



**SOCIAL SERVICE PROVIDERS
AOTEAROA INC.**

Children, Family, Community

ANNUAL REPORT 2014-2015

VISION:

A Vibrant and Strong Social Service Sector

WHAKATAU:

He aha te mea nui o te ao?

He tangata! He tangata! He tangata!

What is the most important thing in the world?

It is people! It is people! It is people!

SOCIAL SERVICE PROVIDERS AOTEAROA INC.

PRINCIPLES:



FROM THE IMMEDIATE PAST CHAIR

**Ko Aoraki te maunga
Ko Waimakariri te awa
Ko Waitaha te rohe
Ko Ngāi Tahu te haukāinga
Ko Ngāti Pākehā taku iwi
Tēnā koutou, tēnā koutou, tēnā koutou katoa**

When I reflect back I observe an organisation that has continued to evolve and grow from strength to strength each year. I completed my term of office as Chair in December 2014 believing that SSPA's efforts to help build a strong NGO social service provider sector have been productive.

Under the capable leadership of our National Manager, Tara D'Sousa, SSPA has continued to build professional and respectful relationships with a wide array of stakeholders and interested parties.

Members have been well fed with information, resources and learning opportunities. Our collective voice has been fed into a raft of ears.

Government agencies have been consulted and engaged with, as have they with SSPA and our membership.

Never has there been a time in New Zealand when a strong NGO social service provider sector was more essential. Nor has there been a time when the sector has been more under the microscope.

I trust our members have appreciated the hard work and achievements of our excellent National office staff: Tara, Ayumi and Satomi, as much as the National Executive has.

The Executive has been an active governance body during this period as guardians of the vision and mission of SSPA. I thank them all for their voluntary efforts on behalf of the membership which they juggle around demanding leadership jobs in the sector. Executive members work hard in their own regions to build strong local networks. Their contribution is born out of a passion to see the children, youth, families and elderly that we all serve receive the highest quality services possible. The organisation would not exist without their grassroots knowledge and skill.

I have felt privileged to be able to serve on this team and look forward to remaining involved in the Executive going forward.

My final thanks go to you all as SSPA's members for the tireless work you do in your organisations for our fellow citizens.

Ngā mihi
Maggy Tai Rakena

FROM THE CHAIR

Kia ora koutou

As the incoming chair of the SSPA National Executive in 2015, it is my first duty and pleasure to acknowledge and thank Maggy Tai Rakena who for the last several years tirelessly served the Executive and members as Chair of SSPA. As one of the founders of SSPA Maggy's knowledge, experience and the value of the relationships she has developed across the sector is enormous. Enabling continuity during a time of change such as this is critical. Accordingly the National Executive accepted a motion to create a new officer role of Immediate Past Chair that Maggy now holds on the Executive.

As in previous years there is much activity requiring the time and attention of the National Executive members and I thank them for their commitment. All agency managers in their own right, to add their valuable contributions to the governance of our group including regular telephone conferences and meetings is appreciated.

And finally I know I speak on behalf of the entire Executive in acknowledging Tara, our National Manager, Ayumi and Satomi, the driving force behind SSPA's advocacy for our sector. I can assure all members that we are very well served in this time of change and the many developments occurring.

Ngā mihi

Shane Murdoch



Satomi Onishi

Volunteer at SSPA National Office maintaining membership data, website and social media content, and collating seminar evaluation and survey feedback.

Tara D'Sousa

National Manager with oversight of SSPA's strategic direction, building relationships and discourse with government and across sectors.

Ayumi Sakakibara

Events and Administration Officer managing Best Practice Seminars and National Conference, accounts and administration.

NATIONAL EXECUTIVE TEAM

Shane Murdoch Chair (ex-Treasurer)

Chief Executive Officer
Cholmondeley Children's Centre
- Christchurch

Maggy Tai Rakena Immediate Past Chair

Manager
START - Christchurch

Raewyn Bhana Deputy Chair

Manager
Safer Aotearoa Family Violence
Prevention Network - Auckland

Paul Hooper Treasurer

Director Family Works
Presbyterian Support - Otago

Helen Sullivan

General Manager
Sexual Abuse HELP Foundation
- Wellington

Irene Te Koeti

Manager
Family Works, Presbyterian
Support - Southland

Liz Cassidy-Nelson

Regional Manager
Lifeline Aotearoa - Northland

Dee-Ann Wolferstan

Chief Executive Officer
Te Whare Ruruhou O Meri Trust
- Auckland/Northland

Tayo Agunlejika

Executive Director
NZFMC (Multicultural NZ)
- Wellington

Kathleen Tuai Taufouu

Chief Executive Officer
Fonua Ola Network Trust
- Auckland

Wayne Ferguson (Resigned January 2015)

