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MINISTRY OF SOCIAL DEVELOPMENT
Te Manatū Whakahiato Ora

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29 September 2011

IN CONFIDENCE

9(2)(a)

Papakura Marae Society
PO Box 72 322
Papakura 2244

Tēnā koe 9(2)(a)

KEY PERFORMANCE MEASURE - WEEKLY VISIT THRESHOLD

Your Family Start contract sets nine key performance measures from 1 July 2011, and four key performance measures from 1 October 2011. One of the key performance measures to be in effect from 1 October 2011 is "percentage of families visited once weekly in the first 6 months". The threshold currently says "TBC" (to be confirmed).

We have reassessed this measure against the feedback we have received from providers and practice experts. We continue to believe that this is an important and appropriate measure as its intention is to monitor best practice – that best practice being frequent visits to our most vulnerable families. This is to ensure that a strong connection is built with the family which is critical for assessing the needs of the family and achieving positive outcomes.

We will require that all new families (those that commence from 1 October 2011), once accepted on to the Family Start programme, are visited once weekly for the first six months. However we will not set a threshold for this financial year but rather take the opportunity to work with you to set an appropriate threshold from 1 July 2012.

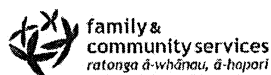
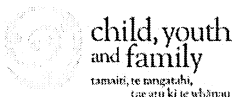
You will receive a report on your performance each month from 1 October 2011 and this will be discussed at monitoring/support visits. We will provide information on the exact reporting formula when we provide the first report in November. Your performance against this measure will not have an impact on contract payments until a threshold is set.

I look forward to continuing our work with you to strengthen best practice and to make a positive difference to the lives of the families we work with.

Nāku noa, nā

9(2)(a)

National Contracts Manager



B2

26 July 2011

UNCLASSIFIED

Tony Kake
Papakura Marae Society
PO Box 72 322
Papakura 2244

Dear Tony

FAMILY START SERVICES FROM 1 JULY 2011

As you maybe aware, I have been appointed the Director of the Family Start programme. This is as a direct result of Minister Bennett directing that new governance arrangements be put in place due to concerns about the performance of the Family Start programme.

I will be seeking a demonstrable improvement in the programmes effectiveness over the next 12 months. To achieve an improvement, the environment within which Family Start operates and how we work together, needs to change.

Family Start Team

A dedicated Ministry of Social Development (MSD) team has been established for the Family Start programme.

The team consists of:

- Carl Crafar - Director of Family Start.
Accountable for the delivery and performance of the Family Start programme.
(Email: 9(2)(a) DDI: 9(2)(a))
- 9(2)(a) National Contracts Manager Family Start.
Responsible for the development of contracting procedures to ensure compliance with government contracting processes. This includes managing the reporting and monitoring of performance and compliance with contractual obligations.
(Email: 9(2)(a) DDI: 9(2)(a))
- 9(2)(a) Programme Manager Family Start.
Responsible for leading the development of the Family Start programme. This includes redesigning the Family Start programme manual, developing best practice and coordinating enhancements to FS Net.
(Email: 9(2)(a) DDI: 9(2)(a))

- 5 positions to develop and support good practise to be appointed:
 - Practice Leader, MSD National Office. This position will lead the development and maintenance of supporting processes, resources and tools for quality service delivery.
 - Four Technical Experts will be based within the regions. The Technical Experts will identify areas needing practice improvement and will work collaboratively with you and relevant stakeholders to implement strategies/plans to strengthen practice.
- 9(2)(a) – Regional Advisor Funding.
Your RAF is responsible for the day-to-day management of your contract. Your RAF will work closely with the National Contracts Manager to monitor your performance and closely with the Technical Experts to support practice improvement.
(Email: 9(2)(a) DDI: 9(2)(a))

Communications

I will be writing to you quarterly to keep you informed of your organisation's performance, any contract or practice issues and to update you on the developments with the Family Start programme. In addition I will be regularly attending the Family Start Collective Meetings nationally and regionally.

The Family Start team is developing a monthly e-news letter which will feature more generic updates on the Family Start programme, frequently asked questions and answers, reminders about key dates, training opportunities and the like. We also encourage you to share with us your good news stories. We will be checking your preferred contact details with you directly to confirm the distribution list.

Family Start Contract from 1 July 2011

Overall the performance of the Family Start programme against key performance measures for the 2010/2011 year was below expectations in a number of areas. On that basis, changes have been made to Family Start contracts from 1 July 2011 to strengthen our monitoring of providers performance and to accurately capture the service's key outcomes. The changes are noted below:

1. Monitoring of performance

From 1 July 2011 we will monitor your performance each month. The monthly monitoring arrangement will be reviewed quarterly and, subject to an improved performance, may be reduced to each quarter. Monitoring will focus on your performance against the key performance measures and the explanations for the numbers reported through FS-Net.

As part of the monitoring process, we will be reviewing provider's Family Start cost allocation structure and Family Start Programme budgets to ensure that Family Start funding is being used directly for Family Start service provision.

Your RAF will contact your organisation to organise dates. It is expected that monitoring visits will be conducted on arranged dates and that your organisation will develop and implement action plans to address any concerns raised. The RAFS and national office team will work closely together to remedy any concerns you have that require MSD action.

2. New Key Performance Measures

Your contract includes a revised set of 13 monthly and quarterly key performance measures (KPIs). These are attached as Appendix One and we include a brief description of any changes made and the rationale for those. In brief the KPIs include:

- Nine measures to be introduced from 1 July 2011: these include four new or amended measures of supervision practices, family planning processes and retention of families, and current measures around volumes, WellChild checks, immunisations and attendance at early childhood education.
- Four new measures to be introduced from 1 October 2011: these include three new measures of child maltreatment and a new measure of intensive home-visitation. The delay til October should enable adequate lead-in time around changes to the programme manual, development of whanau worker training and FS-Net changes.

The level of performance expected against those measures has been raised to between 70% and 95% and this will represent the level of performance that will be "green lighted" from 1 July 2011. We are working on changes to FS-Net to reflect the new KPIs but these will not be in place until August 2011.

Where performance targets are not met, the reasons why will be discussed during contract monitoring. The Ministry acknowledges that Family Start providers will need time and support to achieve the new KPIs and we will not penalise your organisation for things outside its control. However, a consequence of poor performance without an acceptable reason may be the withholding of payments and continued poor performance may result in contract termination.

I will again be meeting with the Family Start Collective on 28 July in Wellington and will talk about the above.

I look forward to working with you to improve outcomes for children and their families.

Yours sincerely

Carl Crafar
Director of Family Start

Copy to: 9(2)(a)

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OFFICIAL INFORMATION ACT

