



# **Questions and Answers: Whānau Resilience long-term healing and recovery services**

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## Background

From July 2019, \$15.4 million per annum will be invested in the provision of Whānau Resilience services across New Zealand. This funding is part of the additional family violence service funding available from Budget 2018.

Whānau Resilience will focus on providing long-term healing and recovery services for whānau, families and communities affected by family violence.

Through the Ministry of Social Development's (MSD) proposed procurement approach, we want to set up the sector for a future way of working that values collaboration, innovation and reflective learning.

These questions and answers (Q&As) have been updated following recent workshops about Whānau Resilience services across the country. These Q&As are complementary to the workshop slides and summary documents which can be found [here](#).

## Whānau Resilience

### Q: What is Whānau Resilience?

A: 'Whānau Resilience' refers to the long-term services that will be developed to support and strengthen whānau to live free from violence. Ultimately MSD is working towards enabling communities everywhere in New Zealand to eliminate family violence for the next generation.

Whānau Resilience services will be designed to ensure:

- long-term support is available for whānau affected by family violence and that help is flexible enough to be available when they need it
- people are supported to heal from the trauma of family violence, build on their strengths and increase their resilience to lead a violence-free life
- services are provided by the right providers to reflect their communities, ie kaupapa Māori.

### Q: How was the decision made to invest in Whānau Resilience?

A: MSD heard from the sector that due to the overwhelming demand for crisis support, most funding ends up being directed to meet that demand. This has made it difficult for providers to work with families and whānau long-term to break intergenerational cycles of violence.

MSD also heard how vital long-term family violence services are to reducing cycles of re-victimisation and re-offending and providing whānau with the on-going support they need to heal, recover and thrive.

MSD recognises that if we want to provide people with meaningful opportunities to heal from the trauma of family violence, and break cycles of abuse, then we need to invest in long-term services. To do this MSD wants to develop sustainable solutions to support whānau experiencing family violence by increasing their resilience and ability to be able to lead violence-free lives.

**Q: What consultation was done to help make this decision?**

A: Work began in December 2017 to better understand the family violence services funded by MSD. This involved engaging with a random selection of providers throughout New Zealand to better understand the current services being delivered and what could be improved. MSD also met with peak bodies, such as the National Collective of Independent Women's Refuges, and sent a national survey out to all providers. The results from that consultation led to the decision to invest in Whānau Resilience services.

**Q: How does this work link to the Joint Venture's National Strategy?**

A: The Joint Venture is developing a National Strategy to end Family Violence, Sexual Violence and Violence within Whānau. The National Strategy will bring a greater focus onto the prevention of violence and transforming the systems that respond to it. The National Strategy will also set clear goals and targets for reducing family and sexual violence.

MSD will continue to work closely with the Joint Venture to ensure that MSD's Family Violence Funding Plan, and the decision to invest in Whānau Resilience, is aligned with the National Strategy. The insights from MSD's engagement with providers will also directly feed in to the National Strategy.

MSD will also work with the Joint Venture to ensure that any work done to procure and co-design Whānau Resilience services can inform the work to develop a National Strategy.

**Q: What is the Family Violence and Sexual Violence Joint Venture Business Unit?**

A: The Joint Venture Business Unit (JV), previously known as the Multi-Agency Team, brings chief executives together to create collective responsibility for achieving agreed outcomes and deliver an integrated, whole-of-government approach to family violence and sexual violence. The JV will enable a strategic overview of prevention, early intervention, crisis response and support for long-term recovery that will be set out in a National Strategy and action plan. The Joint Venture involves the chief executives who sit on the Social Wellbeing Board: the Department of Prime Minister and Cabinet, Oranga Tamariki–Ministry for Children, Health, Te Puni Kōkiri, Social Development, Education and Justice. Police, ACC and Corrections are also included as these agencies have a critical role in the family violence and sexual violence system.

**Q: What are the primary objectives of whānau resilience services?**

A: The objectives of Whānau Resilience services are to:

- increase the resiliency of those affected by family violence
- increase protective factors, eg adequate and affordable housing, educational and employment opportunities
- break intergenerational cycles of violence.

