



# HEI WHAKATAU | BRIEFING

## Arrangements for a Whānau-centred Early Interventions Prototype

<b>Date:</b>	30 Hōngongoi 2020	<b>Priority</b>	High
<b>Classification</b>	In Confidence	<b>Tracking Number</b>	42065
			REP-OT/20/7/168

Action sought	Date action required by
<p>It is recommended that you:</p> <ol style="list-style-type: none"> <li><b>note</b> that Te Puni Kōkiri, Oranga Tamariki - Ministry for Children and ACC have been working together with the Whānau Ora Commissioning Agency to develop a prototype initiative to assist early interventions with Māori whānau</li> <li><b>agree</b> to the delivery model proposed for implementation involving the Whānau Ora Commissioning Agency commissioning its provider network to deliver early interventions to identified whānau with children who have exhibited early signs of risk: <ul style="list-style-type: none"> <li>using Kaiārahi working with up to 10 whānau at a time to ensure whānau complete whānau planning</li> <li>coordinating and navigating whānau members to appropriate services either within the provider's current ambit or from external service providers as appropriate</li> <li>drawing on flexible funding to meet immediate whānau needs or for the direct purchase of additional services</li> <li>supporting their delivery with project management and data capable resources in each provider that are connected to the Whānau Ora Commissioning Agency</li> </ul> </li> <li><b>agree</b> to the scale of the prototype involving a minimum of 800 whānau over two financial years with the rollout across the North Island occurring through a phased approach between Hereturikōkā and Hakihea 2020</li> <li><b>note</b> that there is still detailed operational work to be completed to be in a position to have a clear understanding across agencies and with the providers about all of the criteria for readiness to go live with the prototype</li> <li><b>agree</b> to agencies operating the prototype with shared accountability mechanisms wherever possible using a Memorandum of Understanding between the agencies that sets out: <ul style="list-style-type: none"> <li>roles for each agency in the implementation of the prototype</li> <li>chief executive reporting requirements, with deputy chief executives delegated responsibility for the governance of the implementation of the initiative</li> <li>outcomes, measurement, data and evaluation requirements for each agency and as a collective</li> <li>relationship requirements, including with the Whānau Ora Commissioning Agency</li> </ul> </li> <li><b>agree</b> that Te Puni Kōkiri uses the governance and accountability mechanisms provided for in the Whānau Ora Outcome Agreement and Annual Investment Plan with the Whānau Ora Commissioning Agency as the main mechanism for accountability with government for the prototype</li> </ol>	<p>3 Hereturikōkā 2020</p>

<p>9. <b>agree</b> for agencies to explore the use of a Joint Operational Agreement to be applied to this initiative when the Public Service Bill 2019 is enacted</p> <p>10. <b>agree</b> to agencies funding this prototype in 2020/21 and 2021/22 as discussed in paragraph 50 in this paper and to the levels presented below:</p> <ul style="list-style-type: none"> <li>• Te Puni Kōkiri will allocate up to \$8 million of the \$17 million commitment to the Whānau Ora Commissioning Agency's whānau resilience work to be focused on the prototype</li> <li>• Oranga Tamariki - Ministry for Children is proposing to commit up to \$8 million in 2020/21 and up to \$8 million in 2021/22 towards the prototype</li> <li>• Accident Compensation Corporation is expecting to contribute up to \$5.200 million funding of its injury prevention investment funds to the prototype for each of the next two financial years</li> </ul> <p>11. <b>note</b> that Te Puni Kōkiri will act as a single point of contact for the Whānau Ora Commissioning Agency on all financial matters relating to the Whānau-centred Early Interventions Prototype and it is intended that all related funding will be expensed from the Vote Māori Development non-departmental output expense appropriation - <i>Whakamahi i ngā Huanga a Whānau Ora   Commissioning Whānau Ora Outcomes</i></p> <p>12. <b>note</b> that agreement will need to be separately sought from Joint Ministers and the Minister of Finance to any adjustments required to transfer funding between departments and officials will provide you with a further briefing for that purpose</p> <p>13. <b>note</b> that Ministers may wish to announce the key features of this initiative and will need to work in concert with any communication from the Whānau Ora Commissioning Agency</p> <p>14. <b>forward</b> this paper to the Minister for ACC for her information.</p>	
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Name	Position	Mobile	1 <sup>st</sup> contact
Hamiora Bowkett	Deputy Chief Executive Responsible for Whānau Ora	027 298 2811	
Geoff Short	Deputy Chief Executive Policy Partnerships	021 704 645	√

