

Into the Future

Shared Services in the New Zealand Not for Profit Sector

A Report
prepared for
Raeburn House

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Executive Summary

This report has emerged from the interest that Raeburn House has in the concept of shared agencies and shared services.

Raeburn House is interested in the potential these may have to support and strengthen the effectiveness and sustainability of community agencies on the North Shore and in Rodney. Raeburn House wishes to use the report for discussion with community agencies it is involved with, and others interested in shared services.

Section 1 Introduction

Section 1 sets out the report's purpose. It provides a brief definition of shared services. Shared services are about doing things together with other agencies. The report is an initial exploration of shared services focused on the not for profit (NFP) and voluntary sector. Groups in this sector may be referred to as non governmental organisations (NGOs). Most of the research for this report was completed in September 2007; some additional material was added in late 2008.

Section 2 Shared Services and the New Zealand Government Context

Section 2 sets the context. It very briefly considers the local and central government sectors, and their involvement in shared services, particularly in terms of the NFP sector.

Councils work in different ways. For example, a number of **councils** support community houses or centres in their areas. North Shore City Council provides funding and accommodation for six community co-ordinators who work for community trusts, in and with local North Shore communities. Waitakere City Council has published the 2007 "Social Infrastructure Planning Framework for Waitakere City", and seeks to involve the NFP sector in social infrastructure planning and delivery.

The government has an involvement in shared services, and there is some information about this in Appendix 1. Two government programmes are particularly relevant to the NFP community development sector:

- First is the Heartlands Programme, established in 2001. There are now at least 33 Heartland Service Centres, or 'one stop shops' providing services and information from a range of government agencies in areas where access may be difficult. About half of the centres are sited with an NGO; two are sited with iwi agencies, for example, Heartlands Te Awaroa in Helensville.
- The second example is the "Pathway to Partnership: Strengthening the Child and Family Services Sector".

Section 3 The Not For Profit and Voluntary Sector and Shared Services

Section 3 considers six different models of shared services in the NFP sector:

- A the umbrella model
- B the co-location model
- C the collaboration or partnership model
- D mixed models, based around existing organisations
- E mixed models, focused around new organisations, and
- F other initiatives

A The umbrella model

- The umbrella model involves groups not legally set up using a recognised and legally constituted group to take on key responsibilities for it.
- This may include applying for funding and overseeing a project.
- An example of this is the North Shore Community and Social Services.

B The co-location model

- New Zealand has a number of community houses and resource centres, for example, Christchurch Community House, The Porirua Community Services Centre, the Timaru Community House, and others.
- There are a range of approaches to leases, and to governance.
- Some national NFP organisations based in Wellington, have a long history of some organisations sharing floor space, for example, the National Resource Centre.

C The collaboration or partnership model

- These often build on existing relationships and trust within the sector
- They can involve a range of organisations coming together to work on key projects where there is clear common ground, and strong reasons for working together.
- Two national examples involving the Federation of Voluntary Welfare Organisations (FVWO) are briefly outlined:
 - ❖ COMVOICEs seeks to build the sector's media and communications capability and capacity
 - ❖ The Community Information Management System or CIMS. This collaborative project is to set up a national Information and Communications Technology (ICT) platform for the community and voluntary sector.

D Mixed models, based around existing organisations

- Some models use existing organisations. They may include the NFP and voluntary sector, and another sector or sectors, and/or also have some co-location aspects.
- Ngati Whatua Nga Rima o Kaipara is involved in a number of co-location and partnership projects. These range from managing Heartlands Te Awaroa, having office space in Rodney District Council, and the Waitemata DHB, and its Te Awaroa Lifestyles programme with primary health organisation Procure Network North.
- North Shore's community development approach with local community trusts, and the Waitakere Wellbeing Collaboration project (a cross sector partnership model involving the Council, the community and central government agencies) are examples; other Waitakere examples are also given.

E Mixed models, focused around new organisations

- Some models result in the creation of new agencies. In other respects they may be similar to those based around existing agencies.
- One such example is the South East & City Primary Health Organisation or SECPHO, established to provide services in Wellington Central, Southern and Eastern Suburbs.
- The Kites Trust is a second example, also based in Wellington. It fosters the development of new services that work for people who experience mental illness.

F Other initiatives

- Other approaches include an organisation choosing to engage with and support the sector's development, to be a catalyst for change.
- An example of this is the Bishops Action Foundation, based in Taranaki.

Further information on some of the NFP sector examples is included in Appendix 2, the longest part of the report.

Section 4 Benefits and Issues from Shared Services

This section particularly focuses on co-location. **Co-location benefits** include:

- clear branding and profiling
- building experience of governance issues
- reduced costs and other benefits
- improved office spaces with access to better resources

- a strong client focal point and access
- breaking down of a sense of isolation
- increased communications and improved relationships between groups, and
- increased value of working together and opportunities to work together.

Issues associated with co-location include:

- having the right structures for governance and management
- managing conflicts of interest
- having the right building in the right location
- getting the right mix of agencies and groups
- ensuring that groups use their offices so benefits actually occur
- working through the inevitable wrinkles, and
- working with success

Some of the benefits and issues associated with co-location are also relevant to other shared services approaches. Collaboration and partnership are the focus of a number of the models of shared services.

Benefits associated with collaborative and partnership approaches include:

- improved outcomes for people and communities on the ground
- building a stronger NFP sector, or sub sector
- building networks and relationships within and across sectors, and
- spreading and containing costs while building capacity.

Issues include:

- the importance of strategic choices
- the costs of building the partnership platform
- funding the work
- fear about the future of the individual group, and
- the importance of clarity around what the collaboration is, and is not.

Section 5 Concluding Comments

This initial exploration of shared services in the New Zealand NFP sector highlights there are some very successful examples that demonstrate the value of some shared services models.

This is particularly the case for co-location, where some examples have been in existence for well over a decade. Co-location was the key focus of this report. There is also clear value in a range of other shared services approaches. A growing body of information points to growing interest in, and a willingness to work using collaboration and partnership, and other approaches to shared services.

1 Introduction

1.1 Purpose of this report

This discussion document has emerged from the interest that Raeburn House has in the concept of shared agencies and shared services, and the potential that these could have to support and strengthen the sustainability of community agencies on the North Shore and in Rodney. It is very much an initial exploration of shared services focused on the not for profit (NFP) and voluntary sector often referred to as non governmental organisations (NGOs). Its aim is to support informed discussion about shared services.

The report's objective was to develop a report on shared services, using relevant New Zealand examples and one Australian example. Raeburn House hopes to use the report to discuss shared services with a range of stakeholders that it is involved with and/or works with. These range from the Community Liaison Sector Team at North Shore City Council, Rodney District Council, Waitemata District Health Board, the Migrant Network, Community Health Voice, and other networks.

1.2 Format of this report

This brief report has five sections. This introductory section briefly sets out the purpose of the report, the report format and methodology, and considers what shared services are.

Section 2 provides a New Zealand context, with brief comments about the government sector, and then provides an overview of the range of models and examples of shared services investigated for the NFP sector for this report. This report is not a definitive study of shared agencies and services in the NFP and voluntary sector. Rather the focus was on an initial exploration of the range of models used, and providing information on these. There are both Maori and Pakeha examples, though there are more of the latter.

Further information about central and local government interest in shared services is in Appendix 1. Further information about some of the NFP sector examples is in Appendix 2, the longest part of the report.

Section 3 comments on the benefits and issues associated with two shared services models, namely co-location and collaboration projects. Section 4 comments on benefits and issues with shared services while Section 5 is a short conclusion.

1.3 Methodology used in preparing this report

The methodology has involved brief discussions with the client about individuals and organisations to contact to discuss shared agencies and services, telephone and email contact with these and other contacts suggested as knowledgeable in the area, telephone interviews, web searches, and the use of web based information. The majority of the information received was on co-location, with less information on other shared services approaches.

Most of the research for this report was done in 2007 after which a draft report was provided to Raeburn House. Some additional information was recently added, and the report was finalised. However it was not possible to revisit and update all the material used.

1.4 What are Shared Services?

In a nutshell, shared services are about different agencies or groups choosing to work together on projects, and in particular ways.

At a conference on shared services across local government in April 2007, Michael Ross, of Waitaki District Council, when asking what was meant by "shared services" stated:

"In simple terms "local authorities (and others) doing things together." We are talking about any local authority "doing stuff" with one or more others, and also with the private sector- so that they are **no longer solely responsible** for the activity. You are now **co-dependant**. You are in the **collaboration mode**."

His focus was on the local government sector. He pointed to a number of scenarios, adapted here to apply more generally:

- Arrangements where several agencies are working together with one or more agencies from the same sector or with an agency or agencies from other sectors
- Arrangements where agencies might source services from a single private sector provider
- It could be "front end" service delivery, or "back office" capacity and capability sharing
- potential for joint work at the level of policy and strategy

A paper on shared services in the public sector for the Cabinet Policy Committee was released in July 2007. This focused on shared services in the "back office" where administrative/support functions are undertaken for multiple agencies by a separate agency for which these services are the primary function, or for one agency by another. It therefore excluded shared services approaches to front office activity, such as service delivery. The paper indicates administrative/support functions may include:

- human resources (HR) e.g. payroll, employee benefits, learning and development, recruitment, and personnel administration
- information technology (IT) e.g. information management system administration and help desk
- finance e.g. accounts payable and receivable, general ledger, tax management, treasury and cash management, and management accounting
- administration e.g. facilities management, asset management, document and records management, research/library services, and procurement

Agencies are seen as obtaining administration/support services in one of four ways:

- each agency does its own
- some/all of these functions are provided by one agency for others
- Shared services - these functions are provided by a stand-alone agency whose mission is to provide these as efficiently and effectively as it can
- Outsourced - services contracted out to the market.

In this discussion document, shared services are taken to mean services provided by one or more NFP agencies or groups for that agency and/or other NFP agencies/groups. This may be done in a number of ways.

2 Shared Services and the New Zealand Government Context

This section provides a short introduction to shared services in the New Zealand context, focusing on the government sector. It briefly considers two councils approaches to social infrastructure planning, as well as two central government programmes that seek to work constructively with the NFP sector.

2.1 Local Government and Shared Services

The current decade has seen growing interest in the concept of shared services in New Zealand. This is evidenced by the Shared Services Across Local Government conference held in April 2007, the wealth of examples it drew on, and by a 2004 report by the Auditor General on "Local Authorities working Together". This conference focused on examples within and across the local government sector.

Local government also often has strong links with the community, and at times with central government. Some councils have memorandum of understanding with local iwi, that set out how their relationship will be conducted. These may or may not extend to shared services. At times iwi information is included on the council's website, for example, Ngati Whatua Nga Rima o Kaipara, and the relevant marae, and other iwi are included on the Rodney District Council's website, and Ngati Whatua Nga Rima o Kaipara use an office at the council.

Some councils explicitly acknowledge and seek to work with the NFP sector. For example, the Christchurch City Council, and a number of other councils, support the community house/s in their area. There is a diversity of involvement, for example, the North Shore City and Rodney District Councils have provided support to Raeburn House for its Directory of Support Services and the Ethnic Links Directory for Refugees and Migrants.

The North Shore City Council supports community development through its community development service provision contracts. This includes contracts for six community co-ordinator positions, 11 community houses/centres and art centres. The co-ordinators are responsible to local community trusts. Their positions are central to the Council's support for community development in local communities; their focus is on partnerships, advocacy, and being a catalyst so as to support the community to be strong. The independence from the Council of the positions highlights the importance of working in and with the community. One such example is the Birkenhead Northcote Community Facilities Trust (BNCFT). Its Strategy Plan 2010 states the Trust "works to identify and address existing and emerging social and environmental issues, as well as potential solutions. We exist to create value for our communities on a long term basis by building partnerships..."

The trusts are independent and have strong links into their local communities. They work in partnership with the Council, other partners that may provide sponsorship where applicable, central government agencies, where they may have specific contracts, and with other local NFP agencies. The community co-ordinator reports monthly to the local community trust, as well as reporting as needed to the local community board. Community boards are represented on the community trusts. While their co-location within council offices supports their relationships with key sections within the council, it is the trusts' independence that enables them to seek funding that may not be available to local government. In addition, the North Shore City Council has contracts with a range of NFP organisations, including with Raeburn House.

The Waitakere City Council provides a range of further examples. In May 2007 it published its "Social Infrastructure Planning Framework for Waitakere City" (the

Framework). The Framework (page 9) noted that social infrastructure “covers a wide range of facilities and services that are provided by council, government and community groups to support and sustain the wellbeing of communities.” It pointed to the Waitakere Wellbeing Collaboration project (p 13) – which is in itself a partnership model. Initiated in 2001, it seeks “to facilitate government and community agencies and Waitakere City Council to identify collaborative focus areas and projects, and facilitate joint action and planning.”

The Framework noted the range of social, economic and environmental benefits for social infrastructure providers from better planning. These include “Opportunities for integrated delivery of services (shared spaces and facilities), resulting in cost savings to the agencies involved”. Other benefits include reduced capital costs, early recognition of funding implications, better understandings of future demands for services enabling facilities to be better sized and meet changing needs, and reduced double up of planning effort (p 15). The Framework (p 32), when considering areas to be further developed, suggests:

- Look at the joint delivery of services through shared facilities and spaces... This may be with other social providers, as well as with the commercial sector.
- For example, community spaces within large private sector developments (such as retail malls), as part of school sites, or new publicly funded community hubs (spaces that are used by a wide range of agencies).

The Framework includes a number of principles (p 38) including ensuring communities and community agencies are involved in planning, and delivering services close to the point of need [given many needs are catchment based], through co-location or joint working. Some further information about North Shore and Waitakere initiatives is provided later in this report.

2.2 Central Government and Shared Services

At central government level there is a wide range of examples of shared services. The government has for several years now undertaken research into shared services and its relevance to the work of the public sector. The government is interested in shared service approaches for small government agencies.

In addition, district health boards (DHBs) have developed a range of shared services activities among themselves. They often also have contracts with NFP agencies, work with them, and may take an inclusive approach to the development of strategies. The Waitemata DHB has demonstrated its commitment to working with the community in a number of ways, though these are not usually examples of shared services. For example, feedback indicates the WDHB’s Health of Older Peoples Strategy engaged with community from the beginning. The WDHB retained sole responsibility for its strategy, so this was not a shared service or work, but is very positive in terms of inclusion of the NFP sector during the strategy development (rather than a reactive role responding to a draft strategy).

The WDBH’s Community and Public Health Advisory Committee (CPHAC) has a dedicated seat for community representation on it, and the WDHB worked with community in developing its community engagement framework. It has also supported the development of community consumer research and evaluation competencies. Raeburn House leases premises within the grounds of North Shore Hospital, has a long standing contract with the WDHB, and more recently has been involved with the development of Waitemata Webhealth, which is a tri-partite initiative between the WDHB, Webhealth and Raeburn House. There are clearly aspects of partnership in the WDHB’s approach, though current approaches do not necessarily fit a shared services model.

Public Health Organisations can also in some senses, be examples of shared services. Some, such as Wellington's South East & City Primary Health Organisation (SECPHO), also involve co-location.

