

Socialink
Building a Thriving Social Sector

Tauranga
Moana

**MAPPING THE SOCIAL SECTOR
2019**

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foreword

Hei rāpaki ake i raro

So the ascent of a hill begins from below

Socialink acknowledge Ngāti Ranginui (Ngāi Tamarawaho) as mana whenua of the tribal lands from which Socialink business is based at The Kollektive, and the Iwi and Hapū of Tauranga Moana (Ngāti Ranginui, Ngāi Te Rangi, Ngāti Pūkenga) and the wider Western Bay of Plenty (Tapuika, Waitaha, Ngāti Rangiwewehi, Ngāti Whakaue, Ngāti Mākinō).

Collaborative approaches are key to moving towards more relational, strengths based ways of building community, acknowledging the holistic values Mātauranga Māori and the principles of te Tiriti o Waitangi bring to developing deeper connection to each other as people, and to the land. The Mapping of the Social Sector project provides a great resource for the Social and Community Sector to use for their own reference, as well as offering deeper understanding of the sector's value and contribution to Western Bay of Plenty communities.

The findings also provide a valuable tool for Socialink as an organisation, to identify, develop and facilitate pathways towards greater collaboration and capacity within the sector, and relationships with other sectors such as business and creative arts.

Socialink looks forward to continue working alongside organisations, and listening to the needs of those working in the sector, in order to support inter-sector, community engagement and service delivery that is more sustainable for agencies and community alike.

Tessa Mackenzie
Trust Chair
Socialink

foreword



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

This included:

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

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

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

The more we understand our communities and their needs going forward, the more effective we will be in focussing our efforts which include ongoing funding discussions with central government.

Bill Wasley
SmartGrowth
Independent Chair

Carole Gordon
Social Sector Forum Chair

executive summary

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

This report outlines the process used to gather information on 243 social service organisations identified as delivering services in the Western Bay of Plenty. Most of the report focuses on the findings of 180 of those organisations (providing 645 services) that participated in a full interview process. We also interviewed 11 funders and stakeholders and their findings have been included where appropriate.

THE SOCIAL SECTOR'S VALUE AND CONTRIBUTION TO WESTERN BAY OF PLENTY COMMUNITIES

The sector provides services and undertakes projects to meet a diverse range of needs and issues. They include providing budgeting and financial advice; alcohol and drug services; self development and activity programmes for children and young people; community cohesion and development initiatives; support services for people with disabilities; advice, information and support on health conditions; mental health services; food banks and community meals; family violence initiatives; parenting education; support for families and whanau Māori; housing and accommodation and many other areas.

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

configuration & value of the social sector

Other findings are not so well-known, particularly that 56% of the 180 organisations are small with between 0 to 3 staff, and many rely heavily on voluntary support. At the other end of the scale there are a small number (4%) of very large organisations employing about half of the estimated 1690 full-time equivalent staff in the Western Bay of Plenty sector. Volunteers were estimated at about 5,300. Of the 13 Māori organisations interviewed, one was run entirely by volunteers while the other 12 had 212 full time equivalent staff between them.

UNDERSTANDING THE NEEDS OF THE SOCIAL SECTOR

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

FUNDING THE SOCIAL SECTOR

According to the information provided by organisations, 56% of their 595 services received government funding, either solely funded or in combination with other sources such as philanthropic bodies, gaming trusts, community based funds, private donors and so on. Another 24% of services received funding solely from a range of multiple grant and philanthropic sources, private donors and sponsors. This demonstrate the sector's reliance on philanthropic and central government funding.

LOOKING FORWARD

The participation of organisations throughout the Western Bay of Plenty in the Mapping the Social Sector project has provided a wealth of information about the sector's value and contribution. As the region's population increases, issues in the areas of health and wellbeing, isolation, housing, and poverty and other areas will continue to need urgent action. A vibrant, capable and well resourced social sector is essential in helping address these issues and provide support and services. Findings from the first MSSP stage have been presented and disseminated to the sector, funders and other stakeholders. We hope this updated report will continue to support effective social sector discussion, planning and development to help produce the best social outcomes for our communities. Additional analysis and reporting on the data gathered is available upon request to SocialLink Tauranga Moana.

