

## Education Report: Update on the Northland Place-Based Initiative

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### Executive Summary

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- 1 This report provides you with an update on the Northland Place-Based Initiative (PBI).
- 2 The Social Wellbeing Governance Group (SWGG) has decided that the PBI will be called Kainga Ora. This reflects the importance of the home environments to development of the child and the maturing of the adult, and to highlight the linguistic and cultural links to Whānau Ora.
- 3 The first six positions within the Executive Office have been advertised. We expect that interviews will be conducted during the last week of August, with appointments made shortly after this. Engagement has started with key stakeholders across Northland, including with Iwi CEOs, the Economic Action Plan steering group, and the education sector.
- 4 We are establishing the financial structure for the Northland PBI appropriation and are working with the Central Support Function (CSF) team to identify the need and resources for data support.
- 5 SWGG is developing a shortlist of candidates for nomination for the independent Chair. We expect to provide you a recommendation on the preferred nominee for your consideration on 26 August 2016 and to take a paper to the Cabinet Appointment and Honours Committee in October 2016.
- 6 In the meantime, we are seeking your agreement to sign the Memorandum of Understanding (MOU) with the current co-Chairs of SWGG (District Commander Superintendent Russell Le Prou and Northland DHB CEO Nick Chamberlain). This MOU sets out the responsibilities and accountabilities of SWGG and provides the mandate to begin implementation of Kainga Ora. Your expectations of the independent Chair will be set out in a letter of expectation once the Chair is appointed.

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- 8 We are working with the Children's Action Plan Directorate to understand the impact of and alignment between the expansion of the Children's Team in Whangarei and the Northland PBI. We are also having early conversations with the Investing in Children (IIC) Programme around opportunities for the PBI to be the vehicle for testing some of their proposed models. These linkages will ensure coherence across the range of social sector initiatives underway in Northland communities through shared governance through SWGG.

## Recommended Actions

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### We recommend that you:

- a. **note** that the Social Wellbeing Governance Group (SWGG) has decided to call the Northland Place-Based Initiative (PBI) Kainga Ora;
- b. **note** that the establishment of Kainga Ora is on track;
- c. **note** that we expect to provide you with recommendation on a preferred nominee for the independent Chair of SWGG by 26 August 2016;
- d. **indicate** whether you would like to discuss your expectations for the independent Chair with the preferred nominee;

 AGREE / DISAGREE

- e. **note** that the Memorandum of Understanding (MOU) between the Government and SWGG should be formally agreed to provide SWGG with the mandate to implement Kainga Ora;

- f. **agree** that you will sign this MOU with the current co-Chairs of SWGG;

 AGREE / DISAGREE


- g. **note** that a letter setting out your expectations of the independent Chair will be prepared once a preferred candidate has been identified;

- h. **note** that we are looking at the linkages between Kainga Ora and three other initiatives – [REDACTED] the expansion of the Children's Team and the Investing in Children Programme – to ensure that there is coherence across a range of social sector initiatives across Northland; and

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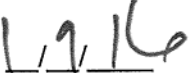
- i. **agree** to support in principle SWGG's involvement in exploring such initiatives.

 AGREE / DISAGREE

  
Susan Howan  
Associate Deputy Secretary  
Sector Enablement and Support



Hon Hekia Parata  
Minister of Education



## Education Report: Update on the Northland Place-Based Initiative

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### Purpose of Report

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1. This report is to provide you with an update on progress towards establishing the Northland Place-Based Initiative (PBI). We are seeking your agreement to sign the Memorandum of Understanding (MOU) with the co-Chairs of the Social Wellbeing Governance Group (SWGG) to enable SWGG to access the funding for implementing the PBI.
2. The report also includes information on two initiatives that are currently planned or underway in Northland – the expansion of the Children’s Team and [REDACTED]. There may also be future opportunities within the Investing in Children (IIC) Programme. We recommend that you support in principle SWGG’s involvement in exploring such initiatives to ensure coherence across a range of social sector initiatives in Northland.

