

A Snapshot of the Social Services Sector in The Canterbury Community Trust's Funding Regions

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TABLE OF CONTENTS

1	INTRODUCTION	1
2	METHODOLOGY	2
3	RESEARCH FINDINGS	4
3.1	Setting the Scene	4
3.2	The Social Services Sector Across The Canterbury Community Trust’s Funding Regions	6
3.3	Current Priorities, Issues and Future Trends	6
3.4	Gaps and Funding Opportunities	8
3.5	Best Practice	10
4	LITERATURE REVIEW	11
4.1	International Literature: Best Practice Delivery of Social Services	11
4.2	New Zealand Central Government Policy and Strategy	12
4.3	Relevant Local Research – the Trust’s Funding Regions	14
5	SUMMARY AND RECOMMENDATIONS	17
6	REFERENCES	19

EXECUTIVE SUMMARY

The Canterbury Community Trust commissioned research to gain an understanding of the current issues and future needs of the Social Services sector. These findings were to inform the development of a new Social Services Funding Policy to support the Trust's strategic vision to be more evidence-based and outcomes focused in its grant making.

Current priorities, issues and trends for the Social Services sector in the Trust's regions, were explored alongside examples of best practice, highlighted at a local level and recognised through national and international literature.

Particular issues include

- Services are encountering clients with more complex needs, which require more comprehensive responses.
- Although organisations are exploring different ways to enhance collaboration and partnerships with others, many lack the capacity or resources to do this well.
- With different types of social services and different types of funding models, there is currently a complexity of funding and reporting requirements imposing high transaction costs on organisations.
- Much of the government funding to this sector has not kept pace with increased costs and demand over the past decade.

Recommendations for the Trust to consider were also put forward to support an effective and outcomes focussed funding strategy for this sector.

In particular it was suggested the Trust:

- Support the governance capacity of organisations.
- Investigate ways it could support the sector to build its capacity around evaluation models to enable organisations to better demonstrate how their programmes benefit their clients lives.
- Recognises diversity in populations and is specific about supporting cultural awareness training and enhancing access to interpreter services.
- Consider innovative, wrap around and long term initiatives providing services to single men who 'self-refer' for counselling or other services, where funding is not forthcoming from government or other agencies.
- Support non-contracted components of collaborative projects designed to meet complex needs.

Of note was the recommendation the Trust consider a move towards a long-term funding investment approach for organisations which can demonstrate best practice delivery, have robust governance and operational leadership, and appropriate evaluation and monitoring systems in place.

1 INTRODUCTION

The Canterbury Community Trust, established in 1988, distributes funds for charitable, cultural, philanthropic and recreational benefits in its Canterbury, Nelson/Tasman and Marlborough regions and the Chatham Islands. The Trust has eight funding areas or sectors – Arts and Heritage, Community and Economic Development, Education, Environment, Health and Wellbeing, Sport and Recreation, Social Services and Young People.

Purpose

This research was undertaken to provide the Trust with an understanding of the current issues and future needs of the Social Services sector, and to inform the development of the Trust's new Social Services Funding Policy in line with the Trust's desire to be more evidence-based and outcomes focused in its grant making.

For the Trust, organisations applying to the Social Services sector comprise those providing services to individuals (e.g. budget support, refugee and migrant services, abuse prevention and women's refuge, alcohol and drug intervention, senior citizens' activities and social housing), as opposed to providing community level or health services, which the Trust funds through its Community and Economic Development, and Health and Wellbeing sectors.

Sarah Wylie undertook the research. Sarah has a background in psychology and education, and extensive research experience, resulting in knowledge and networks in Canterbury with a broad range of social service organisations as well as local government.

Research objectives

Objectives of the research were to:

- Identify current priorities, issues and trends for the Social Services sector in the Trust's regions, and provide some national and international context around these.
- Supply the Trustees with information on the sector's dynamics and examples of best practice informed through the sector's stakeholders in the Trust's regions and through national and international literature.
- Identify funding gaps, and opportunities for collaboration with other funders to the sectors.
- Assist Trustees in defining a more effective and outcomes focussed funding strategy for this sector.

Structure of the report

Section 2 below outlines the methodology used in this research. Section 3 contains the key research findings, noting where findings are specific to a particular region, reviews the current priorities, issues and futures trends raised by the research participants, discusses funding gaps and funding opportunities and provides a review of key characteristics for best practice in social services delivery identified through the literature review and research participants.

The literature review is presented in Section 4. Section 5 provides a summary of the critical issues drawn out of the research and makes recommendations for the Trust to consider in its funding of the sector.

