

3 June 2025

Tēnā koe

Official Information Act request

Thank you for your email of 11 April 2025, where three of your queries requesting information about NZ Police's operational delivery of the Integrated Safety Response (ISR) in Canterbury were transferred to the Ministry of Social Development (the Ministry) for response.

I have considered your request under the Official Information Act 1982 (the Act). Please find my decision on each part of your request set out separately below.

- a) Criteria and Processes for Funding Decisions: Please provide details on the criteria, processes, and/or frameworks used to assess and decide on ISR funding allocations. This may include any guidelines, policies, or internal processes that influence how funds are distributed across agencies or projects within ISR.*

The Ministry carried out the procurement process for ISR in Christchurch on behalf of NZ Police. The Ministry did not determine the criteria and/or frameworks used to assess and decide ISR funding allocations. However, these are described in the following documents we are providing to you:

1. **Procurement Plan - Integrated Safety Response to Family Violence, Canterbury** - dated 19 May 2023 (endorsed by the Ministry's Procurement Board, 1 June 2023).

You will note that the information regarding one individual is withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of this individual outweighs any public interest in this information.

2. **ISR Overview and this RFP Process** - Provider briefing session dated 22 June 2023.
3. **Recommendation Report - Integrated Safety Response to Family Violence, Canterbury - dated 18 August 2023** (endorsed by the Ministry's Procurement Board on 24 August 2023).

Please note that Document 3 contains links to a series of appendices that are out of scope of this request and are not provided in full, however, there are extracts within the documents that address relevant parts of your request. In the Appendix below, I provide the extracts from Appendices 2, 3 and 4 from that document.

All documentation states that the term of the contract is six years and eight months commencing 1 November 2023 as per below:

- Initial term – 01 November 2023 to 30 June 2025 (2 years and 8 months),
- Two rights of renewal of two years each.

Please note, the initial term should be 1 November 2023 to 30 June 2026 (2 years and 8 months).

b) Oversight Mechanisms for Fair Allocation of ISR Funding: Please provide details on the oversight mechanisms in place to ensure that ISR funding is allocated fairly and in line with the intended goals of the program. Include any audit processes, checks, or reviews that are in place.

As above, the Ministry did not determine funding allocations, but these are described in the documents 1-3 attached.

The Ministry does not hold monitoring or reporting documentation by the Purchasing Agency (NZ Police). The Monitoring requirement is outlined in the Appendices below.

c) Conflicts of Interest: Pleaser disclose any conflicts of interest declared by Canterbury police's senior leadership of ISR, or any concerns raised about potential conflicts of interest within the ISR program.

All known and perceived conflicts of interest recorded as part of the procurement process have been documented in the attached Conflict of Interest Register.

4. Conflict of Interest Register – ISR Canterbury.

Please note that Document 4 (above) is the register that provides details of conflicts of interest that were declared as part of the procurement process, which the Ministry holds and is providing to you.


However, the part of your request for: *any conflicts of interest declared by Canterbury police's senior leadership of ISR, or any concerns raised about potential conflicts of interest within the ISR program*, will be addressed by NZ Police.

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Anna Graham
General Manager
Ministerial and Executive Services

Monitoring requirement from Appendices 2, 3 and 4 extracts from Document 3 Recommendation Report – Integrated Safety Response to Family Violence, Canterbury

Appendix 2 – Monitoring by the Purchasing Agency

Monitoring activity	Time and frequency of monitoring activity
The ISR case management system - Family Safety System (FSS) enables extensive monitoring to ensure timely services and supports for families and whanau.	An ISR Operations Analyst (Police) undertakes monthly and quarterly reporting for the ISR District Manager to ensure outcomes are being achieved.

Appendix 3 – Regular reporting by the Provider

The Provider shall report regularly in the ISR case management system - Family Safety System as outlined in the Integrated Safety Response (ISR) Practice Guidelines.

