

# Social Sector Commissioning 2022–2028 Action Plan

The purpose of the Social Sector Commissioning Action Plan is to transform the way social supports and services are commissioned so they best support people, families and whānau to live the lives they value.

Government has heard that trusted relationships need to be at the centre of social sector commissioning – not contracts and procurement rules – and we have listened.

Government is working with non-government organisations and communities to transform the way supports and services are commissioned, by championing a relational approach to commissioning. An approach where people's aspirations, experiences, lived realities, and goals shape the services or support they receive.

To enable the transformation across the entire social sector, we have created a six-year Action Plan.

The Action Plan:

- will work on removing current barriers that make a relational way of commissioning difficult
- will build on existing initiatives and successes, and support major social reforms underway
- will use continuous learning, monitoring, and information sharing to ensure change.



## Our work is guided by seven principles

This relational approach is supported by seven principles. These principles were developed after extensive consultation to guide the nurturing of inclusive and collaborative working relationships with everyone involved. This includes the people, families and whānau being supported, tangata whenua such as iwi and hapū, non-government organisations, the philanthropic sector, and government agencies.



**Individuals, families, whānau, and communities exercise choice**



**Māori-Crown partnerships are at the heart of effective commissioning**



**The sector works together locally, regionally, and nationally**



**The sector is sustainable**



**Decisions and actions are taken transparently**



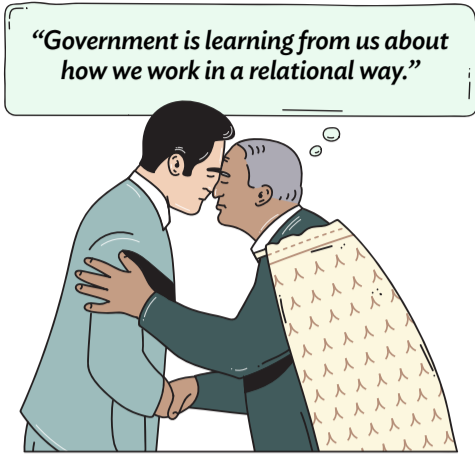
**Commissioning is responsive to the equity of unique and diverse populations**



**The sector is always learning and improving**

# Social Sector Commissioning 2022–2028 Action Plan

We have developed nine actions which provide a roadmap to implement a relational approach to commissioning.



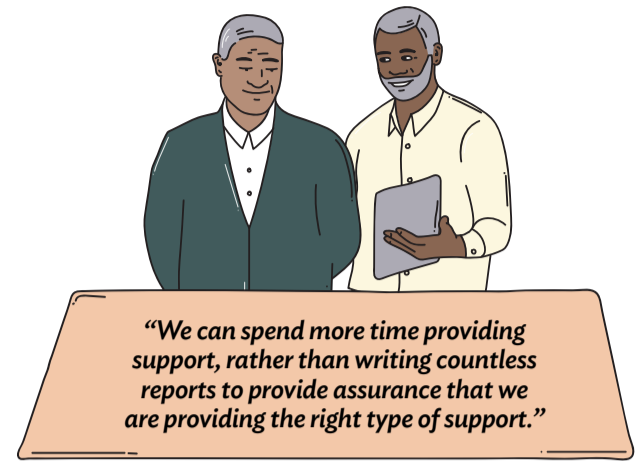
## 1 Learn how a relational approach can be applied to commissioning

The Social Sector Commissioning work programme team, the Commissioning Hub, will connect with those already working in a relational way to understand their reasons for wanting to work collectively, the role they and their partners play, and the lessons they have learnt and can share.



