

# Proactive Release

## Authorised by the Minister for Social Development

7 August 2019

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### The Place-Based Initiatives – Progress, Future Direction and Resourcing



## HON CARMEL SEPULONI, MINISTER FOR SOCIAL DEVELOPMENT

### *Social Investment: Place-Based Initiatives – Cabinet Material*

August, 2019

These documents have been proactively released as authorised by the Minister for Social Development on the Social Investment Agency website, available at:

<https://sia.govt.nz/publications/ministers-and-cabinet/>

This publication pack provides the Cabinet decision confirming the progress, future direction and resourcing of Place-based Initiatives.

The pack comprises the following documents:

- Report to Cabinet Social Wellbeing Committee: The Place-Based Initiatives – Progress, Future Direction and Resourcing.
- Cabinet Social Wellbeing Committee: Minute of Decision 12 December 2019 - Place-Based Initiatives: Progress, Future Direction and Resourcing [SWC-18-MIN-0185].
- Cabinet: Minute of Decision 17 December 2018 - Report of the Cabinet Social Wellbeing Committee: Period Ended 14 December 2018 [CAB-18-MIN-0641].

It has been necessary to withhold certain information in accordance with the following provisions of the Official Information Act 1982. Where information is withheld, the relevant sections of the Act are indicated in the body of the document. Where information has been withheld in accordance with section 9(2) of the Act, no public interest has been identified that would outweigh the reasons for withholding it.

**Page 24** Other Cabinet items out of scope

**Page 25** Other Cabinet items out of scope

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Office of the Minister of Education  
Office of the Minister of State Services  
Office of the Minister for Social Development

Chair  
Cabinet Social Wellbeing Committee

### THE PLACE-BASED INITIATIVES – PROGRESS, FUTURE DIRECTION AND RESOURCING

#### Proposal

- 1 With current funding of the Place-Based Initiatives (PBIs) ending on 31 December 2018, the Ministers of Education and State Services, and Social Development seek your agreement to:
  - approve drawdown from the PBI tagged contingency to the PBIs in South Auckland (\$3.225 million over 18 months) and Tairāwhiti (\$1.582 million over 18 months) to 30 June 2020, with any subsequent funding conditional on a full evaluation
  - transfer responsibility for the South Auckland PBI to the Minister for Social Development and the Ministry of Social Development (MSD)
  - discontinue funding for the PBI in Te Tai Tokerau, Kāinga Ora, beyond 31 December 2018
  - approve funding (up to \$500,000 over 6 months to 30 June 2019) to implement an exit strategy from Kāinga Ora, and
  - disestablish the National Support Team (NST) after 31 December 2018 and transfer responsibility for support functions to MSD in its capacity as the lead agency for the PBIs in South Auckland and Tairāwhiti.

#### Executive summary

- 2 The PBIs are a response to the growing realisation that the complex needs of New Zealand's most at-risk children and families requires collective approaches. The three PBIs launched in 2016 each took different, locally appropriate approaches to test and identify what works in their communities - Kāinga Ora in Te Tai Tokerau/Northland, the South Auckland Social Wellbeing Board (South Auckland SWB), and Manaaki Tairāwhiti in Gisborne/Wairoa. The PBIs and a small national support team have been funded through a five-year tagged contingency and decisions are now needed on access to this funding beyond 31 December 2018.
- 3 The South Auckland SWB and Manaaki Tairāwhiti are making good progress and we propose that each is funded for a further 18 months, with funding past that conditional on an evaluation, to be completed by early 2020. Kāinga Ora, however, has not achieved the same level of progress, and the work undertaken since June this year on developing a new operating model has not provided a compelling case to continue its funding. An exit strategy is recommended that will enable the regional cross-agency family harm triage process to continue and ensure that there is no loss of service to those children and kāinga that have been prioritised through integrated service plans. The NST will also be disestablished, with responsibility and funding for any support functions the South Auckland SWB and Manaaki Tairāwhiti still require transferred to MSD as their lead agency.
- 4 The South Auckland SWB and Manaaki Tairāwhiti have set out how they will continue to test new ways of working and culturally-responsive local approaches, and build local capability and decision-making mechanisms. We believe their objectives, and their focus on children and whānau, are closely aligned to our Government's wider wellbeing priorities. In particular, they are taking innovative, client-centred approaches focused on information sharing to achieve a more holistic picture of client need and more joined-up responses to these, and intervening early to alleviate future need.

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- 5 To ensure the PBIs receive the support they need, we plan to transfer responsibility for the South Auckland SWB the Minister for Social Development and MSD to better reflect the PBI's work programme; and Manaaki Tairāwhiti will continue with the Minister for Social Development and MSD. The Minister of Education and Ministry of Education's (MoE) lead agency role will conclude early in 2019, following implementation of the exit strategy for Kāinga Ora. The national governance role undertaken by the Social Wellbeing Board (SWB), comprising social sector chief executives, since April 2018 will continue.

### Background

- 6 The place-based model developed out of early social investment work exploring how to improve outcomes for at-risk 0-24 year olds. The model builds on a range of cross-sector programmes to test different ways of working, including Whānau Ora, the Social Sector Trials and Whangaia Nga Pa Harakeke family violence pilots. The PBIs also respond to the 2015 Productivity Commission report on More Effective Social Services, which concluded that social services often do not effectively serve those New Zealanders who need them most. The origins and underpinnings of the place-based model are further detailed in **Appendix One**.
- 7 In April 2016, Cabinet agreed to establish PBIs in three locations: the South Auckland Social Investment Board (since renamed the Social Wellbeing Board), led by the Minister of State Services; Kāinga Ora in Te Tai Tokerau/Northland, led by the Minister of Education; and Manaaki Tairāwhiti in Gisborne/Wairoa, led by the Minister of Social Development [CAB-16-MIN-0177, CAB-16-MIN-0178 and CAB-16-MIN-0179 refer]. The PBIs' structures and approaches to date are summarised in **Appendix Two**.
- 8 In July 2016, Cabinet established a national support team to assist the PBIs with overarching support, including social investment knowledge and resources, access to data, and support to develop robust investment proposals [CAB-16-MIN-0341 refers].
- 9 A five-year PBI tagged contingency of \$5.0 million per year was approved in Budget 2016, with two years' funding drawn down to 30 June 2018 [CAB-16-MIN-0186 refers]. In March 2018, Cabinet agreed to the drawdown of a further six months funding to allow for consideration of any realignment required to this Government's priorities and for Kainga Ora to be repurposed. Cabinet directed officials to report back by October 2018 on arrangements for the PBIs beyond 31 December 2018, including:
- progress of the new operating model and advice on any potential new approaches in Northland
  - any changes required across the PBIs, and to national support, arising from lessons learned (nationally and by the PBIs) and to align them with this Government's wider objectives
  - future lead agency and national reporting and governance arrangements
  - further drawdown from the PBI contingency, including allocation across the PBIs and the length of drawdown [SWC-18-MIN-0022 / CAB-18-MIN-0119 refers].

