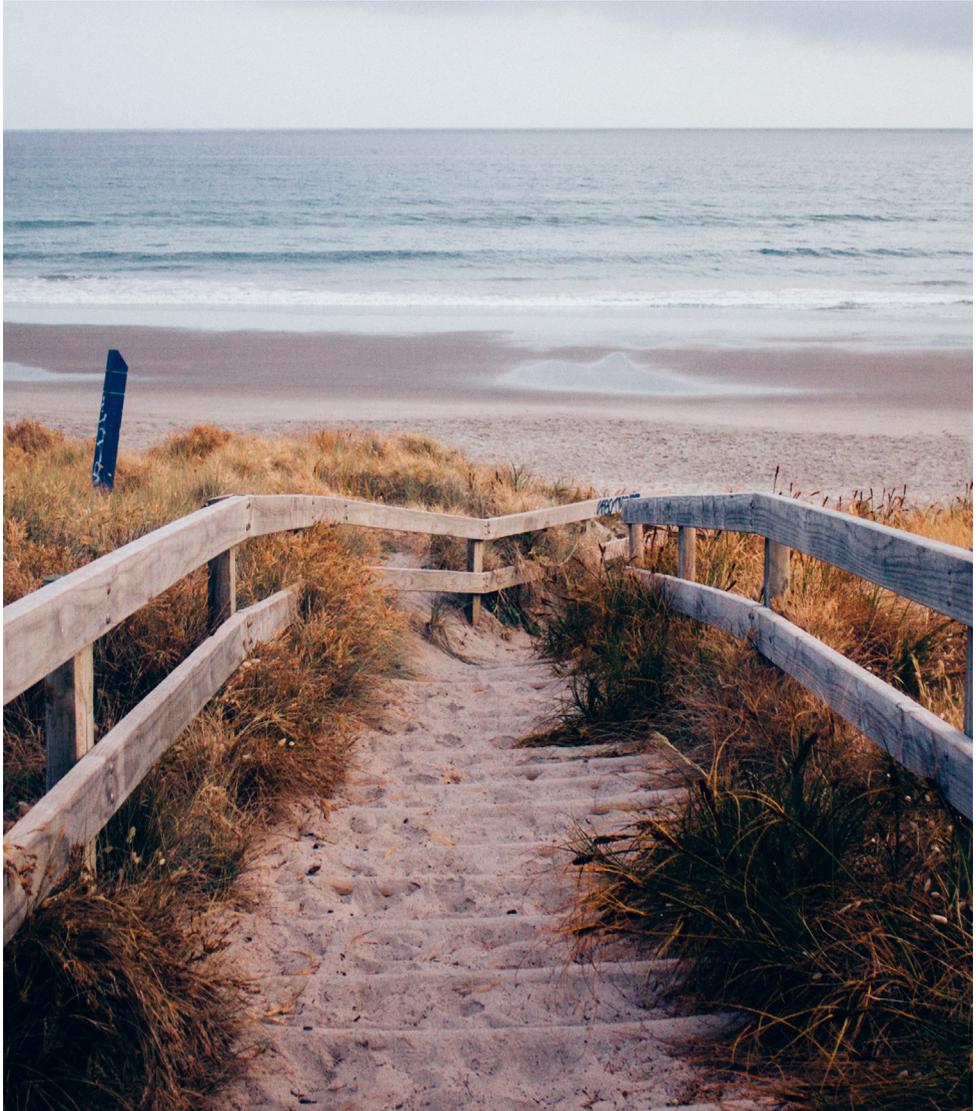




# New Zealand Council of Christian Social Services 2015/16 ANNUAL REPORT



# FROM THE PRESIDENT

**T**ēnā koutou. Welcome to our Annual Report for 2016. The New Zealand Council of Christian Social Services, is an organisation I am passionate about, as the Christian Social Services of New Zealand come together under the Anglican, Presbyterian, Baptist, Catholic, Salvation Army and Methodists denominations, to support the organisations that are so faithfully serving those in our communities who are facing homelessness, hardship and poverty. As was so aptly quoted in our final *Vulnerability Report* in June of 2016:

“Come, you who are blessed by my Father; take your inheritance, the kingdom prepared for you since the creation of the world. For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me.”  
“Lord, when did we see you hungry and feed you, or thirsty and give you something to drink? When did we see you a stranger and invite you in, or needing clothes and clothe you? When did we see you sick or in prison and go to visit you?” “Truly I tell you, whatever you did for one of the least of these brothers and

sisters of mine, you did for me.”  
(Matthew 25:31–46)

This is what we hear about on an ongoing basis, as the social services of our denominations and the wider community, serve the hungry, house the homeless, clothe those who are in poverty, serve those who are sick and journey with those who are in the justice system.