Other Agencies Consulted					
<input type="checkbox"/> MBIE	<input type="checkbox"/> MoJ	<input type="checkbox"/> NZTE	<input type="checkbox"/> MSD	<input type="checkbox"/> TEC	<input type="checkbox"/> MoE
<input type="checkbox"/> MFAT	<input type="checkbox"/> MPI	<input type="checkbox"/> MfE	<input type="checkbox"/> DIA	<input checked="" type="checkbox"/> Treasury	<input type="checkbox"/> MoH
<input type="checkbox"/> MHUD	<input checked="" type="checkbox"/> Other	Oranga Tamariki - Ministry for Children ACC Whānau Ora Commissioning Agency			

<b>Appendices</b>	None
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Minister's office to complete:

- |   |  |
|---|--|
| <input type="checkbox"/> Approved             | <input type="checkbox"/> Declined            |
| <input type="checkbox"/> Noted                | <input type="checkbox"/> Needs change        |
| <input type="checkbox"/> Seen                 | <input type="checkbox"/> Overtaken by Events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn           |

Comments:

30 Hōngongoi 2020

Minita mō Whānau Ora  
Minister for Children

## **Arrangements for a Whānau-centred Early Interventions Prototype**

### **Purpose**

1. This briefing paper seeks your approval for the interdepartmental arrangements necessary to establish a whānau-centred early interventions prototype with the Whānau Ora Commissioning Agency. Specifically, your agreement is sought to the:
  - overall delivery model proposed for implementation involving identified whānau being supported through whānau planning, coordination and navigation to services and the direct purchase
  - scale of the prototype, with a minimum of 800 whānau involved and the timing for the rollout across the North Island through a phased approach
  - funding to be drawn on for this initiative and the arrangements for this to occur
  - the oversight, monitoring and reporting arrangements to support joined-up accountability, governance, including exploring this as an early adopter of a Joint Operational Agreement under the Public Service reforms.


### **Background**

2. Over the last few months Te Puni Kōkiri, Oranga Tamariki - Ministry for Children (Oranga Tamariki), and the Accident Compensation Corporation (ACC) have been working together with the Whānau Ora Commissioning Agency (formerly Te Pou Matakana) to develop a cross-agency initiative to assist early interventions to occur with Māori whānau where early signs of risk have been identified.
3. Over the last year, Oranga Tamariki has been working with the Child Wellbeing Unit in the Department of the Prime Minister and Cabinet to explore different models of support to iwi, Māori organisations and communities to develop local approaches to early intervention, as part of the next stage of implementing work under the Child and Youth Wellbeing Strategy. In addition to this work, Oranga Tamariki is strengthening its partnerships and the work it does with iwi, hapū, and Māori organisations, guided by the principles in section 7AA of the Oranga Tamariki Act 1989.
4. This approach helps to deliver on Cabinet's agreement to further develop cross-agency policy work on: reducing child poverty; mitigating socio-economic disadvantage; tackling racism, discrimination and stigma; advancing child wellbeing for those aged 0-6 years; particularly in the first 1,000 days; and extending whānau-centred approaches to improve child and youth wellbeing [CAB-19-SUB-0085]. Te Puni Kōkiri and Oranga Tamariki have the lead on extending whānau-centred approaches to improve child and youth wellbeing.

### *Working with the Whānau Ora Commissioning Agency*

5. At the end of 2019, the Minister for Children met with the Whānau Ora Commissioning Agency and initiated an opportunity for agencies to work collectively to co-design a model of early intervention. The Whānau Ora Commissioning Agency has progressively invited Oranga

Tamariki - Ministry for Children, Te Puni Kōkiri and ACC to participate in its co-design process. The Department of the Prime Minister and Cabinet has been supporting agencies to do this work.