Other shared services developed by central government are relevant to the NFP sector, including two programmes developed by the Ministry of Social Development (MSD).

The first is the Heartlands Programme, established in 2001. This is a government funded interagency initiative providing people in provincial and rural New Zealand with face to face access to Government services. Heartland Service Centres are 'one stop shops' that feature services and information from a range of government agencies, including forms, guidelines, email and phone facilities, and access to government websites. A long term aim was to have voluntary and community groups located in the same building as government agencies. This was seen as having potential to improve the linkages between government and community services in communities, and enable them to share resources.

A MSD staff member in 2007 indicated, "There are now 33 Heartland Service Centres situated in provincial and small towns throughout New Zealand, three urban centres and twelve outreach services to isolated communities. Over nineteen different government agencies and ninety community agencies are represented at these centres." In addition, "For those service centres not located in a government agency's premises, the Ministry provides funding that allows a provider to operate a Heartland Service Centre. Family and Community Services (FACS) – a service of the Ministry – contracts with a provider for the provision of premises, and effective coordination/reception services that provide a focal point for the community. A range of agencies provide community social services from the centre." About half of the centres are currently sited with an NGO.

One example of a Heartlands service centre is Helensville Te Awaroa, located in the historic old post office building at 102 Commercial Road in Helensville. This centre is the result of a three way partnership, involving MSD, Rodney District Council and Ngati Whatua Nga Rima o Kaipara. The centre is co-located with and run by Ngati Whatua Nga Rima o Kaipara, the mandated collective and participatory voice for the people of nga marae o South Kaipara takiwa¹. Heartlands Te Awaroa is one of two tribal service providers, the other being Ngai Tahu in the South Island. There are a wide range of government agencies involved and Heartlands operates on standard meeting times with rooms booked for their use. The centre has a very high engagement rate, because of its links into both local Maori and Pakeha organisations. Ngati Whatua Nga Rima o Kaipara is also included in other examples of shared services later in this report.

The second example is the "Pathway to Partnership: Strengthening the Child and Family Services Sector". Cabinet agreed in February 2008 to provide an extra \$446 million over the next four years to boost the ability of community organisations to deliver services that support New Zealand's children and families. MSD is working with community-based child and family support services sector on Pathway to Partnership, a medium term plan to strengthen community based child and family services.

Some further information about shared services in the government sector is included in Appendix 1.

3 The Not For Profit and Voluntary Sector and Shared Services

The NFP and voluntary sectors have in some ways both a long history and a new history of shared services. This section provides an overview of the range of models and examples of shared services investigated for the NFP and voluntary sector for this report. It includes both Maori and Pakeha examples. Most of the information in this report focuses on Pakeha agencies. There may well be different approaches and learnings from shared services focusing more strongly on Maori organisations.

This section considers six different models of shared services in the NFP sector. These models include:

- A The umbrella model
- B The co-location model
- C Collaboration or partnership models within the NFP sector
- D Mixed models – based around existing organisations
- E Mixed models – based around new organisations
- F Other

Each of the six models is discussed below, with examples. The distinctions between the different models should not be over-emphasised. All of the models involve some level of collaboration or partnership. However different models focus work differently.

Further information on some of the examples of shared services in the NFP sector is in Appendix 2 of this report.

3.1 A Umbrella Models

The umbrella model involves those groups that are not legally constituted using a recognised and legally constituted organisation to take on key responsibilities for their group. This enables the group to apply for funding for a long term project or for funding or consents for a one off project. By acting as the legal entity an organisation accepts overall accountability, as well as a range of responsibilities including being the employer, financial manager, joint fund seeker, strategic planner, and line manager.

The New Zealand Council of Social Service, based in Wellington supports the work of local councils of social service around the country. Some of the local councils, for example, the North Shore Community and Social Services, provide umbrella services for local groups. Its website, in outlining its umbrella service, indicates:

The North Shore Community and Social Services Inc will at all times:

- Support and advocate the goals values and interests of the groups they umbrella.
- Provide the infrastructure, accountabilities, support, expertise, information, resources and guidance required.
- Act ethically and with fairness at all times
- Investigate any complaints complying with the complaints policy received
- Encourage the group they umbrella to work as independently as possible, at all times adhering to community development principles.

In return the organisation will at all times:

- Support and advocate the goals values and interests of the umbrella group

- Use the logo of the umbrella organisation where appropriate
- Adhere to the policies set out in the policy manual provided by the umbrella group
- At all times strive to achieve the goals and objectives set down for their organisation
- Report to the umbrella organisation, on a monthly basis, either directly or through their independent management committees

Umbrella models have in the past played a very important role supporting small and emerging groups, particularly in their early stages. Today some groups prefer to increase their skill levels, so as to be independent and responsible for their own destiny. Some groups continue to find having an umbrella relationship supportive.

3.2 B Co-location Models

New Zealand has a number of examples of co-location, with a range of approaches to leases, and where appropriate, to governance.

National NFP organisations, based in Wellington, have a long history of some organisations sharing floor space. Two examples spring to mind.

The first example includes four national organisations that share a floor with a three year lease in the Wellington CBD. These include the New Zealand Federation of Voluntary Welfare Organisations (NZFVWO), the Disabled Persons Assembly, Birthright, and People First. These national organisations do not have a reception as they are not client based, but sharing has the advantage that the floor is usually open between 8.00am-6.00pm, which is useful for delivery and collection of items. The sharing is minimal and includes the meeting and tea room, the kitchen, coffee and tea, etc, and relevant bills. The four agencies have priority for use of the meeting room, which is also used by other agencies. There was consideration of using the meeting room as a further office space, but having a meeting space was seen as being central to what was needed by the agencies, so was retained.

The second example is the National Resource Centre, based at 192 Tinakori Road. Adult and Community Education, or ACE, owns the building, is resident in it, and currently rents space to two other agencies - the Federation of Workers Education Associations and the National Association of Home Tutors for English as a Second Language; both these groups are members of ACE. Their rents are at the low end of the commercial rates for the area. ACE owns all the chattels, including the photocopier, apart from furniture in the rented offices; there is no shared broadband, and each agency has its own computers and phone systems.

Other examples were pointed to. One involved a number of agencies (the J R McKenzie Trust, Philanthropy New Zealand, and Funding Information Service) sharing space in Local Government House. At a local level, the North Shore City Council community development service provision contracts, with funding for community co-ordinators for local communities who are co-located in Council offices is another example (and was referred to in 2.1 and below).

Further key examples include a number of community houses and resource centres around the country.

The community house and resource centre concept involves NFP and voluntary sector organisations locating together within one building, in separate and shared offices, and at times also extending services to organisations that run from what is at times called "a room in a box". This latter concept extends the use of the house. Such users may

choose to use the House as a base for their activities - to receive mail, be an administrative base for their activities, run a resource library, hold regular meetings, or as an office to meet with their agency's clients when they visit the area, etc.

Christchurch Community House (CCH) is a notable example, with a long history, as has the Porirua Community Services Centre (PCSC). Those spoken with pointed to a number of other examples, including the Ashburton Resource Centre, Southland Community House in Invercargill, Waitaki District Community House in Oamaru, and community houses in Dunedin, Queenstown, Timaru, Nelson, Motueka, Wellington (currently undergoing change), Wanganui, Napier, Massey House in Waitakere, and another centre being built in Waitakere. Some houses/centres face market rents, for example, the PCSC, while others, for example, CCH have subsidised rents.

Community Waitakere (previously WestCOSS and a member of the NZ Councils of Social Services) manages a community centre with offices for itself and six other agencies; their current building is to be demolished, and they are building a new resource centre, with the aim of housing 15 organisations. This is being done in partnership with the Council, which is supplying the land, while Community Waitakere is seeking grant and other funding to build the centre. It hopes rents will be below market rates, but is unsure by how much, and is considering how to share services and support the groups to be co-located.

Governance arrangements for community houses can vary. For example, with CCH, PCSC and Ross House the tenants are responsible for the management of the House. Both CCH and PCSC are run by a Tenants' Trust Board and there is an on site manager. In contrast, The Community Trust of Mid & South Canterbury which owns the Timaru Community House is itself located in the House, and the Trust's Executive Manager also manages the House.

Appendix 2 includes information on CCH, and the Timaru and Wanganui Community Houses, as well as one Melbourne example, Ross House.

3.3 C Collaboration or Partnership Models

There are a range of models of shared services undertaken through collaboration or partnership within the NFP and voluntary sector. These build on existing relationships and trust within the sector and can involve a range of organisations coming together to work on key projects where there is clear common ground, and strong reasons for working together.

These may be national, regional or local projects. They do not involve the creation of a further separate agency, but work through a dedicated team from some or all of the participating organisations, with appropriate feedback loops, and at times consultants providing support, to achieve objectives. Two national examples, both involving the New Zealand Federation of Voluntary Welfare Organisations, are outlined here.

The first national example is COmVOiceS. COmVOiceS "is an independent coalition of Tangata Whenua and leading community and voluntary organisations set up to promote and make visible the enormous contribution of the whole voluntary sector to our society." It developed from a pilot communications project, started in 2005.

COmVOiceS is about sharing resources and working across the sector to build the sector's media and communications capability and capacity. There is a core and a supporting group. The coalition seeks broader sector involvement in its work at both levels. This can be either or both a contribution of money and / or time and effort. Organisations can keep abreast with COmVOiceS' work by subscribing to its 'Update' mailing list. News, events and announcements relevant to the sector and briefings on project work are sent out regularly.

The COMVOICEs coalition was founded by a number of voluntary sector organisations, including the New Zealand Federation of Voluntary Welfare Organisations, Funding Information Service, Healthcare Aotearoa, Community Sector Taskforce Committee, Association of Non-Governmental Organisations of Aotearoa (ANGOA), Philanthropy New Zealand, New Zealand Council of Social Services and the NGO / Ministry of Health Forum. Other NFP organisations have since joined COMVOICEs.

A second example is the Community Information Management System or CIMS. This is a collaborative project to set up a national Information and Communications Technology (ICT) platform for the community and voluntary sector. CIMS will establish a 'shared workspace', developed and managed by, and for the exclusive use of the community and voluntary sector.

At its simplest level, a shared workspace such as CIMS allows organisations to host their communications networks (discussion lists, sending of electronic newsletters and magazines, email notifications etc) through a shared ICT platform. For instance CIMS will include initiatives like the Federation of Voluntary Welfare Organisations' discussion lists and those run by Community and Public Health (CAPH) Online Groups.

A number of national NFP NGOs, other organisations and individuals have committed to the concept. The Digital Strategy's Community Partnership Fund approved funding for the project in late July 2007. The CIMS project will continue its programme of sector engagement and consultations to seek broader engagement from the sector throughout the next two years. Organisations can get involved once the platform is operational by running their ICT networks through it, and individuals would be able to subscribe to public discussion lists, newsletters and magazines available on these networks through a universal mail centre. The Federation of Voluntary Welfare Organisations is interested in gaining as broad a range of engagement at many levels with CIMS.

3.4 D Mixed models – based around existing organisations

There are also a range of mixed models. These models often build on established relationships and collaboration and partnership may be central to them. However this may not always be the case. The models themselves may help build and/or strengthen relationships and partnerships. These models may:

- include the NFP and voluntary sector, and possibly another sector or sectors, and/or
- also have some co-location aspects, and/or
- are in themselves the outcomes of developing partnerships, and/or
- be a project across a number of organisations, while remaining part of an existing organisation or organisations

For example, one of the outcomes of an emerging partnership may be a new agency free from the historic organisational approaches to doing things. These may be more able, for example, to identify, develop and pilot new approaches. These mixed models arise out of particular circumstances, including central and local government policy frameworks and approaches. They are becoming more common.

This is indicated by the information on the Heartlands Programme initiated in 2001, particularly information indicating around half of the 33 Heartland Service Centres are currently sited with an NGO.

Ngati Whatua Nga Rima o Kaipara, already mentioned for its involvement in the Heartlands Te Awaroa Service Centre, is also involved in other shared services. Most of the shared services are co-located and centre around the other services acknowledging

the unique cultural capital that Ngati Whatua Nga Rima o Kaipara can bring with the engagement and/or co-partnering.

A key example is the Te Awaroa Lifestyles programme, a unique partnership between a primary health organisation and five Manawhenua marae in South Kaipara to help improve the health of their haukainga (home) local marae communities. The programme is a collaboration between Procure Network North and Ngati Whatua Nga Rima o Kaipara who worked together to develop the Te Awaroa Lifestyles strategy. The programme is marae based and takes a holistic approach by providing support on a range of issues including housing, diet, water, health and lifestyle. It is now in its third year and feedback shows increasing numbers of whānau are participating in activities on their marae.

The Te Awaroa Lifestyles programme was a finalist in the 2008 Health Innovation Awards. The Ministry of Health's website indicates the programme includes:

...physical activities such as walks during which youngsters are taught about the land, father and son sports, table-tennis days and t'ai chi with a Māori twist. Kai and nutrition has also been a focus and healthy kai has been established at the five marae, with fruit, salads and water now standard fare."

A new linkage to the initiative is the provision of outreach services to the marae to improve access to primary health services through use of a mobile clinic. Health checks include cardiovascular disease and diabetes risk assessment, child health, along with immunisation. The challenge to whānau is self-management to improve and maintain a healthy lifestyle.

Ngati Whatua Nga Rima o Kaipara is open to working with Pakeha groups on marae. It is a question of working through whether what is offered is appropriate. In some ways, Ngati Whatua Nga Rima o Kaipara's approach builds on an existing organisation, while also being a new approach – a partnership between mana whenua and Procure, a mainstream public health organisation.

The next example is the North Shore City Council model of supporting community development through its funding and accommodation support for community co-ordinator positions. This is a further example of a mixed model, and is outlined in 2.1. Community co-ordinators are co-located in Council offices but responsible to local community trusts.

The Birkenhead Northcote Community Facilities Trust (BNCFT) is one example already referred to. Today this Trust is an established part of the North Shore, and can be seen as a model based around an existing organisation. However from a historical perspective, this Trust was originally formed in 1987, from a smaller trust, the Birkdale College and Community Pool Trust (formed in 1982). It could thus be seen as a model around a new organisation. The then Birkenhead City Council and others considered there would be value in having a more broadly focused trust; hence the change.

The community networks BNCFT is currently involved with include Birkenhead Northcote (a local flavour); Harbour Ward Refugee and Migrant; Harbour Ward Multi Agency Strategic Team (MAST) Network; Harbour Ward Youth Services; BN Preschool Network; and the BN Property Managers and Caretakers Schools Network.

Work within these different networks is often based on working across central and local government and NFP agencies to achieve appropriate local solutions to local problems. For example, Harbour Ward MAST Strategic Plan's 2006-2010 mission is "Together Everyone Achieves More". MAST's Memorandum of Understanding outlines a clear purpose of intent:

- 1.1 To address the immediate local community concerns for our youth. Specifically their education and their involvement in criminality.
- 1.2 To build partnerships between community, schools and statutory agencies to ensure that support is given to;
 - Enhance life long learning for young people
 - Decrease the rates of stand down/expulsion and exclusion
 - Decrease youth offending
- 1.3 Develop and implement strategic action plan which will develop tools to facilitate proactive partnerships.
- 1.4 That the objective of the multi agency partnership approach, in the long term, is to influence positive change in opportunities for all young peoples in the Harbour Ward of North Shore City.