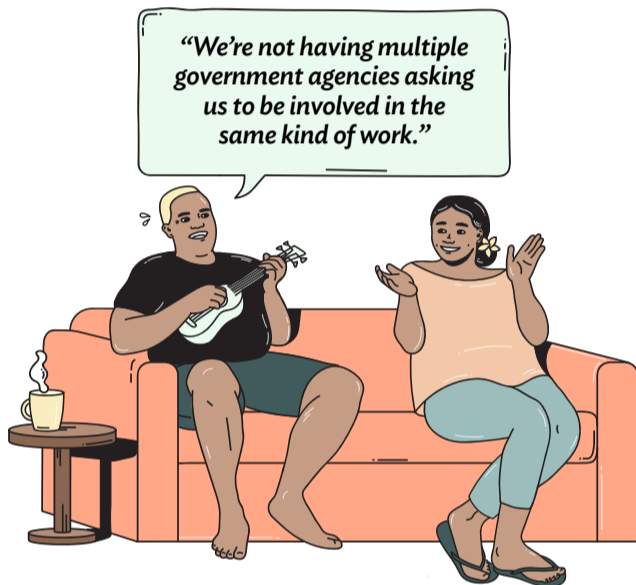
## 2 Provide the social sector with guidance on how to work in a relational way

Based on what we have heard and learned, the Commissioning Hub and MBIE will develop capability building tools, guidance and training to support the sector's uptake of a relational approach to commissioning.



## 3 Change the commissioning system's rules and processes to enable the sector to work together to provide social services

Together government agencies, NGOs and communities will work to address system barriers that will stop us from implementing a relational approach to commissioning, for example long-standing concerns around the burden of compliance, and funding.



## 4 Support reform programmes to work smarter and in a joined-up way to implement relational approaches to commissioning

Major cross-government social reform programmes that require a change to commissioning to achieve their purpose will have opportunities to work together. These reforms include disability transformation, health transformation, Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence, the Child and Youth Wellbeing Strategy, and All of Government Pacific Wellbeing Strategy.



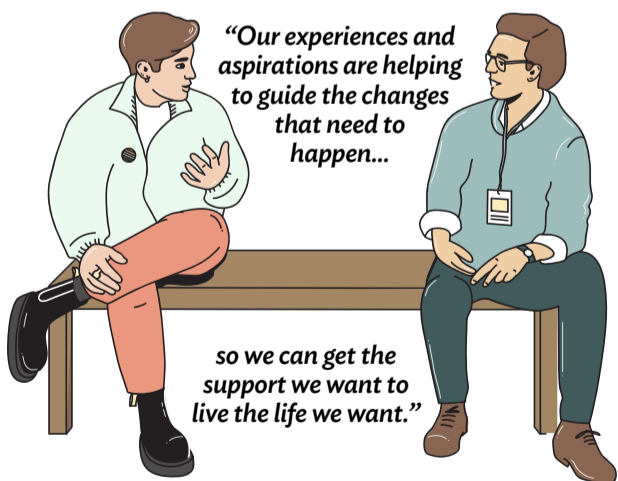
## 5 Government agencies and Crown entities make operational changes to deliver the government-endorsed 'commitments' to commissioning practice

Social sector government agencies and Crown entities make changes to lift their commissioning practice and start to implement a more relational approach to commissioning.



## 6 Government agencies and Crown entities outline the actions and approach they will take to implement a relational approach to commissioning

Social sector chief executives through the Social Wellbeing Board will work collectively to agree on plans for how government agencies will shift to make a relational approach a standard practice for commissioning social services.



## 7 Create a stewardship group that represents people who are involved in or impacted by the social sector, so they guide, promote, and protect the transformation of the system

A governance group for social sector commissioning will work together as stewards to ensure the voices of individuals, families, whānau, communities, non-government organisations, and government agencies drive the transformative change of social sector commissioning.



## 8 Build a team that is responsible for implementing the Social Sector Commissioning 2022–2028 Action Plan

The Commissioning Hub will provide support and guidance, and will facilitate change to a relational approach to commissioning.



## 9 Monitor and learn how social sector commissioning is impacting individuals, families and whānau

The Commissioning Hub will implement reporting metrics, monitoring arrangements, and processes for ongoing learning and information sharing about the impacts of changes on individuals, whānau, communities, and non-government organisations.