



Briefing to the Incoming Minister for Social Development

26 October 2017

Families Commission, operating as the
Social Policy Evaluation and Research Unit (Superu)



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Introduction

Kia ora and welcome to the Families Commission, operating as the Social Policy Evaluation and Research Unit (Superu).

This briefing is in two parts and covers:

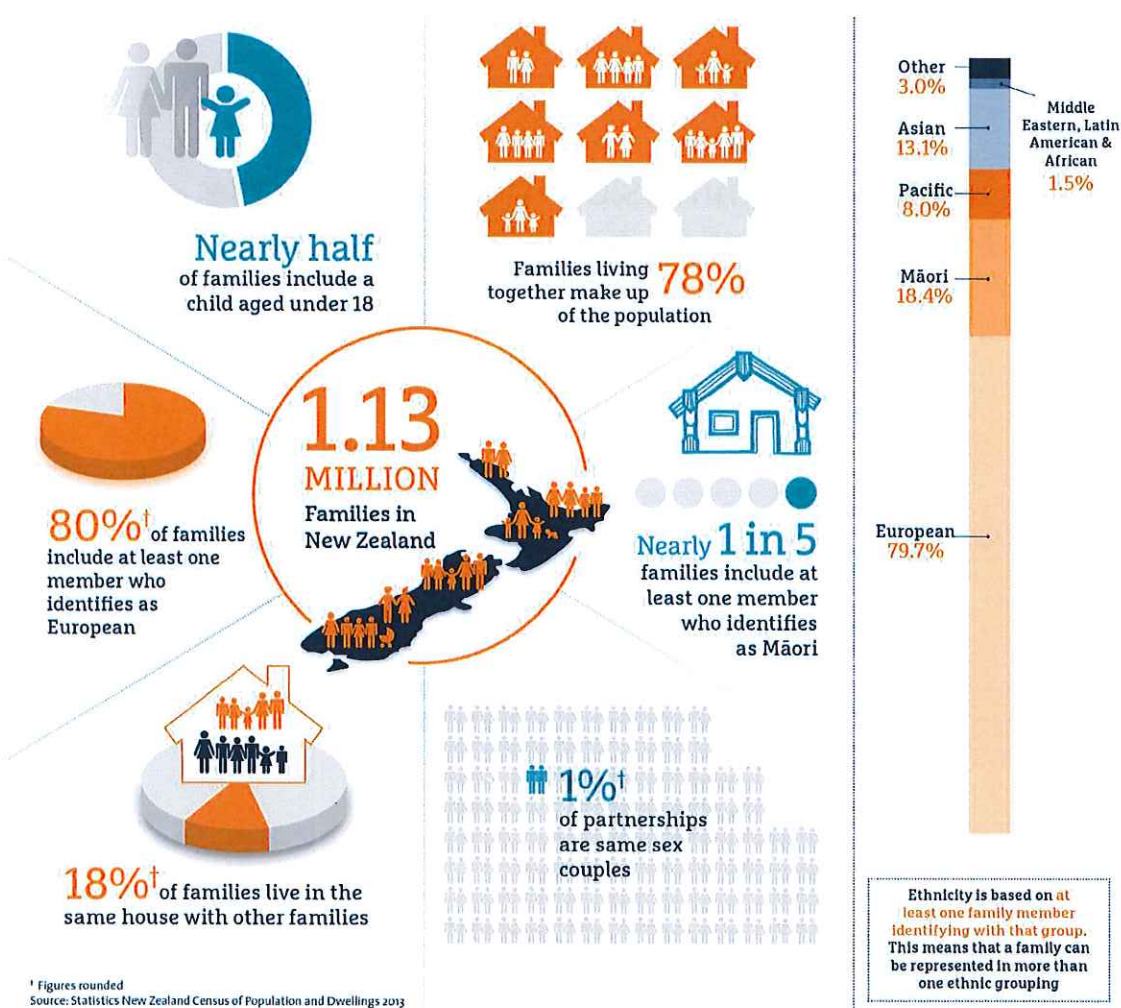
Part 1:

- information about Superu
- current issues which require your attention.

Part 2:

- what we've learned about improving outcomes for families and whānau
- what we've learned about creating a learning system that uses evidence
- summary of some things we've learned, taking a system view.

Diagram 1: New Zealand's families and whānau in 2017



Part 1

About Superu

Our purpose

Our purpose is to focus decision-makers on what works to improve the lives of families and whānau.

We work closely with decision-makers to solve complex social issues in the social sector by helping them use good quality evidence about what works. These are the people who develop, fund, deliver, research and evaluate social policies and programmes. We do this to improve the lives of families and whānau.

We help decision-makers to understand:

- the complex challenges faced by many families and whānau, along with what needs to change to improve their life outcomes
- what *should* work to improve outcomes
- what *did* work.