### **We propose that the South Auckland SWB and Manaaki Tairāwhiti receive continued funding**

- 10 The South Auckland SWB and Manaaki Tairāwhiti are making good progress on achieving their objectives. These PBIs are testing and demonstrating the effectiveness of collective impact in a place-based context. They draw on local knowledge and strong relationships with community organisations and frontline staff to respond appropriately to the complex needs of at-risk children and whānau. As such, they are well positioned to support our wider child and family wellbeing priorities and will contribute to the overarching Child Wellbeing Strategy and supporting framework and legislation, which are under development.

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- 11 The common themes and insights that have emerged from the PBIs' two-and-a-half years of operation include:
- Putting clients at the centre of service delivery has involved listening more closely to frontline staff and clients and building on existing family harm triage processes and the collective assessment and intervention processes behind these.
  - Taking a deliberate approach to the concepts of continuous improvement and learning by doing, using iterative prototype development and implementation. They are using client voice and co-design principles to improve processes and ensure clients are getting what they need when they need it.
  - Focusing heavily on collective information sharing to achieve better aligned and joined up services and a more holistic picture of the needs and risks facing children and whānau. Better information sharing is also helping to determine whether clients are accessing the appropriate range of existing targeted and universal services.
  - Focusing on the wellbeing of children and their whānau is predisposed towards early intervention, supported by better identification of repeat presentation and multiple risk factors. This focus will help agencies reduce workload for themselves and each other.
  - Being well positioned to ensure that the intensification of case management/wrap-around services underway in various parts of the social and justice sectors does not occur in isolation. This will help avoid duplication of effort in what is a resource-intensive service delivery mode.
  - Prototyped cross-agency interventions within defined populations that can, where proven effective, be scaled up. Over time, this work may improve commissioning and funding of collective interventions.
  - While we are yet to see the concerted use of local decision rights to re-direct existing resources, locally gained evidence and insights are being used to flex and shift resourcing to identified priorities.
- 12 These 'ways of working' are well aligned to the shift in priorities expressed in our Investing for Social Wellbeing approach, which emphasises: *putting people at the centre; making better use of a wide range of evidence, including data and analytics, as well as peoples' experiences; engaging and working in strong partnerships and building trust; and providing clear goals and robust measurement.*

### South Auckland SWB

- 13 The South Auckland SWB seeks \$2.0 million per year – \$0.5m to resource the Executive/Implementation Office and \$1.5m for continuing to prototype new ways of working and build workforce capacity and capability across community providers and frontline staff to deliver effective, meaningful support for whānau. The South Auckland SWB is working to a five-year timeframe, for which stability of funding is important.
- 14 The South Auckland SWB's investment approach revolves around skilled frontline staff to further understand 'what it takes' to engage meaningfully with whānau experiencing multiple life stressors and for whom traditional support is not working, test innovative practice, and demonstrate how this translates into investment decisions. Its intended collective impact approaches and activities are detailed in Appendix 2.

### Manaaki Tairāwhiti

- 15 Manaaki Tairāwhiti seeks \$0.866 million per year, a moderate increase that will help it build capability and expand services to whānau by building on the system improvement and '50 Families' work, and continuing to optimise local data collection, information sharing and the PBI's operational hub.

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- 16 Manaaki Tairāwhiti will develop its capability to produce commissioning advice and proposals in support of its investment intentions. This will enable the governance group eventually to transition to a commissioning board. Manaaki Tairāwhiti's plans are detailed in Appendix 2.

*Evaluation of the PBI approach and outcomes will inform any funding decisions beyond mid-2020*

- 17 The SWB has advised that any further funding decisions beyond 30 June 2020 should be informed by evaluations of the South Auckland and Tairāwhiti PBIs. The Social Investment Agency (SIA) proposes commissioning an evaluation to commence in early 2019 and be completed by early 2020:
- Phase one would assess the different approaches that all three PBIs have taken in responding to the needs of whānau and how well positioned they are to deliver in future. As well as individual location-based insights, it would look at the effect of national systems on the set up and operation of place-based approaches. It would also look at the South Auckland SWB and Manaaki Tairāwhiti's initial outcomes and provide tailored support to their development of impact and monitoring data.
  - Phase two would focus more closely on progress towards demonstrating outcomes and impact and will inform SWB recommendations on further funding. While it is not possible to measure intergenerational impact by 2020, the evaluation will look at what lead impact indicators are in place, how they are tracking, and how the PBIs are using these insights in decision making. It will evaluate what data from the Integrated Data Infrastructure (IDI), providers and whānau can show about the effectiveness of a placed-based approach.
- 18 With the PBIs' outcome areas closely aligned to the developing social wellbeing and child wellbeing domains, we expect the evaluation to be consistent with these frameworks and serve as a practical test case for how changes in wellbeing can be measured at a local initiative level.

**We propose that funding for Kāinga Ora operations not continue beyond 31 December 2018 and that the Ministry of Education implement an exit strategy**

*The approach tested by Kāinga Ora has proven not to be an effective model*

- 19 The experience of the past two years suggests that the Kāinga Ora model implemented was not fit for purpose. Reasons identified for this include:
- Having a government department (in this case MoE) as central fund-holder and employer for Kāinga Ora has created governance and operating tensions for MoE, the governance group, and the Independent Chair, in terms of decision making and financial accountabilities. This constrained Kāinga Ora's ability to act autonomously and be fully accountable for decisions taken.
  - Results-based accountabilities drove Kāinga Ora to focus on achieving specific targets for at-risk children and young people, and distracted their attention from broader investment analyses on redirecting agency expenditure to more effectively address the needs of the at-risk population. As a result, progress was slower than expected.
- 20 Kāinga Ora commissioned an independent review of the operating model in September 2017 that identified issues with vision, programme logic and operating approach. This warranted a complete rethink of workforce competencies and work programme.
- 21 Cabinet agreed in March 2018 that the SIA and MoE support Kāinga Ora to move to a new operating model, with a re-purposed executive office, by 1 July 2018, and that the SIA, referring to the SWB, explore potential complementary or other cross-social sector approaches in Northland and provide advice on this in time for any decisions on arrangements from 1 January 2019.
- 22 Kāinga Ora undertook work on a new operating model that built on its prior work on intensive case management, and explored opportunities for centralising knowledge and insights for

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system change and investment. Work to support community-led social innovation and design was also envisaged in the future. The SWB has concluded that the work developed by Kāinga Ora through this transition phase can be progressed after December by relevant agencies in the region without the additional governance or coordination mechanism offered by Kāinga Ora. The SWB saw merit in reaching a clear decision on the future of the PBI earlier to give certainty.