2 METHODOLOGY

The research project combined a literature review and key informant interviews to inform current state, future trends and best practice in the social services sector, and to identify priority issues and sector dynamics at regional level. The methodology was as follows:

Sampling and methodology

Interviews were undertaken with key stakeholders in the social service sector in Christchurch City, North Canterbury, the Chatham Islands, Marlborough and Nelson. Sampling combined purposive and snowballing methods. In total 18 interviews were conducted -14 interviewees identified by the researcher and staff at the Trust initially, and a further 4 interviewees identified by interviewees as important to consult.

Ten interviews were conducted with organisations in the Canterbury region, two from the Chatham Islands, four from the Marlborough and Nelson regions (two each) and with two funders (Christchurch and national government).

Interviews took between 40 minutes and 80 minutes. Interviewees were identified because of their range of roles in the sector and were conducted with a sample of:

- service managers or coordinators from a cross-section of professional networks
- service managers or coordinators from church-based social service agencies
- service managers or coordinators from a range of different kinds of social services (including organisations representative of refugee and migrant services, abuse prevention and women's refuge, alcohol and drug intervention and elder care services)
- service managers of Māori and Pasifika organisations.
- interviews were also sought with identified experts in social service provision in communities across the regions, including key local authority and central government personnel.

Interviews followed a semi-structured format, tailored to address the research objectives. The interview schedule was signed off by the Trust's Donations Manager and Research Analyst before going to field.

Literature review

The literature review canvassed local research identified by the stakeholders interviewed as relevant to the present research. The literature review also incorporated international literature regarding best practice social service delivery.

Note to the reader

The researcher acknowledges the assistance provided by all those agencies and individuals who gave up their time to be interviewed or provided information as part of the present research.

The projections and recommendations made in this report have been made on the basis of conscientious analysis of the research data.

While due care was taken throughout the research process, the author accepts no liability for errors or incorrect statements in the report arising from information supplied to the author during the research process.

3 RESEARCH FINDINGS

This section of the report presents an analysis of all the research findings, pulling together the literature review findings with those identified through the interviews. The literature review is presented in Section 5.

The following terms are used within the report and are defined here to assist the reader:

- *Organisation* – A charitable or non-governmental organisation or local group which delivers social services.
- *Client* – some organisations refer to the people who access their services as clients.
- *Government funder* – A range of government agencies fund into the social services sector, predominantly through contracts for service. Major government funders of social services are Ministry of Social Development (MSD) (which predominantly funds via a contributory funding model, part-funding specified activities), Ministry of Justice (MOJ) (eg. stopping violence programmes), Department of Internal Affairs (DIA) (predominantly grants funding via Lotteries and COGs and some specific funds), Ministry of Health (MOH) and DHBs (eg. alcohol and drug counselling). Government funders also include Te Puni Kokiri (TPK) (eg. Whānau ora), Ministry of Education (MOE) (eg. community education) and others.
- *Local government funder* – A number of local councils operate community grants funds, to which many social service organisations apply.
- *Philanthropic funder* – This term is used in the report to refer to Charitable Trusts which provide grants funding to communities – like The Canterbury Community Trust, The Tindall Foundation, and other smaller local charitable trusts and organisations.
- *CALD communities* – Culturally and Linguistically Diverse communities.

3.1 SETTING THE SCENE

The social services sector is very diverse. The Ministry of Social Development describes the social services sector as made up of organisations varying from:

“small local groups addressing a small number of quite specific issues or needs, to large, national organisations providing a diverse range of services throughout the country. Types of organisations in the sector include government agencies, tangata whenua, community and voluntary organisations, Iwi, and for-profit professional and clinical services. Iwi social services are set up to work exclusively with Māori populations, or work from a kaupapa Māori base. Services can focus on primary prevention, targeted prevention or remedial work. Ways of working can range from the provision of information through to the most intense daily, around-the-clock residential casework. Services may be available to all or by invite only, by a needs-based assessment. A small

number of services, such as those working under laws which regulate family life, are coercive, with attendance mandatory”.¹

Canterbury and North Canterbury were identified as strongly networked, with good collaborative models in place. For example, the Right Service Right Time initiative², collaborations across the addictions sector, work towards getting Children’s Teams³ up and running, and good information sharing occurring between agencies.

Interviewees felt a number of aspects of the Canterbury social service sector were working well such as:

- The social services sector has a savvy, competent workforce doing great things on limited resources.
- Peer support was identified as strong in some parts of the sector.
- Co-location of social services in Eastgate Mall was seen as a good initiative.
- There are pockets of strong family-centred work in the sector. For example Kaitoko Whānau Navigators, funded through Whānau Ora via Nga Maata Waka is working well, providing family-centred social services.
- Effectiveness is increasingly measured by the impact for the client post-intervention. Organisations are increasingly recognising the need to understand efficacy of the services they provide.