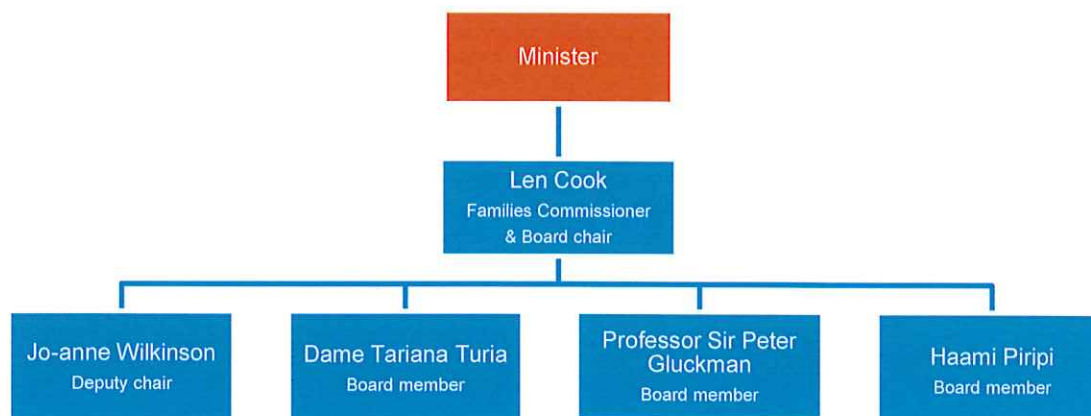
Our role in the social sector

We **generate** evidence about complex social issues and what works to address them. We **connect** and interpret different perspectives. We **share** the best evidence about what works with those who can effect change. We **support** decision-makers to use evidence to make better decisions. We provide **assurance** that things are being done in the best way possible.

While other government agencies are often involved in research and evaluation for one agency or sector, we help decision-makers to know what works across agencies and social sectors. We also identify gaps in research that need to be filled.

How we are governed

We are governed by a Board appointed by the Minister for Social Development.



All operating decisions are made by, or under the authority of, the Board in accordance with the Families Commission Act 2003 (as amended by The Families Commission Amendment Act 2014) and the Crown Entities Act 2004.

The Board delegates day-to-day management to Chief Executive Dr Malcolm Menzies.

Key contact

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Disestablishment of Superu/Families Commission

As part of reconfiguring agencies and resources to support social investment, the previous Government set up a Social Investment Agency (SIA) to provide leadership for this approach. It also decided to disestablish Superu. Our disestablishment requires the repeal of the Families Commission Act 2003.

Some of our work will transfer to other agencies, as outlined on the following page. Work that's not transferring to another agency will finish by the time the legislation is repealed. No staff and few functions have transferred to the Social Investment Agency, and most staff have obtained employment elsewhere.

Until our disestablishment, we will continue promoting the use of evidence in decision-making, the use of our good practice tools and guidance, and supporting the work of the Families Commissioner.

Our work programme for 2017/18

Our current circumstances mean that we have put in place a realistic work programme for the current financial year. We have been guided by:

- Cabinet's decisions and their intent
- providing certainty to staff as soon as we can
- the need to achieve continuity of key activities
- our ability to deliver, given staff losses and reduced ability to take on new work
- an understanding of how we best add value in the social sector within our legislation.

Our activities in 2017/18 are focused in the following four areas:

1. Transfer specified functions to their new homes as agreed by Cabinet

Work stream	New agency	Status
Families and Whānau Status Report and associated work programme	Ministry of Social Development	To be delivered under delegation from the Superu Board from 1 November 2017
Management of the contract for Growing Up in New Zealand (GUINZ) and the Superu Children and Families Research Fund	Ministry of Social Development	This contract will be transferred from 1 November 2017
Management of the contract for the New Zealand Family Violence Clearinghouse	Ministry of Justice	This contract will be transferred from 1 November 2017
The Hub, an online repository of government social science research	Social Investment Agency	To be transferred at our disestablishment

Previous Ministers have approved transfer of budget from Superu to these agencies from 1 November 2017 as part of the October Baseline Update.

2. Support the Families Commissioner to advocate for the interests of families

There are certain functions in our legislation that we need to continue up until disestablishment. One of these is supporting Families Commissioner Len Cook to advocate for the interests of families. His advocacy will centre on posing questions raised by the evidence, proposing solutions and identifying problems. This will include the production of issues/position papers along with the promotion of this evidence to those who can use it to make a difference.

3. Continue activities to build NGO capability with a view to ensuring their continuation somewhere in the system

This financial year, we are delivering a programme of work aimed at promoting the use of these tools. This work will involve:

- engaging and facilitating with the community and voluntary sector and their funders to enhance uptake of our guidance and tools
- developing supplementary materials and tools as required
- working to find a new home for this work before Superu's legislation is repealed.

