



Annual Report

2024/2025

Social
Service
Providers

Te Pai
Ora o
Aotearoa





Our vision

Aotearoa New Zealand's community-based social services are sustainable, making a positive impact every day in our communities, supporting children, young people and whānau to thrive now and into the future.

Our purpose

We represent our members nationally, by championing them, the issues that matter to them and the people they work alongside, and our collective sector.

Our mission

Strengthening Aotearoa New Zealand's social sector through advocacy and engagement, learning and development, relationships and sector leadership.

He mihi maioha nā ngā Heamana o Te Pai Ora SSPA

Tēnā koutou katoa.

It is our pleasure, as the Co-Chairs of Te Pai Ora SSPA, to provide this annual report for 2025.

Over the past year, we have once again been inspired by our incredible members and the communities we serve. We have so much admiration for the strength, dedication and aroha that kaimahi and leaders show every day, at this time in particular, as our sector continues to navigate significant challenges. Your adaptability, creativity and commitment to children and whānau is extraordinary.

Te Pai Ora SSPA is here to stand alongside you – to offer sector leadership, to advocate for you and your communities, to provide information and resources so that you have all you need to do your vital mahi.

Our focus this past year has been on strengthening sector relationships, amplifying the sector's voice at the highest levels of government, and working for policy changes that strengthen our sector and support children and whānau to thrive.

Reflecting on Belinda and the team's mahi over the past year, we feel immense pride in all they've accomplished. They have worked with vision and integrity, guided by our kaupapa: for community-based social services in Aotearoa to be strong, sustainable, and able to make a positive difference every day.

We would like to give a special shout-out to the team for their efforts in informing and engaging members on changes to government contracting and funding. The team was able to draw on members' experiences to ensure that decision makers and the wider public heard your voices. We know that they will continue to do this.



Victoria Newcombe



Marihi Langford

Another key thread of our work is our commitment to co-governance. This year, we embedded this model more deeply at the National Executive level. We believe that this partnership approach has the potential to be transformative for our organisation, and we will continue to update you on our progress.

As an organisation of community-based organisations, our members share a vision for a sector that is deeply connected, collaborative, innovative and resilient – one where whānau and community are at the heart of all we do. The work of Te Pai Ora SSPA is to harness the shared strengths of its members, to bring us together and to facilitate the growth and development of our sector.

A big thank you to all our members, partners and supporters for being part of this mahi. Our work to support children and whānau is best done together.

**Ka nui te mihi,
Victoria and Marihi**

Ngā mihi from the Kaiwhakahaere Matua



Kaiwhakahaere Matua Belinda Himiona and the current Te Pai Ora SSPA team: Johnny Crawford, Ada Tangiora, Charlotte Lee-Smith and Clare Docherty.

Te Pai Ora SSPA has the very great privilege of supporting our incredible members who are changemakers in their communities and hapori. We are so proud to champion your amazing mahi and to work on your behalf for systems-level changes that will provide long-lasting benefits for the tamariki and whānau you serve.

One of the highlights of our work is connecting with our providers to learn more about your work with whānau and children, and the innovation and strength you draw on to keep providing critical services. Over the year, we went on several haerenga to visit members in Tāmaki Makaurau, Manawatū and Waitaha Canterbury – thank you so much for your manaakitanga!

We also got to share kōrero and whakawhanaungatanga with members from across the motu at Whakamanawa, the annual social service providers' conference. This event was held in Ōtautahi Christchurch last September where we welcomed record numbers of attendees. It was a wonderful opportunity to connect with social service kaimahi, be inspired and learn. Thank you to all who came, presented, facilitated and shared their mahi.

Over the past year, we were thrilled to welcome another 38 members into the Te Pai Ora SSPA whānau. Our diverse membership is one of the great strengths of our organisation. Te Pai Ora SSPA aims to actively channel our collective wisdom, innovation and heart so that together, we can be a powerful force on behalf of tamariki, whānau and communities.

I am very grateful for the support of the Te Pai Ora SSPA National Executive Board who through their vision and leadership continue to encourage fresh ways of working and reaching members. The co-governance model has transformed the way we work and opened the door to new and exciting opportunities in the year ahead.

I also owe a huge thanks to my amazing team. We are a small, but mighty group who are each committed to supporting you in your vital mahi with tamariki and whānau. This report summarises our mahi from 1 July 2024 to 30 June 2025. I hope you enjoy reading it and reflecting on the enormous amount we achieved together over this time! We are looking forward to continuing and building on this work in the year ahead. Watch this space!

