REVIEW OF COMMUNITY WAIKATO 2015

PREPARED FOR

TRUST WAIKATO

BY

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EXECUTIVE SUMMARY

Introduction

This report presents results and recommendations from a 2015 independent triennial review of the effectiveness of Community Waikato. A key focus for this review was to make recommendations to further mature Community Waikato's Evaluation Framework and associated monitoring and reporting framework.

Activities

Community Waikato provides capacity strengthening and advisory services for tangata whenua and community and voluntary organisations providing social services in the Waikato region. This includes one-to-one support, mentoring and training workshops on matters such as governance, management, planning, legal and financial structures, funding and other organisational issues. Other key activities include encouraging collaboration between community groups, facilitating networking opportunities across social service organisations, and advocating on behalf of the community and voluntary sector.

Assessment

The review was undertaken during a time of transition for Community Waikato, with succession planning occurring toward a new Chairperson in September 2015 and a recruitment process under way to replace the outgoing Chief Executive from late July 2015 with the new CE commencing in mid-September 2015. The review also occurred during the final stages of planning for a major conference hosted by Community Waikato at the end of July 2015. These challenges were managed effectively.

The reviewers identified that Community Waikato's services have been moving increasingly towards a mentoring approach, providing tailored offerings for community groups. Community Waikato is focused on proactive facilitation and engagement with groups, including Māori rōpū, to foster holistic outcomes. Community Waikato works alongside local community organisations as a facilitator and sector partner. Through acknowledgement of iwi and manawhenua, Community Waikato successfully accesses Māori community contexts. Community Waikato's strategic goals have a Māori aspect and Community Waikato's role in Māori development continues to evolve.

Many activities are perceived as going well for Community Waikato including its advisory services and networks, training offerings and responsiveness to Māori aspirations. The Awesome Organisations training programme uses recognised experts and receives good feedback from participants. Community Waikato is seen as a credible and respected organisation with a strong track record of providing free or affordable sector advice and capability building activities. A number of change stories are provided in this review to illustrate the impacts of these services, including marae development case studies. The 2015 Rising to the Challenge Conference was well received as a source of information, inspiration and affirmation for participants, with considerable positive feedback. Community Waikato's funds management role is also seen as effective, enabled by staff members' extensive knowledge of the sector.

Training is seen as a core activity that could be enhanced, subject to additional resourcing, and options around this have been scheduled to be reviewed by Community Waikato over the coming year. Training participation may have been partially displaced by the 2015 conference in relation to participants' annual professional development budgets. The review will investigate the best way to meet sector needs going forward, look at how other training organisations operate, and consider new developments and opportunities. Other key areas of perceived opportunity for Community Waikato are around advocacy and sector sustainability.

Whilst Community Waikato has established effective operational systems and structures, there is potential to modernise and enhance its internal capacity to support greater outcomes. Introduction of a centralised Customer Relationship Management (CRM) system has allowed time-saving and record-keeping improvements but there is scope to make better use of this. The Community Waikato team could lift their effectiveness and efficiency through updated computers and mobile devices (tablets/iPads), interface of mobile devices with the CRM, enhancements to financial and administrative systems, and a user training programme that ensures staff can effectively use the technology tools available to them. The challenge in implementing this is to find a good balance between servicing immediate front-line service demands and creating time and space for internal capacity-building activities. The new Chief Executive, Holly Snape, will play a key role in ensuring this can occur.

The incoming Board chaired by Janet Gibb, together with Community Waikato staff, are poised to leverage the networking and learning opportunities arising from the recent successful conference. For example, there is identified potential to facilitate greater use of online webinar workshops where guest speakers skype in and engage with participants. Smarter use of new technology tools has considerable scope to enhance Community Waikato's existing engagement approaches, resulting in potential cost and time savings and enabling more effective reach into smaller and more remote communities. There is potential to partner with local community hubs for fast Internet access and meeting spaces.

An August/September 2015 survey of 62 Community Waikato clients and stakeholders identified considerable positive feedback plus a small number of criticism and suggestions for improvement:

- 94% of respondents had dealings with Community Waikato either directly or indirectly in the past year

- 84% said they had visited the Community Waikato website in the past year, of whom 98% were satisfied with the website

- there was a high level of awareness of many of Community Waikato's activities by the respondents, particularly around training courses and advisory services

- around three-quarters of respondents agreed that their organisation has built strong relationships with Community Waikato and its staff

- most agreed that Community Waikato workshops, forums and networks are valuable; that Community Waikato is responsive to the diversity of needs within their organisation; and that Community Waikato services helped build their networks and connections

- almost all respondents agreed that Community Waikato's services are relevant, appropriate, accessible and respectful, and most agreed that Community Waikato's services are timely

- most respondents agreed they felt Community Waikato support had made a positive difference to their organisation; has helped improve their services; and strengthened their organisation. There were a substantial number of examples provided by respondents, as well as a relatively small number of criticisms which will be useful for Community Waikato's performance reflections and strategic planning

- many respondents agreed Community Waikato helped build their skills and knowledge

- most respondents believed that Community Waikato provides practical and useful capacity support, and is up-to-date with its knowledge of the social services sector

- many respondents agreed that Community Waikato strengthens the social services sector (95%), uses processes which are good practice (95%), improves and/or provides for

cross-sector partnerships and collaborations (87%) and is seen as a role model and trusted advisory body for the social services sector (79%)

- there was a high level of overall satisfaction with Community Waikato's services, with 84% of respondents saying they were satisfied or very satisfied and a further 11% expressing average satisfaction.

Comparisons with past years' survey results indicate some areas of apparent decline in perceived effectiveness by clients and stakeholders. While these results should be considered by Community Waikato as part of its performance self-assessment and strategic planning, these early results need to be interpreted cautiously in the context of slight question wording changes in the past, a small sample and non-random selection of participants. Each subsequent year of annual survey results will add value to Community Waikato's performance monitoring information.

The reviewers' overall assessment is that Community Waikato represents good value for money for Trust Waikato's investment in capability building. Community Waikato is providing effective, efficient and equitable services that strengthen the capacity of social sector organisations throughout the Waikato Region, including tangata whenua based groups. A substantial part of the benefit derives from high levels of trust, continuity and connectivity that Community Waikato provides both tangibly and symbolically for the Waikato social services sector. It is our view that Community Waikato is working close to capacity within its resources. However, it can make further improvements through planned investments and upskilling in information and communication technology and graphic design. There is opportunity for the new Board and Chief Executive to further invigorate Community Waikato over the coming years as a key regional stakeholder and service provider.

This review is timely given a new Chief Executive and change in Board leadership. Community Waikato has an experienced Board with skills in accounting and finance, legal issues, community and Iwi engagement, information technology, local government and other relevant fields. Forthcoming reviews by Community Waikato of its plans and management programmes will help lift the organisation's ability to support the Waikato Region's community and voluntary sector.

Evaluation framework

This report includes and is based around a draft Evaluation Framework comprising a program intervention logic matrix; key performance measures across all Community Waikato goals; a client and stakeholders survey questionnaire; and data collection plan. It is proposed that Community Waikato commission the survey on an annual basis to support its accountability reporting.

Key recommendations to Community Waikato

- Adopt the proposed Evaluation Framework for performance monitoring and reporting.

- Invest in design improvements for accountability reporting, including more effective use of tables and graphs based on good practice guidelines, and a more professional look-and-feel to report content.

- Further develop case study documents with design elements and colour photographs to profile and help illustrate Community Waikato's activities to supplement accountability reporting.

- Take into account stakeholders' service improvement suggestions from the 2015 Triennial Review Survey to support Community Waikato's strategic and annual planning and operational activities.

- Commission an independent annual survey of clients and stakeholders using the same questions as the independent Triennial Review Survey, to supplement Community Waikato's existing annual performance measures.

Key recommendation to Trust Waikato

- Commission an independent Triennial Review Survey of Community Waikato in 2018 using the same questions as the 2015 review to enable time series comparisons.

CONTENTS

1.0   INTRODUCTION

1.1   Background

Trust Waikato provides funding to Community Waikato to support capability and capacity building in the region's community and voluntary sector.   This report presents results and recommendations from the 2015 independent review of the effectiveness of Community Waikato.

The 2015 review was challenged by the fact that staff members were focused on planning toward a major conference, and by the impending resignation of Community Waikato's Chief Executive in early August 2015.   Trust Waikato worked with the Community Waikato Board to talk through the review process and ensure any disruption was minimised.   Feedback on an early draft of this report was provided by outgoing Chief Executive Andrea Goble.   Community Waikato's new Chief Executive, Holly Snape, was appointed in late July and commenced mid-September 2015.

1.2   Purpose and scope

The purpose of this project was to:

- review the outcomes of services provided by Community Waikato

- review the internal capacity of Community Waikato, including funding sustainability

- review progress made since the 2012 evaluation

- consider the value for money provided for Trust Waikato through the donation to Community Waikato.

The scope included:

- building upon and assessing against previous reviews and recommendations

- undertaking the assessment from a community development perspective

- applying best practice approaches to evaluation

- using appropriate research processes to evaluate services provided for kaupapa Māori groups.

The review findings will be used to inform Trust Waikato's decision-making about any future donation commitment, and should also be useful to Community Waikato as it continues to develop its services.

1.3   Methodology

The review comprised a number of discrete tasks:

- Initial meeting with Community Waikato – the lead reviewer and kaupapa Māori consultant met face-to-face with representatives of Community Waikato to clarify the aims and processes, answer questions and address any concerns.

- Review of available information – including previous review reports and recommendations, recent and historical financial statements and Annual Reports, Trust Waikato funding agreement (including specified deliverables), Trust Deed, Minutes from recent AGMs and regular meetings, staff position descriptions, overview information on services currently delivered, change stories, conference feedback snippets and other relevant research and monitoring information (eg, survey results).

- Evaluation Framework – summary of Community Waikato's model of effectiveness and capacity, and summary of a separate review of good practice frameworks and national and international exemplars undertaken as part of Trust Waikato's 2015 evaluations round.

- Organisational visits, interviews and workshop – the reviewers spoke with staff and trustees and reviewed operational systems. This focused on, amongst other things, clarification of the levels and types of services delivered and the organisational structure, governance and management systems including risk management and financial management.

- Client and stakeholder surveys – to seek their views on the positive and negative aspects of Community Waikato and suggestions for improvement.

- SWOT analysis – on the basis of information on services being currently delivered in the community and the benefits derived, an independent SWOT analysis was undertaken of Community Waikato to help identify any services gaps or issues.

- Recommendations – based on the overall assessment, a small number of recommendations were made for Trust Waikato and Community Waikato consideration.

2.0 DRAFT EVALUATION FRAMEWORK

2.1 Community Waikato Evaluation Framework

In 2013, Trust Waikato provided support for Community Waikato to enable an Evaluation Framework to be developed. The framework has been used regularly since its development as a basis for planning and reporting. It comprises a Theory of Change model and related Outcomes and Reporting Framework.

Theory of Change

Community Waikato developed and adopted an explicit model of organisational effectiveness and capacity, encompassing a set of core principles, values, ways of working, what is being done with whom, and what is being achieved.

Figure 1: Community Waikato change theory diagram
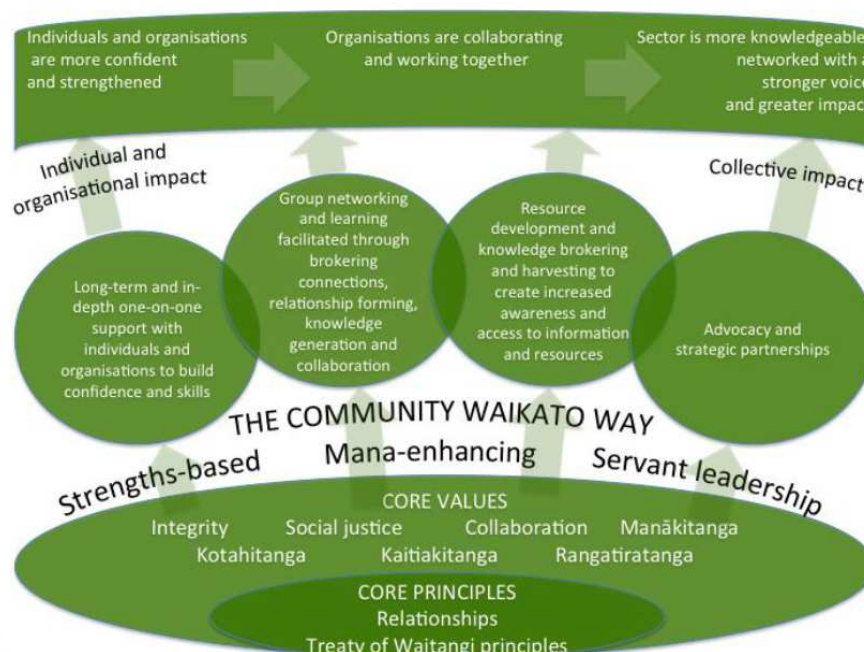
Source: Community Waikato Strategic Plan 2013-2016.

Outcomes and Reporting Framework

Appendix One of Kinnect Group's (2013) second progress report presents a draft Outcomes and Reporting Framework linking the Community Waikato annual plan, logic model outcomes and annual reporting. This has since been used by Community Waikato to assist with structuring its strategic planning and reporting. The framework is based around the following goals:

- Building and maintaining relationships

- Provide relevant and accessible services and resources for Māori and non-Māori organisations

- Build internal competency to enable Community Waikato to live the principles of Te Tiriti o Waitangi

- Engage in advocacy that is informed by partnerships and participation

- Build the sustainability of Community Waikato

- Grow leadership and share knowledge of the sector and of capacity strengthening.

2.2   Review of good practice frameworks and exemplars

With regards to Iwi and community development, measured benefits can require a long period to accumulate.   There are challenges in assessing outcomes when activities involve disruptive innovation and capacity building, hence a need to account for the long term nature of capacity building and measure outcomes.

Work by the Kinnect Group in 2013 provided a strong foundation for the development of Community Waikato's evaluation and reporting framework. During May-June 2015, as part of Trust Waikato's 2015 evaluations round, a refined Draft Evaluation Framework was developed from this starting point and from a review of good practice frameworks and national and international exemplars. The Draft Evaluation Framework encompasses:

- intervention logic matrix linking inputs and processes to outputs and outcomes

- key evaluation questions for process, outputs and effectiveness evaluation

- key performance indicators

- data collection plan.

2.3 Draft intervention logic

The following high-level draft intervention logic matrix has been developed on the basis of the consultants' understanding of Community Waikato's existing Evaluation Framework as described in the Kinnect Group (2013) progress reports and the structure of the 2014 Annual Progress Report.

Our Vision	**Community organisations are meeting the needs of their communities more effectively to enable the creation of thriving, connected and inclusive communities**
Our Mission	**Supporting strong communities** **Hei tautoko kia tuu pakari ai ngaa haapori**
Our Goals	Build and maintain relationships Provide relevant and accessible services and resources for Māori and non-Māori organisations Build internal competency to enable Community Waikato to live the principles of Te Tiriti o Waitangi Engage in advocacy that is informed by partnerships and participation Build the sustainability of Community Waikato Grow leadership and share knowledge of the sector and of capacity strengthening
Our activities	One-on-one mentoring Relationships, group networking and learning Knowledge brokering / distribution Advocacy, sector-level collaborations and strategic partnerships Internal operational and development activities and projects

Beneath this sits a series of actions which change over time to reflect evolving issues, challenges and opportunities, along with performance measures and milestones.

2.4 Draft key performance measures

The performance measures table below has been used as a tool for undertaking this 2015 review. This builds upon the work by Kinnect Group in 2013. It comprises a mix of input, output and outcome measures across all of Community Waikato's goals. For an assessment of Community Waikato's progress and performance over the period 2012-2015, refer to later sections of this report.