6. There are a number of benefits to working on early intervention with the Whānau Ora Commissioning Agency and its provider network:
  - **rapid and local roll-out and support** – the Whānau Ora Commissioning Agency has identified a mix of rural, urban, and iwi partners that are grounded in their communities, who also have the systems and infrastructure in place to establish this prototype once detailed design is completed
  - **strong experience and trusted relationships** – providers and Kaiārahi have the mana and trust of communities to help whānau in complex situations
  - **whānau-led, mana-enhancing and aspirational** – this represents a paradigm shift from ongoing service delivery and supporting needs, to sustainable, whānau leadership.
7. s 9(2)(f)(iv) 
8. This approach aligns with Cabinet agreement to the recommendations of the 2018 review of Whānau Ora that included:
  - growing investment in the commissioning approach
  - increasing cross-government engagement in Whānau Ora
  - exploring localised commissioning opportunities.
9. Utilising the Whānau Ora provider network and approach will give practical effect to Cabinet's agreement to extend whānau-centred approaches to improve child and youth wellbeing [SWC-19-MIN-0085 refers].

### **Taking a Whānau-centred Approach to Early Intervention**

10. Effective early intervention works to prevent problems occurring, or to tackle them head-on when they do before problems get worse. It also helps to foster a whole set of personal strengths and skills that prepare a child for adult life. Early intervention can take different forms, from home visiting programmes to support vulnerable parents, to school-based programmes to improve children's social and emotional skills, to mentoring schemes for young people who are vulnerable to involvement in crime.
11. The terms 'Whānau Ora approach' and 'whānau-centred approach' refer to a culturally grounded, holistic approach focused on improving the wellbeing of whānau (families) and addressing individual needs within a whānau context. Evidence and research show that placing whānau at the centre of service design and delivery not only empowers whānau to realise their own solutions; but also demands greater accessibility, integration, and coordination amongst services. Whānau planning and the valuable work of navigators are the two 'stand out' enablers of such an approach.
12. In working with the Whānau Ora Commissioning Agency, all three agencies are seeking to combine both whānau-centred approaches with early interventions to achieve common

outcomes, including those set out in the Child and Youth Wellbeing Strategy. In this context, agencies have areas of interest.

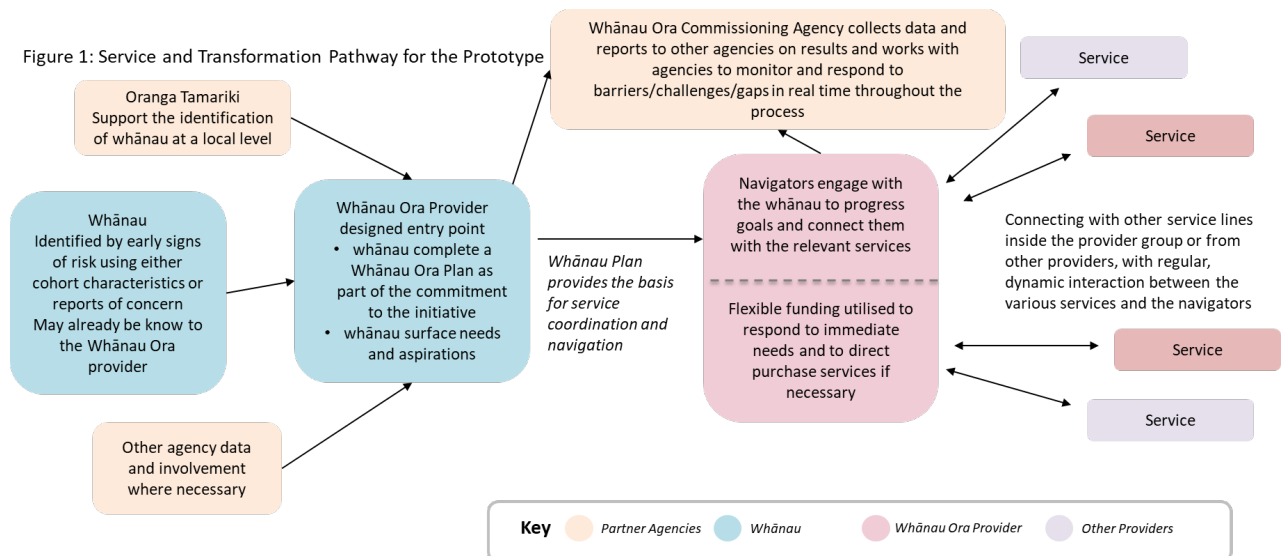
13. *Oranga Tamariki* is seeking to address the circumstances that lead to children being reported to the agency and reduce the number of tamariki and rangatahi progressing into the care and protection and youth justice systems. To achieve this, Oranga Tamariki is interested in supporting sustainable, local approaches that offer early support to lift the wellbeing of families and whānau, and reducing the number of tamariki and rangatahi Māori who come to the attention of and require intervention from Oranga Tamariki. In 2018/19, there were around 87,000 reports of concern made to Oranga Tamariki, relating to around 62,000 individual children. About 42,000 of these reports of concern (relating to around 35,000 children) progressed into assessments and investigations, and 8,700 care and protection Family Group Conferences.
14. ACC is seeking to improve injury and harm prevention, as well as well-being outcomes and access to ACC services, experience and outcomes for Māori whanau. ACC's injury prevention strategy stresses a greater focus on the life course and strengthening whanau protective and resilience factors that address social determinants of injury. ACC believes that mātauranga Māori is a key protective function and determinant of success for improving meaningful outcomes for Māori. In partnership, ACC wants to explore and evaluate how whānau ora and mātauranga Māori practice can strengthen prevention of injury and harm across a range of often inter-related areas including sexual and family violence, self-harm, home safety and alcohol related injury.
15. *Te Puni Kōkiri* has an interest in increasing the number of whānau that are cohesive, resilient and nurturing. This means ensuring that parents build skills and strategies to nurture and care and provide for their children. Where necessary, whānau address violence, addiction, substance abuse, and risk of self-harm through increased uptake of affordable and culturally appropriate support services. In doing so, such an approach will increase the number of tamariki from vulnerable whānau who are attending school on a regular basis, ensure relationships between partners are strong and supportive, and enable whānau to develop nurturing environments that provide for their physical, emotional, spiritual and mental wellbeing.