**Q: Will we be able to tailor Whānau Resilience to meet the needs of our communities?**

A: Yes, Whānau Resilience services will be regionally designed to ensure that they best cater to the communities they are based in. The purpose of the procurement approach is to identify the providers best-placed to design and deliver Whānau Resilience in their region.

## **Funding allocation**

**Q: How much funding will be invested in Whānau Resilience work?**

A: \$15.4m will be invested in the provision of Whānau Resilience services across New Zealand per annum. This is part of the additional Budget 2018 family violence service funding that will become available from 2019/20.

**Q: Is this new money?**

A: Yes. The \$15.4m being invested in Whānau Resilience services is part of the additional Budget 2018 family violence service funding that will become available from 2019/20.

**Q: How will the Whānau Resilience funding be allocated?**

A: The funding will be allocated across the two phases using a fairer Funding Allocation Model, which will more accurately distribute funding to the areas of highest need. Some of the factors included in the allocation model include: deprivation and access to services, proportion of overcrowded households, ethnicity, and the number of notifications to Oranga Tamariki–Ministry for Children where further action is required.

MSD consulted with the sector on the funding allocation model through a national survey. This allocation model will balance the underlying need for services with an area’s population.

To ensure transparency MSD will be releasing the split of funding across the regions as part of the ROI document.

<b>Phase</b>	<b>Task</b>	<b>Funding allocation</b>
Phase One: Design (2019/20)	Designing and prototyping Whānau Resilience services based on whānau voice and community insights.	Each region will be allocated funding to enable successful organisations/collectives to undertake a co-design process for Whānau Resilience services. There will also be an action budget for each region.
Phase Two: Delivery (2020/21 – 2023/24)	Delivery of Whānau Resilience services designed in Phase One.	Based on the outcomes from the design process, each organisation/collective participating in the design

		phase will be allocated a Full Time Equivalent (FTE)-based contract for service delivery.
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**Q: How much will you be funding each full-time equivalent (FTE), and what is included in your FTE costing model?**

A: The FTE rate will be \$120k. This provides funding for approximately 114 Whānau Resilience FTEs across New Zealand. Each successful collective or provider in the procurement process can expect to receive a minimum of one FTE.

The FTE costing takes into account all costs associated with employing an appropriately trained and skilled staff member and will include: salary, overheads, supervision, capability training, travel expenses etc.

**Q: When will the funding be available?**

A: The funding for Whānau Resilience services will be available from 2019/20. During the first year (2019/20) providers will be funded to regionally co-design Whānau Resilience. Service delivery is anticipated to commence from 1 July 2020 - 30 June 2024 (four years).

**Q: What are the criteria for funding?**

A: MSD is finalising the criteria for an organisation to be eligible to apply for Whānau Resilience funding. Some of the key components are likely to include:

- MSD level 2 accreditation
- demonstrated understanding of the dynamics of family violence
- understanding of Tikanga Māori principles and existing relationships with the iwi or hapū of in the area
- services that are integrated with other regional services
- providers that are willing to work with communities and organisations to codesign and deliver Whānau Resilience collaboratively (emphasis is placed on community-led, community-designed initiatives).

**Q: What are examples of Whānau Resilience services that MSD may fund?**

A: Successful providers will be co-designing Whānau Resilience services with communities. However, we will look to fund and further develop initiatives that are evidence-based and have been proven to be effective long-term family violence responses. Research and insights from the sector indicates that some examples of family violence services that are effective for long-term responses include:

- strengthening social capability and community connection
- healthy, safe relationships and skills
- long-term behaviour change – men & people using violence (e.g. peer-to-peer models)
- trauma, healing and recovery

- strengthening cultural identity and whakapapa.

**Q: Will the new Whānau Resilience contracting consider pay equity?**

A: MSD acknowledges that the way it has funded family violence services has left pay discrepancies between non-government organisations (NGOs) and government. MSD understands that this can make it difficult for NGOs to retain and attract staff. Work is underway to look at this issue across government, including within MSD.