Assistant Director
Key Assets - Auckland

Tara D'Sousa

SSPA National Manager
- Wellington



STRATEGIC PLAN

MISSION

Empower Member Service Providers to make a positive and significant difference through their work with children, young people, families and communities

STRATEGIC PRIORITIES



Partnership

We place strong emphasis on positive relationships and collaboration to bring about collective change



Capability

We will support the membership to deliver the most efficient and effective outcomes



Dialogue

We value the voices of the most vulnerable and sector-wide conversation on areas of concern



Resilience

We foster communities' strengths to achieve long-term sustainability and well-being

In the 2014–2015 period SSPA's achievements against our goals were:



Build meaningful partnership across the diversity of the social services sector

MEMBERSHIP, PARTICIPATION AND COLLABORATION

SSPA's membership at 192 members has had some ebb and flow: 22 new members and 23 lapsed members in the year to June 2015. A regional breakdown is shown in the map on page 19. Membership is diverse with 49 providers with a focus on Māori, Pacific or migrant clients. We have begun the work of mapping providers by connecting to those beyond our membership through their participation at SSPA events.

National Office ensures our seminars and workshops are held locally where possible. Over the year the National Manager facilitated kōrero with providers on key sector issues in Manawatu/Mid-Central, Tairāwhiti/Gisborne, Whangarei, Hamilton and Whanganui. These visits have assisted with an understanding of the particular issues for families in hardship, in gang-related situations and the positive impact of highly creative collaborative responses to meet the challenge of engaging hard-to-reach, transient at-risk families.

Some examples of collaboration:

- In a contracting environment, service providers compete through non-price differentiation, for example demonstrating 'best fit' for a contract. In many regions or among groups of providers servicing the same community of interest, there is often internal discussion and agreement to determine which provider is best placed to tender for a contract; other providers will support through referral and by providing complementary services.
- In a 2013 Report on Contracting for Social Services¹, Treasury notes "NGOs have already expressed that they are only partially funded for the cost of their services and therefore there would not be any desire to 'undercut' each other on a price basis in this collaborative environment. Price as a lever to incentivise efficiency within NGOs will be limited".
- In the regions where Children's Teams are in place or are being set up there is strong collaborative work among providers and across sectors in order to embrace the concept and fully support Children's Teams.

Three newsletters (Winter and Summer 2014, Autumn 2015) were published with highlights on SSPA provider training, the Annual Conference, features about best practice and expert opinion pieces on opportunities and risks for the NGO sector.

¹ <http://www.treasury.govt.nz/publications/informationreleases/socialservices/pdfs/cossm-2789883.pdf>



During this year we have upgraded our website so that we are able to manage content more actively, this has resulted in a manifold increase in hits. SSPA FaceBook and LinkedIn pages have been active.

SSPA participated in the 2015 round of sampling as part of the NGO Study Awards Advisory Group audit to ensure integrity of selection.



Consolidate the membership through supporting clarity of vision, purpose, practice standards and outcomes

305 agencies accessed training and support from SSPA Best Practice Seminars, regional trainings and meetings; 62 of them are providers of care services for children (S396 of the CYP&F Act 1989) and 243 are family and community services (S403) providers.

BEST PRACTICE SEMINARS

714 practitioners, government and non-government, participated in the 21 seminars and workshops facilitated by SSPA in this period; many were run in collaboration with member agencies, regional groups and businesses. All seminars were evaluated; the overall satisfaction rate was high or very high.

SSPA also supported four community participants to attend a day-long seminar "Community is the Answer" facilitated by Margaret Wheatley and jointly run by Inclusive NZ and Inspiring Communities.

REGIONAL BPS

Interactive Drawing Therapy (IDT 6 Aug 14) was a workshop run by Anneke Muijlwijk for 25 Northland providers to assist with expressing feelings and resourcing clients.

Also in Whangarei on 27 Mar 15 SSPA ran the workshop **Working with Children who have suffered Trauma and Abuse** with 29 practitioners facilitated by Psychotherapist Judith Morris looking at Attachment theory to assist with children's trauma.

