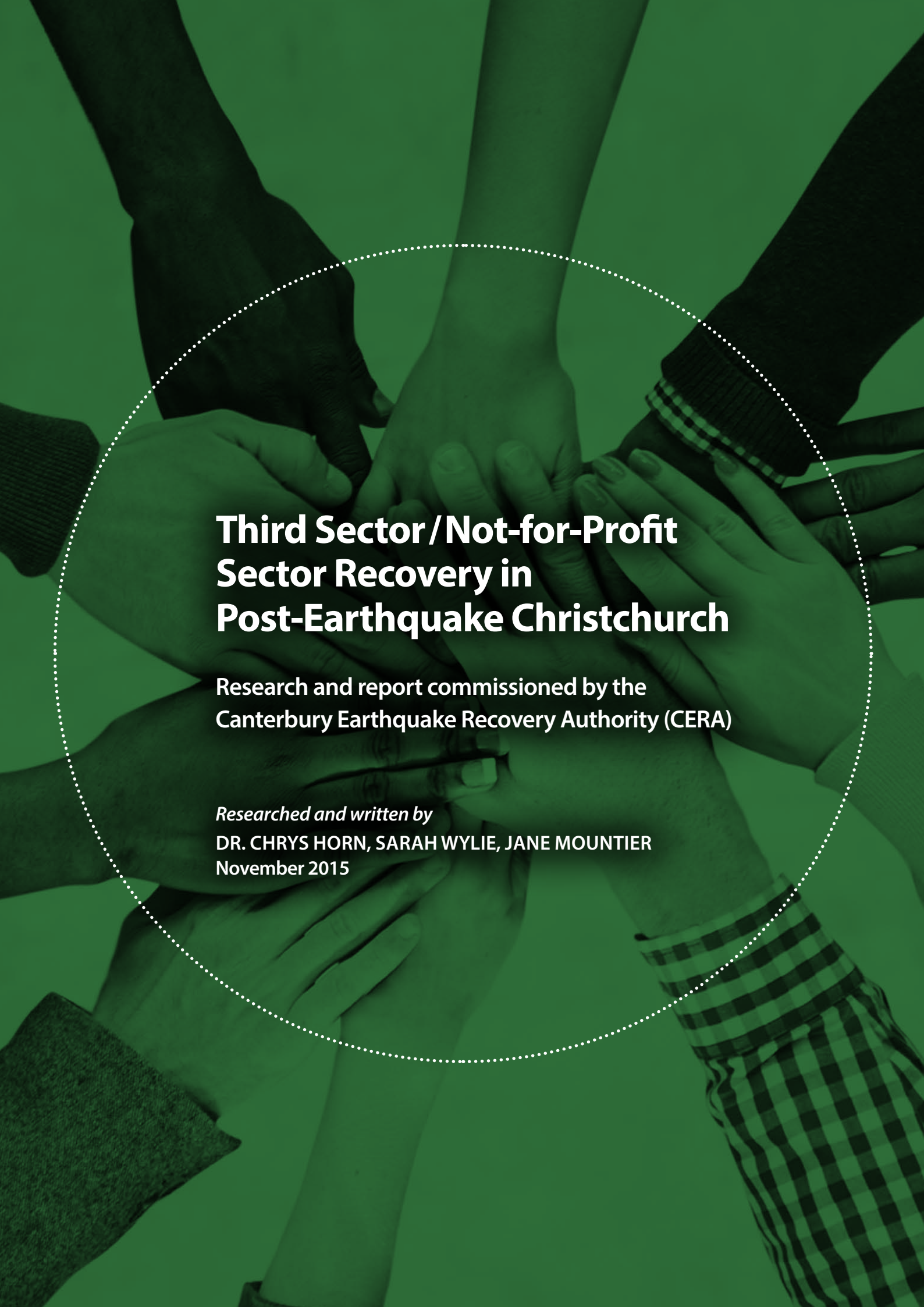

Third Sector / Not-for-Profit Sector Recovery in Post-Earthquake Christchurch

Research and report commissioned by the Canterbury Earthquake Recovery Authority (CERA)

Researched and written by
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During 2015 the Canterbury Earthquake Recovery Authority contracted a small team of independent researchers to undertake research, and write a report, about the residual recovery issues for the third sector in post-earthquake Christchurch. The independent researchers who undertook the research and who authored this report are: Dr. Chrys Horn, Sarah Wylie and Jane Mountier.

The authors would like to acknowledge the assistance of the many interview and workshop respondents who gave freely of their time and expertise. Thanks are also due to a number of Council staff in Greater Christchurch who provided advice and assistance at various times and who came along to support the workshops. And many thanks to the reference group who provided advice and assistance throughout the project.

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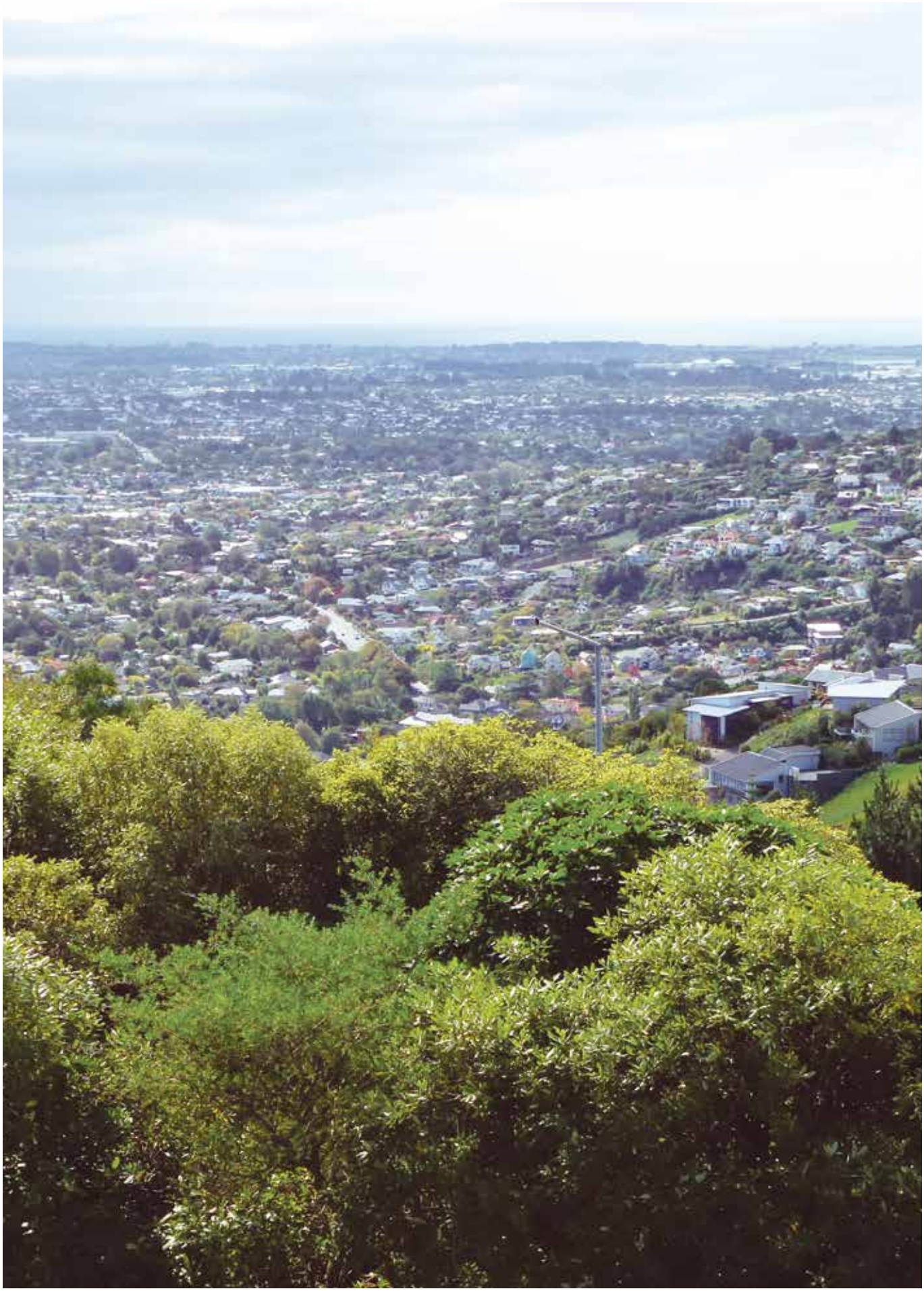
DISCLAIMER: *This research report was commissioned by the Canterbury Earthquake Recovery Authority to be used as a discussion document.*

The views expressed by the contributors to this book are not necessarily those of the members of the reference group nor those of the independent research team and authors of the report.

The reference group members accept no liability for how the information in this research and discussion document may be utilised by other stakeholders.

It should be noted that in the methodology limitations section of this report the researchers state: This research is not a randomised survey of community groups in Christchurch. The aim is to look at what community groups are still dealing with in all its complexity and to consider how to increase what is working well in the sector at present.



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Executive Summary

BACKGROUND INFORMATION

The Third Sector (sometimes called the community sector, or the not for profit sector) has been, and remains, central to helping communities and individuals recover after the Christchurch Earthquakes. Many organisations in the Third Sector were affected by the earthquakes. This research was aimed at understanding how these organisations are doing five years on and what earthquake-related issues are still going on for the sector.

A literature review (See Appendix 1) looking at the recovery of other cities that had faced disaster, and recovery in Christchurch to date, revealed that likely ongoing effects would include:

1. Direct effects on the Non-Government Organisations (NGOs) and their workers (whether voluntary or paid). These include issues associated with accommodation and insurance.
2. Increased demand for the services and changes to the ways organisations provide those.
3. Changes in the organisational environment in which NGOs function which includes opportunities for new alliances, and changing funding streams.
4. Likely differences in the fortunes of NGOs across post-earthquake Christchurch.

The researchers were also keen to hear about positive outcomes and learning which might form a starting point for future initiatives.

A range of qualitative methods (see Appendix 2) were used to contact people throughout the Third Sector and get a picture of ongoing effects from the Christchurch Earthquakes, five years on. The recommendations were formulated after a series of three workshops, discussions and interviews which considered how to move forward with the recovery.

RESEARCH FINDINGS

Disasters such as the Canterbury earthquakes have the effect of speeding up change which has required the Third Sector to innovate and adapt in order to meet the needs of their various communities.

- Many organisations with premises have moved, sometimes multiple times.
- Organisations have built new alliances with other sector groups or with government agencies to deliver services/ activities in new ways.
- A strong focus on mental health measures and discussions about how to look after mental health has assisted both organisations and individuals (staff and volunteers alike) to cope with the changes and difficulties they have had to meet.
- Many groups have embraced new opportunities when they could. A few have been frustrated when they have not had the capacity to take the opportunities that they saw.
- Many organisations have supplied more services and / or broadened the help that they gave in their communities.
- Organisations have provided new services and initiatives when faced with new needs.

ONGOING ISSUES

As we pass the five year mark, the change continues as people move away from damaged areas into new homes and communities.

- Community groups in the East of Christchurch are struggling for members while those in Selwyn, Waimakariri and Southwest Christchurch are growing fast and struggling to keep up with changing demand.
- Social services and recreation groups (particularly in fast growing areas) are uncertain about the long term needs of their communities and their capacity to provide for them.
- Some sports and youth groups are finding that there is a growing demand in fast growing areas but not the same growth in volunteers to help supply services and activities.
- Social services agencies are finding that their clients still have more complex needs compared to prior to the earthquakes.
- Social service agencies report that they are seeing new client groups asking for assistance as debt levels rise, and a shortage of affordable housing continues. This, in turn, is increasing stress for many in greater Christchurch, and on social service organisations in particular who express uncertainty about the sustainability of their current situation.
- Funding is currently being cut back for those working with mental health and family violence issues and yet demand for counselling and other services is not yet dropping.
- There are ongoing issues with accommodation, insurance and rebuilding, both for some sector groups and for their clients.
- There is more competition for a decreasing funding pool.
- Groups across the region need access to information, services and capacity building. This is true for new groups that have set up post-earthquakes and also groups that have had a large turnover of officers and been through a lot of change with little in the way of handover from experienced hands to new hands.

PRIORITY ACTIONS

Overall, given the ongoing change in Greater Christchurch, the priority actions in this report are aimed at rebuilding Third Sector resilience by supporting and fostering innovation, and emergence. Workshops and discussions with individuals in the sector have led to the development of 34 priority actions related to the following:

- Continuing to support social networking across the sector
- Improving the capacity of the sector as a whole
- Continuing to build partnerships between sectors
- Building on the use of existing information resources
- Finding new ways to encourage volunteering
- Accommodation
- Ongoing support for previous work

Glossary

CAB
Citizens Advice Bureau

CCC
Christchurch City Council

CERA
Canterbury Earthquake Recovery Authority

CINCH
Community Information, Christchurch

COSS
Council of Social Services (now SEWN)

Four Well-beings
Social, Economic, Environmental, Cultural

Greater Christchurch UDS
Greater Christchurch Urban Development Strategy

LinC Leadership in Communities
A course run by the Leadership Lab for community groups in Greater Christchurch

MHERC
Mental Health Education and Resource Centre

NGO
Non-Government Organisation

OVTRK
One Voice Te Reo Kotahi

SDC
Selwyn District Council

SEWN
Social Equity and Wellbeing Network

SSPA
Social Services Providers Aotearoa

SCFVC
South Christchurch Fruit and Vege Collective

TLAs
Territorial Local Authorities

U3A
University of the Third Age

WDC
Waimakariri District Council

Context and Purpose

Disasters such as the Christchurch earthquakes are points of catastrophic change that create ongoing ripples for years to come. Recovery from disasters everywhere is a complex, and often protracted process taking many years. It requires the collaboration and support of a wide range of public, private, and volunteer groups (Chandra & Acosta, 2009; Paton et al. 2014). Christchurch Third Sector (also known as the not-for-profit sector) groups, have been, and continue to be, actively contributing to the recovery after the Earthquakes of 2010-11.