Whānau Resilience will be a change in the way MSD funds family violence services. Currently, MSD funds a contributory amount for family violence services based on client or family volumes, which can make it difficult for providers to work flexibly and holistically. To address this, Whānau Resilience will be funded through an FTE fully-funded rate. MSD is moving towards a fairer future where people are paid fairly for the work they do. Whānau Resilience is the first step towards fully funded family violence services for MSD. At present, MSD has a fixed amount of funding available for family violence services and so we are unable to immediately shift all services to be fully-funded. MSD recognises that initially this may make the market seem more inequitable; however we are committed to improving how we fund and work with providers.

**Q: What does this mean for crisis support?**

A: MSD acknowledges that this new investment does not include direct funding for crisis support and therefore will not affect your current family violence contracts. However, the ultimate aim is to enable communities everywhere in New Zealand to eliminate family violence for the next generation. This investment provides an important step towards breaking the intergenerational cycle of family violence.

MSD is working on a Family Violence Funding Plan, which, based on consultation with the sector, will set the future direction for MSD-funded family violence services.

While the additional funding from Budget 2018 is being invested in long-term services, further work is underway to strengthen our crisis response. MSD will learn from the Whānau Resilience procurement and adapt any lessons learnt for the crisis support funding. There will be no immediate changes to current crisis contracts as they currently stand.

You will be kept up to date with this work as it progresses.

**Q: Will MSD fund half an FTE or is MSD set on a minimum of one FTE for each collective or organisation?**

A: MSD will fund a minimum of one FTE for the delivery of Whānau Resilience services per collective or organisation. It is up to the collective or organisation to identify the best way to allocate that FTE funding across their staff to design and then deliver Whānau Resilience. FTEs can then be allocated as required, within the collective/ organisation, for that particular region, as per the regional co-design.

## **Procurement and Contracting**

### **Q: How will these services be procured?**

A: MSD is going to procure and contract Whānau Resilience services in a different way, to reflect what providers said about previous procurement experiences. The procurement will first involve a short written application in response to a national Registration of Interest. There will then be a moderation process to select potential providers within regions. These providers will then be invited to present at regional forums to an evaluation panel and other potential providers. After the regional forums the panel will select the successful providers that will design and deliver Whānau Resilience services for that region.

To ensure services are designed to meet the needs of their communities the intention is that successful providers will work together across regions to determine what the needs are, what is available, and to collaborate to co-design and deliver Whānau Resilience services for their region, informed by the voices in their community.

### **Q: How will you ensure that this approach will work for Māori and Pacific?**

A: MSD is committed to ensuring the new services meet the needs of Māori and Pacific peoples and that the providers reflect the communities they serve. This will be an integral part of both the procurement process and service design.

MSD has a Procurement Board which includes its Director Māori & Pacific. MSD will also ensure that both the regional and national panels of decision makers will have adequate Māori and Pacific representation.

### **Q: What are the procurement timeframes?**

A: The procurement process for Whānau Resilience is as follows:

- February 2019: ROI for Whānau Resilience services released on the Government Electronic Tender Service (GETS)
- March 2019: ROI will close and national panel will meet to shortlist
- From May 2019: selected providers will present at regional forums to a procurement evaluation panel
- June 2019: Regional moderation
- July – September 2019: contracts commence.

### **Q: Can non-MSD-funded family violence providers apply for Whānau Resilience funding?**

A: Yes, MSD invites any provider that thinks they are well placed to deliver long-term family violence services to apply for Whānau Resilience funding.

**Q: What level of accreditation do you need to deliver Whānau Resilience, and how do you become accredited?**

A: To deliver Whānau Resilience, providers must hold MSD-Level 2 accreditation. If a provider does not have Level 2 accreditation, they can still participate in Whānau Resilience procurement, but they must have obtained Level 2 accreditation within three months of signing their Outcome Agreement.

Social sector providers must have accreditation for government agencies to contract their services. This accreditation assures government and clients that providers have the capability and capacity to deliver quality social services on an on-going basis. Social Services Accreditation assesses organisations against a set of standards at a level that reflects the types of services they deliver. This means that government agencies and providers clients can be confident in the services that are delivered. This is often under legislation such as staff recruitment, and selection policies should comply with fair employment practices as determined in the Employment Relations Act 2000.

