

Appendix Two: Action Plan 2022 - 2028

Introduction

This action plan provides a roadmap to implement a relational approach to commissioning to achieve better outcomes that matter to individuals, families and whānau.

There are five sections to the plan:

- 1. Implementation approach:** outlines the foundations that the implementation plan is based on.
- 2. Pathway to change:** explains the different components of the implementation plan and the actions we plan to take.
- 3. How it will work:** outline the approaches we plan to use to deliver change.
- 4. What change will look like for different parties to achieve outcomes:** provide examples of the potential impact the changes will have on individuals, families, whānau, communities, non-government organisations and government agencies.
- 5. Commitments:** operational enhancements to current commissioning.

1. Implementation approach

Enabling people to live the lives they value

Central to a relational approach is that everyone involved with, or affected by, social sector¹ commissioning – people, families, whānau, communities, non-government organisations, government agencies² and Ministers, work together to achieve the ultimate goal. That is, people, families and whānau are supported to live the lives they value.

Relational approaches to commissioning also recognise that everyone can complement and build on each other's contribution. To achieve our ultimate goal, we must listen to and learn from each other and agree on how we will work together – both at the cross agency / organisation level and at an individual, family or whānau level.

¹In this paper, the "social sector" is defined as: national, regional, or local government departments, Crown entities, non-government organisations, community organisations and philanthropic organisations who fund or deliver welfare, housing, health, education, child wellbeing, justice and disability support to individuals, families and whānau.

² Social sector government agencies, departmental agencies and crown entities include: Ara Poutama Aotearoa — Department of Corrections; Department of Internal Affairs (DIA); Health New Zealand (HNZ) and the Māori Health Authority; Ministry of Business, Innovation and Employment (MBIE); Ministry of Education (MoE); Ministry for Disabled People (MfDP); Ministry for Ethnic Communities (MEC); Ministry of Health (MoH); Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (HUD); Ministry of Justice (MoJ); Ministry for Pacific Peoples (MPP); Ministry of Social Development (MSD); Manatū Wāhine – Ministry for Women (MfW), Ministry of Youth Development (MYD); Oranga Tamariki — Ministry for Children (OT); Te Puni Kōkiri (TPK); New Zealand Police; Kāinga Ora (KO); Accident Compensation Corporation; and Tertiary Education Commission.

Te Tiriti o Waitangi / The Treaty of Waitangi is the starting point for transformation

Recognising and giving practical effect to Te Tiriti o Waitangi / The Treaty of Waitangi is essential to achieving inter-generational wellbeing and ensuring that people, whānau, families, hapū, communities and iwi, are supported to live the lives they value.

This recognition and practical effect will be seen both within the implementation approach and in the supporting of a relational approach which will include:

- the active building and maintaining of relationships with iwi, hapū and whānau in respective regions
- iwi, hapū and whānau to create their own solutions
- equitable access, experiences, and outcomes for Māori who are involved in the social sector (the sector)
- competency in the application of Te Tiriti o Waitangi / The Treaty of Waitangi and security to engage and apply tikanga in a way that benefits the provision of support.

A relational approach to commissioning

A relational approach to commissioning places trusted, meaningful relationships at the centre to ensure activity delivers wellbeing outcomes for individuals, families, whānau and communities. Adopting a relational approach encourages new ways to fund and co-find services, empowering individuals, families, whānau and communities to self-determine how they wish to engage with services that support their aspirations and proactively making space for them to do so. The ongoing development of the Māori – Crown relationship is also supported by providing for multiple ways Māori can be at the table during the various stages of the process.

There are six key features that appear in a relational approach to commissioning:

- Grounding our work in the needs and aspirations of the people we serve.
- Entering relationships around a common set of outcomes.
- Recognising and giving practical effect to Te Tiriti o Waitangi / The Treaty of Waitangi.
- Agreeing how we will work to deliver these common outcomes.
- Committing to shared accountability.
- Agreeing clear roles across the commissioning process.

These six features are overlapping, intertwined and iterative, they don't have to form a linear process.

Government have adopted the relational approach to commissioning as the default way for individuals, families, whānau, communities, non-government organisations and government departments to work together.