I would like to say a special thank you to our small but very significant and influential team, led by Trevor, at NZCCSS. This is a team that punches way above its weight, with submissions, input into Government policy groups, conferences and informing the sector through various publications and forums. Thank you for your diligent, faithful, passionate and informed work that you undertake for NZCCSS as we work to accomplish our five strategic imperatives of Hope, Positive Change, Lived Experience, Voice and Resilience.

Thank you also to our fellow Council members and Policy Group members for your committed work at Council and the three policy groups including the Impacts of Poverty and Exclusion; Services to Older People and the Child and Family Policy Group. Thank you also to our Churches and Community Organisations that release people to be members of these groups

as together we seek to pursue our mission to work for a more *just* and *compassionate society* in Aotearoa New Zealand. We see this as a continuation of the mission of Jesus Christ.

This year we saw the last publication of our Vulnerability Report which has run for the last six years. This has been an incredibly insightful report and I know this has had a huge impact for all of us in the sector as we seek to understand the dynamics of changes in policy and the impact this is having on the families we serve in New Zealand. Thank you to the team that have continually worked on this, I know it has been a massive undertaking, especially the last report which brought together the themes from the last six years. We look forward to the future report, which looks to highlight the journey of those who we are serving in our communities.

I would like to leave you with this challenging statement from our last *Vulnerability Report*:

2016 and the pressures in communities remain: food insecurity, unaffordable and poor quality rental properties, and family stress impacting on children. Our members report on the intergenerational nature of these impacts and the increasing complexity of family needs. While



government requirements for collecting data, reporting outcomes, and providing high quality services continue to increase, members report high demand for supports and services without additional funding. How this work will be sustained without funding concerns being addressed will be a significant challenge going forward. What will remain however is the steadfast commitment of members to respond to their Christian Mission to show love, hope and compassion and to empower people to make positive change to their lives. (*Vulnerability Report*, Final Edition, Issue 22, June 2016)

He aha te mea nui o te ao  
*What is the most important thing  
in the world?*

He tangata, he tangata, he tangata  
*It is the people, it is the people,  
it is the people*

*Blessings, Lisa Woolley*

# FROM THE EXECUTIVE OFFICER

After a number of years in planning and discussion the massive changes in how government works with social services began to gain traction in the 2015/16 Financial Year. The Social Investment approach has become firmly imbedded in government department plans. The Expert Advisory Group released both its interim and final reports on modernising Child Youth and Family, resulting in the establishment of the Ministry for Vulnerable Children. The Community Investment Strategy saw some services being cut and others being expanded. The homelessness crisis finally came to the awareness of the media and public and in response new funding arrangements for emergency housing were established. Social housing providers continued to respond to the needs of their communities using the new government policies providing them with access to Income Related Rents, but still without the

capital funding support they really need to ramp up to large scale provision. Underpinning all of this change is the fact that MSD funded social services providers have had no funding increases for eight years, years of dramatic change in the levels of complexity and demand for social services.

Our member services for older people providers continue to be



impacted by rationalisation in the home and community care services sector where time and again we see District Health Boards reducing the number of service providers they contract with. This has often resulted in NZCCSS members losing their contracts and a real reduction in choice and quality of care for older people in their communities. The residential care sector continues to be impacted by funding levels which do not reflect the real costs of delivering high quality residential care. Our members are concerned that the current funding models may lead to a real loss of service provision to those older people who only have National Superannuation to live on. There is hope that the adoption of a National Health Strategy and the emerging Older Peoples' Health Strategy may lead to more focus on the delivery, and funding, of services for older people – particularly for those with the least.

