

# The Lost Network of Not-for-Profit Organisations in Christchurch City Centre

Georgina Hackett  
Ruby Maurice  
George Merfield  
Helen White

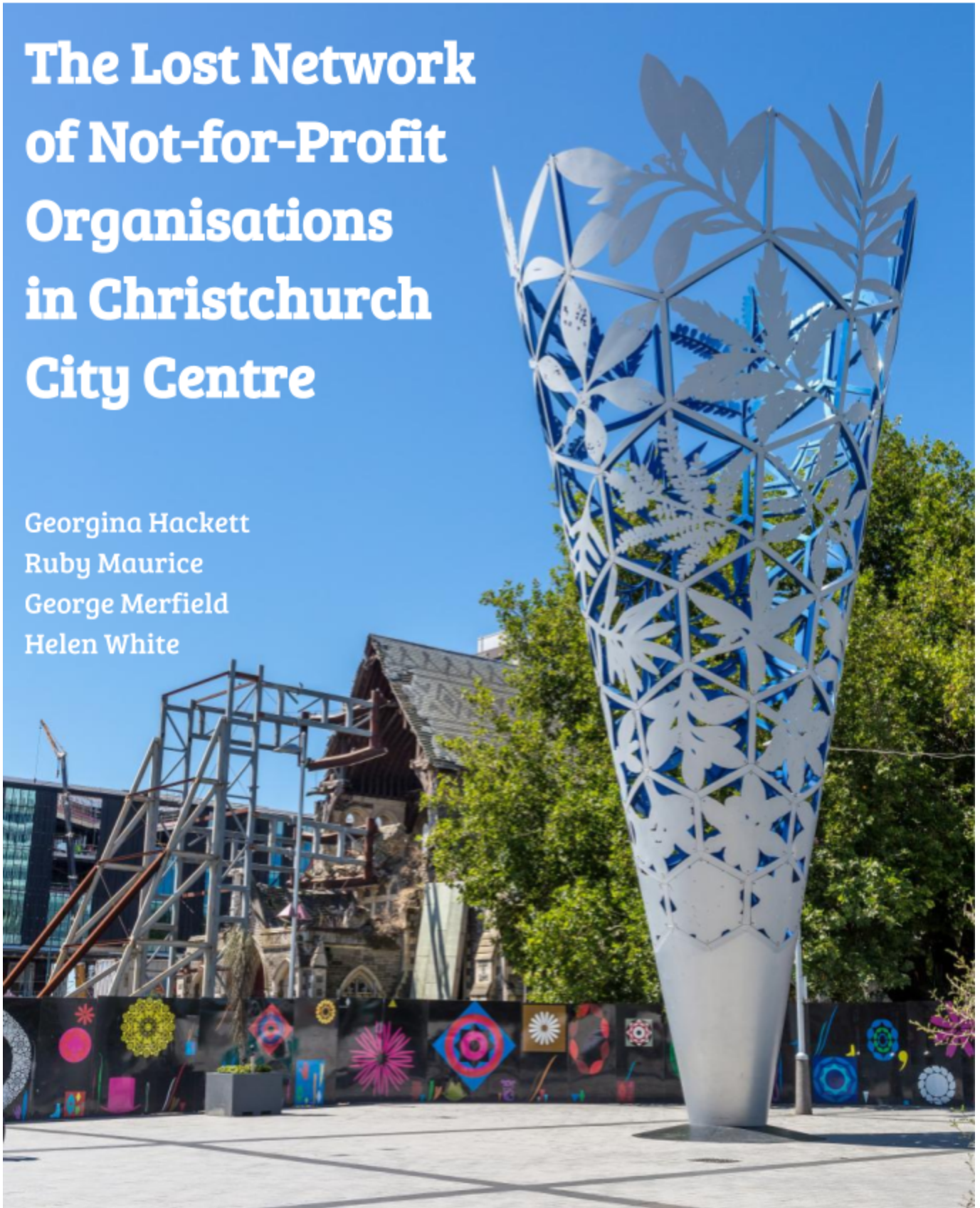


Photo: Peckson & Peckson, 2018.

<b>Executive Summary</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>Not-for-Profit Roles</b>	<b>5</b>
<b>Disaster Impacts on Not-For-Profits</b>	<b>5</b>
Christchurch context and earthquake	6
Effects on not-for-profits	6
Recovery	7
<b>Methodology</b>	<b>9</b>
Research Aims	9
Methods	9
<b>Discussion</b>	<b>13</b>
Location Attributes	13
Co-location	16
Collaboration	17
Accessibility	18
Service Provision	20
Increased need and complexity of client issues	20
Loss of other services	21
Financial challenges	22
Adaptive capacity	22
<b>Governance perspectives</b>	<b>24</b>
Visions for the central city	24
Relationships between governance and not-for-profits	24
Looking forward	25
<b>Limitations</b>	<b>26</b>
<b>Conclusion and Future Research</b>	<b>27</b>
<b>Appendices</b>	<b>32</b>

# Executive Summary

## Background

The research partner is Sharon Torstonson of the Social Equity and Wellbeing Network (SEWN). The Canterbury Earthquake Sequence that began in 2010 resulted in 80% of Christchurch's central city buildings requiring demolition. Not-for-profits consequently needed to find new premises, and adapt to changes across the sector.

## Objective

This research aims to understand changes in not-for-profit locations, and how this may have impacted on service provision and accessibility.

## Methodology

Interviews were conducted with four not-for-profits and three government representatives, and an online survey was sent to a wider selection of not-for-profits. This enabled the contrast of perspectives between the sector and decision makers.

## Results

27 not-for-profits responded to the survey. Most not-for-profits relocated following the Christchurch earthquake sequence. No clear trends were identified in their distribution. Co-located facilities and more collaborative capacity is desired, and improved accessibility to current locations is required.

## Limitations

Most survey participants were members of Christchurch Community House or SEWN, and were social services, thus respondents may not be representative of the sector. Misunderstandings of questions, and blank answers limited survey analyses.

## Conclusions and Future Research

Not-for-profits have mostly adapted to their current locations, however a more connected public transport network would improve accessibility and connections between organisations. Future research is needed on the roles of external organisations and governance in creating co-located facilities. Research should also examine if Christchurch challenges reflect the nationwide sector, and whether adaptation strategies can be replicated.

# Introduction

The research is being conducted in conjunction with Sharon Torstonson, the executive officer of the Social Equity and Wellbeing Network (SEWN), which promotes wellbeing by supporting, informing, and lobbying for Christchurch not-for-profits.

Christchurch suffered a series of earthquakes beginning in 2010 with the most devastating occurring on 22 February 2011. 185 people lost their lives and the city's infrastructure was substantially damaged. Impacts were especially devastating within the central city where the majority of buildings needed to be demolished, resulting in many not-for-profits having to relocate, or close. For not-for-profits in the central city this changed the way their network operated, affecting both clients and staff, and relationships between other organisations and governance agencies. In many instances the not-for-profit sector has had to adapt to face heightened and more complex client demand, as well as a number of other challenges that have tested service delivery and general day-to-day functioning.

This report captures the state of the not-for-profit sector seven years after the 22 February earthquake in 2011. It expands upon past work on the Christchurch not-for-profit sector that is now over three years old. The main objective is to enquire into the impact of spatial changes to the not-for-profit sector, including whether not-for-profits are content in their current locations, perceive themselves as accessible and able to serve their client bases. Special consideration is given to establishing whether there is a relationship between not-for-profit functioning and central and non-central locations, and if there is a preference to be located in the central city. Following reflection on not-for-profit operation in isolation, co-location by means of hubs, and collaboration by means of being located in close proximity to other organisations, are investigated as evolving means of not-for-profit functioning.

Finally, the report assesses the adaptive capacity of Christchurch not-for-profits by detailing strategies employed to overcome challenges in the post-earthquake environment. These strategies may inform further strengthening of the sector locally and nationally.

There has been a gap of governance perspectives in past research on the Christchurch not-for-profit sector, thus this report concludes with insights from members of governance entities to provide an alternative perspective on where not-for-profits should be located within Christchurch. Members of governance entities also comment on the status of their relationship with not-for-profits as this is potentially a foundation to be further developed, and their perceptions on the way forward for the Christchurch sector.

## Not-for-Profit Roles

The central purpose of not-for-profits is to acquire and deliver benefits to groups within society, particularly society's most vulnerable (Bryce, 2005). As this is done primarily free of charge, the purpose of not-for-profits is to help others. Despite this, not-for-profits make up a significant portion of a region's economy. There were estimated to be around 9000 not-for-profits in Canterbury pre-earthquakes, which employed around 20000 paid staff (excluding volunteers), contributing about \$1b to the local economy (Nowland-Foreman, 2011). There are also a number of immeasurable benefits of not-for-profits, which makes them 'carriers of hope', as they often provide what governments cannot (Nowland-Foreman, 2016, p.66). The subcontracting of services to not-for-profits from government agencies has thus become increasingly prevalent, as the dedication and ability of not-for-profits to run these essential services is acknowledged (Berry & Arons, 2003). Overall, the number of these organisations continues to grow, as does dependence on them by users, governments, and world organisations including the World Bank and Organisation for Economic Cooperation and Development (Bryce, 2005).