It includes central government agencies (eg, Child, Youth and Family; Education; Housing NZC; Internal Affairs; Police; Work and Income) as well as a range of other agencies, (Safer Communities Council North Shore; Community Health Network/ Raeburn House; Te Whanau Tu Tonu O Oruamo; Pasifiki Integrated Health Care; Alternative Education North Shore; Te Puna Hauora; Strengthening Families North Shore). MAST's work also links into the Crime Prevention Goals for 2008-2010 for the North Shore City Council area.

The Waitakere Wellbeing Collaboration project referred to previously, is a cross sector partnership model involving central government agencies and the community. Other mixed models developed by Waitakere City Council include the Henderson public library, Project Twin Streams, Massey Matters and its partnership approach with Community Waitakere over the development of a new resource centre. The Henderson Public Library is both a co-location and collaboration model. Unitech now has a Henderson campus and its library is co-located with the Henderson Public Library. In addition, the CAB is also involved. Finally a place for social networking – a café – was also seen as important and is part of the complex.

Project Twin Streams was developed by the Council, and became one of the projects of the Auckland Sustainable Cities Programme, a three year partnership programme between central government and Auckland councils. Through this, the Council received funding from and worked with the Department of Internal Affairs. Its focus was on using community development processes to work with local communities to improve local streams.

Massey Matters is Waitakere City's approach to the further development of the Massey area. It builds on the October 2006 workshop on planning for social infrastructure in the northern growth area of the city (and used as a trial for the Framework published in May 07). The Council is spearheading and funding a community development process and working with the community to support community projects. In line with the Framework, the Council is looking at a neighbourhood hub. For example, it is considering using the hub as the base for its community development brokers/workers, sharing the hub with Housing New Zealand as that agency needs a tenancy manager in the area, and possibly other agencies.

3.5 E Mixed models – based around new organisations

Some mixed models, rather than being based around an existing organisation, result in the creation of new agencies. In other respects they may be similar to those based around existing organisations. Three examples are given.

One example of a mixed model is the South East & City Primary Health Organisation or SECPHO. SECPHO was established to provide services in Wellington Central, Southern and Eastern Suburbs, and for a population of around 10,000 people. The decision was

made and approved by 19 non-profit health and social related services in the region. SECPHO is currently a collaboration of 30 member organisations that share similar philosophies/ kaupapa and are dedicated to working collaboratively to achieve positive health outcomes for the population that they serve. SECPHO includes five general practices, two mana whenua organisations, one community pharmacist, and 22 community social and health related service providers.

SECPHO is located in new premises, on the top floor of Riddiford House in Newtown. There is a co-location aspect to this, in that some of its member organisations are located in the six SECPHO offices. While they share resources (telephones, internet, lift, security, etc) the organisations retain their own identity. The aim is to have a health related campus in the area.

SECPHO's foundation was on the basis of the commitment of the people who attended meetings, participated in discussions, supported projects and contributed their time and goodwill on an entirely voluntary basis.

A second example of a mixed model is the Kites Trust based in Wellington. Kites is a not-for-profit organisation which secures funding from a variety of sources, including contract work, community, statutory bodies and the Trust's participating organisations. In 2000, four Wellington based mental health services; Wellink, Pathways, MASH, and Te Roopu Whakapakari Ora trusts came together to look at ways of working together effectively.

Kites, a new entity, was the result of the decision to work collaboratively. Kites fosters the development of new services that enable people who experience mental illness to choose a service that will suit their lifestyle, rather than the person having to fit the service provided. Kites is co-located with a number of other organisations working in the same general work area. These include Central Potential, Platforms, and Case Consultancy.

The third example is North Shore Community Health Voice on Auckland's North Shore. This involves cross sector representation on a board of around ten people, and focuses on health issues. North Shore Community Health Voice enables health concerns arising in the community to have an avenue to be heard, and if needed to be advocated for. The wide representation from a range of community organisations, as well as the DHB enables discussion of emerging and other health issues. North Shore Community Health Voice has a co-ordinator.

3.6 F Other approaches

A further model is that of an organisation that chooses to engage with the NFP and community sector to support the sector's development, in either the short (a catalyst approach) or the longer term.

An example of this is the Bishops Action Foundation, based in Taranaki. The Foundation is an independent charitable trust, that was given seed funding by the Anglican Church, is now independent, and funded through the projects it undertakes. It is co-located with the Anglican Church's office. The Foundation's purpose is to "support and enable Taranaki-wide initiatives that enhance and contribute to the spiritual, economic, social and cultural well-being of the communities throughout the Province."

Keystone Taranaki is a Foundation initiative, and received some funding from the Ministry of Social Development's Family and Community Services. It undertook a capability/capacity needs analysis of the voluntary and community sector in Taranaki,

and found that the community and voluntary sector's needs were not being met except in an ad hoc way.

The Foundation has embarked on a three year training and development programme to meet the voluntary and community sector's needs and to build capacity. Within this the Foundation is looking at how groups with common capacity building needs can benefit from working collaboratively to try and address them (where appropriate). The Foundation is exploring innovative solutions to issues. It acknowledges the advantages of both co-location and of collaborative or partnership initiatives and there are currently possible projects in the discussion phase.

The Foundation uses a community development approach. It is very committed to the current programme, and considers the sector will be better placed to consider and meet their own needs in the longer term. This means that in the long term if Keystone were to continue going, it may be at arms length to the Foundation.

The Foundation is also doing work on governance models. One example was for shared governance of two separate organisations, while under that the two services, but on the ground had one shared field worker. There was a Memorandum of Understanding under the two Trust deeds, which supported this arrangement. However because one of the organisations involved faced difficulties, the arrangement ended up not proceeding.

4 Benefits and Issues from Shared Services

This section considers the benefits and costs associated with shared services. It focuses on the general benefits and costs associated with two categories of shared services. The first is the co-location model. This is the key focus of this section as co-location was initially the main model looked at, and more people commented on this model than on the other models.

Secondly, this section also briefly considers collaboration or partnership models, including the two mixed models, at a general level. As indicated above, there were fewer comments made on these models.

Each subsection starts with an overall list. Comments are then made under each list point, using material, including from those interviewed and/or who provided email comments. It should be noted that given the range of arrangements not all benefits or costs are necessarily applicable to all examples used. For example, many of the benefits and issues relating to co-location focus on community houses and centres, rather than on general agency co-location.

In addition, this report has not focused on the benefits and issues associated with shared services in terms of community and other outcomes, though there are some comments relevant to outcomes.

4.1 The Benefits of Co-location

- Clear branding and profiling , eg, community house, for the location and sector
- Can build an understanding of governance issues, if the co-location facility is managed by the tenants
- Reduced costs for agencies with limited budgets and other benefits
- Improved office spaces with access to better resources
- Easier for clients accessing services
- Breaking down of a group's sense of isolation within the community
- Increased communications and improved relationships between groups
- Highlights the value of working together and increases opportunities to work together, eg an increasing willingness to share information, and to work together

Clear branding and profiling

- For the overarching organisation, the location and sector eg, Community House. This is potentially significant, given many people are not aware of what the NFP and voluntary sector contributes to NZ society
- One community house is located in a restored modernised historic building in the heart of the town, and this has provided a sense of pride in the sector and town
- Agencies within the community house or centre may be identified with it (usually a plus)
- House or facility events profile not only the facility but also provide groups with opportunities, eg one community house holds annual events for funders of the NFP and voluntary sector that attracts a lot of visitors as well as providing information to tenants if the latter want this

An understanding of governance and management issues

- Some co-location facilities see self governance as being central to the skills on offer to those engaged with the facility, and an essential feature of the facility
- Involvement in a tenants' trust, including standing for and/or being on the Board of Trustees or on financial or employment subcommittees, can build the skill level around governance and management issues, in a supportive environment

- Tenants have the advantage of maintaining the independence of their agency, while being able to access needed skills (or get information about how to do this)
- Tenants get hands on experience at valuing their own agency's work, while also respecting the diverse goals of other groups; at times this is comfortable, at times it may be a learning stretch
- Over time, increasing understanding and comfort with the governance model used, has in at least one case, result in the trust board's size being reduced

Reduced costs for agencies with limited budgets

- Where the NFP and voluntary agency/group is being supported in the space by subsidised leases/rents (eg by a council, or a community trust) their overhead costs, particularly leases/rents can be significantly lower than if they faced commercial rents
- A further benefit is that funders realise that most of any grant funding made available will be used on projects, rather than overheads
- The increased size of the operation enables the overarching organisation to negotiate reduced costs; two community houses reported gaining very positive telephone deals; one indicated this was after Telecom was removing its subsidies; a decision to invest in a PABX and a long term contract saw a reduction in costs, and broadband access at \$5.00 per month
- At least one community house provides "inhouse" training for their fulltime tenants as matters come up so that the agencies stay up to date; this can range from information on Kiwisaver, to a briefing on changes to the Holidays Act, health and safety, and changing WINZ requirements for special needs grants
- Other costs are also often reduced while quality is improved (see next point)

Improved office spaces with access to better resources

- Particularly where leases/rents are subsidised, office spaces are often larger and of a better quality than would be the case if the group used a commercial rental space
- Both because of the number of groups using resources, and because of grants to buy equipment, co-location usually sees an improvement in the range and type of equipment available, from larger copiers with more features to electronic whiteboards and datashows
- Some groups are reluctant to use charities associated with gaming/ gambling to fund their activities; some groups, including co-location facilities, are willing to use such funding for needed equipment, while not accessing it for staff or project costs

Easier for clients accessing services

- Sharing a building with an agency that works in an overlapping area, for example, a district health board office, can provide further support for clients through easy access; There "is a really good synergy with them. It's very useful and we have a common client base. There are often multiple service users and it's easy for them to walk down a corridor. So there's a holistic approach, but with niche training..."
- Attracting and keeping key tenants (such as CABs, or budgeting services, etc) increases the foot traffic to the facility
- It is easier for clients needing to access a number of services, as many of the services needed may be on the one site
- Agencies are more likely to be aware and support clients to access the range of services they need, and this may assist with more effective support
- It is more private for clients as the public cannot see if they are accessing a sexual or drug abuse service, a general social group, or whatever

Breaking down of a group's sense of isolation

- Many individuals and/or groups working independently within the community are unaware of how many Kiwis are involved in NFP and voluntary work; they may feel isolated, and that their work is not valued or appreciated
- Many individuals and/or groups may not be aware of the wider NFP and voluntary sector, and/or what others even in their own area of interest are doing

Increased communications and improved relationships

- It can help reduce and/or break down barriers between groups, and can increase information exchange once a relationship has been forged and initial fears overcome; the example was given of groups that on entry would not discuss grant applications and requirements with “potential competitors” later offering information to others
- It can help improve and increase understanding between groups and within the sector, and support a more informed, more strategic approach to issues
- Those involved can learn from those with other skills, experience, or expertise at house meetings and discussions with individuals, or Trustee meetings, etc

The value of working together and increases opportunities to work together

- Over time it can increase the likelihood of groups with common interests working together more effectively
- Sharing office space provides sounding boards for groups, and with the relationships built up, has contributed to the development of more collaborative work among some national organisations and local groups

4.2 Issues with Co-location

There are issues associated with co-location. These include:

- The right structures: governance and management
- Managing any conflicts of interest
- The right building in the right location
- Getting the right mix of agencies and groups
- Ensuring that groups use their offices so the benefits actually occur
- Working through the inevitable wrinkles
- Working with success

The right structures and skills: governance and management

- Because co-location often involves a range of agencies together, it can take time to build the relationships and trust needed to support a co-locating facility
- Developing the appropriate legal instruments, for example, a trust with a trust board, a deed of lease, agreeing how to split costs such as insurance, etc can be complex and take time
- The right management is important; managers need good communication and relationship skills so as to deal with the inevitable hiccups among the diverse groups involved in the facility; they also need to either have sound financial skills or an involved board member with these so as to ensure that the facility’s costs are covered and cost sharing is set appropriately
- Members of governance boards are often from agencies that work on shoe-string budgets and have limited financial literacy which can impact on governance and management when major expenditure items, that may well reap benefits over time, are considered

Managing any conflicts of interest

- Members of governance boards need to be able to set aside their own agency’s interests and focus on the interests of the house or centre; this can be challenging when such an approach may mean redressing inequities with financial impacts for particular agencies
- The issue was raised about whether having rents subsidised by their local council may in practice undermine the independence of community houses. For

example, would they feel able to vigorously advocate for the sector and for community outcomes, through council annual and long term community plan processes

The right building in the right location

- It is important to have a building which is a pleasant place to be, and in a part of town easily accessible for those working in and using the facility
- This is particularly important when the facility has agencies with potentially high client bases
- If the building does not have parking this can be an issue for those groups with field workers, unless affordable parking is available close by
- The building facility may be configured such that spaces are less private, and noise can easily intrude; this can be a constraint in terms of which groups are appropriate to the spaces
- Some older buildings are more expensive to retrofit for computer cabling, so the development of shared (reduced cost) broadband access may not occur; this is particularly the case where NGOs are concerned about costs, and not particularly financially literate
- Some groups may want their waiting area separated out, which may not work so well for the facility as a whole
- If a centre is spread out across a campus or area, some of the synergies of co-location may be lost as cross group contact is reduced; also where reception in a multi-floor building is not on the ground floor, reception services may not work as well, even with very good signage

Getting the right mix of agencies and groups

- Other constraints include having an interested organisation that has a client base that may not mix easily with other clients, tenants, or visitors; an example was given of a mutual agreement for one group not to continue in a shared facility as its clients continued to act inappropriately, despite efforts being made to support them
- At times a facility may inherit a group or groups, (perhaps from a significant funder) that may not be the best fit with the focus of other groups in the facility
- Attracting key "anchor" tenants can be important to the success of a facility; the facility often has tenants with sole workers, who may be field officers; usually tenants at most have 1-5 workers on their premises
- At times agencies may be "client protective" rather than focusing on their area of expertise, and supporting clients to go to other agencies

Use of the Centre/office

- Some groups can afford the rents in subsidised centres, without the need to make much use of their office; this undermines the facility's advantage of being a meeting point, and for informal networking ("They might as well be in a warehouse in the middle of suburbia!").
- As a result some facilities require offices to be staffed for 50% or 60% of the time and for involvement in either weekly or daily morning teas; if usage drops, negotiations about shared office space are initiated. Some facilities now have provision in their rental agreements for termination of rental.

