

Strategic Action Plan

E tipu matomato ai ngā whānau o Tairāwhiti
All Tairāwhiti whānau are flourishing

November 2023



Foreword

Tairāwhiti is unique. We are the only region in Aotearoa New Zealand with a majority Māori population. There are 70+ operational marae across the region that have critical functions: as bastions of hapū and whānau identity; as repositories of our history; as hubs for the transmission of cultural knowledge and practices; and as centres of community connection, deliberation, and dialogue. We have more speakers of Te Reo Māori per capita than other regions. We are home to world-renowned experts in cultural activities like kapa haka, whakairo, tā moko, and waka ama.

Tairāwhiti is a hub of excellence in horticulture and engineering. We are blessed with a world class environment for growing and we produce fresh produce for families in Aotearoa. We export engineered products and fresh produce to the world.

Our sense of social connection and support for each other is well above the national average and many of our people rate their life satisfaction as very high.

However, for many, the impacts of colonisation continue to reverberate throughout Tairāwhiti. The systematic dispossession of Māori land, resources, and authority has eroded the foundations of Māori wellbeing. We estimate that 33,000 people within Tairāwhiti are living in material hardship and more than 70% of those people identify as Māori.

Subsequent attempts to address the damage and intergenerational inequities, in Tairāwhiti and nationally, have been ineffective as they have been grounded in the same thinking that gave rise to them. We have had decades of attempts at social support systems costing billions of dollars (currently \$1.2B per annum for our region alone), yet disadvantage has persisted across generations and is worsening for many. The current system shows a clear bias towards lack of successful support for Māori (and Pasific Island people).

The Manaaki Tairāwhiti Governance Group is the regional leadership group for social wellbeing in Tairāwhiti. We are a coalition of the willing who recognise that working together gives us the best chance to effect meaningful and sustainable improvements in the wellbeing of whānau in Tairāwhiti. Led by local iwi under Te Rūnanga o Tūrangānui a Kiwa, our membership also includes leadership from Gisborne District Council and local non-government organisations alongside representatives from government agencies active in the social sector. Importantly, the individuals that sit around our Board table have the delegation within their own organisations to effect change and make a difference.

Ultimately, we are aiming for social transformation that significantly reduces the need for social services in our region and provides for the fullest expression of autonomy and empowerment for all Tairāwhiti whānau. We want to see **all** whānau flourishing.

Since our inception in 2016, we have developed some robust insights into how the social sector supports whānau in Tairāwhiti and what works for whānau in our place. Our efforts have highlighted how interconnected all of our work is and the need for collective action from across the sector at all levels to ensure lasting change. Most importantly, it has highlighted the urgent need for us to do better.

What is needed is tangible action that moves beyond rhetoric: action that is substantial, strategic, and sustainable. This is our fourth Strategic Plan. It builds on all our previous work and focuses our activities based on the insights we have gained and our current thinking on how to change such a complex and inert system as the social services.

For Tairāwhiti whānau to flourish requires rebalancing social investment to address persistent disadvantage. It means a shift to a better balance between early intervention and crisis support.

It means having a social sector that is designed around the voice, needs, and aspirations of whānau. It means having interconnected systems that seek, as their primary concern, to support whānau to be the best they can be, however they, themselves, define that. Most of all, it means having critical decisions around the delivery of social services to Tairāwhiti whānau being made by those who are closest to whānau in region (or whānau themselves).

While Manaaki Tairāwhiti is focused on social development, we are keenly aware of the need to adopt a holistic view of wellbeing that encapsulates aspects of cultural, economic, and environmental development. As a region we are small enough to be able to work closely and collaboratively with all other lead agencies across these different dimensions.

We are now readying ourselves for the next part of our journey, to effect larger-scale change in social sector service provision through the staged devolution of social service decision-making to the region and to iwi in region. Having ongoing backbone funding from Government provides a secure platform from which to take these next steps.

Over the past two years, severe weather events have impacted on whānau in Tairāwhiti, significantly increasing the pressure on them and all of our member organisations. We will work with other regional actors in the social recovery of our region, providing support, coordination, and administration. However, the events highlight how vulnerable our region and many of our whānau are and how important it is for us to also remain focused on meeting our longer-term transformation goals, and to weave these into the recovery efforts to ensure we are building back better.

