



# MANAAKI TAIRAWHITI

**Approved Strategic and Business Plans 2019 – 2020**

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## Manaaki Tairawhiti Plans

### Introduction

Manaaki Tairawhiti is the regional leadership group for social service provision in Tairawhiti. It is funded by government as a Place Based Initiative, however it is grounded in a long held desire to improve whanau outcomes in the Tairawhiti region.

Since its establishment in 2016, Manaaki Tairāwhiti has:

- Consolidated 12 existing social sector governance and advisory groups into a single group,
- Established measures and data sets that are customer focused,
- Developed a cross-agency triage process for engaging at-risk families,
- Developed a strategic framework that focuses on key areas such as driving service and practice improvements,
- Provided workforce development and improved leadership capacity,
- Saved costs on chief executives and senior officials attending multiple meetings to discuss aspects of the same social issues
- Begun a Navigator service for 67 families
- Begun systems improvement work in 4 areas of the social services sector

Through collaboration, Manaaki Tairawhiti has improved cross sector understanding of who is engaging with whanau, giving a clearer line of sight to families at risk.

Manaaki Tairawhiti is whanau ora based, understands that individuals are part of whanau, views the whanau as the owner of their own lives and understands that the whanau is embedded in society and history. We make decisions based on evidence and see the social services as systems, which in many cases lack coherency and do not fulfil their stated purposes.

We are unabashedly Tairawhiti, with all of the strengths and opportunities that come with that (committed, small, potentially nimble, connected, strong base of kaupapa Maori). We are rooted in this region and are willing to be innovative and unique in our approach. We define social services very broadly, are not agency centric and include an emphasis on cultural connections. We understand and utilise our connections with other sectors such as the broader health sector and the community and voluntary sector.

Our accountabilities are complex but ultimately in alignment. Individual representatives, on the governance group in particular, are accountable to their employing organisations, however they and their agencies also have a fiduciary responsibility and accountability to the collective that is Manaaki Tairawhiti.

Agency involvement in Manaaki Tairawhiti is mandated by our status as a Place Based Initiative. This means agency Chief Executives have been required, by Cabinet through the approval of cabinet papers (most recently December 2018), to co-operate and coordinate to achieve Manaaki Tairawhiti's stated outcomes.

In order to achieve our plans, the core members of Manaaki Tairawhiti are committing to a “Way of Working”, with a common and defined Purpose, Method and Measures.

Manaaki Tairawhiti currently has a number of different streams of work:

- 50 Families
- Systems Improvement
- Daily Triage
- Joint governance – MT, Whangaia, Nga Pa Harakeke
- Data collection
- Community Action Plans
- Workforce development
- Evaluation process to trigger any continued funding beyond July 2020

We play an important role as the pan social services sector point of contact for the region and the conduit for approaches by various agencies and organisations who present issues and opportunities for the region in the social services sector. In the past year the Hub has hosted numerous visits from MPs, Cabinet Ministers and Agency Chief Executives.

We have started work on agency system improvement on the basis of the evidence of the need for this from the Whanau Voice research. As we begin a more strategic approach with a stronger collective buy in we intend to work across the membership of the whole Tairawhiti social sector.

The Plans that follow articulate our long term purpose and vision and the business plan for their achievement through the 2019 – 2020 18 month period (our current funding commitment).

**Vision:** *All Tairawhiti Whanau Are Flourishing*

**Purpose:** *Too many families in Tairawhiti are living in crisis, and passing that crisis on to their children and mokopuna.*

*Manaaki Tairawhiti will therefore **realise demonstrable improvement to social sector effectiveness in Tairawhiti** so that all whanau lead safe and well lives in their communities.*

**Values:**

- **Whānau Ora** – we remove barriers to whanau having their needs met and work with them to co-design the support they need. Their needs come first. Their strengths lead the way.
- **Transformative** – Transforming lives through transforming support and services. Championing problem solving, innovation and ingenuity.
- **Committed, Connected and Aspirational**– Manaaki Tairawhiti members are accountable and committed to the same vision, providing joined up service, sharing learning and information and making a real difference. We aspire to be agile, nimble and successful.
- **Pono me Tika** - Honest and trust based relationships underpin our work with whanau and between ourselves

**Goals:**

1. Measurably improving whanau outcomes, a one generation change
2. A Social Sector that is whanau driven, supportive, simple to navigate, connected and successful
3. Social sector staff who reflect their community and are able to support whanau potential and aspirations
4. Governance that is accountable and drives us forward to self determined service provision
5. Communication which is valued and clear
6. Partnerships with our stakeholders locally and nationally that are robust and mutually beneficial

## Proposed Work on Key Results Areas

While Manaaki Tairāwhiti currently works through the “coalition of the willing” this however does not necessarily give us access to the greatest points of leverage to achieve our vision. The Hub has identified four areas which we believe will make the greatest difference to whānau in the region. We have the beginnings of evidence to support this:

