

# Holly Snape CEO Community Waikato



Community  
Waikato

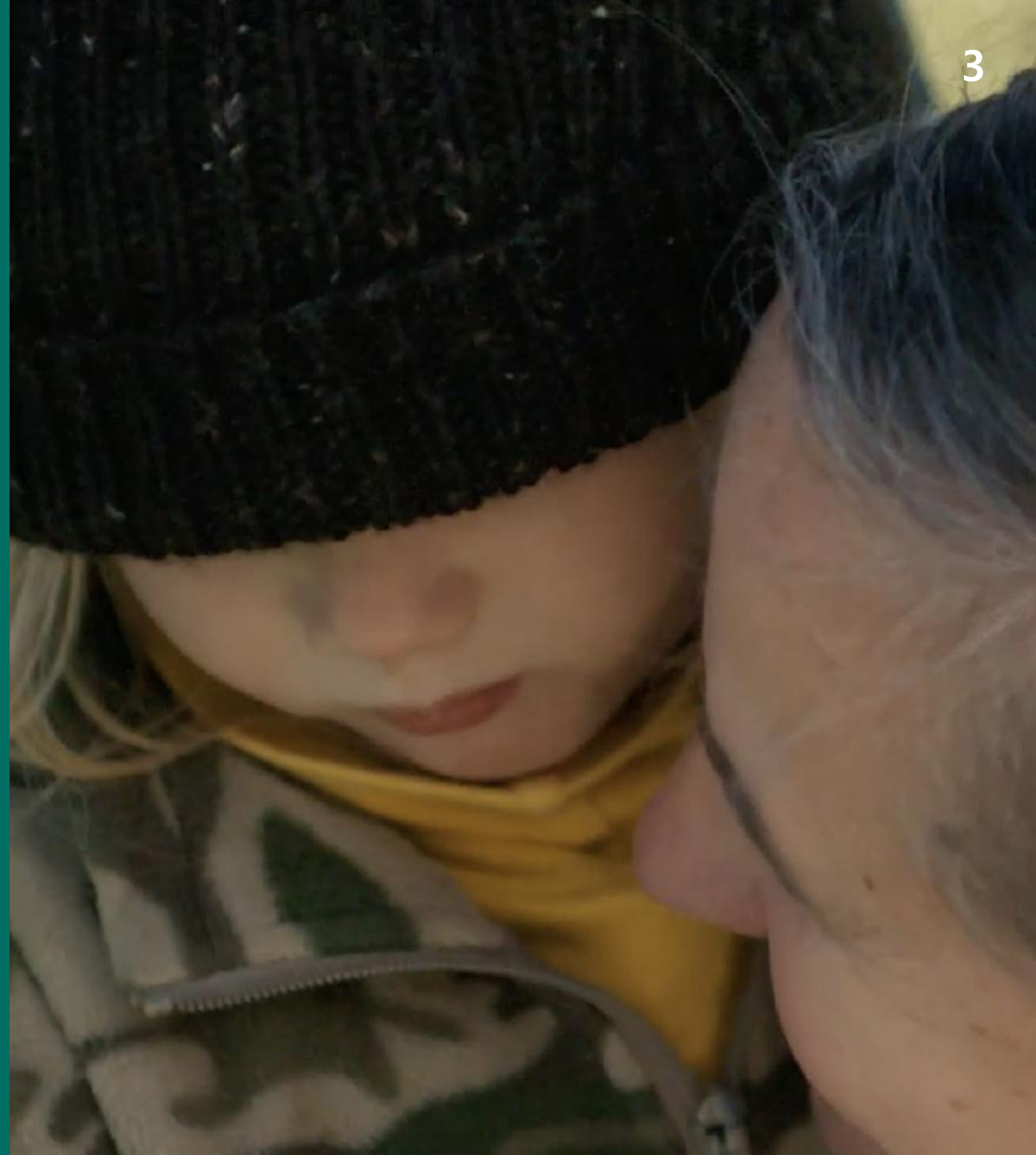
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# Financial Resilience

- Diversified revenue streams
  - Grants, contracts, donations, fundraising, membership, bequests, social enterprise/Earned Income
- Operational Reserves
  - Untagged funds
- Budget
  - monitoring through budget variance

# State of the Sector

- Financial challenges driven by:
  - Govt funding gap
  - LTA retrenching
  - Global market fluctuations
  - Less cash carrying
  - Cost of Living crisis
  - Increased competition
  - Increased community need