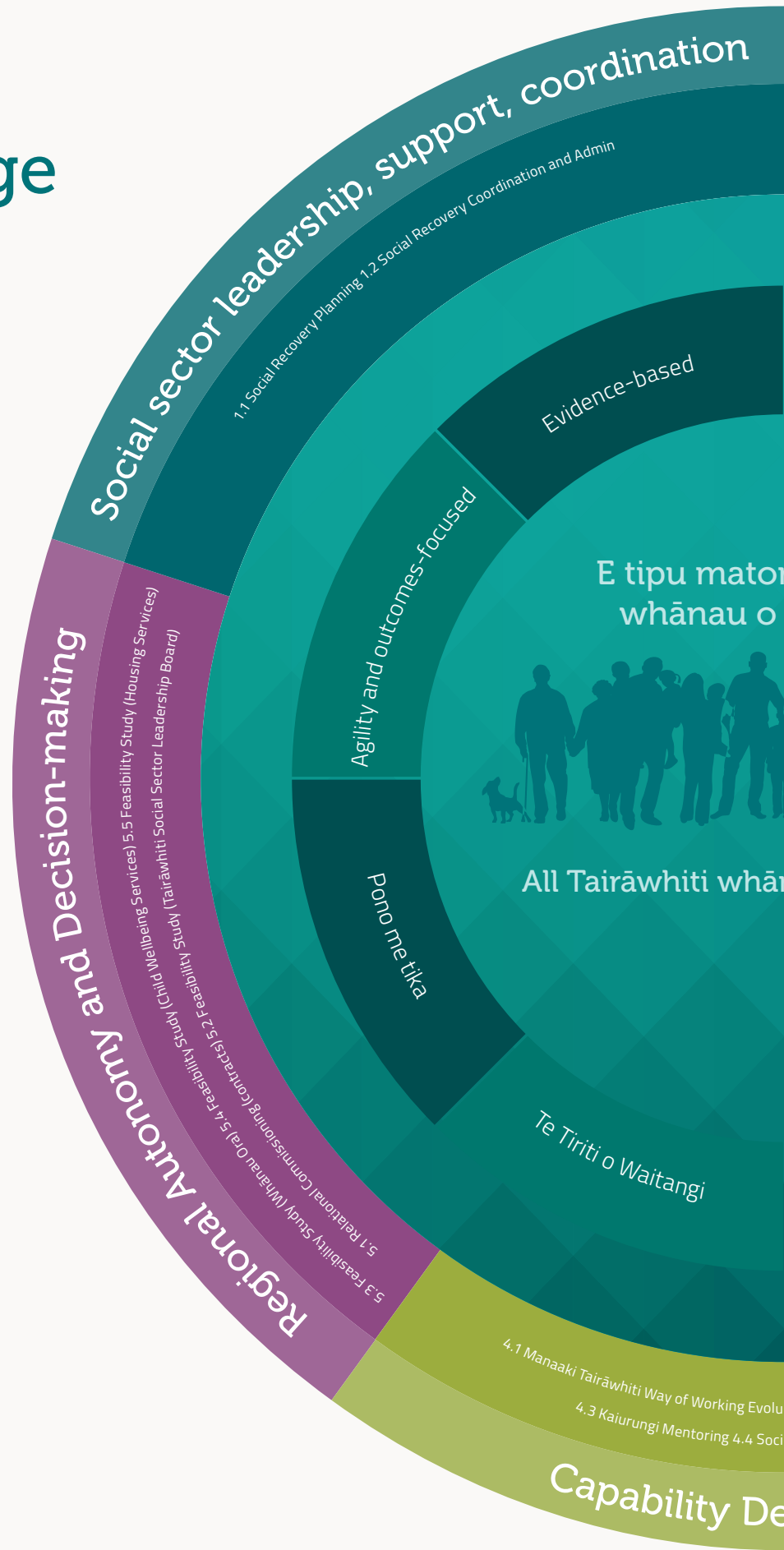
While our goals are ambitious, we are galvanised to meet the challenges by the worthiness of the prize – to see all Tairāwhiti whānau flourishing.

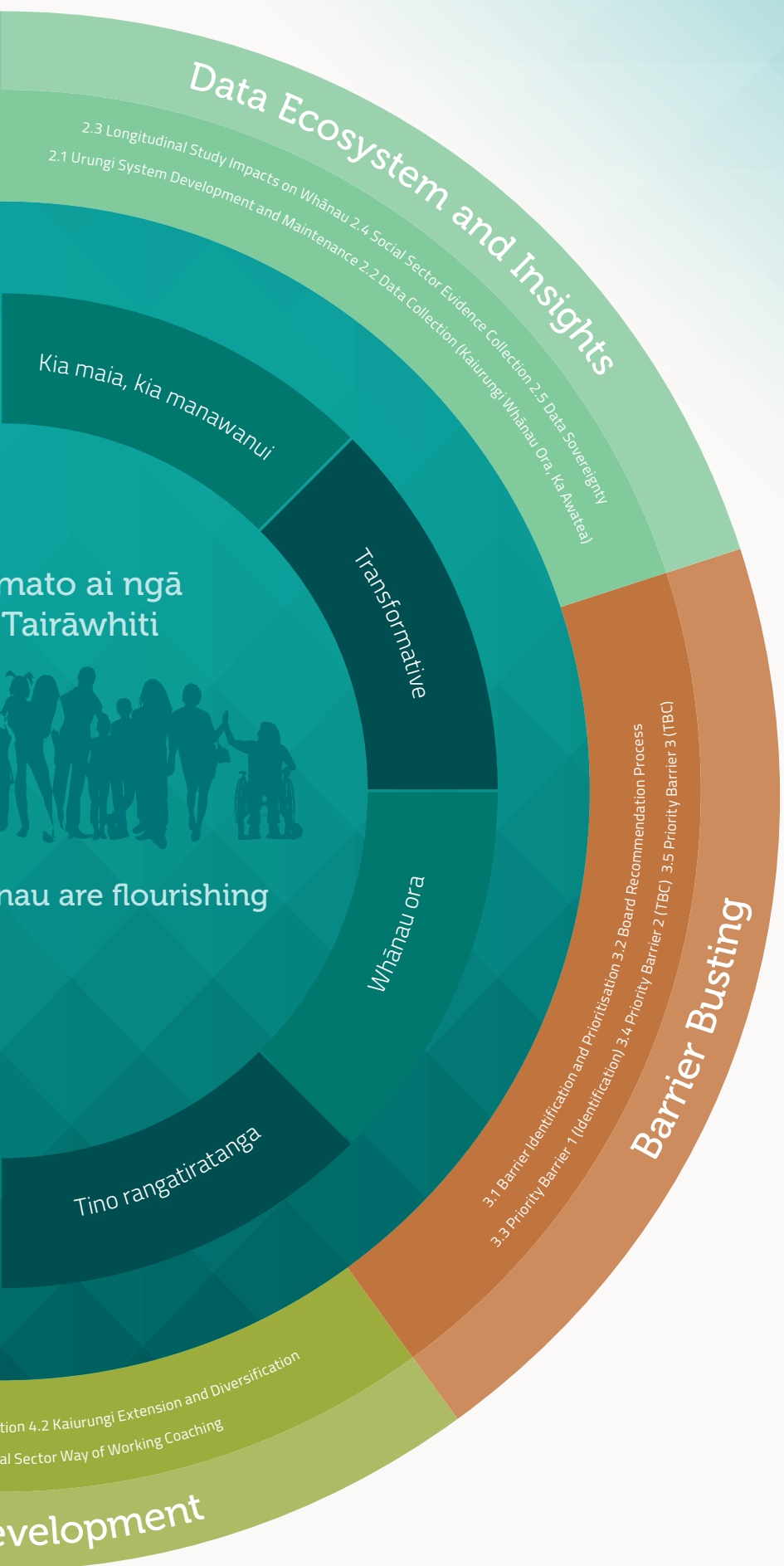


Chair - Ronald Nepe

Chief Executive
Te Rūnanga o Tūranganui a Kiwa

Plan on a page





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Part One: Where do we want to be?

