

Aide-mémoire



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORĀ

Meeting

Date: 20 October 2015 **Security Level:** IN CONFIDENCE

For: Hon Anne Tolley, Minister for Social Development

CC: Hon Jo Goodhew, Associate Minister for Social Development

File Reference: REP/15/10/1120

Meeting with Minister Flavell

Meeting details Wednesday, 21 October 2015

Expected attendees Hon Te Ururoa Flavell

Purpose of meeting

This is a regular monthly meeting to discuss matters relating to the Ministry of Social Development (MSD) and Whānau Ora. Te Puni Kōkiri (TPK) has advised that Minister Flavell wishes to use this week's meeting as an opportunity to further discuss the potential transfer of \$12 million in funding and/or programmes, to support Whānau Ora outcomes.

Background

MSD and TPK have been discussing how we can work together to better support the achievement of Whānau Ora outcomes. TPK has identified options for managing the potential transfer of funding and/or programmes and has been discussing these with their Minister.

- That the funding and/or programmes be transferred to TPK, who will then administer it via contract with the Whānau Ora Commissioning Agencies (TPK's recommended approach).
- That the funding and/or programmes be administered by MSD via contract with the Whānau Ora Commissioning Agencies.
- That MSD retains administration of the funding and/or programmes via contract with current providers, but incorporates a Whānau Ora approach.

In terms of timing, TPK has advised Minister Flavell that the potential transfer could take place:

- in a phased manner, upon the expiry of current contracts (TPK's recommended approach), or

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- as soon as possible, through contract novation and transfer.

TPK has also raised with their Minister the possibility of a more immediate transfer of the currently uncommitted Te Punanga Haumaru (TPH) funding (approximately \$2.55 million) to the Whānau Ora Commissioning Agencies.

Key issues

In its advice, TPK has highlighted three key issues that it recommends Minister Flavell raise with you in the meeting.

- Whether your preference is for the funding and/or programmes to be transferred to TPK, to be administered via contract with the Whānau Ora Commissioning Agencies.

(As noted above, this is TPK's recommended approach.)

- With the exception of the uncommitted TPH funding, whether your preference is for transfer of ongoing programmes or uncommitted funding following expiry of provider contracts.

TPK note that, when consulted on the briefing, the Treasury advised that it would support a phased approach to the transfer of funding (not programmes), as contracts expire.

(We understand that your preference would be for the transfer of ongoing programmes – REP/15/4/409, 24 April 2015, refers.)

- Who should assume Ministerial responsibility for any decision to not renew provider contracts, and for communicating this to providers.

(We understand that you would see this as Minister Flavell's responsibility, following transfer – again, REP/15/4/409 refers.)

Additional item

TPK has also suggested to Minister Flavell that he may wish to discuss with you the work currently underway on the inter-agency Whānau Ora work programme.

At the Whānau Ora Partnership Group meeting in August 2015, approval was given to the high level Whānau Ora Outcomes Framework. MSD has been closely involved in its development, ensuring alignment with the developing Community Investment Strategy (CIS) Results Measurement Framework.

The focus is now on agencies and iwi working together to identify realistic and evidence based measures, that support the short-term (one to four year) priorities within the Whānau Ora Outcomes Framework.

Along with the other partner agencies, we have been asked to provide a set of strong supporting measures along with additional information related to each eg data source, existing baselines and expected future change.

The timeframes for the work are tight – the joint-agency and iwi working group has been tasked with presenting a consolidated inter-agency / iwi view to the November meeting of the Whānau

Ora Partnership Group. To enable this, the aim is to have a final draft ready by the end of October, for submission in November.

A key risk for MSD is the fact that development of our CIS Results Measurement Framework is on a much longer time-line. Given this, we are unable to provide a complete and robust set of supporting measures across our key result areas within the required time-frame.

We are on track to confirm our draft population indicators across all three result areas by the end of November. We will then be working towards a refined set by March 2016, which only then will include (where-ever possible) client result measures and the type of information being asked for now by TPK.

In the meantime we are highlighting these issues to TPK and, in the interests of being as helpful as possible, are providing some identified draft measures and supporting information.

We will continue to carefully manage the work, and related expectations.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

25 November 2015

Te Minita Whānau Ora

Transfer of Vote Social Development Funding to Support Whānau Ora

Purpose

1. The content of this briefing relates to the Whānau Ora priority kaupapa.
2. This briefing provides advice on options for implementing the transfer of approximately \$12 million in Vote Social Development funding and contracts to Vote Māori Development to support Whānau Ora outcomes.

Executive Summary

3. As outlined in our advice of 8 October 2015, officials' (including Treasury) preferred option is to transfer uncommitted funding in phases from Vote Social Development to Vote Māori Development following the expiry of current provider contracts to support Whānau Ora Commissioning Agency activity. This advice included a full analysis of the benefits and risks of the options available for the phased transfer of funding between Votes.
4. A phased transfer of funding between Votes minimises the risk of provider disruption and associated criticism of Whānau Ora. It also minimises the transaction and administrative costs associated with the transfer, as it avoids novating programme contracts to new parties.
5. You discussed the options for progressing this transfer with the Minister for Social Development during the meeting of the Whānau Ora Partnership Group on 17 November 2015. We understand the Minister for Social Development expressed a preference for the transfer of uncommitted funding and current contracts from Vote Social Development to Vote Māori Development in a single step, rather than in tranches following the expiry of current contracts. Following this discussion you have requested advice on the options and associated risks for transferring funding and contracts between Votes in a single step as soon as possible.
6. While officials' preferred option is for a phased transfer of funding between Votes following the expiry of current provider contracts, we have identified three options for the transfer of funding and contracts between Votes in a single step as per your discussion with the Minister for Social Development (outlined in full on pages 4-6).
7. Of these three options for the transfer of funding and contracts between Votes in a single step, we recommend you approve **Option One**, whereby:
 - Uncommitted funding and provider contracts are transferred from Vote Social Development to Vote Māori Development in December 2015, and the Ministers for Whānau Ora and Social Development assume joint responsibility for this funding;
 - Funding that is uncommitted at the time of transfer is allocated between Whānau Ora Commissioning Agencies according to the original commissioning allocation to support an increase in commissioning activity volume; and
 - Provider contracts remain administered by the Ministry of Social Development until they expire, at which point Ministers jointly decide whether to:
 - Provide uncommitted funding to Commissioning Agencies to support commissioning activity;
 - Provide funding for Commissioning Agencies to invest in the outcomes previously sought through contracts with providers; or

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- Renew provider contracts for administration by the Ministry of Social Development.
8. Option One progresses the transfer of funding and programmes from Vote Social Development to Vote Māori Development in a single step while minimising the risk of disruption to current providers and the likelihood of criticism for Whānau Ora as a result. The option also increases Government investment in Whānau Ora outcomes while minimising the associated transaction and administrative costs. Ministry of Social Development officials have suggested that the Ministry of Social Development is able to continue to administer contracts following the transfer of funding and programmes between Votes, however it will not be able to assist with managing risks in relation to these contracts (including stakeholder management).
 9. If you agree to progress this transfer according to the recommended single step transfer option, officials will prepare a draft joint Cabinet Social Policy Committee paper seeking approval in late 2015 of this transfer on behalf of you and the Minister for Social Development. It should be noted that the Ministry of Social Development has stated that it is unable to support progressing this transfer in late 2015 for the reasons outlined in paragraph 70.
 10. You need to discuss and confirm your preferred option for this transfer with the Minister for Social Development before this option for the transfer can be progressed. We have prepared material for your reference to support this discussion (Appendix Three). Ministry of Social Development officials have advised that the Minister for Social Development is unlikely to be persuaded to change her preferences in relation to the transfer as previously discussed with you, however we consider further engagement is required to confirm the preferred option and progress this transfer.
 11. As requested, Te Puni Kōkiri has conducted preliminary analysis regarding the risk profile associated with the transfer of each of the providers currently contracted through the programmes identified for potential transfer. This analysis is attached as Appendix Two.
 12. This preliminary analysis highlights a range of risk factors associated with the transfer of these provider contracts. These risk factors focus on the likely effect of this transfer on ongoing provider viability; whether the services offered by these providers are likely to complement the investment focus of Whānau Ora Commissioning Agencies; and whether the transfer is likely to result in service disruption for end users of current services.
 13. If you agree with the recommended option for this transfer, officials will provide you and the Minister for Social Development with more comprehensive advice on the transfer of provider contracts in the lead up to your joint consideration of whether contracts should be transferred to Commissioning Agencies.

Background

14. In April 2015 the Minister of Finance, Minister for Social Development and Minister for Whānau Ora requested advice on options for transferring up to \$12 million in funding and/or programmes from Vote Social Development to Vote Māori Development to support Whānau Ora outcomes.
15. This \$12 million forms part of the funding currently appropriated for the Community Investment Strategy. Appendix One attaches for your reference a summary of previous advice and decisions regarding this proposed transfer.
16. It should be noted that the response of the Minister for Social Development and Minister of Finance to advice provided by the Ministry of Social Development, Te Puni Kōkiri and Treasury on 24 April 2015 was that:

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- a. The \$12 million in programmes and grant funding identified for potential transfer should be transferred to Te Puni Kōkiri via baseline transfer as part of Budget 2015;
 - b. Te Puni Kōkiri should negotiate the administration of these programmes for the duration of their contracts by Whānau Ora Commissioning Agencies; and
 - c. As these contracts for programmes reach their expiry dates, the "Minister responsible for Te Puni Kōkiri" should decide whether they should be renewed or the associated funding used for Whānau Ora commissioning.
17. You did not respond to the recommendations of this briefing, however you expressed via discussion with officials your preference to progress this transfer on a longer timeframe (not through Budget 2015) following the provision of further advice on the risks involved.
18. We provided you with advice on 8 October 2015 regarding the options available for transferring this \$12 million in funds and/or programmes from Vote Social Development to Vote Māori Development to support Whānau Ora outcomes, and the risks associated with each of these options.
19. On Monday 19 October 2015 you approved the option of a phased transfer of uncommitted funding to Whānau Ora Commissioning Agencies for the purchase of Whānau Ora outcomes following the expiry of current contracts with providers. You also approved the transfer of approximately \$2.55 million in uncommitted Te Punanga Haumaru grant funds to Whānau Ora Commissioning Agencies in late 2015.
20. You subsequently discussed this transfer with the Minister for Social Development during the meeting of the Whānau Ora Partnership Group on Tuesday 17 November 2015. We understand the Minister for Social Development expressed a preference for the transfer of uncommitted funding and current contracts from Vote Social Development to Vote Māori Development in a single step rather than in tranches following the expiry of current contracts.
21. Following this discussion you requested advice on options for transferring all current contracts and uncommitted funding from Vote Social Development to Vote Māori Development in a single step rather than through phases following contract expiry, and the associated risks.

Comment

Opportunity to grow the Whānau Ora portfolio

22. The transfer of funding from Vote Social Development to Vote Māori Development to support Whānau Ora outcomes represents a key opportunity to grow the Whānau Ora portfolio. It is also a way to increase the visibility and availability of whānau-centred services for whānau in a manner consistent with your recent discussions with officials regarding the future direction of Whānau Ora and the Whānau Ora Policy Framework.
23. The transfer is a demonstration of increased up-take of the whānau-centric approach, and has the potential to strengthen the Whānau Ora delivery model across Government. Additional cross-Government resources will increase the visibility of and access to whānau-centred services by deepening the reach of Whānau Ora into priority communities. This transfer will help demonstrate the value of a whānau-centric approach to improving outcomes for whānau.

¹ Note: the quantum of uncommitted Te Punanga Haumaru funds has now been revised to \$2.3 million due to the reprioritisation of \$250,000 within Vote Social Development for the 2015/16 financial year.

Options to transfer funding in a single step

24. There are three available options for how funding and contracts may be transferred from Vote Social Development to Vote Māori Development in a single step. Each of these options has a different associated risk profile based on the potential disruption to providers and the transaction and administration costs involved.

25. These options for the single step transfer are set out in Table One below.

Table One – Options available to transfer funding in a single step:

Option	Steps involved
Option One (recommended) (supported by Treasury)	<ul style="list-style-type: none"> Uncommitted funding and provider contracts are transferred from Vote Social Development to Vote Māori Development in December 2015, and the Minister for Whānau Ora and Minister for Social Development assume joint Ministerial responsibility for this funding; Funding that is uncommitted at the time of transfer is allocated between Whānau Ora Commissioning Agencies according to the original commissioning allocation to support an increase in commissioning activity volume; and Provider contracts remain administered by the Ministry of Social Development until they expire, at which point Ministers jointly decide whether to: <ul style="list-style-type: none"> Provide uncommitted funding to Commissioning Agencies to support commissioning activity; Provide funding for Commissioning Agencies to invest in the outcomes previously sought through contracts with providers; or Renew provider contracts for Ministry of Social Development administration.
Option Two (not recommended) (not supported by Treasury)	<ul style="list-style-type: none"> Uncommitted funding and provider contracts are transferred from Vote Social Development to Vote Māori Development in December 2015, and the Minister for Whānau Ora and Minister for Social Development assume joint Ministerial responsibility for this funding; Funding that is uncommitted at the time of transfer is allocated between Whānau Ora Commissioning Agencies according to the original commissioning allocation to support an increase in commissioning activity volume; and Provider contracts are novated to Te Puni Kōkiri for administration until expiry, at which point Ministers jointly decide whether to: <ul style="list-style-type: none"> Provide uncommitted funding to Commissioning Agencies to support commissioning activity; Provide funding for Commissioning Agencies to invest in the outcomes previously sought through contracts with providers; or Renew provider contracts for administration by Te Puni Kōkiri.
Option Three (not recommended) (not supported by Treasury)	<ul style="list-style-type: none"> Uncommitted funding and provider contracts are transferred from Vote Social Development to Vote Māori Development in December 2015, and the Minister for Whānau Ora and Minister for Social Development assume joint Ministerial responsibility for this funding; Funding that is uncommitted at the time of transfer is allocated between Whānau Ora Commissioning Agencies according to the original commissioning allocation to support an increase in commissioning activity volume; and Provider contracts are novated from the Ministry of Social Development to Commissioning Agencies at the earliest possible opportunity, after which Commissioning Agencies take responsibility for decisions to renew contracts or direct funding to support other investments.

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26. Table Two outlines our analysis of these three options, including the benefits, risks and considerations for each option.