Providers are assessed against the Social Sector Accreditation Standards (SSAS) and additional MSD-specific accreditation standards. These standards have recently been reviewed and updated. Accreditation is an on-going process and providers will be reassessed from time to time to ensure the Social Sector Accreditation Standards are being met. Application forms and more information about accreditation can be found online: <https://www.msd.govt.nz/what-we-can-do/providers/social-services-accreditation/application.html>

## **Sector questions from the workshops**

### *General questions*

**Q: Where can I find a copy of the slides presented at the workshop?**

A: The slides from the workshop were emailed out to the registered workshop attendees and are also available online at the MSD website: <https://www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/family-and-sexual-violence/whnau-resilience-long-term-healing-and-recovery-services.html> .

**Q: How long will Whānau resilience contracts be?**

A: Whānau Resilience contracts will be longer-term contracts of five years (one year for design and four years for delivery). The contracts are longer to acknowledge that it can take time to make meaningful change when working with people presenting with complex needs, especially when also working with their broader family and whānau.

**Q: Will referral pathways change with Whānau Resilience?**

A: No. MSD is committed to ensuring that there are no wrong doors or “every door is the right door” into the family violence system. As such, people will be able to enter into Whānau Resilience services through any pathway, this includes self-referring to a programme.



**Q: What are the Police regions, and why are you using these regions?**

A: There are 12 Police regions that are spread across New Zealand: Northland, Waitematā, Auckland City, Counties Manukau, Waikato, Bay of Plenty, Eastern, Central, Wellington, Tasman, Canterbury and Southern. For further information about these regions please visit: <http://www.police.govt.nz/about-us/structure/districts>.

MSD is looking to work in a more integrated way with other agencies. Therefore, Whānau Resilience services will be aligned to the Police regions as many MSD family violence providers are working to these areas. MSD heard in the workshops that providers were concerned about being classified as one region when there were so many differences across the region. The co-design process will take into consideration the unique differences and needs of each region.

**Q: How can providers who are unsuccessful in this procurement stay involved in the process?**

A: During the design phase of Whānau Resilience work it will be important that successful providers gain a wider perspective of views to best inform what services are available in a community. This may be an opportunity for unsuccessful providers as well as communities to stay involved in the process. However, this involvement by providers without an Outcome Agreement would be unfunded.

**Q: Why don't you just invest this funding in providers who are already doing this work?**

A: Although MSD recognises that there are many providers out there doing great work, we do not have enough robust evidence to accurately determine where we could most effectively invest this money in existing providers. Investing more money in the same way we have previously will also not provide the system change needed to enable providers to deliver services that enable whānau to live lives free from violence.

**Q: How will the learnings about good practice be shared, gathered and distributed?**

A: MSD is working to establish a feedback loop where other providers, government and the wider sector can better understand what is being delivered and how effective it is and what can be done to improve services across the country. The feedback loop will be developed as part of the regional co-design work.

*Procurement related questions*

**Q: When does procurement start and what is the procurement process?**

A: The first step in this procurement process is a Registration of Interest (ROI), which will be released in February 2019. The advance notice of the ROI was released at the end of 2018. After the ROI, successful providers will be invited to participate in the next step of the procurement process: regional presentations. These regional presentations are likely to run around May 2019. The final regional moderation will take place in May

and June. We anticipate that the regional codesign of Whānau Resilience will commence from September 2019.

**Q: Who is going to be on the national and regional moderation panel?**

A: MSD is in the process of putting together a national moderation panel based on the feedback we received from the workshops. At the recent Whānau Resilience workshops, providers and communities were able to provide feedback on the types of people and characteristics that they would like to see reflected on the panels. This feedback is being considered in the selection of panel members.

**Q: When is the Registration of Interest (ROI) open and when are the regional presentations?**

A: MSD will be releasing the ROI in February 2019. We are anticipating that the regional presentations will take place in May, further information will be provided when the ROI is released. The final regional moderations will take place in May and June.