Whānau wellbeing depends on having the necessities of life well met: shelter, food, safety, health, and meaningful employment. These are enhanced by the strength of our connections:

- to each other through whakapapa, whānau and social networks
- to our culture, language, and traditional practices
- to our environment and our whenua
- to mātauranga, knowledge, skills, and the ability to use them in innovative ways
- to economic development that moves beyond exploitative practices.

These connections provide us with a sense of belonging, resilience, identity, sustenance, pride, autonomy, prosperity, and wellbeing. The stronger these connections are, the more choices we have and the more we are empowered to fulfil our potential and to flourish.

Manaaki Tairāwhiti arose from a desire by iwi and other regional leaders to ensure all our whānau are flourishing. Yet some are not. There are deep-rooted and long-standing issues preventing this, expressed as some groups experiencing disproportionately poor outcomes.

Manaaki Tairāwhiti has its sights set firmly on transformation that:

- breaks down the cycles of persistent disadvantage through early response, prevention, and wrap-around support for whānau
- increases whānau independence through strength-based approaches that uphold the mana of whānau and assist them to achieve self-determination
- supports whānau towards mauri ora where whānau are able to meet their basic needs as well as their future aspirations, and lead fulfilling lives, in line with what it is they value.



Moemoea Vision

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Take Purpose

Too many whānau in Tairāwhiti are living in crisis and passing that crisis on to their tamariki and mokopuna. Manaaki Tairāwhiti will work together to transform social wellbeing in Tairāwhiti within one generation so that all whānau are able to meet their own aspirations and lead fulfilling lives.

Whaingā Goals

We have set ourselves an ambitious yet worthwhile purpose. We will need to see radical change in our social sector to be successful. We will need a social sector that is:

- focused on whānau oranga, simple to navigate and provides full coverage for all who need support
- aligned with and directed by the priorities of our people and our region, Tairāwhiti
- accountable and committed to collaborative effort
- ultimately not needed as we break cycles of dependency and need.



Part Two: How will we get there?

Manaaki Tairāwhiti is about whānau wellbeing. We understand that individuals are part of a whānau and, for many of our population, part of hapū and iwi. They are the possessors of their own mana and we understand that whānau are embedded in society and history.

We are unabashedly Tairāwhiti (a Place Based Initiative), with all of the strengths and opportunities that come with that – committed, small, potentially nimble, connected, with a strong foundation in kaupapa Māori. We are rooted in this region and are willing to be innovative and unique in our approach.

We offer united leadership of the social sector, identifying where our collective resources should be harnessed to make real progress on whānau wellbeing. We provide thought leadership, challenging the status quo and supporting the sector to test and learn from alternative delivery methods. We are a cradle for national policy critique and advocate for policy change through a regional lens.

But we are not a delivery agency: our place is not delivering at the operational, service delivery level. We do not want to establish another system or another bureaucracy within the bureaucracy. Nor are we a funding agency, as most of our funding flows through us to other organisations. Rather we support and enable iwi, organisations, agencies, and groups delivering to whānau to understand the system in which they operate and to attempt to make transformational change in the way they go about their work.

Our accountabilities are complex but ultimately in alignment. Our members are key social wellbeing organisations (iwi, non-government organisations, and government agencies) who are represented by delegated individuals with the highest possible decision-making powers. They and their agencies have a fiduciary responsibility and accountability to the collective that is Manaaki Tairāwhiti. We come together to make collective decisions for our region. As much as possible, we bring our individual plans, actions, and initiatives to the collective table.

To achieve our plans, the core members of Manaaki Tairāwhiti are committed to working consistently with our shared tikanga (values). As a group we will grapple with the big issues around social development. What are the barriers within our system from a whānau perspective, how do we remove them, and how do we know we have met whānau needs? What do we need to do to improve whānau independence in accessing social sector support? What actions can we take to enable whānau to be truly flourishing? How can we build community and whānau resilience to future challenges?



Our Tikanga

Manaaki Tairāwhiti operates in a complex and challenging environment. Our tikanga (values) express our way of working and guide our decisions and actions as a collective and on our collective action within our own organisations.

- 1. Tiriti o Waitangi:** We ground all of our work in iwi partnerships under Te Tiriti o Waitangi.
- 2. Tino rangatiratanga:** We operate on the basis that every whānau has value and the right to be autonomous and fulfil their potential. We aspire to Tairāwhiti, as a region, having those same rights for social development and social sector decision-making.
- 3. Whānau ora:** We support agencies to do whatever it takes to empower and support whānau to meet their needs and aspirations fully and completely, and work with them to design the support they need. Their strengths lead the way. Their needs come first. Interactions with whānau are relational, not transactional.
- 4. Transformative:** We transform lives through supporting agencies to transform social services delivery, championing problem-solving, and fostering innovation and positive change. We try new things and actively seek out alternative approaches to test in our search for the best solutions to our complex issues.
- 5. Agility and outcomes-focused:** While we are unwavering in the outcomes that we are focused on achieving, we remain flexible in the tactics that we will use to achieve those ends. As new challenges and opportunities arise for Tairāwhiti in the social development space, we will play a lead or support role as regional leadership deems appropriate.
- 6. Evidence-based:** We test our work and theories rigorously: they are based on robust evidence from multiple sources of the truth, including our own sources of mātauranga, data, and information. We have an effective and ethical data ecosystem that enables us to share our learnings and insights so agencies can break down barriers and shape our future practice. We keep pace with national and international theory and practice.
- 7. Kia maia, kia manawanui:** We are accountable and committed to a shared vision, providing joined-up service, sharing learning and information, and doing whatever it takes to make a real difference, as a collective and at the individual organisation level. We are courageous and determined to be agile and successful.
- 8. Pono me tika:** We have honest and trust-based relationships underpinning our work with whānau, between ourselves, and with other leaders in our region and nationally. We take a no-surprises approach to working with each other and ensure proper processes of consent are followed. Clear, precise and honest communication is valued.