SSPA chaired and ran a Q&A Forum for a **Political Panel** series in the lead up to government elections; the first two had been held in Auckland and Wellington last year. Two more were run in Christchurch and Manawatu in August 2014, seeking candidates' specific policy on child and whānau well-being. The debate among 70 people was robust with questions concerning families in stress from housing, health and employment issues to candidates from NZ First, Conservative, Greens, Maori, Labour and National.

NATIONAL SEMINAR SERIES

Two seminar series on **Partners for Change Outcomes Management system (PCOMs)** were run by SSPA in this period, the first was co-hosted with Dunedin Methodist Mission (1 Dec Wellington, 4 Dec Christchurch) and the second led by a US based therapist Dr. John Murphy and Robyn Pope of Wesley Community Action (25 Mar Wellington, 26 Mar Christchurch, 27 Mar Auckland). A total of 99 practitioners, managers and staff of NGOs and government (CYF, Corrections, Treasury and DHBs) said they were encouraged to maintain a client-directed, strengths-based value to all their work.

A collaboration between SSPA Canterbury and Ebborn Law resulted in a seminar **Navigating through the Changes in Family Court** held in Christchurch on 16 February. 124 participants learned how the reforms had evolved and about Family Dispute Resolution, Parenting through Separation courses, types of court documents and forms, domestic violence and issues for seniors. It was so successful that it was replicated from 11-13 May 15 in Invercargill, Cromwell and Dunedin. 152 practitioners attended at these three locations including several staff from MSD. Dunedin aired some of the seminar on local television Channel 9.

SSPA has an open view to any innovative ideas for providing social services more effectively so we partnered with Key Assets to run **Social Impact Bonds (SIBs)** seminars in Wellington, Christchurch and Auckland from 15-17 June 15. In this instance the outcomes were related to children being successfully placed in foster care from residential settings. The seminars attracted widespread interest; 78 people participated, most of these were providers (including from MSD), some academics and some media and interested citizens. Paul Riley, the seminar presenter was interviewed by National Radio and TVNZ's Breakfast Show.

A series of five **Child Poverty and the Social Services** workshops in the provincial areas of New Zealand through April-June 15, Hamilton, Gisborne, Napier, Whangarei and Dunedin were presented to actively connect the data on child poverty with solution focused social service practice. 137 practitioners/managers from social services, education and health attended. Facilitator Prof Michael O'Brien was joined in each location by a local practitioner who provided context and local knowledge. These seminars also featured in the media with Prof O'Brien being interviewed by local newspapers.

Comments from the seminars/workshops:

"I am really excited about the possibilities, freeing, fun, liberating, energised...and children love drawing" (IDT Training Northland)

"People with the courage to feel insecure could bring about systems change from where we are, with whose around and what we have" (Community is the Answer)

Would love to (integrate this model in practice) but will be interesting to see in reality how government and philanthropic minded trusts etc. engage with the (SIB) concept in NZ.

I have a number of clients' families with protection orders and history of domestic violence, this is also useful in helping to access information (Family Law)

I would like to see an end (to) the fragmentation of health, social and education services of the under 5s. Better some coordination of services (Child Poverty & the Social Services)

REGIONAL MEETINGS

Regular Regional Meetings were held for members, MSD staff and other providers in Canterbury (monthly), Manawatu (bimonthly), Auckland and Wellington (quarterly or half-yearly), Northland, Southland and Otago (needs basis). Many have a training focus and some are held in partnership with business (e.g. Chamber of Commerce) or networks (Family Violence or Strengthening Families). Issues of concern and solutions are regularly discussed. Innovative ideas are shared and minutes are maintained for follow up.

SSPA 2014 CONFERENCE

SSPA's Conference 9-10 October 2014 was held in Invercargill on the theme "Collaboration and Innovation for Vulnerable Children and Whānau". 172 people from 85 provider agencies attended. The Conference was almost entirely arranged by the local committee of SSPA members; there was huge buy-in from local providers and three young students volunteered as support-people.

The Conference format included four keynote speakers, a panel of six child-focused agency representatives, and 16 workshops. A presentation by New Zealand Productivity Commission and a working lunch session with Treasury were also included to provide space for consultation on and awareness of new government initiatives.