NZCCSS has worked hard to ensure it carries the voice of our members to the decision making tables. Once there Council reflects the lived experience of those our members serve to the decision makers and policy implementation developers. The wide range and depth of service provision of our members strengthens our ability to be effective. This size and scope of our members' provision is huge. The services provided by NZCCSS membership makes a critical contribution to the wellbeing of New Zealanders. As we develop a greater awareness of how we can use our combined influence to create positive change at both a societal and community level then together we can truly achieve the NZCCSS Mission of creating a "... just and compassionate society in Aotearoa New Zealand".

Mā te Atua koutou e tiaki.

*Trevor McGlinchey*

# HOPE

NZCCSS carries a message of hope



The ongoing commitment of the New Zealand Council of Christian Social Services to a hope-filled society and its belief in transformation at personal, whanau, community and societal levels was demonstrated through its work in the 2015/16 year. Many facets of a hope were portrayed in NZCCSS publications, particularly in *Policy Watch* and *Kete Kupu* where the good works of our members were showcased.

This theme was further highlighted in the many submissions which were made over this period. In our written and oral submissions to Parliamentary Select Committees and to various enquiries we focused on

promoting positive policies which provided opportunity for people to change, not through the imposition of sanctions, but by providing positive encouragement and hope for the future. For example in our submission to the Social Security Legislation Rewrite Bill we said:

The churches' commitment to social justice and a fairer welfare system is a realistic and meaningful vision for our country built on the way shown to us in the life and teachings of Jesus Christ. It is grounded in the lived experience of our social services and the communities they work in. Every day those agencies are working to



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## Kete Kupu

ISSUE 40, OCTOBER 2016

The newsletter of the New Zealand Council of Christian Social Services

The Justices Council of Christian Social Services

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### Living Well

The social value of faith-based social services

N ewspapers are delighted to release the research findings. Living Well research reports. This report is all about showing what it means to live well. It is about the less tangible dimensions of life like compassion, meaning, full participation and the opportunity to grow as a person even in the face of physical challenges. It is about how faith-based social services help promote our health and social services as they are provided by some of our country's most resilient.

Chair Valine Simons opens waters to about those critics who know the price of everything and the value of nothing. In this context for authentic value that has inspired two recent research projects aimed at exploring the added value of community based social services. The report of the national project **Living Well - Authentic Value** has focused on those working with older people in community-based care and explored how to age residential care, following on from the report **Quality of Life** report from 2011 that looked at older social services.

**Systematic thinking** The research involved doing surveys and focus groups with more than a hundred people from ten organisations around New Zealand representing a good cross-section of the sector social services. Clients, residents and their families as well as staff and managers from services all took part.

The **Living Well** research looked at some interrelated questions. What are the attributes of an organisation that builds social value? And what is it about faith-based social care providers that makes them distinctive? How do these attributes promote wellbeing?

Much of what we learnt applies to any organisation that wants to do well and keep its focus on 'humanity'. The work has captured some of the distinctive aims that are typically present in those faith-based agencies.

**A Distinctive Social Value** The research found that the organisations looked at go above and beyond

**Valuing Lives, Living Well**

The distinctive aims of faith-based organisations in aged care in New Zealand

Reese Neilson  
New Zealand Council of Christian Social Services

**In this issue**

- 1 The future is under people's hands: Adding life to years in care
- 2 Community groups for the better: Aims of Community Care
- 3 Rights of the resident
- 4 What's in a name? Memory loss ("")
- 5 "Quality of life"
- 6 Support needed to reduce hardship for children
- 7 High priority & inequality: Inequalities in care provision
- 8 Going down
- 9 2015 Welfare Budget: Confidence in capital and welfare reform
- 10 Legislation & Submissions

continued over the page

bring hope and transformation into people's lives affected by poverty and hardship. Church leaders have over a number of years called for a compassionate response to the needs of those on the margins of our society from those in leadership in our country: *"We see the responsibility of the State as providing for a just sharing of society's wealth and resources. This includes: adequate income for everyone, fair taxation policies, access to good health care, affordable housing, and living sustainably. These are not*

*privileges but part of the common heritage of humanity."* (Church Leaders' Vision for a Fair Society 'The love of God is revealed in responsibility for others', 30<sup>th</sup> October 2011.)