Our Maturity

Manaaki Tairāwhiti has matured as an organisation since its inception in 2016.



Our way of working



Data systems



System change recommendations



Updating recommendations

Our four stages of maturity as a collective:

1. 2016-2019

Developing the Way of Working, led by whānau voice, creating a fundamental change to traditional patriarchal social services. Trying to act collectively despite national policy barriers.

2. 2020-2021

Creating data systems so that we could see the social sector system through whānau eyes, with all of its barriers to success and mauri ora.

3. 2022-ongoing

Collating and understanding what our data means in terms of changes required to the social services systems at a national level and making recommendations for those changes, at process, system, and paradigm levels. Ultimately advocating for devolution of social service delivery to iwi based on mana motuhake and in recognition of Te Tiriti o Waitangi.

4. 2024-ongoing

Continuously advocating, reviewing, and updating those recommendations for change and ensuring that they made a positive difference to whānau ability to achieve mauri ora.

Phases are organic and blur into each other.



Our Pathway

Tairāwhiti has some intractable social problems. Substantial investment by successive governments has not been effective at addressing these issues.

Transformational change of the social sector, rooted in a different way of thinking and working, is necessary if we are to truly shift the dial.

The diagram that follows illustrates the path we are charting over the next three years.

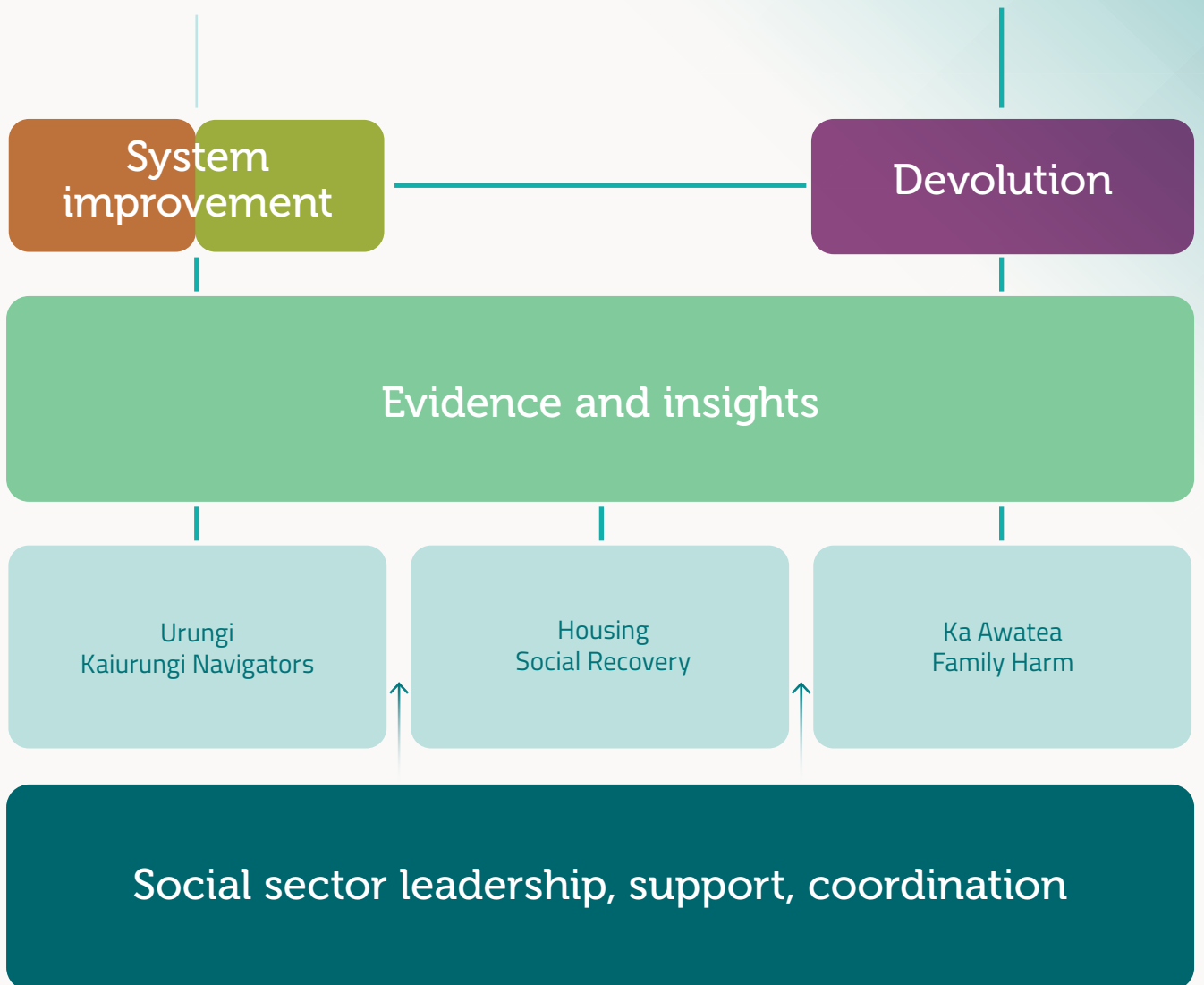
In addressing the issues in social sector systems, we expect to make significant inroads to:

- reducing addictions
- improving child wellbeing
- reducing family violence
- improving housing.

Part Three that follows, provides implementation detail.

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Part Three: What will we do?