1. **Improved Child wellbeing:** iwi social services, Nga Pa Harakeke, E Tipu Rea, Hauora Tairāwhiti (Women, child and youth services), NGOs
2. **Reduction in Addictions:** NGOs, Hauora Tairāwhiti, Police
3. **Reduction in Family violence:** iwi social services, Whāngāia, Courts and Corrections
4. **Improved Housing:** MSD, iwi, GDC, NGOs
5. **Improved Government contracting:** underpinning these service areas are the current constraints of the current service contracts

Each of these areas are interconnected (often with the same whānau and systems within systems). We propose to: talk with whānau (through clients and 50 Families) about what they really want within each of these areas, define success through their lens, review the systems at work within each of these areas, identify what the real issues are through analysis of robust data, resolve systemic issues and concurrently work on the fundamental issues that create service demand. For example:

**Housing:** a glance at the data from 50 families, Gisborne Work and Income service centre and the social housing register shows that emergency housing is one of the key issues for whānau. Our systems improvement work will identify more detailed and robust data on what the real issues are, work on way of improving service to whānau through Work and Income – but concurrently work on the driver for service demand. This includes for example availability of housing stock in Tairāwhiti. Manaaki Tairāwhiti might then work with interested parties around increasing social housing stock in the region, providing data, advocacy and co-ordination to increase that stock.

If the governance group agrees we would work up these KRAs in detail to add focus to the Business Plan.

The Business Plan is focused on the next 20 months – the period of time we have funding certainty.



## Manaaki Tairāwhiti: 2019 - 2020 Business plan

<b>Goals</b>	<b>Strategy</b>	<b>Objectives</b>	<b>Actions</b>	<b>Outcomes: What Whanau can expect of us</b>	<b>Outcomes: How the System is improved</b>
1. Manaaki Tairāwhiti measurably improves whanau outcomes; a one generation change	Whānau Ora is our kaupapa	Key agencies can articulate what whānau need to support them  Whānau are empowered in planning and decision making	Key Agencies collect whānau needs (demand/voice) and can collectively respond  Whānau are involved in decision making	Service provision delivers what whānau need at the earliest opportunity avoiding escalating risk to families	The Purpose of the System is delivered  There is a clear view of what, how and why whānau seek support
	Evidence of what works for whanau drives decision making	Accessible and accurate data and analytics created  Multi-dimensional criteria (social, cultural, economic) and defined outcomes and KPIs are used across all service provision  Key Agencies collect consistent datasets that can be successfully aggregated to demonstrate whānau needs and agencies capacity and capability to meet whānau needs	Data is analysed and used to predict service needs  Local data is collected accurately, can be aggregated and analysed  Barriers to accessing timely and effective services are identified, understood and challenged		
	We work with whanau and design and test new ways of working successfully	Five test areas are identified, planned for and action research is undertaken. This is then scaled up and normalised	Systems Improvement work is undertaken with: <ul style="list-style-type: none"> <li>• 50 Families</li> <li>• Whangaia</li> <li>• Corrections</li> <li>• Work and Income</li> <li>• The OT call centre</li> </ul>		
Whānau needs are met through joined up services	Process reengineer service provision, knowledge and cultural capital sharing amongst agencies  Agencies can measure their capability to respond collectively and respond in a manner that reduces risks affecting families and contributes to wellbeing  Whānau receive services in a joined-up manner (i.e. not multiple visits by multiple agencies)	Process reengineer service provision, knowledge and cultural capital sharing amongst agencies  Agencies can measure their capability to respond collectively and respond in a manner that reduces risks affecting families and contributes to wellbeing  Whānau receive services in a joined-up manner (i.e. not multiple visits by multiple agencies)	Focus on benefits realisation through the Test and Learn Hub process  Agencies share their knowledge and best practice and have a single culture of service established in the work by local practitioners  Where appropriate, relevant information is shared with other agencies working to support the same family and collective decision making informs how services are best delivered  Agencies record how they have responded collectively to reduce the causes of emerging risks by intervening at the earliest opportunity.	Whānau receive help at the earliest opportunity, without unwarranted delays or disconnectedness and without interagency confusion	Whānau needs drive best practice service provision