- 23 Government agencies and their chief executives (Oranga Tamariki, MSD, MoE, Police, and the SIA) agree that an exit from the current model is warranted, as there are opportunities for more appropriate mechanisms to be put in place and the work being undertaken closely aligns with particular responsibilities of agencies.
- 24 During consideration of future arrangements, the Independent Chair of the Kāinga Ora Governance Group supported an alternative approach where funding would continue for Kāinga Ora to 30 June 2019 (at a cost of \$0.850 million), an evaluation would be completed, and sustainable funding, governance and support structures would be identified to be in place post 30 June 2019. While this approach may in time have resulted in a sustainable arrangement, on balance the MoE's view is that an exit strategy does provide a constructive way forward, given the opportunity for agencies to continue the work by different means. The Kāinga Ora Governance Group has indicated that they accept the decision to exit.

### *The exit strategy*

- 25 The MoE recommends five key elements to the exit strategy for Kāinga Ora, with additional funding to 30 June 2019 to enable agencies to assume responsibilities not previously anticipated and budgeted for in the current year:
  - i close the Kāinga Ora Executive Office and disestablish the role of the Independent Chair for the Northland PBI Governance Group (then known as SWGG) appointed by Cabinet to report to the Minister of Education (fixed term roles end on 31 December 2018; other closure related expenses for Education will cost \$20,000)
  - ii continue operation of the regional family harm triage process by NZ Police, working collaboratively with other agencies, at a cost of \$180,000 for NZ Police and MoE to meet the transition costs of staff and premises to 30 June 2019
  - iii transfer responsibility to Oranga Tamariki for ongoing service responses to the children and their kāinga who have been prioritised through development of integrated service plans, to ensure no loss of service to those children and families as a result of the exit of Kāinga Ora, at a cost of \$200,000 to maintain provider contracts to 30 June 2019
  - iv transfer management to Oranga Tamariki of the 570 integrated service plans completed by Kāinga Ora, including all data and assessments coordinated for those children and their kāinga, so that Oranga Tamariki can provide secure data management, ongoing monitoring and intensive intervention responses as required (MoE will manage this work from within current baselines), and
  - v commission MSD (as chair of the Northland Intersectoral Forum) to develop an approach for collaboratively progressing an insights hub, building on work to date by Kāinga Ora, that is able to be sustained through the contributions of agencies and partners in the region and improve wellbeing outcomes for children and whānau, at a cost of \$100,000 with a report back to the SWB by 30 June 2019.
- 26 The above exit strategy will require total additional funding of \$500,000 which it is recommended be drawn down from the PBI tagged contingency. It had been intended that a proportion of the exit strategy costs would be funded from the \$800,000 appropriated for Kāinga Ora to operate to the end of December 2018. Savings of at least \$100,000 will be achieved, but the full amount is not yet clear. Accordingly it is recommended that the full amount of \$500,000 is drawn down from the contingency and any savings achieved in Vote Education from Kāinga Ora are returned to the centre.

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### Current lead Minister and agency and governance arrangements will remain in place

#### *Lead Ministers and agencies*

27 We plan to consolidate Ministerial responsibility, which better reflects the day-to-day operations of the PBIs. Accordingly the South Auckland SWB will work with the Minister for Social Development, with the State Services Commission progressively passing over lead agency responsibilities to MSD, details of which will need to be agreed by the agencies involved. Manaaki Tairāwhiti will continue to be led by the Minister for Social Development and MSD. The Minister of Education and MoE's lead roles for Kāinga Ora will conclude in early 2019, following implementation of the exit strategy and provision of a close out report to the Minister of Education.

#### *Disestablishing the National Support Team*

28 With Kāinga Ora to be discontinued and the other two PBIs now relatively established and self-supporting, we propose the NST, which sits within the SIA, be disestablished from 1 January 2019 and responsibility and funding for those support functions still required by the South Auckland SWB and Manaaki Tairāwhiti transferred to MSD in its capacity as lead agency.

29 The SIA will continue to work with the PBIs as appropriate. Such work may include:

- providing data and analytics (which includes the SIA's access to the IDI)
- advice on data protocols and information sharing, data ethics and data governance
- co-developing and prototyping new collective impact approaches.

#### *National Governance*

30 The SWB will continue in its national governance role, considering quarterly reports from the PBIs to monitor progress and address any cross-agency or social sector issues that may arise.

#### **Consultation**

31 The Treasury, State Services Commission, Ministries of Social Development, Health, Education, and Justice, Ministry for Women, Oranga Tamariki, the Department of Corrections, Te Puni Kōkiri, and New Zealand Police have been consulted on this paper. The Department of the Prime Minister and Cabinet has been informed.

#### **Financial implications**

32 In Budget 2016, Cabinet agreed to establish a place-based 'tagged' contingency of \$4 million in 2016/17 and \$5 million in 2017/18 and out years [CAB-16-MIN-0186 refers], and two years of funding to 30 June 2018 was drawn down. In March 2018 a further six months' funding was drawn down to 31 December 2018.

33 We now seek drawdown of a further 18 months funding totalling \$3.225 million for the South Auckland SWB, \$1.582 million for Manaaki Tairāwhiti to 30 June 2020, and \$0.500 million to 30 June 2019 to implement the exit strategy for Kāinga Ora.

34 With the NST to be disestablished, the drawdowns sought for the South Auckland SWB and Manaaki Tairāwhiti include \$0.15 million per year over and above the amounts sought by each PBI to fund support activities within MSD, as well as engagement costs (including associated travel costs) with the PBIs.

35 We seek funding of up to \$0.6 million over 18 months from the Place-Based Initiatives – National Support appropriation for a two-phased evaluation as described in paragraphs 17-18

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above. The findings from the evaluation will support decisions about any future funding of the PBIs.

- 36 The above allocations represent unchanged funding to the South Auckland SWB and a moderate increase to Manaaki Tairāwhiti to expand its capabilities and scope. With no drawdown sought from the Kāinga Ora appropriation past June 2019 and the cost of evaluation essentially cancelled out by disestablishment of the NST, a substantial proportion of the contingency remains unallocated - \$1.034 million for 2018/19 and \$1.434 million for 2019/20.
- 37 We recognise that the current approach to funding the PBIs is not sustainable past the end of the place-based contingency in June 2021. We propose directing the SWB to provide us with advice in 2019 on more sustainable, adaptive and collective approaches to funding social wellbeing initiatives, including the PBIs.
- 38 With regard to the future sustainability of the PBIs specifically, we expect their next report back to explain their plans for becoming self-sustaining past the end of PBI contingency funding, including which elements of resourcing could become part of the collective business-as-usual activities of the PBIs' constituent agencies and other local entities.

### Human rights implications

- 39 The proposals in this paper are consistent with the requirements of the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

### Legislative implications

- 40 There are no legislative implications in this paper.