The central teaching of Christianity to 'love your neighbour as yourself' finds its wider expression at a society level through the social welfare system. This Bill is another opportunity for political leaders to choose fairer and hope-filled options to support people in the greatest need.

# POSITIVE CHANGE

NZCCSS works together with others for positive change

There is a strong network of organisations across the nation working together for a more positive and socially just society. Rather than replicating the work of others NZCCSS brings its strengths and membership networks alongside of others to promote compassion and justice for those with the most need for a socially just and compassionate society. Some particular highlights include:

## Nga Tangata Microfinance

This no interest loan organisation was started by the Child Poverty Action Group, the New Zealand Federation of Family Budgeting Services and the New Zealand Council of Christian Social Services. Ngā Tangata ([www.ngatangatamicrofinance.org.nz](http://www.ngatangatamicrofinance.org.nz))



has made 170 loans representing nearly \$350,000 in loan capital. They make the following no interest loans to low income New Zealanders:

- » NILS (No Interest Loan Scheme)  
loan limit \$1,500–\$2,000. Purpose: family asset building or well-being. This has a wide definition. The spirit of this definition incorporates health items, car repairs, school fees, white goods and bedding.
- » DRLS (Debt Relief Loan Scheme)  
loan limit \$2,500–\$3,000. Purpose: provides relief from high interest loans (from fringe lenders, 3rd tier lenders etc.).

## Te Kāhui Atawhai o te Motu

Te Kāhui Atawhai o te Motu ([www.tekahuiatawhai.com](http://www.tekahuiatawhai.com)) is an umbrella organisation with membership of over 180 iwi/Māori social services providers. These organisations are accredited by MSD to deliver child-focussed social services, as their umbrella group, Te Kāhui carries an important role in supporting the health and wellbeing of whanau and Māori Communities.

NZCCSS is fortunate in having a strategic alliance with Te Kāhui. Over the year we have worked together on a



**Te Kāhui Atawhai o te Motu**  
National Collective Iwi Māori Social Services

number of projects, from developing a database, capable of separately recording the memberships of both organisations, to supporting each other in writing submissions. We are also fortunate that Te Kāhui both contributes to and sends out NZCCSS publications to its members.



## The Equality Network

This network provides a mechanism for organisations focussed on the creation of greater income and wealth equality to come together for a more coordinated approach to creating this positive change. The Equality Network ([www.equalitynetwork.org.nz](http://www.equalitynetwork.org.nz)) has a wide membership that actively shares ideas, strategies and support.

As a very active member of this group NZCCSS provides a financial umbrella service, holding and accounting for the network's funding. We also provide support to the leadership group and work closely with them to ensure the messages concerning the negative impacts of income inequality, and the benefits of narrowing this, are promoted to the New Zealand public and to policy and decision makers.

*NZCCSS has also worked with or alongside:*



# LIVED EXPERIENCE

**NZCCSS articulates the lived experience of poor and vulnerable people**

At the heart of the NZCCSS Vision and Values is the need to carry the lived experience of the people our member organisations serve into the heart of the decision makers. We have a number of approaches to achieving this. These include such activities as writing submissions to political parties, attending meetings of government department advisory groups, working with leadership of government Ministries, meeting with politicians from across the political spectrum and publishing media releases.

A particularly powerful example of articulating the “lived experience” during the 2015/16 year was the publication of the 22nd and final *Vulnerability Report*. After six years of publishing these Reports the time had come to take a new perspective on how to move forward with reporting the experiences of those in our members’ communities. This last *Vulnerability Report* highlights the experiences of our members and their communities since the Global Financial Crisis. As the media release accompanying the Report stated:

**Key pressure points in communities captured in NZCCSS member reports 2009–2015**

*"Our lives are not to be words or mere talk, but something real and active" (1 John 3:18)*

*"Our Social Workers in Schools have reported that when clients and families have made choices, food and warmth through playing and there are not the majority of children effectively engage in school activities with positive outcomes in their learning. Similarly the parents are more engaged and able to participate in the future planning of their children's education."*  
*Family Works, Professional Support Network*