In Nelson/Tasman regions the Community and Whānau Network and Family Violence intervention networks in Nelson were both identified as working well. The Family Violence Network has enabled different organisations to come together and understand what role each agency has in responding to family violence. The member organisations span a wide cross section of community services such as Age Concern, the Multiethnic Council and Plunket.

Social services in Marlborough were identified as well-networked, with some “fabulous” collaborative processes working. Marlborough was the first community in the South Island and the fourth in New Zealand to get a Children’s Team up and running. The Marlborough Children’s Team was launched on 17 November 2014 and is in its early days of operation.

¹ <http://www.familyservices.govt.nz/my-community/making-things-happen/sector-overview/families-children-young-people-social-services-sector.html>

² Right Service Right Time is an initiative of Social Service Providers Aotearoa Canterbury (SSPA Canterbury) who are working with Government partners to ensure children and families receive the right service, at the right time. Right Service Right Time work towards ensuring a continuum of services is available - from early intervention services through to specialist services. <http://www.rightservice.org.nz/about-us>

³ Children’s teams bring together professionals from iwi/Maori health, education, welfare and social service agencies to work with children, and their families. Each child identified as ‘vulnerable’ has their own Child Action Plan developed which sets out the things they need and who will be responsible for delivering the services. The Children’s Team assigns a Lead Professional for each child and their family/whanau to make sure they receive the right support, protection and care. Working with the child, the Lead Professional brings together a Child Action Team of people who can help from iwi/Maori, health, education, social service and NGO agencies.

In the Chatham Islands the two social service organisations, Ha O Te Ora O Wharekauri Trust, a Kaupapa Māori organisations, and Chatham Community Focus Trust work closely together. A range of programmes are being delivered on the islands and these were identified as working well, catering for different ages. While most of their services do not overlap, there are “grey areas” where the two organisations deliver similar services.

3.2 THE SOCIAL SERVICES SECTOR ACROSS THE CANTERBURY COMMUNITY TRUST’S FUNDING REGIONS

Understandably given the breadth of activities which fall within it, the social services sector across Canterbury, North Canterbury, Kaikoura, Marlborough, Nelson and Tasman is very large, with many organisations, especially in the larger centres, delivering diverse services. The Chatham Islands being a much smaller and remote population has a couple of organisations delivering a range of services.

Particularly in Canterbury, the sector is changing. Post-earthquake, a number of new service organisations have emerged, while others have taken on new directions in the services delivered in response to recovery needs. The profile of the social services clients has changed, becoming a lot more diverse.

Several informants identified international research findings regarding social service practice in a post-disaster context, which identifies funders often do not factor in the long-term implications of disaster. International literature and experience of funders suggests three to four years post-disaster is when support needs heighten for many people, yet this is also the time when most funding dries up.

Outside Canterbury, changes have also occurred. For example in Blenheim, a number of central government agencies have withdrawn on-the-ground service delivery, closing offices in recent years (eg. Department of Labour - immigration, ACC), community-based social service organisations have found themselves being called on to deliver support and advice which might previously have come from these government agencies.

3.3 CURRENT PRIORITIES, ISSUES AND FUTURE TRENDS

The following issues and trends were commonly identified by interviewees as particularly pressing for their clients:

- Clients in all regions were presenting with more complex needs than in the past, whereby an individual or family presents with more than one issue such as physical or mental health problems, housing, unemployment, or children with behavioural issues.

“Everybody is noticing that a lot of cases are really complex now, with multiple agencies involved, so it’s the complexity of people’s issues. They will require a lot of work and intervention for something to happen. There’s usually multiple, multiple things not working properly.” – Marlborough informant.

- For Cantabrians this was most often linked to post earthquake secondary stressors - housing issues, rent increases, insurance battles, school closures and red-zoning of properties, fatigue from dealing with road works, increased travel times, increased isolation, loss of family support due to relocations, loss of neighbourhoods and communities.

“Business as usual is intertwined with earthquake consequences, and needs are amplified by earthquake secondary stressors.” – Canterbury informant.

- While Canterbury organisations noted the greater awareness of mental health issues in the community has resulted in more people accessing these services, Nelson/Tasman organisations noted the success of family violence awareness efforts has put strain on services as people seek help.
- New Pacific migrants are coming to Christchurch for the rebuild and many are bringing their families with them. These large families require large homes, but workers do not have the incomes to secure appropriate rental housing. Further, on short-term work visas, the worker’s families are not entitled to the same services as residents and this is putting a strain on the local Pacific population who have to support the new migrants.
- With the increasing population diversity in the regions many new migrants and refugees need culturally appropriate services and translation services from mainstream organisations. New arrivals were identified as more likely to become “lost in the system” than in the past.
- The current trend of supporting ‘ageing in place’ is expected to put services under increased strain as the older population rapidly increases. ‘Ageing in place’ is favoured in policies on ageing to support older people to remain in the community, either in their own homes or in supported accommodation of some type, rather than moving into residential care.
- More rural families are seeking support through Social Services as the ongoing impacts of this summer’s drought bring financial hardship and stress.