By promoting a sense of community, not-for-profits are also a key factor in maintaining social capital and resilience (Oliver-Smith, in Hutton, Tobin & Whiteford, 2015). Resilience is often used to describe a system's ability to bounce back after a disruption, or its capacity to adapt while retaining functioning (Brown, 2014). Aldrich (2012) argues that the stronger social capital within a community, the faster that community will recover after a disruption due to better collaboration, communication, and sharing resources and knowledge. Within an organisation, resilience has been found to strengthen through a free flow of information within not-for-profit boards and staff, a joint organisational vision, and trust and respect between individuals (Fredette & Bradshaw, 2012).

## Disaster Impacts on Not-For-Profits

While not-for-profits provide support during disruptions, attention needs to be given to the effects that disruptions can have on not-for-profit organisations themselves. Impacts can range from physical damage to premises and staff homes, having to relocate, damage to roads, and social impacts of trauma. This will also have direct impacts upon the users of not-for-profits who may have also been affected by the disruption (Pena et al., 2014).

## Christchurch context and earthquake

Christchurch is home to 381 500 people, making it the largest city in the South Island of New Zealand (StatsNZ, 2018). The Christchurch area experienced a sequence of earthquakes which began on 4 September 2010 with the most devastating of which occurred on 22 February 2011 where 185 people lost their lives. These earthquakes resulted in widespread physical damage and the relocation of households and businesses. The population of the metropolitan area suffered a decrease of nearly 20,000 people by 2012, however this is now on the rise with the most current population figures detailing that there are just over 5 000 more people living in Christchurch than prior to the beginning of the earthquake sequence (StatsNZ, 2018).

## Effects on not-for-profits

Post-earthquake, many not-for-profits had to adapt their way of operating in order to continue to deliver their services (Hutton, Tobin and Whiteford, 2015). One of the most significant changes was displacement caused by structural damage which was most substantial within the central city, and 80% of commercial buildings required demolition (CCC, 2018). Not-for-profits were often situated in older buildings (Horn, Wylie & Mountier, 2015), and the *NGO Accommodation Survey* evidences that over half the organisations who responded claimed they left their site due to either damage or zoning (Epperson, 2014). Many not-for-profit operators initially had to work from their homes, and opportunities to have a fixed office only became possible from 2014. Displacement was also outlined as an impediment to citizens' ability to reach not-for-profit services (Hutton, Tobin & Whiteford, 2015). Uncertainty for the future was initially high throughout the sector, with some not-for-profits unsure where they would end up, and feeling that their current position was not sustainable in the long-term (Epperson, 2014; Horn, Wylie & Mountier, 2015).

Christchurch has also experienced significant changes to its demographic composition due to unequal earthquake impacts on different communities and zoning decisions. There has been a population shift to peripheral areas. Horn, Wylie and Mountier (2015) highlight the pressure and urgency such shifts place on not-for-profits to make decisions on how best to serve their clients, whether by moving to areas of increased demand, or adapting to the changing needs of their own communities.

Demand for not-for-profit services has also expanded, with need surpassing the prior capacity of the sector (Shirlaw, 2014). There has been a 36% increase in the numbers of adult patients requiring mental health services, a 125% increase in emergency adult mental health

admissions, and an 100% increase in the number of children who have been referred for services (CDHB, 2017). Other changes in demand include an increase in need for particular services over others, for instance, the demand for Aviva's assistance in family violence matters remains at double the pre-earthquake levels (Shirlaw, 2014), and cases of heightened complexity are more prevalent, for example an increase in overcrowding was found to correlate with more children exposed to poverty-related sickness (Shirlaw, 2014). These rapid changes have been identified as having a substantial impact upon not-for-profit service provision, with several having inadequate means to address discrepancies in demand (Hutton, Tobin & Whiteford, 2015). However, it is important to note that mental health changes are replicated on a national level, with a 2016 survey of 280 organisations noting that 65% of organisations had more work than in 2014, but only 34% had experienced an increase in staff to assist with that demand (ComVoices, 2016)

The long-term process of finding affordable accommodation and overcoming the cost of insurance, a lack of low-cost spaces, and a shortage of accommodation funding, have been burdensome to the Christchurch not-for-profit sector. Many organisations lack the capacity to respond to some of these issues, and often stretch their workloads to incorporate cumbersome tasks (Horn, Wylie & Mountier, 2015). The monetary support provided by the government for not-for-profits in the early stages of recovery has generally been discontinued, and while there are cases of need being met by commercial strategies to support themselves, this is not for everyone (Shirlaw, 2014; Horn, Wylie & Mountier, 2015). These issues are also representative of the sector nationwide. A 2016 survey identified that 42% of not-for-profits had concerns for their ongoing financial viability and that more time was being spent in seeking funding. Funders are increasingly requiring more complex information, making new restrictions on funds such as requiring outcomes, and an overall deterioration in the relationship with the sector was identified (ComVoices, 2016).

## Recovery

The Canterbury Earthquake Recovery Authority (CERA) was created as a government department responsible for organising the rebuild on 29 March 2011 (Johnson & Mamula-Seadon, 2013; DPMC, 2017). Estimations of the timescale of Christchurch recovery have been produced by CERA. Reconstruction has been completed in many areas, however it may take 5-10 years for psychological recovery (CERA, 2014).

CERA was given the power to acquire and govern land, and its enabling legislation suspended existing processes and safeguards, removing the role of local government and the community from the decision making process (Sovacool, 2017). Despite this, CERA made attempts to promote psychosocial recovery as evidenced by the *Community in Mind* strategy (2014) and

by commissioning the report by Hutton, Tobin and Whiteford (2015). Both of these reports detail actions to achieve community recovery; however, the latter is particularly significant as it focussed on the not-for-profit sector rather than psychosocial recovery as a whole.

A number of government agencies, including the Canterbury District Health Board (CDHB) and Regenerate Christchurch came to acquire CERA's responsibilities upon its official cessation in 2016 (DPMC, 2017). The CDHB, for example, has acquired responsibility for the implementation of the *Community in Mind* strategy (CDHB, 2018). Regenerate Christchurch has the responsibility to improve "... *the environmental, economic, social, and cultural well-being, and the resilience, of communities through...restoration and enhancement...*" (Section 3 (2) (b) *Greater Christchurch Regeneration Act* 2016). Regenerate Christchurch also continues to work with the report by Hutton, Tobin and Whiteford (2015), and establishing good relationships with the not-for-profit sector in a partnership approach is key to its plans for urban renewal and regeneration (C. Mene, personal communication, May 20, 2018).

In regards to not-for-profit recovery, Hutton, Tobin and Whiteford (2015) found that most not-for-profits adapted to continue their service providence in response to the challenges they faced. Sector recovery was also found to be dependent on internal staff relationships within an organisation (Whitman, et al., 2013), and resilient networks established prior to the earthquakes did better overall than those that had not set up good relationships with other organisations (Stevenson, 2014). This is because social capital was utilised and organisations who were cognisant of their network's weaknesses were well placed to seek solutions to make up any gaps. Networks may also be strengthened by co-located premises and collaboration, building upon the findings of the NGO Accommodation Survey which placed value on resource sharing.



# Methodology

## Research Aims

The literature identified as having the most relevance to not-for-profits in Christchurch is the *pan-NGO Accommodation Survey* (Epperson, 2014), the report commissioned by CERA (Horn, Mountier & Wylie, 2015) and the research by Hutton, Tobin & Whiteford (2015). These considered the impacts on the not-for-profits specifically in post-earthquake Christchurch, looking at the changes in their accommodation and how they were adapting. It is to be noted that the researchers did not include the views of those at governance level, although there is reference to actions taken by CERA. Even though this literature is now three years old when recovery was at a much earlier stage, it provides a useful baseline for the discussion in this report.