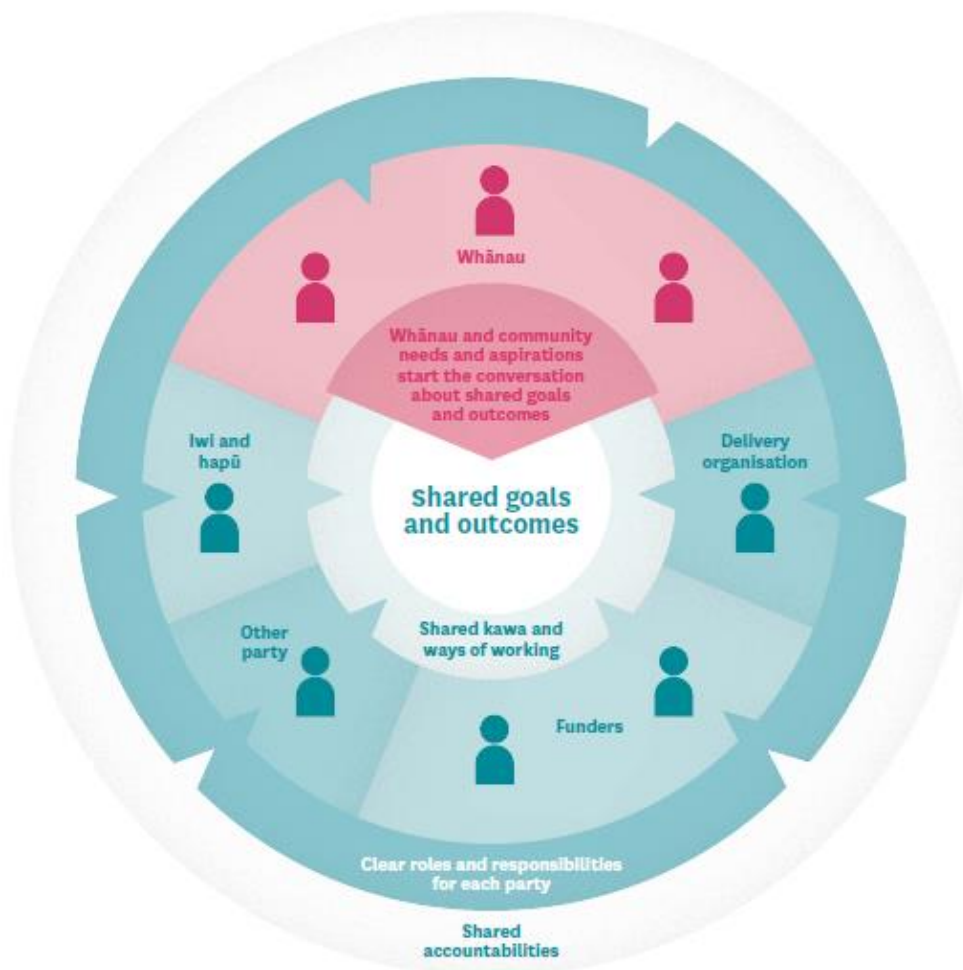


Diagram one: A relational approach to commissioning, working together on shared goals and outcomes.

A relational approach to commissioning is not new for many people and organisations. Action 1 of the Action Plan (see table two) outlines how through engagement we will deepen our understanding of what matters and what works for a relational approach to commissioning.

Using a relational approach to implementation

The plan uses a relational approach to implementation. Representatives from individuals, families, whānau, communities, pacific peoples, iwi / hapū, non-government organisations and government agencies will be involved in the design, implementation, and stewardship of the work (see Section 3). Action plan activities will be guided by:

- The purpose of supporting people, family and whānau to live lives that they value.
- The outcome of improving the intergenerational wellbeing of people, family and whānau.
- The seven social sector commissioning principles.³
- Issues raised through engagement, review, and monitoring.

³ The seven social sector commissioning principles are: Individuals, families, whānau and communities exercise choice, Māori – Crown partnerships are at the heart of effective commissioning, The sector works together locally, regionally, and nationally, The sector is sustainable, Decisions and actions are taken transparently, The sector is always learning, Commissioning is responsive to the equity of unique and diverse populations.

Action plan roles and responsibilities

The Action Plan will support the move to a relational approach to commissioning across the social sector through:

- addressing cross-sector policy and system design issues
- supporting agencies and NGOs to adopt a relational approach to commissioning
- monitoring overall progress of the actions and impacts towards the purpose i.e., a system that supports people, family and whānau to live lives that they value.

Within government, agencies (or groups of agencies) will be accountable to the Social Wellbeing Board and Ministers for adopting a relational approach to commissioning within the scope of their responsibilities.

A Commissioning Hub will be established in the second half of 2022 and will be responsible for supporting the implementation plan. It will facilitate the work and draw on relevant expertise from across the sector. The functional role of government commissioning remains within agencies. Further details on how the Commissioning Hub will operate is detailed in the table two Action Plan and on page 10.

2. Pathway to change

Table One: Phases

The pathway to change will occur in three phases from mid-2022 till 2028.

Phase	Description
1. Growing and extending (mid 2022 – mid 2024)	This phase is focused on the vital work of facilitating new ways of working to emerge. It will raise key policy and operational questions, which will need to be worked through before progressing to the next step.
2. Sector-wide scale-up (2024 – 2028)	Scale-up will require several years. The social sector is large, and change is often more challenging and time consuming than expected. Achieving change will require sustained stewardship across the sector.
3. Normalising practice (2028 onwards)	The sector, individuals, whānau and communities will determine and make further changes to the social sector commissioning system.

This phasing allows the work to respond to learnings, prioritise effort and manage capacity considerations. Project reviews are scheduled to happen in mid-2024 and 2027, which will assess whether:

- the project is ready to move onto the next phase,
- the direction of change is leading to the required outcomes, and
- if we need to refine the planned actions.

The Action Plan

In the delivery of each phase, actions are separated into three workstreams:

- **Clarity and support:** where common understanding and shared priorities between stakeholders are created, capability is built, and cross cutting issues are addressed.

- **Change:** where tangible changes are made to existing and new commissioning, to achieve shared outcomes and deliver what matters to individuals, families and whānau.
- **Oversight and learning:** where stakeholders ensure that progress is made, momentum is maintained, the intent of the transformation is protected, learnings are analysed and shared.

The pathway to change map on page 6 gives stakeholders an understanding of what sustained commitment could look like.

The table on page 7 sets out the action plan. The actions and activities are focused on the first phase growing and extending.

A communications and engagement plan will be created to convey the long-term vision. This plan will outline how the action plan steps, progress and key learnings are supporting the overall programme aspirations. The Policy Project, Policy Community Engagement Tool will be used to inform how we will conduct our engagements.