A decision on where this work will ultimately sit is required. For more information, see 'Current issues which require your attention' on page 7.

4. Run functions that must continue until our legislation is repealed and cannot be delegated, and wind down remaining activities

There is a range of functions in our legislation (in addition to support for the Families Commissioner) that we need to continue until disestablishment. These functions are:

- governance support – Board and Social Science Experts Panel
- corporate support and Ministerial servicing – finance, audit, accountability documents (such as Statements of Performance Expectation and annual reports), select committee questions, Ministerial servicing, human resources, archiving and winding down the entity.

Diagram 2: How we know when a family is working well



Current issues which require your attention

Starting the process to disestablish Superu

Our disestablishment requires the repeal of the Families Commission Act 2003. The Ministry of Social Development is your lead adviser on this.

Cabinet decisions taken earlier in the year direct that a Bill be introduced no later than November 2017 with the intention that the Bill passes no later than June 2018. You may prefer a different timeframe or approach, and we are happy to discuss options with you.

Finding a home for our good practice tools and guidance

Superu has made a significant investment in good practice tools and guidance to support community and voluntary sector organisations so they can use evidence and evaluation in their decision-making. This work is well-received by these organisations.

No decision has been made about continuing this work when we are disestablished, and we believe it fills a key gap in supporting the social system. Government is increasingly looking to social service providers for innovative responses to complex family issues. The evidence about what works, however, often doesn't exist, and the capability of providers to collect and use evidence is typically not at the level required by funders. This can impact negatively on its effectiveness.

Given the relevance and usefulness of these tools, stopping this work will impact on the quality of services provided unless it is picked up elsewhere.

We will provide you with a separate briefing in November 2017 on this work including recommendations about where it may sit in the future.

Allocating our remaining operating budget

Our current operating budget is as follows:

Vote Social Development	2017/18 \$m	2018/19 \$m	2019/20 \$m	2020/21 \$m	Outyears \$m
Amount appropriated in Budget 17 for Non-Departmental Output Expenses: Families Commission	12.639	10.450	9.154	9.154	9.154
Transfer to other agencies on 1 November 2017	(5.905)	(3.329)	(2.033)	(2.033)	(2.033)
Funding allocation to Superu for 2017/18	(1.930)	–	–	–	–
Total operating available	4.804	7.121	7.121	7.121	7.121

The current situation is that the \$7.121 million freed up as a result of our disestablishment will be made available to the SIA on production of a business case. You may wish to confirm this decision.

Managing the contract for Growing Up in New Zealand

Growing Up in New Zealand (GUINZ) is a longitudinal study funded by the government with data collected and managed by the University of Auckland (UoA). Superu manages the contract on behalf of the government, and it will transfer to MSD on 1 November 2017.

There are issues that are likely to require your attention, such as ongoing access to the data by researchers and the recently-reduced sample size.

We understand that MSD will provide you with a briefing about GUINZ.

Diagram 3: Māori think of whānau in terms of genealogical relationships



Part 2

What we've learned about improving outcomes for families and whānau

Over the years Superu, and the Families Commission before it, has done a significant amount of work on what works to improve outcomes for families and whānau. This body of work provides learnings for those developing policy and funding or delivering services. This is important because of the large share of health, housing, care and protection services provided by families and whānau that is generally neither measured nor accounted for in policy analysis.

Families play a pivotal role in our society

- Healthy individuals in healthy families are at the heart of a healthy society. Families give their members a sense of identity and belonging; they care, nurture and support their members; they provide socialisation and guidance; and they manage the family's emotional and material resources. Being part of a family is the most significant socialising influence in a person's early life. Given that childhood disadvantage strongly predicts costly adult life outcomes, a high level of family wellbeing is important both for individuals and for New Zealand.
- Most families in New Zealand are faring well. However, a portion do not do so well. This is particularly the case for members of some single-parent families and for some of our families from non-European ethnic groups.
- For most, being part of a family is a positive experience but for some this is not the case. In some cases, families do not fulfil their core functions of nurturing and supporting their members. Factors within the family (for example, family violence) can place members at risk. Strong family relationships and support offer protection against life's challenges, and support to build and broaden these relationships, as well as other interventions, may be needed.

Families in New Zealand are diverse

- Families and whānau in New Zealand are diverse and patterns are changing. Families are getting smaller, older and more ethnically diverse. Although couples with children are still the most common household type they are decreasing as a proportion of the total number of households as the number of one-parent, couple only and single person households increases. A higher proportion of Māori (26%), Pacific (40%) and Asian (32%) children are living in extended family situations than is the case in the population overall (17%).
- What works for some will not work for others. For example, what works for families with an individualistic, independent view of the world typical of western cultures will not be the same as what works for families with a more collectivist, interdependent perspective usually found in non-western cultures. This represents challenges to policy makers and the delivery of services to a culturally diverse population. If our policies and services are based on outdated assumptions or an incorrect view of the world, they are unlikely to be effective.