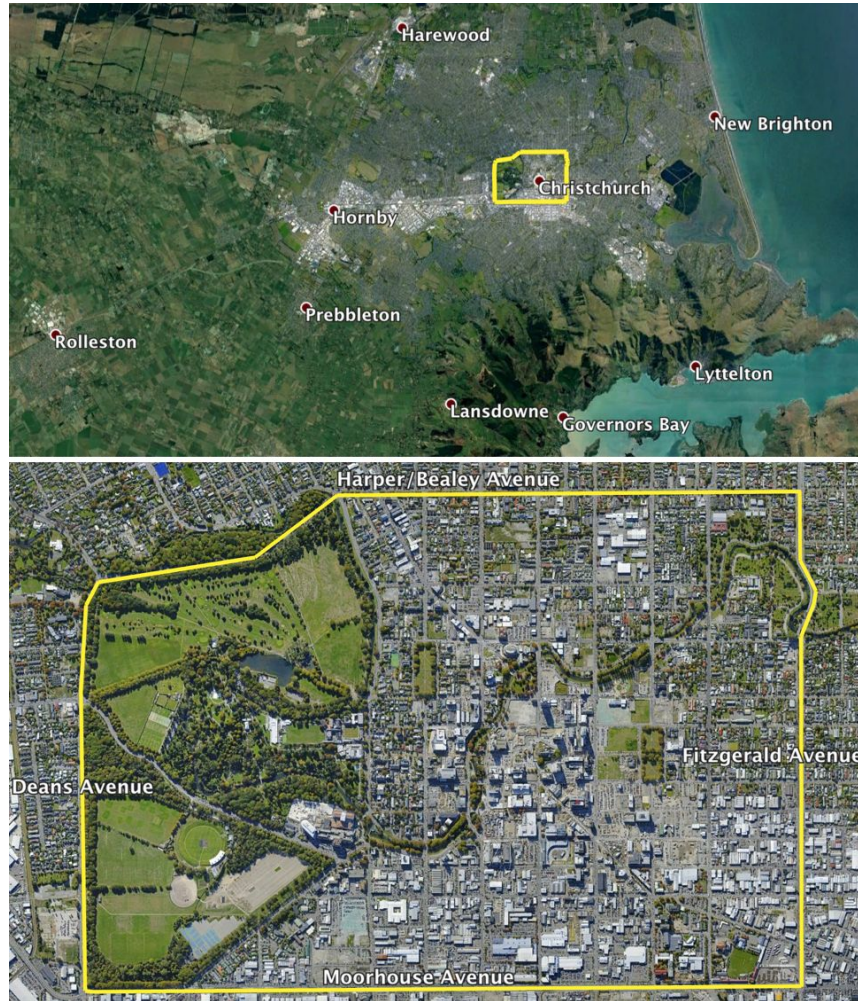
The current research gives a more detailed and up-to-date account of not-for-profit location changes including distribution within and outside of the central city, and the current needs and challenges facing the sector. The accessibility of not-for-profits in their new locations is examined, as well as impacts on service provision. The current research continues to identify the adaptive capacity of individual not-for-profits and the Christchurch sector as a whole, and the role of networks and collaboration between government, not-for-profits, and users of not-for-profit services. Governance opinions and perspectives are gathered as this was a gap in the literature to identify if there is potential to support the sector differently.

These research aims are encompassed by the overarching research question:

*How are not-for-profits functioning in their current locations following the Canterbury earthquake sequence?*

## Methods

In this research participating organisations must be non-profit-distributing, thus the term not-for-profit is used to describe the organisations involved. The research area is the city of Christchurch. The central city is contained within Deans, Fitzgerald, Moorhouse, Bealey and Harper Avenues (**Figure 1**).



**Figure 1. Map of Christchurch and the central city as defined by the four avenues.**

A mixed method approach was chosen, to collect both quantitative and qualitative data. This was to enable comparisons across organisations and the identification of trends, but to also understand the unique perspectives of each organisation which will have been differently affected by the earthquakes.

Firstly, interviews were conducted with four not-for-profit organisations, and three members of governance entities, to understand their opinions and needs in more depth. Following this, a survey was released to gather larger amounts of quantitative data. This was done to gather the opinions of a wider range of organisations, and indicate patterns across the sector. Anecdotal evidence is used throughout the report from both interviews and surveys.

A database of 157 not-for-profits was created from which to select interview participants, and send the survey to. The database included 93 members of SEWN, and 64 other organisations

including members of Christchurch Community House. The research partner also shared the survey in network newsletters and to other organisations that may be interested, thus a sample size is unable to be calculated.

Organisations in the database were categorised into 12 groups according to *The International Categorisation of Not-for-Profit Organisations* (Salamon & Anheier, 1996; see **Appendix F** for definitions of each category):

- Culture and Recreation
- Education and Research
- Health
- Social Services
- Environment
- Development and Housing
- Law, Advocacy and Politics
- Philanthropic Intermediaries and Voluntarism Promotion
- International
- Religion
- Business and Professional Associations, Unions
- Other

These categories were used as a rough guide as some organisations bridge several categories, however it ensured that the survey was sent to not-for-profits that provide varying services and may have different opinions or needs.

Interviews were undertaken to get a general understanding of not-for-profit opinions and their post-earthquake circumstances. Three of the not-for-profit interview participants were selected from the database as they were identified by the research partner as willing participants and the fourth, the Youth Hub Trust, was selected following publicity concerning their plans to locate in central Christchurch. They also provide services in different categories to each other as mentioned above, therefore their perspectives may differ. These organisations were the Christchurch Women's Centre, Restorative Justice Services Christchurch, Youth Hub Trust, and SEWN. Interview questions examined relocation post-earthquakes and the effects this has had on the organisation, and describing the characteristics of ideal locations. A full list of interview questions for the organisations can be viewed in **Appendix A**.

The literature heavily emphasised the role of CERA in the first 5 years of recovery. Now that the responsibilities have shifted, three members of governance entities were selected for interviews to provide a wider perspective on the role of not-for-profits in the central city. These representatives were Cllr. Phil Clearwater, Dr. Duncan Webb MP and Chris Mene from

Regenerate Christchurch. Cllr. Phil Clearwater is the Chair of the Social and Community Development Committee along with other local body roles, with many years of social work experience. Dr. Duncan Webb MP also has a background in the not-for-profit sector including working with the Howard League for Penal Reform and is the Member of Parliament for Central Christchurch. Chris Mene is the General Manager of Partnerships and Engagement for Regenerate Christchurch, is also involved with not-for-profits and a board member of the CDHB. Questions explored views on a 'resilient city', how the earthquakes have affected not-for-profits and how they are working with not-for-profits in their roles. Full interview questions can be viewed in **Appendices B, C, and D**.

The online survey was created using Google Forms software, and an URL link to the survey was sent to the not-for-profit database via email contacts. An online method was chosen as it would enable the survey to be accessed by a large number of organisations, and be more easily accessed by others outside of the database. It also was deemed a more flexible option for not-for-profit staff who may have limited work hours.

Initial survey questions were updated and revised after governance and not-for-profit interviews. Some survey questions were chosen to compare results with earlier research, specifically the post-earthquake NGO survey (Epperson, 2014). This study's survey had 16 questions in total, although some were follow-ups to previous questions and therefore were only answered based on previous answers. It was intended to take no more than 10 minutes to maximise survey participation. A list of survey questions can be accessed in **Appendix E**.

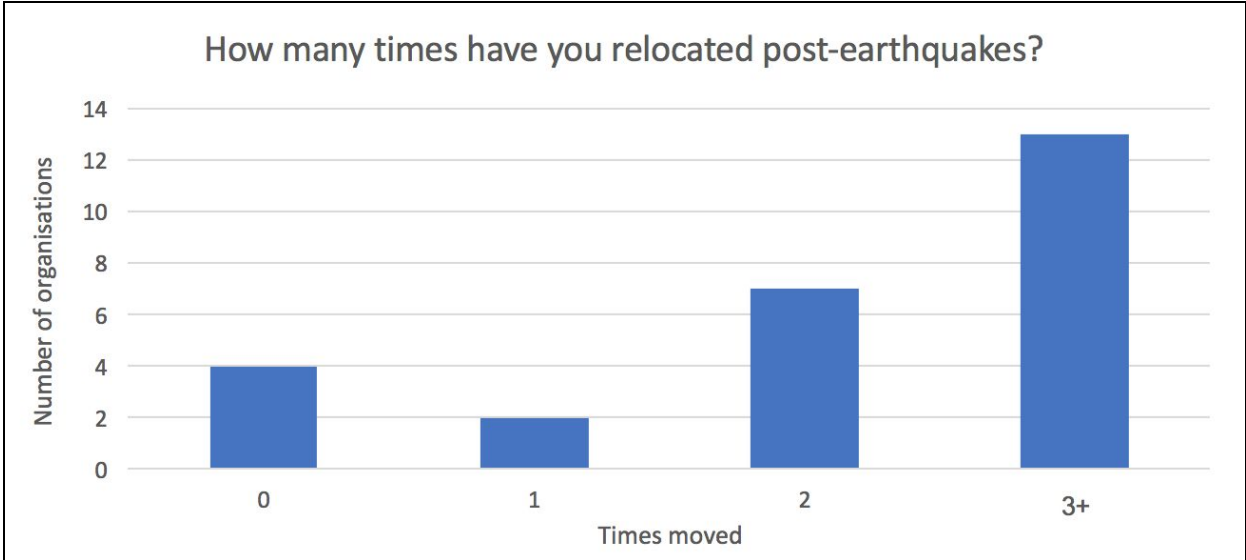
The survey was open for two weeks. Organisations involved in interviews were included on the survey email to gather quantitative information. One and a half weeks after survey activation a reminder email was sent asking for responses. One day after the survey was first distributed "*please provide address*" was added to the current location question (Question 2) to gather a more specific location of each not-for-profit.

# Discussion

27 not-for-profit organisations responded to the survey.