Appendix 4 – Regular Audits or Accreditation of the Provider

Providers are required to maintain their accreditation level according to the Ministry's relevant Social Sector Accreditation Standards (SSAS) which is assessed by Te Kahui Kahu: [\[link\]](#)

Audit or Accreditation Review: Social Sector Accreditation Standards Level	Review Cycle Frequency (Risk dependent)
Required Level 2	2 years (in accordance with Te Kahui Kahu accreditation requirements)
The Provider and all collaborative partners will work to obtain the appropriate level of accreditation within six months from the commencement date of this Agreement if the appropriate accreditation is not already held by the Provider and maintain it throughout the length of this Agreement. Failure to do so will result in a breach of the Agreement which may lead to this Agreement being terminated at the Ministry's discretion.	



Memo

To: Procurement Board
From: Dina Zaripova, Procurement Specialist, Service and Contracts Management, MCP
Date: 19/05/2023
Security Level: IN CONFIDENCE

Procurement Title: Integrated Safety Response to Family Violence, Canterbury

Submission Number: 23.145.01

Supporting Documents: Procurement Plan - Integrated Safety Response to Family Violence, Canterbury

Purpose

The purpose of this memo is to seek your approval of the Procurement Plan to engage a suitably qualified provider/providers to provide professional services for high, medium and low-risk perpetrators and victims of family harm. This service is to reduce further harm and support Integrated Safety Response to family violence in the Canterbury Police District.

The Integrated Safety Response (ISR) is a multi-agency intervention designed to ensure the immediate safety of family violence victims and children, and to work with perpetrators to prevent further violence. ISR takes a whole-of-family and whānau approach that puts the risk and needs of family and whānau at the centre.

Summary

Description of Product or Service	MSD needs to procure professional support services for high, medium and low-risk perpetrators and victims of family harm. Professional support services include 52.5 various Family Harm Practitioner and other collaboration supporting roles as per the description and breakdown in the table in section 4.3. of the Procurement Plan.
Supplier (for contractors provide the name of the contractor and the supplier)	N/A - Open market tender
Term (this engagement)	<p>The recommended contract term for the new contract/s is 6 years and 8 months, commencing on 01 November 2023 as per below:</p> <ul style="list-style-type: none"> Initial term - 01 November 2023 to 30 June 2025 (2 years and 8 months), Two rights of renewal of two years each (4 years). <p>The new contracts need to be established and transitioned to any new providers before the current contracts expire on 31 October 2023.</p>
Contract History	<p>The ISR was set up in the Canterbury and Waikato police districts in 2016.</p> <p>The Procurement Plan is for the Canterbury region only. The Procurement Plan for Waikato is prepared separately due to the difference in proposed procurement approaches.</p>

The operational delivery of ISR is hosted by Police as part of the broader Government work on family violence and sexual violence under Te Puna Aonui – the Joint Venture to improve the whole-of-government approach to family violence and sexual violence.

Current State

MSD has three existing ISR Canterbury contracts. They were recently extended for four months (till 31 October 2023) to provide sufficient time to undertake this open tender process on behalf of the Police. The Procurement Board submission number is 22.405.01.

ISR Canterbury contracts were initially issued for two years, with two rights of renewal, each for two years.

In Budget 2021, funding was received by the Police in perpetuity for the ISR services to ensure ongoing provision. ISR Canterbury also received an increase of \$450k per annum from 01 July 2022.

The three existing ISR Canterbury contracts will expire on 31 October 2023 and are detailed in section 2.6 of the Procurement Plan.

Service Review

A service review was undertaken by the ISR team in November 2022. The service review looked at staff and service provision, how collaborations of

