



## Snapshot 1.0

# Taking a look at the Community and Social Sector in the Kāpiti Coast District

November 2019



“The more clearly we can describe ourselves as a sector, the more effectively we can communicate the work we do, and the difference we make to the lives of the people who call the Kāpiti Coast district home.”

Susan Ansell, Volunteer Kāpiti



Written by Sarah Doherty, Doherty Solutions

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- Hora Te Pai
- Kāpiti Coast District Council
- Kāpiti Living Without Violence
- Kāpiti Women's Centre
- Literacy Aotearoa
- MenzShed Kāpiti
- Paekākāriki Community Trust (St Peter's Hall)
- Waikanae CAMEO Society
- Well-Able

### A word of thanks from the author

Developing this snapshot wouldn't have been possible without the generous contribution of so many, including people from the organisations listed above and the people who completed the survey.

Gratitude to Naomi Yeoman, Susan Ansell, and Lawrence Kirby for input and peer reviews, and to the Project Steering Group for their engagement.

This first snapshot represents a start at defining the sector. The hope is that future snapshots will add further detail and help to bring the community and social sector in the Kāpiti Coast district into even clearer focus.

It's been a privilege to listen, learn, reflect, understand and bring to light this snapshot in time.

Sarah Doherty, Doherty Solutions  
October 2019

## EXECUTIVE SUMMARY

Volunteer Kāpiti and Kāpiti Impact Trust commissioned this snapshot to support building a stronger and more resilient community and social sector in the Kāpiti Coast district. Understanding the sector is a vital first step to building lasting and sustainable growth.

Community and social sector organisations contributed throughout the process, from design to final production. Information came from three sources: a document review, an online survey, and focus group discussions. Sixty organisations completed the survey and people from fifteen organisations participated in the discussions.

The document review showed that, at least in recent years, there has been no profiling specifically focusing on community and social sector organisations in the Kāpiti Coast district, which confirmed the need to do this work.

From the survey, people often hold more than one role and a lot of work is done voluntarily in small, stable organisations. Most organisations say they are doing ok financially, but some need to use reserves to operate. A wide range of services are provided in an increasingly complex environment. There is more demand, people have increasingly complex needs, and it's getting harder to raise funds and retain staff. People who work in this sector prefer to learn with others, through workshops and seminars; word of mouth is the most common way to advertise; and for many networking is easier to do now than it was two years ago.

Discussions were held with four focus groups, each from a different perspective: organisations that are 100% volunteer-operated; a kaupapa Māori organisation; managers who employ staff; and governance group representatives.

Participants shared ideas on challenges, strengths and aspirations and what we would see if the community and social sector in the Kāpiti Coast district was thriving. Each conversation was unique; relationships were formed, resources were exchanged, and the sense of identity as a sector was enhanced.

This snapshot is the first iteration of profiling the community and social sector. Repeating the exercise regularly and including more organisations will help develop a clearer understanding of the work, the people who do the work, and the challenges, strengths and aspirations of organisations. With this clarity, the community and social sector will go from strength to strength, and ultimately realise its full potential serving people who make the Kāpiti Coast district their home.



## INTRODUCTION

Volunteer Kāpiti and Kāpiti Impact Trust are working together to support the growth of a stronger and more resilient community and social sector in the Kāpiti Coast district.

Funded through the new social investment approach by Kāpiti Coast District Council, this project is running over a three-year period from 2018 to 2021 and includes the development of relationships and collaboration between the two organisations. The expectation is that over time the collaboration will draw on and include other organisations who can enhance the engagement and outcomes of the project.

The first task is to build a snapshot of the community and social sector in the Kāpiti Coast district, from Paekākāriki in the south, to Ōtaki in the north. The snapshot will inform the project as a whole; help to identify the common ground and the strengths and challenges; and contribute to a shared sense of identity as a sector.

This first version of the snapshot is available for all community and social sector organisations to use to inform and support their own work and will be built on and developed over time.

### Why?

“Profiling our sector will help us to better understand the make-up of our sector, our challenges and strengths, and where our common ground lies.”

Lawrence Kirby, Kāpiti Impact Trust

### The benefits

The benefits of developing a snapshot of the community and social sector include:

- A better understanding of the organisations that make up the sector
- Insight into the strengths, hopes, challenges and contributions of the sector
- An emerging view of a cohesive community and social sector.

### Defining the community and social sector

A ‘sector’ is a loose definition to describe organisations that share common characteristics and/or provide similar services and activities.

