



13 August 2024

Tēnā koe

### **Official Information Act request**

Thank you for your email of 27 May 2024, requesting information about Social Sector Trials and why the trials ended. I have considered your request under the Official Information Act 1982 (the Act). Please find my decision set out below.

The Social Sector Trials ended on 30 June 2016, however, a number of locations in the trial had a six-month transitional period which ended in December 2016. This allowed time for those locations to transition to a community led model. Decisions on the continuation of this model was devolved to local sites and service delivery was either transferred to a local entity, folded into existing programmes at the local site level or ended according to performance.

Further information on the Social Sector Trials can be found below:

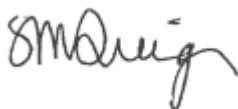
- The final evaluation conducted on the trials can be found here: [www.msd.govt.nz/about-msd-and-our-work/publications-resources/evaluation/social-sector-trials/final-evaluation-social-sector-trials.html](http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/evaluation/social-sector-trials/final-evaluation-social-sector-trials.html)
- You might find helpful information on the Ministry's website for Place-Based Initiatives which was developed in part from the learnings of the Social Sector trials, the evaluation findings and long term funding helpful at the following link: [www.msd.govt.nz/about-msd-and-our-work/publications-resources/information-releases/cabinet-papers/2020/place-based-initiatives-evaluation-findings-and-long-term-funding.html](http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/information-releases/cabinet-papers/2020/place-based-initiatives-evaluation-findings-and-long-term-funding.html)
- I have also attached the *Social Sector Trials Programme Final Report to Chief Executives* to this letter, which includes information on the transition plans to a local community led model.

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with my decision on your request for information on the Social Sector trials, 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](http://www.ombudsman.parliament.nz) or 0800 802 602.

Ngā mihi nui

pp. 

Magnus O'Neill  
**General Manager**  
**Ministerial and Executive Services**

## Social Sector Board

**SST CEs**

To: Social Sector Trial Chief Executives

From: Helen Presland, Director: Social Sector Trials

Date: 7 December 2016

Security level: IN CONFIDENCE

## Social Sector Trials programme final report

### Purpose

This paper provides you with a final report of the transition progress of the Social Sector Trials (SST/the Trials).

### Recommendations

It is recommended that Social Sector Trial CEs:

#### *Transition progress*

- 1 **note** that the nine SST transition sites will transition from the SST programme of work on 31 December 2016, and that the locally led models will be in various states of operational readiness at that time (and mitigating actions are in place to manage any gaps between models)

#### *Funding/resource*

- 2 **note** that the ongoing risk around lack of backbone support/coordination within future models has largely been resolved in most sites (seven out of nine sites), and where this isn't resolved advisory/governance groups will take responsibility for the associated tasks
- 3 **note** that the majority of programmes and services identified as a priority to retain in SST sites have been funded and sustained, and that mitigations, where this isn't the case, have included exit of programmes/services and clients in a limited number of instances

#### *Programme support across January – June 2017*

- 4 **note** that some programme level work will continue to be required across the period January – June 2017 and I have asked Deputy Chief Executives (DCEs) (who are also meeting today (14 December 2016), to agree that:
  - a. the five agencies retain SST conduits from January – June 2017, to support any ongoing programme level work
  - b. a coordination point within the Ministry of Social Development (MSD) be retained for six months to perform an overview role for any remaining work programme (currently identified as being myself or a member of Social Sector Strategy)

#### *Media interest*

- 5 **note** that media interest in the transition of the programme is currently low, but that any approaches from January 2017 will be managed by the ongoing coordination point (recommendation 4 refers, dependant on DCE agreement), with support from MSD communications.

### Background

This report provides:

- a final report on SST transition
- site by site descriptions of the new models (**appendix one**)

### **Site transition progress**

The current nine SST sites will transition from the national programme of work on 31 December 2016. The locally led models will be in various states of operational readiness at that time. **Appendix one** outlines the new models.

Where the details of the new operational models aren't fully developed, mitigations have been put in place. In some sites this means the advisory groups will be retained to ensure ongoing collaborative practices. In other sites, the new governance groups take on the role of developing the operational detail.

In all sites, there is a high level of comfort with progress and management around the SST close in December 2016.