### **Proposed approach**

#### *A Co-designed Delivery Model*

16. A co-designed delivery model was established that agencies considered would work as a prototype over a two-year period providing evidence to enable expansion in scale over time. This is critical to prototyping. The first year enables providers to test different approaches with whānau, which the Whānau Ora Commissioning Agency will then set as more confirmed practice for the second year. It will allow sufficient time for agencies to measure whether there are some early signs of success.
17. The delivery model for the prototype will focus providers on working with identified whānau with children to avert crisis (for example, by utilising available funding and services to sort out immediate issues and stressors). We expect this would include young mums supporting children from maternity through the early years, whānau where there has been a family violence notification, whānau with young children that have identified reports of concern, whānau with children at risk of offending, rangatahi transitioning out of care or youth justice, and parents and whānau who have had a child removed from their care.
18. Having worked with agencies to identify the intake from joined-up referrals, the providers will use a navigation approach, with kaiārahi working alongside the whānau to build a plan, access the services and support needed to achieve the goals of the plan, and in doing so stabilise the whānau. Kaiārahi would have access to a flexible fund to support the whānau plans.

19. Kaiārahi (or Navigators) play a major role in Whānau Ora. They work closely with whānau to identify their specific needs and aspirations then help identify the services, education providers or employment and business opportunities. Kaiārahi support whānau to plan, and then connect them with the support they need to achieve their goals. Kaiārahi have the cultural and local knowledge necessary to understand whānau situations and build relationships of trust and confidence.
20. The delivery model is based around each provider hosting five Kaiārahi that will work with 10 whānau each. This is more intensive than the usual ratio of one Kaiārahi to 20 whānau, reflecting the expectation that each Kaiārahi will work to address all the needs and aspirations of the whānau, with a focus on the safety and wellbeing of children.