For the purpose of this initial snapshot, the community and social sector has included organisations that are:

- values-driven to achieve social goals rather than profit making goals;
- not-for-profit, where any profits that are made are reinvested in the organisation and its goals, no personal profit is made;
- located in and operate in the geographic area of Paekākāriki to Ōtaki;
- independent of local and central government - the organisation determines their own vision, mission, purpose, and structure.
- this snapshot does not include any government agencies that deliver social services.

## The Kāpiti Coast district

Developing a snapshot of the Community and Social Sector in the Kāpiti Coast district has meant gathering a range of information from diverse perspectives. From the outset it has been recognised that people come from different walks in life, different world views and different experiences. Similarly, organisations that operate in the community and social sector have diverse outlooks.

To begin with it seemed that defining the Kāpiti Coast district according to the Council boundaries was the obvious way to proceed. It quickly became clear that not all people who live in or identify with the Kāpiti Coast district look at this the same way.

The boundaries of the Kāpiti Coast District Council, as defined by the Local Government Act 2002, cover Paekākāriki in the south to Ōtaki in the north, west to Kāpiti Island and east to Maungakotukutuku Valley, Reikorangi, and Ōtaki Gorge.

Tangata whenua define boundaries differently than this. Land is divided into areas called rohe and iwi, or tribes, with traditional territorial rights in that rohe are known as mana whenua. Within the Kāpiti Coast district there are three iwi with mana whenua status:

- Ngāti Toa are mana whenua in Paekākāriki; their rohe extends south beyond the Kāpiti Coast district.
- Te Atiawa ki Whakarongotai are mana whenua in the rohe from Whareroa Stream in the south to Peka Peka in the north.
- Ngāti Raukawa ki te Tonga are mana whenua in Ōtaki; their rohe extends north beyond the Kāpiti Coast district.

Kāpiti Coast District Council recognise the mana whenua status of these iwi and work in partnership through Te Whakaminenga o Kāpiti, which is one of the longest lasting partnerships between tāngata whenua and Local Government in New Zealand.<sup>1</sup>

The Kāpiti Coast has also been described as “a string of pearls spanning Paekākāriki, Raumati, Paraparaumu, Waikanae, Peka Peka, Te Horo and Ōtaki. Each township along the coast has its own character.”<sup>2</sup>

The challenge in developing a sense of identity as a cohesive community and social sector is to be inclusive of the different views and experiences of the people and organisations that make their home in the Kāpiti Coast district.

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<sup>1</sup> Te Whakaminenga o Kāpiti. [kapiticoast.govt.nz/our-district/tangata-whenua/te-whakaminenga-o-kapiti-iwi-and-council-partnership-committee/](http://kapiticoast.govt.nz/our-district/tangata-whenua/te-whakaminenga-o-kapiti-iwi-and-council-partnership-committee/)

<sup>2</sup> Kāpiti Coast District Council. [kapiticoast.govt.nz/our-district/the-kapiti-coast/](http://kapiticoast.govt.nz/our-district/the-kapiti-coast/)

## APPROACH

Volunteer Kāpiti are taking the lead on this work stream in the overall project, supported by Kāpiti Impact Trust, and have engaged Sarah Doherty, of Doherty Solutions, to develop this snapshot.

Starting with a co-design workshop, the snapshot has been developed drawing from a document review, an online survey, and several focus group discussions.

- A document review ensures the current work builds on relevant previous work.
- An online survey is a practical way to collect information from a wide range of organisations.
- Focus group discussions are an opportunity to gain deeper insights and continue the community building needed to enhance the community and social sector identity.