	<p>the providers work together and opportunities for innovation.</p> <p>The review team issued several recommendations including the following:</p> <ol style="list-style-type: none"> 1) Ensure consistency of Practice Guidelines and Position Descriptions for staff, 2) Improve decision-making within collaboration including an opportunity to re-nominate collaboration leads and other. <p>Following the service review,</p> <ul style="list-style-type: none"> • All recommendations have been considered and most of them have been already addressed, and • It was decided to conduct this open tender process for the continuity of the service delivery.
Financial Commitment (this engagement)	<p>Funded from <u>Vote Police</u>:</p> <ul style="list-style-type: none"> • Initial term: \$14,053,333.33 (2 years 8 months) • Including 2 rights of renewals of 2 years each: \$35,133,333.33 (over 6 years and 8 months)
Financial Commitment (previous engagements)	Approx. \$12M over the last 2,5 years.
Procurement Approach	<p>A core requirement of this service is the need for providers to have family violence experience supporting victims and perpetrators from further harm. Provider/s are required: to be based within the community where services will be delivered, provide services that are culturally responsive, and ensure they work collaboratively with other</p>

providers (if relevant) in the Canterbury Police District.

To achieve this, the recommended approach to market is **a single-step open market tender**. Providers will be requested to submit a written proposal, with an undertaking of face-to-face interviews if successful once written proposals are evaluated.

This ensures a fair and transparent process and allows new providers the opportunity to demonstrate their suitability to deliver the service, while encouraging new innovative approaches to be proposed.

This approach fits with the procurement policies of MSD, the Government Procurement Rules and the New Zealand government's procurement principles. The RFP will be published on the Government Electronic Tendering Service (GETS) and promoted locally by ISR District Manager for Canterbury District from Police through their local networks to maximise market exposure, supporting the highest possible number of proposals and options for MSD.

The cross-functional evaluation panel will assess the proposals and work to ensure recommendations are made in line with MSD and ISR's objectives and overall ability to deliver on service requirements and improve community outcomes.

Further, as part of the evaluation process, consideration will be given to the effectiveness of the governance and management of the providers' programmes, so communities are confident of

	<p>service continuity, while giving the providers the platform to undertake service development and quality improvements.</p> <p>The intention is to complete the procurement process by September 2023 to ensure the continuity of the service delivery while allowing time to transition to a new provider/s if applicable. The new service delivery will commence on 01 November 2023.</p>
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Recommendation

It is recommended that the Procurement Board:

Endorse	<p>proposed procurement process to engage suitably qualified providers to provide professional services for high, medium, and low-risk perpetrators and victims of family harm</p>	<p>Endorsed / Not Endorsed</p>
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Board Signatory



Melissa Gill

Procurement Board Chair

Date

1/6/23

Ministry of Social Development

Procurement Plan

For Goods and Services Over \$100k

Integrated Safety Response to Family Violence, Canterbury

Submission Number: 23.145.01

Developed by:

Dina Zaripova

Supported by:

Leanne McSkimming

ISR District Manager - Canterbury District, Police

Commercial in Confidence

Document Development Control	
Prepared By:	Dina Zaripova
Title:	Procurement Specialist
Business Unit:	Service and Contracts Management, MCP
Document Version:	5.0
Date of Last Revision:	19/05/2023
Status:	Final





Approvals

Portfolio Manager (Procurement Endorsement)		
Name:	Diane Hallot	
Position:	National Manager Contracts and Procurement	
Signature:	<i>Diane Hallot</i>	Date: 25/05/2023
Procurement Sponsor (Endorsement of the Plan)		
Name:	Rebecca Brew-Harper	
Position:	General Manager, Service and Contracts Management, MSD	
Signature:	pp <i>[Signature]</i>	Date: 26/05/2023
Procurement Sponsor (Endorsement of the Plan)		
Name:	Leanne McSkimming	
Position:	ISR District Manager - Canterbury District, Police	
Signature:	<i>[Signature]</i>	Date: 25/05/2023
Budget Holder (Approval of the Plan)		
Name:	Andrew Coster	
Position:	Commissioner of Police	
Signature:	<i>Andrew Coster</i>	Date: 25/5/2023

Appendices

Appendix 1 – Canterbury Integrated Safety Response Strategic Plan - 2021 to 2024

Appendix 2 – People and Process. Integrated Safety Response (ISR) Guidelines

Appendix 3 – Position Descriptions (x4) for the Family Harm Practitioner and other collaboration supporting roles

Appendix 4 – Integrated Practice Engagement Standards outlining risk levels

Appendix 5 – Canterbury Police District map

1. Acronyms and Glossary

The following acronyms and abbreviations are used in this document.