Whānau is a distinct concept

- 'Whānau' is a distinctive concept, firmly embedded within the context of kaupapa Māori with its own mauri (life force), nuances and complexities'.¹ Superu's Whānau Rangatiratanga Framework provides a way of thinking about whānau wellbeing from within a Māori world view. This framework builds on significant earlier work on understanding and measuring Māori wellbeing.
- Using data from Te Kupenga² to explore modern expressions of whānau we found that there are multiple contributors to whānau wellbeing. The two that have the strongest association with how people assess their whānau's wellbeing are the quality of relationships within the whānau and how satisfied individuals within the whānau are with their lives.
- Our findings suggest that supporting and strengthening whānau wellbeing is complex and needs a multifaceted approach that includes a focus on social and educational factors as well as economic ones. It is also important to take into account how much the different family sizes and structures of Māori families affect screening criteria and selection bias, particularly in the area of care and protection.

Change is achieved through families and whānau themselves with support as needed

- Change comes through people (individuals, families, whānau) doing things differently. Sometimes they need help to do this. Interventions, services and providers need the right capabilities to effectively support change. There needs to be a focus on what actually works to support this change as well as a diversity of approaches that respond to the needs of our diverse population.
- Although changing behaviour may be difficult and take time, best practice means allowing families and whānau to drive changes, engage in their own solutions and become empowered. The role of government is ideally one of supporting pathways to success through partnerships, facilitating and enabling families and whānau to move forward rather than 'delivering to' them.
- Strengthening whānau and family capacity and capability is an important area of focus. Education and up-skilling are critical to this process as are experiences that are built around aspiration.

Making a difference for vulnerable families and whānau requires whole-family, tailored and culturally-relevant approaches

- What works for families and whānau is being able to have their situation considered as a whole with the family or whānau at the centre, not the agency. Families' positive experiences with Te Puea Marae and Turuki Healthcare suggest that services work where there is an experienced provider with a holistic view of a family's needs and the ability to get things done.
- Although there is limited research on the outcomes of integrated social services, fragmented services are associated with poor outcomes, especially for children and young people. With whānau, integrated services are best delivered as part of a

¹ Kim Workman (2011), Whānau yesterday, today, tomorrow

² Te Kupenga is a survey of Māori wellbeing carried out by Stats NZ

whānau-centred approach. This includes focusing on whānau wellbeing, greater collaboration between state agencies and strong relationships between government, communities and providers. Integrating services that are complex is very difficult and unlikely to be resolved by top down approaches.

- Our work on Pacific families and problem debt found that effective ways of working with these families to move them out of hardship needs a multifaceted approach that includes:
 - providing education and training
 - a whole-family focus
 - raising awareness
 - leadership from the church and traditional leaders
 - identifying alternative ways of doing things
 - developing services that have Pacific workers with appropriate language skills to ensure that support is provided early and in culturally appropriate ways
 - raising awareness of the financial supports available
 - revisiting access to easy credit and finance.

We need to look at community and societal interventions as well as those focused on individuals and families

- Successfully improving social outcomes requires a focus on the citizen or population and knowing what to do – and when – to make a difference. Individuals live within families and whānau, who in turn live within communities within a wider society. Improving outcomes will require a focus on all of these levels.
- In our work on resilience, people identified a range of factors that helped them cope with and adjust to childhood adversity. These fell into three levels: the individual, the family or whānau, and the community. Similarly, addressing family violence requires action at the societal, community, relationship and individual levels. The interplay of factors within and across the different levels needs to be acknowledged.
- Our work on community-level initiatives found that the factors associated with success include:
 - a shared vision which is owned by the community
 - community readiness
 - intentionality and a focus on outcomes
 - long-term and adaptable funding arrangements
 - a focus on community capacity building
 - skilled leadership and facilitation
 - processes for addressing power imbalances
 - a focus on relationships
 - appropriate scale
 - continuous learning and adaptation.
- In addition, for Māori and Pacific communities:
 - initiatives need to be grounded in relevant cultural concepts
 - funders need to use cross-cultural engagement skills
 - there needs to be Māori and Pacific participation and leadership
 - processes are needed for reflecting on the impacts of colonisation.

- Central government can best support community level initiatives by removing bureaucratic barriers, collaborating, enhancing capacity at both community and government levels, investing strategically and creating a supportive policy context.

To be successful our policies and programmes must be sourced in, and/or informed by, Te Ao Māori

- Māori are contributors to, as well as users of, social services. With an ever-increasing need to improve service delivery for whānau, policies focused on whānau must be either sourced in or informed by a Māori worldview if they are to be relevant.
- The Crown-Māori partnership is constantly evolving. Many of these relationships articulate the need for partnership in design, delivery and evaluation of social services to Māori. This requires re-evaluating and growing our social sector research and evidence base to inform effective decision-making.