The size of the not-for-profit sector is significant, although no statistical profiles of it have been produced for some years. The most recent figures available from Statistics New Zealand are as follows:

- There were 97,000 non-profit organisations in New Zealand in 2005.
- 45 percent of them were culture, sports and recreational groups.
- 90 percent had no paid staff.

There are problems with trying to make estimates about the economic value of the sector to New Zealand. However Sanders et al. 2008 suggest that this sector is a significant economic force in the New Zealand economy, contributing between $7.7 and $9.8 billion in 2004.[1] This is larger than many single industries.

The value of this sector to the mental and physical wellbeing of New Zealanders is high. These are the groups that provide recreation, cultural activities, religious activities, sport, build connections between people, advocate for the four well-beings, provide social services and much more. They have had, and continue to have, a key role in helping people in Christchurch to deal with the ongoing impacts of the 2010-11 earthquakes.

The sector is subject to ongoing changes in the institutional arrangements around the city. The Christchurch Earthquake Recovery Authority (a central government agency) is set to dissolve in April 2016. Regenerate Christchurch – a partnership between Central Government and Local Government – will then come into being, along with other entities that will support the ongoing rebuild and development process (CERA, Oct. 2015).

Scope of research

This research looks at a range of organisations and groups in the Third Sector to ascertain how their recovery is going five years on from the first Christchurch Earthquakes. Following that, the research team worked with people in the sector to develop priority actions for dealing with the issues that were uncovered in the first phase of the work. The brief was to include small community groups (those who are part of the 90 percent of not-for-profits that do not employ paid staff), and that are less often included in research samples. In order to get an overview, the larger social service groups, community development, and network groups were also included.

The literature review (see Appendix 1) suggests that recovery will take from 5-10 years. The purpose of the work here is to consider the ongoing issues as they are manifesting now in greater Christchurch and make recommendations to assist with the successful management of those issues. The work is focused on those issues that have emerged directly as a result of the earthquakes.

[1] *http://resources.ccc.govt.nz/files/CityLeisure/statsfacts/communityprofiles/CommunityProfile-NGOSector.pdf*

Introduction

The notion of accelerated change is used here as the central narrative for the sector. While change has occurred right across New Zealand, and will continue to do so, our findings indicate that the change that has occurred, and is occurring in Christchurch has been at a significantly greater pace than in other places. Interviewees' knowledge of what is happening in other parts of New Zealand, and the figures that are available and discussed in the literature, have all pointed to a greater rate of change (and innovation) in Greater Christchurch.

A number of strong, repeating messages have emerged from the sector around issues such as:

- Increased demand for services/activities,
- Greater complexity of demand for services/activities,
- Accommodation issues, and
- The increasing social inequalities that make vulnerable groups very much less resilient than much of the population of the region.

On the positive side, many groups identified benefits from the change that has occurred since the earthquakes. The Third Sector has shown tremendous adaptability and resilience thus far, although some organisations report being uncertain about how sustainable their current situation is. There is a sense in which Sector groups have drawn down on the resilience they had to assist recovery and now need to rebuild it to continue on into the future.

Change is continuing at a fast pace as people move to new homes around the region and communities change in character, and grow or shrink. For a full recovery, new connections, volunteer capacity and leaders need to emerge, and demand for services should ideally stabilise and align with similar communities across New Zealand. The sector needs support to continue adapting and innovating.

Methods

This research employed a range of methods including interviews, and a short, qualitative, online survey to ascertain what issues are ongoing in the sector at present, and whether these are a consequence of the earthquakes. Three workshops and a small number of interviews were then used to elucidate some possible solutions to these issues. Participant observations supplemented these methods throughout the process. A more detailed discussion of the methods used is provided in Appendix 2.

Report structure

The report first documents the learning and positive outcomes for Third Sector groups working in Greater Christchurch after the earthquakes of 2010-11, before documenting the ongoing problems that Third Sector groups report. A brief summary of the workshop outcomes is presented and everything is then pulled together in a discussion of how to rebuild resilience by creating the conditions for innovation and emergence. A series of 34 priority actions are provided as a conclusion. Those short of time might wish to start by reading the sections titled *Rebuilding Resilience: Creating the conditions for emergence* and *Priority actions*.

Innovation and Adaptation

The story that has emerged from both interviews and workshops is one of ongoing, accelerated change.

Perhaps one of the most important findings of this work is that despite the difficulties, the people working throughout this sector have shown themselves to be masters of adaptation and innovation. They have coped with changing institutional arrangements, changing community needs, changes in accommodation availability, and changes in the fortunes and availability of volunteers and staff to continue to provide a wide range of services and facilities that support the wider community.

Benefits that groups talked about included:

- New initiatives and new ways of delivering services as a result of strengthening existing and forming new alliances.
- New groups and new alliances have formed with help from staff in the three TLAs.
- A sense of being "OK" as a result of organisations focusing attention on maintaining the wellbeing of staff and volunteers.
- A sense of confidence or achievement from having dealt constructively with issues.

> *"... despite the difficulties, the people working throughout this sector have shown themselves to be masters of adaptation and innovation."*

NEW ALLIANCES

Nearly all interviewees and most of the respondents in the survey referred to new alliances when they answered the question, *Are there any things that are working well for your organisation at present?* Innovation and adaptation has occurred where there are new alliances between organisations. Some pointed to having shared resources with other groups and to being able to discuss issues and build solutions with other groups working with a similar focus to their own. Others talked about developing new, jointly-run facilities, activities or services. Examples include:

- CCS Disability Action is now working in the suburbs and working with other groups in those areas, rather than having all their services centralised. This, they feel, is serving their community better and also building better connections for those they support in the places where they live.
- Wellbeing North Canterbury has a number of initiatives that came from sitting around the table with other groups to think about how they could deliver their services differently.
- The Migrant Centre have a wider set of relationships with other similar groups that have been really helpful for the people that they support. After the earthquakes, they also worked closely with Rehua Marae to provide support and assistance to the Migrant community.
- Many sports clubs saw themselves differently because they had provided much appreciated social support for their members in the aftermath of the earthquakes.
- A group of information providers on the East side of the city who meet monthly to share information and to come up with solutions to issues that they share in common. A similar group is being set up in the southwest of the City with a focus around Hornby, although it is in its very early stages and as yet there is not a strong sense of how the group will work and what it will work on.
- The Neighbourhood Trust (in the St Albans/ Mairehau area) reports that *long-term collaborations, such as the Ministry of Social Development instigated cluster groups (we are part of the North-West) and two other projects that we are part of – The Mairehau Neighbourhood Project (with Te Ora Hou and Kingdom Resources) and the Shirley*

Youth Steering Group – have created a forum to share, encourage and learn from each other at a deeper level.

- The Halswell Community Project began to work with St John of God Hauora Trust to put on a monthly Market in the St John of God Hauora Trust Hospital grounds. This has provided a wonderful site for a market, provided a comfortable space for the disabled residents to mix with the local community, opened up new opportunities for residents and connected the wider community with St John of God Hauora Trust and a historic site that most were unaware of.

Informants still see room for new alliances that would benefit the Sector.

- Sharon Torstonson of SEWN argued that every small community group may not have access to all of the skills needed to run effectively, but if the sector sees itself as a whole then the skills and capacities are more likely to be there. There is a need to work out how to share them around.
- Another interviewee working in a low income community with a transient population felt that it might be good if her community could tap into the capacities and strengths that are found in surrounding communities.

While new alliances were universally seen as good, and many are aware of the opportunities that have come up, some still felt that they are unable to take full advantage of them. For example, one survey respondent wrote, *there are greater opportunities to work collaboratively with like-minded community groups or to explore new and creative ways of working. The frustrating part is trying to balance these opportunities alongside the need to maintain existing services.*

Discussion in interviews also underlined the ways in which further alliances might improve and broaden the services that different organisations provide. So, for example, migrant organisations might be able to work with local community development organisations or church groups to develop joint initiatives beneficial to both.

COUNCIL SUPPORT FOR COMMUNITY GROUPS

The Kaiapoi Menzshed had assistance from the Waimakariri District Council in setting up their Menzshed after the earthquakes. The interviewee noted that they assisted with applying for funding, with taking minutes at their early meetings and with communications – particularly email and postage and printing. At the time, there were few people with computer and writing skills so having the council staff step up helped a great deal. The Menzshed stands entirely alone now, but the early help was considered to be invaluable.

Council staff provide a range of assistance for communities. This includes networking and connecting people up, training and advice. Community groups expressed appreciation for the work that they do.

PRIORITISING THE WELLBEING OF STAFF AND VOLUNTEERS

A few interviewees felt that one of the good things to come out of the earthquakes was work that helped them and their teams to work on their own wellbeing. This improved both their own mental health and also the effectiveness of their organisations.

- The Leadership in Communities (LinC) course provided this focus for a range of groups, many of whom were in organisations too small to have access to these kinds of programmes. LinC was very positively evaluated by the participants who were able to see it through. The course also helped to build many new relationships between Third Sector groups across the city.
- A few smaller groups noted that when volunteers have had to deal with earthquake repairs, they have had to step back from their activities and in small local groups that has had quite an impact. Quite a number of groups also reported that those people did re-engage, once their repairs were completed.

OTHER BENEFICIAL OUTCOMES FROM THE EARTHQUAKES

A small number of groups reported a boost in confidence as a result of work they have done since the earthquakes.

- Spokes Canterbury reported that the earthquake created an increase in the potential of work that had begun prior to the earthquakes. The outcomes of *Share an Idea* also provided them with good support and provided a boost in confidence that has continued.
- The Canterbury Caledonian Society noted a sense of achievement around securing accommodation and funding.
- The Lyttelton Information Centre reported feeling that the way they are now perceived by the community has changed; they are now seen as providing useful services for locals as well as for visitors.

Many groups mentioned that overall, things are starting to improve five years on and one or two organisations in the survey say they have no concerns and, as one respondent wrote, *Things are ticking along nicely.*

The evidence indicates a very resilient and adaptable community sector that has been capable of taking a lot of change and uncertainty in its stride. As might be expected, that spare capacity (a central element of resilience) has been drawn down over the last few years.

A few people felt that the sector is now operating more efficiently than it was, and consider that a good thing. However greater efficiency can also mean less inbuilt resilience. There are indications that some parts of the sector are much less resilient than prior to the earthquakes and quite a few feel that their current position is not really sustainable in the long term.

Dealing with Ongoing Change

All interviewees were able to table a range of issues that had affected their operation, discuss which ones were ongoing, and to link the current conditions to the earthquakes of 2010/11. In general, these aligned with the findings of the literature review.

The following provides findings, evidence and some discussion of what this means in recovery terms under each topic.

> *"Groups are working very much more efficiently than they were and have built constructive working alliances with other groups to facilitate this."*

CHANGES IN THE WORK OF THIRD SECTOR GROUPS

After the earthquakes, groups found they had to change *how they achieved their objectives* or in some cases, they changed the objectives themselves. The following are examples:

- The Social Equity and Wellbeing Network (SEWN – previously the Council of Social Services) changed their work significantly to support the sector in a post-disaster environment.
- The Sumner Residents' Association went through changes in personnel and in focus. They now do more community development than previously.
- CCS Disability Action and Wellbeing North Canterbury reported that they changed the way they deliver services, as did organisations like Aviva. In both cases, the changes meant services were distributed across the region rather than centralised. These changes also required more collaboration with other groups and providers.
- Many sports groups still aim to provide sport, but there has been more focus on rebuilding or bringing facilities up to standard over recent years, where the focus used to be mainly on membership. Sports groups in new areas are also focused on the need for facilities, or larger facilities to meet demand. Many sports groups in established areas continue to struggle with problems with their grounds and facilities.
- Participation in some sports codes has changed more quickly than has been the case elsewhere in New Zealand. Participation in squash, for example, dropped significantly as a number of facilities were lost as a result of the earthquakes.
- Spokes Canterbury, who advocate for cycling in Christchurch, changed their activities to align with the opportunities that emerged from the rebuilding process.
- Many, many groups talked about new relationships with other sector groups that helped them with delivering assistance and ongoing services to their various communities. This theme will be developed more later in the report.

The Third Sector has shown significant capacity to notice and respond to changed conditions both at grassroots and in Government. This capacity to change according to local need continues today, however, constant change is also stressful.

Stresses arise from a perceived lack of flexibility in parts of Central and Local Government and a perceived lack of active recognition of the strengths of all of the Third Sector in a recovery situation. While this is not the case everywhere, all the time, it is the case much of the time. As Community in Mind (CERA, 2014) highlights, Government and Third Sector groups have different strengths and need to be working in well-functioning partnerships for recovery to progress well.

There is still a lot of discussion in the sector about the best course of action to deal with the issues that exist and that continue to emerge as a consequence of the earthquakes. The support of the Government and Business sectors is important if the Third Sector is to play to its potential in the long-term recovery of greater Christchurch. Arguably, the reverse is also true and the work of the Third Sector supports the functioning of the other two sectors.

CHANGING NEEDS OF VULNERABLE GROUPS

A strong theme in the literature review is that post-disaster cities experience more demand for a range of social services, and a greater complexity in that demand. Social service agencies in greater Christchurch report that this has been the case. There is ongoing heightened demand for services and the complexity of individual cases also remains.