Social sector leadership, support, coordination

One of the initial goals of Manaaki Tairāwhiti was the consolidation of social sector leadership in Tairāwhiti – bringing together the people that could make a difference on complex (and often intractable) social issues into a collective action group.

We exist to serve Tairāwhiti on social development issues and opportunities. We play different roles depending on the issue at hand: sometimes we lead work; sometimes we support the work of others; and sometimes we coordinate the work of many. Our role is determined by our member organisations and wider partners across Tairāwhiti.

Cyclone recovery

Repeated severe weather events over the past two years have pushed many whānau in Tairāwhiti to breaking point. Vulnerable whānau, who were suffering inequities and battling to meet their wellbeing needs before the events, have had their struggles compounded. Many whānau continue to be traumatised by the events and their aftermath. Many are now not even able to meet all basic needs for food, housing, and/or utilities. And many are feeling isolated, physically and socially, and lacking the support they need to rebuild their lives.

Recovery from the events will be a long road for many of our whānau. The significant scale of work to be done in social recovery confirms and intensifies our work.

Progress to date

Much work has already been done to plan for recovery. Tairāwhiti iwi have been actively engaged with hapū and whānau to identify their needs and have created recovery plans for their respective rohe. The Pacific peoples of Tairāwhiti have, collectively, initiated work on a recovery plan, as have rural communities. A collective impact process (including community planning) has been launched by Gisborne District Council alongside Tairāwhiti Police and the Public Services Commission.

Next steps

Manaaki Tairāwhiti has been tasked by the Gisborne District Council to coordinate social recovery planning in response to Cyclone Gabrielle.

Our work in this space will not duplicate or relitigate the recovery planning already done or yet to be done by recovery entities. The organisations and groups with whakapapa connections and boots on the ground know best what is needed for recovery to be effective, and we recognise and support their mana motuhake.

Instead, we will create a Social and Community Wellbeing Recovery Plan that anthologises all of the actions focused on social recovery from existing recovery plans and processes. We will identify how to address any gaps and duplication in actions so that no whānau is left behind and resources get to where they need to go.

Once the Plan is published, we will continue to support those delivering social recovery activities with administration, communication, coordination, and advocacy.



Foundation programmes

Alongside our general duties for sector leadership, support, and coordination, we will drive a comprehensive programme of social sector reform.

We have a lot to do so are focused on those areas that will lead to a step change in social sector services.

Consistent with our approach of being an enabler of social sector change, we have three foundation programmes that will support positive change across all aspects of social sector services delivery:

- Developing evidence and insights from our data ecosystem, which is based on a whānau view of the barriers in the social sector system, to create a learning system to inform sector change

- Harnessing the learnings from our evidence and insights to grow social sector workforce capability and to advocate for policy change that improves the social sector system and processes
- Advocating for a staged move to regional devolution, by iwi, for iwi, advocating for a better contracting model (relational commissioning) as devolution will take time.

These programmes are interconnected. We don't want to devolve a broken system to iwi. We don't want to leave the task of understanding barriers to success until after devolution.



Data ecosystem and insights

A solid evidence base is an important tool for Manaaki Tairāwhiti. To drive change in the social sector, we need to show compelling evidence that there is a better way of enabling whānau to flourish. This means having data that provides insights into the social sector system (rather than data about specific whānau and case management). It means having data that is as complete as possible, accurate, and robust. It means having processes and tools to aggregate and analyse data from across the social sector for a rich picture of the barriers to whānau achieving mauri ora. And, finally, it means closing the loop, so the data informs changes to the system that result in improved outcomes for whānau.

We are clear that we don't just want to do things better in the social sector, we want the social sector to do better things, incrementally and profoundly.

Progress to date

For the past five years we have been collecting data from the programmes under the Manaaki Tairāwhiti umbrella.

Our Manaaki Kaiurungi (navigators) and staff in the Ka Awatea Family Harm programme have been working with whānau in a flexible, whānau-led way, supporting them to meet their needs and goals. As they support whānau to navigate through the system, they document how the system is working for whānau. They generate evidence of the health of the social sector system by recording barriers whānau face to getting what they need, including process inefficiencies, wait times, service gaps, and so on.

As a result, we have developed insights into how the social system is performing for whānau. We have been able to map large parts of the social sector system and develop case studies to demonstrate system failures and barriers. We have also started work on improving how data is captured.

The data paints a picture of systemic barriers and failures, resulting in poor outcomes for whānau. The insights gathered have allowed us to identify specific pain points within social systems and laid the foundation for developing alternative delivery models grounded in local experience and knowledge.

We have also contributed substantially to the work of others, including providing review, evidence, and recommendations to the Productivity Commission's review of social services, the Fair Chance for All Inquiry. Our data has provided evidence of a new way of thinking about and delivering social services.

Next steps

A key focus in this Plan is for us to broaden our evidence base. We will continue with our action research through our work with Ka Awatea (family harm) and Manaaki Kaiurungi (navigators). We will synthesise data from iwi, agencies, and groups across the social sector frontline to paint a fuller picture of the reality for whānau in Tairāwhiti.

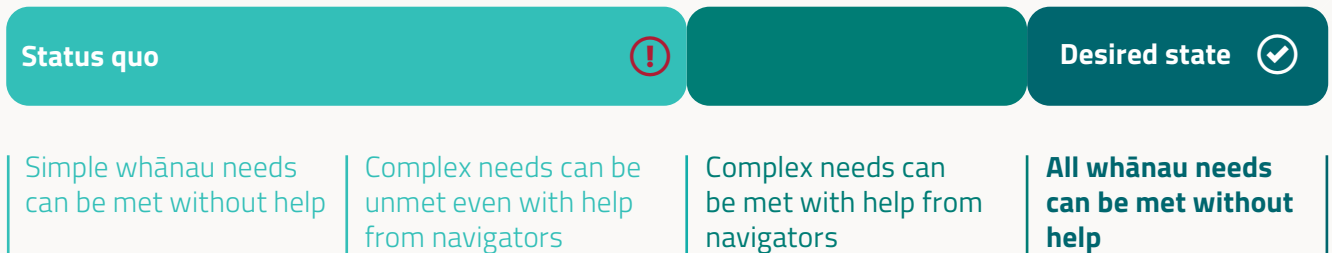
We will continue to collect whānau voice data consistent with the Manaaki Tairāwhiti Way of Working. And we will continue to develop case studies to illustrate what that whānau voice data is telling us about how whānau navigate the social sector system.