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### Update on Progress

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#### Naming of the PBI

3. SWGG have decided on a name for the PBI – Kainga Ora. The name reflects the importance of the home and the home environment that has been regularly recognised as fundamental to the development of the child and the maturing of the adult. Exploring the notion of the kainga within potential social investment approaches also rings true with a place-based approach to working with whānau and families.
4. Complementing Whānau Ora by examining the kainga within which it sits is a logical progression toward increasing capability and effectiveness. The ideology of whānau is also linked to kainga. Continuing the theme linguistically and culturally between the PBI and Whānau Ora highlights the importance of Māori knowledge as a source of service design rigour.

#### Establishment of the Executive Office

5. The first nine positions for the Executive Office have been advertised, including the Executive Officer and the community based roles. These initial roles are seen to be the most critical for getting activity underway in the priority communities. We expect that interviews will be conducted during the last week of August, with appointments made shortly after this. A further six or seven roles will be advertised once the initial staff are in place.
6. A cross-agency panel will be brought together to interview candidates for each of the roles. [REDACTED] has agreed to be the education representative on this panel. He will bring a strong focus on keeping children at the centre of the process and his inclusion will help to strengthen the relationships between Kainga Ora and the education sector.

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7. SWGG is exploring options for accommodation for the Executive Office. Current options include using empty classrooms in a local school, space in the Otangarei Trust offices, and finding space in a government agency office.

### Establishing the Financial Structure

8. The Ministry is in the process of establishing the financial structure through a Responsibility Centre (RC) for the Northland PBI appropriation. The funding will be transferred as part of the October Baseline Update (OBU) but SWGG will be able to incur costs prior to this and have them journalled over once the funds have been formally released.

### Communications and Engagement

9. A senior manager from the Ministry of Education's Communications team is working with SWGG to develop their communications and engagement strategy. This will be supplemented by a range of communications products to support engagement with stakeholders across Northland, and particularly in the priority areas.

10. SWGG has already started engaging with some of the key stakeholders:

- **Social Sector Trial (SST) Kaikohe:** there have been discussions about the PBI with the provider and the Kaikohe Advisory group. They are supportive of the PBI approach to partner with local communities, building off the successes to date. The Advisory group has made the decision to formally mark the end of the SST with a celebration on 12 September.
- **Make it Happen Te Hiku Taskforce and the Te Hiku Secretariat:** initial concerns were raised about the status of the Taskforce and where they would fit with PBI. SWGG members have confirmed that Kainga Ora is not a takeover but will build off and leverage Te Hiku's achievements to date.
- **Iwi engagement:** initial communication with Iwi CEOs has been received with a positive response. More comprehensive and formal engagement will take place over the next few months as SWGG schedule further hui with Iwi leaders
- **Education Sector:** a meeting with Tai Tokerau Primary Principal Chairs [REDACTED] received a very positive response, [REDACTED]  
[REDACTED] "Bureaucracy" was mentioned as a barrier to kids getting the service they require in a timely manner. Information has also been shared with the Kaikohe Community of Learning group.
- **Tai Tokerau Economic Action Plan steering group:** the Steering Group is very supportive of Kainga Ora and ready to progress discussions with SWGG on aligning their respective plans, as signalled in the July Cabinet paper.

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11. SWGG is not planning a formal launch of Kainga Ora. This approach is in response to feedback from stakeholders to date, who have responded well to the emphasis the PBI places on working within and alongside communities rather than bringing solutions “to” communities. In order to build community support SWGG would accordingly like to focus media attention on the achievements within communities moving forward. However, a Ministerial press release would be helpful so that communities know that Kainga Ora is in place and that SWGG is mandated to take this forward.

### **Next Steps**

12. The Central Support Function (CSF) agreed by Cabinet in July has resource for a Data Scientist to provide data support for the Northland and Tairāwhiti PBIs. A Data Scientist for South Auckland is already in place part time.
13. Agencies are working with the CSF to identify the data needs of the PBIs and the skill set required for this resource. The CSF team propose to meet with SWGG in the next month to progress specific plans for the use of this resource.