- Third Sector interviewees report that those with disabilities, with children with disabilities, people with physical or mental health issues, the poor, and older people are all finding recovery slower and more difficult than people without these issues.
- Age Concern Canterbury, CCS Disability Action, Christchurch City Mission, and Delta Trust all report that some of the people they work with struggle to advocate for themselves in the face of disputes with insurance or government agencies. These people need more assistance to negotiate processes they are unfamiliar with.
- Migrant groups for whom English is a second language, are disadvantaged when dealing with government agencies, insurance companies and similar organisations. This is exacerbated where migrants are uncertain of local cultural norms.
- Groups across the region are concerned that many older people and people with disabilities are still suffering greater levels of social isolation than they were prior to the earthquakes because access to facilities remains difficult.
- A number of social service providers reported that they are seeing higher stress levels, health issues, poverty and higher client numbers because of the closure of other services.
- Many groups across the board are reporting that people are presenting with a greater complexity of problems. As one interviewee put it, *I keep coming across 'firsts' and I don't immediately know what to do or what they mean.*
- Counselling agencies, both those interviewed and those in the survey, all note an ongoing heightened demand for counselling services. Funding for these is dropping, but demand is not. There is considerable worry about people who are asking for counselling but cannot get it because of long waiting lists.
- The Mental Health Education and Resource Centre (MHERC) reports that currently they have about 50 percent more staff to manage an 800 percent increase in inquiries and requests from the general community.

Groups are working very much more efficiently than they were and have built constructive working alliances with other groups to facilitate this. However many feel that they could use more information, networks and resources to assist clients who are requesting help, and that current workloads are not sustainable.

CHANGES IN AVAILABILITY OF ACCOMMODATION FOR CLIENTS

Social service groups in particular are affected by the lack of suitable, affordable housing available for their clients. Much older, cheaper housing stock has been lost from parts of the city, whilst housing in new developments tends to be expensive. While affordable housing is short in other parts of the country, Christchurch appears to still have greater issues around this. Many houses have been lost from the city's stock and many people have suffered considerable financial losses for a range of reasons as a result of the earthquakes.

- A lack of reasonable quality, low income housing across the whole region is part of the complexity of the issues social services clients have. This directly affects the time and resources of agencies that are helping them.
- Substandard housing, overcrowding and homelessness are affecting both the mental and physical health of vulnerable groups that social service organisations in all three TLAs are assisting.
- A number of initiatives have provided accommodation for low income groups. Both the Methodist Mission and the Christchurch City Mission have set up extra emergency and short term accommodation for different groups. The use of their shelters is not dropping.

CHANGES IN THE NUMBER OF PEOPLE REQUESTING ASSISTANCE

The earthquakes have changed the fortunes of many and put considerable financial and emotional strain on people who have previously coped. Much of this is as a result of housing and insurance issues as noted above. This has flow-on effects for a wide range of services and facilities across the region.

- Budgeting services report dealing with a new client group who find themselves in considerable debt as a result of ongoing issues around damage to homes, the red zoning of land and the very large increases in the cost of housing and rents. The problems that stem from this are long term and show no sign of abating.
- New groups of people who have never asked for assistance before are requesting it now from Age Concern, MHERC, CAB, the Christchurch City Mission and the Salvation Army, amongst others.
- In Waimakariri, two interviewees, told stories of stressed clients who have become aggressive when the agency concerned was not able to assist in the way the client had hoped. This is very disquieting for the agency staff and volunteers.
- NGOs that work with family violence note continued high demand for their services, supporting the research cited in the literature review.
- Many groups mentioned a continuing high demand for social activities for older people. Craft groups, walking groups and initiatives such as Menzsheds have been important elements in this, as have been drop-in mornings run by churches and community development groups across the city.

Third Sector Groups working with vulnerable groups are expressing grave concern at the increase in demand for their services and what this means for the wellbeing of communities across greater Christchurch. Many report struggling to provide for the needs that they see on the funding that they currently have.

NEW THIRD SECTOR GROUPS

A number of new groups started up to respond to the demand or need created after the earthquakes:

- The Ministry of Awesome started up to support the development of enterprise and social enterprise around the city.
- Te Waka Aroha South Brighton, Oak Development Trust in Riccarton and the Halswell Community Project all have a strong community development focus, and were set up in response to need created by the earthquakes. Each organisation aims to connect people to their local communities and to assist the development of new groups and initiatives.
- The Menzshed in Kaiapoi and a number of arts projects provide examples of initiatives in the Waimakariri District.
- Menzsheds have sprung up around Christchurch since the earthquakes and continue to provide strong support for male mental health. They also provide a place where the communities around them can enlist help.
- In areas of rapid growth, such as Lincoln and Rolleston in Selwyn District, and Rangiora in Waimakariri District, new groups have been established to fulfil recreation needs of newcomers. Lincoln now has a thriving U3A and Probus, many members being older people new to that community. In the Lincoln example, newcomers are actively engaged in leadership and governance roles in some of these new groups, engaging with the local community through this.
- Selwyn Timebank was established post-quake as a deliberate means of building supports for newcomers to that community.

These examples provide evidence of the sector's capacity to quickly adapt to change at local level and provide the kinds of services needed to support the ongoing recovery of the wider community.

CHANGES IN WHERE PEOPLE ARE LIVING

Five years on, Selwyn, Waimakariri, and Southwest and North Christchurch are all growing more quickly than originally planned in the Urban Development Strategy. As new housing is completed, people are moving into new communities, which is changing demand for activities across greater Christchurch.

- Soccer, cricket and rugby league clubs have seen a drop in participation in the eastern areas of Christchurch, whilst participation is growing in South-West Christchurch.
- Despite the substantial population growth in Lincoln, summer sports have experienced static membership, but a growth in demand for mid-week activities.
- New groups catering for young families are popping up in Wigram, and the Waimakariri District.
- Some clubs and groups that served people living in the Red Zone have folded because of falling membership.
- Community groups used to catering for the needs of one group are suddenly seeing a need for services to support new groups. For example, in Selwyn and Waimakariri, groups report the need to cater more for families when, previously, they catered mostly for retirees. In Oxford, there has been a greater need for activities for youth who have moved out from the city.
- Scouts and Soccer groups in Halswell say their numbers are continuing to grow and they are struggling to keep up with demand and to find new leaders. One youth group in this area reported that they are actively avoiding attracting new participants until they can find new leaders.

INCREASED SOCIAL ISOLATION

A further consequence of the movement of people to fast growing communities is an increase in social isolation both in urban and rural areas. Third Sector groups report growing social isolation as people new to an area struggle to connect and make new friends. A number of information focused initiatives have arisen in response to this.

- A number of groups produce newsletters, run noticeboards and have websites and/or Facebook pages which have helped people find out what is going on that they might connect with.
- WDC puts out a regular newsletter to help connect community groups and help individuals connect into the community.
- Participants in the workshop from fast-growing communities noted the value of local newsletters for the same reasons.
- Facebook pages have worked well to connect people with local information, but in some communities, such as Rolleston, there are a multitude of such sites. For a group trying to publicise what they do, the vehicle these present for dissemination of information is fractured, and it increases the time needed to get information to its target audience. A burgeoning number of internet sites make it hard to connect the community together.

Communities engage with information in different ways which can make it difficult for groups to get the word about activities etc. This highlights a need for a range of approaches, rather than one, single approach.

Some coordination may also be called for to prevent the situation that has developed in Rolleston and to ensure that notices get out through a range of media.

INFORMATION IS NOT ENOUGH

While access to information can help with the problem of social isolation, it is not a complete answer. Community groups working to foster social inclusion note the following blocks:

- People new to an area may have information and access to activities, but if they don't know anyone they can go with, have difficulty talking to strangers, or lack confidence, they may not enjoy community events and find it difficult to start connecting. Communities across greater Christchurch are working on this issue, which needs a multi-pronged approach to solve.
- Older people and those with a disability may be isolated by a lack of transport to activities. Transport is available for medical appointments but not for any other needs. This is affecting the mental health of those groups with mobility issues.
- People with a disability need access to good parking and many without disabilities may still not be able to walk far to access services and activities. Parents with young children may also face difficulties at times. Parking or suitable public transport can make a difference. For example, Age Concern Canterbury reported that their move to the suburbs – a necessity after the earthquakes – had the unexpected benefit of attracting a lot more drop-in traffic as older people were more comfortable with driving to their premises. They have recently moved into new, purpose built premises in Papanui with good parking and they expect that this trend will continue.

A wide range of local accessible opportunities are needed to assist people to feel more included. Sports groups, recreational groups, churches, community gardens, Menzsheds, youth groups are all important for maintaining the mental health of our communities. There is also a clear need for groups who coordinate and broker information, and provide advice and assistance, so that new residents, or residents whose circumstances may have changed, can find what they need to connect with others.

HOW CHILDREN AND YOUTH ARE COPING WITH CHANGE

Groups that deal with children felt that the children themselves are very resilient and take the issues in their stride, but are affected significantly by the way their parents are coping. In communities where parental stress is ongoing, children are likely to be affected. Young people can also become socially isolated when they move to new areas and lose their connections with friends.

- Halswell Scouts said they felt that parents are more protective of children than they were prior to the earthquakes and this affects the way they organise many of their activities.
- Some agencies note there are more behavioural problems now than there were prior to the earthquakes.
- Interviewees noted ongoing concerns around youth mental health.
- Some respondents in Waimakariri noted that young people, and particularly young men, who have recently moved out of the city with their families, need activities to connect them into their new communities.
- Sunshine Football noted that families with disabled children were struggling more than others, and that this is still affecting how often some children are able to attend games. This may also be because some families travel considerable distances across town to attend –because no other groups in Christchurch provide this service – and with roadworks, this has been difficult at times.

> *"While access to information can help with the problem of social isolation, it is not a complete answer."*

CHANGING AVAILABILITY OF VOLUNTEERS

Volunteers are central to the running of many organisations and those organisations consider their generous and well trained volunteers as a major strength for their organisation. Despite this, they often note that there has been a drop in the capacity of volunteers who are dealing with their own housing and insurance issues, or that they have had volunteers leave their organisation because they have moved or been unable to continue.

- Most groups report finding that it is difficult to get new volunteers – particularly to do jobs that require longer term commitment, such as serving on a committee or as a leader.
- Volunteer Canterbury noted that people are looking for short term, small volunteer opportunities, close to home.

Participation in volunteering is decreasing throughout New Zealand. However, in Canterbury, this decline happened more quickly and the most recent figures (see the Literature Review in Appendix 1) indicated that it is still below that of other centres. The trend highlighted in Christchurch appears to be linked to higher levels of stress and a need that people have to focus on sorting out their own issues with insurance, housing, family stress, financial stress and the demands of paid work.

- Nearly all interviewees and about a third of those who completed the survey reported that access to volunteers is or has been problematic for them.
- Some organisations have volunteers who are also clients. They say that overall, their volunteers still have less initiative, less energy and need more assistance to do what they do.
- A number of sports clubs and youth activity groups from across the region noted the difficulty of finding coaches and managers. They also noted diminishing numbers of parents willing to be involved in running sports or scouts groups.

There may be a lag between when people move into new areas, and when they become active in their new community. In addition, people moving into new subdivisions may want to maintain connections with their old communities, which means they have less capacity to participate in their new communities.

- A community garden coordinator on the east side of town noted an increase in volunteers post-earthquakes and continued high levels of people coming to the garden. She noted that many of the volunteers no longer live in the area, but they are keen to maintain their connection to it by visiting the gardens and helping out.
- Halswell Scouts are the second largest scout group in New Zealand, and have plenty of young people joining cubs and scouts as new families move into Halswell. At this stage however, their parents are not coming forward to help. The group has a policy of separating out the roles of committee officers and leaders, but they are unable to adhere to this policy. Currently, one of their leaders is acting treasurer and another is doing the work of the chair. While this is an effective interim measure, the group are keen to see this situation improve as soon as possible.

Some groups however tell stories that go against this trend.

- The Student Volunteer Army and the work that Canterbury University has done with students since illustrates a new way of thinking about volunteering.
- In Riccarton, near the University, the Oak Development Trust was delighted by the assistance that university students have provided to run some highly successful events.
- Age Concern Canterbury reported having a good number of volunteers from new immigrants who have moved to Christchurch for the rebuild and who have been less personally affected by the earthquakes. These were contacted via one volunteer from that community who posted for help on Facebook.
- The marae at Tuahiwi functions on a huge amount of volunteer time and has done for many years. They report that they managed to get through their building programme after the earthquakes because of the huge effort that the hāpu made. An added benefit reported by the marae is that challenges created by the earthquakes have brought the hāpu together more.
- Sunshine Football, which provides football for youth with a disability, said that they had good numbers of volunteers to assist with helping players. They put this down to having a target market of young people and to helping out with expenses related to volunteering.

In terms of volunteering, workplace and other commitments means that there is less time available for helping with community activities. While not necessarily an earthquake issue, the earthquakes have certainly added to this by diverting people's time and energy into managing extra stress and, as discussed above, increasing debt levels in the community. This seems likely to have helped to accelerate the drop in volunteering.

There are no guarantees about what might happen with volunteering – it may be, for example, that when people feel settled and recovered, they may see a new importance in volunteering to help in their communities. Alternatively, the factors contributing to a national drop in volunteering may cut in and keep volunteer numbers low.

All of this indicates there would be merit in extending our current models for recruiting, organising and thinking about volunteers and volunteering.

HAVING A PAID COORDINATOR

Many groups now have paid coordinators. These people do a lot of the administrative work as well as other activities. This highlights the professionalisation of some activities in the community sector, and also reflects a need that has developed because of higher debt levels in the community (Bertram, 2009). It also means that larger jobs or jobs that volunteers don't like doing are more likely to be done well.

- Some sports groups share a single administrator. It works well in the sports sector where there are parent organisations and many affiliated clubs.
- For many groups, having a paid coordinator allows the group to be more productive and achieve more of what they are passionate about.

A few interviewees talked about the problem of low pay rates for people working in the community sector compared to what they would get in the business or government sector for similar, skilled work. There are tensions around this for a sector which relies on the generosity of volunteers. Paid staff are sometimes expected to also give generously of their time (and they often do).