### Regulatory impact and compliance cost statement

- 41 A regulatory impact analysis is not required.

### Gender implications

- 42 Women are generally more likely to be the primary caregivers for children and young people, and Ministry for Women research shows that the regions in which the PBIs are located have disproportionately high level of women-led, single-parent households. With the PBIs' focus being on households at most risk of poor outcomes, we expect that successful implementation of the PBIs' strategies will have a positive impact for women.

- 43 Māori and Pacific Island women are significantly represented in the South Auckland community, as are Māori women in Tairāwhiti, and as such are a particular focus of the PBIs in both locations.

### Disability perspective

- 44 The PBIs, while not specifically focused on disabled people, seek to improve the wellbeing of all people.
- 45 Through its case work, Manaaki Tairāwhiti has identified and is looking to resolve: lengthy wait times for diagnosis of children/adolescents with neurodisabilities, which can be required to unlock access to support services; and a lack of respite services to support families raising children with disabilities (particularly neurodisabilities). The Governance Group has connected to a local disability working group that includes providers and disability advocates information is being shared on how to address disability-related challenges.
- 46 The South Auckland SWB prototypes have engaged with a number of children with disability-related issues, including behavioural challenges, and is looking at system and process level

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changes to support for children and whānau with disabilities, e.g. improving ease of access to the Child Disability Allowance.

### Publicity

47 None planned.

### Recommendations

48 It is recommended that the Committee:

48.1 **Note** that Cabinet decisions are now required on drawdown from the Place-Based Initiative tagged contingency from 1 January 2019.

48.2 **Note** that the South Auckland Social Investment Board this year renamed itself the South Auckland Social Wellbeing Board.

48.3 **Note** our assessment that the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti are well embarked on achieving the objectives set out in 2016 but that Kāinga Ora has not seen sufficient progress.

48.4 **Agree** that the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti receive further drawdown from the PBI contingency to June 2020.

48.5 **Agree** that funding for the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti beyond 30 June 2020 will be conditional on the outcome of an evaluation commissioned by the SIA and completed by early 2020, at an estimated cost of up to \$0.600 million.

48.6 **Note** that the evaluation will need to establish clear pathways with milestones the Place-Based Initiatives must meet to receive further funding tranches, and comprise:

- evaluation of the impact of local implementation and outcomes in each Place-Based Initiative and their effectiveness in putting social wellbeing into practice
- overarching evaluation of the place-based approach, including the assumptions underpinning their establishment and the relative effectiveness of the three approaches taken.

48.7 **Agree** that funding for Kāinga Ora's operations not be continued beyond 31 December 2018.

48.8 **Agree** that the role of Independent Chair for the Kāinga Ora Governance Group (formerly the Social Wellbeing Governance Group) be disestablished by written notice from the Minister of Education, as the absence of funding removes the need for accountability to a lead Minister through this mechanism.

48.9 **Note** that the Social Wellbeing Governance Group in Northland may operate in future without reference to a lead PBI Minister and may determine their own arrangements, including appointment of a chair, as they see fit.

48.10 **Note** that the Ministry of Education will implement an exit strategy, to be completed by 30 June 2019, including steps to enable the regional cross-agency family harm triage process to continue and to ensure there is no loss of service to those children and kāinga that have been prioritised through integrated service plans.

48.11 **Agree** that the exit strategy will require drawdown from the PBI contingency of \$0.500 million, which will be drawn down to appropriations in votes Education (\$0.042), Oranga Tamariki (\$0.200 million), Police (\$0.158 million) and Social Development (\$0.100 million).

48.12 **Note** that the Independent Chair of Kāinga Ora Governance Group would support an alternative approach where funding would continue for Kāinga Ora to 30 June 2019 (at a cost of \$0.850 million) to enable transition to a regionally funded, community-focused social wellbeing network.

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- 48.13 **Note** that the Kāinga Ora Governance Group has indicated that they accept the decision to exit, and that the work may continue by other means.
- 48.14 **Agree** that the Minister for Social Development will become the lead Minister for the South Auckland Social Wellbeing Board and continue in the role of lead Minister for Manaaki Tairāwhiti.
- 48.15 **Agree** that the Ministry of Social Development will become the lead agency for the South Auckland Social Wellbeing Board and continue in the role of lead agency for Manaaki Tairāwhiti.
- 48.16 **Agree to establish the following new appropriation in order to affect the Minister for Social Development and Ministry of Social Development becoming the lead Minister and agency respectively for the South Auckland Social Wellbeing Board:**

<b>Vote</b>	<b>Appropriation minister</b>	<b>Title</b>	<b>Type</b>	<b>Scope</b>
Social Development	Minister for Social Development	Place-Based Initiatives - South Auckland Social Wellbeing Board	Departmental Output Expense	This appropriation is limited to the delivery of services by and operational support of the South Auckland Social Wellbeing Board.

- 48.17 **Note** that the Ministry of Education’s lead agency role will conclude at the end of April 2019, following implementation of the exit strategy and acceptance of the close out report by the Minister of Education.
- 48.18 **Note** that the National Support Team will be disestablished after 31 December 2018, with responsibility for support functions for the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti transferring to the Ministry of Social Development as their lead agency.
- 48.19 **Note** that \$150,000 per annum has been added to the appropriations for both the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti to fund national support functions undertaken by the Ministry of Social Development.
- 48.20 **Note** that the national Social Wellbeing Board will continue in the governance role it assumed in March 2018 and that this role will focus on matters pertaining to the lead agencies and overarching support and not impinge on the Place-Based Initiatives’ local operations or ways of working.
- 48.21 **Approve** the following changes to appropriations to give effect to the decisions in the recommendations above, with no impact on the operating balance:

	<b>\$m - increase / (decrease)</b>		
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b><u>Vote Education</u></b> <b>Minister of Education</b> <b>Departmental Output Expenses:</b> Place-Based Initiative – Te Tai Tokerau, Northland (funded by Revenue Crown)	0.042	-	-
<b><u>Vote State Services</u></b> <b>Minister for Social Development</b> <b>Departmental Output Expenses:</b> Place-Based Initiatives – National Support (funded by Revenue Crown)	0.200	0.400	-
<b><u>Vote Social Development</u></b> <b>Minister for Social Development</b> <b>Departmental Output Expenses:</b>			

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Place-Based Initiatives – Local Leadership Support for Tairāwhiti (funded by Revenue Crown)	0.566	1.016	-
<b>Minister for Social Development Departmental Output Expenses:</b> South Auckland Social Wellbeing Board (funded by Revenue Crown)	1.075	2.150	-
<b>Minister for Social Development Multi-Category Expenses and Capital Expenditure Departmental Output Expenses:</b> Community Support Services MCA – Developing & Managing Community Services (funded by Revenue Crown)	0.100	-	-
<b>Vote Oranga Tamariki Minister for Children Multi-Category Expenses and Capital Expenditure Departmental Output Expenses:</b> Investing in Children and Young People MCA – Early and Intensive Intervention (funded by Revenue Crown)	0.200	-	-
<b>Vote Police Minister of Police Departmental Output Expenses:</b> Specific Crime Prevention Services and Maintenance of Public Order (funded by Revenue Crown)	0.158	-	-
	<b>2.341</b>	<b>3.566</b>	<b>-</b>