*One of the 107 entries of the Vulnerability Report is the fact of our own work and a combination of the idea and commitment of our member agencies to the communities they serve. They're pleased to say the report gives out a step towards by the New Zealand Council of Christian Social Services' (NZCCSS) about the impact of the most Global Financial Crisis (GFC) on communities across New Zealand. The report takes a look over the past six years and captures what has been a period of relative change in the social services landscape of increasing demand for services in communities that planned around crisis has never returned to pre-crisis levels of increased complexity of people's needs and of an individual's living.*  
*In the heart of all of this content that and pressure has been the hard work and resolute determination of the member agencies to make a positive difference to the lives of people in need. The ongoing increase to the complexity of need among families and communities our members' serve, has required huge additional resources and effort. In the same time, government funding has remained static, or has been allocated to for-profit organisations. In the face of these demands, member agencies, and their community-based organisations, have risen to the challenge and engaged families to make positive things for their and their children's well-being.*  
*The delivery of social services contracted by government is currently undergoing significant change, as signified by the review of Child, Youth and Family. This ongoing represents a new era of thinking about what government will fund and who will benefit. The impact of these potential changes on our members' ability to serve their unique communities is unknown, who is likely to have the opportunity, challenge and potential to do so.*

**Pressure on services**

**Food insecurity**

For the last 6 years the NZCCSS Vulnerability Report has tracked the experiences of the families affected by the impacts of the Global Financial Crisis and the organisations that work alongside them. A ‘new normal’ of desperation to find housing, food and sufficient income to survive has emerged for many families.

NZCCSS, with feedback and support from its membership, made

submissions to Parliamentary Select Committees on:

- » Support for Children in Hardship Bill
- » Healthy Homes Guarantee Bill
- » Social Securities Rewrite Bill
- » Residential Tenancies Amendment Bill
- » Shop Trading Hours Bill
- » Social Housing Reform (transactions mandate) Bill

Feedback was also provided to:

- » Strengthening New Zealand’s Legislative Response to Family Violence
- » Update on the New Zealand Health Strategy; All New Zealanders Live Well, Get Well
- » Gambling – consultation on the minimum rate of return.

# VOICE

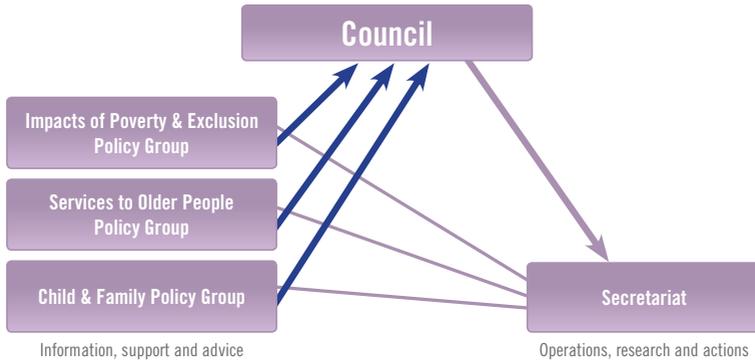
**NZCCSS is a strong and respected voice for member Christian social services**

Alongside of articulating the lived experiences of the people our members serve, NZCCSS also represents the perspectives of its members within the political and public policy arenas.

In order to better understand these perspectives NZCCSS has three Policy Groups (PG), the Impacts of Poverty and Exclusion PG focused on inequality, housing, social security, the



## FOUNDATION MEMBERS



Services for Older People PG focused on the wellbeing of, and the range of care services available for older people, and the Child and Family PG focused on the service delivery and wider needs of children, families and whānau.

These groups are drawn from Council's members and carry with them a great deal of expertise and experience. Within each policy group there may also be an academic or other expert appointed to assist in widening and deepening the knowledge and capacity of the group. The Policy Groups meet about a month prior to each Council meeting and make recommendations to Council in their areas of expertise. The Groups also support the Secretariat, particularly when writing submissions and feedback, providing their knowledge in support of the Council's kaupapa. Through these processes and

through regular meetings with members Council is able to bring our members experience to bear on their work.

This knowledge and experience is carried by NZCCSS staff and representatives into the many forums where they represent the voice of their members.

Council continued to support the engagement of Church Leaders with Government. Two meetings were held between Church leaders and the Prime Minister and Deputy Prime Minister. The Secretariat plays an essential role



Budget Briefing, Auckland.