The tension for some interviewees was between what is given freely and what is "extracted", and the need to recognise the needs of people working in the sector who also have to make a living and pay the mortgage. In situations where people are having to manage new calls on their time at home around repairing homes or moving and setting up in new communities or the needs of family, the boundary between the two can blur and shift, making it difficult to negotiate as change continues. In a capped funding environment where costs and demands on the Sector are increasing, this issue may very well increase in importance.

CHANGING FORTUNES IN ACCOMMODATION

Christchurch lost many buildings in the aftermath of the earthquakes, particularly older buildings that were rented by Third Sector groups. Unsurprisingly, there is now a premium on accommodation around the city. The following are examples that illustrate the range of situations that Third Sector groups find themselves currently dealing with.

- Playcentre needs places for groups to meet in the different communities in which they work. They continue to face challenges as their sites come up for repairs and they have to find temporary accommodation. Thus far, they have managed building closures by fostering alliances between neighbouring communities.
- The Phillipstown Hub has developed in the closed Phillipstown School. Having closed at the end of 2015, thirty community groups now call it home and the Hub fields many enquiries from other groups who are looking for accommodation. The coordinator at the hub commented that it is very community friendly space, and small groups feel very comfortable there. It is also relatively close to the city centre and at this stage is providing much needed, cheap accommodation.
- Groups that own their own buildings note that insurance costs have sky-rocketed and that building regulations, and other legal issues have added a lot to their workload which takes away from their core business.

INSURANCE

People in Christchurch and possibly around New Zealand have a new understanding of the complexities of insurance and what it covers and what it does not. Insurance will only replace or fix a building to its original state. It does not cover the costs of meeting new building standards, which is quite a problem for some groups who need to bring their building up to new standards.

- The Halswell Scout Den, which is currently used by many local groups, is up for assessment by the Christchurch City Council. They are not yet sure how they will bring it up to new standards – something not covered by insurance.
- Some groups have only been able to progress towards repair or rebuild thanks to the generosity of individual and philanthropic benefactors.

Insurance and regulations distinguish only between residential use and business use (which is very expensive). This is a significant disadvantage for non-profit Third Sector groups who are seen as commercial users.

- Manuka Cottage Addington Community House lost its premises after the earthquakes because the landlord was unable to insure the house with a community group in it, so it reverted to a residential rental.
- Rowley Community Centre had a residential house gifted to them. They described the process of bringing the house up to standard as a community facility as surprisingly expensive and difficult.
- Council processes around acquiring suitable land, and changing the way land is designated has been, and continues to be, a drawn out process for Manuka Cottage Addington Community House, who are still uncertain when building will start on their new premises. Since being asked to move out of their pre earthquake premises, they have been unable to deliver many of their services because of a lack of suitable space in that area.

SHARING

Having shared community spaces can help meet the needs of smaller recreational or cultural groups, although in some places, there is still not enough space of the right kind to meet local need.

- Communities with established churches, sports clubs and local halls benefit when these are rented out to other community groups as a means of helping to pay for the increased costs of insurance and maintenance. These kinds of shared spaces are a key need for groups in the early stages of development, but they are lacking in most new subdivisions.
- Groups who do not need a lot of equipment or special furniture etc., can most easily share space or just book premises as and when they need them.
- Interviewees in Lincoln highlighted the asset that the Lincoln Events Centre offers to their community, noting how much easier it is to get new community activities up and running when affordable and appropriate public facilities are readily available.
- Some respondents expressed frustration at community spaces available to local groups because they are not available for evening meetings that go beyond 8.30pm.
- A number of sports groups noted that their toilet facilities and or playing fields are still an issue for them. Club rooms also are an issue but are not such a central need for club members and their families.

Many groups are happy to share rented office and event space, but getting everything aligned so that this can happen can be more difficult than it might first appear.

- Playcentre groups are happy to share with other groups. However, those groups need to be able to accommodate the storage and furniture needs of very small children.
- The White Elephant Trust were keen to share premises with other youth-related groups. It took them some time to find a suitable building, whereupon they found that the other youth focused groups they wanted to share with had leases that they could not afford to break. The groups all wanted to share, but they were not able to move straight away. The Trust had to meet the cost of their lease, and so had to find other organisations to share their premises and help pay the rent. Now they find that other youth groups are approaching them to see if they can share, but they have filled their building and cannot easily break those leases.
- In some cases, sharing facilities has caused tensions between groups, when decisions were not made with full consultation of all parties.

GEOGRAPHICAL NEEDS

Quite a few groups are still in temporary accommodation and/or are still on the lookout for office space that suits their particular needs – and that usually revolves around the needs of their clients.

- The Migrant Centre serves a community who mostly rely on public transport. They need a site in the central city near the bus exchange because their community often travels by bus. Having to catch two buses to get to the Centre greatly increases the travel time of clients, and decreases their capacity to get to classes or events. Centre staff perceive that Christchurch Community House/ Te Whakaruruhau ki Otautahi is not easy to get to by bus, so it is not suitable for their purposes.
- As noted previously, Age Concern prefers to be in the suburbs because their clients are more comfortable driving to them.

Some groups are keen on being in the central city, but the changes that have occurred there mean that the advantages of being there are not as great as they once were. For example, one interviewee noted that being central meant being able to walk everywhere and meet people along the way, a situation that fostered a lot of informal conversation. She felt that these conversations are no longer happening because everyone is spread out round the city and so not able to walk everywhere.

The issue of accommodation is challenging and significant for the sector. The complexities of negotiating planning requirements, new regulations and dealing with changes to insurance and insurance claims are outside the interest and expertise of most groups. However, even now, many groups still have to direct time, energy and attention this way. This is very stressful for all concerned. Even those who do not own their own buildings are affected by insurance issues, rising rents and the difficulty of finding suitable premises.

Many community groups are short of affordable spaces that meet their long term or even immediate needs.

The length of time that this has been playing out and the shortage of funding for accommodation are both adding to the stress of groups in the sector. There is little sign that anything is going to change quickly to alleviate this.

Interestingly, accommodation was not discussed in much detail at two of the workshops, perhaps because of the intractability of the problem and a sense that the sector has little capacity to fix the problems they are experiencing. The intersection of many factors means this is not something that can be easily solved and needs to be something discussed over the longer term.

CHANGES IN FUNDING NEEDS AND AVAILABILITY

Almost every interview mentioned funding or resourcing as an issue without probing on the part of the interviewer.

Changes to the needs for services, the costs of accommodation, more time spent on costs and the transaction costs associated with adapting to change have all placed greater demands on the time and resources of Third Sector groups. Many new groups have sprung up around the City in response to the needs that have emerged post-earthquake. Initially, as one interviewee put it, money poured in to the city. However it is now drying up quickly, and there has been little drop in demand for services. All this is putting stress on a limited supply of ongoing funding that has arguably decreased since the earthquakes wreaked their havoc.

- Many groups say that they are finding it is harder to get funding for their services because there is now more competition for the same funds.
- A number of sports groups highlighted ongoing concerns with the condition of facilities – buildings, sports fields, courts, toilet facilities etc., and frustrations about resources for their repair.
- Ongoing high levels of demand and a cap on funding are creating stress in the social services sector. As one interviewee in Waimakariri said,

  We've done a lot of work to streamline and change our services, and work with other agencies and even when we thought we couldn't do any more, we managed to. But now it really feels like we just simply need more resources if we're to meet the demand for our services.
- Another informant from Christchurch noted that central government is moving to do some good things in some areas, but is doing that by taking funding away from other areas that are just as important.
- There is some disquiet expressed by a few interviewees that economic development with its focus on business, is at least getting a cost of living rise in funding, where the Third Sector is not receiving this.

SOCIAL ENTERPRISE

Social enterprise is a way that a number of organisations are looking at to provide some of their own funding. These have been part of the kaupapa of the sector for some time. Examples include:

- The Christchurch City Mission and the Salvation Army run Opportunity shops,
- The Neighbourhood Trust in St Albans has worked with 48 Canterbury designers who are collaborating to operate the Pay It Forward Mairehau shop through which they sell their goods.
- The Baptist Church in Rangiora runs a café which helps train young people at the same time as providing a meeting place for people.
- Nga Maata Waka have started a bakery using their facilities at Nga Hau e Wha marae to employ and train young people and bring in money. They also hire out their facilities, again providing employment and training in hospitality for local people.
- Project Lyttelton have set up a weekly garage sale using space available in their headquarters that is run by different community groups each week. The group who runs the garage sale gets the profits from it that week so that the financial benefits of the work accrue to those who do it.
- The Ministry of Awesome operate a meeting and hot-desking space as a social enterprise in the central city.

There are signs of new activity in association with this problem, particularly around encouraging social enterprise development. The Ministry of Awesome, Akina, and the Christchurch City Council have all been involved in facilitating workshops around this topic. While social enterprise is seen as something positive, there are issues for groups who feel that it is not their expertise or that it will take them away from their core business when they are already struggling to provide what is needed for their communities.

HIGH TURNOVER OF VOLUNTEERS

Volunteer Canterbury noted that there has been a very high turnover of volunteers in some community groups. The lack of handover in these cases can leave completely new committees unaware of their responsibilities legally and financially, and /or struggling to manage these.

- Sumner Residents Association became much more community development focused after the earthquakes and many of the "old guard" stood down.
- A hall committee threated to close down the hall if they were unable to put together a committee. People stepped up, but the going was difficult and the committee changed significantly again the following year.
- Some sports clubs have been through sudden change so their committees may lack experience in some of the legal or financial processes needed from them.
- New groups such as the Halswell Community Project and the Oak Development Trust in Riccarton talked about a need to learn more about legal and financial requirements for their groups.
- Some groups have been unable to keep going because they got into financial or legal strife. In informal discussion about this research, one person discussed closing down their organisation because they felt they would be better off without the formality of being an incorporated society and the requirements that imposes.

Many training opportunities exist, however new groups focused on providing an activity or service may not be unaware of them, or may not engage with information about them. Many are not keen to engage with another call on their time. Thus, any training needs to be set up in consultation with the sector to ensure a high level of relevance, and to ensure that both paid and volunteer workers are able to attend. It may be important to provide access to different ways of learning.

> *"The CERA Community in Mind strategy highlights the need to work in partnerships, and some good partnerships do exist..."*

CHANGES IN THE RELATIONSHIP BETWEEN GOVERNMENT AGENCIES AND THE THIRD SECTOR

The following comments from the Third Sector highlight some of the issues that emerge from what is perceived by many Third Sector groups as an uneven partnership between the sector and government agencies.

- Interviewees were wary of airing an opinion if they felt it could threaten their funding.
- Respondents perceived that there are lots of decisions made about the sector without the presence of anyone in the sector.
- "Partnerships" are called for in government documents but some respondents perceived that meetings include many government agencies and one or maybe two seats to 'represent' the sector. Respondents compared this to having a single representative for the whole government sector or for the whole business sector.
- Pay rates for community-focused work (which are strongly influenced by funders) are perceived as low, particularly because community work often requires people with a high level of capacity and education. This, in itself, is not necessarily a result of the earthquakes. However, the earthquakes have added to workloads and the complexity of issues that groups are dealing with, so organisations are asking more of employees.
- Local groups report frustration at having to invest a lot of time supporting top down initiatives, while they struggle to secure core funding, and operate with part-time staffing. Grass roots groups feel that they know the needs in their own community and could do better to address these if given the resources to do so.
- Groups perceived that regulatory changes that have occurred around the country have been more difficult to implement in Christchurch because of the additional issues resulting from ongoing effects of the earthquakes. For example, early childhood centres have had to cope with building and insurance issues alongside the loss of funding for early childhood centres, and changes to qualifications needed by staff.
- A few people talked about needing a strategy for the sector and some discussion about the role and importance of the sector in situations such as recovery from a disaster, so that it can be engaged more productively in the future.

The CERA *Community in Mind* strategy highlights the need to work in partnerships, and some good partnerships do exist (some of which have been outlined here). The comments above indicate there is still some need to work on this relationship. This is not to point to any individuals. Rather it is to point to systemic issues including:

- The existing (possibly unavoidable) uneven power relationships between the Government and Third Sectors.
- Much of the Christchurch recovery is perceived to have been driven from the top down, which does not sit easily with Third Sector groups who generally are focused on working from the grassroots up.
- The Third Sector is relatively nebulous and large, and sector groups are busy doing what they have a passion for. Most are not engaged with a bigger picture and this means that there is little articulation of the values and processes that tie the sector together. Partnerships tend to be with individual organisations in the sector rather than with the sector overall, because it is very difficult to partner with many disparate groups.
- There is a sense in which some groups are competing for a limited pot of funding and think that becoming more collaborative may threaten their funding. This is essentially an organisational cultural issue, and while understandable, it is something that needs to be tabled and worked with if the sector as a whole is to move forward.

These are large and systemic issues that need long term strategic work and cannot be solved overnight. It begins with a recognition of the need to work together, a recognition of the good intentions of all involved in the process, and openness to ongoing frank, respectful discussion of the issues above.

Workshop Results

Three workshops were run in which participants were asked two questions – *What will a fully recovered Third Sector look like?* and, *What is needed to get there?*

Appendix 4 provides a full list of the overall answers to these questions as generated in the workshops. **Table 1 provides a summary of the points that workshop participants identified.**

TABLE 1

What will a fully recovered Third Sector look like?
• The sector has a strong sense of identity and all groups will recognise their shared interests. • There is some certainty about what services are needed because the pace of change will have slowed. • There is good provision around the region for community groups and services. • We have a full muster of energetic, engaged volunteers, and staff have lots of energy. • Third Sector Groups are recognised and respected as experts with skills and knowledge in their particular area. There is a positive *can do* attitude and a willingness to share information and work collaboratively to achieve what is needed. • The Third Sector is recognised as working on all four well-beings. • Sector groups can plan for the longer term rather than being able to think only to the next funding round. • The sector has access to mainstream media, and NGOs and community groups are confidently able to use the media to get their perspectives out. • Our communities are thriving – People know where and how to get support when they need it. – Long term residents, new residents, migrants and Maori are well connected and networked. – Children and older people are active participants in community. Schools are seen as important community hubs. Student/ youth voices are heard in decision making. – We have lots of community bumping spaces and strong community groups and clubs that are geographically accessible. – People have the housing that they need.