### The process

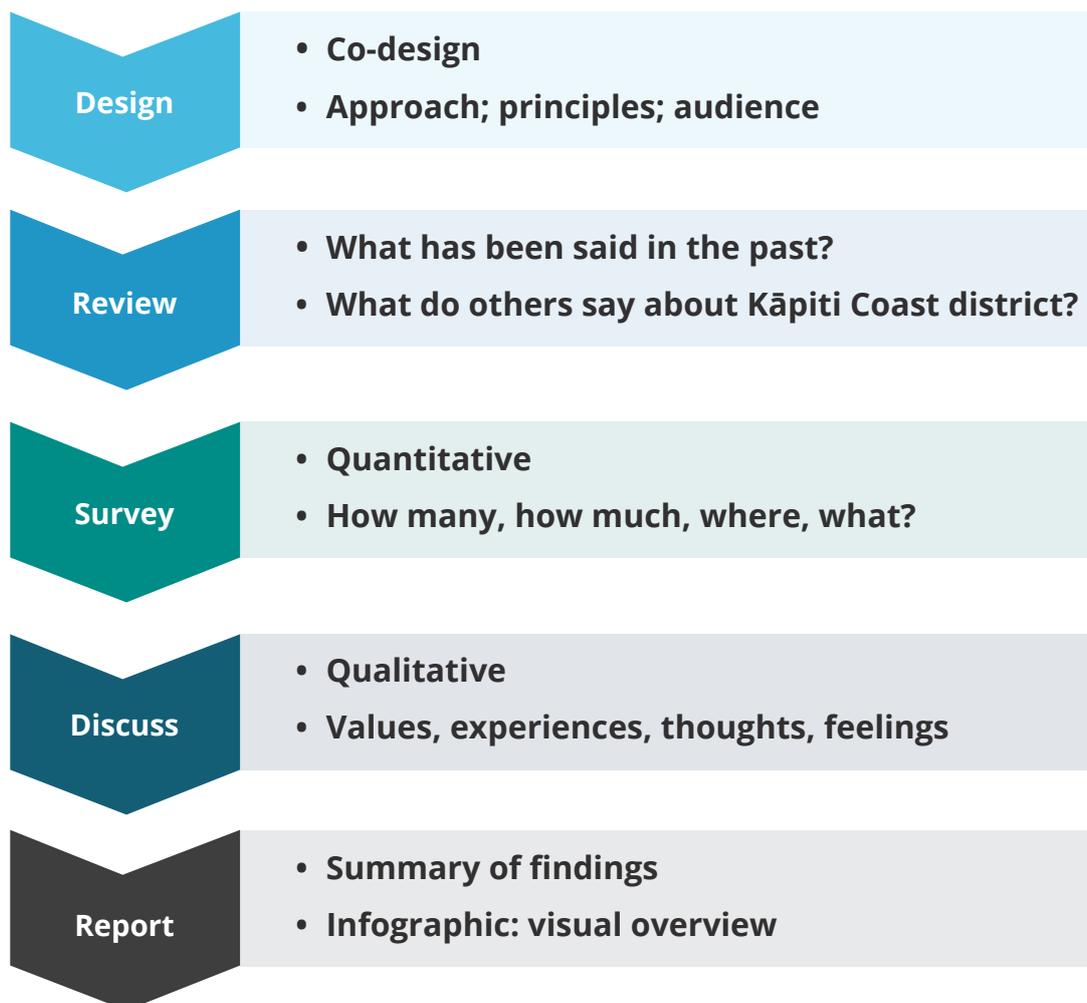


Figure 1: The process for developing the snapshot

## DESIGN

The initial co-design workshop led by Sarah Doherty, included Naomi Yeoman, then Manager of Volunteer Kāpiti, and Lawrence Kirby, Manager of Kāpiti Impact Trust. The workshop addressed the parameters, intended audience, future use, and potential refresh of the Community and Social Sector Snapshot.

The agreed approach acknowledges that this is an iterative process, starting with what we have and what we know. The snapshot will be a 'living document' and is not intended to be the final word on the community and social sector.

Engaging with community and social sector organisations has been fundamental to building the snapshot; how the development of the snapshot is viewed is critical to its usefulness and to the ultimate success of the project overall.

### The principles

The foundation principles for the work include:

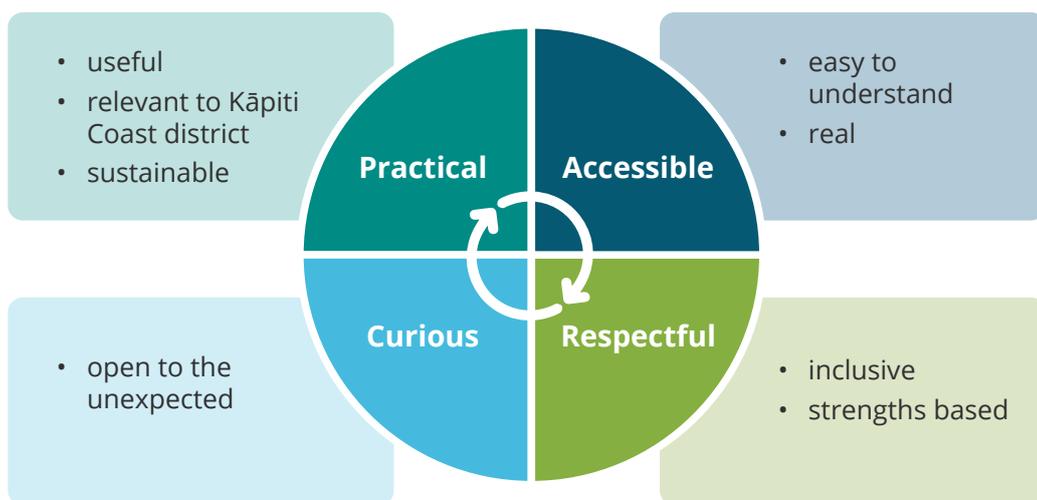


Figure 2: Foundation principles for developing the Community and Social Sector Snapshot

“We know that the first version doesn’t include everything and everyone – yet.

It is a starting point and a snapshot in time.

We want to hear about where others do not see themselves or the work they do – this tells us what to include or develop next time.”

Susan Ansell, Volunteer Kāpiti

## DOCUMENT REVIEW

### What has been said in the past about the community and social sector in the Kāpiti Coast district?

The expectation of the document review was to find any previous profiles of the community and social sector in the Kāpiti Coast district and build on that prior work.

Following research, several resources were identified, mostly statistical profiling, but none of those documents was specific to the community and social sector.

Data from the Charities Register was not used for this profiling because:

- Not all community and social sector organisations are included; approximately one third of the survey respondents were not registered charities.
- The Register tends to exclude smaller, informal, and grassroots organisations.
- Many charities indicate they provide services nationwide, this means that the Kāpiti Coast district is automatically included, when in fact the organisation may not be active in this area.

The document review confirmed the need to:

1. Do this profiling work
2. Iterate – this first version will not be 100% complete
3. Clearly define the community and social sector for this district
4. Include Kāpiti Coast District Council and other funders to support this profiling work over the mid-term of the next three to five years.

### Start ...

... where we are

... with what we know, and

... what others have told us.

# SURVEY

## Quantitative data – how many, how much, where, what?

An online survey was used to collect information from a wide range of community and social sector organisations in the Kāpiti Coast district.

The survey asked about:

- organisation structure,
- finances and funding,
- the people working in the organisation,
- the work they do, and
- challenges and strengths of the organisation.

Volunteer Kāpiti sent the survey to their extensive mailing list which has been built over time through hosting workshops and meetings with the sector. Organisations were also invited to share the survey with their wider networks. The survey, which took between five and seven minutes to complete, was administered in May 2019 and responses were received from sixty organisations.

## Summary

The results of the survey show that people tend to wear several hats in organisations. A great deal of work is undertaken voluntarily through small, stable organisations. A wide range of services are provided in an increasingly complex environment. Financially, most say they are doing ok, with grants, central government contracts, and local government funding being the most common sources of funding. In-person interactions are valued; workshops and seminars are the preferred learning method and word of mouth is the most common way to advertise.

Fundraising, recruiting staff and attracting governance members have become harder to do compared to two years ago, whereas networking has become easier.

## The organisations

- 70% of organisations focus their work in four main areas: community/social services; culture, sport and recreation; education and research; or health
- 46% are charitable trusts; 29% incorporated societies
- 68% percent are registered charities
- 69% of organisations are over 10 years old
- 69% of organisations work in Paraparaumu; 50% work in Paekākāriki; 65% also work outside of the district in Horowhenua, Wellington or other parts of New Zealand.

Providing community/social services is by far the most common focus area of work with 40% of respondents selecting this area. 12% indicated culture, sport and recreation followed by 10% in education and research, and 10% in health. This question was asking about focus area of work, rather than specific activities. Some respondents could not select one main area, saying they worked equally across several areas which may indicate a level of complexity within their organisation, or within their operating

environment.

46% of all organisations were charitable trusts, 29% were incorporated societies and 17% were either a charitable company or a for-profit business with a mission; almost 10% did not know the legal structure of their organisation. This contrasts with the answer rate about registered charities. 68% of organisations are registered charities, 29% are not registered and just 3% reported they did not know.

More people were able to answer about charities registration than were able to answer about the type of legal entity. This difference could indicate a level of confusion about the difference between a charitable trust and a registered charity.

Length of operation of organisations was relatively evenly spread. 19% of organisations were less than five years old, indicating a level of innovation. 21% had been operating for more than fifty years, indicating a track record of responding to change. Overall, 31% of organisations had been operating less than 10 years.

