

Hui E!

Community Aotearoa

Community Wellbeing White Paper | Pepa Mā mō te Hauora ā-Hapori

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Ngā mihi to [Frank Advice](#) for their mahi sculpting this pepa mā. We so appreciate the partnership we have together. Ehara koe i a ia!

Ngā mihi anō to the more than 600 community groups who [shared their lived experiences](#) with us in 2020 and 2021. We see you and acknowledge the incredible kaha you have provided, and continue to provide, to keep Aotearoa safe and well.

Executive Summary

The tangata whenua, community and voluntary sector of Aotearoa New Zealand (the sector) has faced two years of the COVID-19 pandemic with resilience, manaakitanga and commitment to the communities of Aotearoa New Zealand. But the pandemic has also exacerbated the ongoing systemic pressures facing the sector, its people, organisations and the communities they serve – of being underfunded, under-resourced and undervalued.

Drawing on the findings of the research report, *COVID-19 Hauora Wellbeing Survey of the tangata whenua, community & voluntary sector 2021*, this paper explores the hauora | wellbeing of the sector, its people, its organisations, and its communities. Hauora support, in all its forms, is one of the sector's most pressing needs. The need to invest in people is just as important as investing in the services they provide.

The sector is seeing increasing levels of burnout, stress, anxiety, and fatigue among its people, many of whom are struggling to balance the needs and wellbeing of the community with their own hauora.

We therefore provide the following recommendations to improve hauora across the sector, and to ensure that our people are supported, valued, and thriving in their mahi tahi, labours of love.

Recommendation 1

Reduce the core drivers of stress and anxiety felt across the sector caused by financial instability, by removing competitive funding models and introducing funded collaborative delivery where possible.

Recommendation 2

Allocate funding specifically for supporting the wellbeing of organisations in the sector by:

- enabling funding for hauora use by the organisation
- adding a percentage to contracts as overhead
- allocating funding to peak bodies who have the capability and capacity to provide wellbeing support where community organisations often cannot.

Recommendation 3

Encourage informal and formal information and knowledge sharing and hauora support by establishing peer-to-peer networks across the sector.

Recommendation 4

Invest in the capability of management, kaimahi | staff and kaitūao | volunteers in the sector, to improve their wellbeing by providing hauora training to volunteers and staff within organisations.

Recommendation 5

Utilise the knowledge of the private sector providers (such as HR or IT), who can provide core services at non-governmental organisation (NGO) rates, to ease the pressure on sector Chief Executives and managers.

Recommendation 6

Attract and encourage skilled volunteers, who can provide expertise and mentoring, to strengthen the capability of existing kaimahi | staff and kaitūao | volunteers by:

- two-way learning between businesses and the sector

- encouraging businesses, as part of their corporate social responsibility strategies, to build strong relationships with their communities, and expand their corporate brands.

Recommendation 7

Value, and publicly recognise, the mahi of our sector, particularly through the COVID-19 pandemic, to lift the mana of our people.

Introduction

The tangata whenua, community and voluntary sector of Aotearoa New Zealand (the sector) has rallied to continue to deliver its mahi tahi, labours of love, throughout the COVID-19 pandemic. Grounded in whakawhanaungatanga and manaakitanga, the sector has evolved, innovated, and worked fiercely to ensure their mahi tahi, labours of love, continue to be provided, even in the midst of a global pandemic.

Our people continue to go above and beyond to provide the support their community needs, often at the expense of their own hauora | wellbeing. They provide support for the most vulnerable, many as volunteers. They contribute over \$12.1 billion to Aotearoa New Zealand's gross domestic product (GDP) every year, including approximately 159 million volunteer hours¹. We believe this should be recognised.

The paper focuses on hauora as a pressing need across the sector. Wellbeing encompasses not only the hauora of the kaimahi | staff and kaitūao |volunteers across the sector, but also the wellbeing and resilience of the sector's organisations. As the sector continues to deliver its vital services in the face of increasing demand, it is more important than ever that our people are supported, valued, and thriving in their mahi tahi.

This paper draws on the findings of the *COVID-19 Hauora Wellbeing Survey of the tangata whenua, community & voluntary sector 2021* (the report)². Building on a similar survey the previous year, this report describes a sector finding a source of wellbeing in whakawhanaungatanga, even as pandemic pressures take their toll. Together, these two papers offer a national data picture of our sector's hauora.