How might we get there?

Improve partnerships between sectors

- Develop partnership accords with government organisations which set out the intentions of both parties and allow for keeping discussion about the partnership process open.
- Include community voices in decision making around communities.
- Get rebuilding community accepted as an anchor project and prioritise it above the other physical projects in the CBD rebuild.
- Put people first and don't develop in a way that means locals can no longer afford to live in the City.
- Increase recognition of purely voluntary groups. Currently they are often unrecognised or invisible.
- Encourage funders to fund people rather than projects so organisations can do what needs doing.

Accommodation

- Ensure community space is built into new developments. For groups to start up they need cheap, easy access to local community spaces at all times of the day and evening.
- Use spaces and facilities that already exist (and raise awareness of these spaces).
- Use school spaces when they are not in use.
- Community Service Centres in schools or similar places around the region: These could be facilities located in schools or libraries across the region that provide a mix of hot desks / meeting rooms and office spaces and perhaps have services such as financial advice, photocopying, graphics, etc.

More effective networking/ communication/ partnerships across the Third Sector

- More networking/ better communication across the sector to develop good peer support and find out how we can support each other.
- Increase awareness of existing groups/ More information to connect people with organisations that provide expertise and support for Third Sector groups.
- Use resources at the Universities or CPIT to respond to capacity needs that might provide a way to increase awareness or develop further resources based on the needs of community groups.
- Distinguish between individual organisational capacity and sector capacity. Small organisations shouldn't have to have the skills to cover everything – How can we use the spread of skills better? Can we introduce the idea of sabbaticals or secondments to other NGOs?

Volunteers

- Find new ways to think about and recognise volunteers and volunteering – e.g. Timebanking.
- Rethink how we use the term volunteer because it implies a hierarchy in which volunteers do the work that an organisation asks of them.
- Find ways to operate more outside of the economic system and set up alternative economies that gives the sector greater independence and perhaps interdependence.

How do we connect our communities better?

- Publicise and encourage all the ways in which groups work to connect communities better.
- Develop communication hubs that recognise generational differences in approaches and the needs of migrants and those with a disability.

Rebuilding Resilience: Creating the conditions for emergence

As highlighted throughout this report, there has been enormous change and adaptation in the Third Sector and groups have risen to the challenge of adapting and innovating to manage that change. Some groups report few worries but for many there is still some way to go. More innovation is and will be needed in fast growing communities in South West Christchurch, Waimakariri and Selwyn Districts where new community needs are still emerging. In older communities, there are still heightened demands on groups who support more vulnerable populations and they are still looking for ways to meet that demand, given limited resources. As Chris Jansen of the Leadership Lab put it, to support community in Christchurch at this time, we need to support and create the conditions for emergence or innovation. This requires input from many different players including the Third Sector itself and Government agencies.

The following needs have been highlighted by the discussion and meeting outcomes provided above. The sector needs:

1. Ways to meet heightened demand and complexity of client needs.
2. Organisation – the sector is diverse and serves diverse communities and causes, which means people do not always see the shared values that exist across the sector as a whole. For Government agencies, the sheer size and diversity of the sector makes it difficult to partner with.
3. Pathways to improving or increasing partnerships between sectors and to extend partnerships across the sector.
4. Ways to reflect on systemic issues and to learn from experience and in the process trying to resolve problems.
5. Well-functioning networks within the sector that can help address the needs above.
6. An environmental network.
7. Adequate resourcing for the job organisations are trying to do.
8. Ongoing development of collaboration and partnerships within the sector.
9. Ongoing access to information and assistance to provide for new demands.
10. Access to capacity building and support for community leaders that works for volunteers who are meeting new demands on them and their groups.
11. Ways to encourage volunteers.
12. Physical spaces for people to work, meet and exchange ideas where they are, particularly in new housing developments where there will be a lot of groups in start-up mode.

BETTER NETWORKING/ COLLABORATION / PARTNERSHIPS

A number of the needs, including the need for innovation, require ongoing work to build connections and collaborations across the sector and between sectors. Communication and networking were the most discussed topics in the workshops. People talked about the following:

- Improving awareness of the networks and supports that already exist. SEWN, SSPA, Sporting bodies, Sport Canterbury, and Churches all provide examples.
- Small completely voluntary groups may not be aware of existing networks that might assist them. Arguably these groups could benefit from the access to advice, assistance, or networking that these connections might provide. Furthermore, all of these groups share common problems that might be better tackled collectively.
- Helping such groups recognise and use the many information resources and support groups (see Table 2) that currently exist would be useful. This would also help individuals looking for information about groups, activities and services in their local community.
- Akina Foundation, the Ministry of Awesome and Gapfiller are examples of community groups who have made innovation a central tenet of the work that they do. Their approach is not very different to the work community development groups do by supporting people to collaborate to develop their interests, some of which have even resulted in social enterprises. Helping community groups to recognise this and to more frequently join the conversations being facilitated by these groups may be beneficial for all and lead to more creative ways of resolving issues.

Building more relationships and collaboration is very easy to say but more difficult in practice, because it is time consuming. Most in the sector are stretched and find it difficult to take the time out from their paid or unpaid work to get to meetings – particularly if a meeting does not seem immediately relevant to them or if it clashes with other commitments.

TABLE 2

Current resources and groups who work to provide Third Sector information in Canterbury

Librarians
Libraries
CINCH
CAB offices
Volunteering Canterbury
http://ngoupdater.org.nz/
http://www.community.net.nz/
http://inspiringcommunities.org.nz
Information centres
Universities and Polytech
Age Concern Canterbury
SEWN (formerly COSS)
SSPA
OVTRK
Sport Canterbury
Church Networks
Directories put out across the regions (e.g. for older persons, health, etc.)
CCC/ WDC/ SDC websites and community teams
Information Hubs in East and SW Christchurch
Ministry of Awesome

Informants pointed out that accommodation arrangements can be used to encourage and build relationships because they can facilitate informal discussions in the course of a day rather than requiring people to actively work to meet. A virtual notice board that collates events and activities of relevance to the sector and that pulls together the information circulating across different networks was suggested.

As noted in the discussion, there is room for building more capacity for partnerships between Government and Third Sector groups.

A workshop participant noted the lack of a network for groups working in the area of environment. Currently, there are a range of environmental groups that all contribute to the wellbeing of our communities, but which she perceived are seen as a bit of an "add on" to the more socially focused parts of the sector.

A more organised, networked approach might make the work of environmental groups more effective and possibly easier for government bodies to work with. A network is an important first step in increasing the internal coherence of the Third Sector and these groups contribute much in terms of their knowledge and experience in relation to building resilience and making the region more sustainable in the longer term.

This is largely a recommendation for the environmental groups themselves, but local government could have a role in supporting a network that strengthens this part of the sector. This might include providing office space or hot-desking space for these groups that would help them bump into each other.

COMMUNITY BROKERAGE ROLE

Timebanks or skills banks were discussed a few times during the process of this research and could contribute to meeting some of the needs outlined above.

The Timebank, and in particular the Timebank coordinator in Lyttelton at the time of the earthquakes, was instrumental in helping that community recover in their immediate aftermath. Selwyn, Addington, Waimakariri, Hurunui and Bridge to Rocks Timebanks have been set up since the earthquakes by those with an interest in building community and resilience.

The following are ways in which using existing Canterbury Timebanks might help in ongoing recovery.

- Timebanking has been used overseas to increase volunteering (Cahn, 2004). It offers a slightly different way to connect volunteers up with organisations and to recognise volunteering. It also helps broaden out volunteering so that individuals can support volunteers by helping them out in different ways.
- Edgar Cahn (2004) also discusses how Timebanking can be used to build effective partnerships between community and Government organisations. The Christchurch City Council has agreed in principle to join the Lyttelton Timebank so the scene is well set to work/experiment more in this area.
- Timebanks are a tool for building community and increasing participation and social inclusion. Used and managed well, a Timebank can connect people up to transport options and may even be used to help people find companions to either visit or go with them to community events.

Priority Actions

Most of these priority actions apply to Third Sector groups and networks as well as to Government agencies and funders that support the sector, although each stakeholder will have slightly different roles. Where an action applies mainly to one particular stakeholder group, this has been added in parentheses at the end of the action.

CONTINUE TO INVEST IN SOCIAL NETWORKS WITHIN THE SECTOR

1	Use community issues or shared problems as ways to draw sector groups together and build relationships. *(Third Sector Networks)*
2	Create opportunities to connect disparate groups (e.g. connecting schools and older people, encouraging connections with the Ministry of Awesome, or helping cultural groups to participate in existing community events) to help new initiatives emerge.
3	Develop a searchable notice board / forum website or calendar to document Third Sector Network Activities in greater Christchurch.
4	Help groups to use existing support groups / organisations / services better.
5	Support and help other groups to learn from the work of the East Side Information Hub, led by ACTIS, and the development of an information hub starting up on the south west side of greater Christchurch led by Hope Presbyterian.
6	Continue to support the *Leadership in Communities* initiative run by the Leadership Lab. *(Funders)*
7	Build good peer support processes. *(Third Sector Networks)*
8	Build on the work of existing Timebanks and similar initiatives to support the above actions and to build connections within communities to address social isolation etc.

IMPROVE CAPACITY OF THE SECTOR AS A WHOLE

9	Agree on and articulate shared Third Sector values and interests, including all four wellbeings, and use them to build a stronger sector identity. *(Third Sector networks)*
10	Build the atmosphere of generosity to extend between Third Sector organisations. *(Third Sector networks)*
11	Think about sector capacity as a whole and find ways to communicate this. *(Third Sector networks, funders)*
12	Use sabbaticals or secondments between NGOs to provide peer support and deepen relationships. *(Individual NGOs)*
13	Develop a Greater Christchurch environmental network. *(Environmental groups)*

CONTINUE TO BUILD PARTNERSHIPS BETWEEN SECTORS

14	Facilitate governance conversations with local community groups around local developments to give groups and local government more capacity to prepare and adapt. *(CCC/SDC/WDC)*
15	Develop processes to learn from existing partnerships between sectors.
16	Recognise the systemic issues such as uneven power relationships that can get in the way of partnership processes and work with them on the table.
17	Develop partnership accords to keep discussion about the partnership process open.
18	Ensure that rebuilding community is prioritised in the rebuild.

Priority Actions cont'd

BUILD THE USE OF EXISTING INFORMATION RESOURCES

19	Continue and grow the work of the Strengthening Communities, Community Development and Libraries teams in the TLAs in connecting people up to the assistance and information available to them.
20	Build on the work that the University of Canterbury and others are doing with students to help Third Sector groups build their capacity.

CONTINUE TO ENCOURAGE VOLUNTEERING

21	Build on work in existing timebanks and new economic approaches to recognise and foster volunteering. *(Third Sector groups)*
22	Build on efforts already used by some schools and tertiary institutions to encourage young people to participate in their community. Timebanks might offer a way to recognise this work. *(Schools, tertiary institutions, third sector groups)*
23	Build awareness of the work of Volunteering Canterbury amongst groups looking for volunteers.

ACCOMMODATION

24	Ensure indoor community meeting space is provided in all new housing developments. *(Central government / local government)*
25	Recognise the importance of providing affordable accommodation to ensure Third Sector Organisations can meet current and future needs. *(Central government / local government)*
26	Make space available in libraries, or schools for Third Sector groups to hot desk or timeshare, and meet in libraries. *(Central government / local government)*

RESOURCE THE THIRD SECTOR TO MEET THE INCREASED DEMANDS ON THEM POST EARTHQUAKES

27	Provide access to services and support such as photocopying, broadband, computers, meeting rooms, graphics assistance, or financial and legal assistance for community groups and individuals working to set groups up, building on support already provided. *(Central government/ local government)*
28	Concerns regarding under-resourcing of the sector relative to the demands made of it should be given full consideration. *(funders, government)*
29	Collectively advocate for a role in funding allocation decision making. *(Third Sector groups)*
30	Increase the length of funding periods and recognise the opportunity these present for groups to take a more strategic approach to their work. *(funders)*
31	Fund more positions and fewer projects, to allow greater flexibility for organisations to meet changing community needs. (*funders)*

SUPPORT EXISTING WORK

32	The research findings affirm the value of the work already going on in Waimakariri and Selwyn around social inclusion, and the recently developed Selwyn Newcomers and Migrants Strategy.
33	These research findings affirm the Rata Foundation's research into Social Service agencies.
34	The research findings also affirm the *Community in Mind* action points, and reinforce the need to continue to work towards achieving these in the coming years.

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Appendix 1: Literature Review

Following the earthquakes, many local NGOs, social service, faith based and community organisations were able to respond quickly and effectively to the communities they serve. They have maintained their activities, in spite of dealing with their own displacement and recovery both as an organisation, and as individuals. Furthermore, they continue to respond to the evolving needs of the communities they serve, providing additional services, for example help with earthquake insurance issues, community meals, compiling oral histories, and just dealing with increased numbers of people needing assistance (Hutton, Tobin, & Whiteford, 2014).

An inventory of NGOs, non-profit and faith-based groups two years after the earthquakes showed that many new organisations had emerged, while others had folded as the need they met had come to an end (Carlton & Vallance, 2013). In Greater Christchurch, this has particularly been the case in areas where there has been either a significant increase in the rate of growth or a significant drop in population, because of land use change resulting from the earthquakes.

This review looks at the experience so far in Greater Christchurch, as well as looking at the recovery experiences of other places where similar disasters have taken place. The aim is to provide some background for looking at what lingering challenges might still be taking their toll on NGOs five years on from the first earthquakes and what we might expect over the next five years.