Acronym / Abbreviation	Definition
Collaborative partners	Providers who intend to enter/entered into a collaborative agreement to provide together services to MSD
Collaboration	The group of providers/collaborative partners working together to provide services to MSD
FTE	Full Time Equivalent
GETS	Government Electronic Tender Service
ISR	Integrated Safety Response
Lead Provider	Is a provider who is responsible for submitting joint/collaborative proposal on behalf of its collaborative partners
Police	New Zealand Police
Police 5F	Police Family Harm Investigation
SAM	Safety Assessment Meeting

2. Background

2.1. Purpose

The purpose of this Procurement Plan is to detail the proposed procurement process to engage suitably qualified providers to provide professional services for high, medium and low-risk perpetrators and victims of family harm. This Service is to reduce further harm and support Integrated Safety Response to family violence in the Canterbury Police District.

The Integrated Safety Response (ISR) is a multi-agency intervention designed to ensure the immediate safety of family violence victims and children, and to work with perpetrators to prevent further violence. ISR takes a whole-of-family and whānau approach that puts the risk and needs of family and whānau at the centre.

2.2. Type of Service

These services relate to Social Services.

2.3. Context

The ISR was set up in the Canterbury and Waikato police districts in 2016.

This Procurement Plan is for the Canterbury region only. The Procurement Plan for Waikato is prepared separately due to the difference in proposed procurement approaches.

The operational delivery of ISR is hosted by Police as part of the broader Government work on family violence and sexual violence under Te Puna Aonui – the Joint Venture to improve the whole-of-government approach to family violence and sexual violence.

Key features of ISR include dedicated staff, funded specialist services for victims and perpetrators, daily risk assessment and triage, family safety plans, an

electronic case management system and an intensive case management approach to collectively work with high-risk families.

The ISR model brings together Police, Oranga Tamariki, the Department of Corrections, Ministry of Justice, Ministry of Social Development, Ministry of Education, District Health Boards, Accident Compensation Corporation, local iwi, specialist family violence non-government organisations and kaupapa Māori services to support victims and their families.

ISR has been evaluated twice (once in 2017, and a recent evaluation completed in 2019). The recent evaluation shows significant benefits for families and whānau when Police work with its partners to deliver coordinated family violence responses.

Te Aorerekura

Te Puna Aonui agencies are responsible for implementing Te Aorerekura – the National Strategy to Eliminate Family Violence and Sexual Violence.

Te Aorerekura is the National Strategy and Action Plan setting out a new collective path for government, tangata whenua, specialist sectors, and communities to eliminate family violence and sexual violence. Te Aorerekura articulates responsibilities and obligations to contribute to preventing, addressing and healing the impacts of family and sexual violence.

Those in these roles will be guided by the following five principles – The whanonga pono – or guiding principles – help shape the way every person and organisation works as part of Te Aorerekura. These whanonga pono informed the development of Te Aorerekura and will guide its implementation.

- Prioritising **equity** and **inclusion** in all spaces, ensuring equity of resourcing and outcomes; that all voices are heard and represented at all levels of

decision-making; and that all people have options about the supports they receive.

- Acting with **aroha**, recognising that treating people with kindness and care enables healing and demonstrates what respectful relationships look like.
- All actions are **tika** and **pono**, where people act with fairness and integrity, and are accountable for their actions.
- People work together in an integrated way, reflecting **kotahitanga** to provide support to others, and receive support in return.
- **Kaitiakitanga** is practised – all people understand their roles and responsibilities to ensure the safety and wellbeing of people and their families and whānau.

There are six [Tukunga iho](#) – outcomes in Te Aorerekura. These are critical to ISR being able to contribute to the prevention, addressing and healing of violence and achieving better outcomes for people experiencing and perpetuating family violence:

- **Haumaru – People are safe and protected**

All people feel safe and protected, in their homes, neighbourhoods and communities; in the places where they learn, work, pray, and socialise; and in their interactions with government agencies. People can be who they are without fear. They are heard, valued, and know that their experiences are taken seriously. They can access the right kind of strengthening, healing or response services or supports when and where they need them. People choose not to harm others.