Ki te kotahi te kākaho ka whati, ki te kāpuia, e kore e whati

When we stand alone we are vulnerable but together we are unbreakable

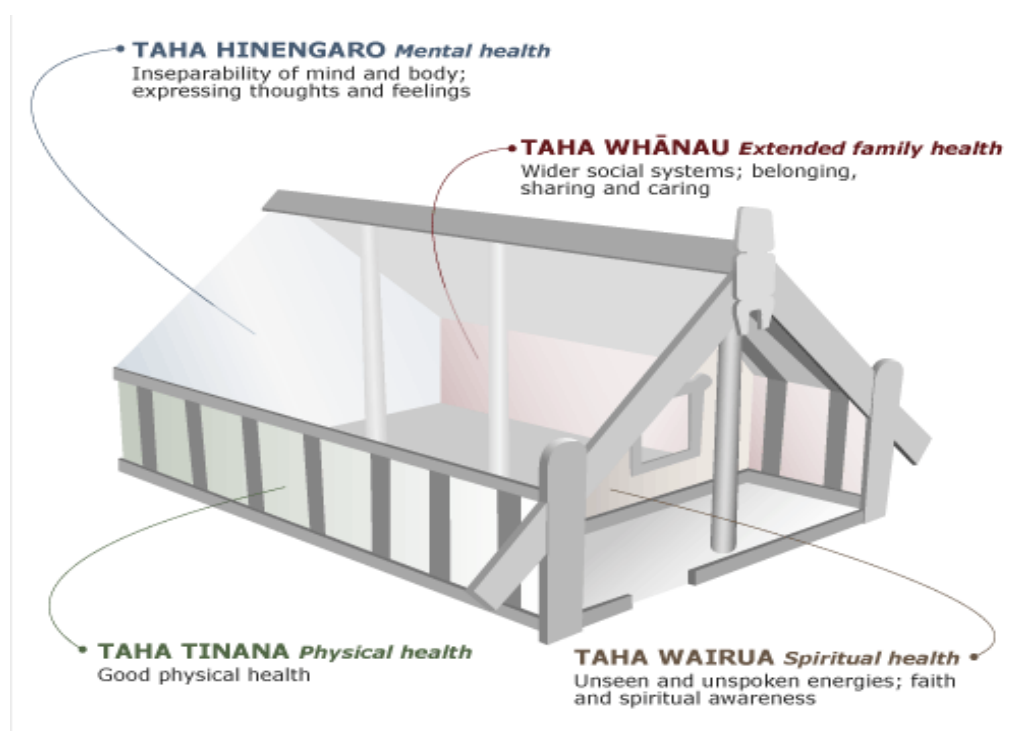
¹ The latest figures available are from Statistics New Zealand's *Non-profit institutions satellite account: 2018*: [Non-profit institutions satellite account: 2018 | Stats NZ](#). This white paper takes Statistics New Zealand's definition of the tangata whenua, community and voluntary sector as its starting point, but acknowledges this is a sector of many voices and descriptions. Diverse kinds of organisations make up the sector, including organisations involved in social services; health; environment; education and research; and culture, sport and recreation.

² Sector Hauora Survey 2021. Accessed at <https://www.huie.org.nz/our-work/survey-2021/>

Why the hauora of the tangata whenua, community and voluntary sector matters

The Government's commitment to hauora | wellbeing is articulated within the Public Finance (Wellbeing) Amendment Act 2020 which requires Ministers to report on how Budget initiatives will contribute to wellbeing priorities through fiscal strategy reporting³, as well as the Treasury's Living Standards Framework (LSF)⁴. Our sector remains a core contributor across the four wealth areas: environment, social cohesion, financial and physical capital, and human capability. The LSF identifies 'work, care and volunteering' as a factor that contributes to wellbeing in Aotearoa New Zealand. But the tangata whenua, community and voluntary sector contributes to hauora more broadly. From 'engagement and voice' to 'leisure and play', the sector helps to lift the hauora of all New Zealanders and its whenua.

Wellbeing is also interwoven through the four dimensions that make up Tā Mason Durie's Te Whare Tapa Whā model, of taha wairua (spiritual health), taha whānau (family health), taha hinengaro (mental health) and taha tinana (physical health)⁵. Importantly, Te Whare Tapa Whā highlights the interconnectedness we see between people, their communities, and across the sector.