Table 1: Organisational goals and key performance measures

Community Waikato vision and goals	Indicators/measures	Data source	2014 Annual Progress Report section?	Input/ Output/ Outcome measure?*
Community organisations are meeting the needs of their communities more effectively to enable the creation of thriving, connected and inclusive communities	Overall satisfaction with Community Waikato's services by community organisations	Survey (baseline 2015 for this overall item)	n/a	Outcome
	Achievement against key project and programme milestones	Project/Program Register and Senior Management Team assessment	n/a	Outcome
Build and maintain relationships	Number of organisations worked with in the past year	Client contacts or Customer Relationship Management (CRM) database	Who	Output
	Profile of organisations worked with in the past year (geographic location, type of organisation, etc)	Client contacts / CRM	Who	Output
	Number of Māori organisations worked with in the past year	Client contacts / CRM	Who	Output
	Relationships developed and nurtured in the past year	Summary table of focus relationships	What	Output
	Networks attended (participant or facilitator)	Summary table of group networks	What	Output
	Major collaborative projects (participant or facilitator)	Summary table of major collaborative projects	What	Output
	Key partnerships in the past year	Summary table of	What	Output

Community Waikato vision and goals	Indicators/measures	Data source	2014 Annual Progress Report section?	Input/ Output/ Outcome measure?*
		partnerships		
	Iwi/Māori partnerships	Summary of engagement with Iwi/Māori stakeholders	What	Output
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato has built strong relationships	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'a lot' that Community Waikato forums and networks are valuable	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'a lot' that Community Waikato has helped build networks and connections	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'a lot' that Community Waikato responds to diversity of needs	Survey	How well	Outcome
Provide relevant and accessible services and resources for Māori and non-Māori organisations	Number of external website visits	Website analysis report	What	Output
	Satisfaction with Community Waikato website	Survey	n/a	Outcome
	Satisfaction with accessibility of Community Waikato services	Survey	How well	Outcome
	Satisfaction with appropriateness of Community Waikato services	Survey	How well	Outcome
	Satisfaction with respectfulness of Community Waikato services	Survey	How well	Outcome
	Satisfaction with relevance of Community Waikato services	Survey	How well	Outcome
	Satisfaction with timeliness of Community Waikato services	Survey	How well	Outcome
	Proportion of organisations that agree Community Waikato made a difference to their organisation	Survey	How well	Outcome
	Proportion of organisations that agree Community Waikato improved their services	Survey	How well	Outcome
	Proportion of organisations that agree Community Waikato improved their internal infrastructure	Survey	How well	Outcome
	Proportion of organisations that agree Community Waikato strengthened their organisation	Survey	How well	Outcome
	Proportion of organisations that agree Community Waikato is considered a first point of contact for information on the sector 'sometimes' or 'most of the time'	Survey	How well	Outcome
	Value of scholarships awarded	Financial reports	n/a	Output
	Value of Tindall Foundation and other grants administered	Financial reports	n/a	Output
Build internal competency to enable Community Waikato to live the principles of Te Tiriti o Waitangi	Feedback from Ngā Rōpū Māori	Informal feedback	How well	Outcome
Engage in advocacy that is informed by partnerships and participation	Number of submissions	List of submissions	What	Output
	List of other advocacy undertaken	List of other advocacy	What	Output
	Proportion of organisations that agree 'quite a bit' or 'a lot' that Community Waikato helped their organisations become more connected	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'a lot' that Community Waikato helped their organisation become more engaged in advocacy	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'a lot' that Community Waikato helped their organisation be stronger in its community voice	Survey	How well	Outcome
Build the sustainability of Community Waikato	Balanced budget (dollar value of surplus/deficit)	Financial statements	n/a	Input
	Proportion of earned revenue	Financial statements	n/a	Input
	Proportion of non-Trust Waikato revenue	Financial statements	n/a	Input
	Status, controls and treatments for strategic and priority risks	Risk Register and Senior Management Team assessment	n/a	Input
	Independent performance assessment including planning and policies review, organisational effectiveness and financial sustainability	Triennial Review commissioned by Trust Waikato	n/a	Outcome
Grow leadership and share knowledge of the sector and of capacity strengthening	Range of one-on-one mentoring	Workstreams analysis of capability mentoring	What	Output
	Number of courses of Community Waikato training	Course by type	What	Output
	Number of attendees of Community Waikato training	Attendance by course type	What	Output
	Proportion of organisations that agree Community	Survey	How well	Outcome

Community Waikato vision and goals	Indicators/measures	Data source	2014 Annual Progress Report section?	Input/ Output/ Outcome measure?*
	Waikato supports individuals 'quite a bit' or 'a lot' to develop their skills			
	Proportion of organisations that agree Community Waikato supports individuals 'quite a bit' or 'a lot' to develop their knowledge	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato provides practical and useful capacity support	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato is up-to-date with knowledge about the sector	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato strengthens the social services sector	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato Improves and / or provides for cross-sector partnerships and collaborations	Survey	How well	Outcome
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato is considered a role model and trusted advisory body	Survey	How well	Outcome
	Proportion of organisations that respond 'very well' that Community Waikato uses processes that are good practice	Survey	How well	Outcome

Note: Input/Output/Outcome is initial assessment by the consultants.

2.5 Draft client and stakeholders survey

A 2015 client and stakeholder survey questionnaire was developed in parallel with the Draft Evaluation Framework. Summary results from the survey are presented later in this Review Report.

2.6 Draft data collection plan

Data sources and timing are summarised for each of the proposed performance indicators in the Draft Evaluation Frameworks Report. Specific elements for Community Waikato relate to:

- Establishing/refining monitoring systems
- Triennial review independent assessment measures
- Survey measures
- Administrative and financial data and CEO/Senior Management Team assessments.

2.7 Continuous improvement

Community Waikato has identified a desire for its evaluation framework to include a focus on measures of equity and social justice. The challenge is how to measure changes in attitudes and behaviour. The provision of capability building is underpinned by continuity, trust and relationships, including demonstration of Treaty partnership. These aspects are difficult to measure but highly important in the community development context. The reviewers agree that further development and consideration of potential survey items should continue as part of a broad commitment to continuous organisational improvement.

3.0   BACKGROUND AND STRATEGIC OVERVIEW

3.1   Sector overview

A concise overview of community and social services sector demands is provided in Community Waikato's 2014 Annual Progress Report (page 4):

> *'Organisations continue to demonstrate resilience in the face of changes in funding and high demand for services. Affordable, adequate housing, food, reasonably paid work, safety from violence and abuse, consistent and ongoing services for youth, transport for people in rural areas, ongoing support for people with addictions, mental health issues and on release from prison are key aspects of needs within our communities. For many of the organisations we work with there is the frustration of dealing with the symptoms of these needs and not having the resources to work toward changes that would address the causes....'*

State of the social services sector 2010, 2011, 2012

Community Waikato surveyed a number of Managers, Chief Executives, Community Advisors and other stakeholders in 2010, 2011 and 2012 to better understand how the Waikato Region's tangata whenua, community and voluntary sector were doing.[1] The Community Waikato State of the Sector surveys found that:

- Concerns were expressed around staff wellbeing, particularly overwork and no or limited pay, along with cost of living increases and limited resources for staff professional development. Alongside this were strains of job insecurity for many employees, with a number of organisations considering reduction in staff numbers to remain financially viable,

- There were difficulties in gaining funding to meet even basic needs. Being turned down by traditional funding sources or receiving considerably less funding than previously was a common experience in 2012. In particular, Lotteries salary capping was noted as affecting organisations' ability to meet salary requirements. Funding for wages and in particular for administration roles was noted as difficult to access. A number of organisations noted they had some (albeit limited) success in developing alternative funding sources.

- An issue noted by some organisations was their lack of 'fit' with funders. Community based health agencies providing roles not available via government health sector entities are precluded from many sources of funding because they are viewed as health sector responsibilities. These community based health organisations generally receive little or no funding from these sources.

- Collaboration was identified as being practised within the Waikato community sector according to the majority of respondents. There was strong agreement that collaboration at all levels was desirable, so long as it was of practical benefit. There was discomfort at agencies being pushed into collaborative relationships to tick the boxes of funders and government agencies, with some respondents saying that the word 'collaboration' was often code for 'do more for less'.

Virtually all respondents in 2012 indicated that duplication was not an issue in their area – geographically or in the type of services provided. Many noted the strong collaboration, sharing of resources and knowledge and extensive networking means duplication is not an issue.

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[1] Refer http://www.communitywaikato.org.nz/Resources/State+of+the+Sector+2010+2011+and+2012.html

Sector benchmarking 2015

Results from a recent benchmarking survey and report commissioned by Community Waikato and prepared by Momentum Research and Evaluation Ltd (2015) is planned to be used to help inform and raising the profile of the sector.[2] Key results to date include:

- Approximately 1,400 organisations were identified as being in the Waikato community sector, of which 37% are based in Hamilton City

- 44% were Charitable Trusts, 33% Incorporated Societies and 10% Marae

- The most common main activities were social services (35%), development and housing (15%), culture, sport or recreation (15%), education or research (11%), grant making, fundraising and voluntarism (7%) and health (6%).

3.2   Community Waikato

Established in 2000-2001 as a Trust Waikato initiative, Community Waikato (formerly Social Services Waikato) is recognised nationally as a successful model for building the capacity of the welfare, health and community development sector.[3]   Community Waikato is a charitable trust providing capacity and capability support and advisory services to tangata whenua and community-based social service, health, disability, community development and other organisations to encourage and support their work providing social services in the Waikato region.

Community Waikato's services are carried out primarily by Community Advisors who assist community groups with a range of governance, management, volunteer and service-related issues in a facilitative and participative way.   Support and advice includes:

- one-to-one support and advice on matters such as governance, management, planning, legal and financial structures, funding and other organisational issues

- facilitation to support strategic, annual and project planning

- reference and support resources

- supporting the coordination and facilitation of training where appropriate

- assisting communities to identify social service and community development needs and ways those needs can be met

- encouraging collaboration between community groups

- providing and facilitate networking opportunities across social service organisations.

Community Waikato facilitates a wide range of networks in the sector and encourages connections for service provision and community development.   Various training opportunities are offered and Community Waikato also advocates around issues affecting the sector.

Community Waikato's office is centrally based at Puke Rangiora House, 33 Victoria Street in Hamilton.   Geographically, community Waikato's service region aligns closely with the Trust Waikato funding region.   The boundary is similar to the Waikato Regional Council (WRC) area but excludes Taupo and Rotorua and includes the Ruapehu District.   Community Waikato's service catchment encompasses much of the lands of Tainui; Waikato, Raukawa, Hauraki and Maniapoto (see below).

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[2] Hungerford (2015) 'Developing a picture of the Waikato social service sector', Buddy Te Whare Memorial Research prepared for Community Waikato, March 2015.
[3] The name change from Social Services Waikato to Community Waikato is documented in the September 2008 issue of the Kumara Vine newsletter as having been arrived at through consensus. Other social services councils have made similar changes.

Figure 2: Community Waikato region

Te hira tangata ki Waikato, ki Raukawa, ki Hauraki, ki Maniapoto.

Source: Community Waikato.

3.3   Prior assessments

Three previous reviews of Community Waikato (formerly Social Services Waikato) have been commissioned by Trust Waikato, in 2006, 2009 and 2012.[4] Findings from the 2012 review by Kinnect Group are summarised as follows.

- There was solid evidence that Community Waikato understood the needs of the social services sector. Community Waikato's plans and activities were very much in response to, and aligned with, the needs of the sector.

- Overall findings suggested that Community Waikato delivered its services very well to the key stakeholders. Feedback from clients and stakeholders identified a high level of satisfaction.

- At the time of the 2012 there were issues of limited progress on implementing recommendations from the 2009 review, specifically around the development of an explicit model of effectiveness and capacity and a monitoring and reporting framework. (Note: This was resolved with support in 2013).

- In terms of responsiveness to Māori organisations, the 2012 review found that Community Waikato has continued to engage and support Māori organisations to strengthen their capacity, responding effectively within limited resources. However, there had been significant people resourcing challenges.

- A 2009 recommendation to diversify revenue sources gave added impetus to a plan for the development of a social enterprise, which then did not succeed. This was an important lesson to the wider not-for-profit sector about the risks and vulnerability of social enterprises.

The 2012 review concluded (p 7) that:

> 'Community Waikato has, on the whole, been effective at delivering capacity strengthening to social sector organisations within the Waikato. It is our view that they are working at capacity for the size of the organisation and the resources that they have.'

Further information about the social enterprise that did not succeed – Community Technology Gateway Ltd (CTG) – is available from the Community Waikato website. CTG was dissolved prior to the current triennial review period, and Community Waikato has worked over the subsequent years to focus on core business and pursue lower risk forms of funding diversification.

3.4   Prior recommendations

The 2012 review recommendations to Community Waikato were:

- Ensuring policy and procedures and administrative processes are reliable and sound.

- Fully developing or adopting a more explicit model of organisational effectiveness and capacity that can be critically examined by others. Having a good model of effectiveness provides organisations with strategic clarity, a critical step in aligning the organisation's systems and structures.

- Building and developing a suitable monitoring and reporting framework, as well as making improvements and adjustments in current data collection. Having a clear theory of change, or a model of organisational effectiveness and capacity will help this process.

An assessment against each of these recommendations is provided later in this review report.

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[4] Refer http://www.communitywaikato.org.nz/About+Us+Whakapapa/Reports+and+Research.html

4.0 ORGANISATIONAL MANDATE AND PURPOSE

As per its Trust Deed (updated as at 31 October 2014), the Community Waikato Trust was initially incorporated in 2001 as the Social Service Waikato Trust with nine trustees appointed by Trust Waikato. Initially, all new trustees and any changes to the Trust Deed needed approval by Trust Waikato, but since 2004 the organisation has had a greater level of autonomy. In August 2008, Social Services Waikato was renamed as Community Waikato.

The Trust Deed specifies Community Waikato's beneficiary groups, comprising:

- Individuals and community groups operating in Community Waikato's region which provide health or social services on a not-for-profit basis within their communities except organisations promoting and primarily involved with sports and arts. This includes, for example, tangata whenua and community based social services, health, disability, education, community development, environmental, culture and heritage organisations operating in the Waikato region

- Organisers of community projects or programmes which are provided on a not-for-profit basis and which are intended to make a direct improvement to people's lives through the provision of improved health or social services.

Community Waikato's objects are:

(a)   To contribute through the support of Beneficiary Groups to the improved delivery of health, welfare and social services to people within the Specified Area.

(b)   To strengthen the operation of Beneficiary Groups by the provision or promotion of education and training for administrators and personnel on matters such as financial and risk management, planning, standards, quality control, funding, management of volunteers, contracting and compliance.

(c)   To assist Beneficiary Groups through the provision of quality advice, support, mentoring and market research.

(d)   To encourage co-operation, co-ordination and the sharing of resources between and among Beneficiary Groups.

(e)   To act as an advocate for Beneficiary Groups, especially in relation to the need for an increase in Governmental funding services to the Specified Area.

(f)   To become a trusted friend of the providers of health, welfare and social services throughout the Specified Area.

(g)   To do such other things and to provide any other form of assistance either directly or indirectly for the benefit of Beneficiary Groups consistent with the objects of the Trust.

The Deed specifies a minimum of five trustees and maximum of nine. Trustees will be appointed after taking into consideration any gaps on the current Trust, to ensure a balance of representation of ethnicity, tangata whenua, community involvement, skills, geographic location, and any other factors deemed significant at the time. Trustees are appointed for a term of up to three years and may be reappointed for a further term of three years.

5.0 FUNDING AND FINANCIAL STATUS

5.1 Trust Waikato funding of Community Waikato

The annual donation from Trust Waikato to Community Waikato has stayed at $500,000 since 2008.[5] From 2009 the amount has been paid in full at the start of each financial year, allowing Community Waikato to earn interest. Historically, Trust Waikato provided approximately two thirds of the funding for Community Waikato. Based on the total income value reported in Community Waikato's financial statements (excluding administered income), Trust Waikato's $500,000 donation represented approximately 54% of total income for Community Waikato in 2013-14 and 2014-15, down from 69% in 2012-13 due to greater success in attracting government and other funding.