We shouldn't just focus on risk, resilience is critical – it is a process and can be built and supported

- Many families cope successfully with difficult situations and can adapt according to their circumstances but others do not. A resilience approach involves exploring the protective factors and resources that enable individuals and families to adapt when faced with adversity.
- It is possible to help build individual resilience. It is a process that unfolds over time and takes different paths for different people, and it is important to understand these pathways if we're going to provide effective support. In our work on resilience, we identified two general pathways from adversity to success. One potential pathway is where a child is able to draw on protective factors soon after experiencing initial adversity and can then go on to achieve at school and get employment. For a second, larger group, adversity often leads to negative coping responses that in turn lead to further adverse outcomes. At some later point, however, members of this group are able to draw on protective factors that set them on a track to success.
- As noted earlier, protective factors at the individual, family and community level help people cope with, and adjust to, childhood adversity. There is also a cultural dimension to resilience with culture and identity being significant factors.
- Less is known about how to build family resilience, however this is an important area given the important role of family and whānau in improving outcomes for their members. Early research into family resilience identifies protective factors such as family problem solving, effective communication, equality, shared beliefs, flexibility, truthfulness, hope, social support, and physical and emotional health.
- Understanding the processes underlying resilience can inform and help target responses for vulnerable families. Actions that can better support children and families to avoid adversity and to build resilience when facing adversity include:
 - early intervention
 - initiatives that promote strong relationships and networks
 - a child-centred approach
 - a whole-of-family approach
 - appropriate follow-up, monitoring and support
 - accessible social and health services

- strengthened responses to family violence and child abuse
- adult education opportunities
- a strengths-based approach to getting people into employment
- intensive strengthening of whānau capability and capacity.

Transitions are important – they can be periods of difficulty and provide an opportunity to intervene

- Most people pass through predictable transition points (from primary to secondary school, from school to work). Some also experience unexpected transitions (such as divorce). Most people negotiate these transitions successfully but some don't. It is important to understand the various transitions and how a successful transition can best be supported. Early intervention at key transition points is needed so that people are supported and don't miss out on the services they need, particularly when experiencing unexpected transitions.
- Many people leaving the system do so successfully but others may need additional support to make a successful transition. Our research has found that:
 - 75% of those leaving benefits are still off a benefit two years later. Most of the 25% who return to a benefit do so within the first year. There may be an opportunity for more support to make this transition successful.
 - 5.6% of New Zealanders moved three or more times during a three-year period. Most of these people (4% or 150,000 people – the size of Tauranga) are 'vulnerable transient'. Vulnerable transient New Zealanders are more likely to be female and Māori. They are quite likely to have been in contact with the social services system, which provides an opportunity to intervene that is potentially being missed.

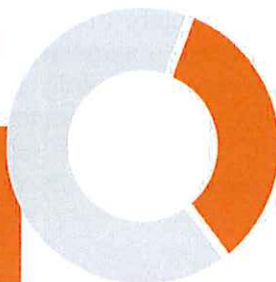
Agency culture is critical and it can work against improving outcomes

- It is important for whānau and families is to be treated with respect: to be believed, understood and treated with dignity. Often they feel they are not. Our research has found that agencies need to:
 - treat people as people and provide services where families are respected
 - place families at the centre rather than system needs
 - begin at the beginning – meet basic needs first, promptly and with little hassle
 - shift the burden of navigating the system off families and require the services to 'join the dots'
 - have staff who are informed and can act as an influential 'navigator' person who helps families deal with multiple agencies
 - create accountability of services and staff to families and ensure that competing agency priorities are managed in the interests of families and not those of the agency
 - Ensure the operational policy settings of different agencies align rather than work against one another.

Diagram 4: A closer look at two parent families with at least one child under 18 years old

Most common family type

Have at least one child under 18 living at home. May have older children



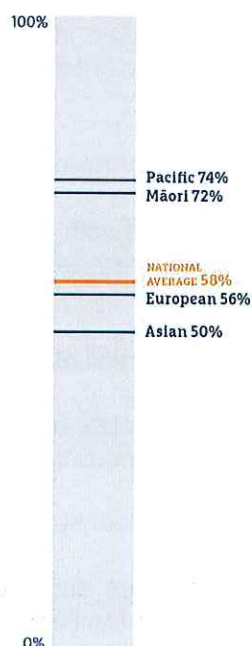
European families are faring relatively well across all of the indicators. Māori, Pacific and Asian families are more likely to face financial and housing difficulties.