³ Public Finance (Wellbeing) Amendment Act 2020. Accessed at <https://www.legislation.govt.nz/act/public/2020/0029/latest/whole.html>

⁴ The Treasury (October 2021), The 2021 Living Standards Framework. Accessed at <https://www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework>

⁵ Durie, M., (2017). Māori health models – Te Whare Tapa Whā. Accessed at <https://www.health.govt.nz/our-work/populations/maori-health/maori-health-models/maori-health-models-te-whare-tapa-wha>

⁶ Te Ara The Encyclopaedia of New Zealand. Source: Mason Durie, *Whaiora: Maori health development*. Auckland: Oxford University Press, 1998, pp. 68–74

Applying this holistic view of hauora, we have identified four levels of wellbeing that focus our proposed recommendations: the sector, organisational resilience, management, and people. Providing support at all four levels is necessary to ensure that hauora, across the whole sector, can be lifted and supported in a sustainable manner.

As these frameworks show, hauora is a vital component to the health and prosperity of individuals, whanau, and communities. It also shows the interconnectedness between the wellbeing of one person, and the hauora of a community. This means that as hauora is lifted across the tangata whenua, community and voluntary sector, so too will wellbeing be lifted across the communities they operate in.

Key findings of the Report

The sector has rallied through COVID-19 to continue its mahi tahi, labours of love, finding support in whakawhanaungatanga

Throughout the COVID-19 pandemic, the sector has continued to deliver its vital services, often adapting and reacting to the changing environment. Kaimahi and kaitūao workload has increased drastically, as available people have taken on additional roles and responsibilities when others have become ill or unavailable.

Many community organisations have found new and innovative ways of supporting their communities. Survey respondents⁷ identified whakawhanaungatanga, establishing collaborative and collective relationships, as key to people's ability to continue providing community services and counter pressures facing the sector. From establishing innovative ways to meet increasing community needs, to adapting to social media and using Zoom, the sector has found ways to keep providing wraparound services to those who need it.

But COVID-19 has worsened pressures on the sector

The sector saw an increase in demand for services in response to lockdowns. Unsurprisingly, COVID-19 also impacted the amount of funding available to organisations across the sector. It exacerbated the ongoing stress of operating within a competitive, complex, and short-term funding environment which does not allow for long-term forward planning or workforce planning.

Much of the sector is continuously needing to do even more, with even less. Many people in our sector report feeling exhausted, stressed, and running on empty as a result of the increased service needs created by the pandemic, alongside the ongoing systemic pressures of being under-valued, under-funded and under-resourced.

Struggles between self-care and community care have become more pronounced, with many kaimahi and kaitūao going above and beyond to support their communities, often at the expense of their own

⁷ Survey respondents referred to are those who took part in the research for the *COVID-19 Hauora Wellbeing Survey of the tangata whenua, community & voluntary sector 2021* report.

wellbeing. Of the survey respondents, over two thirds (68.2%) expressed some level of concern with the increased workload for current kaimahi, with themes of stress, anxiety, and fatigue emerging.

Additional resources, and incentives for collaboration and trust, will make the biggest difference for those working in the sector and the people they care for

In response to the 2021 survey, the sector identified three goals that would make the biggest difference to the sector:

1. Resourcing for wellbeing and salaries, not only projects
2. A better future in closer connectedness and collaboration. This means harnessing kin and non-kin-based relationships, incentives for collaboration, and enabling places, spaces, and resourcing to support this
3. Competitive funding models removed in favour of trust-based models that respond to local need. This means respecting the ability of hapū, iwi, and communities to lead and support locally-led planning and resourcing.

To give effect to these goals, we make the following recommendations.

Recommendations

1. Reduce the core drivers of stress and anxiety felt across the sector caused by financial instability, by removing competitive funding models and introducing funded collaborative delivery where possible.

Kaimahi stress and anxiety, exacerbated by the COVID-19 pandemic, is a key sector concern. While pandemic-related stress and anxiety cannot be entirely resolved in the short term, the stress and anxiety arising from funding uncertainty can be minimised to ease the burden currently placed on our people within the sector. Replacing competitive funding models in favour of collaborative models would prioritise the people and organisations who **deliver** the services, rather than focussing only on the services themselves. This will encourage cooperation, information sharing, and stability.