Challenges identified as facing organisations providing social services are listed below:

All interviewees reflected while the social services sector has always been under-resourced, this appears to have exacerbated over the past few years. The funding many organisations receive from government has not kept pace with changes in the number of clients and inflation over the last decade⁴. A number of local authorities are reviewing their community grants funding at present and a reduction in funds was anticipated, and/or have reduced this over recent years.

⁴ One reason for the lack of inflation adjustments in recent years may be government financial constraints following the effects of the global financial crisis on New Zealand. However, providers have told the Commission that underfunding is a long-standing system feature, with its genesis in a policy of “contributory funding” <http://www.productivity.govt.nz/sites/default/files/social-services-draft-report.pdf>.

Feedback from social service organisations also suggest many of those who deliver wrap-around, holistic services are doing so by utilising a number of funding streams. This is challenging as some services are contracted by government to deliver a service to a client, while other contracts use a contributory funding approach, which means the organisation needs to source some of the cost of delivering a particular kind of service elsewhere.

“Its not new – ... I mean they’re not fully funded from anywhere. [organisations] spend a lot of time applying for funding to make ends meet and then accounting for that funding in multiple ways. That’s a major challenge for them, finding ways to deliver the service.” – Nelson informant

Meanwhile the number of people accessing the services had increased. Staff stress and burnout was identified by many organisations, not just in Canterbury, as organisations sought to deliver beyond their capacity.

In Canterbury a number of organisations were now operating wait lists. An example was given of child rape victims. With specialised services for these children now very stretched, such a child would typically wait for 3-6 months on a waiting list before they get access to appropriate counselling services.

A number of organisations have closed down, and others are struggling to remain financially viable. Rising accommodation costs is a significant issue for organisations in Canterbury and also in the Trust’s other funding regions.

Interviewees noted new service organisations continue to emerge, especially in post-earthquake Canterbury. New organisations often establish to meet specialised needs or are specific in their geographic or cultural focus. While new organisations increase the capacity to meet current needs, funding pools have remained static or reduced.

While many organisations are keen to meet government’s desire to work in a collaborative manner, working in partnership to deliver services and building a collaborative practice takes effort and time. This is especially the case for smaller organisations, who often employ part-time coordinators or managers and lack capacity to do this well. Many organisations noted the expectation of collaboration did not come with the extra funding needed to release staff to be able to do this work.

Collaborative, well-networked service delivery is one mechanism to ensure individuals’ and families’ multiple needs are addressed. Alternatively, complex needs can be addressed through holistic service delivery from one organisations. In practice though, this model of service delivery is more complex to deliver, as has been the experience of Whānau Ora, which is one of the few funding approaches currently in place to resource holistic service delivery to meet complex needs.

3.4 GAPS AND FUNDING OPPORTUNITIES

A number of service and capability gaps were identified through the interviews which may present opportunities for the Trust to contribute funding to, and opportunities to fund in different ways.

However, while the most common suggestion was that the Trust involve NGO leaders to collectively identify needs and innovative solutions, it was widely identified that the funding the Trust offers to “back room stuff” is much-needed as the following comment illustrates:

“A lot of organisations just really need Canterbury Community Trust to do the boring stuff.... You’ve got to have an administrator and look after your organisation’s financials. They fund the boring stuff like rent – some funders will only fund what they call front line services ... the Trust funds the essential stuff which isn’t the stuff that people rave about. We are all just eternally grateful that they do that stuff.”

The following gaps and funding opportunities identified apply to the sector in general, or specifically to a region, and are noted as such.