**Q: Why is there a Registration of Interest (ROI), rather than a Request for Proposal (RFP)?**

A: This is an opportunity to move away from traditional, closed and competitive procurement processes to a more collaborative approach with the aim of improving whānau outcomes. Therefore, this is a two-stage procurement approach with a written proposal and then, for shortlisted providers, a presentation.

An ROI is being used rather than an RFP as we are not seeking a solutions-based submission, instead we are assessing a region's ability to supply suitable providers with the capacity and capability to collaboratively co-design and deliver Whānau Resilience. Based on the ROI, providers/collectives will be shortlisted and the providers/collectives with the best responses will be invited to regional presentations.

This procurement approach allows for open dialogue and innovative proposals through a mixture of written form, verbal presentation, discussion and face-to-face kōrero.

**Q: When and how will MSD allocate FTEs across providers in a region?**

A: FTEs will be allocated as part of the delivery phase of Whānau Resilience services (Phase two) and will be paid at \$120k per FTE. The allocation of FTEs across providers/collectives will be decided by an evaluation panel. The minimum any collective or organisation will be allocated is one FTE for the delivery of Whānau Resilience services.

The FTE allocation across each region is likely to be as follows:

<b>Region</b>	<b>FTE</b>
Northland	8
Waitemata	8

Auckland City	6
Counties Manukau	22
Waikato	11
Bay of Plenty	11
Eastern	10
Central	10
Wellington	10
Tasman	4
Canterbury	8
Southland	6
TOTAL	114

**Q: Can I access a list of providers in my region that are applying for Whānau Resilience funding?**

A: For privacy reasons MSD will not be releasing a list of providers applying for this funding.

**Q: I think my organisation is best placed to deliver Whānau Resilience services in more than one region; how should I apply for this?**

A: As part of the ROI process you will be able to select which regions you wish to apply for funding to deliver Whānau Services in. Your organisation must be based within the community that you are applying to deliver Whānau Resilience in.

**Q: Why are you having open presentations?**

A: The open presentations are the first step in showing a commitment towards being open and transparent, and working in a more collaborative way for the benefit of whānau.

Whānau Resilience funding is focussed on providers who are willing to share their expertise and ideas to improve outcomes for families and whānau impacted by family violence within their community.

**Q: What is the maximum number of providers that will be invited to participate in the regional presentations?**

A: The maximum number of providers through to presentations is based on the number of FTEs allocated per region, and the number of presentations that the regional panel can be expected to effectively and practically moderate. If a provider looks promising and is on the cusp of falling into the top range for their region, the national panel may utilise some discretion and invite that provider to the regional presentations. The maximum numbers are as follows:

<b>Region</b>	<b>Maximum number of providers per presentation (approx.)</b>
Northern	14
Waitemata	14
Auckland City	10
Counties Manukau	33
Waikato	18
Bay of Plenty	18
Eastern	15
Central	15
Wellington	15
Tasman	8
Canterbury	14
Southland	10

### *Cultural-responsiveness questions*

**Q: Are there any disadvantages or benefits if you are a Kaupapa Māori Provider, over other mainstream providers?**

A: The intent is to support a local market that reflects the need of the region. If you are a kaupapa Māori provider, it is advantageous that your service delivery will already be well-embedded in tikanga and Te Ao Māori. As MSD is looking for Whānau Resilience providers to work together, this could provide an opportunity for collaboration with mainstream providers to ensure service provision meets the wider needs of communities.

MSD also recognises that standard procurement processes have often disadvantaged kaupapa Māori providers, resulting in less Māori providers, while Māori are over-represented in the family violence system.

**Q: How are you defining tikanga Māori?**

A: Providers wishing to design and deliver Whānau Resilience services must be able to demonstrate a strong understanding of Tikanga Māori appropriate to their rohe, and a relationship with the local iwi or hapū.