Diagram Two: Pathway to Change Map

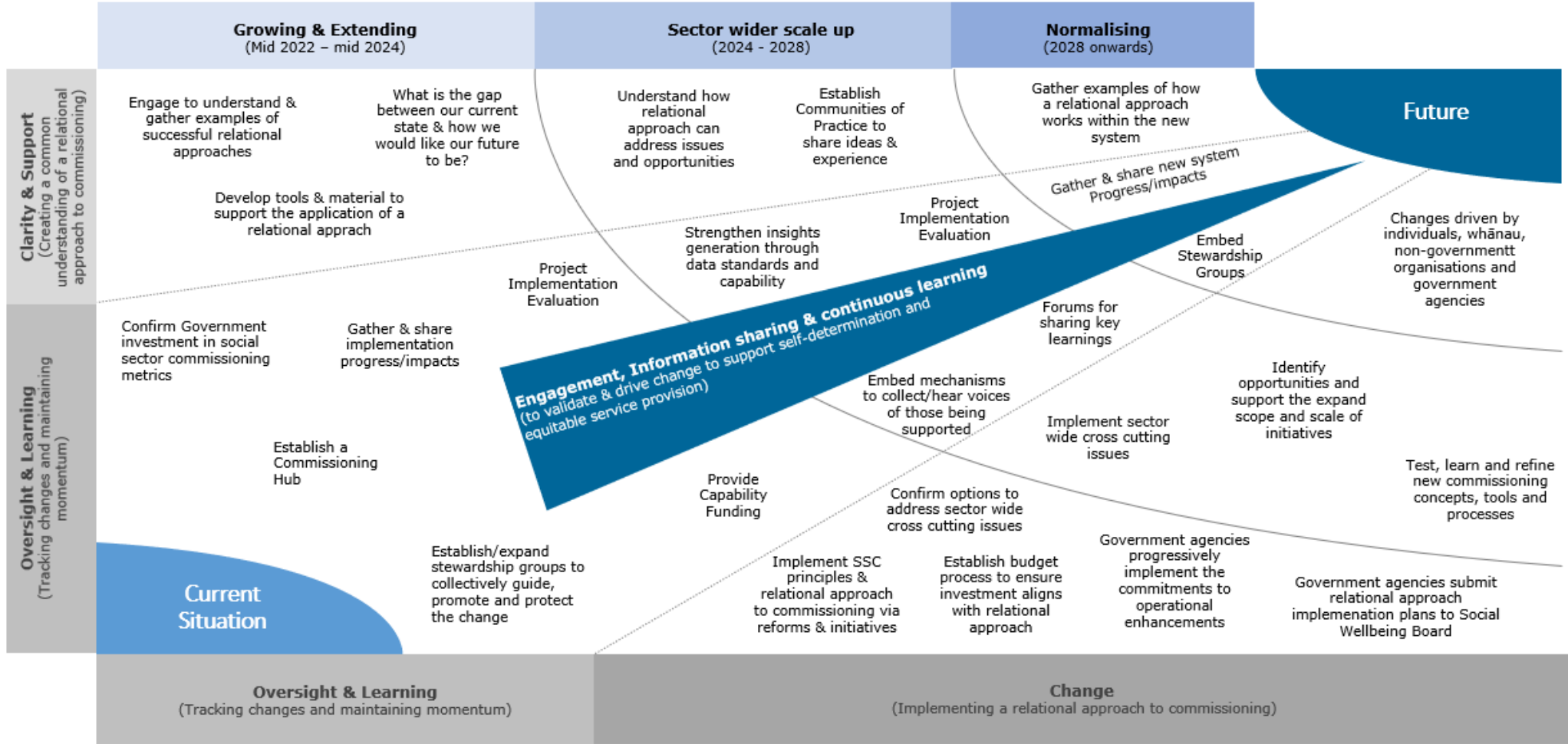


Table Two: Action Plan

Actions	Who is involved and how?	Key activities
CLARITY AND SUPPORT: Creating a common understanding of a relational approach to commissioning		
1. Deepen Understanding: Deepen our understanding of what matters and what works for a relational approach to commissioning through engagement with individuals, families, whānau, hapū, iwi, non-government organisations (NGOs), government agencies and communities by end of 2022.	The Commissioning Hub will conduct work with key sector partners in the second half of 2022. Government agencies, non-government organisations and Communities that currently use a relational approach share how it has been successfully applied.	The Commissioning Hub will build on existing relationships and forums to: <ul style="list-style-type: none"> engage with representative individuals, families, whānau, communities, non-government organisations and government agencies to understand what a relational approach should look like in their context. gather examples of how a relational approach has been successfully applied. Information from this engagement will be used to develop tools and support (see Action 2). review literature and research for insights into how relational approaches have impacted commissioning and experiences of individuals, families, whānau, hapū, iwi, pacific peoples, disabled NGOs, communities, non-government organisations and government agencies. These insights will provide critical information that will be used to build learning systems (see Action 9).
2. Build Capability: Develop tools and support that will be made available across the sector to support the capability improvement of a relational approach to commissioning from 2023.	The Commissioning Hub, Social Wellbeing Agency, Te Puni Kōkiri, and the Ministry for Business, Innovation and Employment New Zealand Government Procurement (NZGP) in relation to their procurement responsibilities) will work together to support the capability shift needed for a relational approach to commissioning. Key sector partners will help to identify the priority capability gaps and how to address them. Tools and support will be available to all parts of the sector from 2023.	In early 2023, the Ministry of Social Development will work with non-government organisations to understand the scope and scale of the capability building issues from a provider's perspective. The Commissioning Hub and Ministry for Business, Innovation and Employment (NZGP) will work together on: <ul style="list-style-type: none"> creating material to share how a relational approach has been applied (e.g., videos, eLearning, coaching / mentoring / instructor led guides). in person training and coaching of how a relational approach can and should be applied. making available tools and opportunities for sharing between individuals, families, whānau, communities, non-government organisations and government agencies to understand their role and responsibility within a relational approach to commissioning. supporting the sharing of ideas and experiences through the establishment of Communities of Practice. supporting leaders and practitioners to understand the issues and opportunities with current commissioning arrangements and how moving to a relational approach can address them. creating and / or sharing existing material to improve capability for understanding and building ongoing relationships with communities (e.g., disability, rainbow LGBTQIA+, faith, iwi/hapū, pacific peoples). Where required, Government agencies, non-government organisations and community leaders use tools and support to build capability that will change practice and commissioning behaviours.
3. Address sector wide barriers: Develop options to address sector wide barriers to implementing a relational approach to commissioning, including to address concerns around compliance burdens and funding models from late 2022.	The Commissioning Hub will facilitate mixed working groups of sector experts, key stakeholders, and government agencies to develop policy advice and operational guidance as needed. The shift to a relational approach will present opportunities for non-government organisations to adapt their ways of working.	Beginning in late 2022, the following will be prioritised: <ul style="list-style-type: none"> Compliance burden: Identify and implement tangible options to reduce compliance burdens, considering burdens related to contracting with multiple funders, inconsistent reporting frameworks, lack of data standards and complex audit and assurance requirements. Funding models: understand what components form part of costing models and create sustainable funding processes; understand (or consider?) the impact of mixed funding models and COVID-19 flexible funding approach; and consider the implications of pay equity settlements and/or Fair Pay Agreements for remuneration components. The Commissioning Hub will: <ul style="list-style-type: none"> listen and learn from NGOs to understand what they need to be able to fully engage with the opportunities presented by the system change. encourage and support agencies to capitalise on change processes to tackle other shared issues and build consistency, for example using the contract changes required to implement pay equity settlements, to reduce compliance burdens. assist with addressing system-wide policy issues: <ul style="list-style-type: none"> where the actions of one agency impact on the demand for another agency's services (e.g., the impact of housing on health and vice-versa) that arise from people, families and whānau needing to deal with a range of different agencies. where the same issues affect all agencies and communities (e.g., application of procurement rules / Public Services Act 2020 and Public Finance Act 2019).