- Governance was flagged as a significant need for development. The people who get involved in governance roles often do so because they are passionate about the service, but do not necessarily have skills in governance.
- Resourcing to enable collaboration and networking, especially in the smaller centres, where social services staff are typically employed part-time and available time and transport costs are prohibitive.
- There was a perceived need to build the monitoring capacity of organisations and support their development of more informative evaluation models. Organisations are interested in being able to show the difference they make to the individuals and families they work with and demonstrating this more effectively. The Trust was seen as potentially playing a role in funding training opportunities in this area.
- There was also a perceived need for development of Culturally and Linguistically Diverse (CALD) delivery capacity of social services - cultural awareness training and enhancing access to interpreter services. Again, the Trust was seen as potentially making a difference by funding such training and service delivery.
- There is a growing need for services that support ‘ageing in place’ as the population of the Trust’s regions ages.
- Training of alcohol and drug counsellors – there is no local face-to-face training available in the South Island, and this makes training counsellors expensive. Funding face-to-face training locally would build capacity to deliver more services.
- Services for families of alcohol and drug clients – there are limited supports for families of clients with addiction problems.
- Transport increasingly presents a barrier to service access and delivery in rural parts of the Trust’s funding regions. Funding of transport costs would be beneficial.
- Services for single men often fall outside any government funding, and were identified as emergency accommodation, counselling, self-referral stopping violence services, mental health supports by interviewees in Canterbury and Marlborough regions.
- With Christchurch, North Canterbury, Selwyn, Nelson and Marlborough all experiencing changing and growing populations, there is a need to ensure newcomers are connected with the services they need to settle well. Promotion of services via information resources, expos and community events to enhance service awareness and make services more accessible is required.

- Housing needs were highlighted in Canterbury, Marlborough and in the Chatham Islands. Marlborough has a shortage of rental housing stock and there is no emergency accommodation available. There is also a need for more social housing models, especially catering for older people.
- In Canterbury, the impacts of secondary earthquake stressors are expected to continue to be seen for the next five years. Services are significantly over-subscribed in Canterbury, and particularly those delivering mental health services, alcohol and drug treatment, early intervention with children and families and brief intervention counselling. Many social services in Canterbury are now operating waitlists. As earthquake response funding winds up, pressure on remaining funds will increase.
- Accommodation of services remains an on-going issue for many Canterbury social services. Meeting accommodation needs of organisations will remain a challenge in Canterbury for the next few years as organisations settle earthquake claims or find suitable long-term accommodation and/or relocate to better service populations were displaced by the earthquakes and new community geographies emerge.
- Canterbury interviewees endorsed the value of funder networks, and the need for funders to keep up to date with what others are doing to ensure as much as possible, funders are operating in a complementary manner.
- There will always be a need for operating grants.
- Three year funding for some services would take pressure off providers and enable them to be more innovative.

3.5 BEST PRACTICE

As part of this research, international literature was reviewed, seeking descriptors of best practice in social services. All informants interviewed were also asked to describe the markers of best practice in social service delivery – the things they would expect to see in place in a service being delivered to a high standard currently.

It was clear many of the organisations interviewed had a good grasp of what best practice service delivery encompasses, and their practice reflected this.

Feedback would suggest the biggest room for improvement is in smaller geographic areas and with smaller organisations, around governance and monitoring and evaluation.

The themes which emerged via the interviews and in the literature overlapped.

To support the Trust's endeavours to be more evidence based and outcome focussed in its decision making it was considered prudent for the Trust to consider supporting organisations with the following characteristics:

- Sound governance is in place, and governance structures are proportional to the size and complexity of the organisation.
- There is strong leadership and effective financial management systems in place.
- The service is delivered by a well-trained, well-supported workforce.

- Services are client/family/whānau-centred and strengths-based, tailored to individual needs.
- The service follows safe, ethical practice and is informed by theory and research evidence
- The organisation follows reflective practice with feedback sought from clients exiting the service and is acted upon and regular operational debriefs are held.
- A comprehensive evaluation and monitoring framework is in place, collecting qualitative and quantitative data on a range of outcomes.
- The organisation is strongly networked.

For organisations which service particular cultural communities, their employees should reflect the target community. Interpreter provision should be available where the service needs to connect with people from culturally and linguistically diverse (CALD) backgrounds.

For treatment services such as addiction, markers of good practice would be: there is a clearly staged intervention, with a clear entry and exit point, brief intervention, assessment, a client-centred plan, whānau involvement, good coordination between services and co-existing problems addressed.

In very small and isolated communities, a good service recognises when it is better to connect a client with a service from outside the community rather than trying to meet their needs directly.

4 LITERATURE REVIEW

4.1 INTERNATIONAL LITERATURE: BEST PRACTICE DELIVERY OF SOCIAL SERVICES

In searching for research literature relating to best practice social service delivery, the literature focuses heavily on best practice social work. A good summary of best practice in social services generally, was found in work by OVC Support (2015), a US-based support network for services to HIV-affected children globally. They suggest strengthening the effectiveness of social services involves investing in six key building blocks:

- strong leadership and governance;
- a well-performing workforce;
- adequate financing;
- effective management and accountability systems;
- effective coordination and networking mechanisms; and
- good service models and delivery mechanisms.