Working through the inevitable wrinkles

- People at times have unrealistic attitudes about how easy it will be to co-locate, given all groups are working for society's good; as in the rest of life, there can be personality issues, and people whose behaviour/s are less thoughtful of others
- It is helpful for people to be committed to the facility; this can help people be realistic about the inevitable difficulties, to hold to key values while being respectful and tolerant, and the value of living and let live

Working with success

- Some groups may become very successful, particularly where there may be subsidised rents and thus a protective environment; as they grow for their own further development they may need to move on, but find this difficult to do, given the cost pressures they will face
- While the number of tenanted offices may remain reasonably constant, the numbers of groups in a box, or affiliated members, or friends, may grow to the extent that limits need to be put on the use of meeting rooms and further reception support is required; this can add to a facility's costs

Ten people involved with or knowledgeable about facilities that had a co-location aspect were spoken with. Without exception, all were positive about co-location and the advantages it confers.

For centres and community houses, co-location was considered to provide significant advantages. One person pointed to their top three considerations in setting up a centre. First, location, preferably in the CBD or local town centre was important. Secondly, the location and building needed to be right for what the facility wants to do. Finally, there needs to be interactive spaces that support informal networking, whether it be bumping into people on the stairs, or meeting over morning tea.

For some, co-location was a straight-forward business arrangement that had some other advantages. One person acknowledged the relationships built over time, in their and other shared offices, supported later development of collaborative projects. Some of those involved in facilities with aspects of both co-location and collaboration/ partnership saw each aspect benefiting from the other.

4.3 The Benefits of Collaboration and Partnership

There is growing recognition of the value of working collaboratively and in partnership, both within the NFP sector, with the central and local government sector, and to a lesser extent with other sectors.

Some of the benefits of collaborative work that involves co-location have been considered above and are not repeated here. The focus of this report was not on outcomes for people on the ground, though some comments were received about this.

Benefits of collaborative work approaches include:

- Improved outcomes for people and communities on the ground
- Building a stronger NFP sector, or sub sector
- Building networks and relationships within and across sectors
- Spreading and containing costs while building capacity

Improved outcomes for people and communities on the ground

- Programmes and projects that help people and communities meet their needs, for example, through easy access to a range of services at community houses, and through programmes and projects being more relevant to people and communities

Building a stronger NFP sector, or sub sector

- Working together to help forge and build a positive NFP and voluntary sector media profile and to build sector capacity to respond to sector events and media comment
- This can help build understanding of the sector within the sector, with other sectors and across society
- Where there is overlap between NFP agencies, collaboration can help ensure programme effectiveness while enabling each agency to retain a separate identity

Strengthening networks and relationships within and across sectors

- Working parties, steering or management groups can further strengthen relationships within and across the NFP and voluntary sector
- This can broaden opportunities for individuals, agencies and the NFP sector
- Where strong NFP relationships already exist, this can support the sector to move forward on collaborative work relatively quickly

Spreading the cost while building capacity

- With clear objectives, and a number of agencies contributing as they can - in time, money and/or in kind - the sector can afford to do what one agency cannot, and can lift the skill base in the sector
- The NFP sector is often used to working within tight budgetary constraints, and is adept at working flexibly to move projects forward

4.4 Issues with Collaboration and Partnership

There are a range of issues associated with collaboration and partnership:

- Importance of strategic choices
- The costs of building the partnership platform
- Funding the work
- Concern about the future of the individual group
- Importance of clarity around what the collaboration is, and is not

Importance of strategic choices

- The sector is often stretched, collaborative work takes time and energy, so it is important that the sector and agencies within it carefully consider matters on which to work together

The costs of building the collaboration and partnership platform

- Collaboration and partnership require a certain level of networking and relationship, respect for the different parties and what they bring to the table; where new partners do not know one another, this may add to the time needed for the work
- Collaboration and partnership raise issues that can take time to work through, for example, legal arrangements, agreement on how costs will be split, etc

Funding the work

- There is often a power differential between the partners, especially when these are across different sectors
- Contracts with central and local government agencies can underestimate the value of key ongoing work, and provide funding for only limited periods, putting NFP agencies under further stress
- The NFP sector may at times be seen as a means of delivering outputs effectively - and also more cheaply; this can reinforce the NFP sector as a committed/passionate but also a less well paid sector, and in tight labour markets has implications for recruitment and retention

Concern about the future of the individual group

- Two people pointed to the territoriality of some groups, concerned that overlaps with the roles/functions of other groups will be identified, and what this could mean for their future. "There have been attempts to bring service providers together, but there was resistance, because of overlaps. There are zillions of organisations out there. We (the community and voluntary sector) are not very robust with our evaluations. And we do need a more efficient and effective sector."

Importance of clarity around what the collaboration is, and is not

- It is helpful if the partners involved are clear about what the collaboration involves, so that if/when external parties, including government ministers, seek clarification, the answers are appropriate and consistent

5 **Concluding Comments**

This brief exploration of shared services in New Zealand focuses on the NFP and voluntary sector. It has arisen because of Raeburn House's interest in working co-operatively within the community and in the potential shared services could have for community agencies on the North Shore and in Rodney.

The last decade has seen growing interest in, as well as growing experience of, shared services among both central and local government, and the NFP and voluntary sector. This includes involvement by both Maori and Pakeha organisations in shared services.

This report has outlined six different models of shared services, with examples, in the NFP sector. These include:

- A The umbrella model
- B The co-location model
- C Collaboration or partnership models
- D Mixed models – based around existing organisations
- E Mixed models – based around new organisations
- H Other

It has focused on the co-location model, with some work on the range of collaboration or partnership models. It highlights that there are very successful examples that demonstrate the value of shared services models.

This is particularly the case for co-location, where some examples have been in existence for well over a decade. NFP agencies have voted with their feet – they often prefer to be in offices, or share offices, that are part of a larger, identified centre, where clients are easily able to access a range of services. Co-location helps build agency skill levels, and co-operation across agencies, while also helping to contain both capital and operating costs. It can provide good working environments, with access to a range of resources, which if located alone an agency would find hard to afford.

For others, co-locating together has simply made sound commercial sense. At the same time it has provided small NFP agencies with handy sounding boards, and supported the relationship building and trust needed to support future collaborative work.

There is also a growing body of information, demonstrating growing interest in, and a willingness to work in collaborative and partnership approaches. Examples in this report include cases within the NFP sector, and also of the NFP sector working with other sectors.

This report is a discussion document for use by Raeburn House. It seeks to provide information about shared services to Raeburn House and the groups it is involved with, so as to enable informed conversations about the relevance of the different approaches for Raeburn House, and potentially other NFP agencies.

Appendix 1: Shared services in the government sector

1 Local Government

see:

www.solgm.co.nz/Other+SOLGM+Good+Practice+Material/Shared+Services+Plenary+Presentations

2 Central Government

In April 2007, a paper went to the Cabinet Policy Committee on shared services in the public sector. The Cabinet Policy Committee minutes (POL Min (07) 7/6 of 4 April read:

1 **noted** earlier investigations have concluded that there is little scope for efficiency gains from a shared services centre approach in the Public Service;

2 **noted** the shared services experience of Australian State governments, the United Kingdom and Canada is mixed, and savings and quality gains are generally less than expected;

3 **endorsed** consideration of future potential for shared services in the context of:

3.1 service quality improvement through greater standardisation of good practice and consequent better processes and systems;

3.2 efficiency benefits in relation to development costs for new services/processes, better use of scarce or expensive capability/expertise and multiple uses for single investment;

3.3 development and maintenance of a strong Public Service capability across the whole State Services, not just in individual agencies;

3.4 progress toward Development Goal targets for networked and accessible State Services and coordinated state agencies.

4 **noted** the four types of opportunities for greater use of shared services;

4.1 sharing good practice and systems;

4.2 requirement to review shared services opportunities during machinery of government reviews and at the point of major system purchase, upgrade or replacement;

4.3 issuing a whole-of-government directive if the government requires a single system for all agencies;

4.4 giving further consideration to the costs and potential benefits of a shared services approach for small agencies

5 **directed** the State Services Commission, in consultation with The Treasury and the Department of the Prime Minister and Cabinet, to report back to POL by 31 July 2007 on:

5.1 how sharing good practice processes and systems and a requirement to review shared services opportunities may be implemented;

5.2 the feasibility, and likely costs and potential benefits, or a shared services approach for small agencies...

The paper's executive summary states:

"... reviews previous studies on the potential for shared services in the New Zealand Public Service, and considers the shared services experiences in New Zealand, Australian State Governments and other jurisdictions. Previous New Zealand studies identified little scope for financial savings from a shared services centre in the Public Service. Overseas experience of shared services is mixed. Indications are that savings from shared services are lower and slower than anticipated.

2 The paper concludes that although the potential for savings is limited, a more concerted approach to sharing of services may deliver other benefits and improve value for money over time. The way to realise these benefits is not by setting up shared services institutions, but by supporting and encouraging more efficient use of existing government investment. Four opportunities for greater use of shared services are identified. The first involves more rapid and active sharing of good practice systems and processes. The second involves a requirement to review shared services opportunities during machinery of government reviews and at the point of major system upgrade or replacement. The third is a mandatory shared approach where the all-of-government benefit or level of investment is such that government requires a single system for all. The fourth is to further explore the costs and potential benefits of a shared services approach for small agencies to address current capability issues."

<http://www.ssc.govt.nz/display/document.asp?DocID=6009> or

<http://www.ssc.govt.nz/cab-paper-shared-services-public-sector> This also provides a link to the Cabinet minutes.

3 Two Programmes of the Ministry of Social Development

The Heartlands Programme

The Heartland Services secretariat is convened by the Ministry of Social Development. It is administered by Family and Community Services, a service of the Ministry of Social Development. The Heartland Services can be contacted at:

Feedback

Heartland Services, c/- The Interagency Collaboration Unit,
Ministry of Social Development, Bowen State Building, Bowen Street
PO Box 1556, Wellington

General Enquiries Email: heartlands@msd.govt.nz

Technical Website Problems Email: webcoordinator@msd.govt.nz
www.heartlandservices.govt.nz

The Heartlands programme is a government funded interagency initiative providing people in provincial and rural New Zealand with face to face access to Government services. Heartland Services is a government funded interagency initiative. Established in 2001, it provides people in provincial and rural New Zealand with access to Government services.

Improving linkages between government and community services

A long term aim of Heartland Services is to have voluntary and community groups located in the same building as government agencies. This will improve the linkages between government and community services in communities, and enable them to share resources.

Face to face - Government services in your community.

The website provides information for people who live in provincial or rural areas of New Zealand on how they can access government services. It offers the opportunity to meet face to face, in your community, with government agency representatives.

Heartland Service Centres are 'one stop shops' that feature services and information from a range of government organisations including forms, guidelines, email and phone facilities, and access to government websites.

The local Heartland Services Co-ordinator can assist people to make appointments and direct people to services that meet needs. To find out more about where the nearest centre is, what services it offers and when agencies visit, there is a [Services near you page](#).

Agencies providing services offered through Heartland Services:

ACC; Careers Service Rapuara; Child, Youth and Family; Department of Corrections; Ministry of Justice - Courts; Department of Labour; Housing New Zealand; Inland Revenue; Internal Affairs; Maori Land Court; Ministry of Agriculture and Forestry; Studylink; Te Puni Kokiri; Work and Income; and Workbridge.

Heartland Services is adding value to communities

A 2004 evaluation showed that:

- Heartland Services is fulfilling the goal of bringing government services back to rural centres
- Access to government services for rural people has improved in service centres and has removed the barrier of long trips to major centres
- Support for voluntary groups has improved slightly in service centre areas
- Interagency collaboration has improved to aid access to government services for rural communities

The evaluation also identified opportunities for improvement and recommended more strategic planning to build on the services that are already in place. Work is now underway to enhance public awareness of centres and the services on offer. Family and Community Services is also exploring avenues to improve support to community service groups through Heartland Service Centres and to link them more closely with [Strengthening Families operations](#).

Pathway to Partnership: Strengthening the Child and Family Services Sector

The Government, in February 2008, approved \$446 million over the next four years to boost the ability of community organisations to deliver services that support New Zealand's children and families. The Ministry of Social Development is working with the community-based child and family support services sector on Pathway to Partnership, a medium term plan to strengthen community based child and family services. Pathway to Partnership was initially funded in 2007 and focuses on developing the capacity, capability and sustainability of community based family support services. The development and implementation of a specific long-term plan to improve child and

family services recognises the vital role that community-based organisations play in supporting outcomes for New Zealand's children and their families.

See <http://www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/pathway-to-partnership/key-information/key-information-backgroun>). This states:

Pathway to Partnership will:

- move existing essential family, child and youth focused services to full funding by 2011
- provide for annual cost adjustment payments
- address forecast volume increases
- focus more on achieving outcomes and less on inputs / programmes
- enable providers to build workforce capability and capacity
- support organisations to work more closely together to reduce duplication and get more resources into services.

The funding builds on work already underway, like simplifying funding and contracting processes, moving some services to grants to reduce their compliance costs, and providing multi-year funding to ensure more security for providers.

What Pathway to Partnership achieves

For families Pathway to Partnership means:

- more effective and easier access to services that support them
- better outcomes for families, children and young people
- less need for remedial intervention.

For community social support services it means:

- better ability to plan ahead
- being able to attract and retain qualified staff
- improved service effectiveness
- encouraging closer collaboration.

For the government it means:

- a stronger working relationship between the community sector and government
- funding is directed at those services that achieve the best outcomes for families, children and young people.

Appendix 2: Examples of Shared Services in the NFP/Voluntary Sectors:

Christchurch Community House - Te Whakaruruhau ki Otautahi

Contact details:

141 Hereford St: the first 3 floors of a 6 storey building (formerly Westpac Trust Building)
Phone (03) 365 3139; Fax. (03) 366 8535; www.cch.org.nz

Focus

Christchurch Community House (CCH) gathers a diverse range of welfare and social service community agencies under one roof. CCH provides information and facilities from a central city location to the public and community groups. It was one of the first community houses in New Zealand. It was established in 1991 as a joint project between the Christchurch City Council and the Community Trust (formerly the Trust Bank Community Trust).

CCH is a successful model of the 'one-stop-shop' resource-sharing concept. Whether volunteering, budgeting, legal or tenancy advice, CCH has information and services to meet community needs. Home to 41 community agencies, CCH is committed to the welfare of the people of Christchurch and has strong links to other agencies with a similar vision.

Governance and Funding

CCH is run by a Tenants' Trust with annual elections for Trust Board membership from among tenants. The Trust leases the building from Canterbury Trust House Limited.

The Christchurch City Council in 2002 made a ten year commitment to fund the lease costs of CCH "in recognition of the valuable service that Community House and its tenant groups provide for the Christchurch community." CCH's other funders include the Canterbury Community Trust, Lottery Grants Board, COGS Pub Charity, and the Lion Foundation. In addition, CCH is supported by an honorary solicitor and auditor and other volunteers, who assist with a range of roles, reception and maintenance.

Agencies

CCH currently has 41 groups associated with it; 27 are full time groups involved in the House. There are also 14 "room in a box" groups. These groups have a pigeon hole at reception, a mailing address, an opportunity to house a filing cabinet or storage unit in the common area, free use of the Committee Room on a booking basis and an opportunity to purchase an after hours access card.