Table Two – Benefits, risks and considerations regarding single-step transfer options:

Transfer option	Benefits	Risks	Considerations
Option One: Vote transfer with ongoing Ministry of Social Development administration of contracts until expiry, uncommitted funding allocated to Commissioning Agencies according to commissioning split, Ministers jointly decide how to apply uncommitted funding at point of contract expiry (recommended)	<ul style="list-style-type: none"> Increases investment in Whānau Ora outcomes Significantly less transaction / administrative cost than other options (no contract novation) Allows for considered joint Ministerial decision-making for each provider currently contracted Utilises original commissioning allocation for uncommitted funding 	<ul style="list-style-type: none"> Funding not provided to Commissioning Agencies immediately Risk of disruption to providers and end users of services if contracts are not extended 	<ul style="list-style-type: none"> Ensuring clear and consistent provider communication Incorporating new funding into Commissioning Agency Annual Investment Plans Timing for joint Ministerial decisions
Option Two Vote transfer with novation of contracts from the Ministry of Social Development to Te Puni Kōkiri, uncommitted funding allocated to Commissioning Agencies according to commissioning split, Ministers jointly decide how to apply uncommitted funding at point of contract expiry (not recommended)	<ul style="list-style-type: none"> Increases investment in Whānau Ora outcomes Allows for considered joint Ministerial decision-making for each provider currently contracted Utilises original commissioning allocation for uncommitted funding 	<ul style="list-style-type: none"> Providers may not agree to contract novation Funding not provided to Commissioning Agencies immediately Moderate transaction / administrative costs and delays involved due to contract novation from the Ministry of Social Development to Te Puni Kōkiri Risk of significant disruption to current providers and end users of services if contracts are not extended Te Puni Kōkiri does not have specialist expertise in social services contract management 	<ul style="list-style-type: none"> Ensuring clear and consistent provider communication Incorporating new funding into Commissioning Agency Annual Investment Plans Timing for joint Ministerial decisions
Option Three Vote transfer with novation of contracts from the Ministry of Social Development to Commissioning Agencies, uncommitted funding allocated to	<ul style="list-style-type: none"> Increases investment in Whānau Ora outcomes Provides prompt support for Commissioning Agency activity Utilises original commissioning 	<ul style="list-style-type: none"> Providers may not agree to contract novation Significant transaction / administrative costs and delays involved due to contract novation from Ministry of Social Development to 	<ul style="list-style-type: none"> Allocating current contracts between Commissioning Agencies (based on location & target group) Ensuring clear and consistent provider

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Commissioning Agencies according to commissioning split (not recommended)	allocation for uncommitted funding	Commissioning Agencies <ul style="list-style-type: none"> • Risk of significant disruption to current providers and end users of services (and criticism of Whānau Ora as a result) if contracts are not extended 	communication <ul style="list-style-type: none"> • Incorporating new funding into Commissioning Agency Annual Investment Plans
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Option One – recommended option for a single-step transfer between Votes

27. For the reasons noted above in paragraph four, our preferred option is still for a phased transfer of uncommitted funding from Vote Social Development to Vote Māori Development to support Whānau Ora Commissioning Agency activity in tranches following the expiry of current provider contracts. Treasury also supports this option.
28. However, if your preference following discussion with the Minister for Social Development on 17 November 2015 is for this funding to be transferred from Vote Social Development to Vote Māori Development in a single step rather than in tranches, we recommend this is progressed via Option One in the table above. This option provides additional investment in Whānau Ora outcomes while minimising the administrative and transaction costs involved with this transfer.
29. A significant benefit of Option One is that current contracts with providers do not need to be novated to a new party or parties. Instead, Ministers will jointly consider how to apply this funding on a case-by-case basis following the expiry of current contracts. This will avoid the significant costs (both in terms of time and administration) associated with the novation of contracts. A standard novation process can take a minimum of three months to complete. Contract novation is also dependent on the agreement of contracted providers.
30. If you do not support Option One, Option Two is the next best option to transfer funding and contracts between Votes in a single step, as novating contracts to Te Puni Kōkiri involves less of a risk of disruption to current service providers and users of these services than the option of novating contracts directly to Commissioning Agencies under Option Three.
31. Of the three options identified to progress the transfer of funding and contracts between Votes in a single step, Option Three carries the highest risk of significant disruption to current service providers and the end users of these services due to the likelihood of lengthy and protracted negotiations between providers and Commissioning Agencies regarding these contracts.
32. If you do not support any of these options identified for a single step transfer, you may wish to consider the option of maintaining the funding within Vote Social Development under administration by the Ministry of Social Development, but directing the incorporation of a Whānau Ora approach within these programmes. Officials are available to provide you with advice on this option if you wish.

Additional risks associated with transfer of existing provider contracts

33. The transfer of ongoing provider contracts to either Te Puni Kōkiri or Whānau Ora Commissioning Agencies carries a high risk of service disruption for current programme providers and end users of services, and may attract criticism for Whānau Ora as a result.
34. Options Two and Three require novating each current contract to a new party, which in the experience of Te Puni Kōkiri during phase one of Whānau Ora takes a minimum of three months to complete. Novating current contracts also requires the agreement of all contracted parties, which current providers are likely to withhold if they do not support the

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transfer. Commissioning Agencies may also be opposed to this option as they may not be interested in contracting with current providers, and would prefer to receive uncommitted funding.

35. Due to this risk of disruption to current service providers and end users of these services, we recommend you approve Option One for the single step transfer of funding and contracts between Votes, as this option does not involve the transfer of existing provider contracts.
36. We have conducted preliminary analysis of the risk profile associated with the transfer of each of the providers currently contracted through the programmes identified for potential transfer. This preliminary analysis is attached as Appendix Two.
37. This preliminary analysis highlights a range of risk factors associated with the transfer of current provider contracts. These risk factors include:
 - a. the likely effect of this transfer on ongoing provider viability and the associated risk of disruption for end users of services – this analysis is based solely on the percentage of affected provider funding against that provider's total amount of Community Investment funding (0-30% of total funding affected is assessed as low-risk, 30-60% of total funding affected is assessed as medium risk, and 60-100% of total funding affected is assessed as high-risk);
 - b. the flow-on effect of contract transfer on other services offered by affected providers (for example, whether the transfer of a contract for Early Years Service Hub funding may negatively affect the operation of a Parent Unit);
 - c. the likelihood of media sensitivity or public criticism associated with the transfer of each contract;
 - d. whether these providers are likely to react negatively to having contracts novated to either Te Puni Kōkiri or Whānau Ora Commissioning Agencies (note this is based on our preliminary understanding only).
38. These risks are based on the information available to officials at this point in time, and are presented as a preliminary indication only. You do not need to make a decision in relation to the treatment of specific contracts until you have reached agreement with the Minister for Social Development as to the preferred option for the transfer.
39. If you approve the recommended Option One for the transfer of funding and contracts in a single step, officials will assemble detailed information and provide you and the Minister for Social Development with a more fulsome assessment of the risks associated with the treatment of these contracts. This assessment will be provided in advance of contract expiry dates as per the milestone timeline outlined in table three below.
40. These risk assessments will provide you and the Minister for Social Development with a basis for deciding whether to allow contracts to expire and provide uncommitted funding to Commissioning Agencies (either to support general commissioning activity or investments in the outcomes previously sought through these contracts) or renew contracts for Ministry of Social Development administration.

Funding allocation decisions

41. The three options identified in table one are approaches to progressing the transfer of funding and contracts in one step. These options do not dictate how funding and/or contracts will be allocated to Commissioning Agencies (or other parties) after the expiry of current contracts.
42. However, all of these options recommend that Te Punanga Haumarū grant funding of approximately \$2.3 million that is unallocated for the 2015/16 financial year is allocated to

Commissioning Agencies according to the original commissioning funding allocation to support an increase in current commissioning activity volume. Using the original commissioning allocation for this funding will provide greater flexibility to Commissioning Agencies, and is appropriate given the transfer of this funding aims to provide increased support for Whānau Ora outcomes generally.

43. Options One and Two involve the provision of advice to the Ministers for Whānau Ora and Social Development on the recommended treatment of current contracts in the lead up to the expiry of these contracts, including the allocation of uncommitted funding following contract expiry. Option Three involves the provision of advice regarding the allocation of contracts for novation between the three Commissioning Agencies in the second and third quarters of the 2015/16 financial year.
44. The treatment of funding and contracts leading up to the point of contract expiry should be guided by the following core principles:
- a. any uncommitted funding that is not tagged to any provider(s) should be allocated to Commissioning Agencies according to original commissioning allocation to support commissioning activity volume increase (supported by Treasury); and
 - b. if current contracts are to be novated to Commissioning Agencies, these contracts should be allocated between Commissioning Agencies based on how closely the outcomes sought via contracts align with Commissioning Agencies' investment approaches, as well as provider location (for example, a provider contracted to provide support initiatives in Whangārei whose enrolled clients are primarily Māori would be novated to Te Pou Matakana and not Pasifika Futures or Te Pūtahitanga o Te Waipounamu).
45. There will, however be situations in which this assessment is not always clear, for example the allocation of contracts with providers in South Auckland between Te Pou Matakana and Pasifika Futures, or the allocation of contracts for services provided nationally. In these situations, officials will make an allocation recommendation for Ministers based on all available information. This may call for innovative allocation approaches, such as splitting a contract value into components for allocation between multiple Commissioning Agencies. However, such approaches have the potential to be administratively burdensome and technically difficult to achieve.
46. Following confirmation of a preferred option, advice regarding the allocation of funding and/or contracts between Commissioning Agencies (or other recipient parties) will be provided to joint Ministers in advance of the expiry of provider contracts.

Measurement and evaluation implications of proposed transfer

47. The transfer of either uncommitted funding or existing contracts will have measurement and evaluation implications for funding or contract recipients. For example, if Whānau Ora Commissioning Agencies are provided with a mixture of uncommitted funding to support an increase in commissioning activity volume plus a number of ongoing contracts with providers, they will be required to report on the outcomes achieved for whānau via this funding in addition to their usual reporting requirements. Consideration will be required as to how the particular reporting requirements attaching to the administration of ongoing contracts will be incorporated and reflected within Commissioning Agencies' reporting commitments.
48. Another factor for consideration will be whether Commissioning Agencies will be able to draw from performance and evaluation information previously held by the Ministry of Social Development (or other agencies) in evaluating provider performance under these contracts.

49. If these contracts are transferred to Te Puni Kōkiri for administration, the reporting requirements attached to these contracts will need to be incorporated within Te Puni Kōkiri's ongoing departmental reporting requirements.

Review and refinement of provider contracts identified for transfer

50. Following further analysis of the original list of funding and providers identified for potential transfer, officials recommend providers contracted to provide family violence or sexual violence support are excluded from the transfer.
51. This is because the services currently supported by these contracts are likely to be difficult to incorporate within the Whānau Ora investment focus of the Commissioning Agencies, and the end users supported via these services are likely to be negatively affected by the potential loss of support following this transfer. The loss of these contracts also carries a high level of media sensitivity. Consequently, officials have assessed the risk profile associated with the transfer of these contracts as unacceptably high.
52. We will work with the Ministry of Social Development to refine the list of provider contracts to remove contracts for family violence or sexual violence support, and will then confirm the updated overall quantum of funding available for transfer with you.

Matters requiring further consideration

53. There are three matters requiring further consideration before the transfer can be progressed:
- a. assigning joint Ministerial responsibility for contract transfers (and how joint Ministers will agree on these transfers);
 - b. communications and stakeholder management (including Ministerial responsibility for contract communications); and
 - c. administrative funding for parties receiving contracts.
54. Appendix Three provides you with supporting information for your reference when discussing these matters with the Minister for Social Development.

Joint Ministerial responsibility for contract transfers

55. In accordance with the recommended option, we recommend you seek Cabinet approval for delegated joint responsibility for funding/contracts included within the \$12 million. Following this approval, the Ministry of Social Development and Te Puni Kōkiri will provide you and the Minister for Social Development with information and advice regarding the treatment of contracts in advance of contract expiry dates.
56. As per table three below, this advice will be provided in the third quarter of the 2015/16 financial year for contracts expiring 30 June 2016, and in the third quarter of the 2016/17 financial year for contracts expiring 30 June 2017.
57. We recommend that you and the Minister for Social Development should reach a shared position on the preferred treatment of each of these contracts before contracts are transferred. This will ensure that the associated risks are spread between you and the Minister for Social Development.

Communications and stakeholder management

58. The recommended Option One minimises the risk of disruption to current service providers (and the end users of their services) and allows for early communication to contracted

providers of the treatment of their contracts. However, it is likely that the transfer of funding and contracts will attract criticism for Whānau Ora, particularly if Ministers jointly decide to allow contracts to expire and direct funding elsewhere to support Whānau Ora outcomes.

59. Informing stakeholders and interested parties of the details of the transfer will require careful consideration on behalf of Ministers, Te Puni Kōkiri and the Ministry of Social Development. Detailed advice on stakeholder management and communications will be provided to you alongside advice on the treatment of contracts as per table three below. A key matter for discussion is who will assume Ministerial responsibility for these communications.

Administrative funding

60. As noted in our previous advice of 8 October 2015 the \$12 million in funding and contracts has no administrative funding component, and both Te Puni Kōkiri and Commissioning Agencies have little ability to absorb an additional administrative burden, including additional monitoring and reporting requirements.
61. Officials anticipate Commissioning Agencies will expect to withhold up to 20% of new funding for administrative costs in line with administrative funding guidelines within contracts between Te Puni Kōkiri and Commissioning Agencies.
62. There is a risk that the transfer of funding and contracts will result in a smaller proportion of funding being made available to service providers in the absence of additional funding tagged for administrative purposes. Given the criticisms of the Office of the Auditor-General regarding administration costs sustained during the first phase of Whānau Ora, we consider it a priority to ensure adequate administrative funding is made available to Commissioning Agencies to allow for this \$12 million to directly support services for whānau and families.
63. The joint briefing of 8 August 2015 on behalf of the Ministry of Social Development and Te Puni Kōkiri noted that the Ministry of Social Development could provide some resourcing for a defined period. We suggest this resourcing could take the form of funding previously provided to the Ministry of Social Development to support the administration of the programmes and grant funding selected for transfer. We recommend you discuss sources of administrative funding with the Minister for Social Development.

Implementation of transfer

64. The process for implementing this transfer via Option One is outlined in Table Three:

Table Three – Timeline and steps required to implementing transfer:

Quarter	Steps / Milestones required
FY2015/16 Q2 (October-December 2015)	<ul style="list-style-type: none"> Ministers jointly agree to progress transfer via recommended Option One Confirm requirement to seek Cabinet approval with Minister of Finance Draft SOC paper distributed for Ministerial feedback SOC paper lodged on Thursday 3 December 2015 SOC paper considered by SOC on Wednesday 9 December 2015 Proposal approved by CBC on week of 14 December 2015 Proposed transfer approved by SOC/Cabinet Funding transferred from Vote Social Development to Vote Māori Development Uncommitted funding allocated between Commissioning Agencies Contract variations approved with Commissioning Agencies for additional funding Ministry of Social Development and Te Puni Kōkiri gather information regarding

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	providers with contracts ending 30 June 2016
FY2015/16 Q3 (January-March 2016)	<ul style="list-style-type: none"> Ministry of Social Development gives notice of review to providers with contracts ending 30 June 2016 Ministers receive advice on recommended options for using funding for contracts expiring 30 June 2016 and associated communications/stakeholder management
Quarter	Steps / Milestones required
FY2015/16 Q4 (April-June 2016)	<ul style="list-style-type: none"> Ministers jointly approve options for re-direction/allocation of funding following 30 June 2016 contract expiry Contract decisions communicated to providers, Commissioning Agencies and other affected parties Funding details incorporated into Commissioning Agencies' Annual Investment Plans for the 2016/17 financial year 30 June 2016 – First tranche of contracts expire
FY2016/17 Q1 (July-September 2016)	<ul style="list-style-type: none"> 1 July 2016 – Uncommitted funding provided to new parties following joint Ministerial decision
FY2016/17 Q2 (October-December 2016)	<ul style="list-style-type: none"> Ministry of Social Development and Te Puni Kōkiri gather information regarding providers with contracts ending 30 June 2017
FY2016/17 Q3 (January-March 2017)	<ul style="list-style-type: none"> Ministry of Social Development gives notice of review to providers with contracts ending 30 June 2017 Ministers receive advice on recommended options for using funding for contracts expiring 30 June 2017 and associated communications/stakeholder management
FY2016/17 Q4 (April-June 2017)	<ul style="list-style-type: none"> Ministers jointly approve options for re-direction/allocation of funding following 30 June 2017 contract expiry Contract decisions communicated to providers, Commissioning Agencies and other affected parties Funding details incorporated into Commissioning Agencies' Annual Investment Plans for the 2017/18 financial year 30 June 2016 – First tranche of contracts expire
FY2017/18 Q1 (July-September 2017)	<ul style="list-style-type: none"> 1 July 2017 – Uncommitted funding provided to new parties following joint Ministerial decision

Consultation

65. The Ministry of Social Development and Treasury have been consulted on this paper.

66. Treasury has stated that it supports the phased transfer of funds from Vote Social Development to Vote Māori Development following the expiry of current provider contracts.