Increased Demand for services

Demand for many services increased after the earthquakes, and for a number of NGOs, demand has not returned to pre-earthquake levels (Shirlaw, 2014). New groups of people are accessing services, in particular, immigrant construction workers (Hutton et al., 2014), and property owners and people in employment who are finding it difficult to meet the financial demands of relocation while waiting for repairs or rebuild (Shirlaw, 2014). Areas experiencing high population growth, such as the Selwyn District, struggled to meet demand for services before the earthquakes (NZ Newcomers Network, 2014).

The Waimakariri District reported an increase in family violence and drug and alcohol issues (New Zealand Newcomers Network, 2015). After the February 2011 earthquake Aviva reported a 50% increase in demand for their family violence services, and this has not decreased (Shirlaw, 2014). A 2014 survey of Third Sector organisations in Christchurch providing health services indicated an increase in reporting on family violence (Hutton et al., 2014).

Greater Complexity of Needs

Low-income earners are dealing with increased financial hardship and housing insecurity as a result of rising rents and a shortage of affordable rental accommodation (Shirlaw, 2014; NZ Newcomers Network 2015). Overcrowding has become more common, leading to an increase in poverty-related illnesses in children (Shirlaw, 2014).

Clients are presenting with increasingly complex needs (Hutton et al., 2014), requiring staff to spend more time with each client. This creates challenges for organisations which may not have the workforce capacity to deal with this complexity effectively.

Unmet client demand was reported as a significant issue for 32% of the Australian community sector (ACOSS, 2013). Areas that struggled to meet demand were housing and homeless, legal services, youth, mental health and emergency relief. Similar areas of concern are reported for Christchurch NGOs. In particular housing, mental health (including young people) (Anon, n.d.), family violence, and meeting the needs of poorly served communities such as the elderly, Māori, disabled people, and those living in areas with high damage (Hutton et al., 2014; Te Puawaitanga ki Otautahi Trust, 2015)

Funding

Different NGOs have very different funding models, however all NGOs need some funding, even if they use 100% volunteer time to provide or maintain local services or facilities. At times of disaster, funding for time may become even more important as people take time out from volunteering to deal with the extra stresses generated by the

event and its aftermath. The 2013 Australian Community Sector Survey reported that underfunding, uncertainty about funding, and the challenge for small organisations to remain viable were the greatest areas of pressure on the sector (ACOSS, 2013). Many Christchurch NGOs have similar concerns (Hutton et al., 2014).

In the initial disaster response period, government increased assistance to NGOs working in the social and community sector, and to people and families receiving benefits (Shirlaw, 2014). However, in general, this funding is no longer available as it was part of the immediate response phase (Shirlaw, 2014).

While donations for Christchurch created a large funding pool, by 2014 organisations such as Red Cross were phasing out earthquake specific programmes and returning to their earlier core business (Hutton et al., 2014).

Australian community service organisations (CSOs) involved in the Black Saturday bushfire response identified a number of wider social roles they could fill, alongside their traditional contracted clinical service and welfare provision. These included community process facilitation, conflict resolution, alliance building, and community engagement (Taylor & Goodman, 2015, p. 7). The CSOs were clear that developing independent sources of income and becoming less dependent on government funding would allow them to be more responsive in their service delivery (Taylor & Goodman, 2015).

Accommodation

A 2014 survey of Christchurch NGOs exploring their accommodation needs and plans, and the presentation of the findings raises as many questions as it answers. Only 38 NGOs answered the questionnaire which is a small number relative to 9000 estimated as the number of NGOs in Christchurch. However there are some findings that we can note with the caveat that this is worthy of more exploration in future research on the state of the not-for-profit sector.

- Of the 38 who responded, *only 1/5 of respondents were in the same premises as before the earthquakes.* Over 2/3 of NGOs had moved part of their organisation, and over half had moved all of it. Many were forced to move because of damage to their premises, or because they were no longer accessible (Epperson, 2014).
- *Over half the NGOs indicated they expected to move within the next three years,* and of these, the majority noted they will need new and/or additional space. Reasons NGOs gave for likely relocation included 'better space becoming available', the lease period coming to an end, rent increases, and repairs or demolition of the current premises (Epperson, 2014, p. 8).
- *NGOs varied in their preferred locations.* Some NGOs noted they would prefer to stay outside the CBD because of their service or activity, while, for others, affordability was the issue. For NGOs wishing to remain or return to the CBD, the primary reasons were because it would be easy to access using public transport and near to other organisations. NGOs with a focus on serving their local community preferred to remain in that location (Epperson, 2014).

Willingness to share accommodation

The survey explored whether NGOs were interested in *sharing the spaces they currently occupy* (Epperson, 2014). *The response to the question of sharing current office space was overwhelmingly* ***negative*** with 3/4 of respondents having no interest in this.

However, it seems likely that this is a response to the circumstances of their current space (rather than to the idea of sharing because *organisations were overwhelmingly willing to co-locate* (p. 16), particularly with organisations with a similar focus or serving similar groups. While not discussed in detail in the report, this apparent contradiction may arise only because most NGOs feel that their current accommodation is inadequate from a sharing perspective (they may already be short of space, for example). An NGO's willingness to co-locate will depend on finding premises that are fit for the purpose of sharing.

Rent was a vexed question, with organisations variously indicating they could afford 'little, no, or minimal rent', were unsure what they could afford, or that the rent they could pay was funding-dependent (Epperson, 2014).

Community facilities may also be an issue of a different kind for small community groups that don't have offices and rely on renting local facilities when they need spaces for meetings or events. Some parts of the City have lost their shared local community facilities such as halls or sports rooms. Community groups in fast growing areas, may be experiencing a shortage of community facilities. There is clearly more to elucidate using interview methodologies around NGO accommodations and how the range of NGOs are faring in terms of accommodation.

Worker wellbeing

Mooney et al. (2011) stress the importance of supporting frontline workers who are meeting the needs of clients while also dealing with their own disaster-related issues. They recommend respite, rotation, training, peer support and supervision to increase effectiveness of frontline staff.

Worker wellbeing was a key issue for community organisations involved in the Australian 2009 Black Saturday bushfires (Taylor & Goodman, 2015). They noted the connection between organisational responsibility for providing 'supportive and enabling environments for staff … and the personal responsibility of the worker to be open to the potentially confronting reality of this experience' (Taylor & Goodman, 2015, p. 6).

The same concerns were expressed by local government employees who were coping with huge and stressful workloads alongside the consequences of the bushfires in their own lives (Taylor & Goodman, 2015).

In 2013, focus groups were held to discuss the wellbeing of managers of NGOs operating in Christchurch (Anon, 2013). For many participants it was the first time they had been asked about how they were coping. Managers described themselves as stressed, tired, exhausted and depressed, with no personal reserves. Many looked after the wellbeing of their staff, but not of themselves. Some felt it was impossible to take time off because of difficulty both finding and funding suitable cover. Others did not want to burden their staff, or be seen as 'not pulling their weight' (Anon. 2013). Some organisations were experiencing high staff turnover, increased staff absence, and difficulty recruiting and retaining suitably skilled staff (Anon. 2013).

Barriers to supporting staff wellbeing included lack of operational funding and funding for additional staff, and the need for affirmation and valuing of their work by the public, funders and supporters. Funders could support NGO managers by providing a general wellbeing fund which could be used flexibly with minimal accountability requirements, funding for extra staff to cover breaks, mentoring, and opportunities to gather as managers (Anon, 2013).

Gordon (pers.comm. 2015) noted a third stage of recovery that involves rebuilding of identity and also "cellular exhaustion" which imply the need for people to have some time out to recover their physical and mental health.

Volunteers

The Third Sector relies heavily on volunteers who are an important part of the functioning of many NGOs, whether they are run entirely by volunteers or whether they have some paid staff. The wellbeing and availability of volunteers is therefore vital to the functioning of NGOs in general. Availability of volunteers is more elastic than availability of those in paid work since in times of personal stress, volunteering is something that people can easily choose to stop or change.

Although more people helped each other out over the time of the earthquakes, in the years since, formal volunteering in Canterbury has been at levels below the national average and trended downwards quickly after the earthquakes (CERA, 2014).

Surveys of volunteering do not distinguish between different types of volunteering. For example, while people are sometimes happy to help at an event on the day, they seem less inclined to take on ongoing volunteer jobs. For example, discussions with community groups in South West Christchurch indicate that many have, and are having, difficulty finding officers for volunteer groups since the earthquakes. Most attribute this to the stress that has been part of managing new situations, new jobs and housing problems as a direct result of the earthquakes. NGOs that rely on volunteers to complete their work, are being squeezed between a smaller pool of volunteer time and a greater demand for services.

Appendix 1 cont'd

Workforce capacity

A 2011 review of Canterbury NGO workforce capacity (Leafe, 2011) reported an increase in demand for mental health services, counselling and support from GPs for stress, anxiety and depression. Reporting of family violence and alcohol and drug use have also increased.

Psychosocial recovery is estimated to take five to ten years (CERA, 2015), although one might assume that it could go on longer for some groups or in some disaster situations. To recover, people and organisations have to innovate, which itself requires time and attention. NGOs do not have the resources to meet demand for general support, therefore part of their work must be to contribute to the development of 'self-help' and community support (Leafe, 2011). Community development is essential for building individual and community resilience.

Leafe (2011) identifies the following key competencies needed across all service types:

- collaboration,
- multi-agency and partnership work;
- promoting and maintaining engagement with services, including hard to reach clients;
- communication skills and building trust and rapport;
- respect for diversity and cultural appropriateness;
- effective assessment skills;
- maintainance of knowledge base to inform own practice;
- effective planning, monitoring and evaluation;
- promoting self efficacy and the client/community as their own 'expert';
- emotional intelligence, resilience and self-care;
- supervision skills; prosocial modelling – walking the talk;
- leadership;
- team support; and
- professional behaviour and boundaries.

Vulnerable groups

Research highlights that some groups are more vulnerable to the long term effects of disasters. People on low incomes are less resilient because they do not have extra financial and/ or social capacity to fall back on (Boon, 2013). Low income groups tend to be less able to participate in recovery processes because of a lack of skills or because they have fewer resources (time, equipment or money) with which they can participate. Hence, disasters tend to affect these groups more. Their physical living conditions may be worse than average so they contend with more day to day difficulties and problems with their physical health. They may also experience more stress, and therefore more effects on mental health, which in turn makes it more difficult to manage any problems that post disaster life throws into their path (Gluckman, 2011). The Christchurch earthquakes have been no exception. NGOs have been, and continue to be, an important strand in supporting these groups. As such, the changing fortunes of the communities they serve affect the function and capacity of NGOs.

The following is an outline of some of the issues facing vulnerable groups. While they have been separated out here, people can belong to several of these groups. For example older people are more likely to have problems with mobility, and both older and disabled people are more likely to be on a low income. Gender features in all of these groups and affects disaster recovery (Hazeleger, 2013), not because women are more likely to be victims than men, but because their pre disaster situation makes recovery slower and more difficult . Women are more often solo caregivers to children than are men. They also have lower incomes than their male counterparts (Ministry for Women, 2014), or they are more likely to be victims of family violence when families are experiencing stress. These differences may be a factor in the work and function of NGOs in post-earthquake Christchurch.

Low Income Groups

The Christchurch earthquake of 2011 had its greatest effect in areas where there were a high number of people living on low incomes. Disasters tend to increase the economic disparities in a city, and for these groups, to exacerbate their existing disadvantages. As such, recovery for these groups is slower than for those with higher incomes.

The Data Centre Report on New Orleans nine years on from Cyclone Katrina notes that poverty and child poverty rates

in that city fell slightly two years on from the hurricane, but have climbed again and remain higher than the US average in 2014 (Plyer, 2015). For these groups especially, housing and high rents are a major issue, and have been in post fire Australia and post Katrina New Orleans (Plyer, 2015; ACOSS, 2013).

Māori

Māori continue to feature across negative indicators such as 'stress; damaged or poor quality housing; loss of access to the natural environment; uncertainty; transport issues; relationship problems; and potential or actual loss of income,' which exacerbates the problems of those Maori on lower incomes. (Lambert, 2014, p. 45). NGOs who provide services to Māori whānau continue to struggle with the increase in issues that whānau are dealing with (Te Puawaitanga Ki Ōtautahi Trust, 2014).

Lambert (2014) notes the distinction between Māori with genealogical links to local tribes *(mana whenua)* and those who do not *(ngā maata waka)*. Ngāi Tahu, as the local tribe for Christchurch, represents the interests of its people, and their input is sought into many decisions in the City. Non-Ngāi Tahu iwi have less access into these formal processes, so they essentially have less control over outcomes that may affect them (Lambert, 2014).

Challenging the notion of *resilience* amongst Māori, Lambert (2014) suggests that resilience may have been confused with *endurance*.

Children and young people

The experiences of children and young people in Christchurch align with expectations based on international research on natural disasters (Shirlaw, 2014). In the period immediately after the earthquakes parents, teachers and doctors 'reported an increase in behavioural issues and problems relating to anxiety, depression and stress' (Shirlaw, 2014, p. 5). Referrals to specialist mental health services increased significantly after 2010. Acute admissions and emergency incidents are continuing to increase, both in number and severity. Family violence and adult mental health issues are also impacting on young people (Shirlaw, 2014).

Schools play an important role in a child's recovery by providing a stable, familiar environment (Shirlaw, 2014). Anecdotal evidence from Christchurch suggests that children are starting school with fewer communication and basic skills and are less prepared for learning (Ministry of Social Development, 2015). Children who were between two and eight years at the time of the earthquakes are at particular risk (Shirlaw, 2014).

The Families Commission report (cited in Ministry of Social Development, 2015, p. 19) recommends the provision of 'a coordinated and proactive support services approach for the whole family.' Community-based support services were seen as the most appropriate as they allow 'families to feel a sense of ownership and control over the services, support and information' (ibid.).