48.22 **Agree** that the expenses incurred be a charge against the Place-Based Initiatives tagged contingency established at Budget 2016, as follows:

<b>Appropriation</b>	<b>\$m - increase / (decrease)</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Budget 2016 contingency	4.000	5.000	5.000	5.000	5.000
Place-Based Initiative – Te Tai Tokerau, Northland	(1.645)	(1.683)	(0.042)		
Place-based initiatives – South Auckland Social Investment/Wellbeing Board	(1.500)	(2.000)	(2.075)	(2.150)	
Place-based initiatives – Tairāwhiti Local leadership	(0.151)	(0.225)	(0.941)	(1.016)	
Place-based initiatives – National Support	(0.610)	(1.020)	(0.450)	(0.400)	
Community Support Services MCA – Developing & Managing Community Services			(0.100)		
Investing in Children and Young People MCA – Early and Intensive Intervention			(0.200)		
Specific Crime Prevention Services and Maintenance of Public Order			(0.158)		
Transfer from 2016/17 to 2017/18	(0.094)	0.094			
Place-based initiatives – Tairāwhiti Local leadership		(0.166)			

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<b>Remaining Balance</b>	<b>0.000</b>	<b>0.000</b>	<b>1.034</b>	<b>1.434</b>	<b>5.000</b>
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- 48.23 **Agree** to extend the expiry date of the Place-Based Initiatives tagged contingency established at Budget 2016 from 1 February 2019 to 1 February 2020.
- 48.24 **Agree** that the proposed changes to appropriations for 2018/19 above be included in the 2018/19 Supplementary Estimates and that, in the interim, the increases be met by Imprest Supply.

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## **Appendix One: Origins and underpinnings of the place-based model, and how they advanced previous programmes**

### ***The PBI model developed out of early social investment work***

In 2015, the Social Sector Investment Change Programme (SSICP: the forerunner to the Social Investment Unit and Social Investment Agency) identified that New Zealand's most vulnerable families have to navigate a complex set of social services when they are least equipped to do so. The 2015 Productivity Commission report on More Effective Social Services reached similar conclusions.

The SSICP's work identified that better integration of services and moving decisions on these to the local level could improve outcomes for at-risk populations. This work drew on studies into collective impact models, such as that of Canada's Tamarack Institute, which identified five interconnected components that can produce strong alignment and lead to large scale results: a common agenda; sharing measurement; mutually reinforcing activities; continuous communication; and access to dedicated, independent backbone support. Collective impact is an advanced form of collaboration that brings together different sectors around a common agenda to solve large and complex problems – see [www.tamarackcommunity.ca/collectiveimpact](http://www.tamarackcommunity.ca/collectiveimpact).

### ***Lessons were drawn from existing programmes***

A December 2015 Ministry of Social Development (MSD) review of existing social investment place-based programmes and the relevant literature identified common success factors, barriers to success, and lessons learned, which were subsequently used in the development of the PBIs. (For the review, "place based" denoted programmes based on delivering services to populations within a specific geographic location.)

The programmes referred to were: Children's Teams; Social Sector Trials; Whānau Ora; Regional Economic Development; and Enabling Good Lives. The findings were based on a review of evaluations, interviews, and reference to research carried out by the State Services Commission.

Of these programmes, the PBIs drew most directly on the Social Sector Trials (SSTs), with which there were clear continuities but also important departures - summarised as follows:

- The SSTs involved a single decision maker supported by an advisory group, with no local discretion formally devolved. Target populations, outcomes and locations were set at the national level.
- By contrast, the PBIs were expected to move beyond the SSTs' model of enhanced local collaboration, by providing for collective decision-making and local discretion to meet outcomes at the local level.

### ***MSD's analyses identified six key lessons for developing the PBIs***

#### ***1. New place-based programmes work well when there is an alignment of vision and outcomes between national and local partners***

A clear vision set by national decision makers in agreement with local decision-makers is required for rapid and effective implementation. Early alignment of expectations and outcomes at the national and local level is also required.

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All parties should be on-board with a win-win approach for funders, providers and clients. In this context there should be an understanding that new innovative or disruptive approaches may be needed for the benefit of clients.

### *2. Greater local engagement and decision-making leads to longer implementation times*

Genuine engagement is critical to achieve buy-in from local partners and delivery agents. Devolving genuine decision-making rights to a local level is also important. However both these factors mean potentially longer delivery times.

Engagement up front will mean longer development times. Devolved decision-making can lead to longer implementation time as decisions are debated and worked through with more local partners.

A centralised command and control approach can significantly speed up delivery, but is at the risk of alienating local partners and not achieving desired outcomes.

### *3. Time-frame, minimum of six to twelve months for set up and minimum of two years to start seeing results*

The general consensus across the programmes is that longer development and implementation time-frames are necessary to achieve desired outcomes. Most programmes identified six months as a minimum to set and a minimum of two years to start seeing significant results. In the case of the Social Sector Trials, it may take up to three to five years to see results. Changing social outcomes is a long-term game.

### *4. Adequate resources must be made available at all levels along with the authority to allocate them*

Programmes need to identify the necessary resources early on, and have ready access to them throughout the implementation period. Lack of resources will slow down implementation, frustrate partners and potentially result in suboptimal outcomes.

It is important that all partners in any programme see the allocation, utilisation and sharing of resources as a win-win situation and not a zero sum game. This may well require a focus on new, innovative and or disruptive commissioning and delivery models.

### *5. There are clear targets, outcomes and decision-making rights agreed at national and local levels*

In order to achieve buy-in and accountability at all levels, performance targets, outcomes and decision-making rights should be mutually agreed and devolved to the right level. A command and control approach from central government can seem easier and more effective in the short term. However, over the longer term this approach will probably make achieving the desired results more difficult.

The culture around decision-making and target setting is important. Regular and consistent communication between parties should lead to clarity and transparency of where decision-making lies and the outcomes that are expected. Local partners should not be led to believe that they may have decision-making rights if in fact they do not.

### *6. Effective and regular information sharing between partners*

Along with early engagement, regular communication and information sharing between all partners is essential. This helps with identifying success measures, deployment of resources, the sharing of skills and lessons learned. Regular communication and information sharing also significantly improves buy-in at all levels.

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### *In response, the approach adopted for the PBIs moved decision-making to local social sector leaders*

In New Zealand, the place-based model has focused on multi-agency responses to improve outcomes for at-risk children and their families, in collaboration with iwi and other non-government entities. The model gives local social sector leaders flexibility and support to collectively tailor responses to what works in their communities.