Figure 3: Annual donations from Trust Waikato to Community Waikato
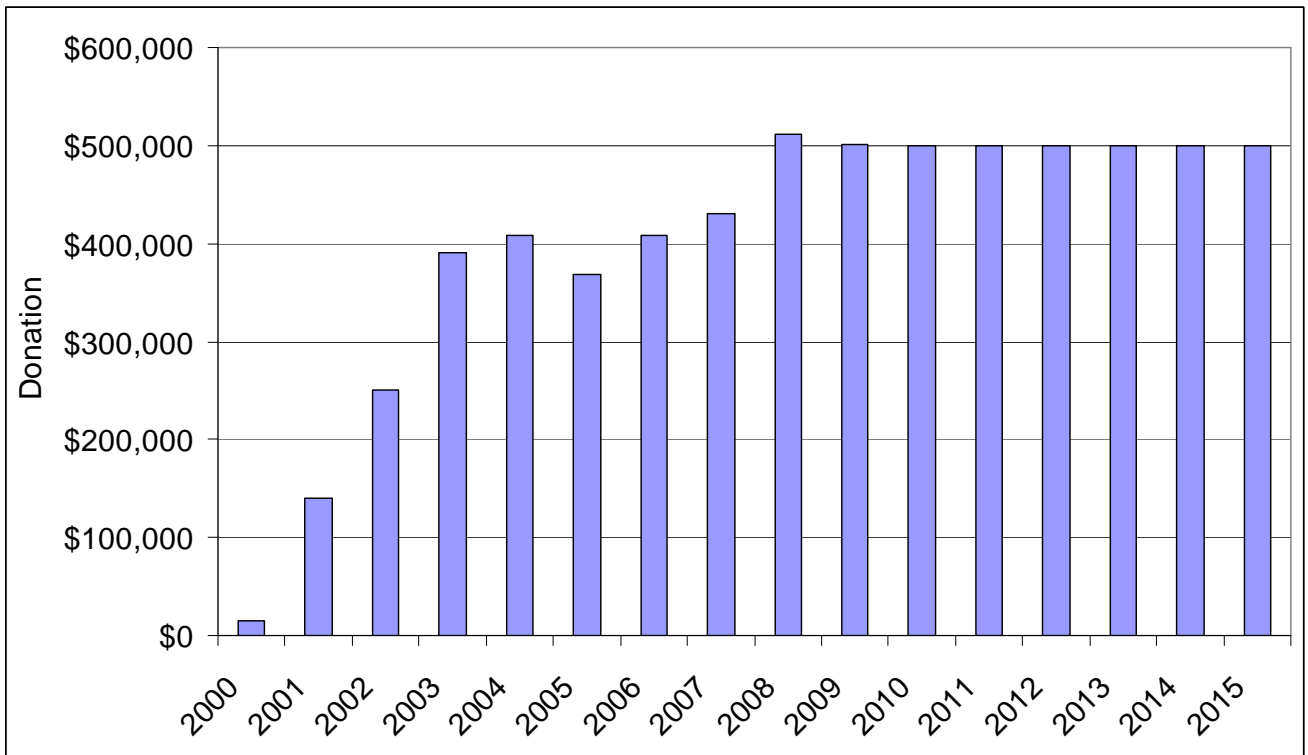
Source: September 2012 Trust Waikato Board memo on the 2012 reviews.

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[5] Consumer Price Index (CPI) growth over the same period has been around 13% in total.

5.2 Trust Waikato funding agreement

Trust Waikato's current donation commitment to Community Waikato ends on 31 March 2016. The objectives and services provided by Community Waikato are as set out in the proposal prepared for Trust Waikato in December 2012. Performance and accountability requirements are as per the March 2013 funding approval letter from Trust Waikato. Payment of the Year 2 donation in 2014 was conditional on:

- progress being made in achieving specified objectives and services
- development of a model of organisational effectiveness and an appropriate monitoring and reporting framework
- progress in strengthening the leadership (Board and management) of the organisation
- progress in strengthening relationships with Māori organisations to ensure appropriate provision of services
- progress in investigating and accessing alternative funding streams
- the development of agreed goals for Year 2 of the donation commitment.

Payment of the Year 3 donation in 2015 was conditional on:

- significant progress being made in achieving the goals for Year 2
- the development of appropriate goals for Year 3 of the donation commitment.

Year 3 goals outlined in the Community Waikato Annual Progress Report in February 2015 are:

- increase learning and development opportunities for social service organisations
- support collaboration between organisations by providing training in the steps required to develop a collaborative partnership
- build the profile of the sector by distributing the report on the benchmarking survey, making it widely available and developing stories about the difference organisations are making
- organise and hold a successful conference with at least 190 attendees, evaluations that show attendance has made a difference and a break-even budget
- maintain earned income of 10% based on the need to diversify income.

An interim assessment against each of these goals is provided later in this report.

5.3   **Financial status**

Analysis by the review team of Community Waikato's draft financial statements for 2014-15 and comparisons with prior year financial statements showed that:

- Total income was slightly over $1 million, being similar to 2013-14 and up from $823,800 in 2012-13. The recent increase has been mostly due to donations and grants, including from the Lottery Grants Board ($79,000 in each year 2013-14 and 2014-15) and DIA (Community Development Scheme $99,000 in 2013-14 and $81,000 in 2014-15), as well as income streams from the Ministry of Social Development (MSD $147,000 in 2013-14 and $80,000 in 2014-15).

- Total expenses in 2014-15 were slightly over $1 million (including Tindall Foundation administered grants of $99,000 and project funding of $27,000), giving a net surplus of approximately $4,500.

- The largest expenses category is salaries, comprising approximately 60% of Community Waikato's total budget.

- Community Waikato maintains a mix of liquid cash and investments, including a term investment established with Westpac in 2013-14. Community Waikato's Financial Policy is to aim to maintain a reserve equivalent to three months operating budget.

Figure 4: Community Waikato income sources 2014-15
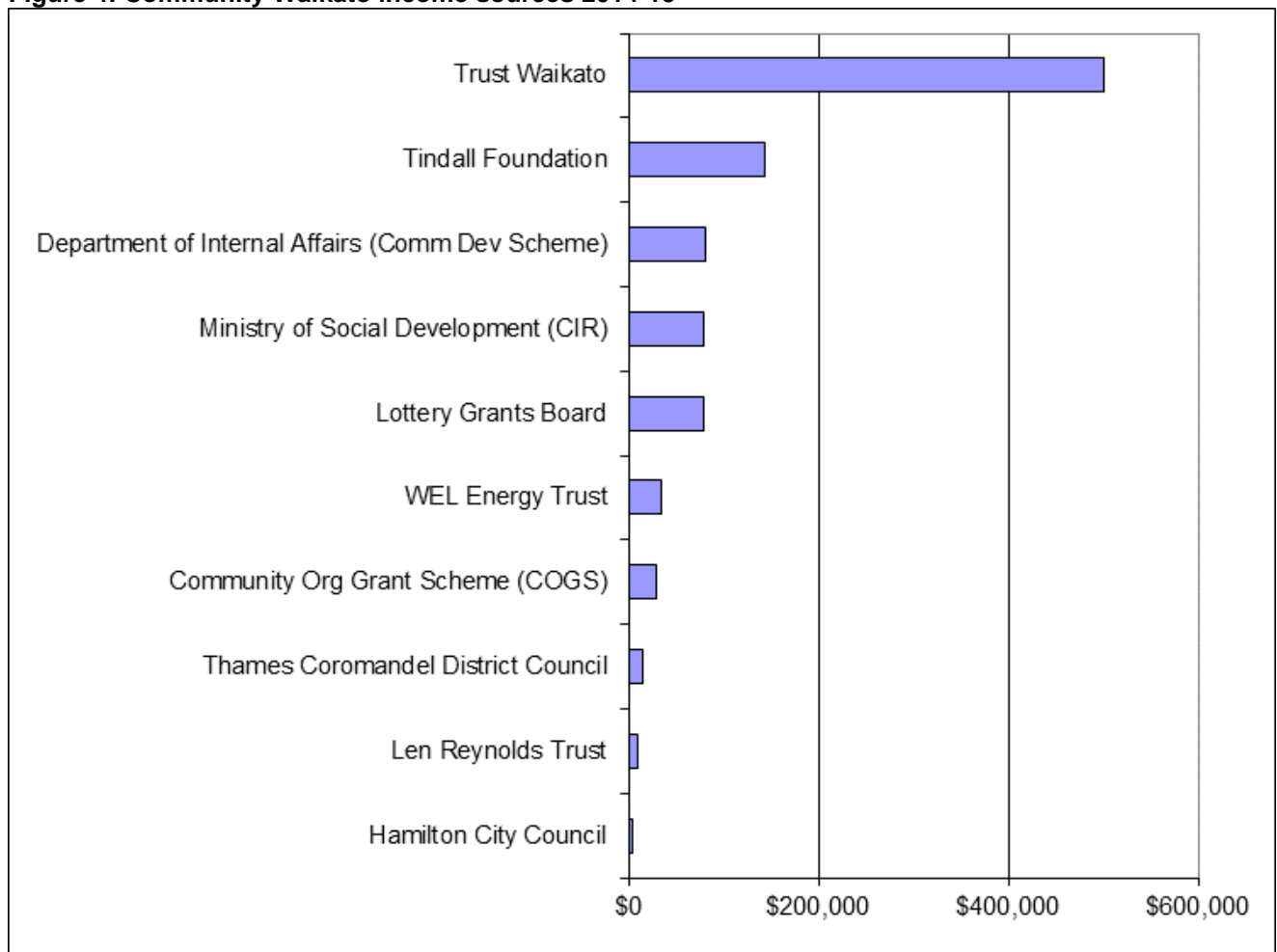
Source: Derived from Community Waikato 2014-15 draft financial statements.

Note: Tindall Foundation amount of $101,309 includes $74,164 of grants and $7,965 of project funding.

Figure 5: Community Waikato main expenses 2014-15
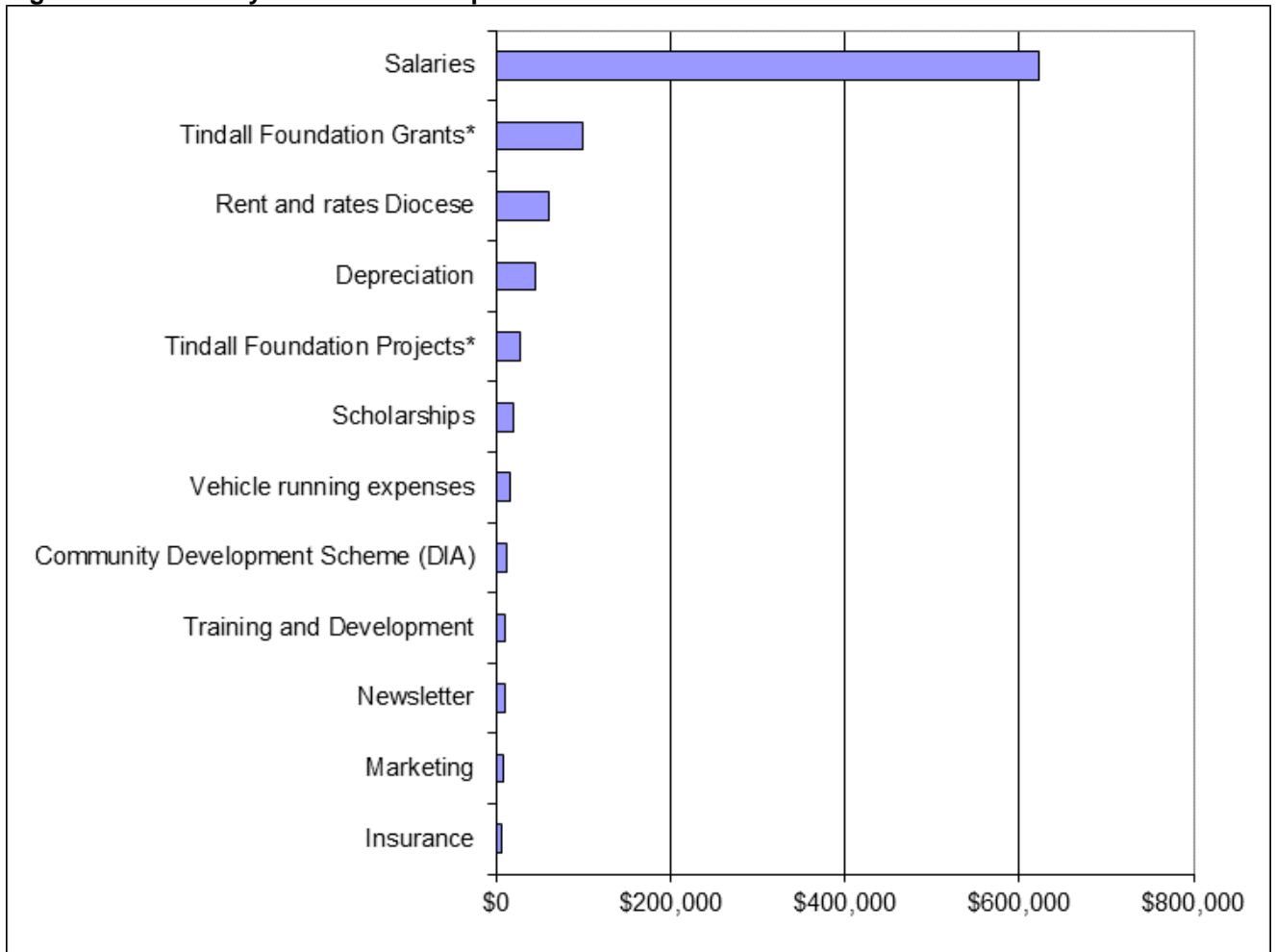
Source: Derived from Community Waikato 2014-15 draft financial statements.

Notes: (1) Asterisk (*) indicates administered expense. Grants of $98,954 were distributed to other organisations from Tindall Foundation funding (ie, not an operational expense) plus Tindall Foundation projects funding of $27,464; (2) Expense categories less than $7,000 have not been listed.

5.4   Financial policies and procedures

Community Waikato's financial policies and procedures are clearly documented as a matter of policy to demonstrate Community Waikato's commitment to responsible financial management. The Chief Executive is responsible for administering these policies and ensuring compliance with procedures. The Board's Finance Sub-committee meets prior to each Board meeting to review financials, and participates in preparation of the annual budget. A review of Community Waikato's financial policies and procedures is conducted annually. Internal controls are in place to protect both the organisation and its Trustees and Staff, and financial reconciliations are done monthly by the Administration Manager.

6.0 GOVERNANCE ASSESSMENT

As part of this review, the reviewers were provided with extensive and well-documented records (refer Appendix 2). Observations of the reviewers after reading this material include, in no particular order:

- There was a relatively high level of trustee change in 2013-14 but the Board retained longstanding trustees Janet Gibb (since 2011-12) and also Gaye Barton (since 2008-09 until the finish of her term in September 2015). The standard term for a trustee is three years but some prior trustees have been known to serve for two terms (six years) whereas others have resigned after 1-2 years. Gaye has been the Board's Chairperson since 2011-12, providing stability and continuity. Janet as the new Chair provides further continuity and opportunity to maintain organisational knowledge within the incoming Board.

- Community Waikato has very comprehensive and transparent documentation on governance and policy making. The Policy Manual incorporates a Governing Policy that details the composition, purpose and objectives of the Community Waikato Trust Board; lists Community Waikato's stakeholders; spells out the Board's code of ethics and proper practice; and describes the Board's approaches to policy making and governing. It also commits the Board to a formal annual evaluation of its activities, comprising both internal and external evaluation. The external evaluation component comprises an assessment of the Board by the Chief Executive and the management team. The Board may choose to have this carried out and collated by an outside consultant and the results remain confidential to the Board.