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However, if Ministers' preferences are for this funding to be transferred between Votes in a single step, Treasury supports the recommended Option One detailed above on pages 4-6.

67. Treasury does not support the novation of existing contracts either to Te Puni Kōkiri or to Whānau Ora Commissioning Agencies, as Te Puni Kōkiri does not have the necessary expertise or experience in managing contracts for the delivery of social services, and the majority of the services delivered by current service providers may not complement the investment approaches of Whānau Ora Commissioning Agencies.
68. Treasury supports using the original commissioning allocation model as the default allocation method for any new funding supporting Whānau Ora Commissioning Agency investments in Whānau Ora outcomes.
69. The Ministry of Social Development notes the previous agreement of the Minister for Social Development on 24 April 2015 to the transfer of programmes and funding to Te Puni Kōkiri, followed by the negotiation by Te Puni Kōkiri of the administration of contracts by Commissioning Agencies. The Ministry of Social Development notes in particular her preference that the "Minister responsible for Te Puni Kōkiri" should take responsibility for the treatment of these contracts as they expire.
70. In terms of the options presented in this paper, the Ministry of Social Development cannot support seeking approval for the transfer in late 2015. The Ministry of Social Development has stated that the overall nature of the proposal, and the associated complexities in terms of its implementation, merit a staged and measured approach. In addition, any attempt to pre-empt this process would have flow-on implications for the wider Ministry of Social Development work programme, including the implementation of the Community Investment Strategy. In terms of the time frame alone, the Ministry of Social Development has stated that it is not possible to meet the associated requirements for the proposed December 2015 deadline.

Next Steps

71. You need to discuss and confirm your preferred option for this transfer with the Minister for Social Development before this option for the transfer can be progressed. We have prepared material for your reference during this discussion (Appendix Three).
72. Ministry of Social Development officials have advised that the Minister for Social Development is unlikely to be persuaded to change her preferences in relation to the transfer as previously discussed with you, however we consider further engagement is required to confirm the preferred option and progress this transfer.
73. Treasury has recommended Cabinet approval is sought to progress this transfer and assign delegated joint Ministerial responsibility for the treatment of funding and contracts to the Ministers for Whānau Ora and Social Development. This is because the transfer of uncommitted and contracted funding will result in this funding being used for a different purpose than that for which it is currently appropriated.
74. Treasury has also advised that the risk of service disruption associated with the transfer of current contracts for providers offering services makes it prudent to obtain Cabinet approval for the transfer, and for joint responsibility for these contracts to be provided to the Minister for Whānau Ora and Minister for Social Development. We recommend you consult with the Minister of Finance to seek his feedback on the next steps required to progress this transfer.
75. If you agree to progress this transfer according to the recommended option, officials will prepare a draft Cabinet Social Policy Committee paper seeking approval of this transfer on behalf of you and the Minister for Social Development. This paper will also seek delegated joint Ministerial authority for the ongoing management of provider contracts funded within

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this \$12 million, including decisions to extend or transfer these contracts or allow these to expire.

76. For the reasons noted in paragraph 70, the Ministry of Social Development has stated that it is unable to support seeking Cabinet approval for the transfer on behalf of the Minister for Social Development in late 2015. However, officials recommend you discuss this with the Minister for Social Development.
77. If you agree to progress this transfer you will need to seek Ministerial feedback on the paper with a view to lodging it with the Cabinet Social Policy Committee on Thursday 3 December 2015 for consideration on Wednesday 9 December 2015. This paper may then be considered by Cabinet Business Committee on the week of 14 December 2015.
78. Following Cabinet approval of the proposal, Te Puni Kōkiri will work with Commissioning Agencies to confirm the allocation of incoming funding previously allocated to Te Punanga Haumarū, and to incorporate the requirements around this funding within Commissioning Agencies' Annual Investment Plans for the 2015/16 financial year.

Recommended Action

79. It is recommended that you:

- a. **Note** on Monday 19 October 2015 you approved the option of a phased transfer of \$12 million in Vote Social Development funding to Whānau Ora Commissioning Agencies to support Whānau Ora outcomes, including the transfer of \$2.55 million in uncommitted Te Punanga Haumarū funds in late 2015;²
- b. **Note** that following discussion with the Minister for Social Development during the meeting of the Whānau Ora Partnership Group on Tuesday 17 November 2015, you have requested updated advice on how contracts and uncommitted funding may be transferred in a single step from Vote Social Development to Vote Māori Development as soon as possible, and the risks associated with this transfer;
- c. **Note** that officials' preferred option is still for the phased transfer of this funding from Vote Social Development to Vote Whānau Ora following the expiry of current contracts, however if you prefer to progress the transfer from Vote Social Development to Vote Māori Development in a single step, there are three options for how this may be achieved (outlined on pages 4-6);
- d. **Approve** the recommended **Option One** for this transfer from Vote Social Development from Vote Māori Development in a single step, whereby:
- uncommitted funding and provider contracts are transferred from Vote Social Development to Vote Māori Development in December 2015;
 - the Minister for Whānau Ora and Minister for Social Development take joint responsibility for funding and contracts;
 - uncommitted funding is used to support an increase in Commissioning Agency activity; and
 - provider contracts remain administered by the Ministry of Social Development until expiry, at which point Ministers decide to provide uncommitted funding to Commissioning Agencies to support commissioning activity; provide funding for Commissioning Agencies to invest in the outcomes previously sought through contracts with providers; or renew provider contracts for administration by the Ministry of Social

² **Note:** the quantum of uncommitted Te Punanga Haumarū funds has now been revised to \$2.3 million due to the reprioritisation of \$250,000 within Vote Social Development for the 2015/16 financial year.

Development;

YES / NO

- e. **Note** that if you do not agree to the recommended Option One, Option Two is the next best option to transfer funding and contracts between Votes in a single step, as it involves less of a risk of disruption to current service providers and users of these services than Option Three;
- f. **Note** that of the three options identified to progress the transfer of funding and contracts between Votes in a single step, Option Three is the least preferred due to the risk of significant disruption to current service providers and the end users of these services;
- g. **Note** the advice contained within this briefing regarding the next steps in implementing this transfer (including managing associated risks, determining Ministerial responsibility for contract decisions, and administrative funding);
- h. **Note** that officials have assessed the risk profile involved with the transfer of contracts for family violence or sexual violence services as unacceptably high, and will work with the Ministry of Social Development to refine the list of contracts available for transfer to exclude these and report back to you on the updated list;
- i. **Note** that the Ministry of Social Development and Treasury have been consulted on the content of this briefing;
- j. **Note** that the Ministry of Social Development has advised that it is unable to support seeking Cabinet approval for the transfer in late 2015;
- k. **Note** that Ministry of Social Development officials have advised that the Minister for Social Development is unlikely to be persuaded to change her preferences in relation to the transfer as previously discussed with you, however we consider further engagement is required to confirm the preferred option and progress this transfer;
- l. **Confirm** your preferences for this transfer with the Minister for Social Development, as well as outstanding matters relating to:
 - Ministerial responsibility for contract transfers;
 - Communications and stakeholder management; and
 - Administrative funding for parties receiving contracts;

YES / NO

- m. **Note** that Appendix Three attaches supporting information for your reference in discussing these matters with the Minister for Social Development;
- n. **Note** that if you approve the recommended option, officials will provide you with a draft Cabinet Social Policy Committee paper seeking delegated joint authority for the transfer of this funding from Vote Social Development to Vote Māori Development;
- o. **Note** that if you approve the recommended option, officials will provide joint Ministers with advice regarding the treatment of contracts (including the recommended allocation of any uncommitted funding to Commissioning Agencies) in advance of the expiry dates for these contracts as per table three; and
- p. **Note** that officials are available to provide further advice if needed.

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Hamiora Bowkett
Deputy Chief Executive Regional Partnerships (Acting)

Hon Te Ururoa Flavell
Te Minita Whānau Ora

Date: ____ / ____ / 2015

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Appendix One: Previous advice and decisions regarding the proposed transfer

Briefing / paper	Content	Recommendations	Subsequent decision(s)
<p>Te Puni Kōkiri aide memoire to the Minister for Whānau Ora:</p> <p>'Ministry of Social Development funding for Whānau Ora'</p> <p>20 March 2015</p>	<ul style="list-style-type: none"> Provides an update on identification of MSD funding to support Whānau Ora Provides design principles and a recommended option for MSD funding to support Whānau Ora 	<p>Te Puni Kōkiri:</p> <ul style="list-style-type: none"> Note content of aide memoire Note recommended option for MSD to contract directly with Commissioning Agencies Note officials will continue to develop preferred funding and delivery approach 	<p>Minister for Whānau Ora:</p> <ul style="list-style-type: none"> Noted content of aide memoire
<p>Joint Te Puni Kōkiri / Ministry of Social Development / Treasury briefing to the Minister of Finance, Minister for Social Development and Minister for Whānau Ora</p> <p>'Options for Transferring Programmes to Whānau Ora'</p> <p>24 April 2015</p>	<ul style="list-style-type: none"> Provides advice on options for transferring programmes and/or funding from Vote Social Development to Vote Māori Development for the purposes of supporting Whānau Ora outcomes Seeks Ministers' preferred options for the transfer of programmes 	<p>Te Puni Kōkiri / Ministry of Social Development:</p> <ul style="list-style-type: none"> Agree that the list of programmes and grant funding attached be transferred to Te Puni Kōkiri via baseline transfer Agree that Te Puni Kōkiri: <ul style="list-style-type: none"> Should seek to negotiate the administration of these programmes for the duration of their contracts by Whānau Ora Commissioning Agencies; or Should administer these programmes for the duration of their contracts, subjects to providers' agreement to transfer to Te Puni Kōkiri's management Agree that as the contracts for these programmes reach their expiry dates, joint Ministers will decide whether they should be renewed or the funding used for Whānau Ora commissioning Note that officials recommend deferring implementation of this change to 1 July 2016 Agree to announce this change as part of Budget 2015 but defer implementation to 1 July 2016 Agree to the Ministry of Social Development and Te Puni Kōkiri providing the Ministers for Social Development and Whānau Ora with further advice on implementation issues, stakeholder management and communications in the run up to Budget announcements <p>Treasury:</p> <ul style="list-style-type: none"> Contracts should remain with Ministry of Social Development If Ministers wish to transfer contracts to Commissioning Agencies, Ministry of Social Development could transfer contracts directly to Commissioning Agencies 	<p>Minister for Whānau Ora:</p> <ul style="list-style-type: none"> Response to recommendations unknown <p>Minister for Social Development:</p> <ul style="list-style-type: none"> Agreed for Te Puni Kōkiri to negotiate the administration of the programmes for the duration of their contracts by Whānau Ora Commissioning Agencies Agreed that as contracts for programmes reach their expiry dates, the "Minister responsible for Te Puni Kōkiri" will decide whether they should be renewed or the funding used for Whānau Ora commissioning (modified recommendation) Agreed to all other recommendations <p>Minister of Finance</p> <ul style="list-style-type: none"> Agreed to recommendations as modified by Minister for Social Development

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Briefing / paper	Content	Recommendations	Subsequent decision(s)
<p>Te Puni Kōkiri aide memoire to the Minister for Whānau Ora:</p> <p>'Ministry of Social Development funding for Whānau Ora'</p> <p>28 April 2015</p>	<ul style="list-style-type: none"> Provides further advice on risks associated with the proposed transfer of programmes from Vote Social Development to Vote Māori Development to support Whānau Ora outcomes 	<p>Te Puni Kōkiri:</p> <ul style="list-style-type: none"> Note the range of risks identified by officials in relation to the proposed transfer of programmes from Vote Social Development to support Whānau Ora outcomes Note that officials will continue to support discussions between Ministers regarding the proposal Note that officials are available to discuss these risks 	<p>Minister for Whānau Ora:</p> <ul style="list-style-type: none"> Noted content of aide memoire
<p>Joint Te Puni Kōkiri / Ministry of Social Development / Treasury briefing to the Minister of Finance, Minister for Social Development and Minister for Whānau Ora</p> <p>'Assigning responsibility for funding in Vote Social Development to the Minister for Whānau Ora'</p> <p>6 May 2015</p>	<ul style="list-style-type: none"> Outlines a proposed approach to implementing Ministers' joint decisions on the transfer of \$12 million of funding and/or programmes to the Whānau Ora Commissioning Agencies by 1 July 2016 	<p>Te Puni Kōkiri / Ministry of Social Development / Treasury:</p> <ul style="list-style-type: none"> Note that officials' recommended option is to establish a separate appropriation that is the responsibility of the Minister for Whānau Ora of \$12 million to achieve Whānau Ora outcomes, funded from the programmes identified, within Vote Social Development Note that this new appropriation would expire on 30 June 2016 and the funding transfer to Vote Māori Development Note that the Ministry of Social Development will provide the Minister for Whānau Ora with more detailed advice on the programmes and associated contracts, and the options for their transition to being funded through Vote Māori Development Note that once the funding is transferred to the Whānau Ora Commissioning Agencies it will be subject to the existing process for governance and administration of that funding Note that the Ministry of Social Development and Te Puni Kōkiri will provide the Ministers for Social Development and Whānau Ora on 11 May 2015 with further advice on implementation issues, stakeholder management and communications 	<p>Minister for Whānau Ora:</p> <ul style="list-style-type: none"> Response to recommendations unknown <p>Minister for Social Development:</p> <ul style="list-style-type: none"> Response to recommendations unknown <p>Minister of Finance:</p> <ul style="list-style-type: none"> Response to recommendations unknown
<p>Joint Te Puni Kōkiri / Ministry of Social Development briefing to the Minister for Social Development and Minister for Whānau Ora</p> <p>'Whānau Ora programme / funding transfer – implementation issues, stakeholder and communication advice'</p> <p>12 May 2015</p>	<ul style="list-style-type: none"> Provides additional information regarding implementation issues, stakeholder management and communications in the run up to and following Budget announcements 	<p>Te Puni Kōkiri / Ministry of Social Development:</p> <ul style="list-style-type: none"> Note the contents of this report Agree to the approach outlined in this report, including the approach to stakeholder management, announcements, media enquiries (including key messages) and risk management Note that a detailed communications strategy will be provided by 19 May 2015 	<p>Minister for Whānau Ora:</p> <ul style="list-style-type: none"> Response to recommendations unknown <p>Minister for Social Development:</p> <ul style="list-style-type: none"> Response to recommendations unknown