21. For many whānau, working with a Kaiārahi will be their first experience with social service delivery focusing on their strengths and aspirations. In some instances, they may need help to overcome certain crisis or barriers but once this is done the Kaiārahi continue to work with them to look at opportunities. The flexible funding held by each Kaiārahi is intending to help them meet any immediate needs and direct purchase, if necessary, any additional services. Such services or interventions could include the provision of wrap around support services for whānau such as Kaupapa Māori parenting support and the facilitation of whānau hui following reports of concern.
22. Each group of Kaiārahi in each provider is supported by project management and data capability, linked to the Whānau Ora Commissioning Agency. This will support a 'hub and spoke' type approach to the monitoring of delivery.
23. The features of the model that will underpin this prototype includes mechanisms that:
  - identify whānau to participate in the prototype through a range of avenues, including joined-up referral approaches between Oranga Tamariki and local Whānau Ora providers
  - test whānau planning approaches to meet the needs and aspirations of whānau with children, and by doing so identify the strengths, gaps and weaknesses of existing early interventions at a whānau level
  - enable the whole whānau to work towards their aspirations and to build whānau champions
  - support ground up, grass roots, whānau-led, localised solutions to complex and often entrenched circumstances for whānau that mean that early signs of risk for children are not able to be addressed before they require more intensive interventions.

24. There remains work to do with the Whānau Ora Commissioning Agency and the providers to develop the detailed approach underpinning the model. Your agreement is sought to the general delivery model of providers:
- using Kaiārahi working with up to 10 whānau at a time to ensure whānau complete whānau planning
  - coordinating and navigating whānau members to appropriate services either within the provider's current ambit or from external service providers as appropriate
  - drawing on flexible funding to meet immediate whānau needs or for the direct purchase of additional services
  - supporting their delivery with project management and data capable resources in each provider that are connected to the Whānau Ora Commissioning Agency.

25. s 9(2)(f)(iv)

26. The prototype will provide important lessons for the Government about current early intervention system settings. We anticipate the prototype will reveal service gaps or other barriers. Government agencies and service providers must therefore be integrated and responsive to the prototype and planning activities. The monitoring and evaluation approach will be critical.

*Getting the Scale of the Prototype right*

27. Prototypes are usually large enough to enable useful testing to occur in different circumstances and with different conditions. In this instance, we have an interest in seeing the performance of the approach with whānau that are in urban settings, in rural and provincial settings, with limited histories of interaction with government agencies and with extensive involvement by government agencies already. s 9(2)(f)(iv)

28. Across the three agencies we are looking to support the providers to work with around 800 whānau over the first two years. If more agencies come on board with our initiative this may expand but we would want to limit it during the prototype phase to no more than 1,500 whānau.

29. It will be important to phase in the staffing and resources needed to build the prototypes in each location. s 9(2)(f)(iv)

*Timing for rollout across the North Island is dependent on finalising funding, detailed design processes, and local readiness*

30. As indicated, there is still quite a lot of detailed operational work to complete. We need to be in a position to have a clear understanding across us and with the providers about all of the criteria for readiness. There is also a lot of work to do on measurement and evaluation.
31. However, we need to get on with implementation as the prototype is a critical component of the response to and recovery from COVID-19. Timing is important as it means that the Whānau Ora providers, once on board, can build on the momentum and connections made

by Kaiārahi during the lockdown. Kaiārahi are already identifying whānau wellbeing needs, and so delaying commencement not only risks losing momentum but also slows down achieving outcomes at a time when whānau and tamariki wellbeing needs are increasing.

## **Governance and Accountability**

32. Current vertical accountability arrangements across agencies will require us to work differently if the prototype is to be successful. Agreement is as a result sought from Ministers to agencies operating with shared accountability for the prototype wherever possible. It is proposed that the three agencies complete a Memorandum of Understanding (MoU) between the agencies that sets out:
- roles for each agency in the implementation of the prototype
  - Chief executive reporting requirements, with deputy chief executives delegated responsibility for the governance of the implementation of the initiative
  - Outcomes, measurement, data and evaluation requirements for each agency and as a collective
  - Relationship requirements, including with the Whānau Ora Commissioning Agency.
33. In addition to the joined-up agency arrangements, it is proposed that Te Puni Kōkiri uses the governance and accountability mechanisms provided for in the Outcome Agreement and Annual Investment Plan (AIP) for the prototype. In practice this means the Whānau Ora Commissioning Agency will report to Te Puni Kōkiri on a quarterly basis on the progress against their agreed measures. An annual report is also supplied. Agencies will need to work through their individual and joint expectations for inclusion in an addendum to the AIP.
34. It has been confirmed with the Whānau Ora Commissioning Agency that visibility over the impact of the prototype funding is required, and that it must be able to be reported on separately to the general commissioning funding received from Te Puni Kōkiri. How information is shared and provided to Oranga Tamariki and ACC will need to be agreed through the addendum to the AIP. We will be progressing this approach over the next few weeks.
35. Work continues with the Whānau Ora Commissioning Agency on the specific measures of outcome achievement that will be reported against. More work will be needed over the next few months, as the providers come on board and how they support whānau progresses further. Initial discussions have already proposed a measure of outcome achievement (i.e. percentage of whānau participating in this prototype do not have their children progress through the care and protection and youth justice systems), however the agencies and the Whānau Ora Commissioning Agency will continue to work this through as part of ongoing arrangements.
36. The Whānau Ora Commissioning Agency has indicated its support for the ongoing evaluation of the prototype to demonstrate the effectiveness of the whānau-centric approach with a view to its broader application to central government interventions. The cost of the evaluation currently falls outside the proposed funding envelope but will be met through departmental baselines.