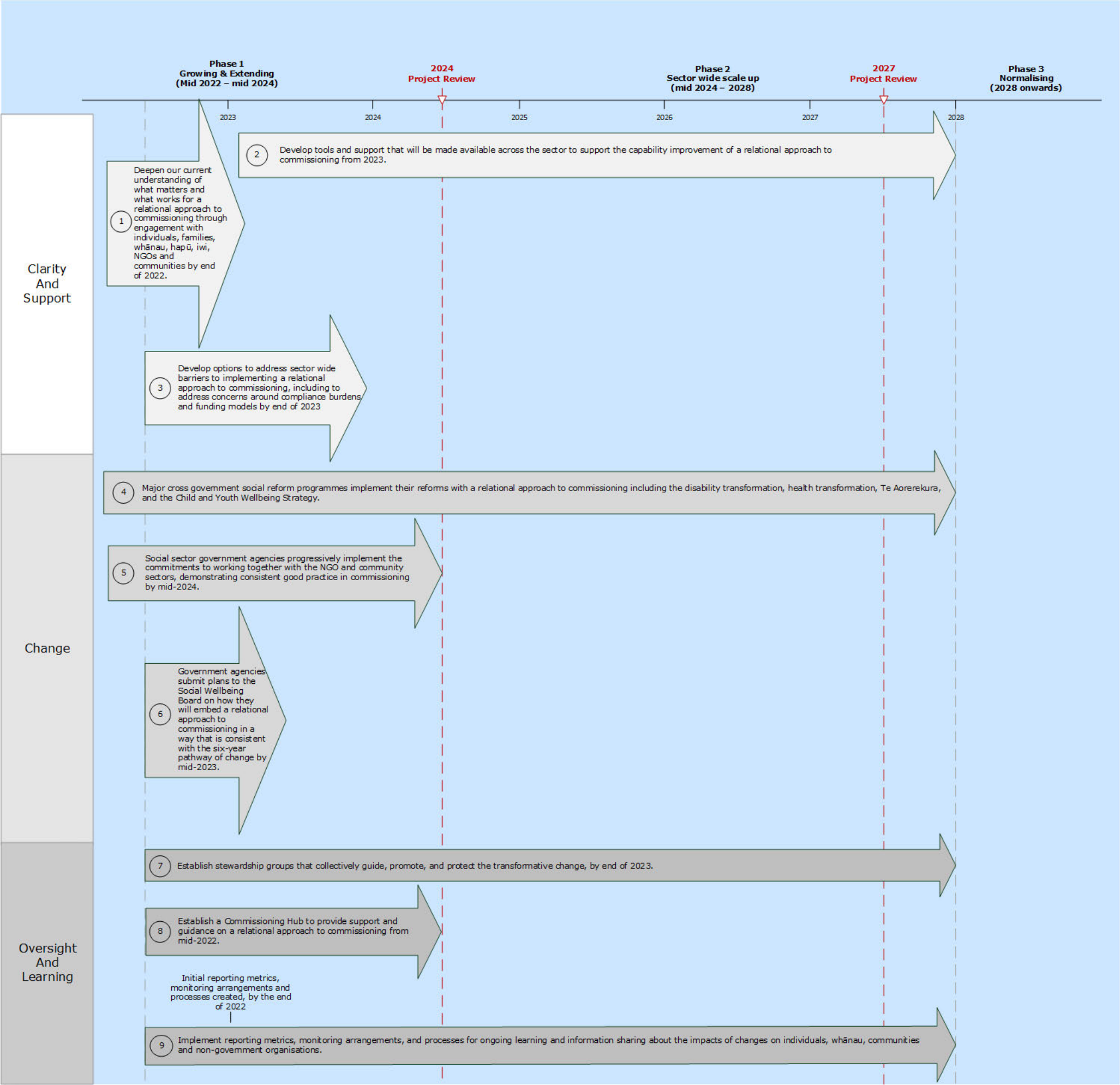
CHANGE: Implementing a relational approach to commissioning

