



21 December 2022

Tēnā koe

On 13 October 2022, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

- *The Independent Review Report of the Service Management Plan 2012-2020. The Service Management Plan ("the SMP") is referred to in the enclosed claim.*
- *The SMP 2020-2025 Work Programme.*
- *All Ministry of Social Services Chief Executive communications to and with other Crown agency chief executives referring to He Tapuae SMP.*
- *The Authorising Environment Committee Terms of Reference.*
- *The annual SMP reports from 2012-2021.*
- *The Crown expenditure and commitments as set out in the SMP from 2012-2021.*

On 25 October 2022, the Ministry emailed you to clarify part three of your request. We noted that this section was broad in scope as 'all communications' encompasses both formal communications – such as letters and reports – and informal communications – such as emails and text messages – therefore, the Ministry would need to complete extensive searches to locate all the information in scope of your request. Additionally, as there is no timeframe associated – this could mean a search is also required into historic records as the Service Management Plan (SMP) work dates back to 2012. We invited you to consider narrowing the scope of this section of your request.

On 1 November 2022, the Ministry emailed you to follow up on our above email. On the same day, you advised that you were awaiting instruction from your clients and hoped to provide a response by that evening.

On 10 November 2022, the Ministry emailed to follow up on whether you had heard from your clients. On the same day, you withdrew this section of your request, noting that you would resubmit this at a later date once refined. The Ministry responded on the same day to confirm your amended request and provided the links to the information requested in parts one and four of your request.

As such, your request was amended to:

- *The SMP 2020-2025 Work Programme.*
- *The annual SMP reports from 2012-2021.*
- *The Crown expenditure and commitments as set out in the SMP from 2012-2021.*

On 8 December 2022, the Ministry advised you that more time was required to respond to your request as the consultations necessary to provide a decision on your request could not be completed within the original timeframe.

For clarity, I will address each part of your request in turn. Some sections are grouped together.

- *The SMP 2020-2025 Work Programme.*
- *The annual SMP reports from 2012-2021.*

The work programme is guided by each agency's commitments as expressed in He Tapuae. Each agency progressed their own respective work programme which is discussed at the Authorising Environment Committee Hui. An overall SMP work program does not exist, therefore is refused under section 18(e) of the Act.

The Ministry has located one annual report in scope of your request, attached as **Appendix One**:

- *Tūhoe-Crown Direction Setting Group: Joint Report for annual Ranatira ki Ranatira meeting – dated 9 November 2016*

Some information is withheld from these documents under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Some information is withheld under section 9(2)(b)(ii) of the Act as, if released, it would be likely to prejudice the commercial position of the person

who supplied or who is the subject of the information. The greater public interest is in ensuring that the commercial position can be maintained.

- *The Crown expenditure and commitments as set out in the SMP from 2012-2021.*

Your request for Crown expenditure involves all six agencies of the SMP: the Ministry of Health, the Ministry of Education, the Ministry of Business, Innovation and Employment, the Ministry of Housing and Urban Development and Oranga Tamariki. As such, the Ministry has transferred this section, in part, to the above listed agencies as they are closely associated to the function of your request and the Ministry does not hold funding information for their agencies.

As you may be aware, the Crown commitments are available in the public domain at the following link: https://issuu.com/teurutaumatua/docs/tuhoe_-_smp_publication?e=18309847/31075420.

The Ministry has completed a search of our financial records and has located the following two payments directly related to the commitments outlined in the SMP. These are below:

Financial year	Crown expenditure and commitments
2021-22	\$2.000 million (excludes GST)
2020-21	\$0.250 million (excludes GST)

Please note, up until 2017, Oranga Tamariki sat within the Ministry therefore our search for these dates covers funding for both agencies.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry's website. Your personal details will be deleted, and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

A handwritten signature in blue ink, appearing to read 'M Edwards'.

Marama Edwards
Deputy Chief Executive
Māori, Communities and Partnerships

**Tūhoe-Crown Direction Setting Group: Joint report for annual Ranatira ki
Ranatira meeting, 9 November 2016**

Introduction

1. This is the first joint report of the Tūhoe-Crown Direction Setting Group (**Group**). It outlines what we have achieved since we were established in April 2016 and highlights some other initiatives being progressed through Tūhoe-Crown collaboration.
2. Our progress to date is grounded in a collaborative approach, mutual recognition of what each party brings, and a willingness to invest time and resources to build enduring relationships and to work within existing policy frameworks in the short-to-medium term. The trust and confidence this fosters creates an environment where different ways of thinking or working can be discussed and rigorously tested against data, best practice, and an intimate knowledge of the communities being served.