Highlights of the Conference were evident in some comments received via the Evaluation Forms:

- *There were some really out of the box thoughts e.g. David Hanna (Why an organisation should never do the work of a family)*
- *Nicola's presentation (A new way of working together for vulnerable children and families or moving the deckchairs on the Titanic?) - comprehensive and thought provoking*
- *Mike O'Brien brought up some interesting dilemmas for us to think about (Child Poverty and the Social Services)*
- *The sharing of knowledge, resources, experience and the power of being together were highlights for me, stimulation comes from sharing.*



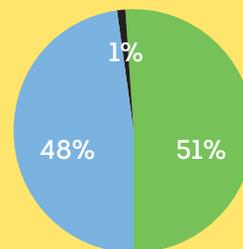
The quality (88.5%) and usefulness (87%) of all four Conference keynote speakers was rated very high or high. All 16 workshops were well-attended and evaluated as highly useful. Almost all (99%) participants were satisfied with the overall standard of the Conference. Some comments on how the learning from the Conference would be integrated into practice were:

- *I will explore more of collaborative working models*
- *Attempt to link our agency in with Children's Team when they come to our area*
- *Don't wait, Just do it! (Community focus and relationship building)*
- *(I can integrate) WAVES - model/practice on collaboration on children's services*
- *This is my first time attending and I have left with a lot of amazing information and reminded me why I'm doing this work and passionate about our vulnerable children and families*
- *Excellent conference with a broad range of speakers and very relevant topics*

CONFERENCE AS A WHOLE

SATISFACTION LEVELS

- Very high
- High
- Low





Facilitate and enable opportunities for critical dialogue on key issues that concern Members, other providers, government and communities

MEMBER VOICE

Treasury has commented in its report on Contracting for Social Services, from conversations with SSPA and other providers, "outcomes for the people they work with constitute the usual motivational imperative for workers in the NGO sector". This seems to be the guiding principle of exchanges and forums among providers. Some examples:

CHILDREN'S ACTION PLAN (CAP)

- SSPA members in Auckland had kōrero with Treasury officials about the set-up of the Children's Team in Clendon / Manurewa / Papakura. Attendees were supportive of CAP and wanted to be involved in the development of the teams.
- SSPA has also facilitated CAP related meetings in Wellington and Auckland. The Auckland meeting hosted Dr. Rod Watts CAP Directorate Operations Director on 10 Feb who provided an update on the Children's Team. In Wellington David Clarke, Approved Information Sharing Agreement (AISA) Project Manager spoke to members and providers on what AISA is about and how it will affect their work.
- Christchurch SSPA members are involved in the discussions about Children's Team design and have been able to provide advice on database development, information sharing protocols, outcomes frameworks etc.
- SSPA Executive has met with CAP National Director to share progress on CAP and find channels for resolution of practice issues as they arise.

Some feedback from the CAP meetings:

- ***Design, model and delivery needs to be local (especially for small providers working in remote locations with itinerant families)***
- ***A culture shift and a cross-agency way of working will make a change for client outcomes***

PEAK BODIES, PROFESSIONAL ASSOCIATIONS AND NATIONAL PROVIDERS

SSPA has been in sector wide consultations with other peak bodies and national NGOs, e.g. the New Zealand Productivity Commission's (NZPC) inquiry into the social services, concerns about the impact of changes to contracting and funding, AISA, sharing of procedures and policies, aligning of messaging, sector voice. SSPA presentations were made at several forums.

Discussions were had with the Aotearoa New Zealand Association of Social Workers (ANZASW) regarding support for the profession and sharing the macro-view of client-group issues. Social Work Registration Board (SWRB) discussions related to social worker registration into the future.

SSPA has been involved with a project Advisory Group of Tangata Whenua Community & Voluntary Sector Research Centre and Career Force social services training Advisory Group.

MEDIA

It has been a year for media attention on the sector. SSPA has been involved with authoring a blog series featured regularly on Community Scoop through the umbrella platform ComVoices. We have released several media statements on government policies e.g. Hon Minister Bill English's announcement of government focus on children in hardship and on our national seminar series on PCOMs, Family Law and Child Poverty.

The media have interviewed members of the Executive and the National Manager on significant developments in the sector, and these have featured on radio, television and in print.