<p>4. Leverage reforms and join up across government: Major cross government social reform programmes implement their reforms with a relational approach to commissioning including the disability transformation, health transformation, Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence, the Child and Youth Wellbeing Strategy and All of Government Pacific Wellbeing Strategy.</p>	<p>Relevant Government agencies for major reforms include:</p> <ul style="list-style-type: none"> Disability: (newly established Ministry of Disability), MSD, MoH, Health: MoH, HNZ, Māori Health Authority Te Aorerekura: Joint Venture Business Unit (JVBU), MoJ, MSD, Police, OT, MoH, MoE, TPK, ACC, Corrections Child and Youth Wellbeing: Department of the Prime Minister and Cabinet (DPMC), OT, MSD, MoE, MoH All of Government Pacific Wellbeing Strategy: MPP, MSD, MoH, MoE, HUD, Ministry for Culture and Heritage (MCH), OT, KO, The Treasury (TSY) <p>Many reforms require a change in approach to commissioning to achieve their objectives. These reforms will deliver tangible changes to many parts of the sector from 2022. We will capitalise on work that is underway to support, test, and deliver relational approaches to commissioning. Findings from the reform programmes implementation of relational approaches will inform changes that need to happen to the social sector commissioning system, this includes joining up across government agencies to streamline commissioning and the implementation of initiatives.</p> <p>Existing engagement forums that have been set up to support the major reforms will be used to inform, guide, and test the changes.</p>	<p>Changes will be delivered via the following reform programmes</p> <p>Disability:</p> <ul style="list-style-type: none"> nationwide implementation of Enabling Good Lives which will embed a relational approach to commissioning across Aotearoa. <p>Health:</p> <ul style="list-style-type: none"> meet Te Tiriti obligations and improve equity of access and outcomes for key priority groups by using the commissioning and co-commissioning frameworks developed by Health NZ and the Māori Health Authority <p>Te Aorerekura:</p> <ul style="list-style-type: none"> create an environment conducive to relational commissioning for the family violence and sexual violence sectors through inclusive development of cohesive plans for funding, procurement, monitoring, and evaluation understand, support and test efforts led by the place-based initiatives (South Auckland and Manaaki Tairāwhiti) and the Integrated Safety Response localities (Canterbury and Waikato) to address the barriers they experience and supporting local implementation. (see Actions 3 and 6) <p>Child and Youth Wellbeing Strategy:</p> <ul style="list-style-type: none"> A number of initiatives under the Child and Youth Wellbeing Strategy present opportunities to demonstrate a relational approach to commissioning. This includes work led by the Social Wellbeing Board to develop and test an integrated network of health, social services, and informal support for children and whānau in the first 1000 days of a child's life, through a localised learning system approach that is built on <i>Kahu</i> Taurima, the Health-lead early years work programme. Oranga Tamariki will demonstrate new approaches to enabling community leadership in meeting the needs of children and whānau in several locations. <p>All of Government Pacific Wellbeing Strategy:</p> <ul style="list-style-type: none"> Performance and Improvement (Vaka Moana): to measure and monitor the impact of investment in Pacific communities through the Pacific Wellbeing Outcomes Framework, and report against it through a set of co-designed Pacific wellbeing indicators and measures. Explore options to utilise the All-of Government Pacific Wellbeing Outcomes Framework within the Budget 2023 process. Capability (Te Kupega): enhance capability in the system by strengthening cultural capability and engagement approaches with Pacific communities across government. Partnership and Governance (Fale Fono): embed formal system leadership in Government for Pacific Wellbeing, strengthen and connect the interface between Pacific communities and government that utilises and builds on existing networks. Pacific Values and Principle (Lalaga Potu): these form the foundations of the Strategy and are embedded in the implementation approach. <p>In addition to the work of each of the reform work programmes, the Commissioning Hub will:</p> <ul style="list-style-type: none"> support aligned implementation through relational commissioning tools and guidance (e.g., costing models, shared goals & outcomes guidance) (see Action 2). facilitate the sharing of the successes and challenges of different reforms to adopting relational approaches to commissioning and what it means in practice (see Action 9). address system barriers by surfacing options for the Social Wellbeing Board and Ministers where cross-cutting issues required sector wide resolution (see Action 3). use changes that are being implemented by the reform programmes to test concepts and tools that are generated e.g., monitoring and reporting, funding models, reducing the compliance burden and the sharing of information/learnings. provide a holistic view of the commissioning changes happening across the social sector to identify opportunities, minimise duplication and support the scale up of initiatives.
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<p>5. Implement commitments: Social sector government agencies progressively implement the commitments to operational enhancements to current commissioning by mid-2024.</p>	<p>All 20 social sector government agencies and crown entities.</p> <p>Each government agency will be responsible for implementing and delivering commitments and improved practice.</p> <p>Improving agency practice will involve working closely with the NGO sector. NGOs may adapt their business practices to adapt to new ways of working. NGOs will play a role in holding agencies to account to implementing tangible changes in their practices.</p>	<p>The commitments to working together with the NGO and community sectors are set out in section 5.</p> <p>Each agency has prioritised commitments for 2022-23 based on preliminary self-assessments; these are outlined on page 15.</p> <p>The Commissioning Hub will:</p> <ul style="list-style-type: none"> establish working groups to address known issues e.g., relational approach, capability building, funding models, compliance burden, monitoring, and reporting (see Actions 1, 2 & 3). monitor government agency progress on implementing the commitments. (see Action 9) assess at the end of 2024 on the delivery of commitments and whether the commitments need to be revised to strengthen practice. support a consistent implementation of commissioning through tools, guidance and learning resources (Action 2).
<p>6. Agency scale up plans: Government agencies submit plans to the Social Wellbeing Board on how they will embed a relational approach to commissioning in a way that is consistent with the six-year pathway of change by mid-2023.</p>	<p>All 20 social sector government agencies and crown entities, for investment outside the scope of major reform programmes (see Action 3).</p> <p>The Commissioning Hub and Treasury will support this.</p> <p>This will require government agencies to actively involve and work together with the NGO and community sector to create plans with shared outcomes.</p>	<p>Each agency will work with their sector stakeholders, Minister(s) and related agencies, to report to the Social Wellbeing Board by mid-2023, with a plan to move to relational commissioning by 2028.</p> <p>These plans will identify and prioritise key opportunities to:</p> <ul style="list-style-type: none"> maintain and evolve promising regional initiatives (e.g., South Auckland Social Wellbeing Board) expand the scope and scale of existing relational initiatives review existing investment for alignment with a relational approach. <p>The Commissioning Hub will provide relevant support and guidance to these plans and provide advice on coordinating initiatives to move to a system wide transformation.</p> <p>The Commissioning Hub and Treasury will look to establish processes for Budget 2023 which ensures investment thinking aligns with a relational approach to commissioning.</p>
<p>OVERSIGHT AND LEARNING: Tracking change and maintaining momentum</p>		
<p>7. Stewardship: Establish a stewardship group that reflect the individuals, families, whānau, community, non-government organisation and government agencies voice to collectively guide, promote, and protect the transformative change, by end of 2023.</p>	<p>Regular national forums for stewardship will be convened and supported by the Commissioning Hub throughout the implementation of the action plan. We anticipate that elements of the existing Project Board will evolve and form part of the national forums for stewardship.</p> <p>Regional Public Service Commissioners have the ability to convene and facilitate regional stewardship of the transformation is envisaged.</p>	<p>The Commissioning Hub will work with the Regional Public Service Commissioners, existing Social Sector Commissioning Project Board and sector stakeholders to:</p> <ul style="list-style-type: none"> confirm which existing groups are interested in supporting the social sector commissioning work that could be leveraged to promote and progress work, e.g., pre-existing forums that have been created for significant areas of transformation such as disability and health sectors. establish and/or expand the membership of the proposed stewardship group to include representatives of individuals, families, whānau who are receiving support and, representatives from their communities agree the purpose, responsibility, and authority of each stewardship group with all members determine how stewardship groups will be supported (e.g., secretariat support, funding).
<p>8. Commissioning Hub: Establish a Commissioning Hub to provide support guidance and facilitate change on a relational approach to commissioning from mid-2022.</p>	<p>To be housed for two years at the Ministry of Social Development and reviewed in 2024. It will be a dedicated team which pulls in expertise from across the sector to solve shared problems.</p> <p>It will provide a holistic overview and ability to take leadership and support change that is beyond the scope of any agency and system conditions that are set by central agencies that impact on local flexibility and investments that matter to whānau and communities (see page 10 for further detail).</p> <p>There is an opportunity to review the role of the Commissioning Hub in 2024 as part of the overall review of the Action Plan to determine what ongoing support for the Action Plan is needed.</p>	<p>As outlined in this Action Plan.</p>