Globally, social services are stretched, with demand outstripping supply. Increasingly, there is a push to deliver services in a more integrated manner, with shared service models increasingly popular. For example, multiple services might share back office processes to

reduce overheads. There is a strong movement towards greater accountability. Funders increasingly want to see evidence of outcomes from services being resourced (KPMG Human and Social Services website, 2012).

4.2 NEW ZEALAND CENTRAL GOVERNMENT POLICY AND STRATEGY

A number of key government strategies or policy directives were highlighted by the social service experts consulted as part of the research as informing understanding of the social services scene in New Zealand at present, and into the future. These are summarised below.

Delivering Social Services Every Day

Ministry of Social Development, May 2014.

The “Every Day” document released by MSD in May 2014 sets out the government’s desire to see agencies work more with each other, and with their community partners to tailor services to meet the needs of individuals. The report signals a strong desire from government for stronger collaboration across government departments, but also across non-government organisations.

Every Day was identified as a new step in bringing the multiple strands of social services together. The social service sector was identified as *“working best when partnerships are created at all levels across non-government agencies, local government, community leaders and government departments; when people with the passion for change work together to maximise the impact of their skills and knowledge.”* (p.7). The report flags a need for evidence-based practice, the importance of monitoring and evaluation and delivery increasingly outcomes-focused.

Every Day is focused on six key outcomes, the following of which relate to the Trust’s funding area, social services:

Outcome 1) Supporting strong communities

-To thrive, children need stable loving homes and strong parents, and families need support from engaged and dynamic communities.

Whānau ora and social sector trials are government initiatives intended to support communities to find their own solutions for the challenges they face. The document states that by building social sector capability in how vulnerable children and their families are identified and supported, these children will not need Child, Youth and Family intervention to keep them safe (p.14). Improving information sharing between government agencies and organisations and introduction of Children’s Teams are identified as key steps. The Children’s Action Plan (released in October 2012) aims to help parents, caregivers, whānau and communities understand and fulfil their responsibilities towards children. It also aims to give professionals new tools to identify abuse and neglect earlier and build community-based approaches to meet vulnerable children’s needs. A programme of actions across the whole community is being led by the Children’s Action Plan Directorate in Wellington.

-and by supporting older people.

Also under Outcome 1 - supporting strong communities, the document states older people want choice and opportunities to continue to actively participate in the workforce, their families and their communities.

Outcome 4) Access to quality housing.

-Helping house New Zealanders and targeting services to those in need.

The Social Housing Reform Act passed in 2013 created a new environment for MSD to purchase tenancies from a diverse range of organisations to house vulnerable people, recognising housing needs can be met by a range of organisations. Under the Act, registered community housing organisations can access rent subsidies to provide social housing. MSD tenancies are currently being reviewed to ensure social housing is reaching those most in need.

White Paper for Vulnerable Children, Office of the Minister for Social Development, October 2012

The White Paper was developed by a cross-agency team, with feedback from non-government organisations (NGOs) and professionals across health, education, justice and social service sectors. The Paper seeks to reduce child abuse and neglect through a whānau-centred approach. Extensive reforms are set out, requiring significant operational changes across many sectors. Implementation is expected to take up to ten years. Vulnerable children are defined as children at risk of harm to their wellbeing now and into the future, due to the environment in which they are being raised and in some cases, their complex needs.

The White Paper recognises the vital roles parents, families and whānau, individuals and communities have to play in ensuring the safety and welfare of children. The paper estimates 20,000 – 30,000 children and their families need to receive a targeted response, either because they have been significantly abused or neglected or are at risk of abuse or neglect. As part of a range of measures, the paper proposed increased sharing of information between frontline professionals about children abused or neglected or at risk of abuse or neglect. Children's Teams were put forward as the mechanism to do this. These teams were put together in two demonstration sites initially, with implementation rolled out in other sites as funding became available. Through these teams, professionals are mandated to work together across health, education and social service sectors around children at risk. Governance and accountability arrangements underpin the teams, with regional Children's Directors responsible for outcomes at the local level.

The Children's Teams are intended to ensure vulnerable children's needs are assessed, all relevant parties brought around the table, a single multi-agency plan developed, reviewed and accountability assured.

More Effective Social Services, New Zealand Productivity Commission, October 2014

The New Zealand Productivity Commission is an independent Crown entity which completes in-depth inquiries on topics selected by government. It is currently undertaking an inquiry on the social services sector, with a draft report from this process due in March 2015 - yet to be released. The goal of the inquiry was to find and recommend measures which will lead to

improvements in efficiency and effectiveness of the social services system, where these services are funded or otherwise supported by government. The inquiry seeks answers to a very broad range of questions.