### **Appointment of an Independent Chair**

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14. SWGG has given further consideration to the appointment of an independent chair and is in the process of developing a shortlist of candidates.
15. We expect to be able to provide you with a recommendation on a preferred nominee by 26 August 2016. You may wish to meet, or have a telephone conversation, with the preferred nominee to discuss your expectations of the role.
16. The process for undertaking the appropriate background and probity checks for an independent chair is likely to take a fortnight once your nominee is determined. These steps, together with your commitments out of Wellington, may mean that it will not be possible to take your proposed appointment to the Cabinet Appointment and Honours Committee until October 2016. We will provide you with updated advice on this timing as soon as your preferred nomination is selected.

### **Memorandum of Understanding (MOU)**

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17. The MOU that sets out the responsibilities and accountabilities for the PBI was agreed by Cabinet in July, but has yet to be signed between the Government and SWGG as we have been awaiting progress with the independent Chair. While not legally binding, this document should be formally agreed in order to provide SWGG with the mandate to implement Kainga Ora using the funding appropriated for this purpose.
18. Given the Cabinet mandate, there is no requirement to wait for the appointment of the independent Chair. Your agreement with the Chair will be given effect through a letter of expectations on appointment which includes ensuring that Kainga Ora operates in accordance with the MOU.

19. In order to enable SWGG to proceed with establishment of Kainga Ora, we are seeking agreement that you will sign the MOU with the current co-Chairs on behalf of SWGG (District Commander Superintendent Russell Le Prou and Northland DHB CEO Nick Chamberlain). This would enable SWGG to:
- access the funding required to begin implementation of Kainga Ora;
  - clarify the reporting relationship of the Executive Officer to SWGG; and
  - establish the monthly reporting regime for reports to you from SWGG through the (interim) Chair.

### Linkages with Other Initiatives

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20. There are three other initiatives proposed or occurring within Northland that provide opportunities for alignment with Kainga Ora: the expansion of the Children's Team, [REDACTED] and the Investing in Children (IIC) Programme.

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21. These initiatives would support Kainga Ora's objectives because:

- they involve the integration of services between multiple agencies;
- they have community development and resilience as their basic premise; and
- some of the individuals, and their family, who would benefit from these initiative would also be in the at-risk target population for the PBI.

22. While these initiatives could pose an additional governance work load for SWGG, this would be mitigated by an effective Executive Office supporting SWGG with good information on local initiatives and how they contribute to social investment objectives.

23. There is also a risk that extra activity could detract from Kainga Ora implementation. However, overseeing initiatives that integrate services is part of the objective of the place-based approach. Within the Northland region, SWGG will be in the best position to ensure coherence across the range of social sector initiatives underway across communities. SWGG's job would be harder if such initiatives were kept separate from their local governance oversight.

24. We recommend that you support in principle SWGG's involvement in exploring the following initiatives, noting that any developments in this area will be advised in their regular reporting to you.

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[REDACTED]

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[REDACTED]

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#### **Expansion of the Children's Team**

29. We are working with the Children's Action Plan Directorate (CAP) to understand the impact of and alignment between the expansion of the Children's Team in Whangarei and Kainga Ora.
30. In particular, we are working to ensure that:
- the governance expectations on SWGG between the two initiatives are clear and SWGG gets consistent and coherent messages from Wellington about their responsibilities;
  - the evaluation programmes are coordinated so that there is no double counting of clients and contribution/attribution is well understood; and
  - we are clear on areas where there is value in undertaking one piece of work to provide a joined-up service to the social sector stakeholders eg a single workforce development programme, communication approach and referral pathway.

#### **Investing in Children (IIC) Programme**

31. We are having early conversations with the IIC Programme team around their desire to trial some of their proposed models in geographic locations.
32. While there are no definite proposals at this stage, there may be opportunities for Kainga Ora to be the vehicle for some of this testing, as it would bring together these key pieces of work under SWGG for a common set of children, young people and whanau. We will continue to work closely with the IIC Programme and SWGG as opportunities are identified.