CCH: Some of its Community Agencies

AGender New Zealand INC	Cystic Fibrosis Association	Rescare New Zealand
Al-Anon	DPA Christchurch and Districts	Restorative Justice Services
Birthright (Christchurch) Inc.	Male Survivors Of Sexual Abuse Trust	Safer Christchurch
Canty Pacific Safer Community Council	Mens Trust	Tenants' Protection Association (TPA)
Christchurch Budget Service (Inc)	National Council of Women	Te Runaka Ki Otautahi O Kai Tahu
Christchurch Citizens' Advice Bureau	Network Waitangi Otautahi	The Howard League for Penal Reform
Churches Hospital Support Trust	OSCAR Network	Volunteering Canterbury
Council of Social Services	Parentline	40+ Employment Support Trust
A Public Information Committee		

Other Community Groups associated with the house

- **Otautahi Women's Refuge** (Collection Depot for clothing etc donations)
- **Community Services Trust** (Mail Service Only - CST provides efficient services to community groups including system design, financial structures, MYOB and publishing)
- **The Polish Association in Christchurch Inc** (Resource Library & Mail Service)
- **ME/CFS Library** (Resource Library & Mail Service Only - Resource Library for Myalgic Encephalomyelitis & Chronic Fatigue Syndrome Sufferers)
- **ACE Aotearoa in Otautahi** (Mail Service Only - A Branch of Adult & Community Education Aotearoa. Education providers who actively support and promote the diversity of lifelong learning)

In addition, some groups hold meetings in CCH meeting rooms: for example AA - Alcoholics Anonymous, Epilepsy Association, NA - Narcotics Anonymous, OA - Overeaters Anonymous, and SLAA - Sex and Love Addicts Anonymous.

What CCH can offer

Office Space to Community Groups

Community organisations can rent office space in Christchurch Community House. Rents are heavily subsidised and charged per square metre. CCH has the capacity to house over 30 organisations. Offices are suitable for client-based organisations that cannot afford market rents. Access to meeting rooms, interview rooms, and shared resources are also available. Tenants are responsible for a contribution towards power and a telephone if required.

Static Display Space

CCH has a number of free options available to help organisations to promote their activities and events.

- Front Window Display - overlooking Hereford Street can be booked on a weekly basis to promote future events. Displays are set up and taken down on Monday mornings.
- Static Display Space - to promote an organisation's aims and objectives. Display space must be booked in advance and is set up and taken down on Monday mornings.
- Community Notice Board - Available to promote important events only
- Brochure Racks - A number of display stands are available throughout the House for your organisation's pamphlets or literature.

Room-In-A-Box

For small organisations unable to afford an office, Community House provides a concept called "Room-In-A-Box". Some organisations have used the "Room-In-A-Box" concept to run a resource library, regular meetings, and/or an administrative base for their activities. Clients can also purchase a swipe card for after hours access.

Storage

Lockup storage space on a permanent or casual basis is available for community groups. Rates are heavily subsidised. Lockable storage area, reception service for parcels, security card for after hours access are also provided.

Photocopying

Efficient, fast, and reliable copying is available at competitive rates to community groups. Booklet making, single and double-sided copies, sorting and automatic stapling are a breeze. Bring in the disk and CCH will load the job in for copying when you can't be

there. Organisations can do their own copying at the CCH DIY rate, or reception can do the copying and either charge it to a monthly account or pay as you go with reception providing the copy service.

Faxing

Tenants and other community groups are welcome to use the fax service. Faxes are sent promptly and organisations are telephoned when a fax is received. Faxes are sent by reception while you wait. Prices vary by destination and number of pages. The same fax to more than five media sources attracts a 20% discount.

Receiving Faxes

Organisations are telephoned as faxes arrive and are placed in their pigeonhole, or available at reception for collection.

Venue and Display Hire

Meeting Rooms suitable for 2 to 40 people are available for community groups to hire on a casual or regular basis. Phone connections, Whiteboards, and tea/Coffee making facilities are available in all meeting rooms. A TV/Video and OHP are available for hire with these rooms. Charges are subsidised and well below market rental.

Interview Rooms Suitable for small meetings of up to four people. These rooms have been soundproofed and have a panic button system for added security.

Committee Room Suitable for meetings of up to 15 people around a boardroom table.

Conference Room 2nd Floor - two rooms – each seats approximately 20 people and can be opened up into one conference room. Fully equipped kitchen in Conference Room One and Tea/Coffee Making facilities in Conference Room Two.

How much does an office cost?

Rent	Based on \$1.30 per square metre per week (including redecoration levy). Interview Room, Committee Room (small meeting room) are available to tenants free of charge
Power	Offices are not individually metered (tenants contribute to power based on the size of their office).
Shared Resources	Photocopier, Fax, Shredder, meeting rooms, etc

The current manager considers it currently costs around \$60.00 per month to run an inner city office, but that with commercial rentals the figure would be likely to be around \$600.00.

There are also other cost savings. With Telecom recently dropping its subsidy for such groups, CCH has managed to get a deal with Telstra Clear, using a PABX system. This has reduced the number of phone lines from 60 to 23 lines, but has free local calling so is 60% cheaper than Telecom previously was – or \$18,000 a year through pooling resources. While there are reduced lines, for 2/3 of the time they were not used. CCH also offers a shared broadband port which means it costs \$5.00 a month per group to access broadband.

Because of the number of groups involved, CCH is able to lease larger photocopiers (one folds, staples, and double sides; the second does colour; at least one can scan back to a pc) than most small groups could afford. As groups do not have to use CCH equipment there is an incentive to keep the rates competitive. There is a shared reception, and this can take messages, receive mail, etc and also sells parking coupons and stamps.

CCH provides greater privacy for clients (eg of sexual abuse) as given the range of groups in the House, it is not clear to outsiders which office or group an individual may be accessing.

All the agencies in CCH are autonomous. There are common building rules based around respect. Tenants are expected to support the House's being effective by taking on different roles, including being on the Tenants' Trust Board.

Criteria for office space

All new applications must meet the following criteria. Existing tenants will be expected to meet this criteria when leases are renewed.

1. The group must be a not-for-profit, non-government voluntary organisation without party political affiliation.
2. The group must have a legal entity or be under such an umbrella
3. Hours of opening. Priority will be given to full-time use (30 hours/week +).
4. In general the group must not be able to afford accommodation at market rentals.
5. The group's services must not duplicate those already provided by an existing group in the House.
6. The group must be a bona fide group providing a service that addresses a proven social need to an identifiable client base.
7. The group's services must be aimed at reducing disadvantage and increasing the choices people have over their own lives in the Otautahi /Christchurch community.
8. Groups must show evidence of their effectiveness.
9. The group must work with an open-door policy.
10. The group's aims must support the mission and purpose of CCH and it must be prepared to work cooperatively with the Trust and other tenants.
11. Normally only one office will be allocated per agency, further space may be allocated on a case-by-case basis in relation to proven need.
It should be noted that groups are expected to contribute to the House. e.g. attendance at tenants meetings, serve on the Tenants Trust Board or subcommittee, act as Fire Warden, etc.

Criteria for Room-In-A-Box

Prospective box holders must meet the following criteria:

1. The group must be a not-for-profit community organisation
2. The group must not be able to afford accommodation at market rentals
3. The group must provide a bona fide service that fills a social need to an established client base
4. Group's services must be aimed at reducing disadvantage in the Otautahi/Christchurch community
5. The group's services must be open to the general public
6. The group must be able to demonstrate effectiveness in meeting its clients' needs (or the potential to do so), including appropriateness of its services to its client group(s)
7. The group's aims must support those of CCH and the group must be prepared to work cooperatively with the Trust and other tenants to achieve these aims.

The group and its work must be known to some member of the House's Trust Board, or a successful referee check completed by the Space Allocation Sub-Committee.

The website contains information about how office space is allocated and includes a Registration of Interest form. The Trust has recently undertaken the "consultation

necessary to incorporate a two month termination clause into tenants' agreements" (Jennifer Cato, Chairperson's Annual Report 29 March 2007).

The Porirua Community Services Centre

The Porirua Community Services Centre, Pember House, 16 Hagley Street, Porirua City
Ph: 04-2374-175; Fax: 04-2374-107
Email: martin@pember.org.nz; website currently being developed (9.07)

Focus

The Porirua Community Services Centre (PCSC) is a community house located in 3.5 floors of a 6 storey commercial building, Pember House, in the middle of the Porirua CBD. It is close to banks, the Police, loan sharks, and others. PCSC was set up by the community, and has been going for over 13 years. It is a strong advocate for the city and the community.

Governance and Funding

PCSC is an incorporated society. The governance model has evolved over time. At first, all full time tenants, were members of the society, and on the management committee or governance board – it was their baby and they wanted to be there. The organisation is very stable, with both the manager and 2YC having been with PCSC a long time, and also active in other community organisations. Things are now far more of a given, and there is less interest. The governance board now has four members. The manager is a non-voting ex officio member, is appointed by the board, and then employs others.

In the early days, though Pember House is a commercial building, the rents were effectively somewhat subsidised. However, when rents were reviewed, there were some issues to be worked through, as over time there had been different floor space rates, and this involved some inequities. This meant organisations were looking at substantial rent increases, from around 20% to nearly 40%. Because of an understanding of the bigger picture, through the rent negotiations the board focused on the governance needs of PCSC, rather than their own organisational needs, and were willing to live with the results for their own agencies.

Agencies

PCSC has 20 full time tenants, and an additional 12-15 organisations associated with it. PCSC has four rooms with filing cabinets, whiteboards, heaters, fans, etc used for the "Rooms in a box" concept, (and so similar to CCH). A range of agencies use the PCSC as a venue for seeing clients.

There are a small number of full time tenants that are important in terms of supporting foot traffic. These include the Citizens Advice Bureau (one staffer and 40 volunteers); Porirua Budget Service; and the Whitireia Community Law Centre, with five full time staff. In addition, Capital Coast Health also rents space in the building.

What PCSC can offer

- Office space to community groups as well as "Room in a Box" in a central location close to other relevant services
- Clear notices/ signs on all floors, welcomes mats on the ground floor, as well as Reception Services (on the 4th floor – a limitation, but cost was a factor)
- Laminating, binding, a little desktop publishing...
- Purified, plumbed and filtered water in the three kitchens

- 4 major functions per year, as well as regular monthly am teas, and others informally on different floors; these, and meeting in stairwells and lifts help maintain relationships
- Free in house training by PCSC for tenants every 6-8 weeks, eg, on Kiwsaver, the Holidays Act, health and safety, changing WINZ requirements, etc
- Storage
- Common areas kept clean by cleaner

In addition, PCSC also has a

- Financial services arm, and provides financial services to 10 of the agencies in the building, and sits on their boards as a financial advisor
- Assists with advice on funding applications, and how to report on contracts
- Links with some local businesses that receive cheaper services; this enables the business to focus on core business

Currently PCSC does not offer cheap telephones and broadband. Because this is a concrete building substantial work would be required, and would require a payback time of around five years.

The Community Trust of Mid & South Canterbury and the Timaru Community House

27 – 29 Strathallan St, P O Box 983, TIMARU
 Phone (03) 687 7360; Fax (03) 688 9972
 Email msscomtrust@xtra.co.nz www.comtrust.org.nz

The Trust Focus

The vision of the Community Trust of Mid & South Canterbury in working with community groups is to achieve a region of healthy, vibrant, caring communities. The region includes the rural and urban areas encompassing the Mackenzie country, Waimate, Pleasant Point, Geraldine, Timaru, Temuka, Ashburton and Methven. The purpose of the Community Trust of Mid and South Canterbury is to provide charitable, cultural, philanthropic and recreational benefits to the community.

Trustees are appointed by The Minister of Finance for an initial term of four years. The Minister has power to extend this appointment by a further period of four years. The Trust's objective is to financially assist non-profit and charitable organisations in the Mid and South Canterbury district, for cultural philanthropic and recreational purposes. To ensure that its donation objectives are achieved, the Trust has the responsibility to manage its investment portfolio both prudently and in a professional manner, and to maintain the real value of The Trust's assets.

Timaru Community House

The Trust recently bought an old historic building in the middle of Timaru, and restored and modernised it, so that it could become the new location for the community house. The new house was launched in December 2006. While there has been a community house in Timaru for a number of years, the building it was located in had a number of drawbacks.

The House represents a really good investment in Timaru, but had to be done with care, given the Trust's responsibilities for its wider geographic area of responsibility. It is seeking to ensure that the House covers its costs and is self funding, through rents and providing a range of office services (for example, broadband, copiers, binders,

laminators, etc). Rents cover rates, insurance, cleaners, reception services. Rents are not set at a commercial level, and tenants have significantly reduced costs by being tenants in the House.

Governance and Management

The Timaru Community House is run along similar lines to that of the Christchurch Community House, with two notable differences. The Community Trust of Mid & South Canterbury is itself located in the Community House, and the Trust's Executive Manger also manages the House. While CCH gets funding from Canterbury Community Trust, the Trust is not located in CCH, and CCH is run by a Tenants' Trust Board and there is a CCH manager.

There are 23 offices, two meeting rooms, and two interview rooms. The Trust sought the CAB as a key anchor tenant, and filled all the office spaces within three months, instead of the year that was anticipated. 30 groups are using the Community House, and other groups are interested in renting offices. Groups that use their offices more than 20 hours a week have a single office, while other groups share offices, and there is also the option of an office in a box.

Community House, Wanganui

53 Ridgway Street, Phone/Fax 06 347 1084
Community House (Wanganui) Assn Inc. P.O. BOX 102, WANGANUI
Office Hours: Monday - Thursday 9am - 3pm; Friday - 9am - 1pm
Office Bearers: Judy Stein Chairperson; Jan Dunphy Secretary/Treasurer; House Manager

What is Community House?

- An information and servicing centre for voluntary groups working within the community.
- Mutual support for community groups who do not have an adequate, or are unable to provide themselves with a base for their operations.
- Support for voluntary groups who are finding increased pressure in meeting the needs of the community and who, without assistance, feel it is becoming difficult to deliver their services.
- Community House provides meeting room facilities for public hire.

Community groups at the CH

- Advocacy Network Services (ADNET) – for health and disability consumers
- Age Concern
- Alzheimers Society
- Arthritis Foundation
- Brain Injury Association Inc Wanganui
- Elder Protection Service
- Epilepsy
- Multiple Sclerosis
- Parkinsonism Society
- Prisoners Aid & Rehabilitation
- Relationship Service
- Sexual Abuse Healing Centre
- Wanganui Playcentre Association
- Wanganui Truancy Service
- Whanganui Community Living Trust

- Whanganui Disability Resources Centre
- Whanganui Peoples Centre
- Whanganui Volunteer Centre

What Facilities are Available?

Wakefield Conference Room

The Wakefield Conference Room for up to 10 - 100 people which has its own kitchen and bathroom facilities. It also contains a smaller withdrawal room.

Harry Paterson Lounge

The Harry Paterson Lounge (which is not self contained) for smaller meetings up to 15.

What services are available?