about this project

THE BACK STORY

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

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

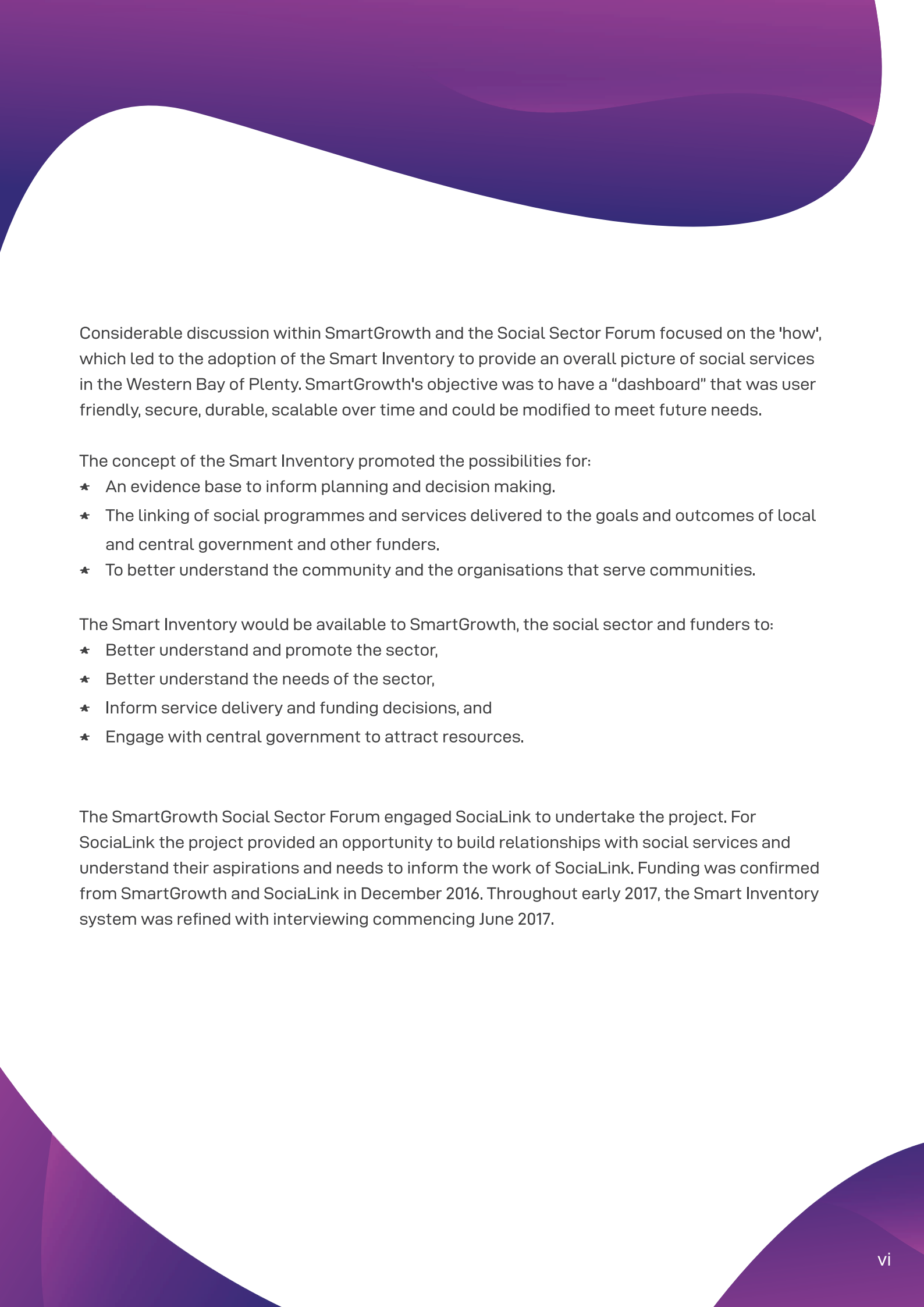
Mapping the Social Sector Project was initiated by the Social Sector through SmartGrowth and the Social Sector Forum which sits within the SmartGrowth structure.

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

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

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

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



Considerable discussion within SmartGrowth and the Social Sector Forum focused on the 'how', which led to the adoption of the Smart Inventory to provide an overall picture of social services in the Western Bay of Plenty. SmartGrowth's objective was to have a "dashboard" that was user friendly, secure, durable, scalable over time and could be modified to meet future needs.

The concept of the Smart Inventory promoted the possibilities for:

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

The Smart Inventory would be available to SmartGrowth, the social sector and funders to:

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

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

the next chapter

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

The report is largely based on the organisations interviewed for the MSSP which was 79% of 243 organisations identified in directory and desktop website searches. There are other organisations that are part of the social sector we were not able to get to, or that we missed identifying or following up. It took a significant amount of time to contact and arrange interviews with organisations and for a range of reasons we were unable to meet with every organisation, which also reinforced how most social organisations are stretched by a lack of time and capacity resource. Nevertheless the 79% is very representative of the social sector in the WBIOP.

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

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

acknowledgments

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- ★ Social service organisations that participated in the project
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- ★ The interview team – Jenny Corry, Jodie Robertson, Ciska Vogelzang, Karen Summerhays, Lizzie Fisher (first phase); Liz Stewart and Parewhati Taikato (second phase).
- ★ Analysis and report writing – Jenny Corry, Liz Davies, Ciska Vogelzang, Jodie Robertson (first report) and Liz Stewart (updated report).
- ★ Online vtiger TM Customer Relationship Management (CRM) system – Technology Wise and the Venture Centre