<p>9. Monitoring and learning: Implement reporting metrics, monitoring arrangements, and processes for ongoing learning and information sharing about the impacts of changes on individuals, whānau, communities and non-government organisations, by the end of 2022.</p>	<p>The Commissioning Hub, in association with the Treasury, and the Social Wellbeing Agency.</p> <p>Stakeholders engaged in 2022 (Action 1) and the stewardship groups formalised (Action 7) will help ensure that the metrics chosen measure what is valued by key sector participants.</p>	<p>A set of metrics for better understanding the government’s investment in social sector commissioning and the contribution it makes to the purpose and outcome of relational commissioning is proposed, to be agreed through approval by the Ministers of Finance and Social Development by the end of 2022.</p> <p>This will also include work to develop and implement:</p> <ul style="list-style-type: none"> • methods for synthesising insights from individuals/whānau, communities, non-government organisations and government agencies (e.g., via engagements, interviews, surveys). • data standards and capability to strengthen insight generation from NGO activities. • new mechanisms for collecting the voices of those being supported and alignment with data sovereignty standards. • forums for sharing key learnings from details of different implementations of a relational approach (e.g., Stewardship groups, Communities of Practice). • reporting on operational enhancements commitments, existing sector-led changes, and cross sector and community-led changes, and progress with implementing relational commissioning. • approaches to measure impacts of the change to relational commissioning. • use insights gathered from deepening a relational approach to build learning systems (see Action 1) • metrics to assess whether the work programme activities and relational approach are delivering transformational change, are Te Tiriti o Waitangi / The Treaty of Waitangi compliant and will provide better outcomes for individuals, families and whānau. <p>This work will integrate with existing mechanisms, such as the estimates process. It will consider previous examples of monitoring and learning e.g., Results Based Accountability, Child and Youth Wellbeing Indicators</p>
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Diagram Three: When we expect the actions to be delivered:



3. How it will work

The Action Plan will be led by the following roles:

- **Stewardship group:** evolving from the current project board to collectively guide, promote, and protect the social sector transformative change of direction.
- **Working groups:** experts working together to achieve specified goals (including people who receive support and/or provide support).
- **Voices:** sharing the voices of those that receive support, the communities from which they belong and those that provide the support, so they are heard.
- **Commissioning Hub:** provides active support to encourage fundamental change and ongoing learning.

Stewardship group

A stewardship group will have members from all groups involved with, or affected by, social sector commissioning. To date, the programme has been guided by:

- targeted engagements with Māori providers, some iwi and hapū representatives, Pacific providers, representatives from across the sector through various existing government forums and reference groups
- engagement with people, whānau, families and community organisations through 'your voice, your data, your say' on social wellbeing and the protection and use of data
- engagement with Chief Executives of social sector government agencies and Crown entities through the Social Wellbeing Board
- the Project Board (a group of non-government organisations and government agencies to guide the Social Sector Commissioning implementation plan)
- social sector government agencies and crown entities that commission social supports and services.

The Action Plan will expand the membership of these groups to include representatives from individuals, families, whānau who are receiving support and their communities (e.g., disability, rainbow LGBTQIA+, faith, Iwi/hapū, pacific peoples, migrant) to form a national stewardship group that collectively guides, promotes, and protects the transformative change, by end of 2023. The form, purpose, responsibility, and authority of the stewardship group will be agreed with all the members and supported by the Commissioning Hub. Local stewardship groups may also be established.

The stewardship group will have a mechanism for providing advice to the Lead Minister, should it be necessary.