Ngā mihi nui,
Belinda

By the numbers



250
member
organisations



38
new members
in 2024/2025

↑ up from 21 new
members in 2023/2024



98%
of members
satisfied or
extremely
satisfied with
membership



330
registrations for
Whakamanawa

↑ up from 286*
in 2023/2024

* From 2023/24 Performance report



970
recipients of our
weekly e-pānui

↑ up from up from
770 in 2023/2024



15
L&D workshops
in the past year
with over 600
registrants

↑ compared to
12 workshops with
415 registrants in
2023/2024



Member haerenga to Tāmaki Makaurau in March 2025.

Our relationships

Member manaaki and growth

We are a proud member-led organisation which is grounded in the local connections, knowledge and presence of our diverse member organisations.

At the end of the reporting period, we had 250 members made up of a broad range of organisations including iwi and kaupapa Māori providers, Pasifika providers and regional community-based organisations from across Aotearoa. We were thrilled to welcome 38 new members into Te Pai Ora SSPA during this year, further broadening our membership base.

What our members are saying...

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You are doing great mahi, thanks for your careful weaving of all the fabric that makes up our sector, peoples and community.

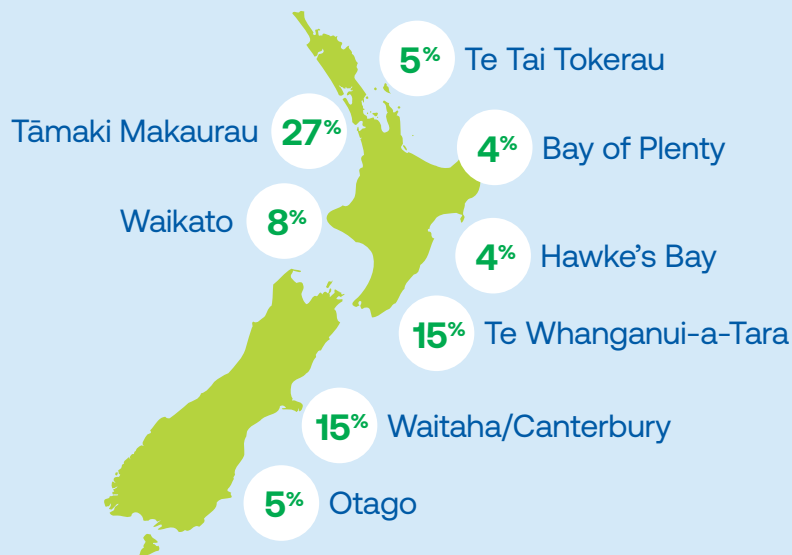
In every aspect of our mahi, we want to provide relevant and meaningful services for our members, so it was gratifying to receive very positive feedback in our 2025 Membership survey.

Key findings included that:

- **98%** of respondents felt extremely satisfied or satisfied with their membership.
- Members value many aspects of membership – communication and information were valued by **90%** of respondents; advocacy by **84%**; learning & development by **63%**; whanaungatanga by **48%**.
- Members engage in a number of our activities, with **54%** of respondents attending online sessions and **52%** in contact with CEO or the team.
- Members value our communications, with **86%** reading our e-pānui *Te Whakahou* and **62%** reading our biannual publication *Kia Mauri Ora*.

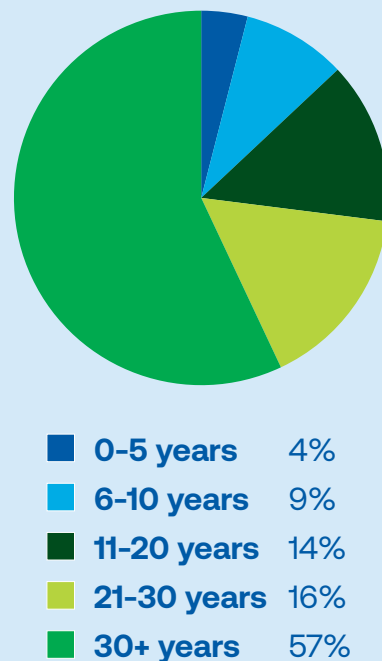
Membership snapshot

Where are our members based?



Data from our membership database November 2025.

How old are our organisations?



What services do we provide?

- 66%** Social work
- 55%** Counselling
- 41%** Family Violence services
- 41%** Youth services
- 39%** Parenting programmes
- 34%** Support for caregivers
- 25%** Care services for tamariki

Top seven services or activities provided by our members from the 2025 Membership survey.