The geographic area of work follows population base within the Kāpiti Coast district, with 69% of organisations operating in Paraparaumu and 50% to 56% operating in Waikanae, Raumati, Ōtaki, or Paekākāriki. A total of 65% of organisations also operate outside of the Kāpiti Coast district. 15% operate in Horowhenua; 24% in the wider Wellington region; and 26% operate in other parts of New Zealand.

## Funding and finances

- 47% have annual income less than \$50,000
- 65% receive grant funding
- 27% earn self-generated income through business activity
- 66% are doing ok financially
- 24% are viable but struggling
- 32% are better off than they were two years ago
- 28% are using reserves to deliver current services

The number of responses to the funding and finance questions changed throughout this section. While 90% of respondents could answer the initial total annual income question, only two-thirds of respondents answered the percentage breakdown of income and then three-quarters of respondents answered the remaining financial questions. Whether they did not know the answer or did not have access to the information is unknown.

Annual income ranged from below \$20,000 to over \$500,000 per year. 47% of all organisations operate on less than \$50,000 per year while 15% of organisations operate on more than \$500,000, which could suggest they are the local branch of a national organisation. The range of annual income reflects the differences noted in other categories in the survey, including geographic spread and the number of employees and volunteers.

Grants was the most common source of funding at 65%, followed by central government 27%, local government 27%, and self-generated income or business activity 27%. Membership fees, donations, sponsorship, other forms of fundraising, and investment income were sources of income for some organisations but for the most part each source represented less than 10% of annual income.

Half of all organisations receive 75% or more of their income from one single type of funding, and one in

five organisations receive 100% of their income from that one funding type.

When asked about the current financial viability of the organisation, only 6% of respondents described themselves as in a very healthy financial position; 66% indicated they were doing ok financially; 23% said they were viable but struggling to make ends meet; 2% were facing closure and 2% of respondents did not know.

32% of organisations are better off compared with two years ago; 62% are about the same, while 6% said they were financially worse off now. Reserves are being used to fund service delivery by 27% of organisations, and of those over one-third say they could only continue that level of funding for 7 to 12 months.

The inconsistencies in the responses in the funding and finance section could point to the level of financial literacy, especially the ability to assess or understand financial risk. For example, 95% of organisations rated themselves as financially healthy, doing ok or viable; yet 27% report using reserves to fund services and 98% of respondents have at least 75% of their income coming from one main source.

## The people who work in the organisations

- 63% work in both day to day operations and governance
- 44% of organisations are run by volunteers
- 75% of organisations have fewer than 20 volunteers
- 25% employ more staff now compared to two years ago
- 64% have increased salaries or wages in the past two years
- 70% prefer a workshop or seminar for learning new skills and knowledge

Of the people who completed the survey, on behalf of their organisation, 63% were involved in both the governance and the day to day operational work of the organisation; 27% were involved only in the day to day operational work; and 10% were involved in the governance work.

People tend to hold several roles within organisations and therefore the separation between governance and management/operations may be an artificial separation in the Kāpiti Coast district. It may be of more value to talk about the work, and the function of the work, rather than the position.

There was a wide range of number of volunteers in organisations: 75% had fewer than 20 volunteers, 17% had 100+ volunteers and one organisation had 400+ volunteers; again, indicating the wide range of type of community and social sector organisations that work in the Kāpiti Coast district.

Respondents indicated 44% of organisations were run by volunteers. Compared to two years earlier, 35% of organisations had more volunteers, 39% about the same, while 26% of organisations had fewer volunteers.

Of those organisations who employ staff, compared with two years previously, 25% employed more staff and 16% employed fewer staff; and 64% had been able to increase salary or wages in the last two years. One third of organisations engage between one and three preferred contractors.

When it comes to learning new skills and knowledge, the preference was for face-to-face learning situations; 70% prefer workshops or seminars; 65% prefer mentoring and/or peer support and 46% prefer networking opportunities. About 30% of respondents prefer printed or online resources while 14% of

respondents prefer a webinar or video tutorial to learn new skills or knowledge.