- **Whakawhirinaki – People with a network of trusting relationships**

Every person can trust those working with them to have their safety, wellbeing and best interests at heart. Trusted people can safely hold accountable people who use violence, and people can depend on the services and supports available to them because they have been designed

to meet their diverse needs and are staffed by people who are skilled, open-minded, caring and responsive. Trauma is recognised whenever it occurs, there is accountability for acts of violence and responses focus on rebuilding trust. Communities and organisations also focus on actions to prevent and protect against violence.

- **Mana motuhake – People have autonomy and freedom of choice**

Every person is exercising authority and autonomy over their lives – adults can live according to their own philosophies, values and practices, and access to empowering support is provided to children and adults who need it. In this context, mana motuhake means that people have real choices. They choose not to use violence or do harm. People have access to strengthening, healing and responses that meet their needs. They can take the lead on decisions and actions that will help them achieve physical, mental, spiritual and familial wellbeing, and to realise their potential.

- **Ngākau whakautu – People are respected for who they are**

Every person is respected for who they are and how they choose to define themselves (as an individual, member of a kinship and/or chosen family, group or community). The diversity of ethnicities, age, genders, sexualities and disabilities is recognised, reflected and valued.

Actions to strengthen and protect against violence, along with services for healing and responses, meet people's diverse needs.

- **Tūhono – People are connected with others who support their Wellbeing**

Every person has positive connections to their family and whānau – whether through whakapapa, kinship or self defined ties to people in their networks, neighbourhoods and communities – that enable wellbeing and protect

against family violence and sexual violence. People have pathways to (re)connect to others if they are isolated.

- **Poipoi wairua – People are nurtured and cared for.**

Every person who needs to can access timely trauma-informed responses to violence, which use mana-enhancing and strength-based approaches. People can access holistic supports that focus on what matters to them, acknowledging the trauma caused by family violence, and the harms caused by systemic discrimination.

2.4. MSD Team

The procurement process is managed by Dina Zaripova, Procurement Specialist at the Social Services Procurement team, MSD.

As mentioned, the operational delivery of ISR is hosted by Police. Leanne McSkimming, ISR District Manager - Canterbury District is our contact person.

Her details are as follows: leanne.mcskimming@police.govt.nz, s9(2)(a)

2.5. Objectives

The procurement of this Service is looking to achieve the following Outcomes:

- Whānau and families experiencing violence receive timely, appropriate and connected supports that address their needs
- Victims at risk of serious harm or death are identified and kept safe
- Perpetrators at risk of seriously harming or, where harm may result in death, are identified and stopped, and long-term behaviour change is initiated
- Fewer people re-perpetrate, and fewer people are re-victimised.

The ISR strategic priorities are identified in the Canterbury Integrated Safety Response Strategic Plan - 2021 to 2024 and are attached as Appendix 1 to this Procurement Plan.

The Service is successful where:

- The response works with iwi/hapū to support Mana Motuhake.
- An improvements and lessons learnt approach is taken and are noted throughout the process, to support evolution and development.

2.6. Current State

MSD has three existing ISR Canterbury contracts. They were recently extended for four months (till 31 October 2023) to provide sufficient time to undertake this open tender process on behalf of the Police. The intention is the new service delivery will commence on 01 November 2023.

ISR Canterbury contracts were initially issued for two years (see the table below), with two rights of renewal, each for two years.

In Budget 2021, funding was received by the Police in perpetuity for the ISR services to ensure ongoing provision. ISR Canterbury also received an increase of \$450k per annum from 01 July 2022.