SURVEYS

We had an overall increase of response to our surveys this year, and feedback has facilitated organisation learning and informed our submissions

SSPA ran a **Member satisfaction survey** at the Conference in October 2014. Members were very satisfied with SSPA being an effective voice and its activity of communication and sharing of knowledge across the sector. There was an expressed desire for deeper connection in the regions. Specific training suggestions were requested such as outcomes/evaluation, contracting changes, working collaboratively, reporting to MSD, and engaging with hard to reach populations. Here is a sample of comments:

- ***SSPA is consulted nationally and our views are sought and forwarded.***
- ***I value the voice the SSPA has on my behalf.***
- ***The presence of so many organisations, agencies and other professions is an indication that communication is a key factor to know SSPA works.***
- ***You are progressive and innovative – heartening to see this ...***

In November, SSPA ran a survey to elicit comment, views and practice perspectives on the **NZPC Inquiry into Social Services**. This fed into our submission to the inquiry (Jan 15) and on the draft report (June 15).

We sought legal advice and asked members through a Survey on AISA in December 2014 if they were supportive of SSPA becoming a representative party. Almost all respondents recognised the value of information sharing, and subject to appropriate wording, were in favour of the AISA.

SUBMISSIONS

The ability for SSPA and its members to enter into public debate and influence public policy that impact our *tamariki* and *whānau* cannot be overstated. Over 2014-2015 SSPA's submissions were informed by our members' direct frontline experience.

NZPC

The issues paper was summarised in an introduction to a survey for SSPA members. The analysis of responses indicated a concern for problems of commodification of social services and the funding and contracting structures. Most respondents recognised the key partnership relationship among all the actors, government and non-government, that should be strengthened in the interest of best outcomes for client families. In summary SSPA urged the Commission to note a need for a diverse and agile sector; and that fully-funded localised, region-specific, culturally appropriate, financially sustainable and empowered service providers are best able to work in partnership with government and other actors to improve outcomes.

NZPC released a draft report in April and SSPA made a second submission to the draft recommending:

- That an investment in evaluation will assist providers to better articulate the quantifiable outcomes of services and to measure their real impact.
- A truly collaborative mechanism of stewardship whereby Government and representatives of civil society (such as iwi leaders, umbrella bodies, church leaders, philanthropists, ethnic representatives etc.) come together to provide system stewardship.
- That outcomes for the people they work with constitute the usual motivational imperative for workers in the NGO sector; therefore it is important to maintain a perspective on market-models of social service provision that are about incentivising efficiency in the sector.
- Caution for commissioning agencies: much depends on who is commissioning, their relationships, and their knowledge base.
- Full funding of services, specifications of which are controlled by government and careful consideration of mechanisms to determine appropriate levels of funding.

- There should be an independent body to resolve funding disputes which should have the authority to set rules, but be flexible enough to mediate fairly and regulate both funders and providers.
- The sharing of data between non-government and government agencies in the interests of *tamariki* and *whānau*, regulated by permission levels or other means of maintaining appropriate privacy.
- With respect to social insurance affordability is a key factor, and risks could outweigh the benefits for the general population.
- The issues regarding Māori and Pasifika are linked to capacity and resourcing.

TREASURY REQUEST FOR INFORMATION

Treasury also put out a set of questions to the social service sector on how a population focus to improve outcomes would work. SSPA feedback was broadly about the need to be systemic rather than symptomatic in the selection of population groups; that measures of success must include "engagement" and a developmental approach is essential for complex issues in often chaotic families. Multiple examples of a continuum of care were pointed out from among our members' work; and community development sitting alongside services in order to build resilience and sustainability.

BRIEF FOR INCOMING MINISTER FROM SSPA

SSPA sent a briefing to Hon Minister Anne Tolley on her taking up the MSD portfolio. We urged clearer social development policy that:

- Provides 100% government funding for purchased services from NGOs to ensure high quality services that can adapt to client family needs with a degree of innovation and risk for best outcomes.
- Supports preventative work with young and disadvantaged children in key areas at the right time.
- Develops programmes that invest in the long-term prevention of (child) poverty.

MINISTERS, GOVERNMENT AGENCIES AND MPS

SSPA has actively engaged with decision-makers at all levels either individually or in sector forums. The purpose of the discussions has been to represent the providers and receive and share information in a spirit of partnership.



Develop and maintain an organisation responsive to change and open to explore new ideas, funding streams and long-term sustainability

GOVERNANCE

SSPA's outcomes-based 2014-2017 Strategic and Operational Plans have been reviewed at the end of 2014. National Executive meetings were held in October and December 2014, February and June 2015. Guest speakers at these included politicians, public servants and leaders of peak bodies. Five teleconferences between the face-to-face meetings assisted with business discussions and decisions.