The iwi and Māori representatives working with the Social Sector Commissioning Work Programme propose that further kanohi ki te kanohi (face-to-face) engagement with Māori stakeholders to enable the building of connection and ownership of the strategic work and identify how the Action Plan can best support Māori. We expect that this will continue to evolve the stewardship arrangements for this work.

Where possible engagement will also continue to occur through other pre-existing forums, especially for significant areas of transformation such as in the disability and health sectors.

Working groups

Specific working groups will be established to clarify, design, and create solutions through the Social Sector Commissioning Hub. Meaningful and purposeful engagement will be required to design and implement all relational commissioning initiatives with the following:

- the people, families and communities who seek support
- the diverse communities within which the people being supported live
- iwi / hapū / Māori
- non-government organisations.

These working groups will be established to address significant cross cutting challenges with the social sector commissioning system.

- **Relational Approach:** share learnings of how to work collectively together, and then use this information to support the fundamental shift in commissioning perceptions and behaviours.
- **Capability Building:** ensure different parties in the sector have the skills and capabilities needed to participate fully in a relational approach and the new ways of working this requires.
- **Monitoring/Reporting:** confirm quantitative and qualitative metrics (e.g., value of investment, social sector insights) and define how information will be gathered and shared.
- **Funding Models:** understand what costs should form part of costing models and create fair funding estimates/processes.
- **Compliance Burden:** identify consistent and standard reporting that can be used to gather compliance data / information across government organisations and shared back to non-government organisations and communities.

Work on each of these cross-cutting issues will also support government agencies to fully implement the commitments.

Voices

Forums and reporting will be used to share the voices of people who are seeking support and those that provide support. Opportunities to strengthen voices include drawing on the new insights and perspectives which often underpin emerging and new service approaches, and translating academic findings into practical insights (e.g., using Chief Science Advisors)

These voices will help create an understanding of the changes that are required, and then the impact of changes that have been made. Processes to gather narrative will form part of the regular monitoring and reporting. A non-government organisation survey will provide a new mechanism for surfacing areas of progress, sector concerns and tracking change over time.

The Commissioning Hub

The Commissioning Hub will play an active supporting role that will encourage fundamental change and ongoing learning, including by:

Supporting the engagement and monitoring through:

- convening stewardship groups, facilitating working groups and engagement with voices;

- developing and implementing regular monitoring and reporting and overseeing a programme of evaluation of the application of relational commissioning.

Supporting the move to relational commissioning across the social sector through:

- working to align major reform programmes with a relational approach to commissioning;
- sharing implementation information and insights, identifying changes that matter, and facilitating central government changes e.g., policy, legislation, and processes;
- developing commissioning tools and guidance (in collaboration with subject matter experts and representatives from across the sector).

Addressing system-wide policy issues:

- where the actions of one agency impact on the demand for another agency's services (e.g., the impact of housing on health and vice-versa);
- that arise from people, families and whānau needing to deal with a range of different agencies;
- where NGOs and community organisations have to navigate multiple agreements or contracts across different government agencies;
- where the same issues affect all agencies and communities;
- how to support capability building across the sector.

4. Table Three: What change will look like for different parties to achieve outcomes

Individuals, families and whānau	Communities
<ul style="list-style-type: none"> Increasing assets, trust, capability, leadership, and community connections. Increased authority and options to lead and drive changes including developing a relational approach The system addresses what is most important to them and supports them to achieve their aspirations Move from a recipient of service to an active partner with increased agency to live lives they value The system responds effectively to people from diverse backgrounds and communities. The lived experiences and voice are central to understanding how well the system is working and its impacts. Shift in approach, perception, behaviours that is required to work in a relational way. 	<ul style="list-style-type: none"> Increasing assets, capability, and leadership. Communities support individuals, families and whānau to flourish. Shift in approach, perception, behaviours that is required to work together in a relational way. Locally led commissioning emerges Communities understand what works for individuals, families and whānau and what they need to thrive Connect and collaborate across sector, non-government organisations, government, and communities Iwi and hapū see increasing tino rangatiratanga to solve their own problems.
Non – Government Organisations	Government Agencies
<ul style="list-style-type: none"> Shift in approach, perception, behaviours that is required to work in a relational way. Non-government organisations understand what works for individuals, families, whānau and communities, and what they need to thrive. Services and supports respond to what matters to people, families, whānau and communities and their aspirations. Processes and ways of working need to enable engagement, information sharing and continuous learning which recognises and honours the authority, lived experience and knowledge of individuals, families, whānau, and communities Non-government organisations have the capability and capacity to operationalise a relational approach. Encourage conversations around new ways of working, like developing solutions to how a provider that deals with multiple government agencies could see the process being streamlined. There is increased understanding of the impact that social services have on individuals, families, whānau and communities' agency and lives. Funding issues and concerns are discussed with government agencies in an open and respectful way, with a recognition of the situation that government agencies are in. Contracting and reporting are streamlined. 	<ul style="list-style-type: none"> Cross-government commissioning has an increasing impact on what is important to people, families, whānau and communities, and their aspirations. The system honours the authority, lived experience, knowledge and data sovereignty of individuals, families, whānau, communities and non-government organisations. Government workforces spend most of their time building intentional relationships and supporting people, families and whānau. Learning from insights, data, and lived experiences informs commissioning and innovation. Longer-term and flexible funding arrangements and accountability promote certainty, stability and innovation for non-government organisations, government agencies and communities Shift in approach, perception, behaviours that is required to work together in a relational way, including allowing locally led commissioning that is centrally supported. Funding issues and concerns are discussed with providers in an open and respectful way, with a recognition of the situation that providers are in. The compliance burden and risk are shared fairly between government agencies and providers. Barriers to working in a relational way (e.g., regulations, policy, contracts funded from multiple commissioners and budget processes) are addressed, making it easier for the system to focus on what matters to people to engage with non-government organisations and communities. Contracting and reporting are streamlined.