### *Collective-related questions*

**Q: I am already part of an existing collective; can I apply for this funding as part of this group?**

A: Yes. Proposals from existing collectives with the capacity, capability and experience to collaborate with other providers to deliver Whānau Resilience will be accepted. MSD is not prescriptive regarding how these multi-party collective relationships are defined, however in your response, the evaluation panel will need to know:

- whether the relationship already exists for other purposes
- evidence of how they currently work together.

**Q: What is the difference between collaboration and a collective?**

A: All providers and/or collectives who are selected to design and deliver Whānau Resilience for their region will be expected to collaborate and share ideas to support the design of these services for their region.

MSD will also consider applications from pre-existing, well-functioning collectives as part of this funding. However, there is no expectation that providers form collectives to apply for this funding.

**Q: How should I apply as a collective?**

A: To be eligible, all parties involved must meet any pre-conditions as outlined in the ROI. Additionally, providers must nominate a key contact person for the duration of the procurement process whose role is to act as a liaison between MSD and the parties in the collective.

Contracting arrangements and requirements for multi-party arrangements such as key contact people, signatories, service structure, payment and reporting will be clarified at contract negotiation phase.

Collectives may include providers delivering outside of the targeted locations. However, the provider submitting the response must currently be delivering social services within the proposed targeted location. Within any region, providers can only submit a proposal for Whānau Resilience as either a collective or as an individual provider. If you are part of an existing collective, but decide to apply for Whānau Resilience as an individual provider, you can still continue to work with your existing collective in your current work, but you will only be funded for Whānau Resilience as an individual provider.

**Q: Can you apply to the ROI multiple times, as both an individual organisation and as part of a collective?**

A: No. You will only be able to apply as a collective or an individual organisation. Additional applications from the same organisation will not be considered.

**Q: How long does each collective or organisation have for the regional presentations?**

A: Each collective or organisation will be allocated 30 minutes to present to a panel of decision-makers.

### *Kairaranga-related questions*

**Q: How will the Kairaranga role be funded?**

A: These roles will be funded as part of the \$15.4 million per annum being invested in the provision of Whānau Resilience services across New Zealand. This funding is part of the additional family violence service funding available from 2019/20 from Budget 2018.

MSD heard from the sector that collaboration is vital to this work; however it is not often funded or supported by government. Therefore MSD has made the decision to invest in these kairaranga roles to support and co-ordinate collaborations and help facilitate a regional approach to service design.

**Q: Is the Kairaranga an MSD employee?**

A: No, the Kairaranga will not be an MSD employee. As the Kairaranga will act in a facilitator-type role through this process, they are intended to be neutral and will therefore not be employed by MSD or by a provider that is contracted to deliver Whānau Resilience. This is to ensure impartiality throughout the process.

**Q: How will the Kairaranga be selected?**

A: There will be a separate and closed procurement process for the Kairaranga. MSD is currently working through the details of this.

The recent Whānau Resilience workshops provided feedback on the types of people and characteristics that organisations and communities want to see reflected in these roles. This will be taken into consideration when selecting the Kairaranga and how the Kairaranga may best be supported.

## **Whānau Resilience sector engagement workshops**

**Q: If I didn't attend a workshop can I still apply for Whānau Resilience funding?**

A: Yes, the workshops were to provide potential providers with more information about the procurement and regional design approach, but you do not have to have attended a workshop to apply for funding. All the information discussed at the workshop (including slides and a workshop tracker) is available on our website:

<https://www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/family-and-sexual-violence/whnau-resilience-long-term-healing-and-recovery-services.html>.

**Q: Where were the workshops held?**

A: MSD ran 19 workshops across the country from 19 November – 6 December. In total, around 600 people attended these workshops. The workshops were:

Date	Workshop
19 November	Auckland City
20 November	Manukau
20 November	Pukekohe
21 November	Waitakere
22 November	Whangarei
22 November	Kaitia
26 November	Porirua
26 November	Masterton
27 November	Whakatane
27 November	Palmerston North
28 November	Gisborne
28 November	Hawera
29 November	Hastings
3 December	Hamilton
3 December	Thames
4 December	Nelson
4 December	Rotorua
5 December	Christchurch
6 December	Dunedin