- According to Community Waikato's policy with regard to Board policy-making:

  - The Board at a formally constituted meeting will approve all governance policies

  - Individual trustees, the CE, staff members and stakeholders of Community Waikato may notify the need for new policies or alterations to existing policies

  - All governance policies will be systematically reviewed by the Board as a whole

  - All governance policies shall be available to all trustees, to the CE and to staff.

- The criteria for becoming a Community Waikato trustee requires demonstrated competencies including:

  - strategic thinking

  - commitment to excellence

  - honesty and integrity

  - organisational awareness

  - financial understanding.

- Community Waikato's policy is for the Chief Executive to maintain a 'competency sheet' on which trustees note their areas of knowledge and expertise. Prospective trustees are then recruited to fill gaps in the competencies required for the Board so that it has a broad range of knowledge and expertise. The competency sheet as at June 2015 identified that:

  - the eight current trustees provided competencies across community development; legal, HR; financial, information technology, regional perspective; management; and other areas

  - gaps existed around competencies in the health; ethnic; and Pasifika areas, and further competencies considered as part of prospective Board member recruiting prior to the

September 2015 AGM included regional perspective; management; and community development.

- Community Waikato has a Trustee Induction pack and process to clarify expectations, answer questions and provide details of organisational background, key stakeholders, policies and other matter.

- The Board meets once a month except January. Minutes from the past three AGMs and three most recent monthly meetings show that these are well structured and documented.

- Under its Risk Management Policy, the Board identifies, assesses and rank risks to the organisation according to likelihood and potential severity, agrees on prevention and mitigation measures and assigns responsibility for matters requiring attention.

- Annual Reports are provided online since 2004-05, providing a high level of public transparency and accountability.

During the course of this review, the Board was required during June/July 2015 to recruit a new Chief Executive at relatively short notice and also prepare for succession to a new Chair in September/October 2015. This process was handled effectively. The leader reviewer met with a majority of the incoming Board following Community Waikato's 21 September 2015 AGM. Key observations from the meting include:

- Community Waikato wishes to further reinforce and enhance its position itself as a regional spokesperson for the community and voluntary sector on key issues. There is also a desire to harness technology solutions for better reach into community organisations throughout the region (eg, remote strategic planning forums).

- The incoming Board is working through the process of resetting its strategic plan and associated business plans to reflect its vision.

- Both the new Chair and Deputy Chair are local authority councillors and have been involved with key agencies and organisations for some time. The other trustees have useful legal, financial, technology, community development, iwi/Māori and other skill sets and experience with a mix of younger and older members, and two trustees bringing strong kaupapa Māori perspectives.

- With a new invigorated CE, good direction and focus, the organisation should be poised to lift its delivery to another level. Trustees are individually introducing the CE to each of their networks and hence building the reach of the organisation.

- The organisation possesses valuable skills to deliver programmes to a diverse range of community organisations around advocacy, funding, compliance and regulations.

7.0 MANAGEMENT ASSESSMENT

As part of this review, the consultants were provided with extensive and well-documented records. Observations of the reviewers after reading this material include, in no particular order:

- Community Waikato's high level 2013-2016 Strategic Plan is accompanied by a brief Statement of Intent which further explains some of the thinking behind the words. Together, these documents provide a comprehensive description of Community Waikato's principles, ways of working, strategic vision and plan.

- Community Waikato undertakes staff planning sessions to clarify and link its strategic objectives to specific tasks, timelines and responsibilities.

- Community Waikato has a comprehensive Policy Manual covering everything from Tindall Foundation funding management to Te Tiriti o Waitangi, staff use of motor vehicles and credit cards, an environmental policy, and a social media policy. Each policy is accompanied by tracking information about its creation date, last update, review frequency and next update. The full Policy manual has an annual review cycle.

- Community Waikato recently developed a good practice checklist, following a recommendation from the prior triennial review, for articulating Community Waikato's way of working and as a tool for staff induction.

- Community Waikato has an Identity Manual which was last updated in 2014. This explains some of Community Waikato's imagery, history, ways of working and strategic plans.

- Staff position descriptions are comprehensive and up to date.

- There is a clear template and approach to staff performance appraisals.

- The Kumara Vine quarterly newsletter is distributed to over 500 community organisations around the greater Waikato.

- The look-and-feel of Community Waikato's Annual Report has not changed substantially for many years. There is scope to give this a more professional design element in conjunction with content improvements to raise the report's overall quality.

Figure 6 below outlines Community Waikato's staffing and management structure as at September 2015, Anne Douglas and Sally Fenwick Ridley are long-standing staff and the remainder have worked with Community Waikato for varying periods. Chief Executive, Holly Snape is the most recent addition, commencing September 2015 with a background of 12 years sector experience in management, strong advocacy skills and knowledge of regional community sector needs. All Community Waikato staff report directly to the Chief Executive except the Administration Support role reporting on a day-to-day basis to the Administration Manager. The Administration Manager has a key internal support role (including personal assistant to the Chief Executive) and also provides financial literacy training for community organisations as 20% of the job description.

Figure 6: Community Waikato organisational structure as at September 2015
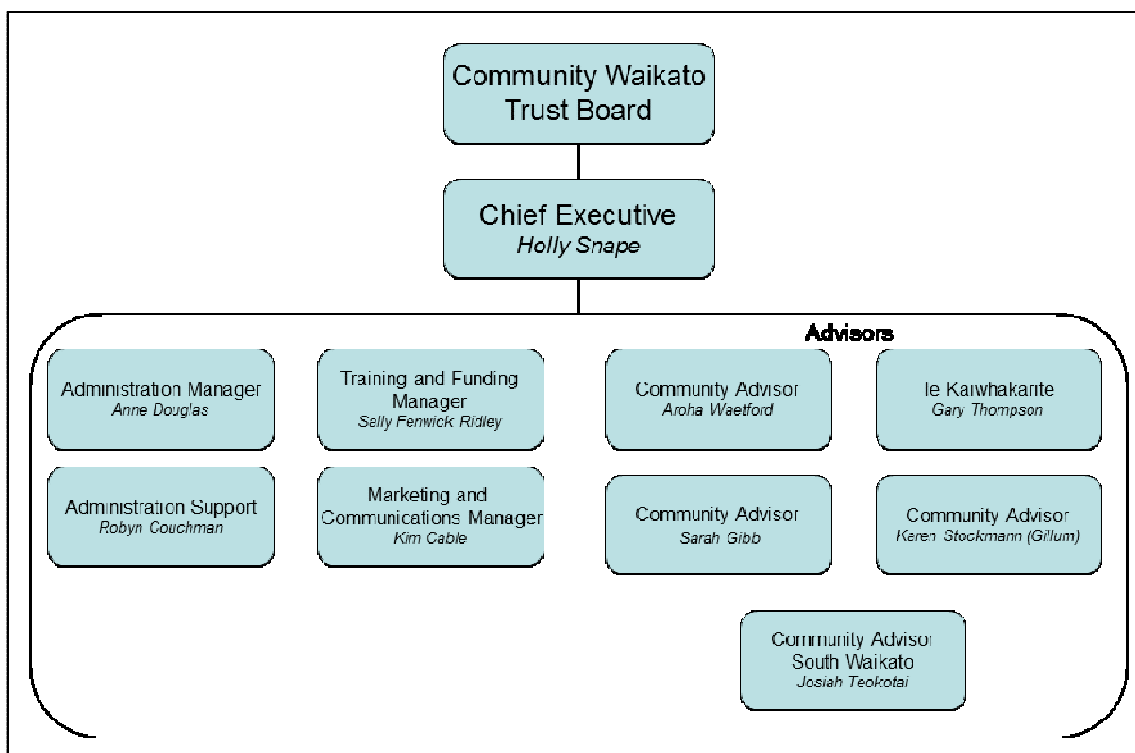
Source: Developed by the reviewers from available information.

8.0   PROFILE OF EXISTING AND PLANNED SERVICES

8.1   Overview

Community Waikato's work includes:

- Community Advisors assisting community groups with a range of governance, management, volunteer and service-related issues

- Facilitation of a wide range of networks in the sector

- Encouraging collaboration and connections for service provision and community development

- Offering training opportunities for upskilling the community and voluntary sector

- Advocating around issues affecting the sector.

Community Waikato's approach to supporting strong and able communities, including Māori rōpū, is illustrated as follows:

Figure 7: Community Waikato's work, values and principles
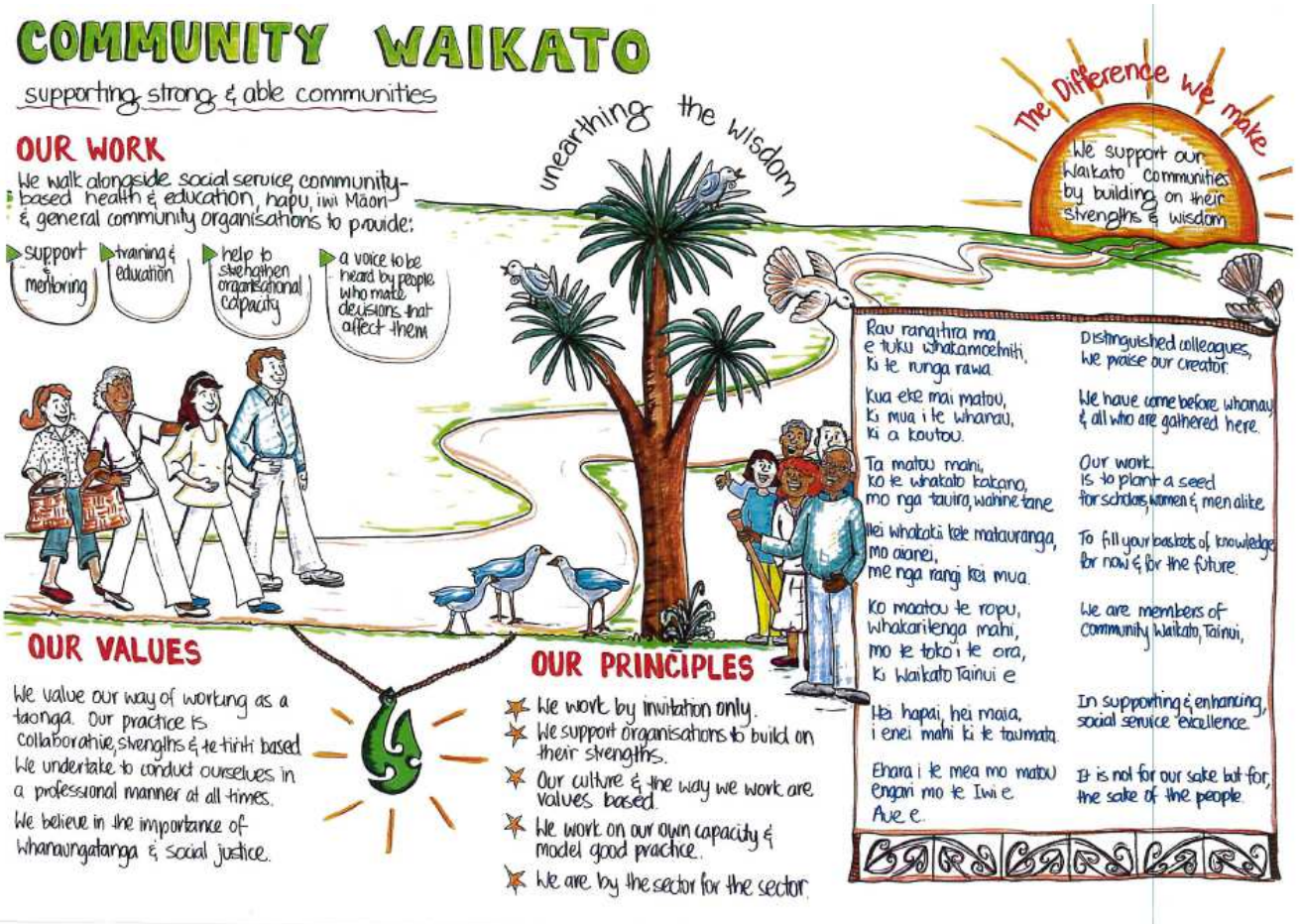
Source: Community Waikato.

8.2 Capacity building for the community and voluntary sector

Community Waikato staff hold strong convictions around their role in enabling equity and social justice within the community. Community Waikato sees itself as a facilitator and enabler of community and Iwi development. Community Advisors travel and work across the region, including occasional evening and weekend work as required.

Figure 8: Community Waikato clients and stakeholders

Source: Community Waikato Identity Manual (2014).

Newsletter

The Kumara Vine quarterly newsletter is a key communication mechanism for Community Waikato to connect with social services organisations, key individuals in the sector, Iwi, funding partners and scholarship recipients. It includes stories about sector organisations and illustrates the work of the sector.

Advisory service and mentoring

Part of Community Waikato's activities include being an MSD registered Capability Mentor since 2013, funded under the Capability Investment Resource (CIR) to build organisational capability in the region. This role has intensified Community Waikato's work with a number of organisations. The role involves assessing organisational strengths and facilitating and advising on the development of a plan to improve practices, systems and responsiveness. A focus of the capability mentoring work is also around building opportunities for collaboration with other groups to work toward share outcomes.

In 2012-13, Community Waikato was successful in its application for a Department of Internal Affairs Community Development Scheme (CDS) initiative focusing on the South Waikato District. Since January 2013, Community Waikato has had a Community Advisor based in the office of the Tokoroa Council of Social Services (TCOSS). A key focus of this work is supporting Pacifika and Māori organisations, linking with groups in the District and supporting collaborative projects. The most recent six-monthly report (31 March 2015) indicates a high level of targeted involvement in local activities and group. At this stage the initiative is funded until January 2016.

Thames-Coromandel District Council is also a key supporter or Community Waikato's work in their local area. There is regular liaison between Community Waikato and the Council and its community development workers.

Training and workshops

Through its one-on-one advisory service, Community Waikato has identified the most common requests for development support relate to planning, legal structure and legal compliance and funding. Community Waikato offers a range of training opportunities including funding workshops around the region and supporting groups needing support with funding, accountability and systems for committees and boards. In 2013-14, Community Waikato developed its Awesome Organisations clubs and roadshows programme to better connect with organisations and ensure greater access to Community Waikato's service and training. The clubs and roadshows have provided individuals with a greater understanding of good practice and confidence to put this into practice in their organisations. Community Waikato staff run the clubs and provide information, training and resources. Awesome Organisations has also offered short course training (in some cases facilitated by Community Waikato staff), Unitec Graduate Diploma block courses, and forums to inform people of changes happening at the government level. All training opportunities, workshops, clubs and other events are promoted through Community Waikato's website.

Following a positive conference in July 2015, Community Waikato is now looking at possibly establishing a regular conference event. Community Waikato is also planning to take some of the learning opportunities from the conference to other settings in the region and to run workshops in other areas. There is potential for structured learning models and facilitating webinar type activities. Holding online workshops reduces the cost and need for groups to travel and allows meetings go be distributed into smaller communities such as South Waikato, Coromandel and Taumarunui.

Collaboration and networking

A key feature of Community Waikato's work during 2014-15 was planning and organising a regional sector conference at the end of July 2015. A wide range of other collaboration and networking activities are also undertaken on a regular basis. Feedback on the conference has been positive, for example, a community bulletin excerpt below from the Chair of Community Rotorua:

> '"Rising to the Challenge" – I attended this wonderful Community Waikato conference in Hamilton on 29 & 30 July with fellow Executive Committee member … We returned feeling totally inspired and wishing we'd encouraged more people from Rotorua to attend this event. It was heart-warming to experience the vibrancy of the community sector in the Waikato region. It was also heartening to witness first-hand the very high regard and value that is placed in

"Community Waikato" by tangata whenua, NFP groups, funders, Unitec, local and central government. It reinforced for us the importance of the strategic direction we are taking for "Community Rotorua" to become a more effective vehicle for strengthening and growing the impact and value of the Third Sector in Rotorua. It has renewed our commitment to continue developing "Community Rotorua" along the lines of "Community Waikato" and "Community Waitakere".