The New Zealand Council  
of Christian Social Services  
**SERVICES FOR OLDER PEOPLE  
CONFERENCE**

Thursday 12<sup>th</sup> - Friday 13<sup>th</sup> May 2016  
Rendezvous Hotel, Auckland  
[www.nzccss.org.nz](http://www.nzccss.org.nz)

*Valuing people living well*



New Zealand Council Of  
Christian Social Services

in providing the coordination and support services for these meetings. NZCCSS also attends the meetings in their own right as one of the Church Leaders' advisors. These meetings allow Church leaders to have a direct conversation with government leadership on important New Zealand Issues. Over the last year housing, child poverty, and the resettlement of refugees in New Zealand have all been important parts of this conversation.

The support of our members was further demonstrated at the *Valuing People Living Well* conference where delegates were challenged and inspired by an excellent line up of speakers and workshops.

Support for the Valuing People Living Well Conference came from:



Above: Lisa Woolley, Bonnie Robinson and Lynn Hatfield-Dodds at the Valuing People Living Well conference.

Below: Delegates at the conference.



# RESILIENT

**NZCCSS is a resilient organisation  
with a long-term focus on social justice**

Critical to the ability of NZCCSS to focus on the long-term is the support of its members. This support is spiritual, practical and financial and through this NZCCSS is able to maintain itself as a strong and coherent voice for a compassionate and socially just society in Aotearoa New Zealand.

As can be seen from the Audited Accounts NZCCSS managed to achieve a reasonable financial result. The final accounts demonstrated that the Council's operations are just below breakeven point for the year.

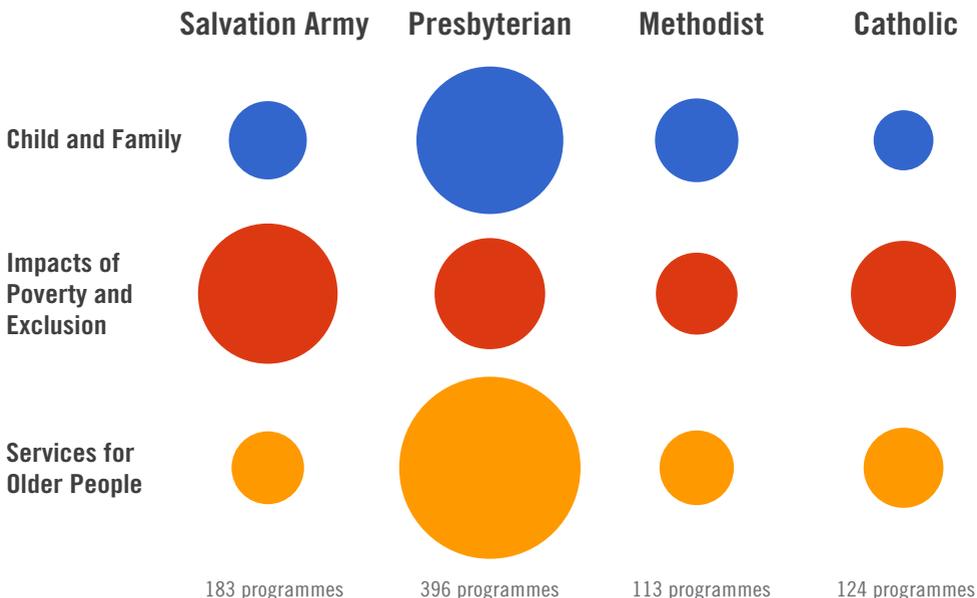
This was only achieved with the support of Members paying their

annual subscriptions. Contracts for services from the Ministry of Social Development and the Ministry of Health make an important contribution. NZCCSS also undertook a range of work with Community Housing Aotearoa. In addition NZCCSS rented out part of its office space to the Methodist Public Questions network and provided accounting services to Moeraki Ltd, a marae-owned charitable investment company. NZCCSS was also supported by a grant from Combined Community Trusts of New Zealand.