Traffic light reporting against the transition approach has been provided to Social Sector Board (SSB) Deputy Chief Executives (DCEs) (to whom you have delegated accountability for the transition of the programme). All traffic lights are now green, reflecting the completion, or 'on track for completion' status of all activities.

The two areas of concern over the last few months have been shortfalls in funding/resource for (i) the backbone support part of the models (a coordination point), and (ii) funding for the programmes and services identified as priorities to retain in each community.

As at early December 2016, the ongoing risk around lack of backbone support/coordination within locally-led models has largely been resolved in most sites, with local solutions including:

- an NGO covering the role in-kind in one site (Ranui)
- the governance group collectively owning the tasks of the backbone support role; without an identified single point of coordination (Kawerau)
- multiple regional agency/NGO funding contributions for the development of a dedicated role/salary in two sites (Gore and Porirua)
- single agency funding for a dedicated role in other sites (South Waikato and Waitomo – funding level tbc)
- a part time in-kind resource from an agency in another site (Taumarunui).

Although the above solutions are all short term, and some are part time, they provide considerable mitigation against a distinct risk. SST leads and other community stakeholders are feeling more comfortable about the sustainability of locally-led models where this resource will be in place.

In Dunedin, the resource needs of the new model aren't yet known, due to the grassroots development process that's underway. The advisory group will be retained to manage gaps between models – but without a coordination point (at this stage).

In Horowhenua, there remains a gap around this function, and acknowledgement that there will need to be a local solution in the near future. The advisory group has agreed to keep meeting until at least April 2017, providing time for operational detail to be developed (including backbone support).

In terms of programmes and services, the majority of those identified as a priority to retain in SST sites have been funded and sustained through to 30 June 2017. Where this isn't the case, steps have now been taken to exit the providers/ programmes/services and clients. Advisory/governance groups and SST leads are generally comfortable about the trade-offs/decisions around this, and the management of these exits.

### **SOC paper and ongoing agency roles**

On 7 December 2016, in line with a report back requirement, Minister Tolley reported to her Cabinet Social Policy Committee colleagues on transition progress. She also outlined ongoing agency contributions, as had been agreed by the Social Sector Board.

These are listed below, and I understand your agencies have communicated these to relevant regional staff:

- remaining engaged in the locally-led models to support coordination and effective social service delivery. This engagement will include looking for opportunities for the governance groups to influence decision-making, as well as participating in governance, planning and implementation
- contributing to the work programme that governance groups have developed
- connecting communities with local and regional networks to deliver on their work programme
- identifying opportunities to join up programmes under a single governance group
- provide direct support, like data and insights, contract funding, office space and potential FTEs.

### **Ongoing programme support**

Some programme level work will remain across the period January – June 2017. Some of this can be planned for (Ministerial reporting requirements, accountability documents, final HR processes, contract invoicing etc). Other aspects may be ad hoc and issues based (OIA requests, media approaches, ministerial correspondence etc).

As such, I have sought DCE agreement at their meeting today, to retain both a coordination point (in-kind, as part of an existing employees role), and conduits from the five SST agencies.

Although both the coordination point and conduit roles workload around this programme are envisioned to be very small; having identified and consistent touch points will ensure final processes are resolved smoothly.

### **Communications**

Brendan Boyle is writing to all SST leads to acknowledge their contribution to the programme, and its close. I will write to all current SST advisory group chairs.

The SST webpage on the MSD website will be updated in mid-December 2016 to reflect the end of the programme, and an ongoing contact point will be noted.

Media interest in the transition of the programme is currently low, but there may be renewed interest after the programme exits. One site, Waitomo, has a Mayor who continues to be concerned about the exit of the programme. Another site (Taumarunui) has specific media interest from the New Zealand Herald at this time. I am working with MSD communications around ongoing approaches and MSD communications will continue to provide support from January 2017, with the identified ongoing coordination point.

### **Minister's visit to Te Kuiti and Taumarunui**

Hon Tolley visited Te Kuiti and Taumarunui on 22 November 2016. In Te Kuiti, the Minister met with the SST Manager, the Mayor and advisory group members (including the health, police, and school sector representatives).