## Location Attributes

The earthquakes have had a large impact on the spatial distribution of not-for-profit organisations, with 23 respondents (85.2%) having relocated since the Canterbury earthquake sequence. One organisation with multiple locations across Christchurch had two out of their three premises relocate. Of the 22 other not-for-profits, 20 (90.9%) have moved more than twice, with 13 (59.1%) moving three or more times (**Figure 2**).



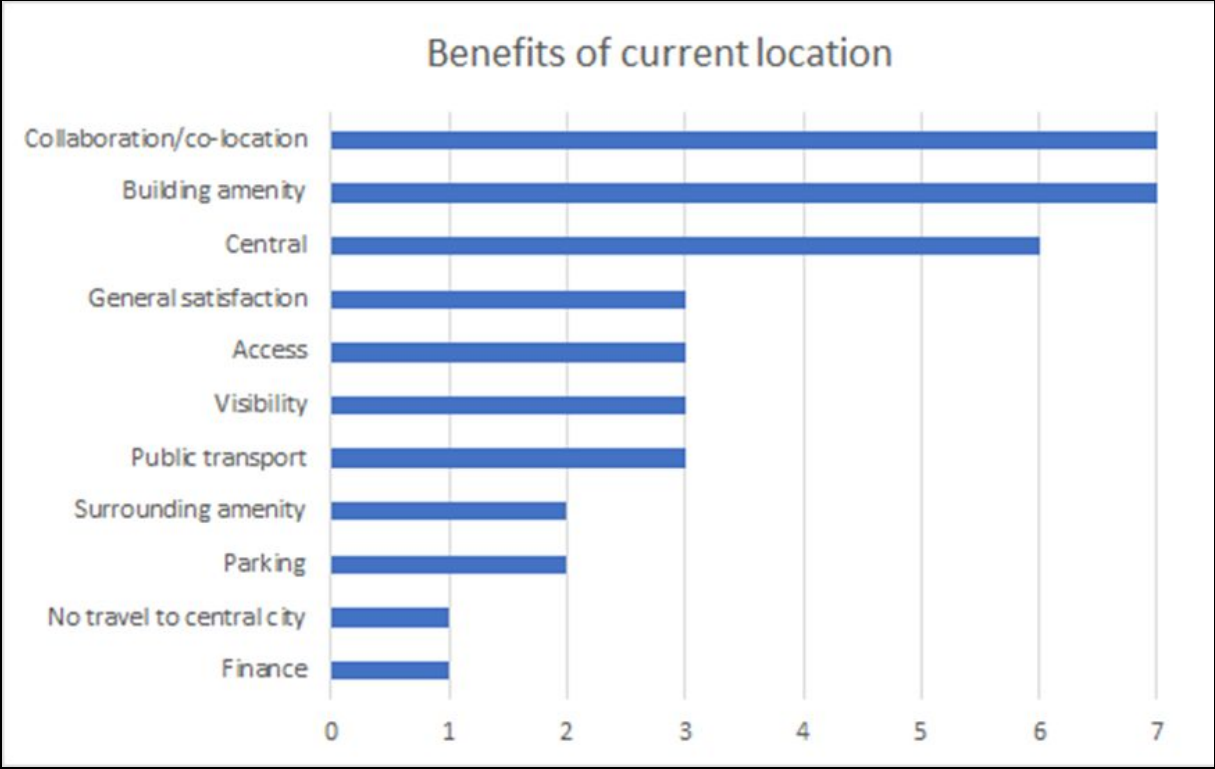
**Figure 2. Amount of times not-for-profit organisations have relocated.**

Out of the 27 survey respondents, 14 stated their current and pre-earthquake locations. There are no obvious trends in the spread of these locations around the city pre- and post-earthquake, however a slight movement away from the central city may be observed, and no organisations indicated that they have moved into the central city from other areas. The Tourette’s Association has experienced the largest location change, from Hillsborough to Lincoln, an approximate distance of 23.4km. This is the only respondent that is no longer located within Christchurch.

### Location benefits and disadvantages:

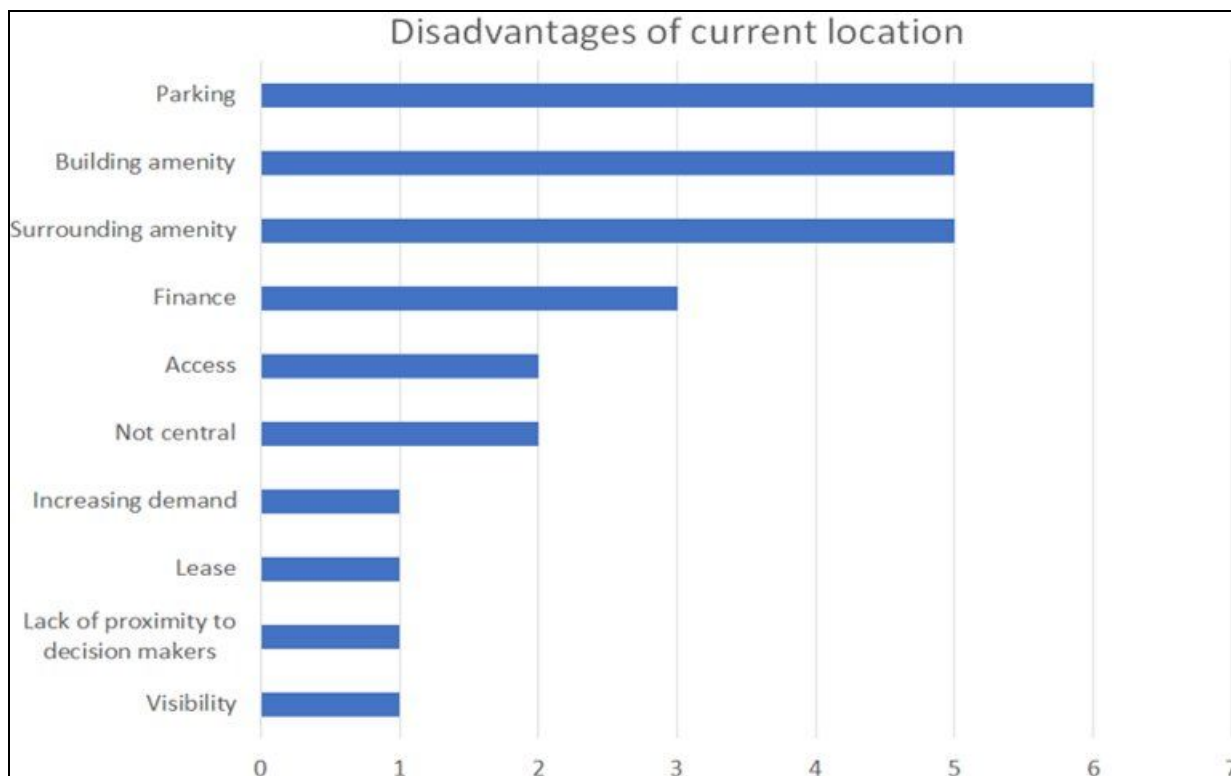
Most not-for-profits regarded their current locations favourably; identifying more benefits to their current location than disadvantages. The ability to collaborate or be co-located with other

organisations was the most commonly cited benefit, as was the amenity of the premises such as comfort or design features (**Figure 3**). Proximity to the central city was also rated highly, however one organisation mentioned that not travelling in to the central area was beneficial, and the two organisations that favoured their parking access are based in non-central areas. Only one organisation mentioned that finance (not paying rent/utility bills) was a benefit in their current location, but it could be that those who are co-located are also able to receive advantageous reductions on such expenses and that is subsumed within that answer.



**Figure 3. The benefits of the current locations of not-for-profits.**

A lack of parking was the most common disadvantage of current locations (**Figure 4**), and at least five of these respondents are based in the central city, indicating that car access may be more difficult for central organisations. Other common disadvantages are building amenities, such as a lack of space or suitable premises, and issues with the surrounding area such as facilities that are unsavoury or do not complement their services. Only two respondents stated that distance from the central city is a disadvantage, which suggests that organisations may not view the central city as suitable or necessary for their service.



**Figure 4. The disadvantages of the current locations of not-for-profits.**

**Plans to relocate:**

18.5% of survey respondents have plans to relocate from their current premises. Common reasons include finding premises that suit their purposes, finding larger premises, and finding a location that is within their budget. Two organisations plan to move closer to similar services, indicating a desire for physical collaboration. The 81.5% of respondents that do not have current plans to relocate may feel that they can efficiently serve their client base to some degree at their present location (see *Accessibility*). Otherwise, this may be due to burn-out from having relocated so often: “*I’m done. We’re all done.*” - Women’s Centre.

**Ideal location attributes:**

When prompted to describe an ideal location for their organisation, seven not-for-profits wanted easier accessibility, five want more suitable space; and three were concerned with finding premises with lower accommodation costs. Others wanted to be near other organisations, shopping and social services hubs, greenspace, and have a landlord sympathetic to their cause. Some not-for-profits would prefer a slight change in location, for instance, one respondent stated they would like to move “*possibly one or two blocks closer to [the] bus exchange*”.

The locational benefits, disadvantages, plans to relocate and ideal location results indicate that organisations primarily want premises that are accessible, affordable, suit their needs, and are close to useful or complementary amenities. The overall location of such premises does not appear to be a large issue.