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Briefing / paper	Content	Recommendations	Subsequent decision(s)
<p>Joint Te Puni Kōkiri / Ministry of Social Development briefing to the Minister for Social Development and Minister for Whānau Ora</p> <p>'Transfer of Programmes and Funding to Whānau Ora'</p> <p>6 August 2015</p>	<ul style="list-style-type: none"> Provides additional detail concerning \$12 million in programmes and grant funding to be transferred from Vote Social Development to Vote Māori Development by 1 July 2016 to support Whānau Ora outcomes Notes that officials are progressing with collection of provider information 	<p>Te Puni Kōkiri / Ministry of Social Development:</p> <ul style="list-style-type: none"> Note the information contained within this paper concerning programmes and grant funding to be transferred from Vote Social Development to Vote Māori Development by 1 July 2016 to support Whānau Ora outcomes Note that it would be possible to adopt a phased approach to the transfer: <ul style="list-style-type: none"> Initially, within the shorter-term, moving the Te Punanga Haumarū grant funding (which is largely unallocated for 2015/16) Then moving the BreakThru (youth gangs), Early Years Service Hubs, Family Service Centres, Family Support Services, Whānau Toko Te Ora and Youth at Risk of Reoffending – Wraparound Services programmes by 1 July 2016 Note that officials from the Ministry of Social Development and Te Puni Kōkiri are taking a collaborative approach towards this work, and will report back to you on progress by 30 September 2015 Note that this timeframe will allow the work to be better informed by engagement on the alignment of the Community Investment Strategy and Whānau Ora results measurement frameworks Note that the 30 September 2015 report back will include advice relating to how we will: <ul style="list-style-type: none"> Implement the changes at an operational level, transitioning the programmes and funding to the Whānau Ora Commissioning Agencies Carry out and support the related negotiations between the Ministry of Social Development and Te Puni Kōkiri, the contracted providers and the Whānau Ora Commissioning Agencies Manage the related fiscally neutral budget transfers Note that the 30 September 2015 report back will also include advice about the individual providers and contracts as well as broader supporting information 	<p>Minister for Whānau Ora:</p> <ul style="list-style-type: none"> Response to recommendations unknown <p>Minister for Social Development:</p> <ul style="list-style-type: none"> Response to recommendations unknown

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Briefing / paper	Content	Recommendations	Subsequent decision(s)
<p>Te Puni Kōkiri briefing to the Minister for Whānau Ora</p> <p>'Options for Transfer of Ministry of Social Development Funding and/or Programmes'</p> <p>8 October 2015</p>	<ul style="list-style-type: none"> Provides further advice on options for transferring Vote Social Development funding and programmes to support Whānau Ora outcomes. 	<p>Te Puni Kōkiri:</p> <ul style="list-style-type: none"> Note the available options for the transfer of Vote Social Development funding and/or programmes to support Whānau Ora outcomes Note that there are risks associated with each option; including the risk of negative media attention should Ministers agree to a transfer of uncommitted funds rather than programmes, which needs to be balanced against the high transaction costs associated with the transfer of programmes Approve, in relation to the transfer model, for the \$12 million in funding and/or programmes to be: <ul style="list-style-type: none"> Administered by Te Puni Kōkiri through contracts with Whānau Ora Commissioning Agencies (option one – recommended) Administered by the Ministry of Social Development through contracts with Whānau Ora Commissioning Agencies (option two) Administered by the Ministry of Social Development through ongoing direct contracts with current providers but incorporating a Whānau Ora approach (option three) Approve in relation to the nature and timing of the transfer: <ul style="list-style-type: none"> A phased transfer, whereby uncommitted funding for the 2015/16 financial year is transferred as soon as possible and remaining programmes and/or funding is transferred following the expiry of current contracts (recommended) An immediate transfer, whereby both uncommitted funding for the 2015/16 financial year and current programmes are transferred as soon as possible (with existing contracts being novated to contract recipient(s) as necessary) Approve the recommended transfer of \$2.55 million in Te Punanga Haumarū funds to Whānau Ora Commissioning Agencies in late 2015 Note that officials will provide you with detailed advice by 30 October 2015 on the recommended option of transferring \$2.55 million in Te Punanga Haumarū funds in late 2015 Note that officials will provide you with further advice on the transfer of the remaining funding and programmes by 30 November 2015, including a detailed communications and stakeholder management plan for each phase of the proposed transfer and an assessment of ongoing provider viability 	<p>Minister for Whānau Ora:</p> <ul style="list-style-type: none"> Approved, in relation to the transfer model, for \$12 million in funding and/or programmes to be administered by Te Puni Kōkiri through contracts with Whānau Ora Commissioning Agencies (recommended option) Approved, in relation to the nature and timing of the transfer, a phased transfer whereby uncommitted funding for the 2015/16 financial year is transferred as soon as possible and remaining programmes and/or funding is transferred following the expiry of current contracts (recommended option) Approved the recommended transfer of \$2.55 million in Te Punanga Haumarū funds to Whānau Ora Commissioning Agencies in late 2015 (recommended option) Forwarded a copy of the briefing to the Minister for Social Development

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		<ul style="list-style-type: none">• Forward a copy of this briefing on to the Minister for Social Development• Discuss during your meeting with the Minister for Social Development on 21 October 2015 (as per recommendation d above):<ul style="list-style-type: none">◦ Ministerial responsibility for programme contracts◦ Your preferences for either the transfer of ongoing programme contracts or the transfer of uncommitted funding following the expiry of programme contracts• Note that Treasury and the Ministry of Social Development have been consulted on the content of this briefing• Note that officials are available to provide further advice if needed	
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Pages 1-3 are withheld as they are Out of Scope.

Out of scope

o Whānau Ora

- The Whānau Ora approach has been recognised as an effective way to provide support and engage with Māori and Pacific families.
- 6 programmes and their associated funding (\$11.38m) will be transferred to 3 Whānau Ora commissioning agencies from 1 July 2016.
- 50 MSD contracted providers will be affected and 19 of these will expire on 30 June 2016.
- Funding associated with these providers (\$656,434) will be transferred to support Whānau Ora agencies' work with vulnerable whānau and families.

Out of scope

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 Pages 7-12 withheld as they are Out of Scope.

Whānau Ora

- 6 programmes and their associated funding (\$11.38m) will be transferred to three Whānau Ora commissioning agencies (Te Pou Matakana, Te Putahitanga o Te Waipounamu and Pasifika Futures).
- 50 MSD contracted providers will be affected by the transfers as at 1 July 2016.
- Where a provider's service approach aligned with Whānau Ora, they were contracted by the commissioning agencies to provide Whānau Ora services from 1 July 2016. Where a provider's service approach did not align with Whānau Ora, the provider's contract was not renewed and will expire on 30 June 2016.
- 19 contracted providers have been assessed as not being aligned with Whānau Ora.
- Funding associated with these providers (\$656,434) will be transferred to support Whānau Ora commissioning agencies' expansion of support to vulnerable whānau and families. MSD does not expect any decrease in services to the public.

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Whānau Ora

Key messages

- Whānau Ora is increasingly recognised as an effective way to integrate the delivery of social services in the community and achieve better outcomes for vulnerable families.
- The approach has shown good results for many Māori and Pacific families, with whom social sector agencies have traditionally struggled to engage.
- The Government has agreed to transfer approximately \$11.38m in funding and programmes (that align with the Whānau Ora approach) to three Whānau Ora commissioning agencies (Te Pou Matakana, Te Putahitanga o Te Waipounamu and Pasifika Futures).
- Six programmes are being transferred to the Whānau Ora commissioning agencies on 1 July 2016. The programmes are:
 - BreakThru (youth gangs)
 - Early Years' Service Hubs
 - Family Service Centres
 - Family Support Services
 - Whānau Toko I Te Ora
 - Youth at Risk of Offending – Wraparound Services.
- The transfer of contracts and funding is taking place in three tranches, following the expiry of existing contracts:
 - \$2.05m in uncommitted Te Punanga Haumaru funding has been transferred to support commissioning agency activity for the remainder of the 2015/16 financial year
 - \$3m per annum in uncommitted Te Punanga Haumaru funding from 1 July 2016 and \$6.29m per annum in programme contracts which will expire on 30 June 2016
 - a further \$2.09m per annum in programme contracts will expire on 30 June 2017.

Impact on the community

- Te Puni Kōkiri commissions Whānau Ora outcomes from the commissioning agencies. This brings the funding and the funding decisions closer to the community.
- The commissioning model allows for flexible and innovative approaches to providing services to meet whānau needs.
- The commissioning agencies act as brokers to match the needs and aspirations of whānau and families with initiatives and services.
- The commissioning agencies contract with established Whānau Ora provider collectives including other community providers such as Iwi, Marae, education providers, church groups, and community and sports organisations.
- The Ministry will be considering, on a case by case basis, any community level impacts and how this can be managed in terms of alignment with the overarching aims of the Community Investment Strategy.

Impact on Providers

- Each MSD provider contracted within the programmes selected for transfer have been assessed (or, for contracts ending on 30 June 2017, will be assessed) in terms of their alignment with the Whānau Ora service approach.
- 50 MSD contracted providers will be affected by the transfers as at 1 July 2016.
- Where a provider's service approach is shown to align with Whānau Ora, the commissioning agencies will contract them to provide Whānau Ora services from 1 July 2016.
- Where a provider's service approach does not align with Whānau Ora, the provider's contract will not be renewed and will expire as at 30 June 2016.
- 19 contracted providers have been assessed as not being aligned with Whānau Ora.
- Funding associated with these providers (\$656,434) will be transferred to support Whānau Ora commissioning agencies expansion of support to vulnerable whānau and families.
- We do not expect any decrease in services to the public.
- MSD will consider, on a case by case basis, any community level impact and how this can be managed in terms of alignment with the overarching aims of the CIS.

Managing the transition

- Whānau Ora commissioning agencies will be responsible for negotiating the terms of new contracts with transferring providers.
- CI will provide assistance to Whānau Ora commissioning agencies to support initial engagement during the transfer.

Out of scope

Whānau Ora

- The Government is transferring approximately \$11.38 million in funding and programmes that align with the Whānau Ora approach from MSD to the three Whānau Ora Commissioning Agencies (Te Pou Matakana, Te Putahitanga o Te Waipounamu and Pasifika Futures).
- The transfer is part of a review of social service spending which aims to achieve better outcomes for the most vulnerable whānau and families
- The majority of these programmes and funding will transfer to support Whānau Ora from 1 July 2016 onwards.
- 50 MSD contracted providers will be affected by the transfers on 1 July 2016
- We do not expect any decrease in services to the public. The Ministry will be considering, on a case by case basis, any community level impacts and how this can be managed in terms of alignment with the overarching aims of the Community Investment Strategy.

Out of scope

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Aide-mémoire



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Date: 10 August 2016 **Security Level:** IN CONFIDENCE

For: Hon Anne Tolley, Minister for Social Development

File Reference: REP/16/8/909

Whānau Ora Transfers

Purpose You have requested advice on the viability of "bringing back" five providers whose contracts were transferred from the Ministry of Social Development (MSD) to Te Pou Matakana, as part of the Tranche 2 transfer of funding and contracts to support Whānau Ora.

We have provided four options for your consideration and recommend Option four.

Background In April 2016 Cabinet approved (CAB-16-MIN-0180 refers) the transfer of programme funding and contracts from Vote Social Development to Vote Māori Development to support Whānau Ora commissioning.

The six programmes¹ were selected on the basis of their alignment with the Whānau Ora Outcomes Framework, as well as their focus on working with families and whānau, and strengthening the whānau-centred integration of social services at the community level.

The programmes were being delivered by 58 community based service providers contracted by MSD. The majority of these provider contracts (50 contracts) expired on 30 June 2016. The remaining eight provider contracts expire on 30 June 2017.

For the transfer a decision was made to consider alignment of existing MSD contracts with Whānau Ora outcomes for potential transfer, rather than allowing all affected contracts to expire and transfer the related funding.

Assessments of contracts expiring on 30 June 2016 were undertaken by Te Puni Kokiri (TPK), with support from MSD. This considered:

- the degree of alignment between contracted providers and the Whānau Ora commissioning approach
- provider performance in achieving Whānau Ora outcomes and empowering whānau to achieve their aspirations

¹ Break Thru (youth gangs), Early Years Service Hubs, Family Service Centres, Family Support Services, Whānau Toko I Te Ora and Youth at Risk of Offending - Wraparound Services

- the likely impact of the potential transfer of funding and contracts to Whānau Ora Commissioning Agencies on current service provision (including the risk of service disruption to end users); and
- the likely impact of the potential transfer of funding and contracts to Whānau Ora Commissioning Agencies on ongoing provider viability.

Services that were assessed as having alignment to Whānau Ora outcomes were identified for transfer, and those that did not were exited and the funding only transferred.

A copy of the tool used for this assessment is attached (Appendix 1). Of the 50 contracts expiring on 30 June 2016, 31 were identified for transfer to Commissioning Agencies and 19 were identified for exit with the funds transferred to Commissioning Agencies.

A copy of the schedule of results of this assessment is attached (Appendix 2).

Key issues Te Pou Matakana's response to the transfer decisions

One of the Whānau Ora Commissioning Agencies, Te Pou Matakana, has been unhappy with the transfer of MSD contracts (23 in total) to its agency as they compromise its commissioning approach.

Accordingly Te Pou Matakana has advised the 23 affected providers that:

- their transferred contract will be continued for one year only
- during that year the services should be 'wound down'
- Te Pou Matakana would not consider any future funding of these services.

The contracts were issued to providers with these provisions for signing, with no opportunity to discuss or negotiate.

Neither of the other two Whānau Ora Commissioning Agencies took this approach, and both have successfully negotiated contract transfers with affected providers. (There were only 8 contracts in total in this group.)

Provider response

You have sought advice relating to the viability of "bringing back" to MSD five of these 23 provider contracts who are unhappy with Te Pou Matakana's approach.

The key issues here are that there has been no opportunity for these providers to discuss their service with Te Pou Matakana, and that the proposed contract requires them to 'wind down' their service without any discussion. Understandably, the providers are unwilling to sign a contract on this basis.

Indications from our regions are that many of the 23 contracted providers identified for transfer to Te Pou Matakana are similarly unhappy with the transfer decision and the response they have had from the Agency. It is likely that these providers may also express the wish to return to MSD if they were aware that these five contracts were brought back.

Comment Bringing transferred contracts back to MSD

Option one: to bring back five identified provider contracts to MSD

The option to bring back to MSD the five identified provider contracts would enable the providers to re-engage with MSD for the services that were contracted, for the current 2016/17 financial year. This would include relationship management, contract monitoring and reporting.

The related funding (approximately \$1.6m) would need to be transferred back to Vote Social Development for the current year in order to fund the contracts.

The intention would be to directly work with these providers during the year to still 'wind down' these services, in favour of Whānau Ora services, and enable the related funding to be returned to Vote Whānau Ora in 2017/18, along with the planned Tranche three transfers.

This approach addresses the current relationship management issues for these five providers, and also does not compromise the principle of the Whānau Ora transfers, allowing the funding to return to Te Pou Matakana in the following year.

It does not however, resolve the issue for the providers of services needing to be 'wound down' and the funding exited.

It is likely that if these five provider contracts were brought back to MSD, other providers would also seek to have their contracts considered for return.

Option two: to bring back any other of the 23 contracts transferred to Te Pou Matakana who would wish to return

The option to bring back to MSD any other of the 23 contracts who wished to return from Te Pou Matakana, for interim management along with their funding, could be considered.

This option would diminish the risk of 'other' transferred providers hearing about 'the five' who had been given the opportunity to return, and seeking to have their contract returned also.

This option would enable MSD to take responsibility for working with providers to 'wind down' all of these services over the course of the year with the intention of the full amount of funding transferring back to Te Pou Matakana in 2017/18.

It is likely there would still be strong provider reaction to winding down of these services, and MSD would still need to manage this across a larger number of providers, as well as the impacts of service loss.

Most of the 23 providers will have already signed their contracts with Te Pou Matakana. A process for negotiation with Te Pou Matakana for the return of the full amount of funding relating to these 23 contracts, and related administration funding, would also need to be considered if all were to transfer.

Option three: reverse the Whānau Ora transfers in total

This option would involve revisiting the Cabinet decision for the Whānau Ora transfers with the intention of returning the funding to Vote Social Development.

This option is likely to resolve the negative provider reaction to the transfers and allow MSD to retain existing relationships with providers. It would also provide MSD with the opportunity to apply the Community Investment Strategy priorities to these funding programmes, and also align services more closely to the new investing in children agency.