The stories of whakawhanaungatanga as an operational response to the impacts of COVID-19 highlight a better, more resilient way for the sector to operate – one which prioritises the wellbeing of people and organisations. Collaboration between organisations allows them to respond to needs more effectively and has boosted the resilience of organisations against external shocks. This is often referred to as collective impact. Creating incentives for collaboration in innovation, that in turn drives value, is key.

Growing a strong collaborative model requires broad, cross-sector support and strong networks. The current networks between sector organisations aren't as strong as they could be, largely due to constrained resourcing.

The report identified funding complexity and instability as a core driver of stress and anxiety for the sector. 78.8% of respondents expressed a level of concern over the lack of funding/resourcing for things the organisation wanted to do, while 33.5% of respondents were extremely concerned. Shifting to collaborative funding models would alleviate some of the stress and anxiety felt and enable the sector to better respond to the needs of their communities.

2. Allocate funding specifically for supporting the wellbeing of organisations in the sector.

- **enable funding for hauora use by organisations**
- **add a percentage to contracts as overhead**
- **allocate funding to peak bodies who have the capability and capacity to provide wellbeing support where community organisations often cannot.**

Looking after our people is a fundamental requirement to keep the sector thriving. Specifically allocating funding to the hauora of organisations will enable this to be prioritised and allow the sector to continue delivering its vital services.

Funding has historically been a point of pressure for organisations, with funding for service delivery prioritised above all else, often at the expense of other operational funding. Investing in people is just as important as investing in service delivery.

The COVID-19 pandemic has seen the sector repurpose money set aside for organisational development, including hauora, to meet the increase in demand for services across Aotearoa New Zealand. This is at a time when the sector is seeing increasing levels of burnout, stress, anxiety, and fatigue among its people, many of whom are struggling to balance the needs and wellbeing of the community with their own wellbeing.

Funders can support the capacity and capability of sector organisations to prioritise the wellbeing of their kaimahi and kaitūao by allocating funding specifically for hauora, or allocating a percentage of contracts as ‘overhead’ which will allow organisations to invest where they see a need.

Where smaller organisations lack the organisational infrastructure to maximise funding for wellbeing, an option is to fund peak bodies to provide wellbeing support.



SPOTLIGHT:

Tumu Ora: Foundations of Wellbeing Series

As peak bodies, Hui E! Community Aotearoa and Volunteering New Zealand were conscious of the urgent need for wellbeing support across community leaders, kaimahi and kaitūao.

Partnering with Woo Wellbeing, they launched the *Tumu Ora: Foundations of Wellbeing Series* in 2021. The series of four online hui utilised the Te Whare Tapa Wha model of hauora across the four pou of wellbeing: Taha hinengaro (mental health), Taha tinana (physical health), Taha whānau (extended family health) and Taha wairua (spiritual health).

Participants valued the opportunity to take time out, self-reflect and connect with others; the honesty and sharing of experiences; and finding new ways to look after their personal hauora. Tumu Ora clarified the ongoing and urgent need for continued support and investment into the wellbeing of the people that keep the sector afloat. To continue to support this urgent need, the three organisations are now working with the Centre for Social Impact on a wider hauora programme to be released around Matariki 2022.

3. Encourage informal and formal information and knowledge sharing and hauora support by establishing peer-to-peer networks across the sector.

As the hauora of our frontline kaimahi has been challenged by the COVID-19 pandemic, so too has the wellbeing of Chief Executives, senior leaders, and managers, who are increasingly relied upon to support kaimahi and expand service delivery. The people who run community organisations are

already stretched. Chief Executives across the sector are operating in increasingly unsustainable environments, without the support or mentorship that would be available in other sectors.

Coupled with the removal of competitive funding models, establishing peer-to-peer networks will enable co-delivery⁸ and collaboration between organisations across the sector, and create more systemic change across the areas of interest and relevance⁹. It will also help to ease the wellbeing burden currently shouldered by Chief Executives, kaimahi and volunteers in isolation.

Funding or facilitating the establishment of informal networks (communities of practice) will allow the sector's kaimahi to lean on and learn from one another. Creating peer-to-peer networks enables information sharing and fosters the spirit of whakawhanaungatanga and collaborative decision making.