## Co-location

Across interviews and surveys, it was found that not-for-profits favour co-located premises, particularly with other services of a similar purpose. Co-located facilities are praised for the generation of network support, and Cllr. Clearwater is in favour based on the potential for shared rent and utility costs.

*“the colleagues working around here are all working in different fields, but its just that collegial support you get from each other” - SEWN (located in Community House)*

*“Hubs, as suggested, could be a really good way of overcoming the rental problem – rents would be lower as would their overhead costs...” - Cllr. Clearwater*

In the current study there were three not-for-profits located in Community House that were also previously located at 141 Community House Hereford Street. These organisations are Birthright, Volunteering Canterbury, and Japanese Society of Canterbury. SEWN has also remained in this hub. This may indicate that organisations that were previously in co-located hubs wish to remain co-located. This is perhaps because they have organised themselves in such a way that functions well in these circumstances, such as through resource sharing.

Nonetheless, forming co-located hubs is not without challenges, particularly regarding the capacity of not-for-profits to create shared spaces considering their time and energy constraints, and differences between separate services working under one roof.

*“...you really would need someone like from the Council or [a] funder who project manages that.” - Women’s Centre*

*“One of the issues is... identity... how do we actually make sure that everybody has a common purpose?” - Youth Hub*



## Collaboration

Strong network relationships across the sector have been identified as increasing resilience (Whitman, et al., 2013; Stevenson, 2014). This is supported by Chris Mene of Regenerate Christchurch:

*“I think that if you have not-for-profits who want to make the most out of value for money, achieving in a complex and complicated environment, I would then rate the importance of collaboration as almost essential and critical as complex problems are not solved by any one organisation...”* - Chris Mene

Forming strong networks between not-for-profits in Christchurch may be more easily enabled by locating closer to one another. The current study found that 11 not-for-profits wanted to be nearer to other organisations. Seven of which desired to be closer to those who had a similar or related function. When prompted about plans to relocate, one organisation answered that they would be moving closer to a health precinct area near Pegasus Health and other wellbeing services similar to their own. Another plans to move to Wellington as it will benefit them by being closer to Ministry of Health and Pharmac.

12 not-for-profits did not prioritise proximity to other organisations, however five of these organisations are already sharing space or in close proximity to others. One not-for-profit placed more emphasis upon being closer to clients saying *“a major point of difference is that we only accept self-referrals, so being close to the clientele is more important to our service delivery model than being close to referring agencies”*. Being closer to government services was a high priority for SEWN. Parking limitations are making physical collaboration more difficult for Anglican Care Community Development.

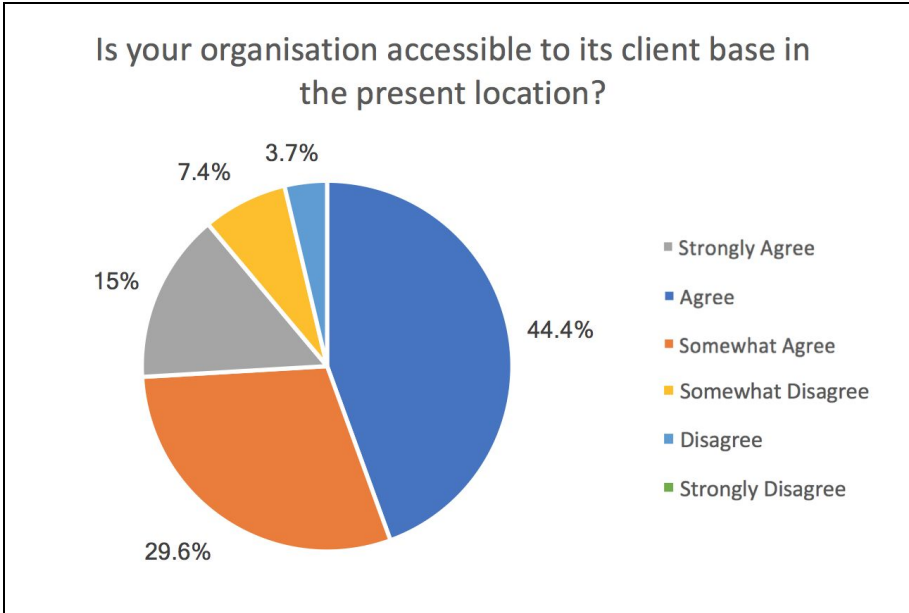
Public transport improvements may aid in collaboration across physical space, however solutions to some of these challenges appear to be in the form of non-physical collaboration. Some organisations mentioned ways that they have maintained and formed new relationships outside of a physical space, for example being more mobile, and using more online communication (see *Adaptive Capacity*).

These results show that while presenting some technical challenges, both co-location and collaboration are highly valued across the sector. To support those currently co-locating and collaborating with others, there is a need for improved accessibility and streamlining goals for shared spaces. To support remaining desires to better co-locate and collaborate, more

research needs to be completed to understand the benefits of co-location, and the role of others in creating shared spaces. As collaboration does not necessarily need to happen in a physical space, the use of technology may pave a way forward in expanding network capacity. Increased mobility may also play an important role, and more temporary spaces such as transitional areas for shared work and visits by services may aid in forming relationships outside of fixed physical boundaries.

## Accessibility

Despite locational disadvantages (**Figure 4**), 24 out of 27 organisations (88.8%) believe that they are currently accessible to their client base to some degree (**Figure 5**).



**Figure 5. Not-for-profit accessibility to clients**

Many organisations are accessible as they provide location-specific services, while others are close to demographics of need. A general sentiment is that access to clients, rather than other organisations or staff, is the most important accessibility factor.

The Tourette’s Association disagreed that they are accessible to their client base. This is because they have identified their location in Lincoln as a disadvantage, and would prefer to be located outside of the four avenues in the city. The other organisations that somewhat disagreed are Birthright and the Japanese Society of Canterbury, which are both in central locations.

## Transport and parking

Parking and buses were rated as beneficial when available to premises (**Figure 3**) and a disadvantage when not available (**Figure 4**). Central city organisations highlight the benefits of public transport availability; however, many state that a lack of parking makes accessibility difficult for clients and staff.

*“We are close to bus exchange which is good for all the young people that use our space after-hours” - Canterbury Youth Workers*

*“I don't hold meetings here anymore really... because people can't find parking and because they can't walk to the meeting” - SEWN*

Non-central organisations appear to have more parking available, but sometimes find public transport networks challenging.

*“I think we are further away from the bus exchange, so some clients will have to take two buses” - Women's Centre*

Cllr. Clearwater sees a solution in improvements to public transport networks, which would reduce parking difficulties and better connect peripheral organisations:

*“The key is good [public] transport because that would give [not-for-profits] more flexibility where they choose to locate to because locating in one central place does not suit all agencies.” - Cllr. Clearwater*

## Visibility:

Accessibility is seen to improve with increased public visibility. This is so clients may find the service easily, and can make drop-in visits when they are going past.

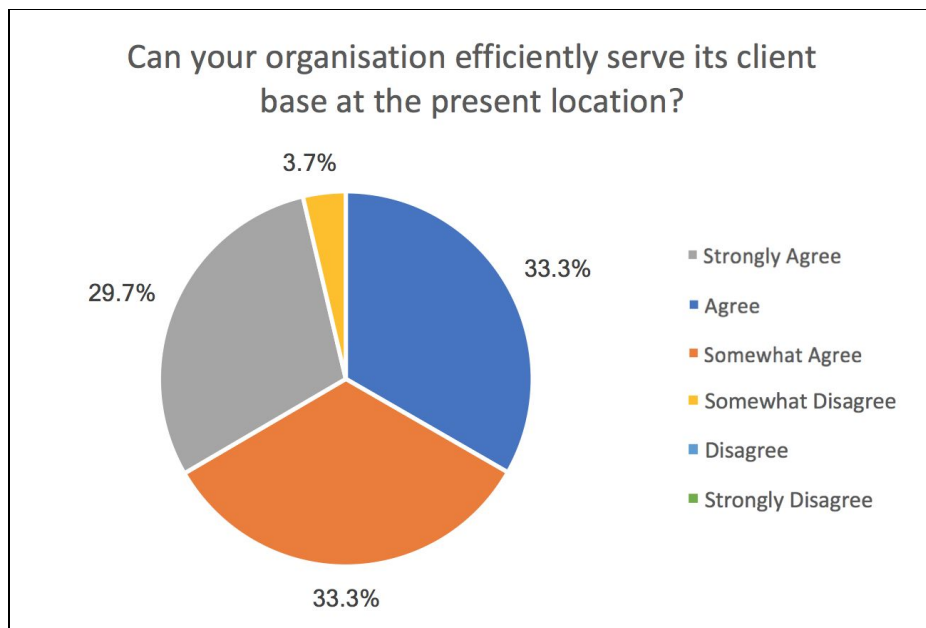
*“Many people gain the courage to approach us just from having walked or driven past us” - Unknown respondent*

*“...this is the first time ever in our thirty plus years that we're on ground floor and so visible. So it kind of increases the traffic for us.” - Women's Centre*

Improved visibility may aid in generating a norm around the use of not-for-profit services, which may have a positive effect on wellbeing in society.