The three existing ISR Canterbury contracts will expire on 31 October 2023 and are detailed below:

Provider ¹	Contract Start Date	Contract Expiry Date	Initial Contract Value	Variation Value	Total Contract Value
He Waka Tapu Limited ²	01 July 2021	31 October 2023	\$4,087,501.00	\$713,333.33	\$4,800,834.33
Battered Women's Trust (Christchurch) ³	01 July 2021	31 October 2023	\$6,207,501.00	\$1,070,000.00	\$7,277,501.00
The Canterbury Mental Health Education and Resource Centre Trust ⁴	01 July 2021	31 October 2023	\$535,000.00	\$96,666.67	\$631,666.67
Total			\$10,295,002.00	\$1,880,000.00	\$12,710,002.00

Service Review

A service review was undertaken in November 2022 by Beatrice Brown. She was seconded from the community to undertake it. The service review looked at staff and service provision, how collaborations of the providers work together and opportunities for innovation.

The key findings and recommendations are as follows.

The feedback indicated that the Service is well supported in the social services sector. The Service allowed ISR to be responsive to clients as dynamics and risk levels change. The Service also helps to increase the likelihood of building rapport and engagement with clients and therefore allows clients to make decisions for themselves and their families leading to safety. Positive feedback was received about both collaborations of providers suggesting strong working relationships enabled them to provide the best service for their clients.

¹ The first two are provider collaboration contracts and the last one is fund holder contract.

² Lead provider for Tu Pono collaboration

³ Lead provider for Canterbury Whānau Safety Services (CWSS) collaboration

⁴ Fund holder

The service review highlighted several opportunities for further service improvement that eventuated in the following recommendations:

- 1) Ensure consistency of Practice Guidelines and Position Descriptions for staff,
- 2) Improve decision-making within collaboration including an opportunity to re-nominate collaboration leads
- 3) Establish the process for implementing new initiatives/pilots including clarity on funding options
- 4) Streamline the reporting requirements and ensure stronger accountability on reporting
- 5) Consider additional services for perpetrators and children.

Following the service review,

- All recommendations have been considered and most of them have been already addressed, and
- It was decided to conduct this open tender process for the continuity of the service delivery.

3. Budget

Funding was provided in Budget 2021 into outyears and was granted in perpetuity. ISR Canterbury also received an increase of \$450,000 per annum from 01 July 2022.

The funding is into Vote Police.

The current arrangements between MSD and Police are as follows:

- MSD on behalf of Police undertakes procurement process
- MSD contracts providers
- MSD in conjunction with Police manages contract and relationship
- Police budgets for the funding and transfers that to MSD.

The total budget over 6 years and 8 months for this procurement is as follows:

Funding origin	Financial year	Relation to the contract term	Budget amount*, GST excl
Vote Police	2023/24 (01/11/2023 – 30/06/2024 only)	Initial contract term	\$3,513,333.33 for 8 months (\$5,270,000.00 per annum pro rata)
	2024/25	Right of renewal - 1	\$5,270,000.00 per annum
	2025/26		
	2026/27		
	2027/28	Right of renewal - 2	
	2028/29		
	2029/30		
Total (for the initial contract term)			14,053,333.33
Total (with 2 rights of renewal)			\$35,133,333.33

*ISR has an additional budget for the flexi fund and capability fund. This is outside of the scope of this procurement and is as follows:

- \$260,000, GST excl per annum and includes the following:
 - \$90,000 – for capability fund
 - \$145,000 – for flexi fund
 - \$25,000 (up to) – for admin fee

4. Requirements

4.1. Scope

MSD needs to procure professional support services for high, medium and low-risk perpetrators and victims of family harm. Professional support services include 52.5 various Family Harm Practitioner and other collaboration supporting roles as per the description and breakdown in the table in section 4.3.