# A SNAPSHOT OF OUR MEMBERSHIP

## PROGRAMME DELIVERY



The NZCCSS secretariat has just completed the development of a new database, which has allowed us to better understand the range and scope of service provision of our six member networks. Currently these networks are made up of 213 separate providers, delivering 37 general types of services via 1,024 programmes, located in 55 towns and cities throughout New Zealand.

Collectively our members generate \$671,051,000 in income. Of this approximately \$426,946,000 is from government sources via fees for service and operational grants, \$15,692,000 is from

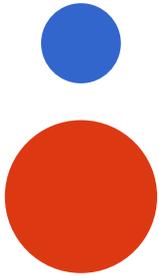
philanthropic sources and \$228,413,000 from our members' own resources and trading activities.

Members employ 4,923 full time staff, 6,735 part-time staff and co-ordinate 15,862 volunteers. None of the above includes the huge contribution made by our churches and their congregations.

When identifying organisations within our network we focussed on those organisation which were registered charities, or were included in our member larger charitable structures and which actively carried out structured social work in our three policy areas.

# P'S SOCIAL SERVICE PROVISION

## Baptist



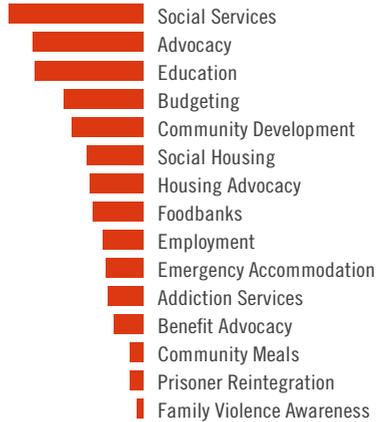
## Anglican



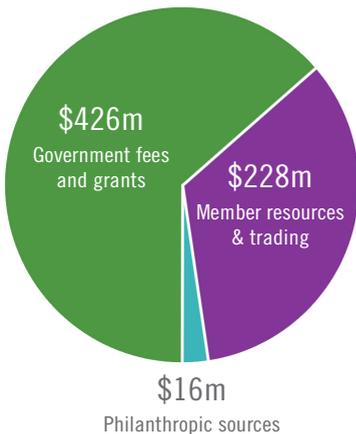
## Child and Family



## Impacts of Poverty and Exclusion



## FUNDING SOURCES



## Services for Older People



# ANNUAL ACCOUNTS

## Statement of financial performance for the year ended 30 June 2016

	(\$)	(\$)
	<b>FY 2016</b>	<b>FY 2015</b>
<b>Income</b>		
Fees, subscriptions and other revenue from members	140,532	139,971
Revenue from providing goods or services <sup>2</sup>	218,198	200,904
Other revenue <sup>3</sup>	34,119	50,000
Interest, dividends and other investment revenue	13,437	19,810
Donations, fundraising and other similar revenue	0	201
	<hr/> 406,286	<hr/> 410,886
<b>Expenditure</b>		
Volunteer and employee related costs <sup>6</sup>	318,278	338,436
Costs related to providing goods or services <sup>4,5</sup>	94,970	130,575
	<hr/> 413,248	<hr/> 469,011
Operating surplus / (deficit)	(6,962)	(53,730)
Conference surplus / (deficit) <sup>11</sup>	4,630	12,348
Equality Network surplus / (deficit) <sup>12</sup>	4,234	4,395
<b>Net surplus / (deficit)</b>	<hr/> <b>1,902</b>	<hr/> <b>(41,382)</b>

## Statement of financial position as at 30 June 2016

	(\$) FY 2016	(\$) FY 2015
<b>Current assets</b>		
Bank accounts and cash	99,152	82,245
Short term deposits	305,568	350,000
Debtors and prepayments	22,573	14,257
Other current assets - Accrued Interest	824	10,050
<b>Total current assets</b>	<b>428,117</b>	<b>456,552</b>
<b>Non-current assets</b>		
Property, plant and equipment <sup>7</sup>	6,138	4,605
<b>Total assets</b>	<b>434,255</b>	<b>461,157</b>
<b>Current liabilities</b>		
Creditors and accrued expenses	5,366	15,885
Employee costs payable	33,792	37,098
Income in advance	0	18,333
GST payable	6,936	3,583
<b>Total current liabilities</b>	<b>46,095</b>	<b>74,899</b>
<b>Total net assets</b>	<b>388,160</b>	<b>386,258</b>
<b>Accumulated funds</b>		
Accumulated surplus/(deficit)	386,258	427,640
Net surplus/(deficit) for the year	1,902	(41,382)
<b>Total accumulated funds</b>	<b>388,160</b>	<b>386,258</b>

For a full statement of our audited accounts, please contact our office by emailing [bookkeeping@nzccss.org.nz](mailto:bookkeeping@nzccss.org.nz), or phoning (04) 473 2627.