Setting the scene – Tūhoe and the Crown’s settlement journey

3. The Treaty settlement process is a present-day opportunity to transform the relationship traditionally operating between Tūhoe and the Crown. Tūhoe have watched, and at times aided, well-intentioned Crown attempts to foster community development. During negotiations Tūhoe worked hard to convince the Crown that the answers to Tūhoe progress lay with Tūhoe. Post-settlement both Tūhoe and the Crown have come to value the real and potential gains from collaboration. Through the settlement the Crown acknowledged the wrongs of the past, committed to renew and refresh its relationship with Tūhoe, and recognised Tūhoe’s long-term aspiration for mana motuhake.
4. This commitment to a new way of working together is embodied in the unique arrangements for Te Urewera – the creation of a legal entity that owns itself, with a joint governance board that must act in the best interests of Te Urewera. After a bumpy start, and some courageous action, the Department of Conservation (**DOC**) – Tūhoe relationship has matured to a point where innovative ideas are being explored and trialled. DOC and Tūhoe recently commissioned a project to capture the learnings from the first two years of Te Urewera’s operation in order to identify what is needed to build on this progress into the future.
5. As part of the negotiations Tūhoe and the Crown signed a social Service Management Plan (**SMP**) which is aimed at transferring maximum social services responsibility and autonomy to Tūhoe over time. Tūhoe view the SMP as a vehicle for applying the collaborative approach embodied in Te Urewera to the realm of people – mana tangata. The Group was established to provide stronger governance for the SMP with a particular focus on developing and testing ideas and ways of working that would make a real difference on the ground.

Direction Setting Group – what we’ve achieved since April 2016

Vulnerable children and families – influencing the design of the new child protection agency and progressing a Tūhoe pilot

6. The Group was established shortly after the Government’s announcement of a major overhaul of New Zealand’s child protection system. Given the strong alignment with Tūhoe’s goal to reduce welfare dependency and remove vulnerability and despair within whānau, the Group prioritised this work stream.
7. Since April the Group has facilitated Tūhoe engagement with: the cross-agency transformation team to discuss the reforms and potential pilots; s9(2)(a) to better understand the root causes of vulnerability; Statistics New Zealand on Tūhoe’s current interactions with child protection agencies; and, research on the international evidence base for successful interventions.
8. Following this engagement Tūhoe have scoped, and tested with the Group, a potential Tūhoe vulnerable children pilot. The pilot is based on supporting the Tūhoe tribals to establish a natural Sanctuary of Care within which Tūhoe children can be kept out of state care and Tūhoe whānau are able to access the services they need. Due to the complexity and scope of the child protection reform programme, as at the date of writing Tūhoe are still to secure the new agency’s support for the further development of the pilot. Meanwhile Tūhoe continues to work with its tribal communities to refine a point of entry for intervention.
9. This progress is grounded in collaboration and mutual recognition of what each party brings to the relationship. Tūhoe recognises and values that the Crown can offer statistical analysis from its integrated data infrastructure (IDI), evidence on best practice, and a robust and rigorous approach to the testing of ideas. The Crown recognises and values that Tūhoe bring a fresh perspective to these issues, direct access to and an honest and intimate knowledge of vulnerable children and whānau, and an understanding of how new ideas will (or won’t) work in practice within Te Urewera. We believe that taken together this is a powerful and innovative proposition that is mutually beneficial to both parties: the IDI analysis galvanised the Tūhoe tribals to action; the learnings from the development and implementation of the Tūhoe pilot will be feed back into the design and implementation of the wider child protection system.

Education – establishing an iwi and kura-led Tūhoe Community of Learning / Kāhui Ako

10. Tūhoe leadership has been the catalyst for engagement with individual Boards of Trustees and community leaders across the rohe on the benefits of forming an iwi and kura-led Tūhoe Community of Learning | Kāhui Ako (COL). Tūhoe’s use of Ministry of Education achievement and participation data to identify key areas for improvement in education provision in Te Urewera has focussed discussions on potential achievement challenges for the group.
11. Tūhoe expects two kōhanga reo, one other ECE centre, one composite kura (years 1 to 15), one secondary school and one tertiary institution to submit an Expression of Interest by the end of this month, with another two full primary schools (years 1 to 8) ready to join early in the New Year. These represent a strong pathway. A further kōhanga reo, two full primary and three composite schools have indicated they will ‘wait-and-see’ and may join the COL later on.
12. Progress in this work stream is grounded in Tūhoe’s willingness to invest time and resources to build enduring and strong relationships, and to be open about potential obstacles, like concerns about the

level of local autonomy for individual school communities, and the role of Boards of Trustees in relation to Tūhoe Te Uru Taumatua.

13. Tūhoe have identified immediate tangible steps they can implement to support schools while they work with the schools and community to resolve these issues and agree Achievement Challenges that can be supported by the whole community. These steps include provision of shared accounting services, financial investment in Tūhoe reo resources, and support for whānau under stress leading to vulnerability. Going forward, community and whānau involvement in education is pivotal to Tūhoe's vision for successful Te Urewera education.
14. In the longer-term, Tūhoe see schools and learning as having a crucial role in supporting interventions that will tackle broader outcomes under the SMP, in particular, strengthening the capability of Tūhoe people to take responsibility for their whanau, their community and their future. The Group will have an important role in identifying and maximising the opportunities from these linkages. This role is consistent with the findings of a 2015 Treasury review which highlighted the risks of poor social and economic outcomes for young people aged 15 – 24 years who had: received a benefit for the majority of their adult lives, received a Corrections sentence, did not achieve a level 2 or Level 4 qualification and/or used mental health or addiction services.