### *Implications of the Public Service Reforms – Joint Operational Arrangement with the potential for a Public Service Joint Venture*

37. The Public Service Act 2020 includes opportunities for Joint Operational Agreements, which are intended to provide a mechanism for strengthened commitment to joint work between Public Service departments. These agreements would operate as a stronger alternative to the



proposed MoU arrangements between agencies, with cooperation further encouraged through the transparent nature of the agreement between chief executives and the explicit support of the State Services Commissioner.

38. The State Services Commissioner has indicated the Whānau-centred Early Interventions prototype could be an early example of the Public Service Reforms as a Joint Operational Agreement. A Joint Operational Arrangement would have the following key features, given effect through legislation:
  - commitment to joint work made through a formal agreement between chief executives (funding, assets, and staff used would remain under the control of the individual participating departments)
  - formed by agreement between relevant chief executives, with authorisation by the Commissioner
  - terminated by joint agreement between the chief executives of the departments involved, or with the Commissioner's agreement
  - requirement for departments to abide by the agreement, with provision for the Commissioner to assist in the resolution of conflict if there is a breakdown of relationships (as the employer of the chief executive Board members).
39. The joint operational agreement would not confer any formal joint responsibility on chief executives, nor would it involve any change in responsibilities between departments and Ministers.
40. Agreement is sought from Ministers for agencies to explore the use of a Joint Operational Agreement to be applied to this initiative.