However, given Government's priority to increase investment in Whānau Ora services and outcomes, such a decision could be difficult to justify solely on the basis of provider dissatisfaction and the poor provider relationship approach of one commissioning agency.

Preferred Option four: do nothing

This option would involve negotiation with and management of the reaction of these five providers. It could involve MSD working directly with the providers and with Te Pou Matakana to reach some resolution on a provider by provider basis.

This option has the advantage of dealing solely with the presenting problem of the five identified providers without compromising decisions already made, or affecting processes already underway with the Whānau Ora Commissioning Agencies.

Impacts

All of the options involve the ultimate winding down of the transferred contracted services, and the eventual use of the transferred funding solely under the Whānau Ora commissioning approach.

The intention of the transfers was that whatever funding or services were transferred, the Commissioning Agencies would ensure that the corresponding level of investment was maintained for vulnerable families in those communities.

In our years, this funding will enable Te Pou Matakana to increase its investment in community based Whānau Ora services in the areas and communities it identifies. It is unlikely that will include the current services delivered by these 23 providers.

Impacts for the five providers

Of the five providers you have sought advice about, the Dargaville Medical Centre Early Years Service Hub relies heavily on this funding (receiving no other MSD funding). Loss of the funding will mean the service will likely cease. This removes an outreach service across the Kaipara area and comprises a reduction of around 15% in MSD funded services in this locality. It is unknown what services Te Pou Matakana may prioritise for this area.

Another service, He Huarahi Tamariki in Porirua, similarly receives no other MSD funding. The service provides social service and parenting support to teenage parents attending the local school for teen parents. However, there are two other Whānau Ora services in the area that could potentially pick up this support.

The other three services are all located in Auckland, where there are a wide range of Whānau Ora and other MSD funded social services. For two of them (Great Potentials and STRIVE) the funding loss may mean reduction in their service, but both would be likely to continue. For Genesis Youth, the funding loss is more significant (67% of MSD funding) and may mean the service ceases.

Appendix 3 provides a table of information you requested about the transferred contracted services for the five identified providers, and impacts of the contracts exiting.

Tranche 3 providers

You have requested information about the remaining eight provider contracts identified for transfer to Whānau Ora, that expire on 30 June 2017. These are identified in the Appendix 2 schedule, located on pages 12 and 13.

The second table in Appendix 3 outlines information you requested about these contracts and estimates the likely outcome of their assessments for transfer, and the implications of that.

Evidence of alignment with the Community Investment Strategy

You asked for advice about effectiveness and alignment of the contracts with the Community Investment Strategy. All of the contracts identified for transfer to Whānau Ora Commissioning Agencies from 1 July 2016 provided services aligned with Government priorities and the intentions of the Community Investment Strategy. This includes the five identified providers.

However, as with many locally responsive regional services, there is currently little clear supporting evidence of the effectiveness of specific services delivered under these contracts. This is being addressed with proposed changes to MSD contract results measurement resulting from implementation of the Community Investment strategy.

Next steps

Option one: to bring back the five providers

The option of returning the contracts for the five identified providers is technically feasible if the contracts have not yet been signed. It would include:

- a process for transfer of the approximately \$1.6m in funding back to MSD (and subsequent return in 2017/18)
- communication strategy with these providers
- re-engagement with MSD relationship and contract management
- strong messaging to the providers about the winding down of these contracted services
- management of related provider and service impacts
- management of potential reaction from other providers.

Option two: to bring back all 23 providers

The option of returning the contracts for all 23 providers is more complex, particularly where the contracts have already been signed. It would involve:

- identification of which contracts had been signed and which had not
- a process for novation of existing contracts
- negotiation of return of the full amount of funding that had been transferred to Te Pou Matakana
- management and possible exception of some providers who may wish to retain their contract with Te Pou Matakana
- re-engagement with MSD relationship and contract management
- strong messaging to the providers about the winding down of these contracted services
- management of related provider and service impacts
- a targeted communication strategy.

Option three: to reverse the Whānau Ora Transfers

As this options requires a case to reverse a Cabinet decision, significant work would need to be undertaken to provider justification for such a case. The current issues relating to five providers is not sufficient basis on its own.

Option four: no further action

The option for no further action could be considered. This would involve negotiation with and management of the reaction of these five providers. It could involve MSD working directly with the providers and with Te Pou Matakana to reach some resolution on a provider by provider basis.

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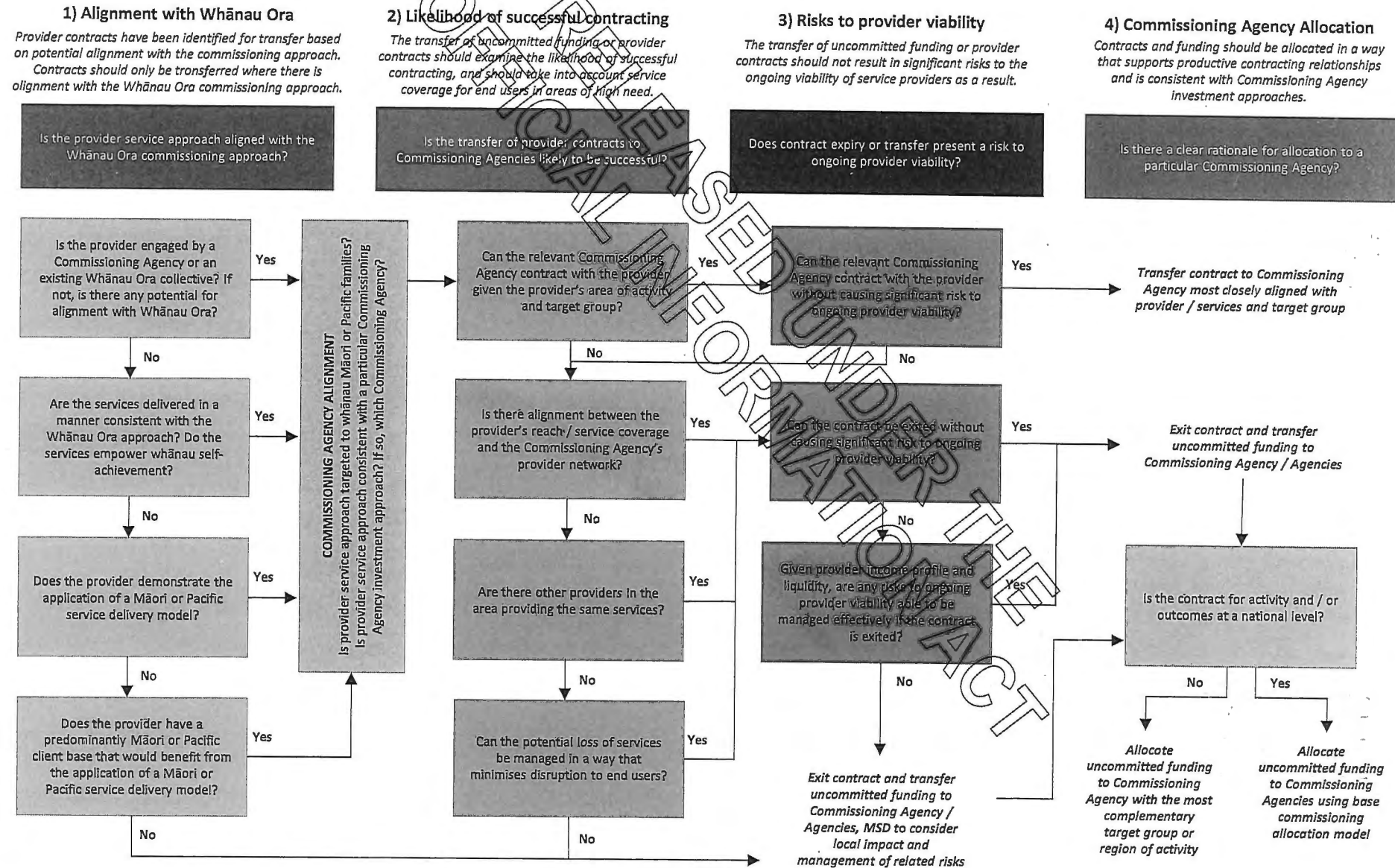
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Appendix 1

Vote Social Development transfer to support Whānau Ora outcomes: contract & funding assessment tool

Overarching assessment principles:

- If provider service approach aligns with the Whānau Ora commissioning approach, contracts will be picked up by Whānau Ora Commissioning Agencies wherever possible.
- If provider service approach does not align with the Whānau Ora Commissioning Approach, contracts will be exited, uncommitted funding will transfer to Whānau Ora Commissioning Agencies, and the Ministry of Social Development will consider the local impact and management of related risks.






Appendix Two

Tranche Two Contracts / Funding – Summary of recommended treatment:

Contract category	Recommended treatment	Number of contracts
Category A: Available information demonstrates sufficient provider alignment with Whānau Ora commissioning approach to justify transfer to Commissioning Agency, low risk to service provision/provider viability associated with transfer to relevant Commissioning Agency	Transfer contract to Commissioning Agency most closely aligned to provider/service	21 contracts Total value \$4,056,749.01 (64.53% of total contract value)
Category B: Available information demonstrates sufficient provider alignment with Whānau Ora commissioning approach to justify transfer to Commissioning Agency, but it is either unclear based on present information whether the relevant Commissioning Agency will be able to contract providers in a way that is functional and productive, or there are unresolved risks requiring further investigation	Transfer contract to Commissioning Agency most closely aligned to provider / service pending further information on ability to contract and / or unresolved risks	10 contracts Total value \$1,573,356.40 (25.03% of total contract value)
Category C: Available information does not show sufficient alignment with Whānau Ora commissioning approach to justify transfer to Commissioning Agency, however there will be <u>limited / minimal potential impact</u> on service provision and provider viability if contract is exited and funding is transferred to Commissioning Agency	Exit contract and transfer funds to relevant Commissioning Agency to support Whānau Ora services in the same region Ministry of Social Development to consider local impact and alignment with the Community Investment Strategy, and management of related risks	12 contracts Total value \$477,398.99 (7.59% of total contract value)
Category D: Available information does not show sufficient alignment with Whānau Ora commissioning approach to justify transfer to Commissioning Agency, and there will be <u>significant potential impact</u> on service provision and provider viability if contract is exited and funding is transferred to Commissioning Agency	Exit contract and transfer funds to relevant Commissioning Agency to support Whānau Ora services in the same region Ministry of Social Development to consider local impact and alignment with the Community Investment Strategy, and management of related risks	7 contracts Total value \$179,035.77 (2.85% of total contract value)
Total contracts		50 contracts Total value \$6,286,540.17

Total Tranche Two Contracts / Funding Allocated to Three Commissioning Agencies:

Commissioning Agency	Number of contracts for transfer ¹	Total value of contracts for transfer	Total value of uncommitted funding for transfer ²	Total value of funding and contracts for transfer ³
 Te Pou Matakana <small>COMMISSIONING AGENCY</small>	40 contracts (19 'A' contracts, 4 'B' contracts, 1 'C' contracts, 6 'D' contracts)	\$5,366,544.67 85.37%	\$1,360,200.00 45.34%	\$6,726,744.67 72.44%
 Pasifika futures <small>PROPERTY FOR FUTURE INVESTMENT</small>	5 contracts (2 'A' contracts, 1 'B' contract, 1 'C' contract, 1 'D' contract)	\$596,548.60 9.49%	\$988,200.00 32.94%	\$1,584,748.60 17.07%
 Te Pūtahitanga <small>Te Pūtahitanga Ora Earing: Pūtahitanga</small>	5 contracts (0 'A' contracts, 5 'B' contracts, 0 'C' contracts, 0 'D' contracts)	\$323,446.90 5.15%	\$651,600.00 21.72%	\$975,046.90 10.50%
TOTALS	50 contracts	\$6,286,540.17	\$3,000,000.00	\$9,286,540.17

¹ Note: The total contracts identified for transfer to Commissioning Agencies includes both ongoing contracts and uncommitted funding previously attached to contracts which will be left to expire.

² Note: This total includes the allocation of \$3 million in uncommitted Te Pūnanga Haumaru funding between Commissioning Agencies in accordance with the base commissioning allocation model (as this funding was previously used to support outcomes and activity at a national level).

³ Note: This total does not include operating funding of \$1,126,021.00 for Commissioning Agencies to support the engagement of providers as a result of the transfer of contracts. This operating funding will be allocated to Commissioning Agencies proportionately according to the total value of Category A and B contracts recommended for transfer to each Commissioning Agency. Arrangements for this funding will be finalised with Commissioning Agencies at the earliest possible opportunity.

Second Tranche Contract (expiring 30 June 2016) & Funding Treatment – Summary of Analysis and Recommendations:

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
Te Tai Tokerau													
1.	Aupōuri Youth Trust (1406)	Far North Shona Hobson (CIA)	Far North	\$68,811.18	\$14,254.50	21%	Family Support Services	Close alignment with Whānau Ora.	Strong potential for Te Pou Matakana to commission provider for Whānau Ora services in Far North.	Low risk if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
2.	Dargaville Medical Centre (55526)	Kaipara Loie Donaldson (CIA)	Dargaville	\$116,501.00	\$116,501.00	100%	Early Years Service Hubs	Close alignment with Whānau Ora.	Strong potential for Te Pou Matakana to commission provider for Whānau Ora services in Kaipara.	Low risk if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
3.	Te Ora Hou Northland Incorporated (1002)	Whāngarei Loie Donaldson (CIA)	Whāngarei	\$1,093,266.47	\$120,377.92	11%	Early Years Service Hubs	Services aligned with Whānau Ora.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Whāngarei.	Low risk if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
Auckland													
4.	C.A.R.E. Waitakere T/A CARE Waitakere (15165)	Waitakere David Mose (CIA)	Henderson-Massey, Waitakere Ranges	\$88,824.46	\$16,046.64	18%	Family Support Services	Services aligned with Whānau Ora. Closer alignment with Te Pou Matakana given Te Pou Matakana provider network.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Waitakere.	Low risk if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
5.	Crosspower Ministries Trust (1627)	Manukau City Mele Alatini (CIA)	Otara-Papatoetoe	\$390,000.00	\$390,000.00	100%	Youth Gangs	Close alignment with Whānau Ora. Closer alignment with Pasifika Futures given client focus.	Strong potential for Pasifika Futures to commission provider for Whānau Ora services in Manukau City.	Low risk if contract transferred to Pasifika Futures.	Low risk of negative impact if transferred to Pasifika Futures.	A	Transfer contract to Pasifika Futures. Low negative impact anticipated.
6.	Franklin Family Support Trust (2012)	Papakura Sue Story (CIA)	Franklin	\$477,996.29	\$114,666.00	24%	Early Years Service Hubs	Close alignment with Whānau Ora. Services are delivered via joint venture with Huakina Development Trust aligned with Te Pou Matakana.	Strong potential for Te Pou Matakana to commission provider for Whānau Ora services in Papakura.	Low impact if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
7.	Manurewa Parenting Hub (MPH) (53176)	Manurewa Mele Alatini (CIA)	Manurewa	\$79,999.50	\$79,999.50	100%	Youth Gangs	Limited alignment with Whānau Ora, however Māori and Pacific client base would benefit from application of a Whānau Ora service model. Alignment to Te Pou Matakana.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Manurewa.	Low impact if contract transferred to Te Pou Matakana.	Low to medium risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. In principle low negative impact in terms of client alignment, however there may be some provider reaction to transfer in terms of service alignment.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
8.	Papakura Marae Society Incorporated (1916)	Papakura Sharlene Kōpu (CIA)	Papakura	\$328,049.54	\$124,436.64	38%	Early Years Service Hubs	Close alignment with Whānau Ora.	Strong potential for Te Pou Matakana to commission provider for Whānau Ora services in Papakura.	Low impact if contract is transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
9.	STRIVE Community Trust (1636)	Otahuhu Mele Alatini (CIA)	Albert-Eden, Franklin, Great Barrier, Howick, Mangere-Otahuhu, Manurewa, Maungakiekie-Tamaki, Ōrākei, Otara-Papatoetoe, Puketapapa, Rodney, Waiheke, Waitematā, Whau	\$2,050,471.53	\$557,753.22	27%	Family Support Services, Youth Gangs	Some alignment with Whānau Ora, provider has a predominantly Māori and Pacific client base that would benefit from the application of a Whānau Ora service model. Aligned with Te Pou Matakana.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Albert-Eden, Franklin, Great Barrier, Howick, Mangere-Otahuhu, Manurewa, Maungakiekie-Tamaki, Ōrākei, Otara-Papatoetoe, Puketapapa, Rodney, Waiheke, Waitematā, Whau.	Low impact if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
10.	Taonga Education Centre Charitable Trust (50199)	Manukau City Pip Skinner (CIA)	Manurewa	\$600,819.72	\$36,349.02	6%	Family Support Services	Some alignment with Whānau Ora, provider has a predominantly Māori and Pacific client base that would benefit from the application of a Whānau Ora model. Aligned with Te Pou Matakana.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Manurewa.	Low impact if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
11.	Te Whānau o Waipareira Trust (3311)	Waitakere TBC (Ken Allen RM)	Henderson-Massey, Waitakere Ranges, Whau, Mangere-Otahuhu, Manurewa, Otara-Papatoetoe, Waitematā	\$2,048,952.99	\$1,076,582.90	53%	Youth at Risk of Reoffending – Wraparound Services, Youth Gangs	Close alignment with Whānau Ora, provider has an existing relationship with Te Pou Matakana.	Strong potential for Te Pou Matakana to commission provider for Whānau Ora services in Henderson-Massey, Waitakere Ranges, Whau, Mangere-Otahuhu, Manurewa, Otara-Papatoetoe, Waitematā.	Minimal impact if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
12.	Waikōwhai Community Trust (50492)	Auckland City David Mose (CIA)	Albert-Eden, Great Barrier, Mangere-Otahuhu, Maungakiekie-Tamaki, Ōrākei, Puketapapa, Rodney, Waiheke, Waitematā, Whau	\$120,794.00	\$120,794.00	100%	Early Years Service Hubs	Limited alignment with Whānau Ora, however provider has a client base that includes Māori and Pacific families who would benefit from a Whānau Ora service delivery model. Closer alignment with Te Pou Matakana given scale of provider network.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Albert-Eden, Great Barrier, Mangere-Otahuhu, Maungakiekie-Tamaki, Ōrākei, Puketapapa, Rodney, Waiheke, Waitematā, Whau.	Likely low impact on provider viability if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
13.	Whānau O Tūmanako Charitable Trust Inc. (50431)	Manukau City Mihi Blair (CIA)	Manurewa	\$540,000.00	\$540,000.00	100%	Youth Gangs	Close alignment with Whānau Ora, services are delivered to predominantly Māori client base in a manner consistent with Whānau Ora.	Strong potential for Te Pou Matakana to commission provider for services in Manurewa.	Low impact on provider viability if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
14.	Youth Horizons Trust (13296)	Auckland City Becky Lasenby & Gordon McKenzie (National Office)	Whau	\$15,436,772.80	\$75,000.00	<1%	Youth Gangs	Some alignment with Whānau Ora, provider has a client base including Māori and Pacific clients who would benefit from a Whānau Ora service delivery model. Aligned to Pasifika Futures.	Potential for Pasifika Futures to commission provider for services in Whau.	Low impact on provider viability if contract transferred to Pasifika Futures.	Low risk of negative impact if transferred to Pasifika Futures.	A	Transfer contract to Pasifika Futures. Low negative impact anticipated.
15.	Community Approach Trust (50081)	Auckland City David Mose (CIA)	Puketapapa	\$226,250.00	\$75,000.00	33%	Youth Gangs	Some alignment with Whānau Ora. Alignment with Pasifika Futures.	Potential for Pasifika Futures to commission provider for Whānau Ora services in Auckland City.	Low risk if contract transferred to Pasifika Futures.	Low risk of negative impact if transferred to Pasifika Futures.	B	Transfer contract to Pasifika Futures. Low negative impact anticipated.
16.	Genesis Youth Trust (50362)	Manukau City Roger Dalton (CIA)	Otara-Papatoetoe, Mangere-Otahuhu, Papakura	\$774,390.00	\$515,000.00	67%	Youth Gangs	Some alignment with Whānau Ora. Closer alignment with Te Pou Matakana given client base.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Manukau City.	Low impact if contract transferred to Te Pou Matakana.	Low risk of negative impact if transferred to Te Pou Matakana.	B	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
17.	Great Potentials Foundation (1503)	Papakura Nirvana Marsden (Lead CIA)	Manurewa, Papakura	\$5,222,425.78	\$411,001.08	8%	Early Years Service Hubs, Family Service Centres, Family Support Services	Some alignment with Whānau Ora, provider has a predominantly Māori and Pacific client base that would benefit from the application of a Whānau Ora service model. Closer alignment with Te Pou Matakana.	Potential for Te Pou Matakana to commission provider for Whānau Ora services in Papakura and Manurewa.	Low impact if contract transferred to Te Pou Matakana.	Low to medium risk of negative impact if transferred to Te Pou Matakana.	B	Transfer contract to Te Pou Matakana. Client base majority Maori and Pacific – in principle low negative impact, however there may be some provider reaction to transfer.
18.	Auckland Council (12429)	Auckland City Nirvana Marsden (Lead CIA)	Albert-Eden, Devonport-Takapuna, Henderson-Massey, Maungakiekie-Tamaki, Otara-Papatoetoe, Papakura, Waitakere Ranges.	\$115,001.00	\$55,000.00	48%	Youth Gangs	No information showing alignment with Whānau Ora. Potential alignment with Te Pou Matakana given Te Pou Matakana provider network.	Low risk to service provision if contract expires and funding is transferred to Te Pou Matakana.	Low risk to provider viability if contract expires and funding is transferred to Te Pou Matakana.	Low risk of negative impact if contract expires and funding is transferred to Te Pou Matakana.	C	Expire and transfer funds to Te Pou Matakana for the provision of services in Auckland City, MSD to consider management of related risks. This is a project and can cease without significant repercussions.
	North Shore Community Health Network Incorporated (2902)	North Shore Ossie Manukuo (CIA)	Devonport-Takapuna, Kaipātiki, Upper Harbour	\$105,381.60	\$18,523.60	18%	Family Support Services	No information showing alignment with Whānau Ora. May align with Pasifika Futures due to high presence of Pacific population.	Low risk to service provision if contract expires and funding is transferred to Pasifika Futures.	Low risk to provider viability if contract expires and funding is transferred to Pasifika Futures.	Low risk of negative impact if contract expires and funding is transferred to Pasifika Futures.	C	Expire and transfer funds to Pasifika Futures for the provision of services in Devonport-Takapuna, Kaipātiki, Upper Harbour. This is a Strengthening Families provider and utilises this funding to provide additional social supports to families. It is unlikely that the cessation of this funding will have a significant effect.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
19.	NZ Ethnic Social Services Trust (15611)	Grey Lynn Pip Skinner (CIA)	Henderson-Massey, Waitakere Ranges	\$238,970.10	\$23,745.60	10%	Family Support Services	Limited alignment with Whānau Ora, provider works in a whānau-centred way and empowers whānau self-achievement, however provider does not work with Māori or Pacific clients (migrant and refugee sector). Potential alignment with Te Pou Matakana given scale of provider network.	Low impact on service provision if contract expires and funding is transferred to Te Pou Matakana.	Low impact on provider viability if contract expires and funding is transferred to Te Pou Matakana.	Low risk of negative impact if contract expires and funding is transferred to Te Pou Matakana.	C	Expire and transfer funds to Te Pou Matakana for the provision of services in Henderson-Massey, Waitakere Ranges. Likely low impact. The removal of this funding is unlikely to have a significant impact on the provider's ability to continue service delivery, however refugee and migrant services are much needed in Auckland. Local impact will be considered by CI in the context of other available services and local CIS priorities.
20.	Presbyterian Support (Northern) T/A Family Works (2805)	Auckland City N/A – no letter required	Albert-Eden, Henderson-Massey	\$1,562,479.63	\$22,245.35	1%	Family Support Services	No information showing alignment with Whānau Ora. Potential alignment with Te Pou Matakana given provider network.	No impact on service provision if contract expires and funding is transferred to Te Pou Matakana as this funding was used to support a one-off pilot.	Low impact on provider viability if contract expires and funding is transferred to Te Pou Matakana.	Low risk of negative impact if contract expires and funding is transferred to Te Pou Matakana.	C	Expire and transfer funds to Te Pou Matakana for the provision of services in Albert-Eden, Henderson-Massey. No letter required
21.	Parent Aid Central West Auckland Incorporated (16021)	Auckland City Ossie Manukuo (CIA)	Albert-Eden, Puketepapa, Whau	\$22,008.84	\$22,008.84	100%	Family Support Services	No information showing alignment with Whānau Ora. Potential alignment with Te Pou Matakana due to scale of provider network.	No information to suggest potential for Te Pou Matakana to commission provider for Whānau Ora services in Albert-Eden, Puketepapa, Whau.	High impact to provider if contract ceases and funding is not available from other sources.	Medium risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	C	Expire and transfer funds to Te Pou Matakana for the provision of services in Albert-Eden, Puketepapa, Whau. Provides a useful niche in the market in terms of short term community supports. It is likely that the service would discontinue with this funding cessation, and the provider cease operating. As the service is not directed at the most vulnerable, there is likely minimal CIS priority client/service impact – however there are four of these providers impacted in the Auckland area which will require some local CI consideration/management.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
22.	Parent Aid Northwest (15197)	Rodney Ossie Manukuo (CIA)	Kaipara	\$22,011.60	\$22,011.60	100%	Family Support Services	No information showing alignment with Whānau Ora. Potential alignment with Te Pou Matakana due to scale of provider network.	No information to suggest potential for Te Pou Matakana to commission provider for Whānau Ora services in Kaipara.	High impact to provider if contract ceases and funding is not available from other sources.	Medium risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	C	<p>Expire and transfer funds to Te Pou Matakana for the provision of services in Kaipara.</p> <p>Provides a useful niche in the market in terms of short term community supports. It is likely that the service would discontinue with this funding cessation, and the provider cease operating. As the service is not directed at the most vulnerable, there is likely minimal CIS priority client/service impact – however there are four of these providers impacted in the Auckland area which will require some local CI consideration/management.</p>
23.	Parent Aid Waitakere Incorporated (13501)	Waitakere Ossie Manukuo (CIA)	Waitakere Ranges	\$30,578.00	\$30,578.00	100%	Family Support Services	No information showing alignment with Whānau Ora. Potential alignment with Te Pou Matakana due to scale of provider network.	No information to suggest potential for Te Pou Matakana to commission provider for Whānau Ora services in Waitakere Ranges.	High impact to provider if contract ceases and funding is not available from other sources.	Medium risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	C	<p>Expire and transfer funds to Te Pou Matakana for the provision of services in Waitakere Ranges.</p> <p>Provides a useful niche in the market in terms of short term community supports. It is likely that the service would discontinue with this funding cessation, and the provider cease operating. As the service is not directed at the most vulnerable, there is likely minimal CIS priority client/service impact – however there are four of these providers impacted in the Auckland area which will require some local CI consideration/management.</p>

