

Summary of Questions

As the Social Sector Innovation Trust we regard this sector to be the third leg of the economy – government, private and social - wanting to be valued and to operate in efficient and effective ways and achieve outcomes that achieve social change. But we feel we are living in this climate as 2nd rate citizens. We value the opportunity to have input through this series of questions from the Productivity Commission.

Q1 What are the most important social, economic and demographic trends that will change the social services landscape in New Zealand?

- 1 Population ageing both globally and locally. This impacts at community level in the following ways:
 - Quality of life issues for mature, older and older old people will influence the sustainability of the economy.
 - Diversity needs to be widely understood in policy development and service delivery. Diverse communities – some high ageing, diverse individual physical and cognitive ageing, wellness and perceptions of independence and dependency.
 - Institutionalization of older people. Private enterprise does not ensure quality of care and reduces family wealth.
- 2 Transitioning children through schooling to realistic education/ skill training opportunities, especially Maori and Pacifica peoples

Q2 How important are volunteers to the provision of social services?

Vital because of limits to government funding. We need to be mindful to not continue to introduce further compliance measures that will limit the capacity of people to volunteer. Need to recognize the value that volunteers add to any project through attributing a monetary value to their work.

Volunteers are the backbone of the social service industry. Volunteer contribution should be accounted for as a valid part of project development.

Q3 What role do iwi play in the funding and provision of social services and what further role could they play?

Care needs to be taken that resources are linked to the client. Does iwi involvement reduce the availability of resources to clients? I.e., too many agencies in the chain? Will it limit innovation?

Q4 What contribution do social enterprises make to providing social services and improving social outcomes in New Zealand?

Has a value for independence and innovation.

Q11 *What are other international examples of innovative approaches to social service commissioning and provision are worth examining to draw lessons for New Zealand.*

Yes, Stanford Social Innovation Review – Hanleybrown Kanai and Kramer. See summary.

The Five Conditions of Collective Impact

Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Outcomes from studies show that funding agencies need to consider aligning their operations to model, encourage and support innovative collective impact social change best practice.

You cannot create real social change within the constraints of funder reporting timelines.

Q18 *How could the views of clients and their families be better included in the design and delivery of social services?*

Social agencies need sufficient capacity and capability to better engage. Solutions are sometimes an iterative process according to the particular group.

Q19 *Are there examples of service delivery decisions that are best made locally? Or centrally? What are the consequences of not making decisions at the appropriate level?*

Refer to Q.1 recognize diversity of communities and individuals which indicate localized criteria. Consequences of not making decisions at the appropriate levels are that social agencies try to fit into funder parameters and spend excessive time and \$s on appropriate outcomes for the client.

Q20 *Are there examples where government contracts restrict the ability of social service providers to innovate? Or where contracts that are too specific result in poor outcomes for clients?*

There is some truth in this statement but we don't have time to provide these now.

Q34 *For what services is it most important to provide a relatively seamless transition for clients between providers?*

A continuum of care is required for all clients of high dependency.

Q38 *Do government agencies engage with the appropriate people when they are commissioning a service?*

Government. agencies talk with the same stakeholders all the time and there is no room for innovation. Does there need to be more local level research on this topic?

Q43 *What is the best way to specify, measure and manage the performance of services where outcomes are not easy to observe or to attribute?*

Look at the potential of an iterative process over time. Social agencies do not have capacity for structural political change that will influence at a local level. Social agencies often act as welfare agents rather than change agents.

Q44 *Do government agencies and service providers collect the data required to make informed judgments about the effectiveness of programmes?*

Not always, because it requires capacity and capability.

How could data collection and analysis be improved?

Increase capability and capacity.

Q53 *What institutional arrangements or organizational features help or hinder the uptake and success of innovative approaches to service delivery?*

Access to best practice models. Innovation needs to be valued. Risk is inherent in funding new ways and needs to be tolerated. Learning and understanding comes from taking risks.

There is no access to resources eg research capacity to measure outcomes.

Q56 *Are you willing to meet with the Commission? Can you suggest other interested parties with whom the Commission should consult?*

Yes the Social Sector Innovation Trust will facilitate the connections with the wider networks of the Western Bay of Plenty.

Copy of base productivity document for Carole and others.