## Service Provision

Despite the majority of not-for-profits relocating a number of times post-earthquakes, most organisations feel that they can efficiently serve their clients in their current position with 26 of 27 (96.3%) respondents agreeing to some degree (**Figure 6**).



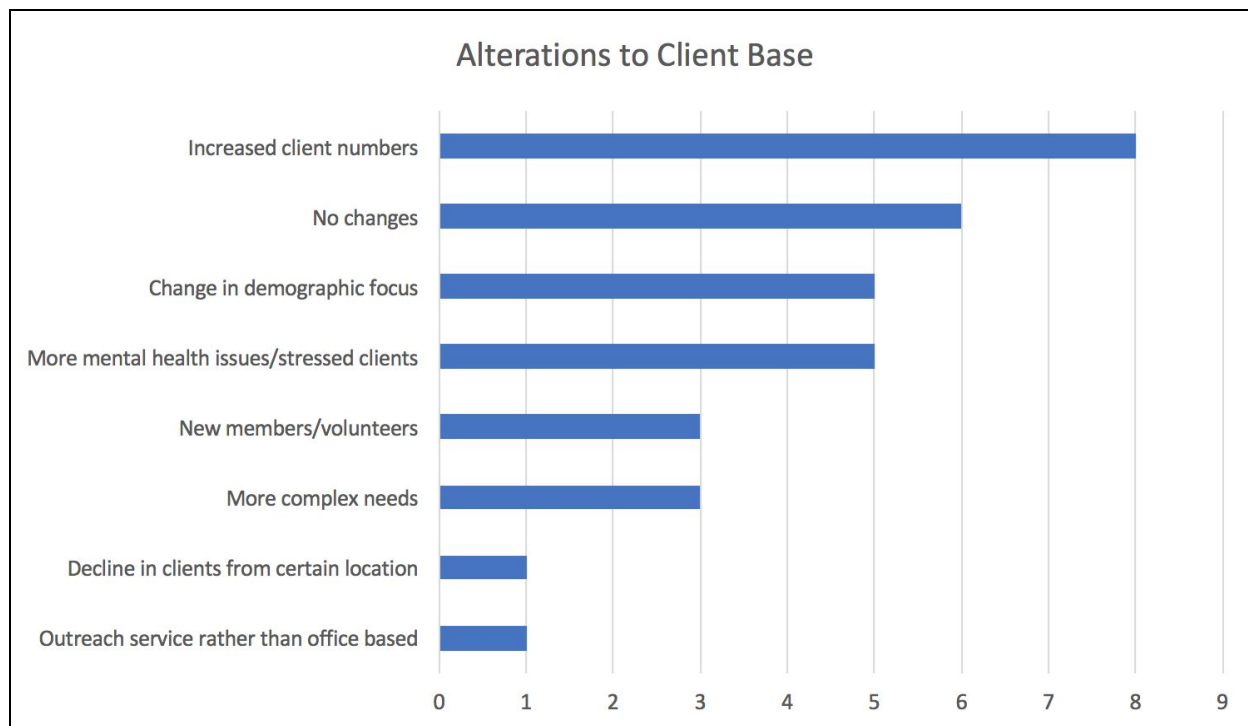
**Figure 6. Not-for-profits service provision in current locations.**

Whilst this indicates that current premise locations are not a significant issue in terms of not-for-profit efficiency and functioning, other earthquake challenges have been highlighted by organisations as hindering their full potential to provide services.

### Increased need and complexity of client issues

Heightened demand is still present in the sector with eight organisations citing an increased number of clients as a notable change to their client bases (**Figure 7**). Many respondents made reference that this increase in need combined with increased complexity of need was placing pressure on their service delivery.

*"...it's getting harder and harder because we are actually not really prepared for the level of distress that clients come with."* - Women's Centre



**Figure 7. Client-base changes post-earthquakes.**

When prompted to expand or add any comments regarding the Christchurch not-for-profit sector, five organisations discussed how high the need is for their services. One not-for-profit mentioned the particular need of vulnerable populations such as the disabled, elderly, or sick, while others referenced spikes in services used after the earthquakes, and sadness at seeing other organisations close after the earthquakes. Four not-for-profits discussed how mental health issues have affected clients as well as staff.

### Loss of other services

The loss of some not-for-profits in Christchurch has put increased pressure on the service provision of remaining services:

*“It seemed that a number of not-for-profits have actually closed down after the earthquakes, due to funding issues. It is sad because these groups have not only responded to the needs during pre/during earthquakes but [are] still needed now.” - Birthright*

Along with a loss of different organisations, some not-for-profits feel that there is a lack of support for remaining services. When prompted to expand or add comments regarding

not-for-profit activity in Christchurch, four comments mentioned difficulties of being listened to by the City Council and people outside of Christchurch, and others discuss a lack of general support for workers to deal with the issues that arose from the earthquakes.

## Financial challenges

The earthquakes also caused or exacerbated financial challenges for the sector, including increased cost of leases. Many short term leases were made available to not-for-profits after the earthquake to supply the demand, however these have reduced feelings of certainty over future operations.

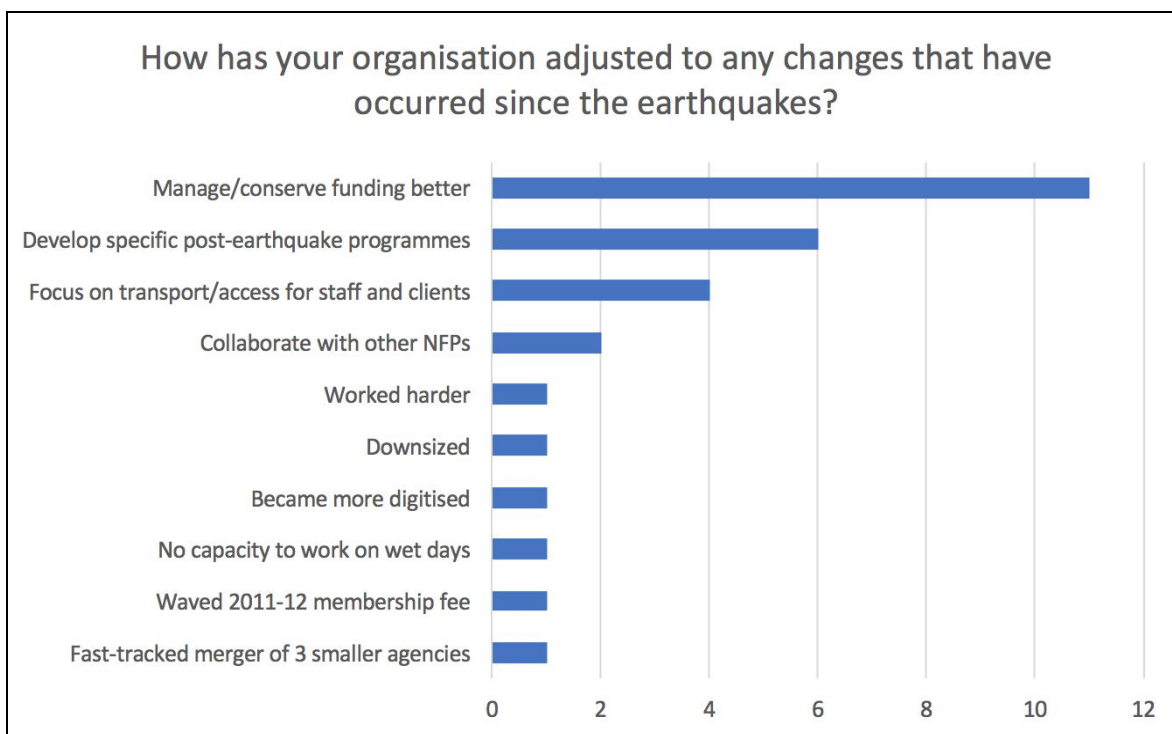
*“The constant search for an affordable and sustainable location has consumed the operations of our organization for the last 6 years.” -  
Pregnancy Help Canterbury*

When prompted to expand on or add any comments regarding the sector, the most commonly discussed negative aspect was funding. Six comments in total mentioned issues regarding difficulties receiving enough or accessing funding.

*“[We] are essentially living from funding application to funding application. while we do generate some of our own income, it is not enough to sustain us.” - PEEEP Trust*

## Adaptive capacity

Despite challenges to service provision, including financial issues and increased client need, the current study found that 26 out of 27 not-for-profits have adapted to changes since the earthquake sequence (**Figure 8**). This supports results from Hutton, Tobin and Whiteford (2015). Funding changes, developing specific post-earthquake programmes for clients, and improving access for staff and clients were the most common adjustments.



**Figure 8. Not-for-profit post-earthquake adaptation strategies**

In other comments, not-for-profits mentioned the need to become more flexible and mobile, especially when dealing with their client base.