# Example of rebuilding

- Small entity was a critical community support agency in a low-income community in Hamilton
- Issues that lead to Insolvency
  - Book keeping very poor (chart of accounts in a complete mess)
  - Years of low-quality audit
  - Funders loss of faith
  - Working in isolation
  - Manager hiding debts



# Stepping in and stepping up

- Governance had to make hard decisions
  - Created a plan to move forward
  - Let most staff go
  - Ceased services that did not have a revenue stream or volunteer support
  - Reduced managers hours to 15 per week
  - Took on active roles to fill the gaps
  - Got support to understand the financial situation



# Collaboration

- Sourced support to keep the doors open
  - HCC donated staff time
    - 20 hours per week staff time – 4 months
    - Built new volunteer database
    - Reset organisation culture

## Collaboration with another service provider

Donated staff time to keep doors open 20 hours per week 6 months

Instigated new operating systems

Organised working bees to tidy up premises

Support hiring new staff

Mentoring into new roles



# Funders

- Created a plan outlining steps going forward
- Met with funders to discuss what had happened
- Demonstrated ability to continue to operate
- Rebuilt confidence through strong governance leadership and capacity strengthening

# Relationships

- Maintained MSD contract to cover staff cost – raised fees to bring in untagged money
- Called on council to provide support
- Relationship with other service provider (20+ years)
  - Considered winding up and merging
- Good quality audit and review of chart of accounts
- 20+ year relationship with local funders



# Today

- Small operational surplus – money in reserves
- Small but effective team – Increased the pay
- New volunteer team – clear roles and volunteer hours
- New programmes running
- New budget and clearer reports to the board (inc budget variance)
- Regular cash flow reviews
- Money in the bank



**Community  
Waikato**

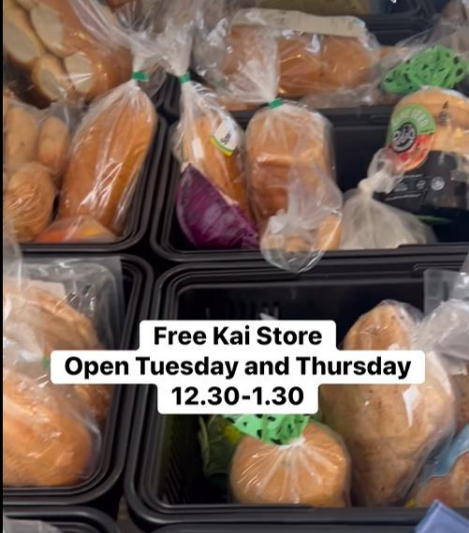
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**Ngaa mihi**

[www.communitywaikato.org.nz](http://www.communitywaikato.org.nz)

07 8381583

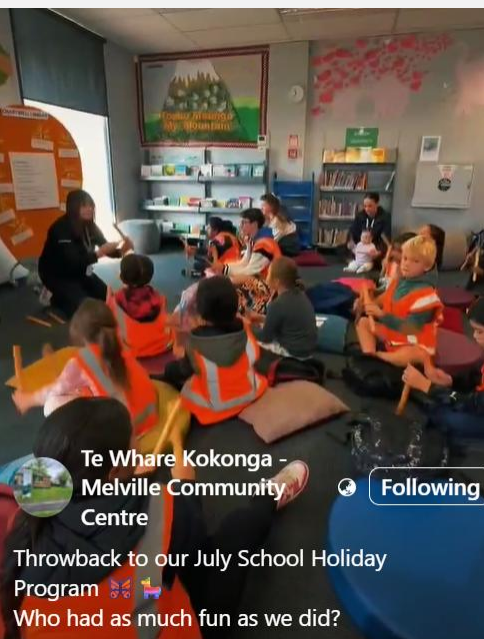




Free Kai Store  
Open Tuesday and Thursday  
12.30-1.30



Te Whare Kokonga  
Melville Community  
Centre  
CROP SWAP & SKILL SHARE  
Kia ora whānau, reminder for our Crop Swap this Saturday 5th July 10:30am-11:30am, all is Welcome! Bring a crop to swap and big smile



Te Whare Kokonga -  
Melville Community  
Centre

Throwback to our July School Holiday  
Program  
Who had as much fun as we did?



## Mana Wahine

Bringing our life experiences - lessons and knowledge together in one room.  
Every Monday  
11am  
Te Whare Kokonga