- Typing and Secretarial
- Photocopying, Laminating, Binding
- Producing, copying and collating of group newsletters
- Accounting services
- Phone answering/message taking etc
- Other services as requested

Services To The Public

- Photocopying
- Typing
- Laminating
- Spiral and Thermal Binding
- Paper Shredding
- Computer Work
- Fax Facilities

Ross House, Melbourne

Ross House Association, Inc., 247 Flinders Lane, Melbourne, Victoria, Australia, 3000
 Phone: (03) 9650 1599; Fax: (03) 9650 3689
 Email: [rosshouse\(at\)rosshouse.org.au](mailto:rosshouse(at)rosshouse.org.au) www.rosshouse.org.au

Ross House is a self-managed five-storey building with a basement car park located in inner Melbourne, offering tenancy and resources to a diverse range of self-help and small community groups. By providing a stable environment and cheap resources, Ross House aims to reduce the insecurities and financial pressures which so often hamper the activities of small community organisations.

The member groups of Ross House are working collaboratively towards a just and environmentally sustainable society. They wish to achieve social change through advocacy, campaigning, community education and provision of resources and information.

Ross House has been set up to resource small community groups throughout Victoria, and self management of the building by these groups is an important part of this philosophy. It is open to tenancy inquiries from any non-profit group that is working towards the aims of community development and a sustainable society. Because we have limited space, Ross House prioritises groups depending on their size, structure and organisational aims. Criteria considered during tenancy application includes how the organisation:

- supports the need to remove disadvantage
- believes in advocacy, information sharing and co-operative methods
- is committed to self-help
- encourages participation in shared decision making
- supports the aims of Ross House
- is not for profit, non-government, and not a religious body or political party

Ross House also accepts tenancy inquiries from small business that is working towards the aims of community development and a sustainable society. There are well over 40 current tenants at Ross House including:

- **Able Australia (Able Link)**- computer access/net training for people with deaf blindness
- **Aboriginal Literacy Foundation**
- **ABRISA** - promote Brazilian culture; provide information for newly arrived immigrants.
- **Active Inc.** - Supports those with Attention Deficit Hyperactivity Disorder.
- **AMIDA** - Action for more independence/ dignity in housing for people with disabilities.
- **Apple Users Society of Melbourne (AUSOM)**
- **Asbestos Information and Support Service**
- **Association of the Liberian Community in Australia (Vic)**
- **Australia China Friendship Society**
- **Australian Federation of International Students**
- **Australian Institute of Welfare & Community Workers**
- **Brain Injury Matters**
- **Carbon Balance Consulting**
- **Casal Catala**
- **Community Music Victoria**
- **Disability Discrimination Legal Service**
- **Disability Media**
- **Express Media** – support for young and emerging artists
- **Fair Trade Association of Australia & New Zealand**
- **Federation of Spanish Speaking Seniors**
- **Financial and Consumer Rights Council**
- **Handknitters Guild Inc**
- **Housing for the Aged Action Group (HAAG)**
- **Indo China Ethnic Chinese Association (ICECA)**
- **International Women's Development Agency**
- **Islamic Girls Women's Group**
- **Live and Learn Environmental Education**
- **Lupus Australia Association**
- **Mac Advice**
- **National Association for the Prevention of Child Abuse and Neglect**
- **Nutrition Australia (Vic)**
- **Organisation Mondiale pour l'Education Prescolaire (OMEP)** – supports care, health, and education for children, and awareness raising about harmful behaviors
- **Public Transport Users Association**
- **Reconciliation Victoria** - promotes reconciliation between Indigenous and non-Indigenous Victorians
- **Reinforce** - educating people about the rights/ needs of those with intellectual disability
- **Retina Australia (Vic)** Assistance for those gradually becoming blind
- **Spina Bifida Foundation Victoria**
- **Senoirs Information Centre**
- **South Sudan Development Agency** –reducing barriers that cause refugee marginalisation
- **STAR- Victorian Action on Intellectual Disability**

- **StudioAlto** – consultancy providing creative communication solutions
- **The Victorian Drama League**
- **Timorese Association** - preserving Timorese cultural identity in Australia
- **Tree Project**
- **University of the Third Age (U3A)** - a community of older people creating learning
- **Union of Australian Women (UAW)**
- **Viola Eco-Graphic Design/Design by Nature**

Ross House Non-Tenant Members

- Action Research Issues Association
- Afghan Australian Philanthropic Association
- Art in Bark Association of Australia, Vic Branch
- Association of Neighbourhood Houses & Learning Centres
- Australia Japan Society of Victoria
- Australian Wildlife Protection Council
- Australian Electric Traction Association
- Collective of Self Help Groups
- Community Housing Federation of Victoria
- Disability Employment Action Centre
- Federation of Community Legal Centres
- Future of Work Foundation
- International Social Service
- International Women's Handcraft Association
- Melbourne Osteoporosis Support Group
- National Council of Women
- Narcolepsy Overwhelming Daytime Sleep Society
- Renew Net Pub
- Society of Women Writers Victoria Inc
- Victorian Local Government Association
- Victorian Multiethnic Slavic Welfare Association
- Villamanta Legal Service Inc
- Westernport Speaking Out

Events at Ross House are a very diverse mix and range from meetings of relevant groups, to chess, yoga, mahjong, painting, craft, literature, philosophy, forestry, economics and language classes, and group activities.

Some of the frequently asked questions about Ross House

Q: Who can join the Ross House Association?

Membership is only open to organisations which are:

1. community and self-help groups: these are organisations where decisions are made by members. Some of these groups have members who share the same medical or social condition (self-help) or have the same concern (community groups).
2. small groups: with under 380hrs per week of paid staff and needing less than 135m² of space.
3. groups collaborating for social justice and/or environmental sustainability.

Individuals and small businesses who are undertaking activities in keeping with the values of the Ross House Association can become 'friends' rather than members.

Q: How much does it cost to join?

Only \$33 per year (including GST) for membership and \$38.50 (including GST) for friendship.

Q: What does membership involve?

Each member organisation delegates a member to represent itself at Ross House Association general meetings. The Association is managed by a Committee of Management elected from these representatives at the Annual General Meeting, usually held in October or November each year. A series of sub-committees deal with specific areas of responsibility. Any members of a Ross House Association member organisations can make a contribution through these sub-committees.

There are also ad hoc opportunities to contribute and influence the Ross House Association through member's consultations and short term task groups.

Q: How do you get an office at Ross House?

All tenants of Ross House have to first be accepted as members or friends of the Ross House Association (see who can join above). The activities of your organisation will then be assessed to see if they are appropriate for the building. The layout of the building makes confidentiality very difficult and noisy activities too disruptive.

The first step to becoming a tenant is to make an application for membership and then tenancy. Application is considered by a sub-committee and then the Committee of Management of the Ross House Association. Both applications can be considered at the same time.

Q: What space is available?

Vacancies vary as tenants come and go. If there is not a suitable space new members of the Ross House Association are put on a waiting list and are contacted when one becomes available. The smallest area tenanted is 8.5m² and the largest is 135m².

Q: How much will an office cost?

The contributions that tenants make cover all out-goings (electricity, gas, cleaning, security etc). Tenants only need to organise their own telephone and computer connections. There are nine different levels of contributions that vary according to the tenant organisation's ability to pay. Contributions increase and decrease as the capacity of each tenant organisation increases and decreases. A rise in line with the CPI is considered each October.

Q: How do I book a meeting room?

Ross House has ten meeting rooms of different sizes; there are photos available on the website. Some are equipped with televisions and VCRs. The Ross House Association also has overhead projectors, screens, data projectors and a PA available.

Room	Seating	Price Code
Ground Floor Room 1	roundtable 20-25 theatre style 40	A
Mezzanine	roundtable 20-25	A+
First Floor Room 1	roundtable 20	B
First Floor Room 2	roundtable 8	C

First Floor Room 3	roundtable 20	B
Second Floor	roundtable 10	C
Third Floor Room 1 (Jenny Florence Room)	roundtable 20-25 theatre style 50	A
Third Floor Room 2	roundtable 10	C
Fourth Floor Room 1 (Hayden Raysmith)	roundtable 25-30 theatre style 80	A+
Fourth Floor Room 2	roundtable 10	C

There are five different rates for meeting room hire. They vary depending on the type of organisation making the booking and the size of the specific room.

Pricing (prices are excluding GST)

	Tenants	Members, Friends & Occasional Tenants	Small Community Groups & Small Business	Non-profit Groups	Government & Tertiary Institutions, Political Parties and Companies
A	\$7.80	\$13.20	\$16.30	\$63.40 (4 hours)	\$76.10 (4 hours)
A+	\$5.40	\$10.60	\$12.70	\$52.90 (4 hours)	\$63.40 (4 hours)
B	\$4.30	\$8.50	\$10.10	\$42.30 (4 hours)	\$50.70 (4 hours)
C	\$3.20	\$6.40	\$7.60	\$31.80 (4 hours)	\$38.00 (4 hours)

Ross House Association members and tenants have priority for meeting room bookings, but when they are not required by these organisations the rooms are available to all hirers. Telephone 9650 1599 to make a booking. The website lists information and responsibilities of users – from information about disability access, parking for cars and bikes, to no smoking to cancellation policies.

Resources

Use of Ross House is open to all small community organisations who are working towards a just and environmentally sustainable society, and who:

- support the need to remove disadvantage
- believe in advocacy, information sharing and co-operative methods
- are committed to self-help
- encourage participation in shared decision making
- support the aims of Ross House
- are not for profit and are non-government, and not religious bodies or political parties
- all organisations whose purpose it is to provide resources or act as an umbrella organisation for small community groups.

Resources Available (all prices include 10% GST)

Meeting rooms seating 8 - 80 people - see above for costs

Photocopiers (2) A3, A4, heavy duty, fast reliable, automatic stapling, double or single
\$0.10 - members and tenants; \$0.15 - casual users; \$0.25 - A3

Binding machine (A4) - \$1.65 for each fully bound book or 55c for each part

Laminating machine - \$1.95 - A4 / \$2.95 - A3

Fax machine (03) 9650 3689 – \$0.85 local; \$2.20 per minute interstate; \$3.30 per minute international

Gold phone - 40c per local call

Casual Car Park \$3.50 per hour (max \$21.00 per day); Flat rate of \$11.50 per day on weekends (Permanent monthly Car park bookings also available)

Other:

- Display windows facing Flinders Lane
- Electric stapler and heavy duty stapler
- Gas stove in ground floor kitchen
- Guillotine
- Hole punch (heavy duty)
- Long arm stapler
- Paper Shredder
- Postal scale
- Reams of paper for sale
- Ladders
- CD/tape deck
- Trolleys
- TV's and videos
- Urn
- Whiteboards - in meeting rooms
- Tenant insurance policy - cost dependent on size of office and the electronic equipment to be insured

New Electrical Equipment: Ross House Association now has an array of new equipment to assist small community groups create presentations, submissions, workshops & more.

Electronic Whiteboard: is now situated in the Hayden Raysmith Room on the 4th floor for use when you book that room. It can be used as a normal whiteboard if you don't want print-outs.

Data Projector: You can use this projector with PC or MAC but you need to supply your own computer. Video, free to air TV, and up to two computers can be connected simultaneously allowing you to switch between mediums. Give multi-media presentations simply and quickly.

Overhead Projector: This sharp focus projector comes in a portable carry case to assist with mobility. An older overhead-projector is also available. For non-members the new data and overhead projector are only available during office hours from 9am—5pm. All organisations must fill in a booking form before hiring equipment, the person signing the form is responsible for the equipment until it is returned to the Ross House

Association. If you have any problems or questions please contact Ross House Association.

ITEM	MEMBERS (4hrs)	NON-MEMBERS (4hrs)
Data Projector	\$44	\$110
Overhead Projector	\$11	\$16.80
Overhead Projector (old)	\$5.50	\$5.50

New Zealand Council of Social Services – NZCOSS

Unit 7, Betty Campbell Centre, Harbour City Tower, 40 Panama Street
PO Box 5594, Wellington, ph/fax 04 472 3364; www.nzcooss.org.nz

NZCOSS is a national umbrella organisation for local Councils of Social Services and other social service networks throughout Aotearoa New Zealand. It uses its collective voice to influence decision-makers in a way that leads to policy action, social change and community empowerment. It recognises that working together can be more effective and support local communities and member organisations to achieve social well-being.

The membership of local COSS includes people in local government and people working locally for central government agencies, as well as people working for not-for-profit and voluntary social service organisations.

The website home page highlights “news snippets”: the first of which is “Collaborative Voices” NZCOSS and NZFVWO are collaborating on a radio programme on Access Radio. This programme is playing throughout New Zealand.” This is an example of collaborative work, outlined below under the NZFVWO.

A number of local Councils of Social Services were mentioned in the course of this investigation.

Social Services Waikato

PO Box 391, Hamilton
McGregor House , 4 Little London Lane Hamilton
Ph. (07) 838 1583 **Fax.** (07) 838 2661
Email. sswinfo@com-trust.org.nz

Social Services Waikato (SSW) was established in March 2001 as an independent charitable trust, aiming to work alongside community-based social service groups, supporting, strengthening and advocating issues affecting people and organisations in the sector. SSW supports and strengthens Waikato social service organisations and advocates about issues that affect the sector. SSW can help organisations with areas such as governance, management, policy development, legal structures, operational planning, budget and funding advice, financial systems, training, advocacy, facilitation and IT.

Resources/ Nga rawa

Social Services Waikato has many resources available for community use. Along with advisory service, it has an extensive collection of documents including management and governance information, organisational templates, copies of government policy, and legislation relating to the not-for-profit, tangata whenua and community sector.

SSW has a specialist staff person to give support and advice on IT development for community based, not-for-profit, organisations in the greater Waikato, including on:

- Purchasing a computer or communications technology (including phones)
- Developing or improving computer network
- Moving to broadband technology with no increase in cost
- Planning your IT needs for the next five years
- Ensuring your systems are secure and virus free

There is a sliding scale of fees for this service with a free initial audit of your current IT resources, then:

For organisations with annual income less than \$200,000 no charge

For an organisation with annual income between \$200,000 - \$600,000 - \$30 per hour plus GST

For an organisation with annual income between \$600,000 and One million dollars - \$60 per hour GST; the service is not available to organisations with annual income over \$1 million.

Networks/ Whakaatunga

Social Services Waikato facilitates and supports networks, including Maori disabilities, Maori nurses, children and disabilities, managers, fieldworkers and coordinators, Thames community, Coromandel providers, Maori social workers, Maori governance and community houses. For example, the bi-monthly managers' forum provides more than 40 managers of social service organisations a chance to network and discuss issues especially relevant to their sector. The Maori Disabilities network, in contrast, meets monthly and is made up of 20 organisations from Raukawa, Maniapoto, Waikato and Hauraki. This community houses and community centres network meets bi-monthly at one of the regions' community houses.

Funding/ Putea

SSW is a Tindall Fund Manager in the Waikato region, administering an annual Supporting Families and Social Services Fund for tangata whenua and community social service organisations.

SSW Scholarships aim to support paid and volunteer workers in community-based social service organisations, who are undertaking tertiary study that will contribute to their own development and social service work. This annual scholarship round opens in December of each year and the scholarships are awarded in the following April.