Migrants and Non-English Speakers

The migrant community suffered in a range of ways directly after the earthquakes. Language barriers turn into barriers to accessing services or assistance when non-English speakers need to find information, negotiate contact with Government agencies, fill in forms and take part in discussions which require a reasonable level of proficiency with English (Christchurch Migrant Interagency group. Migrants also tend to be on low incomes and so suffer similar problems to those of low income New Zealanders. Travel around the City can be difficult for these groups, attending meetings or even English Classes takes a lot of time if those services are not central.

Older People

NGOs working with older people have also noticed an increase in the need for services. With their earning capacity behind them, older people have found themselves out of pocket as insurance payouts have not covered all costs of rehousing. Older people are more often the target of unscrupulous tradespeople when payouts come through (Davey & Neale 2013). For those renting, or who are forced into renting having lost their homes, older people may find it hard to compete for subsidised housing which is also in shorter supply than it was prior to the earthquakes.

Appendix 1 cont'd

Older people are more susceptible to the health issues that are increased when people are living in substandard housing, and many have disabilities that increase their vulnerability in difficult times (Davey & Neale, 2013).

Wylie (2012) noted an increase in loneliness amongst older people for a range of reasons after the earthquakes.

People with Disabilities

Disabled people often find access to services and facilities is cut off (if it existed previously) when disaster strikes. Their disabilities can make them feel more vulnerable in the disaster situation (for example when getting out of dangerous situations is more difficult for those with mobility issues). Likewise accessibility has become more difficult for people with mobility issues post-earthquakes. Furthermore people living with a disability are also more likely to experience poverty and deprivation which compounds their vulnerability in a disaster situation (Phipps et al., 2015).

The CERA Wellbeing Survey (2014) notes that 13 percent of respondents with a disability continue to face barriers that impact negatively on their everyday lives. Likewise, people with a disability are amongst those who are more likely to feel a sense of connection with their community.

Displaced Communities

The emergence of 'Red Zones' after the Christchurch earthquakes and the uneven distribution of earthquake damage have changed the spread of population across the city, 4-5 years on. Places on the east of the City, and Kaiapoi in Waimakariri District, have lost population, while Rolleston, Lincoln, Rangiora, Halswell, and Belfast have seen substantial growth and more is projected (Greater Christchurch UDS, nd). This requires adaptation, both on the people left behind, whose communities have moved away and the communities into which many people are moving.

NGOs also have to adapt with more services and facilities being needed in areas of growth, whilst those in areas where people have moved away may no longer be needed or may be needed in a different capacity. It is often volunteers who keep services running, where numbers are falling off, or spend time setting new ones up where they are needed.

Volunteers are important in managing the transitions needed to deal with these population shifts around the City (Carlton & Vallance, 2013; CCC, 2010).

Adapting to a 'new normal'

Mooney et al. (2011) stress that 'recovery' does not mean returning to pre-disaster 'normal'. Adaptation to the new post-disaster reality is a challenging and complex process that will take many years (Regional Australia Institute, 2013: Mooney et al., 2011).

Psychosocial recovery intervention aims to help people and communities regain a sense of control, facilitate their return to effective functioning, and help them to make sense of their experience (Mooney et al., 2011).

Resilience has been described as communities and individuals 'bouncing back', but Carlton and Vallance (2014) observe that coping with 'new normal' is in fact 'bouncing forward' to 'embrace the opportunities that often accompany significant changes' (Carlton & Vallance 2014, p. 3).

Supporting the local economy

Regional Australia Institute (2013) argues that business recovery is a pre-condition for community recovery. They state that 'the resilience of a community, and its corresponding ability to rebound from disasters, is underpinned by its economic base' (ibid., p. 6). Businesses which are forced to close for a time may lose their customer base, making their viability less certain if they manage to reopen. Population displacement can also impact on sustainability of businesses, resulting in a decrease of employment opportunities (Regional Australia Institute, 2013).

Taylor and Goodman (2015) noted that agencies need to be more mindful of recovery of the local economy. While material gifts and donations may be welcomed by the community, the impact on local businesses can be damaging (Regional Australia Institute, 2013; Taylor & Goodman, 2015). CSOs involved in the Black Saturday bushfires identified the need to 'build capacity to support local economies, small business development and support, social entrepreneurialism and community economy development' (Taylor & Goodman, 2015, p. 7).

There are some who would take issue with this analysis and argue that community recovery may just as easily seen as a precondition for economic recovery. Businesses need functioning workforces, and a functioning customer base to thrive. Likewise, well connected communities can continue to 'trade' quite happily without money as the experience in Lyttelton in the immediate aftermath of the earthquakes indicates.

Collaboration

Collaboration requires 'relationships, shared understandings and shared commitment'. Relationships take time, energy, good faith, knowledge, a sense of accountability, and of endeavour' (Taylor & Goodman, 2015, p. 7). All NGOs interviewed by Hutton et al. (2014) indicated they had collaborated with other NGOs or government agencies, to prevent overlap of services or to refer clients to appropriate services. However, the funding environment may have a negative effect on NGOs' capacity to work collaboratively (Taylor & Goodman, 2015). In a more stressed environment, time can become more scarce as NGOs deal with greater complexity and this may actually make collaboration more difficult for groups who have not previously collaborated.

Community development

Community service organisations involved with the 2009 Australian bushfires highlighted the demands of community development (Taylor & Goodman, 2015). They raised the issue of respecting boundaries while also trying to work more holistically. Developing and maintaining trusting relationships was seen as essential. Some participants observed that 'community development was central to the task of contributing to self-reliant communities, and that it as much talked of, but often not achieved in practice' (Taylor & Goodman, 2015, p. 6).

Some of the participants expressed concern about the negative impact their agency had on communities by diverting them from their own priorities (Taylor & Goodman, 2015).

Local government

Local government employees involved with the Black Saturday bushfires noted the difficulties of working with state government approaches and priorities (Taylor & Goodman, 2015). For example, they identified a government focus on physical infrastructure and the built environment; unachievable timelines for project completion, and ways of working that did not support (and often damaged) community development. While local government often had 'strained' relationships with their communities, they 'expressed considerable empathy about the pressure on communities' (Taylor & Goodman, 2015, p. 4).

Conversely, some noted 'an inverse relationship between the level of affluence of the community and the likelihood of their involvement – the higher the affluence, the lower the engagement' (Taylor & Goodman, 2015, p. 5). They identified the need for local government to advocate for ongoing funding to support community development positions in local government (Taylor & Goodman, 2015). Thornley et al. (2013) recommend the enabling and resourcing community-based organisations and iwi/tribal infrastructure, to strengthen community infrastructure.

To work most effectively after disasters, community organisations and local government need to have pre-existing working relationships (Thornley et al., 2013; Vallance, 2011; Yanicki, 2013). Inventing participatory process in the post-disaster phase is difficult. Over valuing professional and institutional knowledge is one of the ways in which local place and community knowledge is diminished (Taylor & Goodman, 2015). In Christchurch, engaged communities indicated they wanted to 'initiate local action and be involved in city-wide recovery, including planning for the future' (Thornley et al., 2013, p. 3).

Vallance (2011, p. 21) noted the distinction between *engaging* communities and engaging *with* communities. This acknowledges the reality of 'pre-existing communities that can be engaged with, and emergent communities that may need to be engaged'.

Appendix 1 cont'd

Conclusion

The earthquakes experienced in greater Christchurch during 2010/11 created considerable disruption and changed the environment in which NGOs in the area operate. The after effects of the earthquakes have continued to increase both the demand for services and the complexity of the services needed by people living here. Furthermore, communities in Greater Christchurch will continue to move through the stages of recovery, which will affect the demands made on NGOs, and the stresses and needs of staff and/ or volunteers within each organisation. Over the coming months, and perhaps years, we can expect that the organisations, like the people in and around them, will, as Rob Gordon puts it "continue to integrate, rebuild their identity, and settle into their "new normal.""

The main focus of this review has been on the potential negative ongoing effects of the earthquakes on NGOs and their communities in this review, and certainly, it is this on which much of the literature focuses. However, it will also be important to actively seek out any positive effects that have emerged from the earthquakes. These include things such the new skills that people have learned, the new connections they have made, the ways in which NGOs have adapted to the changing conditions they have found. These will all be important points of leverage from which to build future initiatives to support the sector.

There are five main areas for enquiry:

1. Ongoing direct effects on the NGOs and their workers (whether voluntary or paid). This includes issues such as finding suitable accommodation and looking after their staff and volunteers.
2. Second, ongoing effects on demand for the services and the ways these organisations provide those. This includes understanding the stages of recovery and the ways in which this will affect communities of all kinds.
3. Third, the organisational environment in which NGOs function which includes opportunities for new alliances, and changing funding streams, all of which require NGOs to respond and adapt.
4. Just as the effects of disaster are uneven based on inequities that exist in our society, we must expect that the recovery process and the fortunes of NGOs in that will be uneven and influenced by the same patterns. We must therefore be on the lookout for this and to consider it as part of any solutions that emerge from our work.
5. Any emerging positive outcomes or learnings that have emerged since the earthquakes, and which might form a starting point for future initiatives.

Appendix 2: Methods

Interviews

Interviews were conducted with 53 people from within a wide range of NGOs in Christchurch City, Selwyn and Waimakariri and 148 people gave useable answers to a short, qualitative survey, which were used to ascertain what the ongoing effects are of the Canterbury earthquakes. Participant observations were also used to look across a number of other groups who were not formally involved. A full listing of the groups and individuals who were formally involved in the research as interview or workshop participants are provided as Appendices 4 and 5.

In each interview, people were first asked to give a short history of what happened to them after the earthquakes before being asked what the issues currently facing them are. Following that discussion, they were asked what has worked well for your organisation in coping with the issues it faced and have there been any benefits to the earthquakes. If necessary researchers probed based on the findings of the literature review after that. Probes included asking about accommodation, demand for services/ changes in services, staff and volunteer wellbeing and availability, funding / resourcing, accessibility, and relationships with other groups and were used if these had not been discussed by participants.

A very strong set of themes emerged quickly and largely confirmed that the literature review's conclusions. We reached "saturation" quickly as we discussed how community organisations were faring five years on from the first earthquakes. Without exception, interviewees brought up the things we noted in the literature review: accommodation, facilities, funding, changes in demand for services and volunteers, ongoing change, and wellbeing of staff and changes in relationships with other groups. Interviews also highlighted a lot of adaptation in response to the problems that arose.

Survey

The interviews were backed up with a short qualitative survey that 148 respondents completed on Survey Monkey. Invitations to complete the survey were sent out via a range of local networks (OVTRK, COSS, CCC Sport Canterbury, Church organisations, Leadership in Communities network, and via interviewees and their networks). The survey contained a few questions which were similar to the interview questions, but rather than being completely open ended, provided a tick box question associated with the issues and then asked for further explanation. A copy of the survey questions are provided in Appendix 3.

The survey with open ended questions was largely analysed alongside the interviews and in a similar manner, as is appropriate given the qualitative and open ended nature. The tick box questions were a rough ranking of the issues, however some respondents did not tick boxes but did write comments about those topics and some did not write comments about all of the topics they ticked. In addition, the survey method was not random.

Workshops

Three workshops were completed. Invitations to the workshops were sent out to all interview respondents and those who have provided a contact via the Survey. Invitations were also sent out via a number of local networks including CCC contacts, WDC contacts, OVTRK, SEWN, SSPA and the networks of the researchers.

At the workshops the researchers quickly ran through the issues that had emerged from the earthquakes but generally worked to avoid a lot of discussion of the negatives. The focus of the workshops was essentially based around the questions *what will full recovery look like?* and *what are the things that will help the sector to achieve that recovery?*

Following the workshops a few more interviews were completed with key individuals/ groups and some funders to discuss the outcomes of the workshops and consider how best to frame the recommendations for future recovery of the Third Sector in Christchurch.

Appendix 2 cont'd

Participant Observations

Both researchers are active in Christchurch and greater Christchurch communities and have been for a number of years. Their current involvement has provided access to much informal discussion and observation about ongoing earthquake issues.

Over the course of this research, the lead researcher was a participant on the Leadership in Communities Course, was working at Manuka Cottage Addington Community House in Addington as a coordinator of the Addington Timebank, chaired the Halswell Community Project, worked with a faith group that serves wider Christchurch and has also been involved with Spokes Canterbury.

The assistant researcher has been extensively involved with a wide range of social research work in both Selwyn and Christchurch and is actively engaged in local schools, the Halswell Community Project and sports cycling groups in both Christchurch and Selwyn.

Methodological limitations

This research is not a randomised survey of community groups in Christchurch. The aim is to look at what community groups are still dealing with in all its complexity and to consider how to increase what is working well in the sector at present.

A number of organisations chose not to take part in the interviews, the survey or the workshops. A few Christchurch and Waimakariri participants refused interviews on the basis that they were already involved in the evaluation of programmes funded by CERA going on alongside this study, and that they were being asked similar things in both. In some cases people had other commitments and priorities. In Selwyn, in particular, the researchers got the sense that some people there felt they were doing alright and just didn't engage because of that. Smaller voluntary groups in all three areas seemed less likely to engage – in some cases because they did not feel the study was important enough for them. However many smaller groups did engage and their stories did highlight that the earthquakes are still having effects for groups across the region.

While every effort was made to get a spread of organisations geographically and by type, the researchers cannot make exact statements about the number of groups in greater Christchurch that are experiencing the issues that emerged. However, the consistency of the stories that were told in interviews and workshops does indicate there are still significant issues facing a large part of the Third Sector at this time. The recommendations that have emerged will assist those still facing problems. The researchers also note that findings align with other studies done both here and overseas around recovery from disaster.

Appendix 3: Survey Questions

What organisation or group are you replying on behalf of?