Concerns raised included:

- the potential for agency siloes to return to communities upon the exit of the SST programme
- the potential for those programmes and services managed locally through SST to date to return to regional management/coverage
- the difficulty securing funding from regional sources for both programmes and services and the coordination role

- the lack of mandate for agency representatives to remain at the collaborative table.

In Taumarunui, the Minister met with the SST Manager and the Mayor. We understand the Mayor was interested in whether there was mandate for government agencies to continue to work collaboratively. Media releases from the Taumarunui meetings suggest the Minister reinforced her expectations around agency roles in the locally led models (SST conduits have the media log).

### **Final report**

This is a final report for Social Sector Board Chief Executives on the transition phase of the programme. A December 2016 monthly report will be provided to Hon Tolley, and shared with your agencies in January 2017.

Identified SST agency conduits will be the ongoing communication point for any workload /issues that arise.

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## Appendix one – locally led model descriptions

### KAWERAU

- The new model will focus on a wide age range from preschoolers to the elderly. Outcomes will be expanded accordingly. The structure will be a partnership between the governance group (KOPER8) and investors/funders (who provide resources/mandate). The majority of programmes and services will be sustained. Four government agency representatives will act as workstream leads. Progress will be monitored and reported through an action plan. KOPER8 will provide coordination of the model.

### WAITOMO

- The new model will focus on 12-20 year olds, maintaining the majority of operational programmes and services whilst also maintaining the collaborative and multi-agency/community advisory group, resultant relationships, and the action plan. The advisory group will be retained, and a Terms of Reference for the group has been agreed. A dedicated coordinator is intended with government agency funding tbc in coming days.

### TAUMARUNUI

- The new model will retain a collaborative multi-agency focus on young people, and will extend to include their families. Government agency representatives have formed a governance group with the Mayor and iwi, and community members will form an operational layer. An action plan will be retained. Government agency in-kind resourcing will provide a part time coordination role. Some current programmes and services will be maintained.

### SOUTH WAIKATO

- The focus of the new collaborative model will be on 0-18 year olds. Programmes and services will largely remain in place, and the advisory group will transition to a governance role. An action plan will be retained, with distinct work streams. A dedicated coordinator is intended with government agency funding tbc in coming days.

### HOROWHENUA

- The vision for the new model is a sustainable and coordinated approach to improving outcomes for children, young people and their whanau. The SST flagship service delivery model – youth coordinators in schools, will remain funded. The governance structure will be the Council's existing Community Wellbeing Executive, but the advisory group will be retained until April 2017 to support ongoing development of the details of the locally led model. The local management group (previously in place to support Strengthening Families) will provide an operational layer. Further operational details will be confirmed across January – June 2017.

### GORE

- The vision for the new model is a sustainable, integrated, and coordinated cross-sector approach to improve the life outcomes of vulnerable children and young people. The age range focus is 0-24. A large community scoping exercise is currently taking place. The new model will not be operational from 1 January 2017, but steps to ensure ongoing collaboration ahead of the new model being operational are in place (including advisory group continuation and a part time coordinator). Priority programmes and services will continue.

## RANUI

- The new model has an education, training and employment (ETE) focus for 0-24 year olds. Management of the model will be led by an NGO (Ranui 135) who will deliver the part time coordination function for the first six months. An advisory group remains, with an operational subgroup. A Terms of Reference formalises the arrangement. Current employment focused programmes remain funded to 30 June 2017.

## PORIRUA

- The vision is a sustainable and coordinated approach to health and wellbeing for children and young people. The advisory group intends to shift to be a governance group. A coordination function is required (and this will be funded through a range of contributions from agencies and the PHO to create a salaried dedicated role). The group will retain an action plan with working groups focused on implementation. Programmes and services are unfunded at this stage but a staged exit is being managed.

## DUNEDIN

- There are two parallel streams of work: (i) development of an independent Youth Opportunities Trust (vision of which is 'no young person leaves school and goes on a benefit') and (ii) the development of a community-led, collaborative approach around at risk young people and their families. The structure for the employment work will be a legal entity with a charitable trust (as yet unfunded after January 2017 but with a business case drafted). A large community scoping exercise is currently taking place for the broader model. The new model will not be operational from 1 January 2017, but steps to ensure ongoing collaboration ahead of the new model being operational are in place (including continuation of the advisory group).