# ANNUAL ACCOUNTS

## Statement of cash flows for the year ended 30 June 2016

	(\$) FY 2016	(\$) FY 2015
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Cash was received from:</b>		
Donations, fundraising and other similar receipts	1,665	202
Fees, subscriptions and other receipts from members	161,611	160,966
Receipts from providing services	256,487	271,531
Interest	5,596	3,401
Grants	41,684	77,040
<b>Cash was applied to:</b>		
Payments to suppliers	(180,300)	(226,653)
Payments to BNZ for bank fees	(226)	(220)
Payments to employees	(299,458)	(298,733)
Net GST	(31,652)	(33,253)
<b>Net Cash Flows from Operating Activities</b>	<b>(44,593)</b>	<b>(45,719)</b>
<b>Investments in term deposits</b>	<b>61,500</b>	<b>15,863</b>
<b>Net Increase / (Decrease) in Cash</b>	<b>16,907</b>	<b>(29,856)</b>
<b>Opening Cash</b>	<b>82,245</b>	<b>112,101</b>
<b>Closing Cash</b>	<b>99,152</b>	<b>82,245</b>
<b>This is represented by:</b>		
Bank accounts – current account	45,824	15,928
Bank accounts – on call	53,248	66,237
Petty cash	80	80
<b>Total bank accounts and cash</b>	<b>99,152</b>	<b>82,245</b>

# COUNCIL MEMBERSHIP

## Current members



**Lisa Woolley**  
President and Baptist  
denominational representative



**Margaret Martin**  
Catholic denominational  
representative



**Tracey-Leigh Peters**  
Baptist Denominational  
representative



**Lisa Beech**  
Catholic denominational  
representative



**Tric Malcolm**  
Anglican denominational  
representative



**Laura Black**  
Methodist denominational  
representative



**Peter O'Brien**  
Anglican denominational  
representative



**Garth Nowland-Foreman**  
Methodist denominational  
representative



**Gillian Bremner**  
Presbyterian denominational  
representative



**Pam Waugh**  
Vice-president and  
Salvation Army Denominational  
representative



**Diane Gilliam-Weeks**  
Presbyterian denominational  
representative



**Bonnie Robinson**  
Convenor, Services for  
Older People Policy Group



**Ian Hutson**  
Salvation Army denominational  
representative



**Diane Garrett**  
Convenor, Child and Family  
Policy Group

# COUNCIL MEMBERSHIP

## Denominational representatives and policy group convenors who retired during the 2015/16 financial year



**Ruby Duncan**  
Baptist Denominational  
Representative; Convenor,  
Child and Family Policy Group



**Mike O'Brien**  
Convenor, Impacts of Poverty  
and Exclusion Policy Group

Both Ruby and Mike have been long-term and valuable members of the Council. We sincerely thank them for their deep wisdom and commitment to the Mission and Values of NZCCSS.

# NZCCSS SECRETARIAT

NZCCSS currently has five staff members working 4.1 full time equivalent positions.



**Sharee Eden**  
Kaiawhina Whakahaere –  
Office Administrator



**Sonia Scott**  
Kaitatari Kaupapa –  
Policy Advisor



**Bo Liu**  
Finance and Accounting



**Paul Barber**  
Kaitatari Kaupapa –  
Policy Advisor



**Trevor McGlinchey**  
Executive Officer

# COUNCIL STRUCTURE

## Christian social services agencies and the people they serve

Our member organisations serve thousands of people every day in communities throughout the country



## Council

Two representatives from each denomination

POLICY GROUPS

Impacts of poverty & exclusion

Services for older people

Children & families

## Secretariat

Policy advice, research, projects & operations