5. Table Four: Commitments: Operational enhancements to current commissioning

The commitments below are operational enhancements to current commissioning. These have been developed, in collaboration with government agencies and NGO representatives, to set expectations of good practice for government agencies. These commitments seek to improve current commissioning recognising that most of the system will remain under existing commissioning arrangements for some years. The commitments aim to remove barriers to change in the short-term, lifting standards of practice and reducing complexity.

	Government agencies are expected to...	Explanation
Centring people and collaboration	1. Start with individuals, family and whānau: start with a focus on what matters to whānau, and this shapes investments, the design of support, delivery, assessment, and improvements.	Decision making on supports for and about individual, families, and whānau is made close to them and is influenced by the reality of their daily lives, and the change that they want to see happen.
	2. Enable collaborative commissioning: facilitate NGOs, individuals, family, whānau and communities to engage as partners in all parts of the commissioning process.	Agencies are to understand and support the capability and capacity of NGOs and communities to be involved and to engage in the commissioning process as partners.
	3. Establish shared endeavour: develop agreed ways of working together with those providing support, and their shared outcomes and goals for individuals, family and whānau.	Relationships between government agencies and NGOs are to move beyond transactional and contractual obligations to trusted, flexible and sustainable collaborations, built around shared aspirations. Formal agreements reflect this.
	4. Ensure shared assurance: work with those providing support to ensure quality assurance is proportionate to risk, focuses on what matters to individuals, family and whānau, and enables shared accountability and continuous improvement.	NGOs experience the full burden of government assurance activity across organisational viability and capability assurance, contract specification, monitoring and reporting. Often this is compounded across multiple funders and service types.
	5. Support diversity of providers: work together with communities to ensure a diversity of support that reflects the individuals, family and whānau accessing support and their range of needs	Government agencies, communities, and NGOs regularly consider whether existing service provision is sufficient to meet shared priorities for all populations, particularly where there are entrenched equity gaps in wellbeing. This may involve seed funding and capability support from funders and time to develop.
Innovation and insight	6. Enable greater flexibility: learn from each other and work with individuals, family, whānau and providers to enable flexibility so that the support provided can be more innovative and responsive.	Flexibility in meeting agreed outcomes should be sought and encouraged, good relationships will help both parties negotiate the conditions for the flexibility. Agencies are to consistently enable early discussions, prior to agreements being designed, to enable NGOs input into service design.
	7. Grow commissioning capability: ensure staff involved in commissioning have the skills, knowledge, and cultural competency necessary to build and sustain trusted, meaningful relationships with NGOs and communities.	Agencies ensure the right skills and capabilities are in place to build and maintain meaningful, trusted relationships at the core of commissioning. These are different from the skills involved in traditional procurement and contract management.
	8. Develop fit for purpose sourcing: use the range of sourcing approaches to facilitate innovation, collaboration and capability building, while ensuring new organisations can be involved	Government agencies understand which sourcing approach is best for a commissioning process. Robust sourcing is still required, but competitive sourcing is not the default method.
	9. Ensure inclusive continuous improvement: engage with those providing support to assess effectiveness through inclusive and transparent continuous improvement approaches.	Effectiveness is evaluated in ways which include NGOs and informs continuous improvement approaches which reflects what matters to individuals, family and whānau. Information shared from agreements supports shared accountabilities and performance but does not fully indicate service effectiveness.
	10. Improve insight infrastructure: develop data, evidence and insights to better understand and inform government agencies, NGOs/providers and communities and improve outcomes.	Government agencies, NGOs and communities are clear on how data shared will be used. Analysis and insights are shared transparently. Data is shared appropriately, aligning with the Data Protection and Use Policy (DPUP), and progressively shifting to secure methods (e.g. Data Exchange).
Funding and Resourcing	11. Funding models take account of the full range of costs: take a transparent and evidence-based approach to costing and pricing models to ensure they recognise the full range of costs, incentivise quality and equity; providing opportunities for those most effected to participate in the evidence gathering process.	Agencies and NGOs require reliable, robust, and real-world costing models to determine the pricing of services. Costing models need to recognise the full range of costs (labour, consumables, capital, return on equity and risk management) and reflect the variability in service need across people and contexts.
	12. Ensure clear funding scope: be clear about whether government funding purchasing a service response or contributing to a shared endeavour; sustainable resourcing is required to match the agreed scope of the service response	Where agencies are taking a service purchase approach, they must be able to demonstrate that the resource provided could reasonably be considered sufficient to deliver those services. Where agencies are instead contributing to the activities of an NGO, the funding provided must be proportionate to the expectation of what that will enable the NGO to do.
	13. Ensure longer-term funding: in general, funding timeframes should align with a commitment to sustainability of support, flexibility to respond to contextual change and providing greater certainty for planning purposes.	Agencies and NGOs prefer longer-term arrangements where demand is expected to grow or be stable, which can help increase the potential to achieve long-term outcomes. This supports NGOs to plan and invest over time and reduces time spent on renegotiating or varying arrangements. This does not preclude dynamic funding models.
	14. Align investment: work together, and seek to involve non-government funders, to align investment to help maximise impact, and reduce duplication while enabling specialisation and diversity of support.	Funders (including non-government funders) work smarter together to become increasingly joined-up where there are shared or common goals and outcomes.
	15. Ensure investment transparency: annually publish consistent information about government funding distributed to parties across the social sector, including how funding levels were determined.	Agencies are transparent about the use of public resources and how and why funding decisions are made. This links to work on clear costing models and funding scope. Agencies progressively move to a consistent data standard.

Diagram Four: Initial changes government agencies are planning on making to meet the commitments

The below diagram outlines the changes the social sector government agencies are initially planning to focus on to meet the commitments. Government agencies plan to use various methods to deliver their changes, from establishing specific projects, using existing programmes and, seeking to apply/adapt changes that have already been implemented by other agencies. The final implementation of these changes will be supported by the wider programme of work e.g., build commissioning tools and guidance (costing models, shared goals).