SSW administers a small community mental health training fund. This funding round opens in January and closes mid-February.

North Shore Community and Social Services

First Floor Mary Thomas Centre, Gibbons Road, Takapuna
PO Box 33 284, Takapuna, North Shore City 0740
Phone: 09 486 4820; Fax: 09 486 4823
info@nscss.org.nz www.nscss.org.nz

The North Shore Community and Social Services was formed in 1972 and incorporated in 1975. It is one of 55 Councils of Social Service affiliated to the New Zealand Council of Social Service based in Wellington. Its vision is "Empowering community groups to serve their communities". Its objectives are:

Community Development

Assisting groups with daily challenges such as strategic planning, employment related issues, funding issues and general assistance

Information and resourcing

Providing information and assistance such as Funding database, networking opportunities, liaison with North Shore City Council

Seminars and Publications

Providing seminars on community management, newsletters, and other publications that assist community groups

Many groups that are not legally constituted need an umbrella group if they wish to apply for funding for a long term project or for funding or consents for a one off project. North Shore Community and Social Services Inc provides that function for a number of groups. To achieve this, a group must complete the [membership form](#) and tick the box - *application for umbrella status*.

By acting as the legal entity North Shore Community and Social Services Inc. accepts overall accountability as well as the following responsibilities:

- Employer
- Financial manager
- Joint fund seeker
- Strategic planner
- Line Manager

The North Shore Community and Social Services Inc will at all times:

1. Support and advocate the goals values and interests of the groups they umbrella.
2. Provide the infrastructure, accountabilities, support, expertise, information, resources and guidance required.
3. Act ethically and with fairness at all times
4. Investigate any complaints complying with the complaints policy received
5. Encourage the group they umbrella to work as independently as possible, at all times adhering to community development principles.

In return the organisation will at all times:

- Support and advocate the goals values and interests of the umbrella group
- Use the logo of the umbrella organisation where appropriate

- Adhere to the policies set out in the policy manual provided by the umbrella group
- At all times strive to achieve the goals and objectives set down for their organisation
- Report to the umbrella organisation, on a monthly basis, either directly or through their independent management committees

The NSCSS has recently undertaken a Stocktake of Social Services, and as a result of that, has conducted focus groups in a number of areas.

Community Waitakere

www.nzcoss.org.nz

Community Waitakere is a member of the New Zealand Council of Social Services. **Community Waitakere** fosters community development through co-coordinating community group activities; facilitating network meetings; providing training opportunities; offering advice and support for emerging groups; leading community projects and articulating the community voice through advocacy and the preparation of appropriate submissions. It is our vision to have a strong, dynamic and sustainable Third Sector in Waitakere City.

Community Waitakere has become involved in Project Twins Streams as one of the contract holders and co-ordinator for community engagement along the Henderson Creek. The organisation has also picked up a second contract to provide a community brokerage service, which aims to build the capacity of other community groups to engage in Project Twin Streams (PTS). Involvement with PTS broadens its community development aspirations, creating a greater focus on the environment and people's impact on this, and exploring sustainable living choices.

Community Waitakere has a number of resources available to its community. These include a community noticeboard and an events calendar, bi monthly meetings of members, NFP information and research, The Waitakere Community Resource Centre has a small meeting room available for public hire for a small charge. It is carpeted and can hold between 30 and 50 people.

The purpose of the new Waitakere Community Resource Centre being built is to:

- Provide accommodation, support and advocacy for key community networks as well as new and emerging community groups who have a networking or strategic purpose
- To provide a business services hub, equipment bank, resource library, meeting spaces, a small sized conference venue, low cost office / meeting space and social enterprise opportunities
- To facilitate strategic alliances and partnerships with the Waitakere Not-for-Profit sector
- Demonstrate sustainable development / eco-friendly / universal design practices
- Support the development of 'clustering' for Not-for-Profit organisations and groups

Ngati Whatua Nga Rima o Kaipara

Jane Sherard Kaiarataki CEO; PO Box 226 Te Awaroa, Helensville; 102 Commercial Road, Helensville. Phone EPU Admin (09)420 9851; Main Office (09)420 6357; Cell

(021)574 045

Ngati Whatua Nga Rima o Kaipara is the mandated collective and participatory voice for the people of nga marae o South Kaipara takiwa¹. It represents the five mana whenua marae and the lands surrounding them as well as the Ngati Whatua interests extending over the Rodney District. Membership trustees are nga marae mandated Kaumatua and whanau who have strong whakapapa kinship ties to hapu tribes, Te Taou, Te Uri o Hau, Ngati Rango and Ngati Whatua Tuturu among others. There are five marae: Puatahi, Te Araparera, Te Kia Ora, Haranui, and Reweti. Each marae retains the rangatiratanga autonomy right to speak on issues it considers most likely to affect its marae whanau.

Ngati Whatua Nga Rima o Kaipara is involved in partnerships and shared services in a number of ways. It has a Memorandum of Understanding with the Rodney District Council, and its contact details and the five Kaipara marae are listed on the Council's website. It has a co-location satellite office within the Rodney District Council building as Ngati Whatua Nga Rima o Kaipara Kaumatua, Trustees and kaimahi meet at Taumata level with Councillor and/or meet with directorate staff on joint projects. Also the Trust, as it is sometimes referred to, does the 'Welcome to Our World' as part of the Human Resource orientation programme for new staff. The Trust also co-locates its health administration with Mo Wai Te Ora Maori Health, Waitemata DHB.

Ngati Whatua Nga Rima o Kaipara runs the service centre of Heartlands Te Awaroa, located in the historic post office built in 1911 at 102 Commercial Road, Helensville. It was decided by the community over a three-year process that it should be a 'stand-alone' centre and operationally acknowledge the uniqueness of Te Awaroa, Helensville as an area. Heartlands, Te Awaroa is one of two tribal service providers, the other being Ngai Tahu in the South Island. The descendents of their tupuna who gifted land to form the township now bring government agency representatives to the town to meet with the community. Non-Government agencies also deliver their services. The service providers, Ngati Whatua Nga Rima also exercises its tribal responsibility to manaaki (host, acknowledge, support) others living in their tribal rohe. This effectively is the ethics of hospitality. The centre has a very high engagement rate, because of its links into both local Maori and Pakeha organisations.

There are a wide range of government and NGO agencies involved with Heartlands Te Awaroa; many have standard meeting times with rooms booked for their use. These include Adult Community Education, Age Concern Rodney, Auckland Regional Council, Career Services, Corrections Department (CPPS), Family Violence, Inland Revenue Department, Maori Land Court, Ministry of Education (Special Education), Nationwide Health & Disability Advocacy Service, Otakanini Topu Inc, St John Ambulance, and Strengthening Families (FACS).

Ngati Whatua Nga Rima o Kaipara co-located its Environmental Protection Unit at the back rooms of Heartlands, Te Awaroa. Council planners and people wishing to develop the area through resource consents meet with Ngati Whatua marae people to discuss their plans with them. These rooms also act as an overflow for the Heartlands Service as many of the government agencies also engage with the tribe as a key group within the community.

Ngati Whatua Nga Rima o Kaipara is also involved in other shared services. Jane Sherard indicates:

Most of the shared services are co-located and centre around the other services acknowledging the unique cultural capital that Ngati Whatua Nga Rima o Kaipara can bring with the engagement and/or co-partnering. This is done by the Implementation of Relationship attached to either Agreement of Engagement (AoE) which is specific to a project, one off event, specific task activities or a Memorandum of Understanding which indicates a long-term shared likeminded relationship. In the

case of MoU, the kaupapa of this is around reciprocity, and being familiar with [what] one each other is about... This is the baseline to either strengthen, enhance and/or measure the relationship and refrains from unnecessary duplication of services but rather effective referrals. The other aspect is that NGOs may review their structures and decide at a local level (within the same community) to combine wholly or partly for the purposes of providing a joint better service, maximise on people, resources and financial infrastructure and work coverage capabilities.

Te Awaroa Lifestyles is a partnership programme between Ngati Whatua Nga Rima o Kaipara and ProCare Network North. This is a Manawhenua & mainstream PHO partnership, that seeks to help the whanau improve their health outcomes. It is delivered through Toku Oranga Pai – A New Me which incorporates the capability for marae to appoint their own Marae Arataki to a resourced position to work with whanau. The strands of what marae wishes on marae is self-determined by each marae and takes a holistic approach by providing participatory support on a range of issues generic to all marae such as rural papakainga housing, water quality and Maori Trustee Training. Marae design their Marae Arataki specific programmes to suit the marae situation, whanau health needs, whanau uptake / engagement and sustainability of health and lifestyle changes.

A new linkage to the initiative is the provision of outreach services to the marae to improve access to primary health services through use of a mobile clinic and the creation of an inter-active self-management health website. Immunisations are provided along with checks for cardiovascular disease, diabetes risk and child health. The Trust now has a shared sponsored website and health portal. The latter contains a self-management care treatment designed by whanau members with their GP assessments and whanau monitoring.

Te Awaroa Lifestyles is now in its fourth year and feedback shows increasing numbers of whānau of all ages are participating in activities of their choice and design on their marae. It was a finalist in the Ministry of Health and Accident Compensation Corporation's 2008 Health Innovation Awards. Information on the Te Awaroa Lifestyles programme is also included in the body of this report.

KITES

Level 6, West Wing, Education House, 178 Willis Street
PO Box 9392, Marion Square, Wellington
Tel. 384 3303, Fax. 384 3308
Email: admin@kites.org.nz www.kites.org.nz

"We are proud to say that Kites is not an acronym, our name reflects the concept of flying ideas"

Kites Trust is a not-for-profit organisation which secures funding from a variety of sources, including contract work, community, statutory bodies and the participating organisations of the Trust.

Kites is co-located with a number of other organisations that work in the same general work area. These include

- Central Potential - that supports mental health consumers
- Platforms, a national organisation that supports and advocates for mental health consumers
- Case Consultancy, that provides a buddy system for consumers (and which initially came from Kites) and a speakers bureau (where people go out to groups to talk about their experience).

A new entity created from a collaboration/partnership approach

In 2000, four Wellington based mental health services; Wellink, Pathways, MASH, and Te Roopu Whakapakari Ora trusts came together to look at ways of working together effectively. They had all been working on key areas of sector development in response to what the people who used their services were asking for. This included real jobs, real homes, the right to access services and to participate in their communities. It made sense to bring these roles together and Kites was formed.

Kites governance group consists of managers and consumer advisors from Wellink, SF Wellington (Mental Illness Family Support), Te Roopu Whakapakari Ora and Pathways Trust.

Kites does not aim to set up alternative or surrogate communities for people who have used or are using mental health services. Kites aims to work with the community we have, which is rich in resources. Kites works to a community development model, this means that they:

- Encourage people to define their own problems and issues.
- Involve the skills, knowledge and experience of people with mental illness.
- Promote people working together rather than as individuals.
- Develop local solutions to local problems.
- Facilitate processes toward resolution where there are conflicting interests.
- Engage in policy development at both community and government levels.

Kites work

Service providers are often busy providing their day-to-day services and may not have time to put into developing new ideas and resources. Kites is committed to working with communities to help them plan, organise and carry out new initiatives while promoting the self-reliance of people who experience mental illness.

- Seeking service users/tangata whaiora views
- Facilitation and mediation
- Feasibility studies
- Researching and testing new ideas
- Skill and knowledge sharing
- Connecting and building networks

Choices

Kites fosters the development of new services that enable people who experience mental illness to choose a service that will suit their lifestyle, rather than the person having to fit the service provided.

Housing Choices

A secure home is important for our well-being. Kites believes that people who experience mental illness have the right to live in appropriate, long-term and affordable housing. We advocate for the separation of tenancy and support to ensure people can receive the support they want while maintaining rights as tenants.

Employment

There are often significant barriers preventing people from achieving their employment goals. Kites has developed a range of responses, and has supported the establishment of the following:

Temporary Solutions - a recruitment and temping agency that places people with experience of mental illness in short-term/ casual employment within the community and mental health sector.

Valley Transitionz - This is New Zealand's first example of a transitional employment model and is based in the Hutt Valley. People are provided with six to nine months paid work placement following a period of structured voluntary work.

Work-link - A supported employment service where individuals are supported to find work with a skilled employment consultant.

Consumer-run Services

People who experience mental illness want to participate in the planning, funding, delivery and leadership of mental health services. There is a growing number of consumer-run businesses and services all over the world. Literature demonstrates that these services can be of immense benefit to people's recovery. Kites encourages consumer leadership and consumer-run services, eg Buddies, a consumer-run volunteer peer support programme.

Bishops Action Foundation

566 Mangorei Rd, RD 1, PO Box 547, New Plymouth
Phone 759 1178; Fax 759 1180
www.waikato.anglican.org.nz

The Foundation is an independent charitable trust, that was given seed funding by the Anglican Church, is now independent, and funded through the projects it undertakes. It is co-located with the Anglican Church's office.

The Foundation's initial mission was "Empowering the office of the Bishop in Taranaki to respond and make a difference in the community".

Purpose

To support and enable Taranaki-wide initiatives that enhance and contribute to the spiritual, economic, social and cultural well-being of the communities throughout the Province.

Objectives

1. To develop innovative and relevant ministry and mission initiatives
2. To contribute to the development of leadership in both Church and Community
3. To contribute to community education, health and well being
4. To secure increased research capacity to underpin and inform the work of the Foundation and other organisations
5. To encourage informed contributions in discussion of public issues and values

Unique strengths and points of difference:

- Justice and Equity
- Regional focus: communities across Taranaki
- Independent: free from political limitations; responsive in new and changing areas
- Strategic Innovation: structure ensures capacity to be creative and innovative

- Talented People: access to diverse networks, people with extensive skills/experience

Keystone Taranaki is a Foundation initiative, and received some funding from the Ministry of Social Development's Family and Community Services. It undertook a capability/capacity needs analysis of the voluntary and community sector in Taranaki, and found that the community and voluntary sector's needs were not being met except in an ad hoc way.

Current work flows from the Keystone Taranaki project which is a response to the capacity building needs of voluntary and community sector organisations. The Foundation has embarked on a three year training and development programme to meet the voluntary and community sector's needs and to build capacity. Within this, the Foundation is looking at how groups with common capacity building needs can benefit from working collaboratively to try and address them (where appropriate).

The Foundation is exploring innovative solutions to issues. It acknowledges the advantages of both co-location and of collaborative or partnership initiatives. There are currently possible projects in the discussion phase, for example, one discussion about positive ageing/service provision for older people and one about service provision for young people. The latter is about meeting the needs of young people in central Taranaki; discussion is occurring about how services could come together, for example, in a hub, so as to meet young people's needs.

It is one year into the programme, and doing lots of things within this, considering how to support voluntary and community groups to work more effectively, and to work together. This can include identifying common needs, best practice in an area, and support on how to work collaboratively, which might include sharing administration and governance. It includes a lot of training, at a level appropriate to the sector. This may mean stripping out jargon so that material is accessible to local communities. A big part of their work is peer support; for this they use the New Zealand Mentoring Centre; people involved in their sessions leave in groups of five or six people for ongoing support.