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
24.	Parent Support Incorporated (3118)	North Shore Ossie Manukao (CIA)	Upper Harbour	\$48,147.20	\$48,147.20	100%	Family Support Services	No information showing alignment with Whānau Ora. Potential alignment with Te Pou Matakana due to scale of provider network.	No information to suggest potential for Te Pou Matakana to commission provider for Whānau Ora services in Upper Harbour.	High impact to provider if contract ceases and funding is not available from other sources.	Medium risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	C	Expire and transfer funds to Te Pou Matakana for the provision of services in Upper Harbour. Provides a useful niche in the market in terms of short term community supports. It is likely that the service would discontinue with this funding cessation, and the provider cease operating. As the service is not directed at the most vulnerable, there is likely minimal CIS priority client/service impact – however there are four of these providers impacted in the Auckland area which will require some local CI consideration/management.
25.	Auckland Women's Centre Incorporated T/A Auckland Women's Centre (2335)	Grey Lynn Pip Skinner (CIA)	Waitematā	\$100,450.00	\$30,070.00	30%	Family Support Services	No information showing alignment with Whānau Ora, no information to suggest provider client base would benefit from the application of Whānau Ora service delivery model. Potential alignment with Te Pou Matakana given scale of network.	No information showing alignment with Te Pou Matakana provider network. Information suggests loss of service would cause significant disruption for end users.	Significant impact on provider viability if contract expires and funding is transferred to Te Pou Matakana and funding is not available from other sources.	High risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	D	Expire and transfer funds to Te Pou Matakana for the provision of services in Waitematā. Likely to be significantly impacted by reduction in funding however potential to continue service delivery. Provides low level services only – likely minimal client/service impact.
26.	Dayspring Trust (13516)	Waitakere Roger Dalton (CIA)	Waitakere Ranges, Whau	\$45,582.42	\$33,692.82	74%	Family Support Services	No information showing alignment with Whānau Ora, no information to suggest client base that would benefit from a Whānau Ora approach. Potential alignment with Te Pou Matakana given scale of network.	No information to suggest potential for Te Pou Matakana to commission provider for Whānau Ora services in Waitakere. High risk to provision of services if contract ceases and funding is not available from other sources.	High impact on provider viability if contract expires and funding is transferred to Te Pou Matakana and funding is not available from other sources.	Medium to high risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	D	Expire and transfer funds to Te Pou Matakana for the provision of services in Waitakere. Cessation of this funding will significantly impact this provider's viability. Services are not necessarily targeted to the most vulnerable. Local impact will be considered by CI in the context of other available services and local CIS priorities.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
27.	Toughlove Auckland Incorporated (1711)	Royal Oak Ossie Manukau (CIA)	Franklin, Mangere-Otahuhu, Upper Harbour, Waitakere Ranges, Waitematā	\$38,025.00	\$38,025.00	100%	Family Support Services	No information showing alignment with Whānau Ora, no information to suggest provider client base would benefit from a Whānau Ora approach. Closer alignment with Pasifika Futures than Te Pou Matakana.	No information to suggest alignment with Pasifika Futures provider network. Information suggests loss of service would cause significant disruption for end users.	Significant impact on provider viability if contract expires and funding is transferred to Pasifika Futures and funding is not available from other sources.	High risk of negative impact if contract expires and funding is transferred to Pasifika Futures without alternative support.	D	Expire and transfer funds to Pasifika Futures for the provision of services in Franklin, Mangere-Otahuhu, Upper Harbour, Waitakere Ranges, Waitematā. Cessation of this funding will significantly affect the provider's viability and impact its specific client group. Services are not necessarily targeted to the most vulnerable. Local impact will be considered by CI in the context of other available services and local CIS priorities.
Midlands													
28.	Te Manu Toroa Trust (50563)	Tauranga-TLA Tiwha Hakaria (CIA) Evelyn Bennett (Lead CIA)	Tauranga	\$236,835.97	\$124,435.92	53%	Early Years Service Hubs	Close alignment with Whānau Ora.	Strong potential for Te Pou Matakana to commission provider for services in Tauranga.	Likely low impact on provider viability if transferred to Te Pou Matakana.	Low risk of negative impact if contract transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
29.	Te Wheke Atawhai Ltd (3821)	Ōpōtiki-TLA Ngaire Solomon (CIA) LCIA Evelyn Bennett (Lead CIA)	Ōpōtiki	\$1,186,675.46	\$331,303.50	28%	Family Service Centres	Close alignment with Whānau Ora, already part of Eastern Bay of Plenty Whānau Ora collective.	Strong potential for Te Pou Matakana to commission provider for Whānau Ora services in Ōpōtiki.	Minimal impact on provider viability if contract transferred to Te Pou Matakana.	Low risk of negative impact if contract transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
30.	Eastbay Rural Education Activities (REAP) Inc. (50231)	Whakatāne-TLA Ngaire Solomon (CIA) LCIA Evelyn Bennett (Lead CIA)	Whakatāne	\$481,543.30	\$124,435.92	26%	Early Years Service Hubs	Some alignment with Whānau Ora approach, many of the provider's clients may benefit from the application of a Whānau Ora service delivery model.	Potential for Te Pou Matakana to commission provider for services in Whakatāne, but degree of risk to service provision as a result of transfer is unclear from present information.	Likely low impact on provider viability if transferred to Te Pou Matakana.	Low to medium risk of negative impact if contract transferred to Te Pou Matakana.	B	Transfer contract to Te Pou Matakana. In principle low negative impact in terms of service and client alignment, however there may be some provider reaction to transfer.
31.	Kidz Need Dadz (54827)	Tauranga-TA Tiwha Hakaria (CIA) Evelyn Bennett (Lead CIA)	Tauranga	\$15,022.00	\$8,362.00	56%	Family Support Services	No information showing alignment with Whānau Ora. Nature of services provided suggests limited alignment with Whānau Ora. Potential alignment with Te Pou Matakana given scale of provider network.	Information suggests very limited alignment with Te Pou Matakana. High risk of service disruption if contract were to expire and funding transferred to Te Pou Matakana without alternative support.	High impact on provider viability if contract expires and funding is transferred to Te Pou Matakana and funding is not available from other sources.	High risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	D	Expire and transfer funds to Te Pou Matakana for the provision of services in Tauranga. High impact – likely to result in service reduction for this specific provincial client group. This is a male refuge service that will be severely compromised by this funding reduction. Local impact will be considered by CI in the context of other available services and local CIS priorities.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
Central Region													
32.	Camellia House Trust T/A Camellia House Palmerston North (5520)	Palmerston North Claire Pope (CIA)	Palmerston North	\$36,847.20	\$36,847.20	100%	Family Support Services	Some alignment with Whānau Ora, potential for provider relationship with Whānau Ora collective. Closer alignment with Te Pou Matakana given scale of provider network.	Information suggests some alignment with Te Pou Matakana. Provider plays crucial role in provision of support to at-risk women and children. Limited alternative service providers in region.	Likely low to medium impact on provider viability if transferred to Te Pou Matakana. While provider has access to other funding, non-MSD funding are short-term grants only.	Medium risk of negative impact if contract transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. In principle low negative impact in terms of service and client alignment, however there may be some provider reaction to transfer.
33.	Great Start Taitā (56026)	Hutt John Parton (CIA)	Taitā	\$124,365.50	\$124,365.50	100%	Early Years Service Hubs	Some alignment with Whānau Ora. Closer alignment with Te Pou Matakana given scale of Te Pou Matakana provider network.	Information suggests some alignment with Te Pou Matakana.	Low impact on provider viability if contract transferred to Te Pou Matakana.	Low risk of negative impact if contract is transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
34.	He Huarahi Tamariki Trust (13714)	Porirua Peti Keni (CIA)	Porirua	\$30,347.00	\$30,347.00	100%	Family Support Services	Strong alignment with Whānau Ora, provider works closely with both Māori and Pasifika Whānau Ora providers. Closer alignment with Te Pou Matakana given scale of Te Pou Matakana provider network.	Information suggests strong alignment with Te Pou Matakana.	Low impact on provider viability if contract transferred to Te Pou Matakana.	Low risk of negative impact if contract is transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
35.	Whānau/Family Support Services Trust (12187)	Lower Hutt John Parton (CIA)	Lower Hutt	\$52,083.51	\$12,141.15	23%	Family Support Services	Information shows strong alignment with Whānau Ora service delivery model, provider has a predominantly Māori client base that would benefit from a Whānau Ora service delivery model.	Information suggests strong potential for alignment with Te Pou Matakana.	Information suggests low risk to provider viability if contract is transferred to Te Pou Matakana.	Low risk of negative impact if contract transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
36.	Young Men's Christian Association of Taranaki Inc. (7117)	Taranaki Darryl Atkins (CIA)	New Plymouth	\$275,595.98	\$14,547.40	5%	Family Support Services	Information suggests alignment with Whānau Ora approach, predominantly Māori client base would benefit from Whānau Ora service delivery model. Information suggests alignment with Te Pou Matakana.	Information suggests potential for alignment with Te Pou Matakana. Low risk of service disruption if contract transferred to Te Pou Matakana.	Likely low impact on provider viability if contract transferred to Te Pou Matakana.	Low risk of negative impact if contract is transferred to Te Pou Matakana.	A	Transfer contract to Te Pou Matakana. Low negative impact anticipated.
37.	Pahiatua Community Services Trust (5515)	Tararua Teeny Lowe (CIA)	Tararua	\$236,468.65	\$124,472.50	53%	Early Years Service Hubs	Some alignment with Whānau Ora. Potential alignment with Te Pou Matakana given client base and scale of Te Pou Matakana provider network.	Information suggests possibility for alignment with Te Pou Matakana.	Likely low impact on provider viability if contract transferred to Te Pou Matakana.	Likely low risk of negative impact if contract is transferred to Te Pou Matakana.	B	Transfer contract to Te Pou Matakana. Low negative impact anticipated.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
38.	Barnardos New Zealand Inc. (13284)	New Zealand Gordon McKenzie (National Office) *DCE contact	Horowhenua	\$11,965,261.85	\$124,472.00	1%	Early Years Service Hubs	Information suggests limited alignment with Whānau Ora. Potential alignment with Te Pou Matakana given scale of Te Pou Matakana provider network.	Available information suggests there may be practical difficulties in transferring this single contract to Te Pou Matakana in the absence of wider provider linkages to Whānau Ora.	Minimal impact on wider provider viability if contract expires and funding is transferred to Te Pou Matakana.	Medium risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support	C	Expire and transfer funds to Te Pou Matakana for the provision of services in Horowhenua. MSD to consider local impact and management of related risks. CI to discuss future viability of this site with provider and mitigations. (Also wider impacts of other funding changes.)
39.	New Zealand Family Planning Association Inc. (5525)	Palmerston North Claire Pope (CIA)	Manawatu, Palmerston North	\$13,600.32	\$13,600.32	100%	Family Support Services	Information suggests limited alignment with Whānau Ora. Potential alignment with Te Pou Matakana given scale of Te Pou Matakana provider network.	Information suggests limited alignment with Te Pou Matakana. Loss of funding may result in provider no longer offering this service, however a similar service/programme is delivered as part of the national primary school curriculum. Risk to service provision is therefore assessed as low overall.	Minimal impact on provider viability if contract expires and funding transferred to Te Pou Matakana (extensive funding from other sources, this funding supports the provision of a one-off programme).	Low risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	C	Expire and transfer funds to Te Pou Matakana for the provision of services in Manawatu region. MSD to consider local impact and management of related risks. Any risk (estimated as low) of negative impact to be managed through direct contact with provider by local CI staff.
40.	Wairarapa Safer Community Trust (5761)	Carterton Kiriana Marshall (CIA)	Carterton, South Wairarapa, Masterton	\$28,978.52	\$11,146.32	38%	Family Support Services	Information suggests limited alignment with Whānau Ora. Potential alignment with Te Pou Matakana.	Information suggests limited alignment with Te Pou Matakana. Minimal risk to service provision.	Minimal impact on provider viability if contract expires and funding transferred to Te Pou Matakana.	Low likelihood of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	C	Expire and transfer funds to Te Pou Matakana for the provision of services in the Wairarapa. MSD to consider local impact and management of related risks. Any risk (estimated as low) of negative impact to be managed through direct contact with provider by local CI staff.
41.	Manawatu Rural Support Service Incorporated (6505)	Manawatu Josh Kurene (CIA) – with RM support	Manawatu	\$17,577.45	\$17,577.45	100%	Family Support Services	No information showing alignment with Whānau Ora, no information to suggest provider client base would benefit from the application of Whānau Ora service delivery model. Potential alignment with Te Pou Matakana given location of service.	Information suggests limited alignment with Te Pou Matakana. Unclear from present information whether Te Pou Matakana could contract with provider. Loss of funding would have a significant effect on provider ability to offer counselling support. High risk of service disruption if contract expires and funding transferred without alternative support (minimal alternative service provision in region).	High impact on provider viability if contract expires and funding is transferred to Te Pou Matakana and funding is not available from other sources.	High risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	D	Expire and transfer funds to Te Pou Matakana for the provision of services in Manawatu region. MSD to consider local impact and management of related risks. It is highly likely this service will cease with high risk of community impact. The service provision gaps will be assessed in CIS context and alternative services and funding options considered.

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
42.	Pregnancy Help Incorporated T/A Pregnancy Help Taranaki (7076)	Stratford Leanne Horo (with RM support)	New Plymouth, South Taranaki, Stratford	\$32,552.50	\$32,552.50	100%	Family Support Services	Information shows limited alignment with Whānau Ora (drop-in centre and telephone helpline for pregnant women). Potential alignment with Te Pou Matakana given scale of Te Pou Matakana provider network.	Information suggests limited potential for alignment with Te Pou Matakana. High risk of service disruption if contract were to expire and funding transferred to Te Pou Matakana without alternative support.	Information suggests significant impact on provider viability if contract expires and funding is transferred to Te Pou Matakana and funding is not available from other sources.	Very high risk of negative impact if contract expires and funding is transferred to Te Pou Matakana without alternative support.	D	<p>Expire and transfer funds to Te Pou Matakana for the provision of services in Taranaki region. MSD to consider local impact and management of related risks.</p> <p>It is highly likely this service will cease with risk of negative community reaction. The service provision gaps will be assessed in CIS context and alternative services and funding options considered.</p>
43.	Women's Centre New Plymouth Inc. (6559)	New Plymouth Leanne Horo (with RM support)	New Plymouth	\$18,756.00	\$18,756.00	100%	Family Support Services	No Information showing alignment with Whānau Ora. No information to suggest client base that would benefit from the application of the Whānau Ora service model. Potential alignment with Te Pou Matakana given scale of provider network.	Information suggests limited alignment with Te Pou Matakana. High risk of service disruption if contract were to expire and funding transferred to Te Pou Matakana without alternative support.	Information suggests limited potential for Te Pou Matakana to commission provider for services. High impact on provider viability if contract expires and funding is transferred to Te Pou Matakana and funding is not available from other sources.	Very high risk of negative impact if contract expires and funding is transferred to Te Pou Matakana or Pasifika Futures without alternative support.	D	<p>Expire and transfer funds to Te Pou Matakana for the provision of services in New Plymouth. MSD to consider local impact and management of related risks.</p> <p>It is highly likely this service will cease with risk of negative community reaction. The service provision gaps will be assessed in CIS context and alternative services and funding options considered.</p>

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National Office													
44.	Stand for Children National Office (50136)	Wellington Christine Dean	New Zealand	\$17,019,527.60	\$85,920.16	1%	Family Support Services	Uncommitted funding, alignment with services previously supported unclear on available information. Potential alignment with Te Pou Matakana given scale of provider network.	Available information does not give an indication of alignment with Te Pou Matakana. Low risk to service provision if funding transferred (uncommitted funding).	Low risk to provider viability if contract expires and funding is transferred to Te Pou Matakana (uncommitted funding). NO provider risk – interim use of uncommitted funding	Low risk of negative impact (uncommitted funding). NO RISK	C	Expire and transfer funds to Te Pou Matakana for the provision of services. MSD to consider local impact and management of related risks. No actual 'expiry' as such – no risk, no contact to be made.
Southern Region													
45.	Early Start Project Ltd (8784)	Christchurch Geoff Giller	Christchurch	\$1,318,542.84	\$124,077.50	9%	Early Years Service Hubs	Some information showing alignment with Whānau Ora. Potential alignment with Te Pūtahitanga o Te Waipounamu.	Likely low risk to service provision if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low impact to provider viability if contract transferred to Te Pūtahitanga o Te Waipounamu.	Low risk of negative impact if contract is transferred to Te Pūtahitanga o Te Waipounamu.	B	Transfer contract to Te Pūtahitanga o Te Waipounamu. Low negative impact anticipated.
46.	Methodist Mission Southern (16471)	Otago Urban Moyra Crum	Dunedin, Clutha	\$180,372.00	\$138,591.00	77%	Early Years Service Hubs, Family Support Services	Some information showing alignment with Whānau Ora. Potential alignment with Te Pūtahitanga o Te Waipounamu.	Likely low risk to service provision if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low impact to provider viability if contract transferred to Te Pūtahitanga o Te Waipounamu.	Low risk of negative impact if contract is transferred to Te Pūtahitanga o Te Waipounamu.	B	Transfer contract to Te Pūtahitanga o Te Waipounamu. Low negative impact anticipated..
47.	Northern Southland Community Resource Centre Charitable Trust (16468)	Southland Stuart Gray	Southland	\$22,941.30	\$12,814.00	56%	Family Support Services	Some information showing alignment with Whānau Ora. Potential alignment with Te Pūtahitanga o Te Waipounamu.	Likely low to medium risk to service provision if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low to medium impact on provider viability if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low risk of negative impact if contract is transferred to Te Pūtahitanga o Te Waipounamu.	B	Transfer contract to Te Pūtahitanga o Te Waipounamu. Low negative impact anticipated.
48.	Otago and District Community Charitable Trust (11062)	Southland Megan Roskilley	Southland	\$26,712.30	\$21,634.80	81%	Family Support Services	Some information showing alignment with Whānau Ora. Potential alignment with Te Pūtahitanga o Te Waipounamu.	Likely low to medium risk to service provision if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low to medium impact on provider viability if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low risk of negative impact if contract is transferred to Te Pūtahitanga o Te Waipounamu.	B	Transfer contract to Te Pūtahitanga o Te Waipounamu. Low negative impact anticipated.
49.	Tuatapere Community Worker Support Trust (11162)	Southland Megan Roskilley	Southland	\$26,329.60	\$26,329.60	100%	Family Support Services	Some information showing alignment with Whānau Ora. Potential alignment with Te Pūtahitanga o Te Waipounamu.	Likely low risk to service provision if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low impact on provider viability if contract transferred to Te Pūtahitanga o Te Waipounamu.	Likely low risk of negative impact if contract is transferred to Te Pūtahitanga o Te Waipounamu.	B	Transfer contract to Te Pūtahitanga o Te Waipounamu. Low negative impact anticipated.

Third Tranche Contract (expiring 30 June 2017) & Funding Treatment – Yet to be assessed:

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
1.	Mangere East Family Service Centre Incorporated	Otago	Mangere, Otago	\$1,507,378.20	\$526,715.20	35%	Family Service Centres, Family Support Services	Organisation would maintain their work shows alignment with Whānau Ora.		MSD major funder. Do receive \$44k from MoE for other services.			
2.	The Foundation for Peace Studies Aotearoa/The Peace Foundation	Grey Lynn	Mangere, Otago	\$53,315.28	\$53,315.28	100%	Family Support Services	No.		Estimated \$150K from other agencies.			