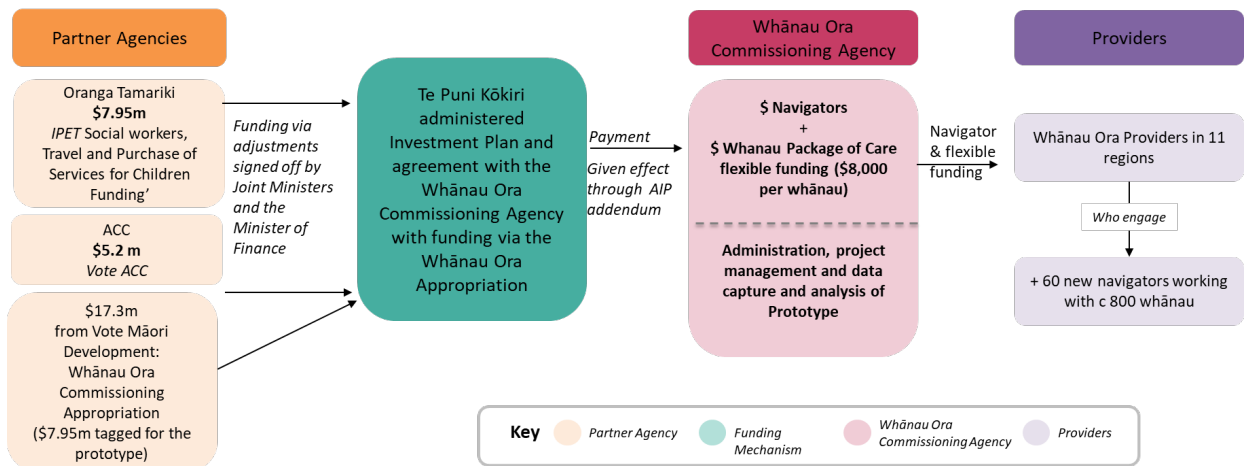
### Funding

41. It is proposed that the prototype is funded by Oranga Tamariki - Ministry for Children, Te Puni Kōkiri, and ACC collectively through the Whānau Ora Commissioning Agency mechanism established in Vote Māori Development. Funding in this way ensures that each agency can retain an ownership interest in the outcomes without each agency being required to contract the Whānau Ora Agency directly or contract each of the Whānau Ora providers.
42. Te Puni Kōkiri through its Whānau Ora investment has committed \$17.300 million in 2020/21 and 2021/22 to the Whānau Ora Commissioning Agency delivering on whānau resiliency outcomes. In the main, this funding will be applied to wider whānau projects by extending Whānau Direct and other less intensive initiatives. Te Puni Kōkiri has agreed with the Whānau Ora Commissioning Agency that the resources to support at least 300 whānau be included in the more intensive approach proposed for the prototype. Around \$8 million of the funding will be identified for this work for each of the two years.
43. Oranga Tamariki - Ministry for Children is proposing to commit up to \$8 million in 2020/21 and \$8 million in 2021/22 towards the prototype. It intends to support around 300 whānau through the initiative over this time period and to provide this resource in a phased approach, as discussed earlier in this note. The Minister for Children and the Minister of Finance have agreed to an early drawdown on an In-Principle Expense Transfer for the purpose of funding this initiative.
44. The Accident Compensation Corporation is expecting to contribute around \$5.200 million investment funding to the prototype for each of the next two years from its injury prevention budget. This investment funding will support an additional 200 whānau in the prototype over the next two financial years.

*Mechanism for funding the Whānau Ora Commissioning Agency*

- 45. We have been working on the most appropriate mechanism to fund the Whānau Ora Commissioning Agency to deliver the prototype. We propose to directly fund the Whānau Ora Commissioning Agency through the commissioning mechanism established by Te Puni Kōkiri, rather than through separate contracting and procurement approaches.
- 46. This would enable all the involved agencies to focus on the outcomes to be achieved, rather than over-specification of the outputs and services to be delivered. It would also provide a model for funding from multiple contributing agencies over time as the prototype matures.
- 47. The proposed mechanism for how the funding will flow is shown in Figure 2 below.

Figure 2: Funding flow from Agencies to local providers



- 48. We propose that funding be provided to the Whānau Ora Commissioning Agency through the current contracting arrangements in place for general commissioning (being the head Outcome Agreement which sets out the terms and conditions for all of the Whānau Ora commissioning funding), the Annual Investment Plan, which is the key accountability document between Te Puni Kōkiri and the Whānau Ora Commissioning Agency that captures how the funds will be apportioned across the portfolio of activity the Whānau Ora Commissioning Agency undertakes, and how the impact of the investment is measured and reported on.

*Funding Transfers*

- 49. To facilitate the smooth transfer of funding from the contributing agencies to the Whānau Ora Commissioning Agency, it is intended that Te Puni Kōkiri will act as a single point of contact for all financial matters.

50. s 9(2)(f)(iv)

**Risks**

- s 9(2)(f)(iv) [Redacted]
- [Redacted]
- [Redacted]

**Next Steps**

54. Table 1 below sets out key next steps for commencing the prototype and indicative timeframes, subject to further work between agencies and the Whānau Ora Commissioning Agency.

Description	Indicative Timeframe
Ministerial Agreement to the proposed approach and any communications on the initiative	Week beginning 1 August 2020
Memorandum of Understanding between agencies agreed	Mid-August 2020
Addendum to the current Whānau Ora Commissioning Agency Annual Investment Plan agreed	Mid-August 2020
Work with Whānau Ora Commissioning Agency and Oranga Tamariki to determine 'readiness' for the prototype at a local level in year one and confirm roll-out schedule	By 31 August 2020
Complete the development approach to evaluation of impact of the prototype to help inform future roll out of the prototype for consideration by Ministers	1 December 2020
Next round of funding as part of the phased approach is transferred to the Whānau Ora Commissioning Agency	20 December 2020

**Consultation**

55. We have consulted with the Treasury and the Whānau Ora Commissioning Agency in developing this briefing paper.

### Communications

56. Ministers may wish to make an announcement about the key features of this initiative. In doing so, we would advise working in concert with the Whānau Ora Commissioning Agency on timing and other preparations. Agencies can support Ministers' Offices in this process should you wish.