What are the top three challenges facing your organisation:



- 90%** Financial/funding uncertainty



- 67%** Increased complexity of needs from service users



- 25%** Relationship with government agencies

Creating Relationships

Over the past year, Te Pai Ora SSPA worked hard to be a credible voice and advocate for our sector. We do this by being connected and available to our members. We reach out through regular hui, both online and in person, to ensure we understand your experiences and stories and can then share these with decision makers. We are committed to amplifying your stories, ensuring that they have impact and lead to change.

Strong relationships, partnerships and kotahitanga between providers, government, communities and iwi/hapū are vital if we are to achieve better outcomes for tamariki and whānau.

Our team continues to nurture deep relationships with fellow peak bodies, community leaders, funding organisations, employee groups and social sector groups, while most importantly strengthening highly valued relationships with our members. These relationships provide us with rich insight into the issues and opportunities for our sector.

In the past year, we joined the Community Constellation, a network of over 30 community groups, and were on the VOYCE Whakaarongo Mai Expert Advisory Group. We also joined the National Industry Advisory Group and the Social Workers Registration Board's External Advisory Group to provide sector leadership and input into this mahi. We also continue to work closely with a diverse range of government agencies. In the reporting year, we met with individual members of the Oranga Tamariki Ministerial Advisory Board and the Social Investment Ministerial Advisory Board to provide sector insights and advice. We were also a member of the systems-level working group for Te Aorerekura and a sector representative for Exercise Rū Whenua Day 3 – NEMA Recovery.

What our members are saying...

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Great advocacy by SSPA Te Pai Ora and a clear reflection of the need for strong leadership and kotahitanga in these challenging times. Ngā mihi mō o mahi.

We also have relationships with the following agencies:

Oranga Tamariki	Tatauranga Aotearoa/ Stats NZ
Te Manatū Whakahiato Ora/Ministry of Social Development	Whaikaha – Ministry of Disabled People
Te Tari o te Pirimia me to Komiti Matua/ Department of the Prime Minister & Cabinet	Toi Hau Tāngata/Social Investment Agency
Te Tai Ōhanga/The Treasury	Tumuaki o te Mana Arotake/Office of the Auditor-General
Manatū Hauora/ Ministry of Health	Mana Mokopuna/ Children's Commissioner
Te Tāhū o te Ture/ Ministry of Justice	Aroturuki Tamariki/ Independent Children's Monitor
Te Kawa Mataaho/ The Public Service Commission	Tari kia ōrite/Office of the Ombudsman
Crown Response Unit to Abuse in Care Inquiry	Kāhui Whakamana Tauwhiro/Social Workers Registration Board
Te Rua Mahara o te Kāwanatanga/ Archives NZ	Te Kāhui Kāhu
Te Rākau Whakamarumarū/ NEMA	Toitū te Waiora/ Workforce Development Council
Centre for Family Violence and Sexual Violence Prevention	Careerforce
	Te Amorangi Mātauranga Matua/ Tertiary Education Commission

Strengthening our networks

Relationships are the foundation of all our work, and we work to weave those relationships into strong, dynamic networks. Those networks ensure that we are grounded, well-connected and well-informed, and open up valuable opportunities for collaboration and sharing. Our work is best done together.

Te Pai Ora SSPA has active regional networks in Manawatū and Waitaha/Canterbury, and informal networks in Tāmaki Makaurau and Ōtepoti. We also have established networks across a number of practices, policy and systems issues.

Key achievements in the past year include:

- laying the groundwork for activating Māori networks across our sector. This is a critical part of our future work.
- visits to members in Tāmaki Makaurau, Manawatū and Waitaha where we met up to 80 people from member organisations
- extensive outreach to members on contracting and funding matters, Budget 2025 updates, the new government programme and the Oranga Tamariki transformation

Whakamanawa

Our annual National Social Service Sector conference, Whakamanawa, is a powerful opportunity for our sector to come together for learning and whakawhanaungatanga.

Whakamanawa 2024 was held in Ōtautahi Christchurch over 16–17 September 2024. The event was sold out, with a record number of registrations (330) and expressions of interest from workshop presenters.

We heard from inspiring and insightful kaikōrero and hosted some thought-provoking panels

What our members are saying...

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Attending the Whakamanawa 2024 conference was an incredibly enriching experience that significantly contributed to my kete of knowledge.

and workshops. These sessions provided a chance to strengthen our collective knowledge, build kotahitanga, and celebrate the mahi that was continuing despite challenging conditions.

Below: Attendees at Whakamanawa 2024



Sector leadership

Te Pai Ora SSPA is a strong public voice for our members. We can be relied upon to provide constructive, meaningful and timely whakaaro on sector developments. We also aim to work as a bridge-builder across our sector and government agencies.