This Service is to reduce further harm and support Integrated Safety Response to family violence in Canterbury. The Services must be provided in accordance with the 'People and Process. Integrated Safety Response (ISR) Guidelines' which are attached as Appendix 2 to this Procurement Plan. Please refer to Appendix 3 for the full updated Position Descriptions. If there are any discrepancies between

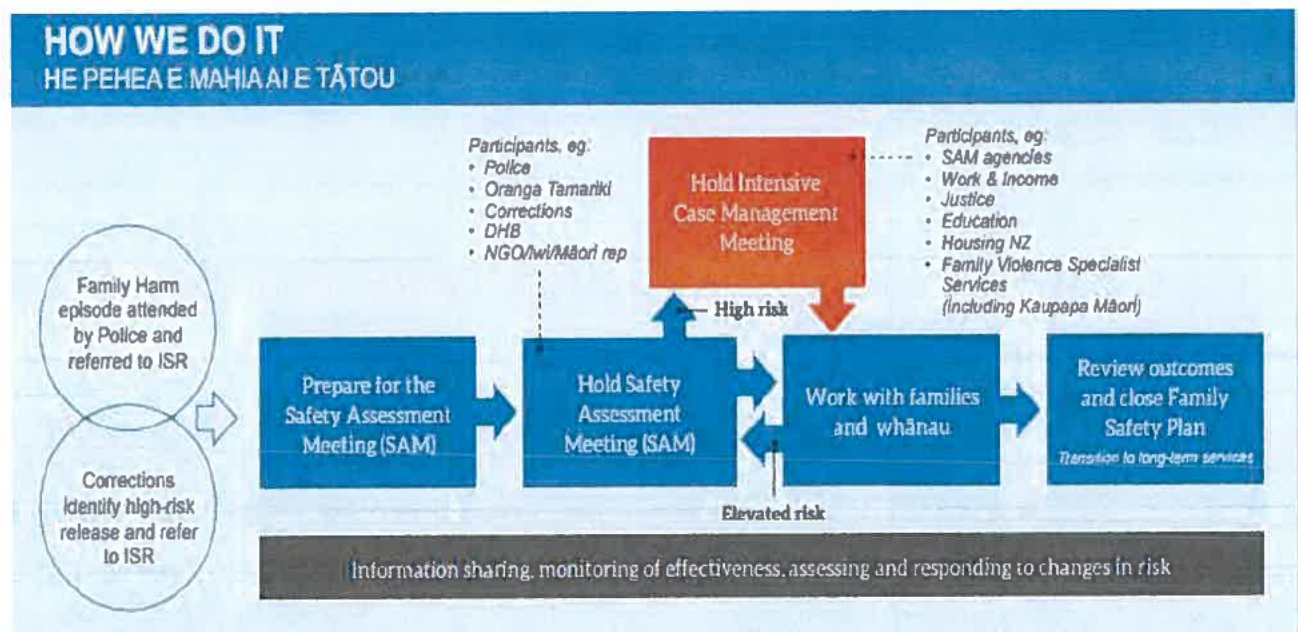
Service Guidelines and this Procurement Plan, then the information in this procurement plan will prevail.

The Family Harm Practitioners will work with families and whānau 1) referred via the ISR Safety Assessment Meeting (SAM or SAM table) for professional support services for perpetrators and victims of family harm or 2) within the Custodial suite to engage with perpetrators.

The risk level is determined by multi-agency SAM tables. Based on the level of risk being high, medium or low, Family Harm Practitioners will work with families and whānau for up to 12 weeks and support them to transition to long-term services if required.

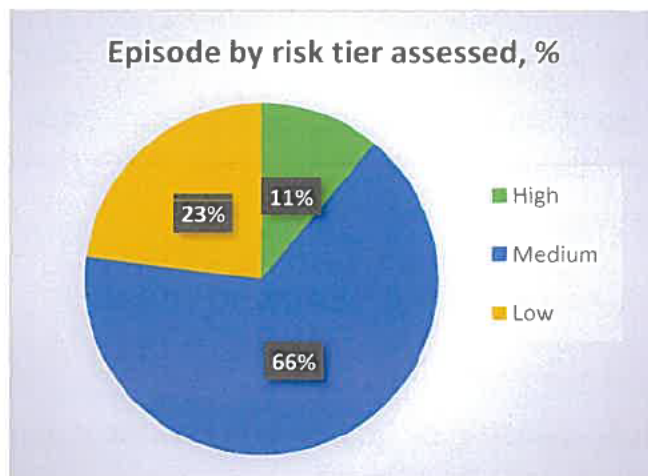
The risk levels - high, medium or low – and response expectations and timeframes are outlined in the Integrated Practice Engagement Standards which is Appendix 4 to this Procurement Plan.