*“...it is advantageous for us to work out in the community because we are going out to our people, to our clients rather than expecting them to come to us, as was the case before”. - Restorative Justice*

Others have become more online-based, such as the Japanese Society of Canterbury which plans to close its physical premises. The role of technology in service delivery provides a potential future for some not-for-profits, due to the relative ease and cost reduction it provides. This is supported by Chris Mene:

*“...communication technologies mean that we can collaborate a lot easier. I think that part of the how is capability building for not-for-profits, thinking about how they do their work differently that is a part of the future of how things happen and in fact, the future is already here. It's probably more a matter of sharing across the not-for-profit community how you can do this”*  
- Chris Mene

# Governance perspectives

## Visions for the central city

The Christchurch City Councillor Phil Clearwater, Member of Parliament for Christchurch Central Dr. Duncan Webb, and Chris Mene from Regenerate Christchurch were interviewed about their vision for the central city. They share similar views of a city that is socially resilient, thriving, where one can spend a lot of time in, and primarily a city that is accessible and inclusive of diverse groups of people. This means that it is host to a variety of transport links, but is also walkable and open to those that are unable to travel in usual ways such as the disabled. In terms of where not-for-profits lie within this vision, mixed opinions were shared. Chris Mene saw not-for-profits as an integral part of the Regenerate Christchurch vision as a “fabric of society”, whereas Dr. Webb MP discussed the need for there to be strong relationships between not-for-profits, but did not see central city locations as strictly necessary.

*“I’m kind of a little agnostic as to whether it’s really important that they [not-for-profits] come back to kind of where they used to be. I’m not sure whether it’s as important as people think... obviously there’s naturally synergies to be obtained by sitting in the same office or across the road or whatever but I think that is also addressed... by formal and informal networks”. - Dr. Duncan Webb MP*

## Relationships between governance and not-for-profits

Those in governance positions were asked about how they saw the relationship between not-for-profits and the government. Both Chris Mene and Cllr. Clearwater view relationships between the not-for-profit sector and government agencies as important.

*“We have wanted to take a relational approach to our engagement because we know that the reason for that is that we are going to need to have conversations with a whole range of communities, different communities at different times and it is through the relational capital and the social mandate that we have with the communities that we are able to do our work.” - Chris Mene*

*“Not-for-profits have to find that solution [for collaboration and location] for themselves but not by themselves.” - Cllr. Clearwater*



## Looking forward

Dr. Webb MP emphasises the importance of using a fluid approach, as the future vision of the central city often changes and city planning needs to mirror this:

*“There's things that you could of done 3,4,5 years ago you simply can't do now because once change has become embedded in, you're just stuck with it and so the blueprint is a really good example of that. If you look at the blueprint now... you can kind of almost smell 2012 on it because it's full of 2012 ideas”. - Dr. Duncan Webb MP*

## Limitations

Most participants were members of SEWN and Community House, or had their email readily accessible online; thus, organisations excluded from the email list were not able to participate.

Certain service provision categories were not represented in the responses as much as others. Social Services organisations were well represented, while only one Law, Advocacy and Politics organisation was included, and no Religious organisations responded. This may limit the representativeness of the findings.

Respondents may have viewed the central city as having different boundaries than those defined in this research.

The way in which some questions were phrased meant that they were open to different interpretations. Asking whether not-for-profits had plans to relocate neglected to account for whether relocation was desired. The initial wording of current/previous addresses neglected to ask for a specific address; thus, this was answered with a general area. In addition, respondents often did not detail their current or previous locations, or both; thus, movement trends were difficult to analyse.

## Conclusion and Future Research

The not-for-profit sector plays an important role in the resilience of a community by providing services to society's most vulnerable. The not-for-profit sector in Christchurch was severely impacted by the Canterbury earthquake sequence, and many organisations were forced to find new premises. This research aimed to understand how these location changes have impacted upon how these organisations function. Contrasting to previous studies, the perspectives of government representatives were also collected, including their opinions on where not-for-profits sit within their vision of Christchurch, and how they are working with the sector in their roles.

Results indicate a slight movement away from the city centre to new premises, however no strong preference was found for either central or non-central locations. In some cases physical proximity to client bases was identified as a location benefit, more so than to other not-for-profits. Whilst the central city was favoured for access to public transport, parking was highlighted as an access issue. Non-central locations favoured their car parking facilities, while bus routes are sometimes difficult for these locations. A solution for both issues is further improving public transport networks. Cllr. Phil Clearwater supports this notion, stating that public transport improvement is a major focus for the CCC.

Co-located facilities were favoured strongly by a number of organisations, however the capacity for this to occur was described as being dependent on the work of others to drive their implementation. Future research may aid in better understanding of the reasons for or against co-locating with other services, and what factors would encourage not-for-profits to do this. This would also take into account the needs of clients and the target demographic, and the role of governance or an umbrella organisation in the creation of co-located premises. Collaboration between organisations was also highly favoured, however this did not necessarily depend on physical proximity. Rather, other ways of connecting were revealed, enabling not-for-profits to extend their relationships through non-physical networks. This was supported by Dr. Duncan Webb MP and Chris Mene, who noted that continued adaption via technology use can increase collaboration. Organisational mobility was also used by some as an adaptive strategy, breaking down client access barriers, and enabling easier networking between organisations. A way forward from this may be the creation of temporary or transitional spaces which can host group visits or hot desks, rather than having one main premise.

The largest challenges currently faced by the sector were found to be independent of their geographic location. Funding was described by the majority of not-for-profits as their largest

issue, including difficulties of access, high costs of renting spaces around the city, and a lack of suitable new premises. With the New Zealand sector overall reporting challenges with finances, it can be concluded that this is not a Christchurch specific issue; however, the earthquakes may have exacerbated the effects. Funding difficulties are coupled with a large increase in need, and many organisations described increased complexities of client issues. This is compounded by a reduction in the amount of services available in Christchurch. Increases in need have been linked to earthquake effects on psychosocial well-being, however a national report indicates that this pattern is replicated throughout the New Zealand-wide sector. A research gap to be addressed is to what extent the earthquakes have impacted on these issues, or whether the problems lie deeper with national structural and social systems.

Despite these challenges, a way forward for the nationwide sector may lie in replicating Christchurch adaptation strategies. Most Christchurch organisations appear to have adjusted to changes within the city. Along with increased mobility and technology use, the majority of adaptation strategies involve efforts to effectively manage financial resources, provide new programmes to fit with client needs, and improve accessibility for clients and staff. Some of these strategies are proving to be effective, with the majority of organisations reporting that they are accessible and can efficiently provide their services to clients in their current locations, despite most having relocated at least twice. The adaptive strategies adopted within Christchurch may provide some insight into the future of the national sector or to organisations other than not-for-profits. They may be unique to Christchurch, or indicative of a natural progression across the sector.

By addressing these future needs and recommendations, the capacity of the Christchurch not-for-profit network to continue to provide their much needed services may be more efficiently supported.

# References

- Aldrich, D.P. (2012). *Building resilience: Social capital in post-disaster recovery*. Chicago: The University of Chicago Press.
- Berry, J.M., and Arons, D.F. (2003). *A Voice for Nonprofits*. Washington, D.C: Brookings Institution Press.
- Brown, K. (2014). Global environmental change I: A social turn for resilience? *Progress in Human Geography*, 38(1), 107-117. DOI: 10.1177/0309132513498837
- Bryce, H.J. (2005). *Players in the public policy process: Nonprofits as social capital and agents* (1st ed.). New York: Palgrave Macmillan.
- Canterbury District Health Board (2017). *Canterbury DHB continuing to perform well despite increased demand and funding challenges*.  
<http://www.cdhb.health.nz/News/Pages/Canterbury-DHB-continuing-to-perform-well-despite-increased-demand-and-funding-challenges.aspx>
- Canterbury District Health Board (2018). *Community in Mind*. Retrieved from:  
<https://www.cph.co.nz/your-health/community-in-mind/>
- Canterbury Earthquake Recovery Authority (2014). *Community in Mind: Strategy for rebuilding health and wellbeing in greater Christchurch*. Christchurch: Canterbury Earthquake Recovery Authority.
- Christchurch City Council. (2015). *Christchurch District Plan*. Christchurch: Christchurch City Council. Retrieved from:  
<https://districtplan.ccc.govt.nz/pages/plan/book.aspx?exhibit=DistrictPlan>
- Christchurch City Council (2018). Building Activity and Vacant Land. Accessed 30/05/2018. Retrieved from:  
<https://www.ccc.govt.nz/culture-and-community/christchurch/statistics-and-facts/facts-stats-and-figures/built-environment>
- ComVoices. (2016). *2016 State of the Sector Survey: Snapshot*. Retrieved from:  
<http://www.communityresearch.org.nz/research/2016-state-of-the-sector-survey-snapshot-summary/>

