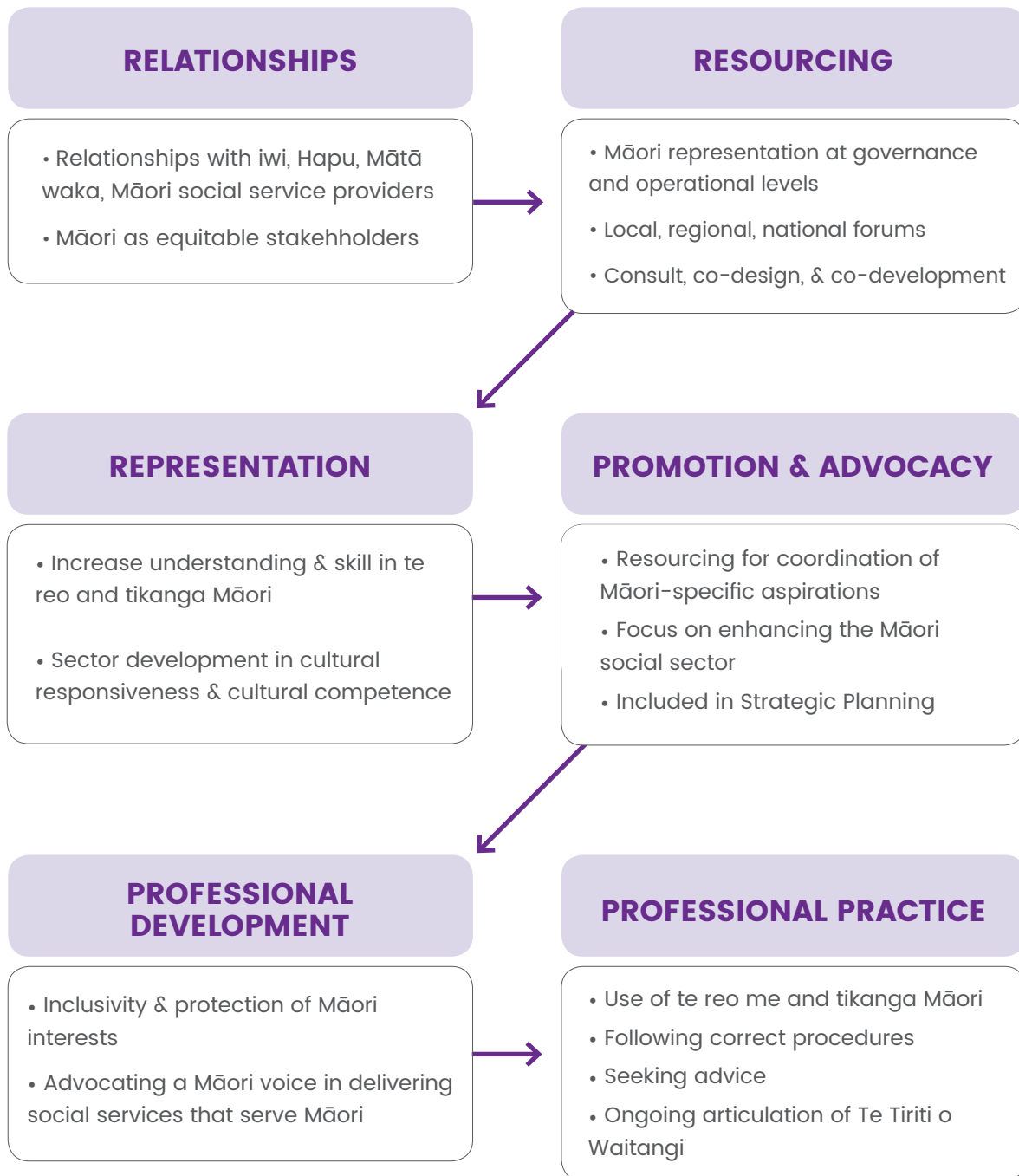
SocialLink views Te Tiriti o Waitangi as a living document, intended to protect and promote the interests and status of tangata whenua into the future, and sets a premise for respectful partnerships. SocialLink acknowledges that for each of us, our personal response to Te Tiriti o Waitangi is shaped by our own cultural identity and experiences. However, SocialLink has a commitment to ensuring that its staff and representatives develop a responsive approach to engaging and working with Māori.

We further acknowledge Ngāti Ranginui (Ngāi Tamarawaho) as mana whenua of the tribal lands from which The Kollektive and SocialLink business is based. We acknowledge the iwi and Hapū of Tauranga Moana (Ngāti Ranginui, Ngāi Te Rangī, Ngāti Pūkenga) and the wider Western Bay of Plenty (Tapuika, Waitaha, Ngāti Rangiwewehi, Ngāti Whakaeue, Ngāti Mākino) and seek to build relationships that are founded on respect, trust, and reciprocity.

In light of SocialLink's commitment to Te Tiriti o Waitangi, SocialLink established a two-house or co-governance model in 2020 which provides for a Māori and non-Māori house and three seats for local iwi across the western Bay of Plenty rohe. SocialLink will be exploring how the co-governance arrangements can also be reflected in the operations of SocialLink.

# ENGAGEMENT WITH MĀORI

## HERENGA





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