## The work the organisations do

- 19 different types of services and activities are provided by organisations
- 52% of organisations provide community services
- 2% provide drug and alcohol services
- 66% have seen an increase in demand for their services and activities
- 93% of organisations advertise by word of mouth
- 80% have a website and 78% use social media to advertise
- 39% find it harder to attract new governance members
- 20% find it easier to network with other organisations

A wide range of services and activities are provided by community and social sector organisations in the Kāpiti Coast district, as listed below. 66% of organisations have seen an increase in demand for services;

Type of activity	Percent of organisations
Community services	52%
Education	40%
Family support	26%
Counselling	21%
Older people's services	21%
Arts and culture	19%
Sport and recreation	17%
Employment support	12%
Housing support	12%
Mental health	12%
Disability services	9%
Justice	9%
Migrant/refugee services	9%
Child protection	7%
Environment	7%
Family violence	7%
Financial planning and support	5%
Sexual violence	5%
Drug & alcohol	2%

24% say demand is about the same, 9% report a reduction in demand.

Word of mouth, including networking and public meetings, is the most common form of advertising, done by 93% of organisations. 80% of organisations have a website and 78% engage on social media platforms. 80% use printed material, such as pamphlets and 68% advertise on radio or in newspapers. 48% use signage to advertise their organisation.

39% reported attracting new governance members had become harder; 34% found fundraising had gotten harder; and 32% found attracting volunteers was harder to do now than two years ago. 20% of all respondents find it easier to do networking with other organisations now, compared to two years previously.

## Challenges

Organisations indicated the top three challenges faced by their organisation. Analysis across all the challenges identified the following themes:

- Funding – 50% identified this as the number one challenge
- People to do the work – 50% identified recruiting volunteers, 32% identified recruiting staff and 20% mentioned sharing the workload as challenges for their organisations
- Promoting the organisation – 32% find this a challenge
- Governance – 32% identified governance as a challenge in their organisation.

## Strengths

Organisations indicated the top three strengths of their organisation. Analysis across all the strengths identified the following:

- Expertise, credibility and reputation of the organisation
- Passion for the work and the people they serve
- Volunteers, including high levels of training
- Governance and the functions thereof, e.g., vision, objectives, structure
- Staff and the leadership they provide.



## FOCUS GROUP DISCUSSIONS

### Qualitative data – values, experience, thoughts, feelings

Facilitated discussions were held with groups to explore challenges and strengths in more detail, along with aspirations for the future. A further purpose was to advance connections between people and organisations. There are networks operating throughout the district, but many people had not had the opportunity to really understand how other groups operate or what they do.

There were options for how to form the focus groups. Geographic location was considered but ruled out: many organisations operate throughout the district, not just where their base or meeting place is located. Operational size was also considered and again ruled out: large organisations don't necessarily employ people; small organisations are not necessarily volunteer-operated. Including Kaupapa Māori organisations from across the whole district was considered but ruled out: focusing in one iwi rohe, or area, for this first snapshot was the most appropriate format.

The final configuration of focus groups was:

1. 100% volunteer-operated organisations
2. Kaupapa Māori organisations – Te Atiawa rohe
3. Managers who employ staff – recognising the responsibility for other people's livelihoods
4. Governance group representatives – included organisations that employ staff and are volunteer-operated

Each group included between three and eight people, the discussion was held over two hours and covered:

- Introductions
- What are the strengths your organisations bring to the community and social sector?
- What are some of the challenges and dilemmas your organisations face?
- If the community and social sector in the Kāpiti Coast district was humming / thriving / as good as it could be ... what would you see?

Holding the focus groups by shared perspectives created momentum in community building. Relationships were formed, resources were exchanged, and the sense of identity as a sector was developed. While the same basic format was followed, each discussion was quite different to the others. Arranging the groups based on these perspectives was a very successful approach to take.

## Focus group 1: 100% volunteer-operated organisations

All participants in this discussion group were members of community groups that had no paid staff and were fully operated by volunteers. These tended to be smaller, membership-based organisations where people do both the governance work and the day-to-day operational work.

### Strengths

From the discussion, the voluntary nature of these groups is their key strength – people are there because they want to be there. Groups are open to accepting others into the work and the organisation without limits, provided the newcomers have valid interest in the purpose of the group and/or the required training to enable participation as volunteers.

The democratic nature of voluntary organisations was identified as a strength, along with the ability to operate in a “looser” fashion when that is appropriate.

Being a formal legal entity was identified as helpful in providing the power to speak to others as a group.

### Challenges

Managing the workload in voluntary organisations was a key challenge. As groups grow in size or workload, the need for a person to “run” the work is often resolved by employing a coordinator. For some groups this can change the nature of the organisation and be a challenging transition to work through.

Clarifying the roles or types of work can be a challenge, when the same people are doing the governance work and the day-to-day “doing” work.

Many community groups are run by people who have put in long, long years of service. Getting new people to take up committee roles often requires a lot of work before an AGM to “tee-up” potential committee members.