We will invest in a data ecosystem that facilitates efficient data sharing between agencies and back to the whānau as owners of the data. A key part of this will be addressing concerns iwi have around data sovereignty. Our data ecosystem will include mechanisms to tell us what progress has been made against our vision, purpose, and goals: a view of the performance of the social sector as a whole and of how the system is performing for whānau. Our evaluation will have measuring changes in whānau wellbeing over time at its heart.

Currently, the social sector system is capable of servicing the needs of whānau when those needs are simple. However, it is unable to support whānau with complex needs effectively. Manaaki Tairāwhiti wants to see a shift to a social sector system where all needs can be met and that whānau can do this without navigation assistance. This would be a system that is agile and can bend and sway with the needs of whānau.

Our data will tell us how close we are getting to the desired social sector system state.

Improving social sector service delivery



System improvement - barrier busting

Tairāwhiti has some intractable social problems. We recognise that our foundation actions, to transform the social system to address persistent disadvantage, will take time. However, we should not wait to make changes. We have data and insights now that can be used to make incremental change that supports improved whānau wellbeing.

Our initial exploratory work identified that many whānau are poorly serviced by the current social sector system, resulting in unaddressed issues that often have cascading effects into wider aspects of wellbeing.

Progress to date

Our data collection has been focused on understanding these system failures and the data we have collected over five years tells us where there are system barriers that are preventing whānau from accessing the support they need to enable them to flourish.

We have had a focus in previous strategic plans on four Key Result Areas:

- reducing addiction
- improving child wellbeing
- reducing family violence
- improving housing.

We have made some positive changes in these areas. However, the systemic barriers to effective service delivery remain.

Next steps

We will continue to analyse social sector systems and make changes. We want to step up the work to make a shift up from process improvements to true systems thinking that is cross-agency and focused on whānau voice.

We are now moving away from a siloed approach of tackling challenges in specific areas towards one that is focused more intently on the barriers to effective delivery that often exist across and between these parts of the social sector system. This is aligned better with our focus as a collective on working to transform the social sector system.

We are intent on benefits realisation. The real benefits of our Way of Working will come when the organisations around our Board table use the evidence to break down barriers for whānau accessing services they need.

We will use the real-time whānau voice data we generate and our case studies to quickly identify barriers and issues for whānau. We will prioritise those barriers that are having the biggest impacts on whānau. We will translate these insights into recommendations for changes in processes and policies of Government and other social sector organisations.

Our governance group members are committed to busting these barriers by acting on the parts of the social system they have responsibility for to effect change.

This will take our collective effort and require us to be courageous and ambitious.



System improvement - capability development

Tairāwhiti has a committed and skilled group of people working in the social sector across iwi, NGOs, and a range of government agencies. However, all regional social sector delivery agents are, at times, constrained in their ability to support whānau by contracts, policies and practices decided at a national level, and by ways of working that support centralised control. This often results in whānau not being able to access the support they need to flourish.

The Manaaki Tairāwhiti Way of Working was initiated after operational leaders began observing the performance of the current social sector system through a systems improvement lens. As a result of this new thinking, a collective Way of Working with whānau was proposed for the social sector which is shown in the diagram that follows.

If devolution of social services to iwi in Tairāwhiti is to produce improved outcomes for whānau, we will need to have national and regional decision-makers and local operational staff that think, delegate and function differently and operate under a shared set of principles.

Progress to date

The Manaaki Tairāwhiti Way of Working is being used in pockets across the social sector in Tairāwhiti. We have engaged in systems improvement programmes with Work and Income, Corrections, Whangāia Ngā Pā Harakeke and Te Pā Harakeke Children's Team that have our Way of Working at their core.

Dedicated coaches have provided the workforce with coaching and daily practice support enabling the workforce to work in a flexible way. Coaches provide group training, opportunities for shared learnings and reflections on the Way of Working, and one-on-one coaching on capturing whānau voice data and barriers with integrity.

Bringing training and coaching on the Way of Working into an action learning environment focused on systemic change has resulted in a part of our workforce now having a broader understanding of the social sector system and a new perspective on their roles and service to whānau.

Our Kaiurungi continue to play a critical role in testing and advancing our Way of Working in the social sector to improve effectiveness for all social service clients. They operate in a less-constrained environment, not bound to the same degree as agencies and iwi by stringent compliance clauses in contracts.

Our data shows that the Way of Working is effective for all whānau, particularly those whānau who have complex needs but cannot navigate the social sector system to get what they need.

Next steps

We want to push the Way of Working further. To effect systems change requires our decision-makers and operational staff to have the capability to see systems problems and develop solutions to them, and to have the power to implement those solutions. We aim to grow the capability of our broader social sector workforce at all levels, from practitioners to managers and leaders, consistent with a new Way of Working that puts whānau at the centre.

Our pathway towards full devolution includes a gradual transition of social services decision-making to iwi. Fully devolving parts of the system, and the interim step of establishing a Tairāwhiti Social Sector Leadership Board, will allow iwi to build their capability and capacity over time before taking the reins in full. Phasing of devolution will allow iwi to set themselves up to succeed.

Operationally, we will continue working with agencies in the social sector to change the practice and method of working with whānau. We are aiming for an empowered workforce capable of driving systems change.

We will continue with our Manaaki Kaiurungi programme: strengthening the capability of Kaiurungi in existing partner organisations; and expanding Kaiurungi numbers across a more diverse range of providers. We are aiming for all social sector agencies to embed a relational commissioning approach based on the Manaaki Tairāwhiti Way of Working so it becomes business as usual.