One focus of the issues paper was to develop a picture of how the social services are funded. Looking at charities which deliver social services, the Commission's review of the Charities Register revealed that in 2013 these organisations got half of their incomes from sources other than government. Grants and sponsorship comprised 6 percent of income for the social services charities sector, and donations, koha and bequests a further 8 percent. Volunteers contributed 800,000 hours into this sector in 2013.

In responding to the inquiry, NGOs have been reported in the media (Stuff.co.nz, January 19, 2015) as noting in their submissions a drying up of charitable funding into the sector, an increasing focus on contracting for outcomes, which do not necessarily match the needs services are identifying, and new services sometimes being funded while existing services struggle to survive, delivering similar services. Evaluation has been identified as inadequately resourced.

A number of other government initiatives are impacting on the social services sector now and will so in the near future:

- The government is currently piloting social bonds in the health sector – a requirement for organisations to improve on social outcomes.
- A position statement has been released acknowledging the value of social enterprise. There is encouragement for social service organisations to also meet business goals, generating income for themselves.
- There is a legislative requirement for Registered Charities to follow External Reporting Board accounting standards from April 2015.

4.3 RELEVANT LOCAL RESEARCH – THE TRUST'S FUNDING REGIONS

Canterbury

The Canterbury earthquakes have impacted on social services delivery in the region markedly since 2010, and will continue to impact in the coming years.

Where many natural disasters are experienced as a one-off traumatic event, the Canterbury experience was an ongoing one. As well as a long period of aftershocks, with no clearly defined end point, the Canterbury earthquake experience of many also comprises social and psychological impacts of mass change, relocation, rebuild, loss of services and resettlement. These factors continue to take their toll on community wellbeing.

Findings of international research on the effects of large earthquakes on the mental health of populations show adults and children are at increased risk of developing poor mental health (posttraumatic stress reactions, anxiety and depression), and the importance of early intervention to aid recovery (Önder et.al. 2006, Goenjian et.al. 2000, cited in Havell 2012).

Locally, recent research undertaken for the Families Commission (2014), explored needs of families who have experienced significant stress as a result of the Canterbury earthquakes, and who have resulting service and support needs around housing, accommodation, insurance, education, relationships, mental health, financial and childhood / behavioural issues. Prior to the earthquakes, many families had little or no experience of accessing support services, not requiring to do so because many of the stressors they identified were not in place or not as strong pre-earthquake. In Canterbury the earthquakes have meant the profile of social services' clients has changed, becoming a lot more diverse.

As well as impacting on needs presenting to social services in Canterbury, the earthquakes impacted on the services themselves. Findings of an NGO Accommodation Survey (Epperson, 2014) undertaken for the PanNGO support panel⁵ showed three years on from the February 2011 earthquake, the majority of organisations had relocated in part or whole at least once and only 21 percent remained in the same premises as pre-quakes. Of the services which responded, 52 percent planned to remain in their current premises for less than three years. The report suggested if ever there was to be a time to organise co-location of services, hubs, facility sharing and the like, the window appeared to be from 2014-17. The research identified strong interest in co-location or sharing facilities. It should be noted this survey had a low response rate, with only 38 NGOs responding.

Right Service Right Time research indicates 60 percent of services are doing something different to what they were before the earthquakes (quoted by a RSRT member via interview).

A profile of Christchurch's NGO sector was developed by Christchurch City Council in November 2014. This profile showed Council's funding into this sector via grants was only able to meet around a third of the demand. The profile acknowledges other funders are also over-stretched, and the reduction in funding by Council or other funders would likely result in some organisations not being able to continue operating. The profile reports that Volunteering Canterbury are increasingly finding it difficult to find volunteers for governance roles, and they have observed organisations increasingly struggling with capacity for the management of volunteers.

Research exploring the needs of newcomers in Selwyn and Waimakariri (New Zealand Newcomers Network and Ministry of Social Development, 2014, 2015) identifies Selwyn District as the local authority area experiencing the greatest growth between 2006 and 2013 (32.5 percent growth), with Waimakariri experiencing the third highest growth nationally (16.7 percent). With many people moving into these communities, local authorities and local community groups and organisations have actively sought to help newcomers settle through a variety of initiatives. Research in both communities highlighted a need for information

⁵ This spans Council of Social Services, One Voice Te Reo Kotahi, Social Service Providers Aotearoa, the Older Person's NGO network and a youth network and informs the CERA Community Wellbeing Planners' Group and Psychosocial Subcommittee.

resources to help new people engage in their new communities and access the services they need to support their wellbeing.