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			<p>Agencies record their contribution to achieving positive outcomes for families</p> <p>Shared service provision is offered to whānau</p>		
2. A social sector that is whanau driven, supportive, simple to navigate, connected and successful	Innovative and successful service provision is expanded	<p>Customer insight and satisfaction measurement and responses are gained</p> <p>Agencies build trust with families and other agencies</p>	<p>At each interaction with families, agencies collect whānau needs, agency concerns and agency capability to respond is recorded</p> <p>Agencies ability to respond to whānau needs in timely and effective manner will be measured across agencies</p>	<p>Whānau access appropriate services and/or achieve their goals because practitioners are confident and enabled to share relevant information that helps</p>	<p>Efficient and effective service is available for whanau</p> <p>Whānau are not declined service or screened out by entry criteria, risk profile/threshold or specific issue (e.g. family violence, disability etc.)</p>
		<p>50 families pilot extended to 100 Tairāwhiti whānau in need</p> <p>Interactions with whānau are Transformative not transactional.</p> <p>Support is provided at the earliest opportunity and is responsive to the needs identified by whānau.</p>	<p>An increased number of Navigators is available to support whānau</p> <p>Navigators provide support to whānau by doing 'whatever it takes' to enable whānau to achieve their own goals</p> <p>A work programme dedicated to resolving barriers is led by Manaaki Tairāwhiti practitioners, managers and governance groups</p> <p>The Pilot contributes to Workforce development workstream</p> <p>The Pilot contributes learning about barriers and problem solving across the social service system</p>	<p>100 Families are supported as they need</p>	

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	Policy settings are proactive, dynamic and responsive	Tairāwhiti centric policy and defined freedom of action is in place  Whānau requesting support have a positive impact because shared knowledge of how barriers impact families leads to policy and process changes	New decision rights are sought to strengthen collective impact across social service delivery.  '50 Families' pilot establishes evidence that demonstrates greater outcomes for families when navigators are enabled to do 'whatever it takes' to support families to achieve their goals.  A work programme to address barriers and system conditions that exclude, limit or restrict the effectiveness of social services are investigated, understood, tested and challenged. Consistent problem-solving methods are utilised, and barriers are dissolved.	Whānau needs are met through:  local decision rights being exercised, with resources re-directed based on local knowledge and evidence.	Social Service provision is responsive to individual families, builds a body of evidence and is subject to continuous improvement activity  Iwi and NGO service contracts are less prescriptive and more flexible
3. Social sector staff who are professional, reflect their community and are able to support whanau potential and aspirations	Workforce is developed to match the whānau ora kaupapa	Cultural alignment is achieved between and amongst agencies  The workforce reflects a similar profile to whānau and the region, is skilled and practiced at working collaboratively with others to support whānau.  Equity of employment conditions and service capabilities	Agencies record their capability to meet needs expressed by whānau  Support is provided to train and qualify staff who reflect the demographics and lived experience of whānau in Tairāwhiti  Agencies track employee demographics and align them with regional norms  All service providers align their terms and conditions of employment	Whānau are, and feel, understood and supported  Whānau and practitioner's cultural alignment is achieved	Whānau needs and what works for Tairāwhiti drive the social services workforce operating culture.

4. Governance that is committed, accountable and drives us forward to a Tairawhititanga self determined whanau support system	Governance is strengthened and formalised	Formal structures clarify and strengthen governance	A terms of reference for the governance group is developed and adopted  A standardised report to the Board is developed, including a Budget and financial reports  An annual governance workplan is developed		
	Manaaki Tairawhiti support functions build capacity and capability	Define outcomes and KPIs across multi-dimensional criteria (social, cultural, economic) and develop action plan.  Create accessible and accurate data and analytics for Governance group.  Create policy proposals for 2020 and beyond	Recruit additional support  Develop a Data Strategy and enacted  Prepare policy proposals, cabinet papers etc that enhance service provision		The operational model of Manaaki Tairāwhiti is whānau focused robust, effective and future focused
	Pathway to commissioning Board planned, tracked and achieved	Knowledge of best practice for commissioning boards is researched, shared and enacted.	Training and development programme delivered for governance group	Whānau flourish with the support of fit for purpose and successful social service provision	Governance group have full understanding of opportunities for collective commissioning and data that informs good decisions
5. Communication which is valued and clear	Manaaki Tairawhiti receives and provides knowledge and information which enables it and its stakeholders to fulfil its vision	Local and national stakeholder engagement means Manaaki Tairawhiti's profile is well known and respected.	The communications strategy is developed and enacted  The website is updated and kept current  A "Who is Manaaki Tairawhiti" presentation and booklet is produced for sharing with visitors and stakeholders		Whanau Ora practice is well understood and supported

<p>6. Partnerships with our stakeholders locally and nationally that are robust and mutually beneficial</p>	<p>Work with local and national entities to achieve our vision</p>	<p>Enhance Tairāwhiti relationships with entities such as the Eastland Community Trust, Activate Tairāwhiti and Gisborne District Council</p>	<p>Continue to invite and welcome national visitors to the Hub, including MPs, Cabinet Ministers and national CEs.</p> <p>Use the communication strategy to create a programme of work with partner organisations</p>		<p>Whanau Ora practice is well understood supported, scaled and normalised</p>
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