What our members are saying...

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You treat organisations like individuals and you show you care. There's always important information shared and you advocate for our issues so well. As times are getting more difficult to navigate, advocacy for the sector is more important than ever.

Some highlights in this area of our mahi over the past year include:

- producing a real-time round-up of relevant Budget 2025 announcements for our sector
- serving as social sector representative with Community Support Services ITO and taking a lead role in the disbursement of \$15 million of training and development funding
- integrating co-governance into our organisation through our National Executive arrangements and committing to upholding Te Tiriti throughout our mahi
- continuing to focus all advice to government on improving outcomes for children and whānau
- maintaining an open, constructive relationship with Oranga Tamariki during contracting and funding changes, while advocating for our members and sharing experiences with the Office of the Auditor General as it undertook its investigation
- continuing to advocate for fair conditions and pay equity for our sector
- providing an open and safe online forum for government agencies and the social sector to connect on important issues, such as the hui with the Social Investment Agency that attracted over 300 participants
- connecting with members to initiate a response to *Whanaketia – Royal Commission of Inquiry into Abuse in Care*, including laying the groundwork for a sector advisory group
- sharing member voices through our role on the Social Sector Commission Board until its dissolution in September 2024



Member haerenga to Tāmaki Makaurau in March 2025.

System-level policy and advocacy

As a national body, with a diverse, broad and connected membership, we are able to thread together experiences from across our sector and gain insights into where the biggest opportunities and risks may lie.

We aim to provide advice from a system-wide perspective that will support our sector to best serve children and whānau. All our advice is informed by the experiences, knowledge and stories from members. Te Pai Ora SSPA organised engagement with our members on a number of government policies and practices, including hui on Oranga Tamariki contracting practices, hui on the Social Investment Fund and ongoing discussions on the social service workers' pay equity claims.

In the past year, we have met regularly with Ministers, MPs, agency Chief Executives and public service leaders to discuss social service matters. We have also provided support to sector groups like Young People in Conflict with the Law (led by VOYCE Whakarongo Mai) and the Systems Working Group for Family Violence and Sexual Violence. Following engagement on the Crown Response to the Royal Commission of Inquiry into Abuse in Care, we ran an online hui to provide an overview of the report and to seek member reflections on the process.

We authored a number of submissions to government, representing sector views. These included submissions on the:

- Oranga Tamariki (Repeal of Section 7AA) Amendment Bill
- Oversight of the Oranga Tamariki System Legislation Amendment Bill
- Responding to Abuse in Care Legislation Amendment Bill
- Principles of the Treaty of Waitangi Bill



The Te Pai Ora SSPA National Executive: Cindy Kawana, Victoria Newcombe, Tuhi Leef, Marihi Langford, Andrea McLeod and Carmen Batchelor.

- Social Security Bill
- Stalking and Harassment Bill
- Regulatory Standards Bill (Te Pai Ora SSPA collaborated on a joint submission led by Hui E! on behalf of the Community Constellation).

We also provided feedback on the Oranga Tamariki Long-Term Insights Briefing and the first and second Te Aorerekura action plans.

Te Pai Ora SSPA has had a lead role in bringing together a network of national peak bodies to share policy information and collectively raise and address issues.

What our members are saying...

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Te Pai Ora provides a voice for us in Government's political and senior management spaces. They unite us with other NGO's and advocate for us (and primarily, the people we serve).

Oranga Tamariki funding of services to children and whānau

A huge part of our mahi over the reporting period was understanding and responding to significant shifts in the funding and contracting of services to children and whānau.

From our members we learned that services were being rapidly removed in areas where need was still strong. This led to Te Pai Ora SSPA running an Impact Survey to gain a better understanding of member experiences. Off the back of these concerns, we sought an urgent inquiry from the Office of the Auditor-General to ensure that the funding and contracting processes were robust and fair.

The response from Oranga Tamariki to the Auditor-General's report has been reassuring. We welcomed the pause in the funding review and the transparency in funding and contracting processes now underway.

What our members are saying...

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You provide helpful information and have assisted in decision-making, provided opportunities to meet and discuss concerns regarding our contracts and funding. We felt heard and I'm sure others felt heard when SSPA supported us as a collective.

Pay equity

Two major government changes reshaped the pay equity landscape this year: the Pay Equity Reset and the Equal Pay Amendment Act 2025.

The legislation retrospectively cancelled 33 active claims and raised the threshold for new claims. It introduced additional criteria that make it highly unlikely the current claim could be restarted. For the sector workforce, this disruption was a significant blow.