Youth justice – improved understanding of Tūhoe's interaction with the youth justice system

15. The Group has identified youth justice as a future priority work-stream. There are strong linkages between youth justice outcomes and the child protection and education systems.
16. The Ministry of Justice will provide a statistical analysis on Tūhoe individual and whanau's interactions with the youth justice system once policy approval is gained for the addition of post-2013 Courts data to the IDI, expected to be in early 2017.

Justice – Iwi-led panels for adult offenders

17. In October Tūhoe had a site visit to witness the operation of iwi-led panels in Waiwhetu, Lower Hutt. The Justice Sector are in the process of revising the operating standards to support the continued operation of iwi panels (currently operating in four pilot sites). NZ Police are supportive of exploring a Tūhoe Iwi-led panel and Tūhoe have indicated they would be interested in funding and running a pilot using the new standards as soon as they are developed.

Highlights of broader Tūhoe-Crown collaboration

Statistics New Zealand (SNZ) – Iwi profile pilot

18. Tūhoe engaged SNZ in late 2015 to discuss data provision to the iwi. Initial work focussed on the potential to link the tribal register to the IDI but was discontinued in early 2016 after discussion with the tribals. Since then work has concentrated on utilising Census 2013 to identify Tūhoe people in the IDI.
19. Two projects have been commissioned to date. The first is an overview of Tūhoe engagement with child protection agencies. This report, delivered in early September 2016, put a general parameter around numbers and types of engagement with child protection agencies and played a crucial role in informing the focus for the Tūhoe pilot. The second report is a literature review on language retention among Tūhoe. This report is expected to outline where Tūhoe could potentially place resources to mitigate loss of the Tūhoe dialect.

20. The primary emphasis of these research reports has been to provide Tūhoe with an information base on which sound decision-making can be made. This work also closely aligns with and supports the Investment Approach being adopted by the social and justice sectors.

Taneatua medical centre

21. Tūhoe wholly funded and established the Tāneatua Medical Centre which opened in 2014. It currently has 1500 registered whānau/patients and offers a full range of GP, nursing and medical services. The centre was fully financed by the Iwi for the first two years of operation. Tūhoe opened a substantially retrofitted medical centre in the Waimana whārua/valley in August 2016, and plans are proceeding for medical centres in Ruatāhuna / Manawarū and Waikaremoana to be opened early 2017.
22. Tūhoe, as a recent member of the Eastern Bay Primary Health Alliance, have negotiated a Service Level Agreement with the Bay of Plenty DHB that ensures the medical centres that fall within and outside of the Bay of Plenty DHB boundaries can be aligned in order to attract capitation and associated population funding. The 'division' of Te Urewera by Crown-defined boundaries is a recurring theme in discussions about the Crown's service delivery to Tūhoe communities. Tūhoe estimate that PHO funding will not and cannot sustain these services and is committed to a permanent level of funding to bring stability and confidence to the service. In the longer-term Tūhoe want to move beyond this funding arrangement to one that involves a direct co-investor relationship for Health outcomes.

State Highway 38 – building NZ's first green road

23. Tūhoe have researched an alternative technology to using bitumen as a road pavement. The research is being guided by Tūhoe's aspiration to deliver world best practice sustainability – as evidenced by its Taneatua headquarters and its principle commitment to Te Urewera. In October 2016 the preliminary findings of the research (being undertaken by Opus International commissioned by Tūhoe) identified an option that Tūhoe would like to test further. The next steps are laboratory testing followed by an 'on the ground' trial pre-Christmas and which has been supported by Wairoa and Whakatane District Councils.
24. Tūhoe, NZTA, the Ministry of Business, Innovation and Employment and relevant local and regional Councils are also developing a business case to support a better understanding of: the function of the route that connects Wairoa, Te Urewera and Murupara; the role it performs in supporting a new Te Urewera tourism economy and addressing some of the social deprivation issues faced by the communities along the route.

Te Urewera – innovating future conservation practice

25. Tūhoe Te Uru Taumatua and DOC have partnered to manage Te Urewera using a new model that reflects the spirit of the Te Urewera Act. Tūhoe Te Uru Taumatua are responsible for leading the management of Te Urewera, supported by DOC through the contribution of funding, secondment of staff and access to resources such as vehicles and machinery.
26. For Tūhoe this innovative arrangement help's ensure a fundamental objective of the Te Urewera Act, to "strengthen and maintain the connection between Tūhoe and Te Urewera", is realised. For DOC there are significant benefits from learning about working in a co-management arrangement with a partner who has extensive knowledge of and commitment to the land being managed.