We will build on our work of introducing new ideas on social services to our region. Systems improvement methodologies are now understood by many in our region through the work on Ka Awatea programme and others. We want to build on that by introducing many in our region to other cutting-edge concepts and leading thinkers.

We will also be a policy think tank where the policy leaders in Wellington come to test ideas and, in turn, hear of the way our leaders see the whole sector developing.

Hongihongi Te Wheiwheia Value Steps



Regional autonomy and decision-making

Successive governments have struggled to address the persistent disadvantage that results in poor outcomes for whānau (disproportionately for Māori).

There are systemic barriers that prevent whānau from flourishing: power imbalances; discrimination and the ongoing impact of colonisation; siloed and fragmented government; and short-termism and status quo bias. The current social services system is designed to provide low-cost and uniform delivery of services, and it is failing those with multiple and complex needs. In short, it is not fit-for-purpose.

A profound change in social sector systems is required as working on the fringes will not produce the magnitude and direction of change that is needed for all Tairāwhiti whānau to flourish.

The current model of contracting social services focuses on tightly defined outputs from providers, rather than outcomes for whānau, and it burdens providers with stringent compliance and reporting requirements.

A core aim of Manaaki Tairāwhiti is not just securing funding for local agencies to provide social services (that are mostly designed nationally), but increasingly devolving elements of programme design, delivery and governance to iwi and community-led organisations.

Progress to date

In 2022, we commissioned several pieces of work that pull together our data and information to give insights into the social sector system and the transformation required to make it work for whānau:

- Manaaki Tairāwhiti Information Report (A summary of data insights 2019-22)
- Review of Systems Improvement Methodology
- Estimates of Regional Social Spending by the Crown
- The Case for More Devolved Social Services in Tairāwhiti
- Self-determination in Tairāwhiti: Social Services Devolution - The Roadmap and Evidence.

We are now capable of producing rich insights from the data collected by our Kaiurungi. We have entered a mature phase of producing insights reports and policy change recommendations on specific barriers within the systems our whānau engage with. These reports, along with our ongoing collection and analysis of whānau voice data, are a part of our evidence base that will drive our work towards system change and devolution.

The Case for More Devolved Social Services in Tairāwhiti tells us that devolution of authority works best when:

- whānau have multiple, complex, ongoing needs, as evidenced in data we have gathered to date
- trusted relationships are vital before needs are brought to light and addressed
- the services needed may not be immediately obvious, and they may take time to surface and benefit from being identified by and co-designed with recipients.

All of these conditions exist in Tairāwhiti.

The roadmap to devolution provides a practical pathway for Government to meet its often-stated commitment to Te Tiriti o Waitangi. It recommends the development of four feasibility studies for full devolution of social services to our region.

Next steps

Provided that our roadmap to devolution is accepted by the Social Wellbeing Board, we will move to the next stage which is the development of four feasibility studies on our four action areas. Three of these will be driven directly by iwi as they are centred around mana motuhake in:

- a substantial extension of the Whānau Ora programme in the region
- the devolution of child wellbeing services (Oranga Tamariki and Te Whatu Ora programmes) to iwi in the region
- the devolution and expansion of housing services (funding and Crown-owned assets) to iwi in the region.

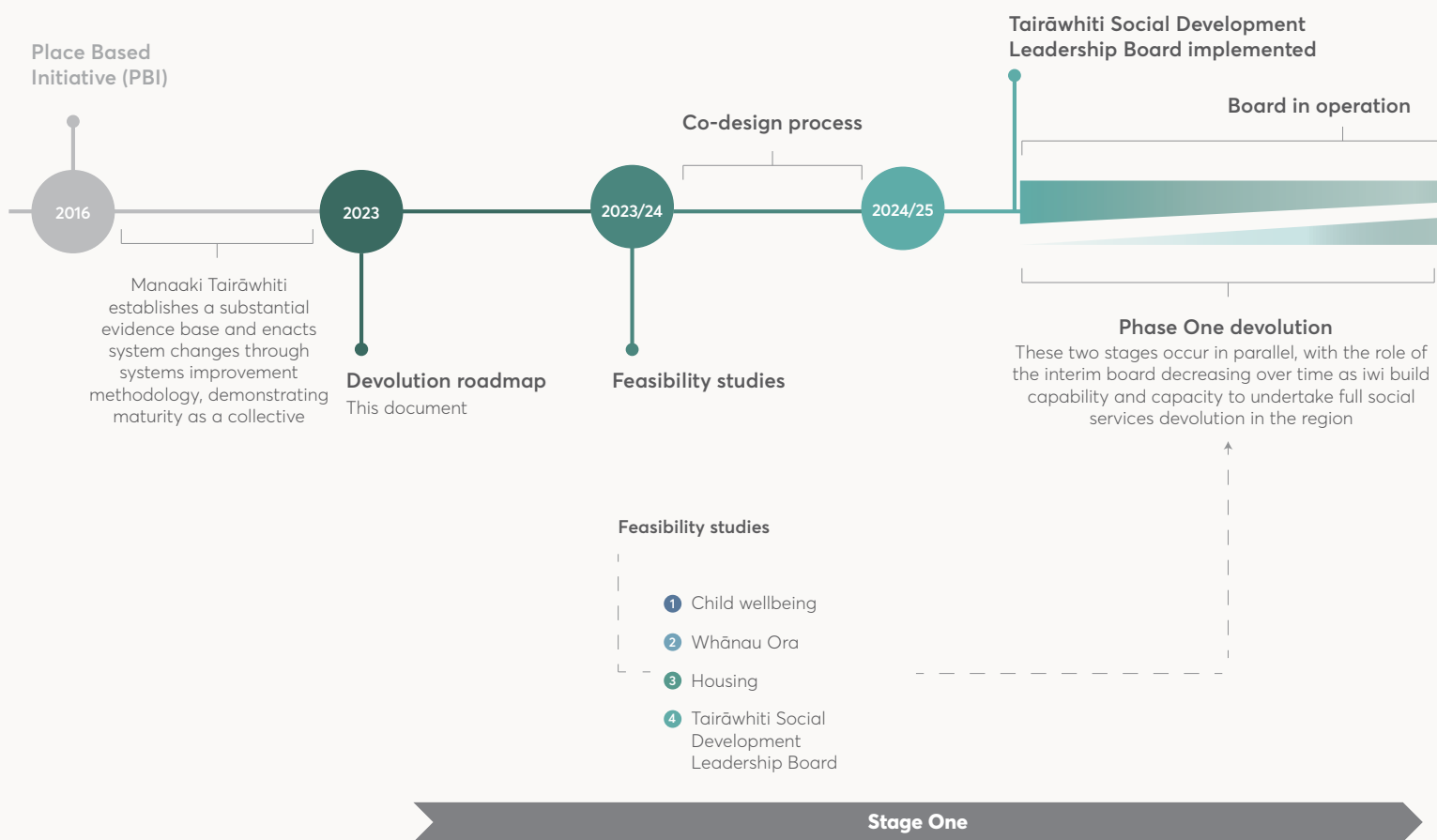
Manaaki Tairāwhiti will support but not lead this work.