How are these families faring compared to the national average?*

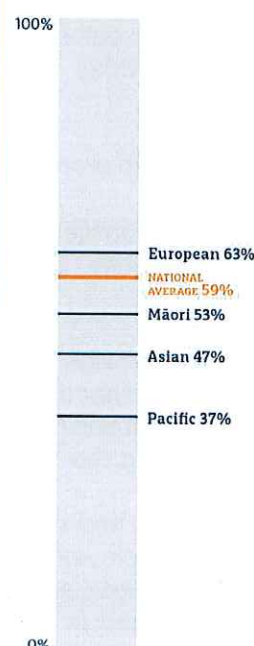
No major housing problems



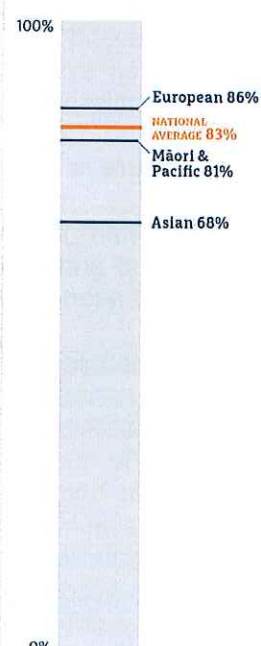
Provide extended family support



Ok with hours and pay

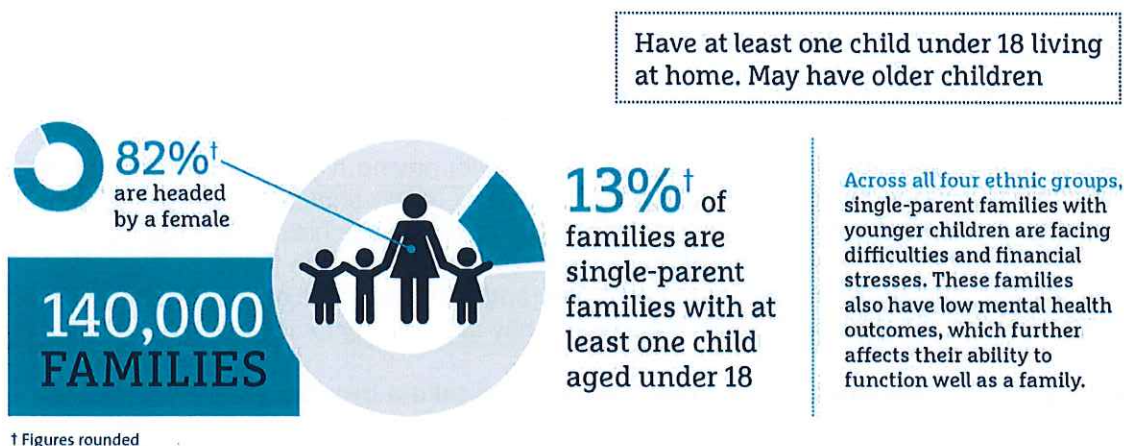


Can easily express their own identity

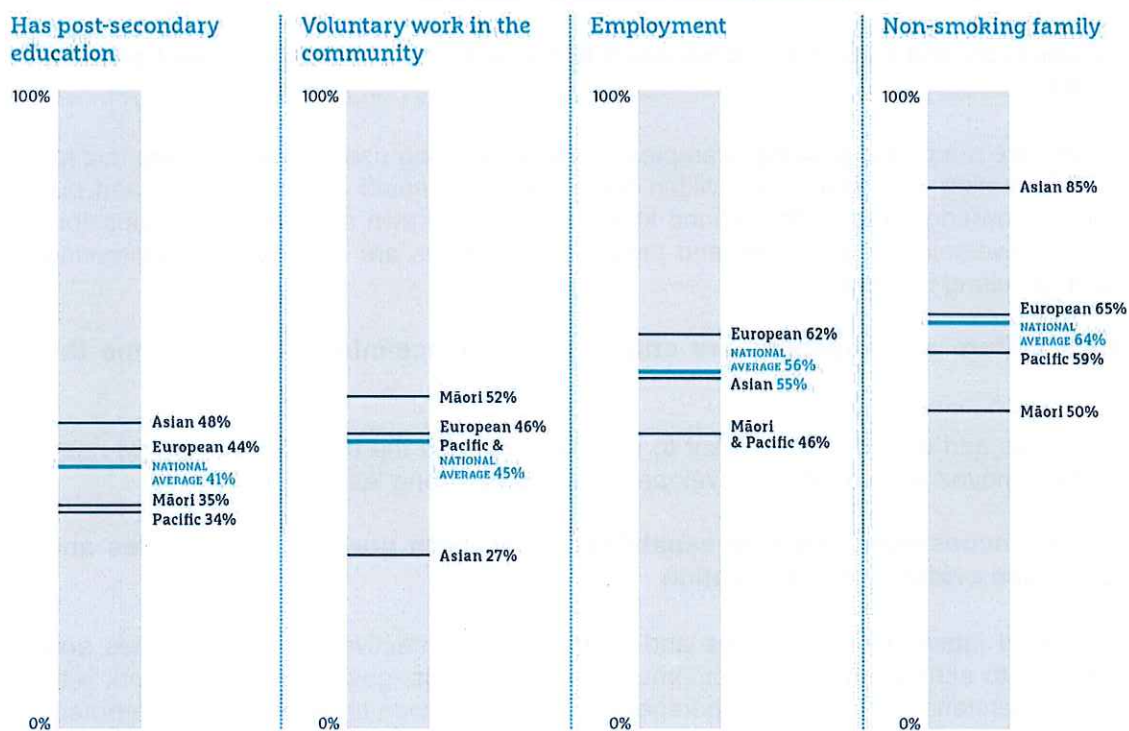


* Only selected indicators are shown here

Diagram 5: A closer look at single parent families with at least one child under 18 years old



How are these families faring compared to the national average?*



What we've learned about creating a learning system that uses evidence

We have done considerable work aimed at increasing the use of evidence by decision-makers in the social sector, and here's what we've learned.

We need to understand what we're trying to improve

- Developing effective policies and services starts with having a good understanding of the problem we're trying to solve, the characteristics of the population, what needs to change to make a difference and what is likely to work to achieve this change. It is also important to understand how things are likely to change in the future as the make-up of our society changes. If our policies and services are based on outdated assumptions or an incorrect view of the world they are unlikely to be effective.

On-the-ground knowledge is essential – we need to take a broader view of evidence

- New Zealand is a diverse society. To improve social outcomes in New Zealand, we need policies, programmes and services that reflect this diversity and work for all. We must draw on a broad range of perspectives and evidence from research, experience and different world views. In government decision-making, there needs to be greater understanding of what is happening outside government.

We know more than we use and we need to be better at accumulating and sharing knowledge

- There are many and growing examples of evidence being used, however there is a lot of information in research and within the system that could and should be used but isn't. Knowledge and on-the-ground know-how is not drawn on to the extent possible when developing new policies and programmes. NGOs are important for generating and gathering information.

Agency culture and capability are critical for 'evidence-informed' to become the norm

- Agencies and others have to want to use evidence and the barriers to doing so need to be removed and capability developed. This takes strong leadership.

There are inconsistent levels of capability among both government agencies and NGOs to use evidence and evaluation

- We need interventions, services and providers that effectively support families and whānau to achieve improved outcomes. To achieve this, government must work with and understand the community perspective and the service providers that government relies on to achieve social investment outcomes. Both parties need the ability to successfully commission, and be commissioned, for outcomes. This requires deeper capability to build effective relationships, respect for the knowledge on both sides of the conversation, and the use of evidence and evaluation to know about what happens on the ground, and to invest in what works.