SPOTLIGHT:

Peer-to-Peer Network in Te Whanganui-a-Tara

A monthly peer-to-peer social network has been launched in Te Whanganui-a-Tara | Wellington where young people and others new to the community and volunteer sector can better connect and support each other. The network enhances the hauora of kaimahi | staff through the sharing of knowledge and resources.

Alongside kaimahi and volunteers from within the community sector, the network also welcomes business professionals, government advisers, funders and other community-minded individuals.

Under the value of whanaungatanga, the core purpose is to create a collaborative community through meaningful connections. It offers a counterbalance to the competition often created within the sector through competitive funding models.

4. Invest in the capability of management, kaimahi | staff and tūao | volunteers in the sector, to improve their wellbeing by providing hauora training to volunteers and staff within organisations.

⁸ Co-delivery is when service users and other people voluntarily contribute to making public services more effective.

⁹ Bovaird, T., Loeffler, E., Yates, S., Van Ryzin, G., & Alford, J. (2021). International survey evidence on user and community co-delivery of prevention activities relevant to public services and outcomes. *Public Management Review*, 1-23.

Tensions between self-care and community care felt across the sector were exacerbated by COVID-19. During lockdown, the demand for wellbeing support grew across the sector, with responsibility for this falling on sector managers and Chief Executives. Additionally, people across the sector identified social isolation as placing a large strain on people's mental health and wellbeing. Communities that usually rely on large gatherings for wellness and connectedness turned instead to service providers during lockdown.

Survey respondents noted the increase in emotional challenges and difficulties facing the most vulnerable in our communities, and the corresponding increase and pressure on the kaimahi and kaitūao across the sector at a time when their own whānau were at risk. Over two thirds of survey respondents (68.2%) expressed some level of concern over increased workload for their kaimahi and kaitūao under COVID-19, while 83.5% identified concern for the wellbeing of their own whānau.



SPOTLIGHT: COVID-19 and the art (or battle) of rest

When Janie Walker got COVID-19 in March 2022, she had no idea what to expect. She wishes she had taken widespread advice to “rest, rest, rest”. But, to start with, she says she was only pretending to, and continued to work in her role as Kaiwhakahaere Matua - General Manager of Community Research.

Janie's colleagues told her off for working and she laughed it off. She usually keeps working from home if she's sick. Janie's their manager and thinks she's supposed to do this. But she felt like she'd worked ten days straight after just two hours.

Eventually Janie had no choice but to listen to her body though after seven days of hardly moving, she went back to work because things were sliding. However, Janie only lasted half a day before realising that resting means resting and relaxing, not pretending to rest.

Janie's hauora journey continued over the following weeks as she caught a secondary infection and worked to get out of her head and into her body. Janie says she needed to recognise she can get well and change the world, but she learnt to spend more time resting when she's unwell and really listening to what's going on in her body.

Nine weeks after testing positive, Janie is considering what long COVID could mean to her. There has been a fundament shift in how Janie wants to live and work – forced by COVID-19 – from rushing and an unsustainable life pace to a more balanced life.

Investing in the capability of Chief Executives, staff, and volunteers to manage their wellbeing will enable them to better respond to the challenges of isolation and increased demand for services caused by COVID-19. This could be achieved through wellbeing-specific training programmes or by fostering and encouraging the emerging whakawhanaungatanga, relationships and networks, collaboration, and information sharing across the sector.

5. Utilise the knowledge of the private sector providers (such as HR or IT), who can provide core services at non-governmental organisation (NGO) rates, to ease the pressure on sector Chief Executives and managers.

Alongside the pressure on Chief Executives to support the wellbeing of their people, Chief Executives are increasingly providing core service expertise in areas that are not directly related to their position, such as HR, IT, finance, or office management.

Globally, the need for HR support for NGOs has become increasingly apparent¹⁰. The burden on Chief Executives and managers across our sector is increasingly unsustainable. Having access to affordable, specialist providers of core services would enable better wellbeing management of kaimahi and kaitūao, as well as lifting the wellbeing of Chief Executives and managers.

Establishing relationships with firms that provide core services, including HR, and who are willing to provide these services at an ‘NGO rate’, would allow organisations across the sector to receive support to ensure kaimahi and kaitūao are well supported and their wellbeing prioritised.