Knowing what to do and having the right skills for some of the work is challenging; for example, the treasurer role, reporting to DIA Charities Services, or doing effective fundraising.

### In a thriving community and social sector in the Kāpiti Coast district, we would see:

- Affordable accommodation for community groups, including minimal rates or rates rebates; meeting spaces and offices that are appropriate and reliable; in a central and visible location.
- Local people with the right skills, who are available to contract to small community organisations.
- Consistent funding to central capacity-building organisations.
- Ongoing quality training programmes covering the key skills required in running community groups.
- A Kāpiti Community Network that meets monthly and includes all groups.
- An advisory group, to Kāpiti Coast District Council that covers the whole community sector, not just focusing on social services.

Affordable accommodation  
For community groups

## Focus group 2: Kaupapa Māori organisation - Hora Te Pai

This discussion group was with one Kaupapa Māori organisation, recognising the different iwi rohe, or regions, within the Kāpiti Coast District Council boundary.

Hora Te Pai is a health care centre operating in the Te Atiawa ki Whakarongotai rohe. As a Kaupapa Māori organisation, they base their work on the Te Whare Tapa Whā holistic approach to health and wellbeing that includes the dimensions of taha wairua, spiritual; taha hinengaro, mental/emotional; taha whānau, family/social; taha tinana, physical; all connecting to the whenua, land.

### Strengths

From the discussion, Hora Te Pai describe operating from a principle based kaupapa means knowing their kaupapa and their whakapapa, their mission, why they are here and how they got to be here.

Whanaungatanga means putting people, their whānau and support people first. Manaakitanga is about lifting the person's mana and putting relationships first.

The team at Hora Te Pai report high job satisfaction and high trust; building on people's strengths in the work, everyone in the organisation is acknowledged. Systems, morals, ethics, and upbringing are built into the work. Hora Te Pai engage, support, advocate and understand the big picture of health and wellbeing.

### Challenges

The health system in New Zealand doesn't acknowledge culture. Institutional racism and health inequities affects the people and the work. Hora Te Pai are viewed by some as getting extra funding and having plenty of money because they are a Kaupapa Māori organisation. This is not the case.

Health is viewed as somehow separate to the community and social sector. Hora Te Pai, as a Kaupapa Māori organisation, sees everything as interconnected.

### In a thriving community and social sector in the Kāpiti Coast district, we would see:

- Better relationships between organisations.
- All sectors working together including health, justice, housing, and social sector.
- Providers working together in a flexible system, where we understand each other's work.
- The whole community would be working for the person.
- Looking after each other, young and old. Children would be laughing and kaumatua would be connected.
- We could fish in the water and drink the water and swim in the water.
- Hear kapa haka throughout the whole community.
- Loneliness and isolation would be gone.

We could fish in the water,  
and drink the water,  
and swim in the water

## Focus group 3: Managers who employ staff

As leaders of organisations that work in the delivery of community and social services, the discussion group participants acknowledged that they take seriously their responsibility for the livelihoods of their staff.

### Strengths

From the discussion, a key strength of these leaders is in their differences and the range of skills they have. They each have knowledge of their specific area of work, and they lead highly effective and successful agencies. Working in this sector means these leaders bring a focus and passion for their work, and a passion for making people's lives better. They have skills in leading upwards, as they report to their governance boards.

### Challenges

In the current funding environment, being able to pay enough to attract and keep skilled staff is an ever-present challenge. Managers are seeing increasing complexity in the lives of people they work with; staying within the scope of what they are there to do becomes increasingly challenging as many social issues and needs are interconnected.

Contracting with central government agencies means that policies, compliance requirements and bureaucracy are changing almost constantly. Addressing ongoing changes and delivering quality social services can be challenging.

Each of the managers recognised the value of meeting with other managers, however finding time to do the networking work, and not getting caught up in the "tyranny of the urgent work" is a significant challenge.

Managers are looking for clarity about what Council sees as a "capable sector" and are asking how to bring the community and social sector together to talk about their priorities and what they want to talk about.

### In a thriving community and social sector in the Kāpiti Coast district, we would see:

- Community and social sector agencies know and celebrate the difference they make. They are well-funded and work together to build solutions, including everyone in the community.
- Managers of social service agencies in the Kāpiti Coast district can take time from their role to support one another and have connected, encouraging and inspiring relationships. They understand the work of other agencies and this facilitates partnering and supporting along with skill sharing.
- Managers of agencies are asked about what they want and need, and are benefitting from targeted professional development, appropriate to their skill level and type of organisation.
- As a community and social sector, strengths, challenges and gaps are clearly identified, and the sector works together to meet those gaps.
- Managers are skilled at working together and at bringing community voice into their work and solutions.