The Foundation uses a community development approach. It is very committed to the current programme, and considers the sector will be better placed to consider and meet their own needs in the longer term. This means that in the long term if Keystone were to continue going, it may be at arms length to the Foundation.

The Foundation is also doing work on governance models. One example was for shared governance of two separate organisations, while under that the two services, but on the ground had one shared field worker. There was a Memorandum of Understanding under the two Trust deeds, which supported this arrangement. However, because one of the organisations involved faced difficulties, the arrangement ended up not proceeding.

Message from Bishop Philp Richardson

The Foundation has social justice as its primary motivator and represents an opportunity to enhance and support the extensive work of the Anglican Church within the communities of Taranaki and to work with these communities to identify and meet some of the most pressing needs that still go unanswered.

Our model is one of strategic creativity. The Foundation will remain a vibrant body that nurtures and supports the widest possible range of organisations and projects. To support our endeavours we aim to develop an expert research arm that will focus on rural needs and social outcomes. At the same time we envisage that the Foundation will become a major advocate on behalf of the not-for-profit sector and will provide much needed support for organisations that deliver essential community services, but struggle

to meet the demands of fundraising, management, compliance and administration. In short, we believe that the Bishop's Action Foundation represents an exciting opportunity to deliver lasting positive change to the people of Taranaki.

SECPHO - South East and City Primary Health Organisation

Level 1, 94 Riddiford Street, Newtown, Wellington 6242
Phone: 04 389 9906; Facsimile: 04 389 9986
P O Box 7398, Wellington South
Email info@secpho.org.nz www.secpho.org.nz

South East & City Primary Health Organisation (SECPHO) was established to provide services in Wellington Central, Southern and Eastern Suburbs. The decision was made and approved by 19 non-profit health and social related services in the region. SECPHO is currently a collaboration of 30 member organisations who share similar philosophies/ kaupapa and are dedicated in working collaboratively to achieve positive health outcomes for the population that they serve. Its foundation was on the basis of the commitment of the people who attended meetings, participated in discussions, supported projects and contributed their time and goodwill on an entirely voluntary basis.

Our Current Staff Members are:

Justine Thorpe – Manager	Kellie Poutu – Senior Administrator
Ben Harris – Administrator	Kathryn Johnston – Social Worker
Jocelyn Malcolm – Social Worker Coordinator	Dorothy Kennach – Health Promotion
Fiona Osten – Immunisation Coordinator	Vicky Noble – Clinical Quality Advisor
John Dunlop – Clinical Pharmacist	Merio Marsters – HEHA Support Worker

Primary Health Organisations were formed under the Government's New Zealand Primary Healthcare Strategy. The general aim of Primary Health Organisations is to improve and maintain a community's wellness, and ensure there is better coordination of services within this community. The six key goals of Primary Health Organisations are to:

- Work with local communities
- Identify and remove health inequalities
- Offer access to comprehensive services to improve, maintain and restore peoples health
- Coordinate care across service areas
- Develop the Primary Health Care workforce
- Continuously improve quality using good information

Primary Health Organisations are funded by the number of people registered with the General Practices that belong to the Primary Health Organisation.

SECPHO's 30 member organisations consist of:

5 General Practices

Evolve - Wellington Youth Service
Newtown Union Health Service
Pacific Health Service Wellington
Te Aro Health Centre
Wellington People's Centre

2 Mana Whenua Organisations

Te Runanga O Toa Rangatira
Wellington Tenth's Trust

1 Community Pharmacist

Strathmore Park Pharmacy

22 Community Social and Health Related Service Providers

Alzheimer's Society Wellington Inc
Catholic Social Services
Chelsea Trust
Consultancy Advocacy and Research Trust
Family Planning Association of New Zealand
Miramar Community Centre
Newtown Community and Cultural Centre
Nga Whakatauki
Ngati Kahungunu Ki Poneke Community Services Inc
Presbyterian Support Central
Problem Gambling Foundation - Wellington Branch
RMS Refugee Resettlement, Wellington Branch
Regional Public Health
Royal NZ Plunket Society (Inc), Wellington/Wairarapa Operations Area
Strathmore Park Community Health Service
St Vincent de Paul Society - Wellington District
Suzanne Aubert Compassion Centre
Te Puawai Tapu
Wellington Women's Health Collective
Wesley Community Action
Strathmore Park Community Base
Wellington Somali Council

New Zealand Federation of Voluntary Welfare Organisations (NZFVWO)

Tele: +64 (4) 385 0981; **Fax:** +64 (4) 385 3248

email: comms@nzfvwo.org.nz and the website: www.nzfvwo.org.nz

NZFVWO is an association of community and voluntary welfare organisations. As an umbrella group, the Federation lobbies and advocates on behalf of members and works to promote the role of the voluntary welfare sector. Established in 1969 with a core membership of 18 national organisations, the Federation now has around 150 national, regional and local members.

The NZFVWO'S mission is to "advance an effective voluntary welfare sector." It is an active network of social service organisations, and seeks to "provide a unique opportunity to be involved with strengthening community services and increasing the influence and power of the sector." One current Federation initiative focuses on employment initiatives and the unique issues facing the NFP sector (low salaries, career opportunities, etc).

As noted in the material on co-location the Federation shares offices premises on a floor of a commercial building with three other agencies.

NZFVWO includes two examples of collaborative engagement, or shared services across different agencies. These are first, CIMS, the Community Information Management System (CIMS) - *Sharing communications across communities – that is currently being*

developed, and secondly, COMVOICEs. These are outlined below after information on NZFVWO membership and costs.

NZFVWO membership offers:

a national framework for local experience

- Be part of a strong collective national voice on key issues for our sector
- Ensure your experience counts by providing input to the Federation's submissions
- Focus on today's issues and share your experiences and learning with others at workshops and forums around the country

a means to stay informed on current social service issues

- Member exclusive email alerts and [online discussion groups](#)
- Keep up with current legislation, submission dates, sector legal news and resources with [LawScene newsletter](#) (10 issue a year)
- News views and contributions from organisations around the country through [New Dialogue magazine](#)
- Up-to-date information on www.nzfvwo.org

opportunity to add capacity and improve your effectiveness

- Access research and advice to support your capacity and effectiveness
- Benefit from projects such as VAVA, COMVOICEs, Keeping It Legal

There are two membership categories (national, and head office, branch and local) with the cost reflective of an organisation's total annual expenditure and ranging between \$65 to \$1,690. The website includes an online and printable application form.

COMVOICEs

There is no single point of contact. Inquiries can be directed to the New Zealand Federation of Voluntary Welfare Organisations:

Tele: +64 (4) 385 0981; **Fax:** +64 (4) 385 3248
email: comms@nzfvwo.org.nz

COMVOICEs is about "Advancing the voluntary sector". It "is an independent coalition of Tangata Whenua and leading community and voluntary organisations set up to promote and make visible the enormous contribution of the whole voluntary sector to our society." It developed from a pilot communications project, started in 2005. It evolved in response to negative publicity about a part of the sector in the mainstream media.

The primary aim of COMVOICEs is to ensure that the whole sector has a powerful voice in the community and at government level by:

- Reflecting and spearheading sector-wide responses on relevant issues and policies
- Proactively placing stories about the sector in the media
- Working with and leveraging from the work that the Community Sector Taskforce is already doing to encourage regional, national and cross-sector networking and information sharing.

COMVOICEs is about sharing resources and working across the sector to build the sector's media and communications capability and capacity. There is a core and a supporting group. The coalition seeks broader sector involvement in its work at both levels. This can be either or both a contribution of money and / or time and effort. Organisations can keep abreast with COMVOICEs' work by subscribing to its 'Update' mailing list. News, events and announcements relevant to the sector and briefings on project work are sent out regularly.

COMVOICEs costs around \$50,000 per year; membership is currently limited to national organisations as it could not cope with the number of local groups, and that helps retain a common purpose and focus. Contributions from members range from \$500 to \$8,000, and grants are applied for. The Community Sector Taskforce provided some funding in the first year, and the J R McKenzie Trust has been very supportive.

Its monthly meetings are creative, organic, and dynamic.

It is a collaborative voice that acts as the vehicle for promotion of and response to common issues for the whole sector. COMVOICEs is a tool not an entity. It has been set up to build on the collaborative and cooperative processes that already exist within the sector for the purposes of educating the public, media, and central and local government about the value of the sector to our society and our economy.

It has been focusing on increasing understanding and awareness of three issues that are common to the whole sector. These are funding and sustainability, (and also on taxation issues); the value, scale and scope of the sector, and the independence of the sector. To advance these common issues, COMVOICEs has developed media, government and stakeholder plans and the group has been undertaking activities in each of these areas.

How does it work?

COMVOICEs is a collaborative project that aims to allow many different 'voices' from the community to be heard speaking collectively on issues of importance. On any issue the individual organisations involved in the project continue to communicate views and issues specific to them but they are communicated under the banner of one of the three key issues/ messages indicated above that the group has identified as common to the whole sector. These aims are achieved through a range of mechanisms:

Media monitoring:

The news media is monitored constantly throughout the day. Headlines of immediate importance are sent to the COMVOICEs working group for comment. Where appropriate, a media release is issued. Headlines that are of less importance but that still affect the sector are sent via email to a wide network of people to ensure as many organisations as possible are up to date with media coverage about the sector.

Proactive media placement:

Through Ideas Shop, the media relations contractors to the project, feature news stories are placed within the media. These feature stories are designed to focus on key sector issues, people, events and concerns in New Zealand.

Media training:

Also through Ideas Shop, individual members of COMVOICEs have access to media training sessions to develop confidence with the media.

Government relations:

COMVOICEs has developed a range of mechanisms to engage with MPs and raise awareness about the importance of the sector within Government. COMVOICEs works to engage directly with MPs on relevant issues wherever possible. There is a non-partisan approach to COMVOICEs' government relations work – the project seeks to engage with as wide a range of MPs as possible.

Regional workshops:

As part of COMVOICEs' relationship with the Community Sector Taskforce, the project is seeking to develop strong relationships in regional areas. As well as distributing media alerts, the project holds workshops to explain COMVOICEs, provide media training and to promote the COMVOICEs independent coalition model and how it can be used to build on the strength of the Sector. Thus workshops can help build collaboration on sector wide issues.

This project has generated a lot of interest and helped COMVOICE member organisations to leverage from each other, benefiting not just individual organisations, but also the wider sector. COMVOICE is keen for other organisations and regions to build on these issues, and activities. It would like other organisations to express support and interest in the project - so it can extend networks and updates further into the sector. It would be great to see individual organisations integrating the key messages into their own activities. We are interested in feedback and ideas about how we could do this – both over the next few months, and into the future.

The coalition was founded by the following voluntary sector organisations:

- New Zealand Federation of Voluntary Welfare Organisations
- Funding Information Service
- Healthcare Aotearoa
- Community Sector Taskforce Committee
- Association of Non-Governmental Organisations of Aotearoa (ANGOA)
- Philanthropy New Zealand
- New Zealand Council of Social Services
- NGO / Ministry of Health Forum

A number of other organisations have confirmed their support for the aims of the project, including CCS, JR McKenzie Trust and Volunteer New Zealand. Other voluntary sector organisations have joined COMVOICE. These range from Volunteering NZ, Presbyterian Support New Zealand, Plunket New Zealand, Disabled Persons' Assembly, NZ Federation of Ethnic Councils, NZ Federation of Family Budgeting Services, Prison Fellowship, Stroke Foundation, to the ESOL Home Tutor Scheme.

Community Information Management System (CIMS)

CIMS is a collaborative project to set up a national Information and Communications Technology (ICT) platform for the community and voluntary sector, so as to enable sharing communications across communities. CIMS will establish a 'shared workspace', developed and managed by, and for the exclusive use of the community and voluntary sector.

At its simplest level, a shared workspace such as CIMS allows organisations to host their communications networks (discussion lists, sending of electronic newsletters and magazines, email notifications etc) through a shared ICT platform. For instance, CIMS will include initiatives like the Federation of Voluntary Welfare Organisations' discussion lists and those run by Community and Public Health (CAPH) Online Groups.

Some of the many benefits of having a shared workspace:

- lower ICT costs for community organisations
- greater connectedness between networks
- extending the reach of existing networks
- sharing of information and skill across the sector
- encouraging strategic communications across the sector

The CIMS platform is intended as a sector owned and sector managed shared workspace and communications hub to ensure confidence and broad engagement from the sector. It seeks to redress some of the ICT disparities and confidence gaps that exist owing to a lack of readily available funds for sector organisations to invest in upskilling and ICT

infrastructures and also streamline the way sector information is shared across networks, cutting down on problems like multiple mailings and unsolicited mail.

It is intended that organisations running their communications network through CIMS would incur little or no cost through economies of scale, sponsorship and other means. Ongoing development of the platform will also ensure that CIMS always reflects the community and voluntary sectors' needs, varying degrees of ICT skills, and the need to centrally administer national, regional and local communication networks.

Underpinning the CIMS project is its vision to promote, support and develop a platform that typical community and voluntary organisations will trust, be confident in its use, and re-use for their own purposes at little or no cost whilst retaining ownership and control over a staged development of a platform designed for and by the sector.

Who's involved?

Since November 2006, the concept for the CIMS platform has been presented to over 30 organisations on 8 separate occasions and a formal presentation was given to key national networking organisations on 29 March 2007 to seek their interest and engagement with the project. The support shown has been very encouraging throughout, and a number of national organisations and individuals have committed their involvement and / or support for the project:

- New Zealand Federation of Voluntary Welfare Organisations
- ANGOA (Association of NGOs in Aotearoa)
- Volunteering NZ
- NZ COSS (NZ Council of Social Services)
- Philanthropy New Zealand
- Centre for Social Health Outcomes Research and Evaluation (SHORE)
- NZAAHD (NZ Association of Adolescent Health & Development)
- UNITEC Not-for-profit Management Programme
- Whitireia UPLIFT programme
- Centre for Social Research and Evaluation (MSD)
- Evolving Enterprise – Jan Symington

What's happening now?

A comprehensive application was submitted to the Digital Strategy's Community Partnership Fund for funding for the project on 4 May 2007 and approved in late July 2007.

An Interim Management Group, consisting of project partners and supporters, has been convened to see CIMS through its development stages with the expectation that an operational pilot platform would be up and running before the end of the year. The Interim Management Group will also oversee the establishment of a permanent Governance Group, formulation of a Technical Specification and appointment of a Solution Provider (contractor to build the platform).

How groups can get involved

The CIMS project will continue its programme of sector engagement and consultations to seek broader engagement from the sector throughout the next two years. Organisations can get involved once the platform is operational by running their ICT networks through it, and individuals would be able to subscribe to public discussion lists, newsletters and magazines available on these networks through a universal mail centre.

The Federation of Voluntary Welfare Organisations is interested in gaining as broad a range of engagement at many levels with CIMS. If agencies would like discuss the project, want more information or would like to see a demonstration of how an organisation may use the platform email the Federation on comms@nzfvwo.org.nz.