The PBIs are based on a tight-loose-tight framework: tight about specifying success and target populations, loose on how local leaders will deliver, and tight on measuring achievement. High level outcomes and target populations were specified by Cabinet but local leaders can choose specific outcomes and populations to focus on within those.

The PBIs applied social investment principles and methods by equipping local leaders to make informed decisions that:

- draw on data and analytics to better understand the outcomes and resourcing required for the local target population
- use this alongside local intelligence and engagement to make evidence-based investment decisions about services and other interventions that deliver better outcomes for the target population
- use rigorous evaluation to inform the next cycle of investment decisions, including adjusting or discontinuing existing services.

The National Support Team (NST) was established in July 2016 to assist the PBIs with national-level support common to all three in a manner consistent with the devolved intent of the PBI model, including social investment knowledge and resources, access to data, and support to develop robust investment proposals. The NST has provided a common approach to measurement and evaluation, sharing best practice, reducing fragmentation and duplication, and possible replication of the PBI model.

## Appendix Two – Summary of the PBIs' structures, approaches, and future plans

### South Auckland SWB

*Origins and structure:* the South Auckland SWB was initiated by local public servants, who, under independent chair Sandra Alofivae and hosted by the Counties-Manukau District Health Board, established a Cabinet-mandated social investment board operating model, initially focused on Māngere to avoid overlap with other initiatives. The lead agency has been the State Services Commission.

*Approach to date:* the PBI is taking a collective, early intervention approach to deliver better outcomes for South Auckland children aged 0-5 years and their whānau. The focus on 0-5 year olds recognises the importance of the early years in changing life trajectories. The PBI's activities have focused on three work streams: improving access to universal and targeted services; improving cross agency operations and systems to better support children and whānau at risk of poor outcomes; and five cross-agency focus areas and prototypes – family harm, housing support, Start Well Māngere, early childhood education, and mental health and alcohol/drug issues. The prototypes are a way to drive system improvements and integration in these key areas. The PBI recognises that many families experience multiple stressors (e.g. poverty, family violence, housing insecurity and psychological distress), so taking an integrated approach to reducing stressors at the whānau level is essential. The PBI is taking a 'learning by doing' approach, and evidence and insights are being collated from across agencies and NGOs. It has adopted a Statement of Intent for information sharing, stipulating that no one be worse off as a result of any information shared.

*Intended forward investment:* the South Auckland SWB will continue to:

- Invest in and learn from prototypes testing new ways of working and commissioning. For example, in the Family Harm prototype, Police, Partnering for Outcomes in Oranga Tamariki, and NGOs (including Māori and Pasifika providers).
- Trial joint visits to foster better engagement with whānau and reduce the observed 'assessment burden' for whānau. Through the 'Start Well' initiative, the South Auckland SWB is learning what it takes to engage with and support young mothers and their babies at risk of poor outcomes, their wider whānau, and articulating what this means for delivery of universal health services (including maternity and Well Child Tamariki Ora) and commissioning and provision of targeted social supports.
- Co-design and deliver support for whānau based on local evidence and insights, taking a 'learning by doing' and systems improvement approach. Evaluating the effectiveness of the South Auckland SWB prototypes and way of working, and defining 'what works for whom' at the local level will continue to be a focus.
- Test collective commissioning models to break down siloed support for whānau: further test the capacity of local decision-makers to collectively reprioritise and shift existing resources (i.e. to exercise delegated authority to the extent possible) and commission services to achieve better outcomes. One such need is to better align and support the work of existing providers (e.g. the more than 40 providers offering family violence support in South Auckland, many of which are small and challenged by current information and reporting and workforce development requirements).
- Strengthen its engagement with neighbouring collective initiatives, including The Southern Initiative.
- Progressively scale their activities beyond Māngere, as has already happened where it makes sense from a governance and commissioning perspective (e.g. the Family Harm prototype). By continuing to focus on systems-level changes, and driving changes in how agencies deliver their own core business, the South Auckland SWB's reach will further extend beyond Māngere.
- Invest further in the enablers to work differently for at-risk children and whānau including effective information-sharing, the technology arrangements needed to facilitate safe and secure information-sharing and reduce the assessment burden on families (only having to tell their

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story once), and workforce development necessary to engage meaningfully with whānau. The PBI is helping inform the Family Violence and Oranga Tamariki legislation and codes of practice, and drawing on the national work being led by the SIA on data collection, sharing and use. The PBI could potentially serve as a 'test site' for new ways of working in relation to data.

### **Manaaki Tairāwhiti**

*Origins and structure:* the Tairāwhiti PBI consolidated 12 existing governance and advisory groups into a single collective under the leadership of the two local iwi and independent co-chairs Ronald Nepe and Herewini Te Koha. The lead agency is the Ministry of Social Development.

*Approach to date:* the PBI has an expanded mandate to drive service and practice improvements and has worked with stakeholders to develop community action plans focused on community safety, disability, family violence prevention, and youth. The operating model developed integrates the daily triage meeting of Police/Whangāia Nga Pa Harakeke, Oranga Tamariki, Children's Team, Corrections, Accident Compensation Corporation, Te Runanganui O Ngati Porou, Turanga Social Services and Women's Refuge. At the Triage meeting, agencies, iwi and NGOs are testing the boundaries of information sharing and the social system's capacity to respond collaboratively. The PBI is working with 50 families, taking a 'whatever it takes' approach to meet the needs of whānau rather than providing specified support that is contingent on an individual meeting particular criteria.

Collective endeavour rather than agency accountabilities is already an unmistakable feature of Manaaki Tairāwhiti's way of working. Since late-2017 the PBI has worked with business coaches from the State Services Commission, and an operational 'Hub' has been established. The PBI is employing client voice and co-design principles to make services more integrated and responsive to client needs and shift the point of intervention from post- to pre-crisis.

*Intended forward investment:* Manaaki Tairāwhiti's widened objectives and actions planned to fulfil these include:

- Extending the 50 Families pilot to 100 Tairāwhiti whānau in need, increasing the number of trained navigators taking a 'whatever it takes' approach to meeting clients' needs.
- Undertaking workforce development to better align frontline staff with Manaaki Tairāwhiti kaupapa "enabling whānau to flourish".
- Developing a consistent cross-agency method of engaging with whānau that builds on the PBI's whole-of-system approach to ensure whānau can tell their story once and be confident their information will be shared effectively and securely and that agencies will respond a co-ordinated manner.
- Enhancing the PBI's relationships with relevant other regional entities such as Activate Tairāwhiti and the Eastland Community Trust.
- Implementing a customer insight and satisfaction measurement process.
- Developing policy proposals focused on 2020 and beyond, including to clarify and enhance local decision rights to strengthen collective impact across the delivery of social services.