In the coming year, Te Pai Ora SSPA will continue to advocate for pay equity while championing our committed and highly qualified kaimahi to ensure they have the conditions to do their best work.



Capability building across our sector

Our learning and development programme has been specifically tailored for the social sector and our members' needs.

We aim to provide affordable, accessible training opportunities that focus on cutting edge issues and valuable tools for our members, as well as amplifying quality offers from other organisations. A key aspect of our programme is our commitment to learning from each other. Our offers provide opportunities for enriching peer to peer learning.

In the past year, we delivered 15 training programmes across a range of topics including Te Tiriti literacy, trauma-informed practice, the use of AI in our sector and leadership. We had over 600 people register for these sessions, up from 415 the previous financial year.

We also run monthly, free Kai & Kōrero sessions, which cover topics of interest for our sector. In the past year, we ran sessions on the second Te Aorerekura Action Plan, the Royal Commission of Inquiry into Abuse in Care and care for Te Taiao in social services, as well as sessions with members Aviva, the STOP Trust and ME Family Services.

We launched two new programmes during the reporting period that have a strong alignment with the vision, mission and values of Te Pai Ora SSPA: 'Being a Good Tiriti Partner: a Pākehā Perspective' and 'Creating TQ (Tiriti/Treaty Literacy) in Organisational and Workforce Development.' These interactive workshops build participants' knowledge of Te Tiriti o Waitangi and encourage bringing this understanding into their everyday mahi.



Attendees at the inaugural TQ (Tiriti/Treaty Literacy) in Organisational and Workforce Development in Te Whanganui-a-Tara, May 2025.

What our members are saying...

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We really appreciate the quality, affordable professional development opportunities. Even though most of your mahi is online, the warm, caring culture of the organisation comes through strongly.

Sharing information

Effective communication with our members is critical to our mahi.

A key development in the last year was the creation of our first communications and engagement strategy, which will guide our work over the next two years. Our Kaiwhakahaere Matua, Belinda Himiona, has also been active in providing a strong sector voice to the media on important issues.

What our members are saying...

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In particular, I find the speed with which SSPA sends out information on government decisions and national issues/changes extremely helpful.

Our key achievements in this area include:

- high profile media interviews on RNZ, 1News, Newstalk ZB and The Spinoff on issues such as funding, the Auditor-General's report into Oranga Tamariki contracting processes and social investment funding.
- growing the readership of Te Whakahou, our weekly e-pānui to 970 recipients (up from 770 last year)
- building our social media audiences – our Facebook audience has increased to 1,400 followers, and our LinkedIn account is up to 745 followers and we have a further 178 followers on Humanitix.



Our team

The Te Pai Ora SSPA team is based in Te Whanganui-a-Tara, Wellington while our National Executive members are elected from member organisations across the motu.

Our National Executive members

Marihi Langford	Co-chair, tangata whenua member
Victoria Newcombe	Co-chair, tauwi member
Tuhi Leef	Treasurer, tangata whenua member
Cindy Kawana	Tangata whenua member
Andrea McLeod	Tauwi member
Carmen Batchelor	Tauwi member

Our team

Belinda Himiona	Chief Executive
Clare Docherty	Learning & Development Advisor
Ada Tangiora	Office Coordinator
Johnny Crawford	Policy Advisor
Charlotte Lee-Smith	Communications Advisor

Over the past year, we increased the hours of the core team to manage the greater demand on our services. We engaged an additional communications contractor to develop our first Communications and Engagement Strategy which will guide our efforts over the next two years.

To build our governance capability, the Co-chairs and the Kaiwhakahaere Matua completed the Institute of Directors *Governance Essentials* training. Following this, the National Executive Strategy session in June focused on how to embed and deepen our co-governance mahi. We have an emerging work programme, with many tasks underway and strong leadership for this mahi in 2025/26. The National Executive has even representation of tangata whenua and tauwi members.

Our funders and partners

Te Pai Ora SSPA has deep gratitude for the strong and supportive working relationships we hold with our primary funders, Oranga Tamariki and the Ministry of Social Development.

The ongoing tautoko and relationships of high trust are very much appreciated, and support us to deliver on our vision, mission and purpose. We are also grateful for the opportunity to work collaboratively with other organisations across our sector. It is a privilege to partner with you.

Kia ora rawa atu ki a koutou katoa.

Our fully audited 2024-2025 performance report is available on our website: www.sspa.org.nz/about

Thank you

Finally, a huge thank you to all our members. We are so grateful for your support and for all the incredible work you do alongside your communities, whānau and tamariki.



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Te Pai
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