What is your role in this organisation or group? *(please choose the answer that best describes you)*

What part of Greater Christchurch does your organisation or group operate in? *(tick as many as apply)*

Has your organisation experienced changes in any of the following since the Canterbury earthquakes? *Check any that apply.*

- Demand for your services/activities
- Access to funding
- Access to volunteers
- Your accommodation
- Changes to the services or activities needed by your community
- How easy it is for people to get to your services/activities
- Development of new relationships with other organisations or groups

What are your organisation's greatest concerns at present and would you say they are the result of the earthquakes?

Please tell us about what you have noticed in relation to the boxes that you ticked above.

Are there any things that are working well for your organisation at present?

Appendix 4: Summary of workshop discussions

Better Connections

- More effective networking and communication across the sector
- More networking/ better communication across the sector to develop good peer support and find out how we can support each other
- Increase awareness of existing groups/ More information to connect people with supports
- A noticeboard that can direct groups to services, events, information and groups that can help. It can help with mobilisation and organisation. A virtual board would be a start but we need to find ways to cater for people who have issues with language, literacy and with internet access
- These things work best if we can develop or have a joint a project that brings groups together
- Can we use service clubs such as Rotary, Lions and organisations who help organisations (e.g. SSPA, SEWN OVRTRK, Volunteering Canterbury) better? Many groups offer great services, networking opportunities and skills sharing – we just need to use them better
- Distinguish between individual organisational capacity and sector capacity. Small organisations shouldn't have to have the skills to cover everything – How can we use the spread of skills better?
- Sabbaticals or secondments to other NGOs?
- Develop a skills bank where we can access skills across the sector – e.g. marketing, accounting, legal, graphics etc. E.g. sort of timeshare, services swap, help. Can we connect up people from the business sector with groups in the community sector – a sort of brokerage role for someone.
- Develop a communication hub that recognises generational differences in approaches and the needs of migrants and those with a disability.
- Use Library/ CAB/ i-sites resources
- Local papers and noticeboards could promote different groups each week
- Use the Council page in the paper or try to have a community page in local newspapers
- A forum website to facilitate and share opportunities.

Develop more of a partnership approach

- Work towards a partnerships approach to working with Government at all its levels
- Develop partnership accords with government organisations which set out the intentions of both parties and allow for keeping discussion about the partnership process open
- Find ways to connect up environmental groups/ develop an environmental network.
- Work to improve all four well-beings – environmental, social cultural and economic.
- Include community voices in decision making around communities. Meetings with Government organisations should think about the idea that there could be as many people from the Third Sector at the table as there are from the Government sector. This is partly about recognising and respecting the breadth of the sector and its role in the ongoing recovery.
- Have an open forum with a range of groups before housing is developed to think about how community groups can support new residents and prepare that support ahead of time.
- While government expertise and support are needed, much of what we do could be going on with more input from community groups who know their communities and their needs.
- Get rebuilding community accepted as an anchor project and prioritise it above the other physical projects in the CBD rebuild.
- Put people first and don't develop in a way that means locals can no longer afford to live in the City
- Share an idea right after the earthquakes was brilliant. The process beyond that – not so much. It has been talked about but hasn't been actioned. Rejuvenate the share an idea process
- Increase recognition of purely voluntary groups. Currently they are often unrecognised or invisible
- Work with funders to provide more balance in the way funding is allocated – away from projects and more allowed for things like having an administrator or just helping an organisation function so it can do the things that need doing in a community.

Work with intention to maintain sector values

- Increase advocacy to encourage forms that will incline government towards a return to transparency and participatory democracy. This may involve organising as a sector and putting out a consistent message to the electorate as well as to government organisations.
- We need a Korowai – a protection – over the sector as a way of valuing it.
- Change the neoliberal agenda.
  - *Consider how the sector maintains or buys into this agenda*

Volunteers

- Find new ways to think about and recognise volunteers and volunteering
- Rethink how we use the term volunteer because it implies a hierarchy in which volunteers do the work that an organisation asks of them, particularly in organisation where there are paid staff.
- We need to value all things people bring to groups and recognise how everyone contributes.
- Can we use things like timebanking?
- Find ways to operate more outside of the economic system and set up alternative economies that gives the sector greater independence and perhaps interdependence.
- Get children started early on participating in the community by enlisting their help and giving recognition, perhaps in the form of credits
- Advertising in welcome packs to help new residents get involved in their community
- Improve marketing/ advertising around what we need. Have a list of places where groups can advertise/ put up notices in their area.

Accommodation

- Ensure community space is built into new developments. For groups to start up they need cheap, easy access to local community spaces at all times of the day and evening until 10pm
- Build a community centre that community groups can use and in which events can happen.
- Use spaces and facilities that already exist (and raise awareness of these spaces)
- Use school spaces when they are not in use.
- Help to sort out insurance hold ups so we can get much needed buildings up and running again.
- Community Service Centres in schools or similar places around the region: These could be facilities located schools across the region that provide offices and / or desks and meeting spaces for community groups. The community services that operate from centre could include a mix of hot desks / meeting rooms and office spaces and perhaps have services such as financial advice, photocopying, graphics etc.
- Sort out insurance hold ups so we can get much needed buildings up and running again.

Building capacity

Community Tool Kit responding to capacity needs. Amongst other things,

- CPIT already runs a financial advice service for community groups.
- University of Canterbury has students working with communities in a range of courses and a range of ways.
- Leadership Lab has been running courses including Leadership in Communities.
- Volunteering Canterbury has advisers that will assist community groups on a 1:1 basis
- Exult runs lots of workshops for not for profits.
- Canterbury Law runs workshop for people in community groups.

These resources could be built on further to provide services or a set of workshops to help build capacity.

Appendix 4 cont'd

How do we connect our communities better

- WDC CBs continue to do a good job in identifying needs and supporting these to be addressed
- Ongoing support for the social inclusion group (WDC).
- More daytime groups and increased awareness of what already exists.
- Strong community groups and clubs that are geographically accessible.
- Local transport for more than just health/ medical appointments – need more flexibility so people can get to general activities and events.
- Encourage ongoing development of Neighbourhood Support networks
- Build understanding of Migrant groups and run events to highlight them in the local community
- Language assistance may be needed, as may assistance with understanding NZ customs etc.
- Retirees come into schools and/ or schools go into retirement homes.
- Support SENIOR NET – school students mentor older folk on use of internet, Facebook etc.
- Highlight the Kaiapoi High School community scheme
- Note we will need work to overcome the barrier of volunteers needing a police check.
- Personalised contact round invitations to social events so people don't have to go on their own.
- Have purposeful activities so people are more inclined/ find it easier to connect
- More activities for young males who are socially isolated
- Food forests, school gardens, allotments on red zoned land, food rescue group
- Public transport – train system/ Develop park and ride facilities / encourage carpooling – use the WDC journey planner. Look at possibilities in Selwyn.

Appendix 5: Interviews

Christchurch and regional offices

1. Sharon Torstonson, COSS
2. Michael Gorman, City Mission
3. Alma , Rowley Community Centre
4. Marnie Kent, Sumner Residents Assn
5. Jane Harrison, Te Waka Aroha South Brighton
6. Kirsty, Te Waka Aroha South Brighton
7. Matt Walters, Aranui Board of Trustees
8. Robbie Thomson, Delta Trust
9. Elaine Mayo, SCFVC
10. Anake Goodall, Akina Foundation
11. Blair Stirling, Hope Presbyterian
12. Sara Templeton, Community Board
13. Katherine Peet, OVTRK
14. Linda Ngata, Nga Maata Waka
15. Alan Burt, Halswell Scouts
16. Sarah Templeton, Community Board
17. Carol Renouf, Oak trust
18. Mike Field, White Elephant
19. Nathan Durkin White Elephant
20. Kaye Young, Sunshine football
21. Linda Goodrick, Belfast Community Network
22. Cherylan Davies, Manuka Cottage
23. Simon Templeton, Age Concern
24. Kevin Park, Migrant Centre
25. Henry Jaiswal, Migrant Centre
26. Kate Cleverly, Halswell Community Project
27. Jenn Halliday, Halswell United Amateur Football Club and other sports groups
28. Erica Austin, Ministry of Awesome
29. Geoff King, Petersgate Counselling Centre
30. Stephanie, CCS
31. Cherylan Davies, Manuka Cottage
32. Ruth Gardener, Volunteering Canterbury
33. Disability Advisory Group
34. Clare Simpson, Spokes Canterbury
35. Sharon Moreham, The Cube

Selwyn District

1. Belinda Edmond, President, Tai Tapu Tennis Club
2. Sue Hadlee, President, Lincoln Tennis Club
3. Carol Roberts, Convenor, Ellesmere Connecting Families with Disabilities and Learning Needs
4. Sue Jarvis, Trustee and Former Chair, Lincoln Envirotown
5. Lena Metcalf, Convenor, Ellesmere U3A and Lincoln Walking Group, President of Lincoln Probus
6. Tracey O'Reilly, Coordinator, Selwyn Parenting Network
7. Lois Birkett, Service Manager, Lincoln and Districts Community Care
8. Jane Thomas, Selwyn Launch Group (disability support), now in recess

Waimakariri District

1. Deidre Ryan, Wellbeing North Canterbury
2. Jacqui Watson, Kaiapoi Community Board
3. Sally Boddy, Rangiora Toy Library
4. Sandra, Rangiora Community Garden
5. Sandra Clark and Ann Schroeder, Citizens Advice Bureau
6. Sally Rossiter, Hope Community Trust
7. John Forster, Kaiapoi Menzshed
8. Koral, Tuahiwi Marae
9. Sandra James, Consultant
10. Rangiora Timebank, Kate Powell

Post Workshop Interviews

1. Chris Jansen, Leadership Lab
2. Sharon Torstonson, COSS
3. Rex Gibson, Migrant sector
4. Sally Carlton, United Nations
5. Lani Evans, Vodaphone
6. Maggy Tai Rakena, SSPA
7. Nancy Stewart, CDHB
8. Katherine Peet, OVTRK

Appendix 6: Workshop Participants

1. Murray Rodgers, Water Rights Trust
2. Bec May, Gapfiller
3. John Peet, Engineers for Social Responsibility, Sustainable Otautahi Christchurch (SOC)
4. Phil Butler Science Alive
5. Wendy Butcher, Workers Education Association (WEA)/ Addington.net
6. Surinder Tandon, Christchurch Multicultural Council
7. Nicolette Adam, Pacific Trust
8. Nigel Rushton, Spokes
9. Daniela Baghozzi, WEA
10. Dave Evans, SOC, WEA
11. Katie Nimmo, Opawaho Heathcote River Network
12. Jenny Smith, Te Whare Roimata
13. Sharon Torstonson, COSS / SEWN, CCH, CCA
14. Elaine Mayo, Chch South Fruit and Vege Collective, Addington Timebank
15. Jenny Hoskin, Charleston Neighbourhood Assn
16. Sally Carlton, HRC
17. Nicky Reece, Community Access Radio PLAINSFM
18. Jocelyn Paprill, NZAEE
19. John Hoskin, Charleston Neighbourhood Assn
20. Alison Maccoll Red Cross
21. Michael Gorman City Mission
22. Lynette Hardy Wills, UNANZ Canterbury, YWCA Ilam and Upper Riccarton Residents Assn
23. Mere Ratuva, Network Waitangi Otautahi, U3A
24. Ariane Mataki-Wilson, OVTREK, Te Whare Hauora, Te Puna Oranga
25. Rik Tindell, Cashmere Residents Association, Christchurch Estuary Assn.
26. Colin Meurk, Chch Creative Network, Travis Wetland Trust, Chch360 Trail
27. Sophie Allen 350.org, Working waters Trust, Avon Otakaro Network
28. Rex Verity, Viva! Project, Latimer Community Housing Trust, Waitaha, Climate Action
29. Chrissie Williams, Avon Heathcote Estuary Ihutai Trust, Rod Donald Banks Peninsula Trust
30. Helen Chambers, Governors Bay Community Assn
31. Karen Banwell, Governors Bay Community Assn, AHEIT
32. Margaret Jefferies, Project Lyttelton
33. Maggy Tai Rākena SSPA
34. Katherine Peet, Network Waitangi, OVTRK
35. Rex Gibson, OVTRK
36. Peter Albury, Freemasons Lodge
37. Ann Jamison, Newcomers N,Canty
38. Norm Shore, Newcomers N Canty
39. Leslie Ottey, Sow and Grow
40. Alan Missen, John Knox, Presbyterian Church
41. Deidre Carroll, Presbyterian Support
42. Dianne Roberston, Presbyterian Support Tuahiwi
43. Dawn Armitage, Darnley Club
44. Sarah Saunders, Rural Canterbury Primary Healthcare Organisation
45. Vala Reveley, Presbyterian Support
46. Michelle Stevenson, Social Services Waimakariri
47. Kath Adams, You Me We Us / Kaiapoi Community Board
48. Bob Gumbrell, U3A and Citizens Advice
49. Nicky Carter, Wellbeing North Canterbury
50. Sharon Grant, Budgeting services North Canterbury
51. Jackie Watson, Kaiapoi Community Board
52. Louise Griffiths, Wellbeing North Canty
53. Ellen Zhou, MSD
54. James Ensor, Rangiora Community Board
55. Melissa McCabe, Active Wellness
56. Laura Melville – Matt Doocey, MPs Office
57. Lois Thomas, Lincoln Community Care
58. Lauren Luketina, Phillipstown Community Hub
59. Barbara Richardson, Christchurch Wes Methodist Parish
60. Anji Davies, Rata Foundation
61. Carol Renouf, Oak Development Trust
62. Faye Parfitt, Lincoln Envirotown/ Halswell Residents Assn
63. David Marra, Christchurch Budget Services
64. Kate Cleverly, Halswell Community Project
65. Karla Gunby, Selwyn Parenting Network and CCC
66. Marie Byrne, CCC