Community and social sector  
agencies celebrate the  
difference they make

## Focus group 4: Governance group representatives

All participants in this discussion group were members of the governance group of a community or social services organisation. Whilst the participants themselves were volunteers in their governance role, the type of organisation ranged from entirely volunteer-operated to organisations that employed several staff.

This group moved quickly through discussion of strengths and challenges and focused more on what a thriving community and social sector could look like. While not part of the initial discussion plan, the governance group representatives had several suggestions for Kāpiti Coast District Council.

### Strengths

Participants were agreed that the key strength contributed by members of governing groups is the wide range of skills and life experience they bring to the governance table, in order to fulfil their roles of setting the vision and strategy for the organisation.

### Challenges

The main challenge identified was attracting enough people with the right skill mix to the governance table; this included knowledge and understanding of how to do effective governance.

For organisations that employ staff, the Chair/Manager relationship requires a lot of effort, along with high trust and mutual respect to work well. When this relationship is not functioning well it can affect all aspects of the organisation.

### In a thriving community and social sector in the Kāpiti Coast district, we would see:

- A shared collective vision for the Kāpiti Coast district and community groups that are clear about their part in achieving that.
- Governance groups that are self-reflective, who evaluate and measure their governance; and as organisations, seek feedback to ensure their ongoing relevance.
- Effective, enthusiastic, committed leaders.
- Mentoring available for groups that are establishing or growing.
- Skill sharing; collaborating; networking; working together to strengthen the whole community.
- Resources are available to support this work.
- Clear indications of what good governance is and how it should be operating, where:
  - outside advice/experience is contributed and welcomed.
  - appropriate business plans give effect to the strategy.
  - clear delegations are in place for boards and managers.
  - resources are used effectively, including finances and people.
  - the appointment of the manager and their supervision is seen as the critical role of governance.

### Recommendations from governance group representatives, for Kāpiti Coast District Council:

The discussion in this group took a different turn where the participants generated several suggestions for the Kāpiti Coast District Council, both now and in the future.

- A clear and consistent strategy from Council about the community and social sector, including what Council are looking for from the Community.
- Support to enable organisations to talk to each other – funding a forum for collective conversation.
- A mechanism to enable collaboration, including training and development and funding for the time and work it takes to establish collaborations.
- Articulate the place of wellbeing in the community and what that looks like.
- Establish a Council-funded role of a “Community Collaborator / Coordinator” whose job is to identify, network and bring together organisations.
- Resourcing of a directory – who the organisations are, where they are, what they do across the district.

“A shared collective vision for the Kāpiti Coast and community groups that are clear about their part in achieving that.”



## CONCLUSION

### Possible next steps

- Scope ongoing, targeted training and professional development programmes.
- Connect organisation leaders for mutual mentoring exchanges. Newer organisations may have innovative solutions and approaches, while longer established organisations may have adaptability and experience at meeting ongoing challenges.
- Seek funding from Council to facilitate Managers of organisations meeting together.
- Seek on-going and adequate Funder support to continue understanding the community and social sector in the Kāpiti Coast district.
- Look to other regions and their profiling work, including Waikato and their work with Vital Signs; and the Western Bay of Plenty and their work mapping their social sector.
- Investigate a community and social sector advisory group to Kāpiti Coast District Council.

### Snapshot 2.0

As a first edition, this snapshot is a beginning effort to understand the community and social sector in the Kāpiti Coast district. Repeating this profiling exercise regularly will help to build a consistent and complete view of the sector. The next edition could look to:

- Further clarify specifically which type of organisations fit into the community and social sector, including service focus and legal structure.
- Include wider consultation with iwi.
- Recognise different boundary perspectives and consider combining several snapshots.
- Use a similar format for convening future discussion groups.
- Consider data from the Charities Register with some caution; not all community and social sector organisations are registered charities; not all nation-wide organisations operate in the Kāpiti Coast district.

### In conclusion

- People are genuinely interested in developing a cohesive shared identity as a sector.
- There is willingness to contribute and to learn from one another.
- Good work is done that makes a difference to people's quality of life.

“The community and social sector  
in the Kāpiti Coast district  
is in good heart”

Sarah Doherty



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