6. Attract and encourage skilled tūao | volunteers, who can provide expertise and mentoring, to strengthen the capability of existing staff and volunteers.

- **demonstrate two-way learning between businesses and the sector**
- **encourage businesses, as part of their corporate social responsibility strategies, to build strong relationships with their communities, and expand their corporate brands.**

Providing support for the sector can take many forms, and there is increasing demand for professionals who volunteer their skills in areas such as IT, HR, marketing, or communications. Providing expertise or other non-monetary support can ease some of the wellbeing burden currently felt across the sector and provide additional expertise to lift and develop current service delivery.

Establishing skilled volunteering relationships with private companies and individuals would allow for skills to be called upon and shared with sector organisations and lift the resilience of the sector in the face of challenges¹¹. For example, COVID-19 forced sector organisations to move to new ways of working to ensure service delivery in a socially distanced environment, such as moving IT to cloud-based systems. This proved a stressful and time-consuming process for kaimahi and kaitūao who may not have had specialist expertise in these areas or capacity to implement these changes.

¹⁰ Bartram, T., Cavanagh, J., & Hoye, R. (2017). The growing importance of human resource management in the NGO, volunteer and not-for-profit sectors. *The International Journal of Human Resource Management*, 28(14), 1901-1911.

¹¹ Allen Consulting Group. (2007). Global trends in skill-based volunteering.

Skilled volunteering enables people to volunteer their specialised skills to support non-profit organisations while developing new skills along the way. As the sector learns from, and utilises, the specialist skills from a private individual, that individual is able to learn from the skills and relationships fostered by the sector.

Research shows the mutual benefits of skilled volunteering can be best achieved where:

- the skills and expertise of individuals can be linked to the specific needs of the non-profit organisation,
- there is strategic alignment with a private firm's priorities and values,
- skills are either process-related (designed to help the operation of the non-profit itself) or programme-related (designed to help non-profit clients)¹².



SPOTLIGHT: The power of skilled volunteering

Skilled volunteers offering their professional experience and expertise on a pro bono basis helps community groups continue to build their resilience. It's a win-win situation for both sides.

Hui E! Community Aotearoa has been working with skilled volunteers since the pandemic began. Hui E! has had partnerships with grant writers from KPMG New Zealand on the Hoa Pūtea Grant Writing Support Programme; data professionals from the Good Data Institute on data visualisation and analysis; and tertiary students through Ignite Consultants Wellington helping community groups maximise their impact.

Hui E! says introducing this level of skill and support for community groups has been incredibly valuable for all involved. The community groups have received skilled support that their budgets likely wouldn't have stretched to. And the professionals have had opportunity to give back and share their speciality skills. Both groups have been able to expand their networks and understanding of each other's mahi.

7. Value and publicly recognise the mahi of our sector, particularly through the COVID-19 pandemic, to lift the mana of our people.

The COVID-19 pandemic has been hard on us all: our communities, our organisations, and our people. But it has not been without its successes.

¹² Dempsey-Brench, K., & Shantz, A. (2021). Skills-based volunteering: A systematic literature review of the intersection of skills and employee volunteering. *Human Resource Management Review*, 100874.

Acknowledging this mahi, sharing the stories and successes, will empower the people who continue to deliver, and help to lift their mana. For example, awards and scholarships, public support from Ministers and government senior leaders, and partnerships with private sector organisations can continue to raise our sector's profile.

When people feel valued and seen, their wellbeing will lift. When we strengthen the hauora of the sector, we strengthen the wellbeing of communities.

Conclusion

Guided by the principles of whakawhanaungatanga, the tangata whenua, community and voluntary sector continues to deliver its mahi tahi, labours of love, displaying resilience in the face of COVID-19. As the sector continues to strive to meet the growing demand for service delivery, it is vital that our people are supported, valued, and thriving.

The hauora of our hapori whānui| wider communities are intrinsically linked to the wellbeing of the people and organisations that make up the sector. To strengthen the hauora of communities, we must strengthen the wellbeing of the sector first.

We appeal to government agencies, philanthropic funders, and private sector organisations to value and take action to support the wellbeing of the people within the community sector, not just the services they provide.

This is the time to learn the lessons of COVID-19 and to act. The sector remains committed to working with our partners, government, and philanthropic funders, to find practical solutions to the challenges we collectively face.