Other feedback collected through evaluation forms by conference attendees was still being compiled at the time of this review. A selection of feedback is provided in Appendix 4.

Community Waikato's effectiveness can be further illustrated by various change stories it has compiled from its interactions with clients and stakeholders. A collection of these were provided to the reviewers and are summarised as follows:

- Conversations over a period of two years with Whaingaroa Environment Centre about governance training for committee members recently culminated in an introductory session with Community Waikato. A shared commitment has been made to take action, including plans for a day of strategic thinking in November with a key focus on identifying the core values and purpose of the organisation.

- Waitomo Waipa Women's Refuge moved from a collective to an Incorporated Society a year ago at their AGM. Community Waikato has assisted the group to understand and implement these changes.

- Raukawa FM required support for a strategic direction setting process. Community Waikato have facilitated a Strategic Plan for the organisation and advised how to implement this. Community Waikato may have further roles in supporting Raukawa FM to implement the results of its strategic planning.

- In May 2014 a group of the Waikato Burmese Community approached Community Waikato wanting to set up a legal entity so they can carry out various charitable activities. Community Waikato supported the group, with assistance from a language translator, resulting in the establishment of a new incorporated society in August 2014. The executive also became regular attendees at Awesome Organisations workshops held at the Hamilton Migrant Services Trust.

- Cambridge Life-skills is a small but well established organisation that maintains services to children and their families but has not had sufficient resourcing to look at its own infrastructure or ongoing capacity. Through participation in Early Tuesday Club sessions in 2014, the Chair became interested in addressing capacity and succession planning issues for the organisation. The Board and staff participated in their first strategic thinking session in January 2015 facilitated by Community Waikato staff, and have committed to ongoing learning and development with Community Waikato support in the initial stages.

- Kirikiriroa Family Services Trust was looking to increase its capacity and reach. According to General Manager Ngaio Gillies: 'We were looking specifically for a Māori mentor to work with our organisation. Aroha has done work for us in the past, and when we became aware she had started at Community Waikato, and was available to provide capability mentoring, we got in touch with her. It was important that Community Waikato employ a Māori mentor, who is able to meet the needs of Māori organisations.'

- Love Soup is a new charitable organisation that aims to 'Feed the Need: Mind Body & Spirit'. It is currently operating in Tokoroa and Rotorua with activities such as feeding the homeless four nights a week, advocating for them, helping some get work and empowering them to fit back into society. According to Julie King, Founder of Love Soup: 'Community Waikato

helped to give us the roots to have a sound structure. Josiah, from Community Waikato provided us with many key and valuable lessons. Some of the practical things Community Waikato have provided is: knowledge of the proper order of meetings; what our roles are; given us access to workshops; taught us how to apply for funding; helped us work on our vision, strategic planning and the importance of collaborating with other organisations to strengthen our services. Importantly they have given us the confidence we need, by making sure we know the important stuff.'

- Marae development – case study 1: Marae 1 recently received marae development funding from the Iwi. At the marae committee Hui in October 2014 it was decided that the marae needed to think strategically about how the funds should be used. Community Waikato was invited to facilitate a strategic planning workshop in November 2014. While the resulting strategic plan identified several new building projects it also identified a range of governance and management issues and matters to do with tikanga and kaupapa. It is planned that the Kaiwhakarite will provide further support for governance training for the trustees, assistance to develop of a funding strategy, support to develop the communications strategy and assistance to develop a feasibilities study. Trustees no longer see their roles as passive, life-long appointments as the Te Ture Whenua Māori Act 1993 and Marae Reservation Regulations 1994 allowed. Trustees are committed to further governance training. The new Marae Reservation Charter provides clarity of roles and responsibilities for marae stakeholders, and the marae and whānau have clarity about what their ten year plan looks like and what actions are required to achieve the plan. Community Waikato have identified that several other marae within the Community Waikato region are been in similar situations.

- Marae development – case study 2: Marae 2 requested Community Waikato support to develop a funding strategy to renovate the marae facilities. They hoped to apply to local and regional funding organisations for support. As the meeting progressed, it became clear that the marae entity would not meet the minimum requirements of funders. Issues included poor trustee governance knowledge, limited understanding of roles and responsibilities, no audited accounts and no strategic plan. Community Waikato advisors agreed to facilitate a strategic planning workshop to help articulate the marae whānau long term vision. Part two of the strategic planning work was to meet again to fully develop the action plan and to develop an implementation plan for the top priorities including 1) a database of members to begin wider whānau communications, 2) facilities mapping wānanga, to create a visual plan to communicate the vision to the wider membership, and 3) governance / charter review, to improve understanding of trustee and committee roles and responsibilities. The marae now has improved understanding of the requirements of good governance, roles and responsibilities and that further improvements will require a commitment to undertake further training, increased awareness for the requirements of good governance practices, accountability and transparency before making funding applications, and greater clarity of the vision for the marae and each project that sits within that long term plan.

Commitment to Te Tiriti o Waitangi

Community Waikato has a long-held commitment to working with and alongside Māori in the region, supporting Iwi and Māori community and voluntary organisations with tools and resources in governance, management, policy development, legal structures, strategic and operational planning, budgeting and funding, financial systems, training, advocacy and facilitation. Community Waikato staff and trustees recently participated in full day workshops on the Treaty and Understanding Cultural Values to help develop a deeper understanding of cultural values held in Pakeha and Māori worlds; help participants link their own cultural traditions to Community Waikato values; support team building among and support the strategic objectives of Community Waikato in their work.

Through interviews and observation, the reviewers found that Community Waikato strongly acknowledges Te Ao Māori understanding. Community Waikato's approach to the Treaty partnership is to share resources in a partnership way and their view is that 'what is good for Māori is good for everyone'. Community Waikato is purposeful in its Māori engagement processes and considers cultural competency as vital. Staff model a partnership relationship through their organisational structure and culture.

8.3   Capacity building for Māori rōpū

As part of Community Waikato's commitment to working with and alongside Māori in the region, in 2005 it established a Kaiwhakarite position to lead 'by Māori for Māori' activities. Community Waikato has continued to check the relevance of this role through Māori engagement, such as advisory kaumatua, having Māori on the Board, and the former Te Huapai Advisory Group (Māori caucus made up of staff and Board members). Community Waikato takes a whole-of-organisation approach to Māori engagement and participation.

Community Waikato prioritises kanohi ki te kanohi (face to face) engagement and communication, working together with Iwi with an open dialogue. Community Waikato has identified the strategic importance of Iwi and mana whenua, and has a sophisticated understanding of the distinction between Māori (as generic group) and Iwi (as kaitiaki of the area/region). Community Waikato has a clear understanding of Te Tiriti o Waitangi and its organisational response, and is well advanced in its iwi relationship management.

Te Tiriti o Waitangi Policy

In 2010, Community Waikato formally adopted a Te Tiriti o Waitangi / Treaty of Waitangi Policy that:

> Community Waikato values Te Tiriti o Waitangi as the constitutional founding document of New Zealand. Te Tiriti o Waitangi provides for the protection of Tangata Whenua, their lands, ways of living and cultural treasures under the sovereignty of the Crown and provides non-Māori with the right to live in Aotearoa / New Zealand.

> The tāhuhu (backbone) that represents Te Tiriti O Waitangi is the wairua (spirit) in which it is expressed between both parties. The Treaty of Waitangi is central to positive action within our communities in bringing about social justice for Tangata Whenua and therefore all New Zealanders within Aotearoa.

> Community Waikato supports and fosters values and goals which exemplify Māori realities and aspirations, which give shape to the growth and development of Te Ao Māori.

This is demonstrated and reflected within Community Waikato practice by:

- establishing Te Kaiwhakarite – Māori Community Advisor position
- establishing strategic alliances with local whānau, hapu, iwi organisations
- ensuring equal Māori representation on the governance level of Community Waikato is achieved.
- ensuring that Community Waikato's resources are accessible and appropriate for Māori
- ensuring that tikanga and the use of Te Reo Māori is integral within Community Waikato practices, policies and procedures
- ensuring that kaumātua are an integral part of the Community Waikato team.

Te Huapai principles and outcomes framework

Te Huapai was originally an entity comprising Community Waikato Māori trustees, cultural advisor and staff and external Māori representatives. The group established in 2010 to support the development and achievement of Community Waikato's strategic and operational goals. Te Huapai had a specific focus on ngā rōpū Māori (Māori health and social service organisations and providers, iwi, hapu, and marae entities), support for the Kaiwhakarite position in its role and functions, and development of appropriate tikanga and kawa within Community Waikato.

The formation of Te Huapai established momentum toward a vision for Community Waikato to have greater cultural capacity and capability to engage and respond appropriately with ngā rōpū Māori.[6] With the appointment of a new Kaumatua and Kaiwhakarite, Te Huapai has now ceased to be an entity and has evolved into a whole of organisation strategy. A summary of Te Huapai's principles and approach is provided below. A current focus is around better articulating Te Huapai as a strategy for Māori community development.

Figure 9: Community Waikato's Te Huapai principles and outcomes framework
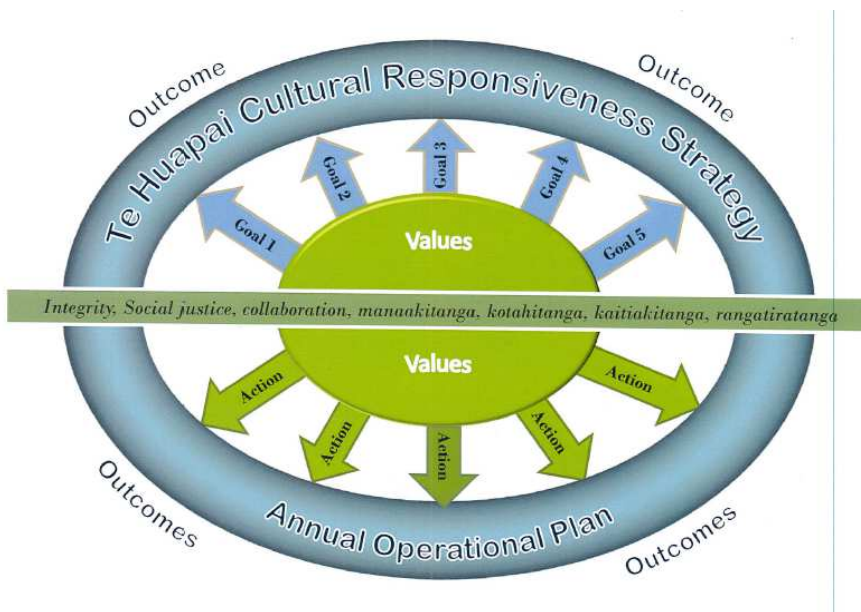
Source: Community Waikato.

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[6] Refer former Terms of Reference at:
http://www.communitywaikato.org.nz/site/socialservices/files/TE%20HUAPAI%20TERMS%20OF%20REFERENCE%202013%20FINAL.pdf

Te Kaiwhakarite

The Te Kaiwhakarite position description requires them to work in a facilitative and participative way alongside community-based tangata whenua, social service and other community and voluntary organisations to encourage and support their work. This role assists Community Waikato to fulfil its commitment to honouring the principles of Te Tiriti o Waitangi and seeks to work appropriately with iwi, hapu and tauiwi based social services and ensure resources benefit both tangata whenua and tangata tiriti organisations. Over the past year, the Kaiwhakarite has developed a working relationship with Waikato Tainui Tribal Development Unit and is partnering in piloting a marae development programme and other initiatives.

There is scope within this position for the work to grow with the interests of the person who takes it up, under the guidance and direction of the Chief Executive. Te Kaiwhakarite works as part of the collaborative Community Waikato team towards achieving its strategic objectives. This role involves supporting the tangata whenua community and voluntary sector to develop and grow its capacity to support organisations and the region. Iwi partnerships are a focus for Community Waikato through kaiwhakahaere and kaimahi roles (eg, Ngāti Haua and Ngāti Raukawa), including a focus on how to support iwi strategies to be achieved.

Ngā Rōpū Māori Report 2013

Community Waikato staff and trustees developed a Ngā Rōpū Māori Report in February 2013 with direction and support from Te Huapai. The report was developed for internal Community Waikato purposes, to investigate and understand some of the needs and opportunities of the Māori community sector and where possible the Crown agency support services available. Key findings from the report included:

- there are approximately 183 Marae within the rohe
- governance support is required in some areas
- limited government agency support available
- increasing need for greater collaboration.

The report concluded that there is evidence to support continued investigation and investment into developing relationships between Community Waikato and Ngā Rōpū Māori.

8.4   Scholarships

In 2001, Trust Waikato donated $40,000 to Community Waikato to be used as a scholarship fund during the 2002 calendar year to fund leaders in the social services sector into some appropriate form of study based on the needs of their groups. Since that time, Community Waikato has continued to make available funds from its annual budget for scholarship awards. The objectives of the Community Waikato Scholarships are to:

- assist leaders and potential leaders in social service organisations to take up tertiary study
- contribute to developing an informed, thoughtful and reflective social service sector
- develop a network of social service workers who support each other and who may be asked to mentor others in the sector
- contribute positively to the public profile of Community Waikato.

The amount available for scholarship awards is determined by the Board and for the past six year period has been around $21,000 per annum. Applications are sought through a notice in the Kumara Vine newsletter and if needed, advertisements in newspapers around the region. Information sheets and application forms are available in both English and Te Reo Māori from the Community Waikato

website or by email or post. The amount for each scholarship is generally around $500 to $1,500 towards course fees, though a limited number of larger scholarships may also be awarded. The duration of support for scholarship recipients is generally up to a maximum of four years.

For the 2013-14 year, scholarships were offered to 23 staff in the sector to support study opportunities ranging from the Unitec Diploma in Not for Profit Management through to post-graduate study.

Once scholarships have been accepted, a gathering of all the recipients is organised where recipients receive their payments and have an opportunity to meet each other and hear about the roles and study they have undertaken. This is also an opportunity for Community Waikato staff and trustees to develop their networks of social service leaders in the region.

8.5　Advocacy

Much of Community Waikato's advocacy work is undertaken through its day-to-day interactions including participation on advisory groups and committees. For example, Community Waikato has advocated for the region and its community organisations as a member of an MSD advisory group, which was important as changes to contracting and a move to outcomes reporting was planned and rolled out. Community Waikato has made a range of submissions over the previous three year period, including:

- 2012-13:
  - Hamilton City Council Ten Year Plan
  - Green Paper on Vulnerable Children
  - Gambling Harm Reduction Bill
  - Auditing and Assurance for Larger Registered Charities
  - Fringe benefit tax – recognising salary trade-offs as income
  - WEL Energy Trust annual plan.
- 2013-14:
  - Submission to Regional and National Lottery Grants Committee chairs to voice concerns over recent changes and communications
  - Submission to Hauraki District Council about community grants.

Community Waikato also works through its networks to influence outcomes and decisions. Community Waikato's advocacy function is valued by the regional voluntary and community sector.

8.6　Community projects

Community Waikato staff become involved in a wide range of community projects involving multi-stakeholder collaboration and community engagement. One such example provided to the reviewers was Community Waikato's involvement in the North Waikato Community Transport Group (NWCTG), established in 2012 to respond to growing concern about transport options in the North Waikato Community. Community Waikato was able to bring a community based voice to the group and provide input into processes and outcomes. Community Waikato remains a partner in the Waikato Regional Rural Transport Forum and is currently leading a small group charged with developing a website for community transport providers and agencies to network and access information on rural community transport in the region. This project is nearing its completion and launch date. Other examples of community projects and change stories are described elsewhere in this report.