- There are inconsistent levels of capability among both government agencies and NGOs to do this.

We are ad-hoc in our use of evidence and applying more structured processes could be useful

- When designing new initiatives, we should explore examples that have been tried overseas. For example, some jurisdictions have introduced evaluation policies that we could learn from. Others have used a rigorous evidence-informed and data-driven strategy development approach involving public agencies and communities in the development and decision-making that we should investigate. An example of this is our In Focus publication called 'Families with complex needs: International approaches' which was used during the establishment of the Ministry for Vulnerable Children Oranga Tamariki.

We need to pay more attention to implementation and to transferability and scaling

- To achieve improved outcomes we need effective implementation as well as effective policies and programmes. Over the years government agencies have amassed a lot of research knowledge and practitioner know-how about what works in social services but outcomes for clients haven't necessarily improved. This is because there is often a gap between evidence of what works in theory and what is delivered in practice. A focus on implementation bridges this gap. There is an emerging body of research that defines the components and processes involved in successful implementation.
- Despite the benefits of transferring solutions into new contexts and/or scaling, many interventions fail to do this successfully. Neither transferability nor scaling is a straightforward task. NGOs in particular raise concerns about how local context factors prevent the application of their services in other areas but little work had been done to scrutinise how local context factors can be addressed.
- Continuous improvement is an important aspect of implementation and ongoing delivery of effective services. It is comparatively weak in the social sector, government and NGOs.

We need to focus on existing spending as well as new money

- We have a tendency to apply our evidence-informed thinking to new investments, however most government spending is on existing services and programmes. The real challenge is thinking about the effectiveness of existing spending and improving its quality.

An overreliance on big data will mean we miss things which will limit our effectiveness

- Big data on its own does not address questions that lead to understanding both the why and how – research and evaluation are needed. The characteristics of people who generate the need for services are wider than the criteria used to test eligibility. These differences will affect take-up rates and the effectiveness of policy initiatives. This won't be picked up by an analysis of big data, which is often gathered for purposes other than evaluation.