Selwyn District Council commissioned research in 2014 to inform development of a health and social services strategy for the district. On the basis of the research findings, a number of priorities were highlighted for the district, including:

- housing – lack of social housing (affordable rental accommodation) in Selwyn District, and shortage of smaller homes being developed to cater for the needs of a growing elder population
- a need to connect newcomers with information on health and social services as well as social and recreational activities which support “settling well”
- health and social service expos / hui –regular events which showcase local services around health and wellbeing
- transport – lack of public transport services to Leeston / Southbridge, and limited services for Darfield were identified as impacting significantly on people’s capacity to access the services and activities needed to ensure wellbeing, and increased traffic flows and rising costs of private travel are creating increased reluctance to travel into Christchurch to access services for many - growing demand for health and social services to be available more locally
- Services available via hubs – increasing need for services to be available locally in Rolleston, Leeston and Darfield, with facilities available to cater for the needs of a range of organisations.
- cultural diversity awareness and celebration – recognising Selwyn’s growing cultural diversity, there is a need for more celebration of the cultural communities who together make up Selwyn, via special festivals and cultural events, but also via an inclusive approach to all community events
- organisation networking, service coordination and capacity building – networking mechanisms need to be strengthened across Selwyn, involving all key central government agencies alongside non-government health and service organisations, schools, and grassroots community organisations.

Kaikoura

The Greater Canterbury Response Forum, funded by Ministry of Social Development, undertook Community Response Model consultations in Kaikoura in 2013. The purpose of this process was to highlight key social issues, as determined by local residents, along with needs, service gaps and suggestions for future action. The Community Response Model was established in 2010 with the aim of giving communities a say in the services and support they need. The model is very much a partnership approach.

Through this process, four priority areas were identified for Kaikoura District: children and young people and their wellbeing and development, capacity building and service coordination in the social service and community sector, economic development and living standards, and community spirit and connectedness.

5 SUMMARY AND RECOMMENDATIONS

Summarising the findings of the present research, The Canterbury Community Trust should note the following critical issues:

- Organisations are adapting to an environment where many contracts are dependent on delivering key outcomes. Organisations need to be able to prove their value through robust monitoring and evaluation.
- Clients with complex needs require wraparound services and collaborative approaches.
- Increasingly, organisations are being required to work collaboratively. This makes good sense as this gives them the best chance of making sure complex client needs are met. However, effective collaboration takes time, effort and appropriate capacity over and above business as usual activities, and is more likely to be successful when sufficient resourcing is in place at the development stages.
- Governance is a key area for development in the social services sector, especially for smaller organisations.
- Service needs are changing in the Trust's funding regions as population diversity increases. Newcomers need to be connected with social services locally when they need them. Mainstream organisations need training in the provision of culturally appropriate services due to the growth in the number of people and families with CALD backgrounds accessing their services. Affordable interpreter services are also needed.
- Demand for services for older people generally will increase significantly in the coming years, especially with the move to 'ageing in place'.
- Housing - addressing issues of overcrowding and substandard housing are critical issues in Canterbury, and were also noted in Marlborough and The Chatham Islands.
- There is a need for resourcing of services addressing the needs of single men (who cannot access family based services) – emergency accommodation, counselling, self-referral stopping violence services, mental health supports.
- In Canterbury, demand for services and accommodation remain significant.

Identified service gaps and opportunities for funders

- Support capacity building of governance, monitoring and evaluation and cross cultural service delivery.
- Social housing is a pressing need in some regions.
- Support services are needed for single men, who fall outside funding criteria for much government-funded support.
- Alcohol and drug service capacity.
- Promotion of services to newcomers in changing communities.
- Resource smaller services with part-time staff to actively engage in collaborative partnerships with other organisations.

Recommendations

The Trust could explore funding priorities that:

- Support the governance capacity of organisations.
- Investigate ways it could support the sector to build its capacity around evaluation models to enable organisations to better demonstrate how their programmes benefit their clients' lives.
- Recognises diversity in populations and are specific about supporting cultural awareness training and enhancing access to affordable interpreter services.
- Consider innovative, wrap around and long term initiatives providing services to single men who 'self-refer' for counselling or other services, where funding is not forthcoming from government or other agencies.
- Support non-contracted components of collaborative projects designed to meet complex needs.

The Trust continues to:

- Complement government and other funders through funding organisation's salaries and operating costs.
- Collaborate with other funders to maximise the effectiveness of grants and minimise the duplication of evaluation and reporting required of organisations.
- Resource network co-ordinator positions.
- Fund transportation costs incurred in service delivery and networking/collaboration, especially in more rural regions, and Christchurch organisations with increased transportation costs due to earthquake impacts.

The Trust considers:

- A move towards a long-term funding approach. Long term funding arrangements provide certainty for organisations and offer significant benefit in terms of being able to employ and retain skilled staff, and being able to focus on service delivery to a greater degree, and less on fundraising. It is recommended this be given further consideration for organisations which can demonstrate best practice characteristics (outlined in section 3.5).

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