8.7   Community funding administration

Administration of Tindall Foundation grants funding provides an additional source of income toward Community Waikato projects and has synergistic benefits in terms of working with existing and new clients and stakeholders. The Tindall Foundation funding arrangement is provided as an Appendix to this report. Other funding administration opportunities have also arisen over time.[7]

As part of this review, Trust Waikato sought to better understand Community Waikato's strategic directions with regard to earned income and particularly any issues arising from the community funding administration role. Community Waikato considers that to ensure equity and neutrality, its services should continue to be freely accessible to its clients and stakeholders. In this regard, the funding administration role is a form of social enterprise that not only earns income toward Community Waikato's operational expenses and project funding but also provides opportunities for social capital investment through additional interactions with community groups.

From the reviewers' perspective, so long as the funding administration role is managed effectively and efficiently, it provides a valuable adjunct to Community Waikato's core funded services.

9.0   WORKSHOP AND SURVEY RESULTS

9.1   Staff workshop results

In September 2015, the reviewers met with the Community Waikato staff team to workshop their thoughts around the future and ideas around developing future opportunities. A summary of the workshop results and subsequent feedback is provided below.

What areas of the activities go well and why do they go well?

Many activities are perceived as going well including:

- advisory services and networks – trusted, professional and confidential

- one-to-one services – tailored to the needs of groups and organisations

- collaborative approach within the team

- customising of services to better respond to Māori aspirations

- Awesome Organisations training – using recognised experts, getting good feedback

- centralised Customer Relationship Management (CRM) system – saves time and records critical information

- accessibility of Community Waikato services – free or affordable, friendly, good quality

- 2015 'Rising to the Challenge' Conference – good feedback, inspiring

- marketing including email communications and networking

- funds management – enabled by extensive knowledge of the sector

- respected – other groups seek to emulate Community Waikato.

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[7] For example, since 2002 Community Waikato has managed a small investment fund (Community Mental Health Training Fund) from which interest is paid as an annual grant to assist individuals working with social services organisations with payment of fees for mental health training programmes. More recent additions include the Len Reynolds Trust funding administration and Outward Bound scholarships.

What areas of the activities do not go well and why they do not go well?

Responses to this question related to internal capacity development along with strategic development particularly around training provision and responsiveness to Māori.

- Internal capacity – Staff recognise there is scope to improve Community Waikato's systems and processes. This has been secondary to providing front-line service delivery and coping with the demands of day-to-day work. There are many competing priorities and limited resources, and thought needs to be given to potentially reducing or stopping some activities in order to focus more on others such as advocacy. Resource constraints are an ongoing challenge, and there is a feeling it is difficult for Community Waikato to tangibly demonstrate its effectiveness to funders (for example, compared to SportsForce).

- Strategic development – Training is seen as a core activity that could be enhanced, subject to additional resourcing. Options around this will be reviewed in 2016. Training participation may have been partially displaced by the 2015 conference and there is also more one-on-one advisory activity. Greater responsiveness to Māori remains an ongoing aspiration. Community Waikato's strategic goals all have a Māori component, its role in Māori development is evolving and there could be a need for another advisor. Community Waikato is seeking to ensure Te Huapai is implemented as a full organisational strategy.

What areas of opportunity for the future of the activities and why these should be considered?

Key areas of perceived opportunity are around advocacy and sector sustainability, review of training activities, enhanced use technology and building a stronger marketing profile.

- Advocacy and sector sustainability – including representation of sector interests on key issues, sharing information and linking agencies and individuals, and building capacity around funding and governance.

- Review of training – investigating the best way to meet sector needs, for example around mentoring/supervision and one-to-one advice. This will include looking at how other training organisations operate, and considering new developments and opportunities such as around training related to Te Ture Whenua Māori (Māori Land) Act reform.

How are Māori/iwi aspirations reflected in the work activities?

Iwi aspirations are reflected by Community Waikato through its focus on financial sustainability, environmental sustainability, cultural revitalisation (whānaungatanga) and Te Reo. Community Waikato works with the understanding that the Marae is a hub of the Māori world, a place to practice and learn tikanga, language, knowledge and valuing relationships. Community Waikato responds by providing services that enable marae to strengthen their foundations in terms of governance, management, financial, planning and accountabilities. Community Waikato customises a culturally responsive service which meets the needs of a tikanga based approach, and provides a holistic continuum of learning. Community Waikato communicates what it does in regards to marae and Iwi development through its communication channels such as the Kumara Vine newsletter. Community Waikato embraces Te Ao Māori in areas such as karakia, waiata, pōwhiri and whakatau, and with a genuine appreciation and commitment.

Could activities be delivered in a better way?

A range of ideas were raised for delivering Community Waikato's ideas in a better way, including (in no particular order):

- Marae based activities.

- Māori radio programme - Community Waikato and Te Reo Irirangi o Raukawa have launched a new radio show: 'Te Reo Hāpori – the Voice of the Community', each Wednesday from 2.00pm to 4.00pm.

- Greater use of communications technology and in particular social media – radio, Internet, Facebook and email.

- Improved technology including updated computers (with audio and graphical software) and mobile devices (tablets/iPads) when travelling.

- Improved systems including CRM user training, mobile devices enabled for interface with CRM and enhancements to financial and administrative systems.

- Enhancement of existing marketing and communications channels and system, subject to resourcing.

- Technology enhancements to training and advisory services, including opportunity for skype, webinars and conference live streaming.

9.2 Stakeholder survey results

A September 2015 online survey of Community Waikato clients and stakeholders resulted in 62 responses, with the results summarised as follows.

- Respondents were located across most districts within the Waikato Region with the exception of Taupō and Rotorua.

- Areas of activity represented amongst the respondents include social services (40%), health/disability (27%), youth (24%) and community development (18%) and others.

- 44% of respondents identified themselves as being both a client and stakeholder of Community Waikato, 24% as a client/customer, 20% as a stakeholder and 12% as other (eg, scholarship recipient).

- 94% of respondents said they'd had dealings with Community Waikato either directly or indirectly in the past year and a further 2% were not sure.

- 84% of respondents said they had visited the Community Waikato website in the past year. Of these, 98% were somewhat, quite a bit or very much satisfied with the website.

- There was a high level of awareness of many of Community Waikato's activities by the respondents, particularly training courses (98%) and Advisory Service (97%), with most other activities having around 90% awareness by the respondents.
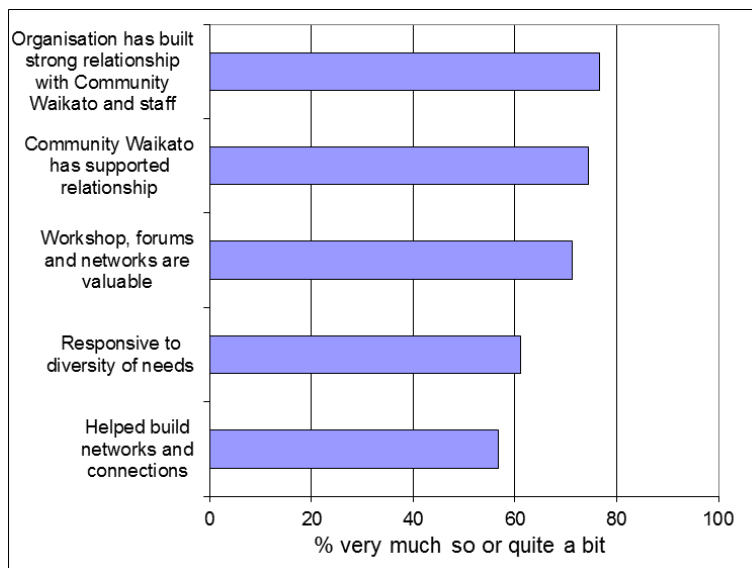
Figure 10: Awareness of Community Waikato activities (%)
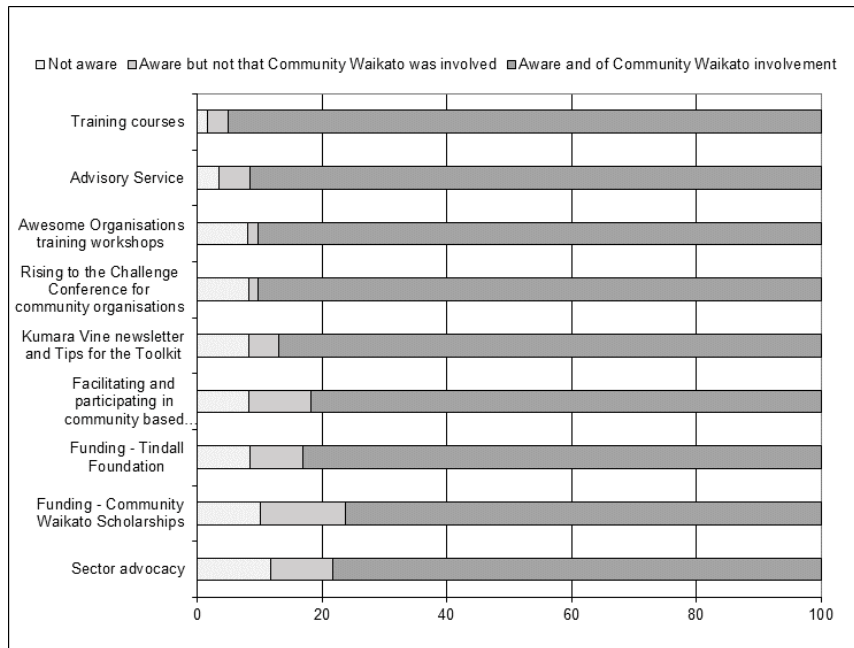
Note: Denominator excludes approximately 2-5% of responses not specified for each item.

- 77% of respondents agreed that their organisation has built strong relationships with Community Waikato and its staff 'quite a bit' or 'very much so', and 75% of respondents agreed that Community Waikato supported this relationship 'quite a bit' or 'very much'. Around 7-8% responded 'not at all' to these questions.

- 71% of respondents agreed that Community Waikato workshops, forums and networks are valuable 'quite a bit' or 'a lot', and a further 25% agreed they are somewhat or a little valuable.

- 61% of respondents agreed they think Community Waikato is responsive to the diversity of needs within their organisation 'quite a bit' or 'very much so', and a further 33% agreed somewhat.

- 57% of respondents agreed that Community Waikato services helped build their networks and connections 'quite a bit' or 'a lot', and a further 40% agreed somewhat or a little.
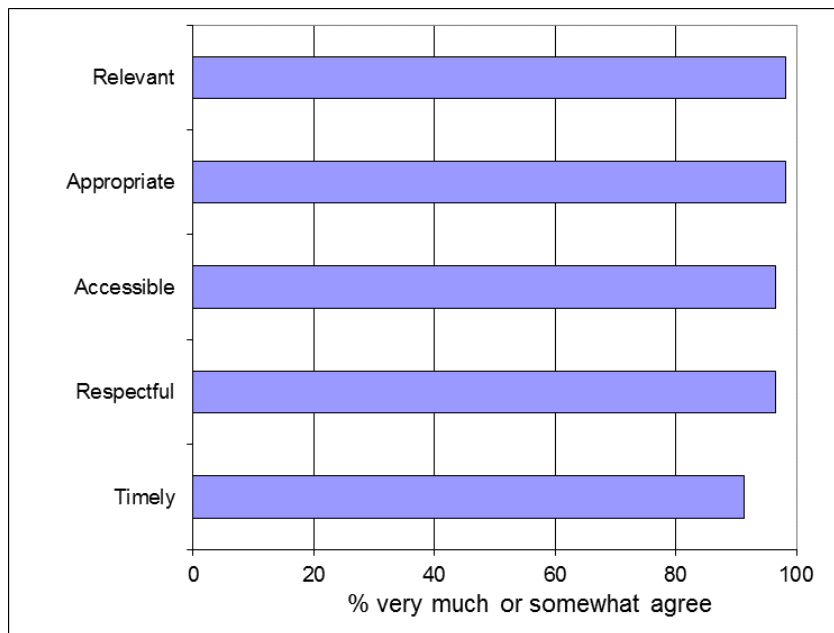
Figure 11: Building and maintaining relationships (%)

Note: Denominator excludes approximately 3-5% of responses not specified for each item.

- More than 96% of respondents agreed that Community Waikato's services are relevant, appropriate, accessible and respectful, and 91% agreed that Community Waikato's services are timely.

Figure 12: Relevant and accessible services and resources (% very much or somewhat agree)

Note: Denominator excludes approximately 7% of responses not specified for each item.

- 82% agreed they felt Community Waikato support had made a positive difference to their organisation; 74% agreed that Community Waikato support has helped improve their services; 72% agreed Community Waikato had strengthened their organisation; and 65% agreed Community Waikato helped improve their internal infrastructure. There were a substantial number of examples provided by respondents as comments, as well as a relatively small number of criticisms which will be useful for Community Waikato's performance reflections and strategic planning.

Figure 13: Relevant and accessible services and resources (%a lot or a little)
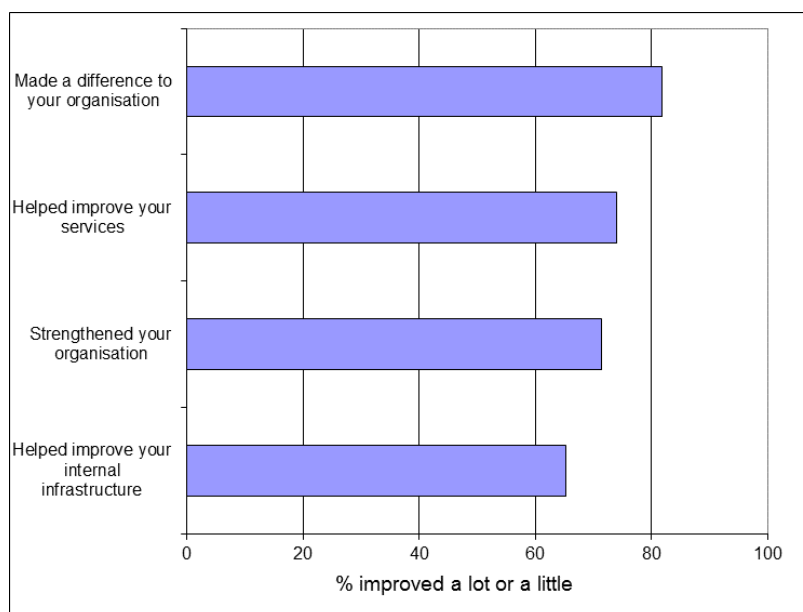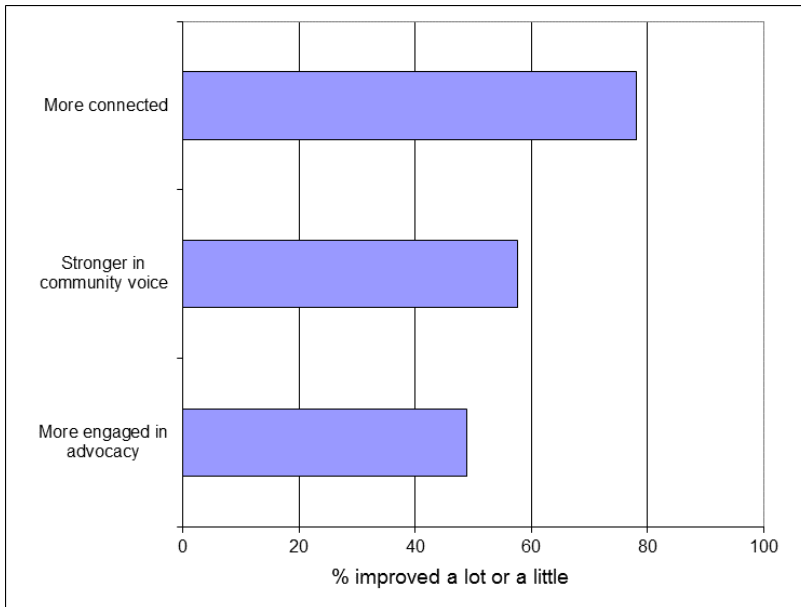

Note: Denominator excludes approximately 7-8% of responses not specified for each item.