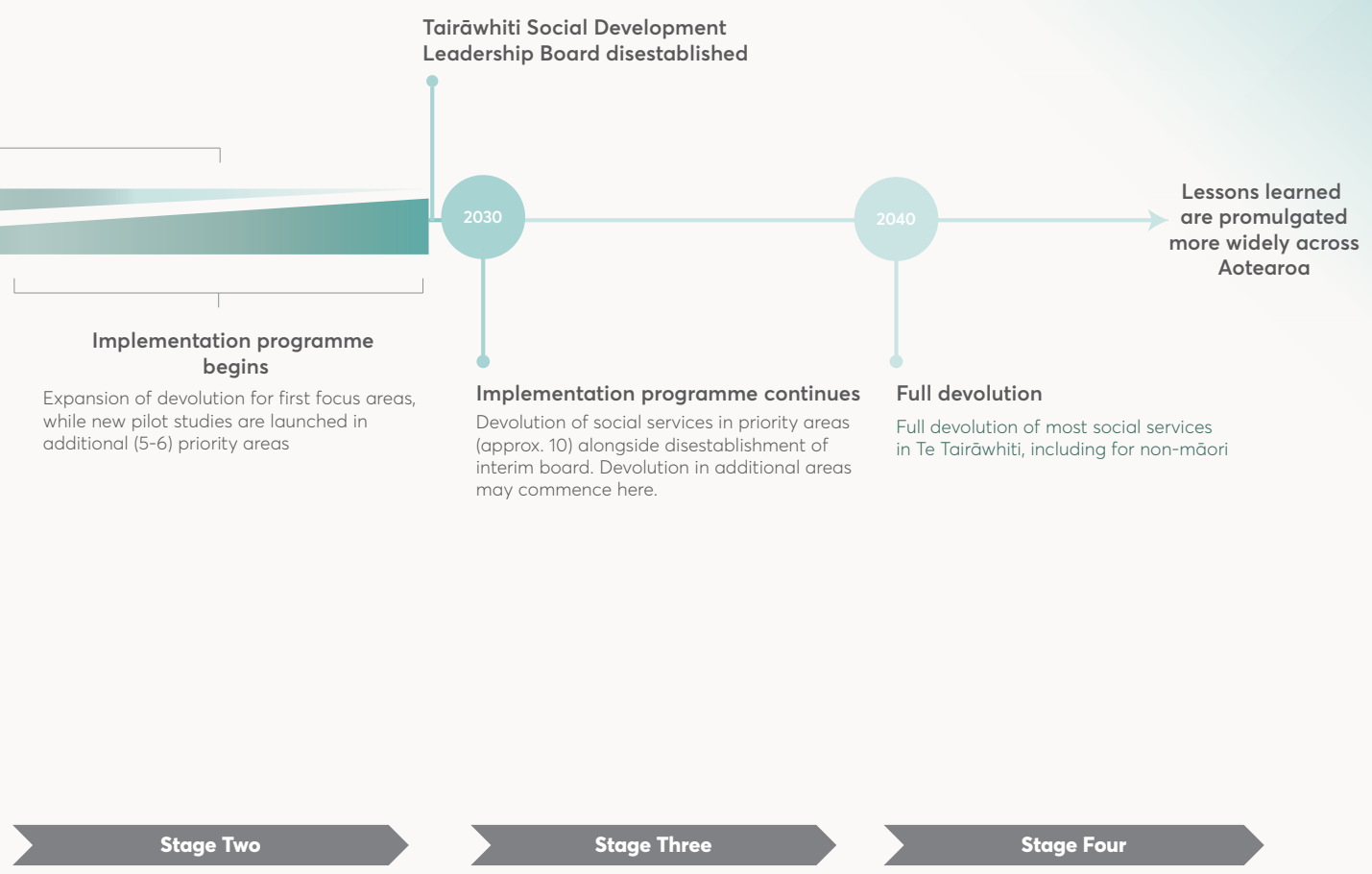
We will need to lead the fourth piece of work on creating the operational model for a high-functioning, well-funded, and strategically-meaningful Tairāwhiti Social Development Leadership Board. The Leadership Board would have collective decision-making powers for the Government-provided social services in the region. This work will take the entirety of the 2023/2024 year.

We are realistic that it will take time for full devolution to be realised. Therefore, our approach to devolution also includes advocating for changing the Government's contracting model for all remaining social services across Tairāwhiti to one that is whānau-centric, outcomes-based, and flexible. This is over and above currently mooted relational commissioning.

The diagram on the next page illustrates.

Pathway to devolution





Our actions at a glance

The diagram below summarises the key actions for the Manaaki Tairāwhiti collective over the next three years 2024 – 2026.

Programmes and Actions







**Manaaki
Tairāwhiti**

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