PARTNERSHIP WITH MINISTRY OF SOCIAL DEVELOPMENT

SSPA has engaged with Executives and staff of Community Investment and Child Youth and Family on a regular basis on social policy and practice issues. SSPA's contractual obligations continue to be met with timely and satisfactory reporting and audit processes. Targets have been exceeded, explained by a higher than usual interest in the seminars and activities run by SSPA and a closer alignment between practice concerns and issues the organisation is working with, e.g. privacy/information sharing, poverty, changes to family law. CYF Monitoring visits have been completed with satisfactory results.

CAPABILITY INVESTMENT RESOURCE (CIR)

SSPA received and used CIR3 funding to develop a Capability Plan which prioritised data and stories to evidence outcomes, impact and learning, IT capability and resourcing operational management. SSPA applied for CIR4 funding but were unsuccessful. The next SSPA Strategy Hui will review ways to act on the capability plan.

NZ COMMUNITY POST

We applied for and received 250 stamped envelopes to cover the postal cost of our newsletters.

POLICIES AND SYSTEMS

Review of policies has continued. The AGM approved an amendment of subscriptions which while still very affordable reflects members' resources and size. An auditor with NGO experience was also approved based on SSPA's needs and budget.

SSPA thanks the Ministry of Social Development and all funders and sponsors for support through 2014-2015.

FINANCIAL REPORTING SUMMARY² FOR THE YEAR ENDED 30 JUNE 2015

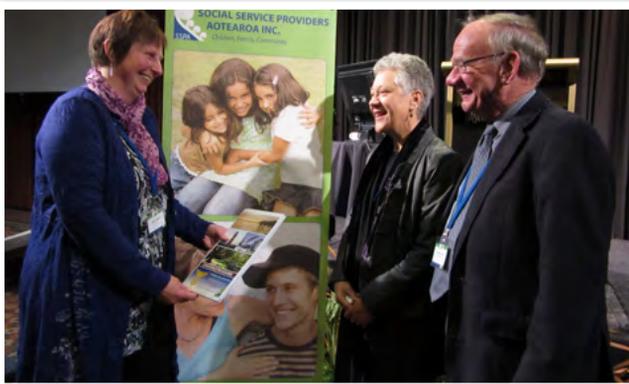
SUMMARY STATEMENT OF COMPREHENSIVE FINANCIAL PERFORMANCE

	30 Jun 2015	30 Jun 2014
	\$	\$
Fees and Services Income	60,282	38,601
Government Contracts	163,477	156,477
Other Income	7,354	6,342
Total Income	231,113	201,420
Operating Expenses	38,781	36,321
Administrative Expenses	14,394	17,221
Business Activity	50,657	39,678
Employee Expenses, Wages & Salaries	120,354	104,424
Other Expenses	1,252	1,069
Total Expenses	225,438	198,713
Total Comprehensive Surplus/(Deficit) for the year	5,675	2,706

SUMMARY STATEMENT OF FINANCIAL POSITION

	30 June 2015	30 June 2014
	\$	\$
Assets		
Bank	20,969	34,023
Accounts Receivable	1,731	1,091
Interest Accrued	1,869	1,442
Prepayments	3,819	1,770
Total Current Assets	28,389	38,325
Non-Current Assets		
Fixed Asset	1,252	2,504
Investments	171,944	165,126
Total Assets	201,585	205,956
Liabilities		
Current Liabilities	50,754	60,800
Total Liabilities	50,754	60,800
Net Assets	150,831	145,156
Total Funds as at 1 July	145,156	142,450
Total Comprehensive Surplus/(Deficit) for the year	5,675	2,706
Total Accumulated Funds as at 30 June	150,831	145,156

² This financial statement summary has been extracted from the full audited financial report of Social Service Providers Aotearoa Inc. authorised for issue on .. September 2015 by Crombie Associates. A copy of the full financial statement is available from SSPA National Manager manager@sspa.org.nz



**SOCIAL SERVICE PROVIDERS AOTEAROA INC.
MEMBER SERVICE PROVIDERS ACROSS 15 REGIONS**

**DISTRIBUTION OF MEMBER SERVICE
PROVIDERS ACROSS 15 REGIONS
TOTAL 192**





SOCIAL SERVICE PROVIDERS AOTEAROA INC.

Children, Family, Community

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