- Department of Prime Minister and Cabinet (2017). *Disestablishment of CERA*. Retrieved from:  
<https://www.dpmc.govt.nz/our-business-units/greater-christchurch-group/roles-and-responsibilities/disestablishment-cera> (Accessed: 18 May 2018).
- Epperson, S. (2014). *NGO Accommodation Survey: Preliminary Analysis*. Christchurch, New Zealand: panNGO Support Panel.
- Horn, C., Mountier, J., Wylie, S. J., & Canterbury Earthquake Recovery Authority. (2015). *Third sector/Not-for-profit sector recovery in post-earthquake christchurch: Research and report commissioned by the Canterbury Earthquake Recovery Authority (CERA)*. Christchurch, New Zealand: Christchurch City Council.
- Hutton, N.S., Tobin, G.A., and Whiteford, L.M. (2015) Third Sector Organisations and Earthquake Recovery Planning in Christchurch, New Zealand. *Third Sector Review*, 21(2), 7-29.
- Johnson, L.A. and Mamula-Seadon, L. (2013). Transforming Governance: How National Policies and Organisations for Managing Disaster Recovery Evolved Following the 4 September 2010 and 22 February 2011 Canterbury Earthquakes. *Earthquake Spectra*. 30 (1), 577-605.
- Nowland-Foreman, G (2011). Glimpses of a better world: The role of tangata whenua, community & voluntary sector in the Canterbury earthquake recovery. Address to Our Future Community and Voluntary Sector Forum, 28 July 2011. Retrieved from:  
[https://www.researchgate.net/publication/318393566\\_Glimpses\\_of\\_a\\_Better\\_World\\_The\\_role\\_of\\_tangata\\_whenua\\_community\\_voluntary\\_sector\\_in\\_the\\_Canterbury\\_earthquake\\_recovery](https://www.researchgate.net/publication/318393566_Glimpses_of_a_Better_World_The_role_of_tangata_whenua_community_voluntary_sector_in_the_Canterbury_earthquake_recovery)
- Nowland-Foreman, G. (2016). Crushed or Just Bruised? Voluntary Organisations - 25 Years Under the Bear Hug of Government Funding in Aotearoa New Zealand. *Third Sector Review*, 22(2), 53-69.
- Peckson, P. and Peckson, K. (2018, February 5). *Christchurch, New Zealand* [Web log post]. Retrieved from <https://pecksen.com/2018/02/05/christchurch-new-zealand/>

- Pena, A.A., Zahran, S., Underwood, A., and Weiler, S. (2014). Effect of natural disasters on local nonprofit activity: Effect of natural disasters. *Growth and Change*, 45(4), 590-610. doi:10.1111/grow.12056
- Tennant, M., Sanders, J., O'Brien, M., and Castle, C. (2006). Defining the Nonprofit Sector: New Zealand. *Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project*. Baltimore: The Johns Hopkins Center for Civil Society Studies.
- Salamon, L., and Anheier, H. (1996). The International Classification of Nonprofit Organizations: ICNPO-Revision 1. *Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project*. Baltimore: The Johns Hopkins Institute for Policy Studies.
- Sovacool, B.K. (2017). Don't Let Disaster Recovery Perpetuate Injustice. *Nature*, 549, 433.
- Shirlaw, N. (2014). *Children and the Canterbury Earthquakes*. Auckland, New Zealand: Child Poverty Action Group.
- StatsNZ. (2018). *Dataset: Subnational population estimates (2017 boundaries)*. Accessed 28 May 2018.

# Appendices

## Appendix A. Not-for-Profit interview Questions

1. Have you relocated since the Canterbury earthquake sequence that began in 2010?
2. How many times have you relocated?
3. What is your current location, and what factors influenced this location choice?
4. Is your current location permanent, or do you have plans to relocate?
5. What are the benefits of being in your current location?
6. What are the disadvantages of being in your current location?
7. Has your client base altered in any way due to changes in location?
8. Do you feel you are accessible to your client base in your present location?
9. Would you prefer being in the central city?
10. If you desire to be located in the CBD, what factors are preventing you from doing this?
11. Are there not-for-profits that you would like to be closer to? (In relation to both collaboration between not-for-profits and also accessibility for clients who need to go to more than one not-for-profit)
12. Are there any issues that you see as being important to understanding how not-for-profits have adapted to a post-earthquake city that have not been addressed?



## Appendix B: Phil Clearwater Interview Questions

1. What is your vision for a socially resilient city, and do not-for-profits have a role within this?
2. How would you describe the roles and responsibilities of not-for-profits in Christchurch, and has the earthquake sequence altered how this network operates?
3. Have the needs of the individuals who access these services changed post-earthquake?
4. How do you rate the importance of collaboration and co-location among Not-for-profits?
5. Do you see the council as having an organisational role in not-for-profit location and collaboration, or should these factors be left for not-for-profits to organize as a separate entity from government?
6. Do you think location within the city centre is useful for not-for-profits, or do you think they can work effectively at their current locations in more suburban areas?
7. With your experience in transport and infrastructure planning, do you think that Not-for-profits that are located in the suburbs are accessible by a variety of transport modes?
8. CERA's initial plans for the city centre did not provide formal/structured space for Not-for-profits as part of the rebuild process. Will the council consider addressing whether there is a need for a formalized central space for not-for-profits?

## Appendix C: Dr. Duncan Webb Interview Questions

1. What is your vision for a socially resilient city, and do not-for-profits have a role within this?
2. How would you describe the roles and responsibilities of not-for-profits in Christchurch, and has the earthquake sequence altered how this network operates?
3. Have the needs of the individuals who access these services changed post-earthquake?
4. Do you think location within the city centre is useful for not-for-profits, or do you think they are working effectively at their current locations?
5. How do you rate the importance of collaboration and co-location among not-for-profits?
6. Do you see the council as having an organisational role in not-for-profit location and network collaboration, or should these factors be left for not-for-profits to organise?
7. With your experience with transport and infrastructure planning, do you think that not-for-profits are accessible in their current locations?
8. Has the Council revisited any planning decisions made by CERA in relation to the location of not-for-profits in the city centre?

## Appendix D: Chris Mene Interview Questions

1. How would you describe your role with Regenerate Christchurch?
2. What is your vision for the future CBD?
3. What is the role you see not-for-profits having in this vision?
4. How do you think sectors and people should be encouraged back into the CBD? (or if not to be encouraged back, why not)
5. How do you rate the importance of collaboration and co-location among not-for-profits?
6. Do you see Regenerate as having an organisational role in not-for-profit location and collaboration, or should these factors be left for not-for-profits to organize as a separate entity from government?
7. How would you describe your relationship with Christchurch not-for-profit sector?

## Appendix E: Online Survey Questions

1. What is the name of your organisation, and where is it located? (please provide address)
2. What category best describes your organisation? (Select all that apply)
3. Has your organisation relocated since the Canterbury earthquake sequence that began in 2010? (If no skip to Question 7)
4. How many times have you relocated?
5. What was your location pre-earthquakes? (please provide address)
6. Describe how the locations of your sites have changed?
7. What are the benefits/disadvantages of your current location?
8. What would your ideal location be?
9. Do you have plans to relocate? (If no skip to Question 11)
10. Describe your plans to relocate:
11. Has your client base altered in any way since the earthquakes, and if so, how?
12. Is your organisation accessible to its client base in the present location?
13. Can your organisation efficiently serve its client base at the present location?
14. Are there other not-for-profits that your organisation would like to be physically closer to?
15. How has your organisation adjusted to any changes that have occurred since the earthquakes?
16. Is there anything that you would like to expand upon or add regarding not-for-profit activity in the post-earthquake environment?

## Appendix F: Not-for-profit organisation classification

Not-for-profit categories used and defined by Salamon & Anheier (1996):

### Group 1: Culture and Recreation

Organisations and activities in general and specialised fields of culture and recreation.

### Group 2: Education and Research

Organisations and activities administering, providing, promoting, conducting, supporting and servicing education and research.

### Group 3: Health

Organisations that engage in health-related activities, providing health care, both general and specialised services, administration of health care services, and health support services.

### Group 4: Social Services

Organisations and institutions providing human and social services to a community or target population.

### Group 5: Environment

Organisations promoting and providing services in environmental conservation, pollution control and prevention, environmental education and health, and animal protection.

### Group 6: Development and Housing

Organisations promoting programmes and providing services to help improve communities and the economic and social well-being of society.

### Group 7: Law, Advocacy, And Politics

Organisations and groups that work to protect and promote civil and other rights, or advocate the social and political interests of general or special constituencies, offer legal services and promote public safety.

### Group 8: Philanthropic Intermediaries and Voluntarism Promotion

Philanthropic organisations and organisations promoting charity and charitable activities.

#### Group 9: International

Organisations promoting greater intercultural understanding between peoples of different countries and historical backgrounds and also those providing relief during emergencies and promoting development and welfare abroad. □

#### Group 10: Religion

Organisations promoting religious beliefs and administering religious services and rituals; includes churches, mosques, synagogues, temples, shrines, seminaries, monasteries, and similar religious institutions, in addition to related associations and auxiliaries of such organisations.

#### Group 11: Business and Professional Associations, Unions

Organisations promoting, regulating and safeguarding business, professional and labour interests.

#### Group 12: Other