- 86% of respondents agreed that Community Waikato is their first point of contact for what's going on in the sector 'sometimes' or 'most of the time.

- Many respondents agreed that as a result of Community Waikato support their organisation had become more connected (78%), stronger in its community voice (58%) and more engaged in advocacy (49%).

Figure 14: Advocacy (%a lot or a little)

Note: Denominator excludes approximately 7% of responses not specified for each item.

- Many respondents agreed that Community Waikato services helped build their skills (83%) and knowledge (82%).

- 73% of respondents believed 'a lot' or 'quite a bit' that Community Waikato provides practical and useful capacity support, and a further 21% agreed somewhat.

- 86% of respondents believe 'a lot' or 'quite a bit' that Community Waikato is up-to-date with its knowledge of the social services sector, and the remainder agreed somewhat.

- Many respondents agreed that Community Waikato strengthens the social services sector (95%), uses processes which are good practice (95%), improves and/or provides for cross-sector partnerships and collaborations (87%) and is seen as a role model and trusted advisory body for the social services sector (79%).

Figure 15: Growing leadership and sharing knowledge (%)
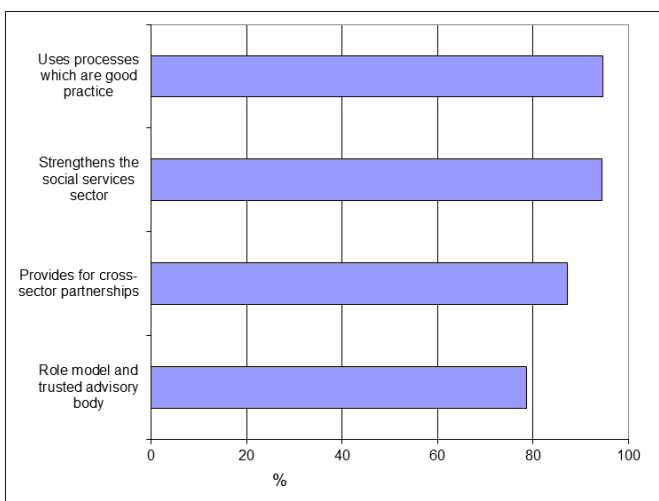
Note: Denominator excludes approximately 8-10% of responses not specified for each item.

- There was a high level of overall satisfaction with Community Waikato's services, with 84% of respondents saying they were satisfied or very satisfied and a further 11% expressing average satisfaction. Three of the 62 respondents gave Community Waikato a poor or very poor rating on this question.
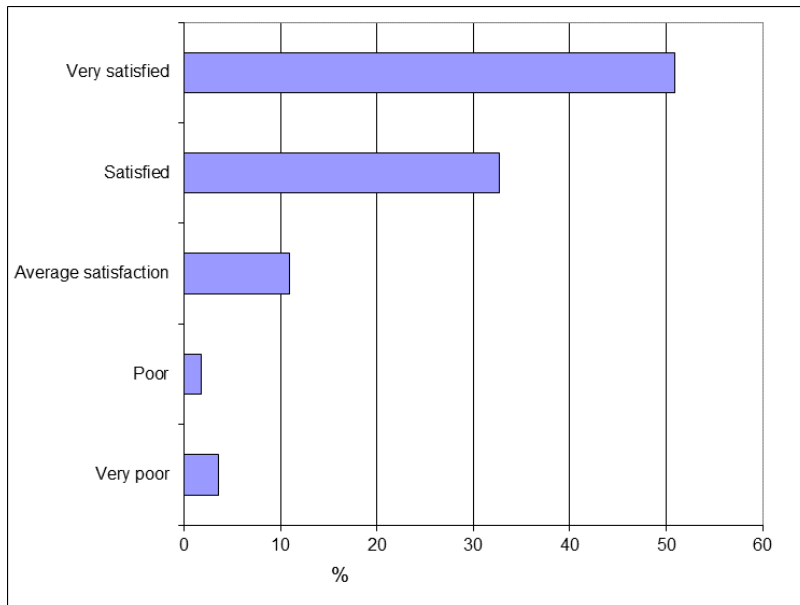
Figure 16: Overall satisfaction (%)

Note: Denominator excludes approximately 11% of responses not specified or not applicable.

- Respondents were asked what other things of importance to the Waikato community organisations that Community Waikato should be doing or supporting. A selected sample of verbatim comments includes:

  o 'Another conference next year!'

  o 'Community Waikato should be more present within the community sector, previously they were considered the conduit of information, from a local and central government perspective, this seems to have altered and their focus seems to have changed in recent years into growing themselves as an organisation and not so much the sector.'

  o 'Could help more with liaising with government funders perhaps.'

  o 'Could use their Marketing staff to not only provide training courses but to assist / facilitate community organisation to develop their marketing plan.'

  o 'Fortnightly or monthly email correspondence of the bulletin rather than weekly - too many emails. Perhaps to look at providing training in other towns - smaller rural areas who would benefit within the boundaries. This would assist in cost of travel.'

  o 'I think they are pretty much working at capacity in their present form. I think an advisor specialising in the Ethnic/Migrant/Refugee community would be an asset. There is potential for the Kaiwhakarite role to expand.'

  o 'I would be keen to see some more training on running meetings correctly for clubs and organisations. Also it would be helpful to have someone to work through policy writing; we have tried to do this on two occasions both times we were told what to do and left to it. A document this big and important requires a lot more structured guidance in my view.'

  o 'Making its services known to small volunteer organisations as some are not aware of the support available and are struggling with lack of recourses and volunteers.'

- o 'Maybe reduce the fees on some of the courses to make them more attractive to smaller organisations with not a lot of funding/financial resources.'

- o 'More advocacy for the sector across the region, particular to government.'

- Finally, respondents were asked what other comments they would you like to make that had not been covered by the survey. Many positive comments were made along with a small number of suggested improvements. A selected sample of verbatim comments include:

  - o 'Community Waikato are a very valuable contributor to building capacity in the sector. They do a fantastic job and we are extraordinarily lucky to have them. A huge thank you to Trust Waikato for funding this valuable service.'

  - o 'Community Waikato is an asset to our region and we are very fortunate to have it. It should be rolled out across the country as it provides a very valuable service to community groups, by strengthening connections, modelling and encouraging professionalism and ultimately, enhancing the quality of the services these groups provide to people in need in their communities.'

  - o 'Community Waikato is doing a great job in supporting other organisations. Being able to get a scholarship from Community Waikato means a lot, it is encouraging to be able to up skill without having to get a study loan and making those repayments.'

  - o 'Community Waikato staff have always been friendly, helpful and willing to provide appropriate advice.'

  - o 'Excellent hard working organisation. Well led and respected throughout sector. The Waikato is very fortunate to have Community Waikato.'

  - o 'Excellent work Community Waikato.'

  - o 'I would like to say how much we appreciate all the opportunities that Community Waikato provide to strengthen, inform and empower NGOs in our community. I think they are amazing and are always our first port of call. The staff are very knowledgeable and bend over backwards to go the extra mile when working with organisations such as ourselves.'

  - o 'Thank you to the team at Community Waikato for being an organisation that strengthens and supports the NFP sector and is responsive and strategic in providing that support.'

  - o 'There appears to have been more recent increase in marketing of the business but it is difficult from here to identify what impact this has made. From the members who attended the education sessions (governance) I do not believe there was any follow up. Have they hit the target market?'

  - o 'We are grateful for the low cost workshops and training.'

  - o 'We receive information about the training, conference etc. available. About 90% of the events look to be relevant and useful to us. The reason we don't uptake the opportunities is: a) lack of time of part-time staff who need to remain in the building during opening hours for security reasons or get others to come in especially; b) cost of courses/conferences; c) changing staff (ie don't feel should invest in staff if short-termers).'

10.0 REVIEW OF SERVICES AGAINST AGREED TARGETS AND MILESTONES

10.1 Prior recommendations

The following is an assessment by the consultants of Community Waikato's progress against recommendations from the 2012 review.

2012 review recommendations	Status	Notes
Ensure policy and procedures and administrative processes are reliable and sound	Confirmed 2015	Policy and procedure documentation was considered as part of the 2015 triennial review and a small number of recommendations were made for improvements
Fully develop or adopt a more explicit model of organisational effectiveness and capacity that can be critically examined by other	Developed 2013	Theory of Change model adopted and used for communications, planning and reporting
Build and develop a suitable monitoring and reporting framework, and make improvements and adjustments in current data collection	Partially completed	Consistent set of indicators and measures is used in reporting, but improvements could be made to data systems and reporting format (data management and reporting/design elements)

The reviewers also encourage Community Waikato to regularly consider its progress against earlier triennial review recommendations, in particular those of Nowland-Foreman (2006):

- Further sustained efforts to diversify funding sources, especially by identifying discrete projects that can be packaged to government and philanthropic funders

- Consider how to further network with, and support other capacity builders, both within the region and beyond, and to further strengthen the community and voluntary.

10.2 Year 3 Goals

The following is an interim assessment by the consultants of Community Waikato's progress against its Year 3 Goals in accordance with its 2015 Trust Waikato donation.

2015 Goals (Year 3)	Status	Notes
Increase learning and development opportunities for social service organisations	On track	Awesome Organisations programme has increased the reach, depth and impact of training across the region
Support collaboration between organisations by providing training in the steps required to develop a collaborative partnership	Partially completed	Existing resources may be supplemented by the development of more targeted training and tools
Build the profile of the sector by distributing the report on the benchmarking survey, making it widely available and developing stories about the difference organisations are making	Partially completed	Information about the sector was profiled at the July 2015 Conference and in the Community Waikato Annual Report; also, change stories have been drafted but there is scope to further develop these into a case studies design format
Organise and hold a successful conference with at least 190 attendees, evaluations that show attendance has made a difference and a break-even budget	Completed	Conference held 29-30 July, resulting in positive feedback and ideas, directions and networks for further development
Maintain earned income of 10% based on the need to diversify income	Likely exceeded	Greater transparency is needed around the calculation of the amount (to be noted in the financial statements), plus exclusion of administered funding from the denominator

11.0 REVIEW OF SERVICES AGAINST EVALUATION FRAMEWORK

Readily available data has been compiled below to assist with the triennial review assessment. Note that (a) some of these figures are estimated from reported graphs rather than raw historical data, (b) where appropriate, 'not applicable' responses have been subtracted from the denominator of survey results to remove bias and enable better comparisons over time, (c) Community Waikato has a target for earned income to be at least 10% of total income which was exceeded in 2013-14 (earned income $122,000 or 12% of total income) and likely also exceeded in 2014-15 (subject to confirmation from Community Waikato financial calculations).

Community Waikato vision and goals	Indicators/measures	2012-13	2013-14	2014-15	Status
Community organisations are meeting the needs of their communities more effectively to enable the creation of thriving, connected and inclusive communities	Overall satisfaction with Community Waikato's services by community organisations	n/a	n/a	84%	High
	Achievement against key project and programme milestones	Mostly achieved	Achieved	Achieved	Achieved
Build and maintain relationships	Number of organisations worked with in the past year	438	368	TBC	TBC
	Profile of organisations worked with in the past year (geographic location, type of organisation, etc)	TBC	TBC	TBC	TBC
	Number of Māori organisations worked with in the past year	TBC	TBC	TBC	TBC
	Relationships developed and nurtured in the past year	Documented	Documented	TBC	TBC
	Networks attended (participant or facilitator)	TBC	TBC	~20	TBC
	Major collaborative projects (participant or facilitator)	Documented	Documented	TBC	TBC
	Key partnerships in the past year	Documented	Documented	TBC	TBC
	Iwi/Māori partnerships	Documented	Documented	Documented	Positive feedback
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato has built strong relationships	57%	74%	77%	Increasing
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato forums and networks are valuable	69%	80%	71%	Varies from year to year
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato has helped build networks and connections	62%	62%	57%	Stable or declining
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato responds to diversity of needs	73%	83%	61%	Declining
Provide relevant and accessible services and resources for Māori and non-Māori organisations	Number of external website visits	TBC	4,965	TBC	TBC
	Satisfaction with Community Waikato website	n/a	n/a	98%	High
	Satisfaction with accessibility of Community Waikato services	98%	100%	97%	High and stable
	Satisfaction with appropriateness of Community Waikato services	99%	100%	98%	High and stable
	Satisfaction with respectfulness of Community Waikato services	100%	100%	97%	High and stable
	Satisfaction with relevance of Community Waikato services	98%	100%	98%	High and stable
	Satisfaction with timeliness of Community Waikato services	98%	100%	91%	High but declining
	Proportion of organisations that agree Community Waikato made a difference to their organisation	86%	100%	82%	High but declining
	Proportion of organisations that agree Community Waikato improved their services	86%	90%	74%	Declining
	Proportion of organisations that agree Community Waikato improved their internal infrastructure	82%	78%	65%	Declining
	Proportion of organisations that agree Community Waikato strengthened their organisation	84%	91%	72%	Declining
	Proportion of organisations that agree Community Waikato is considered a first point of contact for information on the sector 'sometimes' or 'most of the time'	89%	90%	86%	High and stable
	Value of scholarships awarded	$22,000	$21,000	$20,000	Declining
	Value of Tindall Foundation and other grants administered	$100,000	$100,000	$150,000	Increasing
Build internal competency to enable Community Waikato to live the principles of Te Tiriti o Waitangi	Feedback from Ngā Rōpū Māori			Positive anecdotal feedback	TBC
Engage in advocacy that is informed by partnerships and	Number of submissions		TBC	TBC	TBC
	List of other advocacy undertaken		Documented	TBC	TBC

Community Waikato vision and goals	Indicators/measures	2012-13	2013-14	2014-15	Status
participation	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato helps organisations be more connected	67%	71%	78%	Increasing
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato helps organisations be more engaged in advocacy	51%	42%	49%	Stable
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato helps organisations be stronger in their community voice	65%	60%	58%	Stable or declining
Build the sustainability of Community Waikato	Balanced budget (dollar value of surplus/deficit)	$10,000	$56,000	$4,500	Balanced budget
	Proportion of earned revenue	TBC	12%	TBC (>12%)	Target met
	Proportion of non-Trust Waikato revenue	31%	46%	46%	Increased
	Status, controls and treatments for strategic and priority risks	Some issues	Maintained	Maintained	Maintained
	Independent performance assessment including planning and policies review, organisational effectiveness and financial sustainability			Positive review	Positive review
Grow leadership and Share knowledge of the sector and of capacity strengthening	Range of one-on-one mentoring	n/a	17 organisations	23 organisations	Increasing
	Number of courses of Community Waikato training	20	60	TBC	TBC
	Number of attendees of Community Waikato training	384	856	TBC	TBC
	Proportion of organisations that agree Community Waikato supports individuals 'quite a bit' or 'a lot' to develop their skills	61%	58%	83%	Increasing
	Proportion of organisations that agree Community Waikato supports individuals 'quite a bit' or 'a lot' to develop their knowledge	63%	65%	82%	Increasing
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato provides practical and useful capacity support	72%	67%	73%	Stable
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato is up-to-date with knowledge about the sector	94%	93%	86%	High but declining
	Proportion of organisations that agree 'quite a bit' or 'very much so' that Community Waikato is considered a role model and trusted advisory body	80%	93%	79%	Varies from year to year
	Proportion of organisations that agree 'very much so' that Community Waikato uses processes that are good practice	84%	93%	95%	Increasing

Note: Historical survey results have been adjusted to exclude non-respondents from the denominator. This allows better comparison where the number of non-respondents on specific items varies from year to year.

12.0 SWOT ANALYSIS

The collective information above has been considered to identify a short list of 'gap' items as the basis for subsequent recommendations. This primary recommendation is around incremental improvements to monitoring and reporting systems and design format. The following SWOT analysis has been undertaken to assess key strengths, weaknesses, opportunities and threats and key risks associated with current service delivery.