### **Kāinga Ora**

*Origins and structure:* the Tai Tokerau PBI, Kāinga Ora, aims to improve outcomes for the region's children, young people and their whānau at most risk of poor social and economic outcomes. The Kāinga Ora Governance Group comprises two iwi representatives (senior office holders) and the regional managers of social sector government agencies, under Independent Chair Harry Burkhardt. Kāinga Ora has received administrative support from the Ministry of Education, which is the lead agency.

*Approach to date:* Cabinet established the Tai Tokerau PBI in late 2016, with the goal of helping an estimated 6,000 at risk children, young people and their families in Tai Tokerau achieve better economic and social outcomes over five years. The PBI initially concentrated on 570 children and

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young people (aged 0 - 24 years) in the communities of Otangarei (a suburb of Whangarei), Kaikohe and Kaitaia, in order to test and refine how best to respond to the needs of the estimated 6,000 at-risk children and young people across the region.

The region-wide family harm triage model (Hāpai o ki Muri) is co-located in the Kāinga Ora office in Whangarei. Through Hāpai operations Kāinga Ora manage referral and monitoring to ensure support and resource that is directed to community partners is focused on the safety and other, often complex, needs of children and young people experiencing family harm.

*Proposed exit strategy (from lead agency Ministry of Education):* MoE recommends the following exit strategy for Kāinga Ora, with additional funding to 30 June 2019 where necessary to enable agencies to assume responsibilities not previously anticipated and budgeted for in the current year.

The Executive Office can be closed at the end of December. The MoE employs the seven staff, all of whom are seconded or contracted on fixed term to 31 December 2018. No additional costs will be incurred in releasing these staff. Other closure related expenses for the MoE will cost \$20,000.

The role of an Independent Chair was established as part of the governance of Kāinga Ora in April 2016 [CAB 16 Min 0178 refers]. Mr Burkhardt was appointed for three years in December 2016. The appointment may be concluded on written notice from the Minister of Education.

Kāinga Ora funded a coordinator, an administrator and a lead adviser for the Police-initiated family harm triage process. It is recommended that these positions be maintained by secondment or fixed term employment for 6 months to 30 June 2019 to support effective transition to a more sustainable cross agency set of support arrangements. This will cost \$134,000 across the three staff positions.

The premises leased by the MoE for the Executive Office include a meeting space used by the family harm triage process. It is desirable that this centrally located collaboration space continues to be available for this purpose through the transition to a sustainable approach. The lease, held by the MoE, requires three months' notice to vacate, and discussions have commenced to reassign or sublease the licence to NZ Police. The MoE will retain \$22,000 from the current Kāinga Ora appropriation to meet the costs of the lease and operating costs from January until the lease can be transferred in March 2019. Provision of an additional \$24,000 will meet NZ Police's costs to 30 June 2019 as the new lease holder and to cover operating costs (power, telecommunications etc).

Supports and services for some of the 570 children and kāinga with integrated service plans have been provided by three NGO and iwi providers contracted by Kāinga Ora to December 2018 at a total cost of \$180,000. The exit of Kāinga Ora could risk a loss of service to these whānau unless appropriate transition arrangements are in place. Accordingly, it is recommended Oranga Tamariki be funded \$200,000 to maintain this provision as appropriate (the contract services cost plus \$20,000 for contract management and coordination activities through the transition).

Safe storage and management of Kāinga Ora's data and information assets will become the responsibility of Oranga Tamariki. Secure transfer to Oranga Tamariki will be actioned by the MoE as the current lead agency, with the work undertaken within current baselines.

Kāinga Ora has generated support for a collaborative insights hub in the region to better inform investment decisions but has not completed work on a mature proposal. It is recommended that the Regional Commissioner MSD develop advice on next steps to progress this cross agency work, which may include insights gathering that can inform immediate next steps to improve wellbeing outcomes. This piece of work will require funding of \$100,000 and will be reported to the SWB by 30 June 2019.

The above exit strategy will require total additional funding of \$500,000, a proportion of which is expected to be funded from the \$800,000 appropriated for Kāinga Ora to operate to the end of December 2018. Accordingly, it is recommended that up to \$500,000 be provided from the PBI contingency to enable this exit strategy to be implemented.



# Cabinet Social Wellbeing Committee

## Minute of Decision

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### Place-Based Initiatives: Progress, Future Direction and Resourcing

**Portfolios** Education / State Services / Social Development

On 12 December 2018, the Cabinet Social Wellbeing Committee (SWC):

- 1 **noted** that in March 2018, SWC:
  - 1.1 agreed that the continued funding for the Social Investment Board South Auckland, Manaaki Tairāwhiti, and the National Support Team be limited to an interim period of six months (1 July to 31 December 2018) at that stage;
  - 1.2 directed officials to work with Kāinga Ora to move to a new operating model with a refocused executive office by 1 July 2018;
  - 1.3 directed officials to report back to SWC by October 2018 on arrangements for Place-Based Initiatives (PBIs) beyond 31 December 2018;

[SWC-18-MIN-0022]
- 2 **noted** that Cabinet decisions are now required on drawdown from the PBI tagged contingency from 1 January 2019;
- 3 **noted** that the South Auckland Social Investment Board renamed itself the South Auckland Social Wellbeing Board in 2018;
- 4 **noted** that officials have determined that the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti are well embarked on achieving the objectives set out in 2016, but that Kāinga Ora has not seen sufficient progress;
- 5 **agreed** that the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti receive further drawdown from the PBI contingency to June 2020;
- 6 **agreed** that funding for the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti beyond 30 June 2020 will be conditional on the outcome of an evaluation commissioned by the Social Investment Agency and completed by early 2020, at an estimated cost of up to \$0.600 million;

- 7 **noted** that the evaluation will need to establish clear pathways with milestones that the PBIs must meet to receive further funding tranches, and comprise:
- 6.1 evaluation of the impact of local implementation and outcomes in each PBI and their effectiveness in putting social wellbeing into practice;
  - 6.2 overarching evaluation of the place-based approach, including the assumptions underpinning their establishment and the relative effectiveness of the three approaches taken;
- 8 **agreed** that funding for Kāinga Ora's operations not be continued beyond 31 December 2018;
- 9 **agreed** that the role of Independent Chair for the Kāinga Ora Governance Group (formerly the Social Wellbeing Governance Group) be disestablished by written notice from the Minister of Education, as the absence of funding removes the need for accountability to a lead Minister through this mechanism;
- 10 **noted** that the Social Wellbeing Governance Group in Northland may operate in future without reference to a lead PBI Minister, and may determine their own arrangements, including appointment of a chair, as they see fit;
- 11 **noted** that the Ministry of Education will implement an exit strategy for Kāinga Ora, to be completed by 30 June 2019, including steps to enable the regional cross-agency family harm triage process to continue and to ensure there is no loss of service to those children and kāinga that have been prioritised through integrated service plans;
- 12 **agreed** that the exit strategy will require drawdown from the PBI contingency of \$0.500 million, which will be drawn down to appropriations in votes Education (\$0.042), Oranga Tamariki (\$0.200 million), Police (\$0.158 million) and Social Development (\$0.100 million);
- 13 **noted** that the Independent Chair of the Kāinga Ora Governance Group would support an alternative approach where funding would continue for Kāinga Ora to 30 June 2019 (at a cost of \$0.850 million) to enable transition to a regionally funded, community-focused social wellbeing network;
- 14 **noted** that the Kāinga Ora Governance Group has indicated that they accept the decision to exit, and that the work may continue by other means;
- 15 **agreed** that the Minister for Social Development will become the lead Minister for the South Auckland Social Wellbeing Board and continue in the role of lead Minister for Manaaki Tairāwhiti;
- 16 **agreed** that the Ministry of Social Development will become the lead agency for the South Auckland Social Wellbeing Board and continue in the role of lead agency for Manaaki Tairāwhiti;