57. As noted above, it is important that we carefully manage communications about this approach, particularly with existing partners and providers. Oranga Tamariki considers that a proactive approach to engaging with key stakeholders, to inform them of the prototype approach and how it fits within the context of the broader early intervention work programme, will be a key risk management tool. We will work with your offices to confirm our communications approach based on Ministers' preferences on announcing the key features of this initiative.

### Recommendations

58. It is recommended that you:

	Minister for Whānau Ora	Minister for Children
1. <b>note</b> that Te Puni Kōkiri, Oranga Tamariki - Ministry for Children and ACC have been working together with the Whānau Ora Commissioning Agency to develop a prototype initiative to assist early interventions with Māori whānau		
2. <b>agree</b> to the delivery model proposed for implementation involving the Whānau Ora Commissioning Agency commissioning its provider network to deliver early interventions to identified whānau with children who have exhibited early signs of risk: <ul style="list-style-type: none"> <li>• using Kaiārahi working with up to 10 whānau at a time to ensure whānau complete whānau planning</li> <li>• coordinating and navigating whānau members to appropriate services either within the provider's current ambit or from external service providers as appropriate</li> <li>• drawing on flexible funding to meet immediate whānau needs or for the direct purchase of additional services</li> <li>• supporting their delivery with project management and data capable resources in each provider that are connected to the Whānau Ora Commissioning Agency</li> </ul>	YES / NO	YES / NO
3. <b>agree</b> to the scale of the prototype involving a minimum of 800 whānau over two financial years with the rollout across the North Island occurring through a phased approach between Hereturikōkā and Hakihea 2020	YES / NO	YES / NO
4. <b>note</b> that there is still detailed operational work to be completed to be in a position to have a clear understanding across agencies and with the providers about all of the criteria for readiness to go live with the prototype		

5. **agree** to agencies operating the prototype with shared accountability mechanisms wherever possible using a Memorandum of Understanding between the agencies that sets out:
  - roles for each agency in the implementation of the prototype **YES / NO** **YES / NO**
  - chief executive reporting requirements, with deputy chief executives delegated responsibility for the governance of the implementation of the initiative
  - outcomes, measurement, data and evaluation requirements for each agency and as a collective
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6. **agree** that Te Puni Kōkiri uses the governance and accountability mechanisms provided for in the Whānau Ora Outcome Agreement and Annual Investment Plan with the Whānau Ora Commissioning Agency as the main mechanism for accountability with government for the prototype **YES / NO** **YES / NO**
  
7. **agree** for agencies to explore the use of a Joint Operational Agreement to be applied to this initiative when the Public Service Bill 2019 is enacted **YES / NO** **YES / NO**
  
8. **agree** to agencies funding this prototype in 2020/21 and 2021/22 as discussed in paragraph 50 in this paper and to the levels presented below:
  - Te Puni Kōkiri will allocate up to \$8 million of the \$17 million commitment to the Whānau Ora Commissioning Agency’s whānau resilience work to be focused on the prototype **YES / NO** **YES / NO**
  - Oranga Tamariki - Ministry for Children is proposing to commit up \$8 million in 2020/21 and up to \$8 million in 2021/22 towards the prototype
  - Accident Compensation Corporation is expecting to contribute up to \$5.200 million funding of its injury prevention investment funds to the prototype for each of the next two financial years
  
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10. **note** that agreement will need to be separately sought from Joint Ministers and the Minister of Finance to any adjustments required to transfer funding between departments and officials will provide you with a further briefing for that purpose

11. **note** that Ministers may wish to announce the key features of this initiative and will need to work in concert with any communication from the Whānau Ora Commissioning Agency
12. **forward** this paper to the Minister for ACC for her information.



Geoff Short  
**Deputy Chief Executive**  
**Te Puni Kōkiri**



Hoani Lambert  
**Deputy Chief Executive**  
**Oranga Tamariki – Ministry for Children**



Hamiora Bowkett  
**Deputy Chief Executive**  
**Te Puni Kōkiri**

Hon Peeni Henare Minita mō Whānau Ora	Hon Tracey Martin Minister for Children
Date: ____ / ____ / 2020	Date: ____ / ____ / 2020