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
3.	Fonua Ola Network	Auckland City	Henderson-Massey, Maungakiekie - Tamaki, Waitakere Ranges	\$877,570.49	\$56,790.95	6%	Family Support Services	Yes – demonstrated and experienced with Pacific Commissioning Agency		Receive some funding from Pacific Commissioning Agency.			
4.	Waahi Whanui Trust	Waikato TLA	Waikato	\$1,509,930.56	\$241,233.50	16%	Family Service Centres	Yes – lwi provider		Receive some funding from Justice and Health for other services.			
5.	Tokoroa Council of Social Services Incorporated	South Waikato TLA	South Waikato	\$822,825.04	\$124,437.04	15%	Early Years Service Hubs	No					
6.	Kapiti Women's Health Collective Incorporated	Kapiti Coast	Kapiti Coast	\$53,705.10	\$53,705.10	100%	Family Support Services	Yes – using a whanau ora wrap around approach		\$45k in grant funding, and \$44K of funding from other agencies (approximate)			
7.	Maori Women's Welfare League Wellington	Wellington	Carterton, Christchurch, Far North, Gisborne, Hamilton, Hastings	\$961,832.34	\$961,832.34	100%	Whanau Toko I Te Ora	Yes – delivers flexible service that aligns well with commissioning approach					
8.	Te Whanau O Hokonui Marae Incorporated	Gore	Gore	\$75,808.88	\$71,372.40	94%	Family Support Services	Yes – closely aligned lwi provider					

Family Violence/Sexual Violence providers - excluded from Whanau Ora transfer:

	Provider name and MSD ID number	Provider location and CI contact	Service delivery location	Total CI & CYF funding	Total \$ for transfer	% of MSD provider \$ for transfer	Programme type	Alignment with Whānau Ora	Likelihood of successful contracting	Provider viability risks	Community impact	Contract category	Recommended treatment and management strategy
1.	Male Survivors of Sexual Abuse Trust Waikato	Hamilton	Hamilton	\$79,600.00	\$20,000	25%	Family Support Services						Excluded
2.	Porirua Whanau Centre Trust	Porirua	Porirua	\$598,656.00	\$364,056.00	62%	Family Service Centres						Excluded
3.	Wairarapa Rape and Sexual Abuse Collective Incorporated	Masterton	Masterton	\$118,834.10	\$22,963.80	19%	Family Support Services						Excluded
4.	Motueka Family Service Centre	Tasman	Tasman	\$456,208.30	\$310,574	68%	Family Service Centres						Excluded
5.	SVS Living Safe	Nelson	Nelson, Tasman	\$251,570.25	\$4,000.00	2%	Family Support Services						Excluded

Appendix 3 Provider Information

The five identified providers

The table below summarises information about the contracted services for the five providers being considered for bringing back to MSD.

Contracted provider	Funding and contracted service	Contract performance 1	Impact of service loss
Great Potentials Foundation	\$411K (Early Years Service Hubs, Family Service Centres, Family Support Services) - delivered in Manurewa and Papakura	No Early Years Service provided in 2015/16. 107 clients received Family Service Centre services (target volume 78). 2143 clients received Family Support services (target volume 2218).	Majority of clients are Māori or Pacific in high deprivation communities. Proportion of funding for overall service is low (9%) - loss of funding unlikely to significantly diminish services in these communities.

Outside of Scope

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Pages 9-10 withheld as they are Outside of Scope.

¹ Where 2015/16 reporting data has not yet been received, 2014/15 figures have been used.

Aide-mémoire



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Meeting

Date: 17 October 2016 **Security Level:** IN CONFIDENCE

For: Hon Anne Tolley, Minister for Social Development

File Reference: REP/16/10/1309

Information for Minister Tolley's meeting with Dame Lesley Max

Meeting details	Wednesday 19 October 2016, Minister's Office, Parliament
Expected attendees	Dame Lesley Max, Chief Executive, Great Potentials Foundation
Purpose of meeting	<p>Dame Lesley has expressed ongoing concern about the transfer of some of Great Potentials Foundation's programmes and funding to the commissioning agency Te Pou Matakana, as part of the Whānau Ora transfers.</p> <p>Dame Lesley will raise with you her concern over the loss of funding as result of the transfer, and possibly about her unhappiness with Te Pou Matakana's approach. She may also reiterate her 27 June request for reconsideration of the transfer to Te Pou Matakana.</p>

Background

About Dame Lesley Max

Dame Lesley Max is the co-founder, chief executive officer and trustee of Great Potentials Foundation.

She created the Family Service Centre model, introduced HIPPY (Home Interaction Programme for Parents and Youngsters), and developed MATES (Mentoring and Tutoring Education Scheme).

She was influential in the establishment of Family Start in New Zealand, and a founding supporter of the Brainwave Trust. She has held advisory roles at tertiary education institutions and government-appointed roles, including as a Director of the Northern Regional Health Authority, and a member of the Family Violence Advisory Committee.

Dame Lesley is patron of Family Help Trust, the National Council of Women, and Teach First NZ. She was awarded the MBE in 1994, and became a Dame Companion of the New Zealand Order of Merit for services to the community in 2010.

About Great Potentials Foundation

Great Potentials Foundation works with children, young people and families in low-income New Zealand communities by providing education and parental support. The majority of their clients are Māori or Pacific in high-deprivation areas.

Great Potentials operates three programmes:

- Family Service Centres – providing integrated health, education and social services to individuals and families
- HIPPY (Home Interaction Programme for Parents and Youngsters) – preparing 3 to 5-year-old children for the transition to school, and engaging parents in their children's learning
- MATES (Mentoring and Tutoring Education Scheme) – pairing low-decile school students with tertiary student mentors/tutors to improve the children's confidence and educational outcomes.

Transfer to Whānau Ora

Great Potentials Foundation is among the providers affected by the Cabinet decision in April this year to transfer contracts and funding from Vote Social Development to Vote Māori Development to support Whānau Ora (CAB-16-MIN-0180 refers).

The programmes selected for transfer were identified as aligning with the Whānau Ora approach and the outcomes in which the commissioning agents are investing.

Some of Great Potentials' programmes were designated for transfer to the North Island commissioning agency, Te Pou Matakana, to be contracted for a minimum 12-month period from 1 July 2016 to 30 June 2017. Te Pou Matakana would then decide whether to continue to contract Great Potentials after 30 June 2017.

Great Potentials Foundation's MSD funding identified for transfer was \$411,001.08 for their Early Years Service Hubs, Family Service Centres, and Family Support Services delivered in Manurewa and Papakura. This funding constitutes just under 8% of their overall MSD funding for services (which totals \$5,222,425.78).

Their transferred funding is broken down by programme as follows:

Early Years Service Hubs	\$13,217.00
Family Service Centres	\$250,218.48
Family Support Services	\$147,565.60
Total:	\$411,001.08

MSD engagement with Great Potentials Foundation

On 11 May you and Hon Te Ururoa Flavell jointly publicly announced the Whānau Ora transfer.

We can confirm that on 11 May, MSD contacted Great Potentials Foundation about the transfer. A letter explaining the impact of the transfer on Great Potentials Foundation was emailed to both Wendy Schofield, Great Potentials Foundation board member and their chartered accountant, and to Marion Heppner, the Business Development Manager. MSD's Lead Community Investment Advisor in Auckland followed up the email with a telephone call, in which she provided Wendy with the agreed communications messaging about the transfer. This engagement followed MSD's established process for provider contact.

In June Dame Lesley and Great Potentials Foundation representatives met twice with Te Pou Matakana representatives to discuss the future of their programmes post-transfer.

Unhappy with the tenor and outcomes of these meetings, on 27 June Dame Lesley wrote to the Prime Minister seeking immediate reconsideration of the decision made, on the grounds that, in her opinion, Te Pou Matakana's actions in terminating the Foundation's services are not aligned with the underlying intent of the transfer.

On 8 July, at a workshop in Auckland the local MSD Regional Manager was taken aside by Dame Lesley who revealed Great Potentials Foundation is working with other affected providers to make representations "at the highest level".

There have been several contacts between Wendy Schofield and MSD's Lead Community Investment Advisor over the last several months, most recently on 12 October regarding an unsuccessful application for the Building Financial Capability tender. (Great Potentials Foundation has been offered transitional funding to 31 January 2017.)

During this conversation Wendy advised the MSD official of your meeting with Dame Lesley, and revisited the Whānau Ora transfer issue. She advised that Dame Lesley would be raising with you their concern over the potential loss of what they consider to be significant funding as result of the transfer.

Te Puni Kōkiri (TPK) engagement with Great Potentials Foundation

Hon Te Ururoa Flavell responded on your behalf to Dame Lesley's letter of 21 June letter (copy attached). In his response Minister Flavell confirmed the expectations of commissioning agencies and their mandate to determine the future of the transferred contracts.

In addition, TPK met with Dame Lesley in July to discuss her concerns, and also followed up directly with Te Pou Matakana.

This resulted in confirmation that any further consideration of contract arrangements would need to be negotiated directly between Great Potentials Foundation and Te Pou Matakana. This discussion was confirmed in email correspondence, which was copied to MSD's Community Investment DCE, Murray Edridge (copy attached).

Key issues

Great Potentials Foundation is unhappy about the transfer of contracts to Te Pou Matakana

On 10 August we provided you with advice about five providers who are unhappy about the transfer of their programmes along with their funding to the commissioning agency Te Pou Matakana as part of the transfer of funding (REP/16/8/909 refers).

At that time we presented options for managing provider requests to return their transferred funding to MSD.

Great Potentials Foundation is one of the five providers that are unhappy with Te Pou Matakana's commissioning approach. At meetings with Te Pou Matakana's CEO John Tamihere on 9 June, Great Potentials were told that their last tranche of funding for the transferred programmes would be on 31 March 2017.

At a second meeting on 20 June, they along with other transferred programme providers were presented with agreements that specified their programmes must be wound up by or before 30 June 2017.

Dame Lesley advised in her 27 June 2016 letter to the Prime Minister that at this meeting a MSD senior official had explained that "John Tamihere wished to have the funding but not the programmes".

Great Potentials believe that Te Pou Matakana is not acting in the spirit of the Whānau Ora transfer, and that John Tamihere is acting "arbitrarily and unreasonably".

Comment

Tenure of transferred contracts

It was always intended that the transfer of the Great Potentials Foundation's designated programmes and funding (along with all other transferred contracts) would be for a minimum period of one year (as signalled in the letter of transfer sent to Great Potentials on 11 May 2016), after which commissioning agencies would decide whether to continue these contracts.

This intent was based on allowing opportunity for the transferred provider to develop relationships with the commissioning agencies with the potential for them to become contracted Whānau Ora providers. This intent was strongly supported by TPK, and has occurred with the other two commissioning agencies. John Tamihere made it clear that he was not interested in that potential with these providers.

Impact on services

We do not consider the community Great Potentials Foundation serves in Papakura and Manurewa will be significantly affected by the discontinuation of this funding.

At the time of designing the Whānau Ora transfer, we determined that a loss of funding was unlikely to significantly diminish the services Great Potentials provide in these communities, given its small percentage of their overall total funding for services.

The area's social needs are still able to be met, both by Great Potentials and the area's other Whānau Ora providers.

About Te Pou Matakana's approach

We are satisfied that Te Pou Matakana's commissioning approach is consistent with the design of the Whānau Ora transfer.

The intention of the transfers was that whatever funding or services were transferred, the commissioning agencies would ensure that the corresponding level of investment was maintained for vulnerable families in those communities.

The transfer to Whānau Ora involves providing commissioning agencies with the option to wind down the transferred contracted services and the eventual use of the transferred funding solely under the Whānau Ora commissioning approach.

In our years, this funding will enable Te Pou Matakana to increase its investment in community-based Whānau Ora services in the areas and communities it identifies. It is unlikely that will include the current services delivered by Great Potentials Foundation.

Reconsideration of the transfer

In our 10 August advice to you about the five unhappy providers that had been transferred to Te Pou Matakana, we offered options for managing provider requests to return their transferred funding to MSD.

We recommended negotiating with and managing the reaction of the five unhappy providers. On balance we did not recommend a reconsideration of the allocation of the programmes and funding. The fundamental principles of the transfer would be compromised by such action.

We understand that you discussed the 10 August aide memoire with the Community Investment DCE, Murray Edridge, and that there was some further discussion with Te Puni Kōkiri. TPK have confirmed that there are no further options they can pursue to resolve these matters.

Whilst we are able to support individual providers to explore options, there is limited scope to assist in exploring any Whānau Ora options for Great Potentials Foundation, or any of the other five providers, with Te Pou Matakana.

Each commissioning agency has a clear mandate to develop their own provider relationships as they wish, to achieve their Whānau Ora outcomes. Currently that does not include Great Potentials, or any of the other five providers.

This is a consequence of the transfers in a situation where a commissioning agency did not consider the MSD contracted services a good fit with their Whānau Ora commissioning priorities.

Author: s 9(2)(a) Community Investment

Responsible manager: s 9(2)(a) Manager Operational Policy & Innovation,
Community Investment

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NDOE Monitoring Visit Report

Provider Name	Great Potentials Foundation	Period Covered By This Assessment	1 July 2015 to 30 November 2015
Provider Number	1503	Contract Term	01/07/2013 to 30/06/2016
Contract Number	320193	Meeting Date	15/02/2016
Meeting With (Attendees)	Louise Belcher and Jean Ellison, GPF and s 9(2)(a) OIA Community Investment Adviser.	Contract Manager Completing Report	s 9(2)(a) OIA

Funding Details

Service Type	Provider Service Description	Rate	Total Volume Contracted per annum	Total Value per annum	Volume Reported from
#FAM_SUP - A	30 to 40 hours of social work intervention that includes a plan, case management and an analysis on the outcome of how the intervention has made a difference to families. . The intervention is targeted towards families living in Counties Manukau who have dependent children who are at risk of abuse, harm or offending.	\$1548.00	36	\$55,728.00	17
#FNFAMSV - B	The provision of a range of support services such as social work support and advice, family violence and sexual abuse prevention and intervention, self confidence, personal wellbeing and life skills programmes that will improve the lives of people in the community who experience various social, health and educational challenges.	\$744.04	10	\$7,440.40	Not verified
#FNFAMSV - C	The provision of a range of support services such as social work support and advice, family violence and	\$14.54	2000	\$29,080.00	Not verified

	sexual abuse prevention and intervention, self confidence, personal wellbeing and life skills programmes that will improve the lives of people in the community who experience various social, health and educational challenges.				
#FNFAMSV - D	The provision of a range of support services such as social work support and advice, family violence and sexual abuse prevention and intervention, self confidence, personal wellbeing and life skills programmes that will improve the lives of people in the community who experience various social, health and educational challenges.	\$114.45	60	\$20,601.00	Not verified
#FNFAMSV - E	The provision of a range of support services such as social work support and advice, family violence and sexual abuse prevention and intervention, self confidence, personal wellbeing and life skills programmes that will improve the lives of people in the community who experience various social, health and educational challenges.	\$744.13	140	\$104,178.20	Not verified
#FNFSC - F	Provision of integrated family support services for parents and children through a one-stop-shop. The services are to be of high quality and supported by the local community. Core programme activities must include, but are not limited to, access to early childhood education, advice and support for parenting (including Home Interaction Programme for Parents and Youngsters - HIPPY), health services (such as Well-child health checks) and social services (including advisory services).	\$2,739.47	60	\$164,368.20	37
#FNFSC - G	Provision of integrated family support services for parents and children through a one-stop-shop. The services are to be of high quality and supported by the local community. Core programme activities must include, but are not limited to, access to early	\$4,769.46	18	\$85,850.28	See above