- 17 **agreed** to establish the following new appropriation in order for the Minister for Social Development and Ministry of Social Development to become the lead Minister and agency respectively for the South Auckland Social Wellbeing Board;

Vote	Appropriation Minister	Title	Type	Scope
Social Development	Minister for Social Development	Place-Based Initiatives - South Auckland Social Wellbeing Board	Departmental Output Expense	This appropriation is limited to the delivery of services by and operational support of the South Auckland Social Wellbeing Board.

- 18 **noted** that the Ministry of Education’s lead agency role will conclude at the end of April 2019, following implementation of the exit strategy and acceptance of the close-out report by the Minister of Education;
- 19 **noted** that the National Support Team will be disestablished after 31 December 2018, with responsibility for support functions for the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti transferring to the Ministry of Social Development as their lead agency;
- 20 **noted** that \$150,000 per annum has been added to the appropriations for both the South Auckland Social Wellbeing Board and Manaaki Tairāwhiti to fund national support functions undertaken by the Ministry of Social Development;
- 21 **noted** that the national Social Wellbeing Board will continue in the governance role it assumed in March 2018 and that this role will focus on matters pertaining to the lead agencies and overarching support and not impinge on the PBIs’ local operations or ways of working;

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22 **approved** the following changes to appropriations to give effect to the decisions in the paragraphs above, with no impact on the operating balance:

	\$m - increase / (decrease)		
	2018/19	2019/20	2020/21
<u>Vote Education</u>			
Minister of Education			
Departmental Output Expenses:	0.042	-	-
Place-Based Initiative – Te Tai Tokerau, Northland (funded by Revenue Crown)			
<u>Vote State Services</u>			
Minister for Social Development			
Departmental Output Expenses:	0.200	0.400	-
Place-Based Initiatives – National Support (funded by Revenue Crown)			
<u>Vote Social Development</u>			
Minister for Social Development			
Departmental Output Expenses:	0.566	1.016	-
Place-Based Initiatives – Local Leadership Support for Tairāwhiti (funded by Revenue Crown)			
Minister for Social Development			
Departmental Output Expenses:	1.075	2.150	-
South Auckland Social Wellbeing Board (funded by Revenue Crown)			
Minister for Social Development			
Multi-Category Expenses and Capital Expenditure			
Departmental Output Expenses:	0.100	-	-
Community Support Services MCA – Developing & Managing Community Services (funded by Revenue Crown)			
<u>Vote Oranga Tamariki</u>			
Minister for Children			
Multi-Category Expenses and Capital Expenditure			
Departmental Output Expenses:	0.200	-	-
Investing in Children and Young People MCA – Early and Intensive Intervention (funded by Revenue Crown)			
<u>Vote Police</u>			
Minister of Police			
Departmental Output Expenses:	0.158	-	-
Specific Crime Prevention Services and Maintenance of Public Order (funded by Revenue Crown)			
	2.341	3.566	-

- 23 **agreed** that the expenses incurred be a charge against the PBI tagged contingency established at Budget 2016, as follows:

Appropriation	\$m - increase / (decrease)				
	2016/17	2017/18	2018/19	2019/20	2020/21
Budget 2016 contingency	4.000	5.000	5.000	5.000	5.000
Place-Based Initiative – Te Tai Tokerau, Northland	(1.645)	(1.683)	(0.042)		
Place-based initiatives – South Auckland Social Investment/Wellbeing Board	(1.500)	(2.000)	(2.075)	(2.150)	
Place-based initiatives – Tairāwhiti Local leadership	(0.151)	(0.225)	(0.941)	(1.016)	
Place-based initiatives – National Support	(0.610)	(1.020)	(0.450)	(0.400)	
Community Support Services MCA – Developing & Managing Community Services			(0.100)		
Investing in Children and Young People MCA – Early and Intensive Intervention			(0.200)		
Specific Crime Prevention Services and Maintenance of Public Order			(0.158)		
Transfer from 2016/17 to 2017/18	(0.094)	0.094			
Place-based initiatives – Tairāwhiti Local leadership		(0.166)			
Remaining Balance	0.000	0.000	1.034	1.434	5.000

- 24 **agreed** to extend the expiry date of the PBI tagged contingency established at Budget 2016 from 1 February 2019 to 1 February 2020;
- 25 **agreed** that the changes to appropriations for 2018/19 above be included in the 2018/19 Supplementary Estimates and that, in the interim, the increases be met by Imprest Supply.

Jenny Vickers  
Committee Secretary

**Present:**

Rt Hon Jacinda Ardern  
Rt Hon Winston Peters  
Hon Kelvin Davis  
Hon Grant Robertson  
Hon Chris Hipkins  
Hon Andrew Little  
Hon Carmel Sepuloni (Chair)  
Hon Dr David Clark  
Hon Nanaia Mahuta  
Hon Jenny Salesa  
Hon Tracey Martin  
Hon Peeni Henare  
Hon Aupito William Sio  
Hon Julie Anne Genter  
Michael Wood, MP  
Jan Logie, MP

**Officials present from:**

Office of the Prime Minister  
Department of the Prime Minister and Cabinet  
Office of the Chair of SWC  
Officials Committee for SWC

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Minister of Education

Minister of State Services

Minister for Social Development

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# Cabinet

## Minute of Decision

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### Report of the Cabinet Social Wellbeing Committee: Period Ended 14 December 2018

On 17 December 2018, Cabinet made the following decisions on the work of the Cabinet Social Wellbeing Committee for the period ended 14 December 2018:

Out of scope

SWC-18-MIN-0185

**Place-Based Initiatives: Progress, Future Direction and Resourcing**

CONFIRMED

Portfolios: Education / State Services / Social Development

Out of scope

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Michael Webster  
Secretary of the Cabinet

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