Table 2: SWOT analysis – Community Waikato

Strengths	Weaknesses
15 year history and reputation as a trusted advisor to the sector - Financially sound with funding diversification and cash reserves - Strong brand - Clearly mandated organisation – formally and informally - National and regional networks - Capacity building knowledge, skills and resources - Recently invigorated Management and Board	- Large region, few staff - Further maturity needed around monitoring and reporting systems for transparency and accountability - Core operations funded by a relatively small number of funder stakeholders
Opportunities	**Threats**
- Make better use of information and communication technologies for service delivery including training and meetings - Increase learning and development opportunities for social service organisations - Support collaboration between organisations by providing training in the steps required to develop a collaborative partnership - Adopt efficient and effective reporting systems to underpin ongoing operations, decision making and accountability	- Increasing competition for charitable dollars across the sector - Social and demographic changes driving increased need for social services

13.0 CONCLUSION AND RECOMMENDATIONS

The review found that Community Waikato's services have been moving increasingly towards a mentoring approach, providing tailored offerings for community groups. Community Waikato is focused on proactive facilitation and engagement with groups, including Māori rōpū, to foster holistic outcomes. Community Waikato works alongside local community organisations as a facilitator and sector partner, including within Māori community contexts. Community Waikato's strategic goals have a Māori aspect and Community Waikato's role in Māori development continues to evolve.

Many activities are perceived as going well for Community Waikato including its advisory services and networks, training offerings and responsiveness to Māori aspirations. The Awesome Organisations training programme uses recognised experts and receives good feedback from participants. Community Waikato is seen as a credible and respected organisation with a strong track record of providing free or affordable sector advice and capability building activities.

Training is seen as a core activity that could be enhanced, subject to additional resourcing, and options around this have been scheduled to be reviewed by Community Waikato over the coming year. Other key areas of perceived opportunity for Community Waikato are around advocacy and sector sustainability.

Whilst Community Waikato has established effective operational systems and structures, there is potential to modernise and enhance its internal capacity to support greater outcomes. Introduction of a centralised Customer Relationship Management (CRM) system has allowed time-saving and record-keeping improvements but there is scope to make better use of this. The Community Waikato team could lift their effectiveness and efficiency through updated computers and mobile devices (tablets/iPads), interface of mobile devices with the CRM, enhancements to financial and administrative systems, and a user training programme that ensures staff can effectively use the technology tools available to them. There is potential to facilitate greater use of online webinar workshops where guest speakers skype in and engage with participants. Smarter use of new technology tools has considerable scope to enhance Community Waikato's existing engagement approaches, resulting in potential cost and time savings and enabling more effective reach into smaller and more remote communities.

It is always challenging to assess value for money in community funding initiatives, with few agreed or objective outcome indicators. However, while precise values cannot be allocated, the assessment in this report suggests that Community Waikato represents good value for money for Trust Waikato's investment in capability building. Community Waikato is providing effective, efficient and equitable services that strengthen the capacity of social sector organisations throughout the Waikato Region, including tangata whenua based groups. A substantial part of these benefit derives from high levels of trust, continuity and connectivity that Community Waikato provides both tangibly and symbolically for the Waikato social services sector. It is our view that Community Waikato is working close to capacity within its resources. However, it can make further improvements through planned investments and upskilling in information and communication technology and graphic design. There is opportunity for the new Board and Chief Executive to further invigorate Community Waikato over the coming years as a key regional stakeholder and service provider.

High level recommendations to Community Waikato are to:

1.   Adopt and implement the Draft Evaluation Framework including:

- establish a performance data monitoring system (eg, spreadsheet) structured around Community Waikato's goals and key performance measures, including metadata to support data updates

- refine Community Waikato's accountability reports to enable easy updates from the data monitoring system.

2.   Invest in design improvements for accountability reporting, including more effective use of tables and graphs based on good practice guidelines, and a more professional look-and-feel to report content.

3.   Further develop case study documents that profile and help illustrate Community Waikato's activities to supplement accountability reporting. Community Waikato's existing change stories and case studies are primarily documented in Word files and text tables. These could benefit from a standardised (eg, two-page) format with colour photographs as appropriate and professional design elements.

4.   Take into account stakeholders' service improvement suggestions from the 2015 Triennial Review Survey to support Community Waikato's strategic and annual planning and operational activities.

5.   Commission an independent annual survey of clients and stakeholders using the same questions as the independent Triennial Review Survey, to supplement Community Waikato's existing annual performance measures.

A full set of recommendations and timelines is provided below.

Table 26: Recommendations to Community Waikato

No.	Recommendations	Timeframes
1.	Adopt and implement the Draft Evaluation Framework including: • establish a performance data monitoring system (eg, spreadsheet) structured around Community Waikato's goals and key performance measures, including metadata to support data updates • refine Community Waikato's accountability reports to enable easy updates from the data monitoring system • ensure that the results of performance monitoring are regularly reported to the Board to support decision making and drive continuous improvement throughout the organisation • publish online the Community Waikato Theory of Change diagram and Evaluation Framework (overview, measurement model, key performance measures and targets).	By December 2015

No.	Recommendations	Timeframes
2.	Improve the design of Community Waikato's Annual Report and six-monthly and annual progress reports to Trust Waikato, including more effective tables and graphs based on good practice guidelines.[8]	By February 2016
3.	Further develop case studies that illustrate Community Waikato's activities using colour and photographs.	By February 2016
4.	Take into account stakeholders' service improvement suggestions from the 2015 Triennial Review Survey to support Community Waikato's strategic and annual planning and operational activities	By February 2016
5.	Commission an independent annual survey of clients and stakeholders using the same questions as the Triennial Review Survey, to supplement Community Waikato's existing annual performance measures	Commencing 2016

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[8] For example, UK Government Statistical Service (2014) 'Effective tables and graphs in official statistics: Guidance for producers', December 2014: https://gss.civilservice.gov.uk/wp-content/uploads/2014/12/Effective-graphs-and-tables-in-official-statistics-version-1.pdf

APPENDIX 1: INTERVIEWS AND CONTRIBUTORS

The reviewers would like to thank the following for contributing information and assistance:

Trust Waikato

- Bev Gatenby – CEO

- Dennis Turton – Operations Manager

- Jane Hamblyn – Policy Advisor.

Community Waikato

- Andrea Goble – former CEO (up to August 2015)

- Holly Snape – new CEO (from September 2015)

- Gary Thompson – Kaiwhakarite

- Sally Fenwick Ridley – Training and Funding Manager

- Al staff who participated in September 2015 workshop

- Janet Gibb and all trustees who participated in post-AGM September 2015 meeting.

APPENDIX 2: COMMUNITY WAIKATO FILES REVIEWED

As part of this review, Community Waikato provided an extensive set of documentation including (in no particular order):

- Policy Manual 2015-16 (a comprehensive set of 25 policies including Fraud Policy, Treaty Policy and Governing Policy)

- Admin Support Job Description November 2010

- Admin Manager Job Description August 2014

- Chief Executive Position Description April 2015

- Comms Market role December 2014

- Community Advisor part-time 2015

- Hamilton based Community Adviser Job Description 2015

- South Waikato Community Advisor Position Description October 2012

- Te Kaiwhakarite Position Description June 2014

- Training and Funding Manager Position Description June 2015

- Performance Appraisal template

- AGM Minutes 2 October 2012

- AGM Minutes 30 September 2013

- AGM Minutes 15 September 2014

- Chief Executive's report July 2015

- Board meeting minutes 20 April 2015

- Board meeting minutes 18 May 2015

- Board meeting minutes 22 June 2015

- Community Waikato Brand Book 2014

- Community Waikato CDS March 2015 report

- Community Waikato culture workshop outline 2015

- Cultural Values workshop participant feedback summary April 2015

- Community Waikato report to Trust Waikato 2014

- Community Waikato report to Trust Waikato 2015

- Hungerford (2015) 'Developing a picture of the Waikato social service sector'

- Community Waikato survey questions November 2013

- Community Waikato Statement of Intent 2013-2016

- Community Waikato Strategic Plan 2013-2016

- 2015 Annual Plan

- Community Waikato Annual Report 2012

- Community Waikato Annual Report 2013

- Community Waikato Annual Report 2014

- Community Waikato Ngā Rōpū Māori Report 2013

- Community Waikato Trust Deed 2014

- Expressions of interest to run workshop for 29-30 July 2015 conference

- Kai-a te-Mata Marae Strategic Plan 2015-2025

- Good Practice Checklist

- Letter of support for Community Waikato from Alzheimers Waikato September 2012

- Letter of support for Community Waikato from Hamilton YWCA May 2015

- Waikato Rural Transport Forum minutes November 2014

- Overview document for North Waikato transport project

- Project Plan – Website for Waikato Regional Rural Transport Forum

- Community Waikato regional map (hand drawn and scanned)

- State of the Sector 2012 report

- Te Huapai Strategy Diagram

- Te Huapai Māori Development Strategy slideshow (March 2015 – 22 slides)

- Community Waikato Trustee Competencies table June 2015

- Trustee Induction guideline February 2012

- Trustee details October 2014

- Community Waikato unaudited financial statements for the year ended 31 March 2015

- Annual budget (from financial report 14 July 2015)

- Change stories – Whaingaroa Environment Centre, Waitomo Waipa Women's Refuge, Raukawa FM Strategic Plan, Waikato Burmese Community, Cambridge Life-skills, Kirikiriroa Family Services Trust, Love Soup, and marae development case studies

- Conference feedback snippets

APPENDIX 3: TINDALL FOUNDATION FUNDING

The Tindall Foundation was established by Stephen and Margaret Tindall in 1994.[9] Since then it has donated more than $125 million to help communities across New Zealand. Between $9 million and $12 million in annual donations are distributed through six Programme Areas:

- Supporting Families and Social Services (approximately 50% of total annual donation)

- Caring for our Environment and Preserving Biodiversity

- Encouraging Enterprise and Employment

- Strengthening the Community Sector

- Promoting Generosity and Giving and

- Special Funds.

The Tindall Foundation makes use of contacted Funding Managers to distribute donations on its behalf to local communities. This enables the Tindall Foundation to leverage off Funding Managers' knowledge and relationships within their communities to make best use of available funds.

In 2003, Community Waikato (formerly Social Services Waikato) signed a three year contract to act as Tindall Foundation Funding Manager for the greater Waikato region to distribute funds in the Supporting Families and Social Services programme area. This contract continues to be renewed three yearly by mutual agreement.

In September/October each year, the Tindall Foundation provides an amount based on the Waikato Region's percentage of national population and other factors. In addition 10% of the total amount is given to Community Waikato to cover administration costs. The administered component of Community Waikato's Tindall Foundation funding in 2013-14 was $74,000 in grants and $8,000 in projects funding from total funding of $101,309.

Almost 100 applications were received in 2013-14, totalling close to $400,000 in funding requests. There has been substantial growth in the number of applications, reflecting Community Waikato's wide promotion of the fund. Of these, 49 applicants were successful on basis of how well they fit with the funding criteria, the degree of need and the viability of the organisation.

Community Waikato's policy is that at least 75% of the fund each year is distributed directly to community based social services in the greater Waikato for supporting families and social services. The funding is publicised on the Tindall Foundation website and Community Waikato communications including the widely distributed Kumara Vine newsletter. Organisations are invited to submit an application to Community Waikato in September/October using an application form available on the website. Recommendations to Community Waikato are made by a subcommittee including two trustees, together with the funding manager and the Chief Executive. The subcommittee analyses all applications. Grants are usually between $1,000 and $3,000.

Grants are distributed in December of each year. According to Community Waikato's Tindall Foundation Funding Management Policy: 'We have chosen this timing as we are aware that there is a gap in the availability of funding during the first half of the year'.

The Tindall Foundation provides guidelines for the kind of work it wishes to see funded each year. For example, within the 'Supporting family and social services' category, the Foundation supports

- Community services and development

- Adult literacy and numeracy

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[9] Refer http://tindall.org.nz/our-history/

- Youth development

- Budgeting

- Early Childhood

- Māori

- Migrant, Refugee and Cross Cultural

- Housing.

Examples of projects that have received Tindall Foundation funding via Community Waikato include:

- Dinner at the Domain in Taumarunui (2012-13)

- Ngaruawahia Community Christmas Party (2012-13)

- Tokoroa Cook Island Uapou Fellowship event (2013-14).

APPENDIX 4: CONFERENCE FEEDBACK SNIPPETS

A key feature of Community Waikato's work during 2014-15 was planning and organising a regional sector conference at the end of July 2015 – the 'Rising to the Challenge' Conference. Feedback collected through evaluation forms by attendees was still being compiled at the time of this review and has been overwhelmingly positive. A selection of feedback is provided below for the purpose of this review.

- "I just wanted to congratulate Community Waikato on an excellent conference over the past couple of days. It was an excellent forum for reflection and forward planning, which went on until late in our hotel room on Wednesday and for all the journey home on Thursday. We come away having much to discuss with the rest of the Trustees and staff. I have been to many conferences throughout my many years in education, and never have I been so enthusiastic either to meet so many other people from within the same sector, or to continue workplace conversations throughout the break periods and beyond. Thank-you for that." Bronwyn Blair, CSSC Chair

- "We wish we had encouraged more people from Rotorua to attend to experience first-hand how thriving the community sector is in your region and to see the high regard in which Community Waikato is held by tangata whenua, NFP groups, funders, local Government, Unitec, and central Government Depts alike . We have returned home with renewed commitment to continue developing Community Rotorua along similar lines. Congratulations and Well Done on hosting a totally awesome conference" Carol Fisher, Chairperson Community Rotorua

- "I just wanted to express my congratulations regarding the conference last week. It was a much needed and appreciated event for those participants, very well organised and a great selection of content. While I wasn't there for the whole time I certainly got some stimulating take aways and the feedback from everyone I spoke with was very positive." David Cowley, Wel Energy Trust

- "Thank you so much for giving me this opportunity. It was a very special conference for me." Kou Kunishige, Diversity Counselling NZ

- "Your team done one amazing job and the wealth of knowledge received has made a huge impact on my mindset and vision moving forward." Jamie Downes, Breakthrough Community Trust

- "The Mangakino Family Services would like to thank you for the free space given to us ,and congratulate Community Waikato for the well organised, refreshing, and the wonderful guest speakers at the Conference, enjoyed most sincerely by our members."

- "I've spoken to several people since who've all agreed it was a very worthwhile event – a great line up of key-note speakers; excellent workshops; the learning marketplace was a popular innovation; superb networking opportunities; great food and facilities; and yes lots of fun!" Lindsay Cumberpatch, D.V. Bryant Trust

- "I would like to thank you all too for the wonderful Conference, Rising to the Challenge, which I thoroughly enjoyed and as you said it was great to share ideas, meeting one another and making that very vital connection and most of all be challenged and re-vitalised." Louisa Humphrey, Hamilton Combined Christian Foodbank

- "The conference was inspirational and reaffirming to me. Not only were the speakers engrossing and entertaining, the workshops practical and engaging, but the opportunity to connect and share information with others in the sector was invaluable. Well done! Thank

you for your amazing work." Mike Rarere, Te Whare o te Ata, Fairfield/Chartwell Community Centre.

- "Thoroughly enjoyed the conference last week. Can't wait to put some of the workshop ideas into practice." Ngarau Tarawa, Te Waka Pu Whenua

- "May I take this opportunity to say to you and all of the team at Community Waikato that I thoroughly enjoyed the 'Rising to the Challenge' Conference! Of particular interest to me was the speeches of Tony Christiansen and Dale Williams about fixed and growth mind-sets, and how attitude can change the height of your achievements! Really enjoyed the learning marketplace and actually talking about the issues collectively. Anyway, a BIG Thank you for such a wonderful event, I look forward to the next one!" Toni Trim, Community Law Waikato

- "We would like to congratulate you on a fabulous conference, we loved the buzz, atmosphere, speakers and a wonderful opportunity to meet and spend time sharing stories with new and old friends. Please do pass on our sincere congratulations to everyone involved." Trisha and Helen, McKenzie Centre