There are gaps in our data that we will need to prioritise to fill

- There are several measurement and data challenges facing the social sector, many of which are being worked through. Many of the concepts we're talking about (family, whānau, wellbeing) are difficult to define, measure and collect good data. Our family and whānau wellbeing frameworks provide a foundation. Given the importance of family and whānau to New Zealand it is essential that progress is made in this area.
- There is a significant lack of quantitative evidence about whānau, hapū and iwi wellbeing. There is a solid body of qualitative research on whānau wellbeing, but a serious lack of quantitative data. Official data collection has focused on the individual or household rather than whānau. More work on building quantitative data on whānau wellbeing is needed to support the development of initiatives like Whānau Ora.
- The collection of new data (for example, Te Kupenga) and the use of new technologies (such as the Integrated Data Infrastructure) provide whānau with an opportunity to harness relevant data and information in a way that works best for them. Greater flexibility in data access is also fostering new opportunities for partnerships between government agencies and Māori organisations.

Diagram 6: Whānau Rangatiratanga conceptual framework



Summary of some things we've learned, taking a system view

Identifying and engaging with families who need support from the social sector

The system doesn't always identify and engage with those most in need

- There is no single agency that holds a complete overview of a family's use of services and their needs. Agencies share a wide range of justice-related information but do not share information about social support needs
- Support networks and agencies must work to access families and engage them in a way that is appropriate and empowering: work *with* the whole family and not *to* them

New Zealand has a highly mobile population that makes connection with services difficult for some

- 6% of New Zealanders moved 3 or more times during a 3 year period we studied. Most of these people (4% or 150,000 people) are vulnerable transient

In many cases there are services on offer but some people don't know about them, don't get the information or don't participate in them

- Pregnancy is when most parents make decisions about immunisation, yet over half (56%) of pregnant women do not receive relevant information before their child is born
- Despite the creation of more resources, some parents, teachers and health professionals still don't know what to do or how to help young people with mental health issues
- 25% of families with children aged 4 hadn't scheduled a B4 School Check



Screening, assessing and referring families

Assessment is an opportunity to look at the whole picture

- Families positive experiences with Te Paea Marae and Turuki Healthcare suggest that services work where there is an experienced provider who has a holistic view of families' needs and has the ability to get things done
- The result of the lack of information sharing and a whole-of-service view by agencies is that families have to keep repeating their stories to different agencies, which is often a negative experience
- Look at the whole person and the whole family within their community. Assessment processes should use an understanding of resilience when looking at risk
- The Integrated Safety Response (ISR) to family violence is a successful example of information sharing, risk assessment and safety planning

Intervention design needs to look at the whole system including potential bottlenecks

- The first iteration of ISR had significant blockages at the inter-agency assessment table which had flow-on effects to government and non-government providers. These were subsequently ironed out
- The Youth Mental Health Project experienced some bottlenecks at points of transition for youth being referred to other services



Providing services
<p>Universal services need to work for all – one-size-fits-all is unlikely to work</p> <ul style="list-style-type: none"> Some groups miss out on available services or need more support. For example, youth mental health initiatives are reaching many young people through general services but some groups miss out or need more support such as youth experiencing multiple unexpected transitions, are not in school, LGBT youth, youth with disabilities and those in Christchurch Flexible, practical support that comes to the family or is in one place is needed <p>Making a difference for vulnerable families and whānau requires whole-family, tailored and culturally-relevant approaches</p> <ul style="list-style-type: none"> Our work on Pacific families and problem debt found a multi-faceted approach is needed to move them out of hardship <p>The world is changing and how people access services is too</p> <ul style="list-style-type: none"> Deliver through the channels that people use, such as digital tools to deliver wellbeing services to young people Take services to the people



Discharging and following up
<p>Many families leaving the system do so successfully but others may need additional support to make a successful transition</p> <ul style="list-style-type: none"> 75% of those leaving a benefit are still off a benefit two years later. Most of the 25% who return to a benefit do so within the first year. There may be an opportunity for more support to make this transition successful We have 150,000 people vulnerable transient New Zealanders. They are more likely to be female and Māori. Many have been in contact with the social system in the past. This provides an opportunity to intervene that is being missed Te Puea Marae is an example where engagement with families continues once they've moved out of the marae and into other accommodation

This is underpinned by:
<ul style="list-style-type: none"> Treating people as people – provide services where families are well treated Improving the culture of agencies (understanding, attitude and behaviour) Having staff who are informed and can act as an influential 'navigator' when dealing with multiple agencies Creating accountability of government services and staff to families where competing agency priorities are managed in the interest of families, not the agency. Ensure the operational policy settings of different agencies align rather than work against one another Beginning at the beginning – meet basic needs first, promptly and with little hassle Placing families at the centre of the system rather than the agency's needs Shifting the burden of navigating the system off family – require services to 'join the dots' and not families Building capability to generate and use evidence to continuously improve services and to decide where to invest