The high-level ISR process is described below:



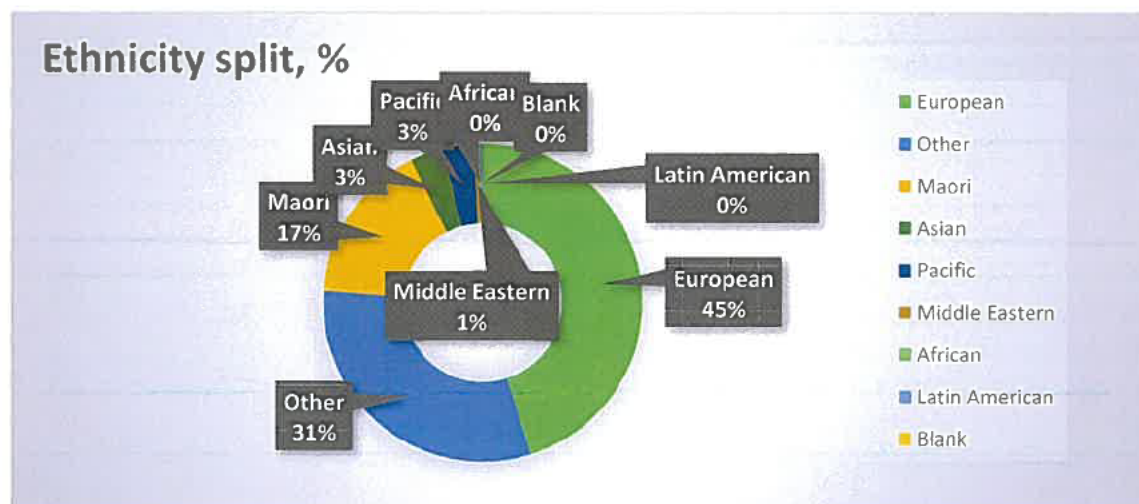
Below is high-level data to provide clarity on recent demand for the Service:

- **Average Episodes per day:** 38.5
- **Victims:** 60%* of all Victims are female
- **Perpetrators:** 71%* of all Perpetrators are male
- **Episode by risk tier assessed*** - Pie Chart 1:



*Rounded to nearest whole number

- **Ethnicity split**** - Pie Chart 2:



****Please note/pay attention to:**

- Ethnicity data is captured based on the Police 5F report completed during police attendance.
- A large proportion of people are noted as identified as 'Other' ethnicity.

4.2. Target Audience

The ISR Service is for anyone within the Canterbury Police District as per below:

- Family Harm cases reported via Police 111 calls or
- High risk prison release from Department of Corrections
- High risk Partner Agency referrals

The Canterbury Police District map is Appendix 5 of this Procurement Plan.

4.3. Deliverables / Outputs

The table below shows **a high-level description and breakdown of Family Harm Practitioner and other collaboration supporting roles** MSD needs to procure. As mentioned, Appendix 3 contains the full updated Position Descriptions.

Table 1 - A high-level description and breakdown of Family Harm Practitioner and other collaboration supporting roles

Role/Position	Number of FTE	Rate (up to), per annum	Total budget (up to), per annum	Responsibility
Specialist Practice Leaders (SPL's)	2	\$110,000	\$220,000	Ensures NGO cross sector partner agency consistency and provides specialist advice and support to the family harm practitioners in their collaboration. Trains new family harm practitioners and capacity coordinators, capacity coordinators, and identifies professional development steps. Works in partnership with the ISR Operations Manager and Agency Managers to manage issues / escalations fed back from case workers, staff, and agencies.
Collaboration Leads	1 (2x 0.5 FTE)	\$100,000	\$100,000	Supports collaboration partner agencies to deliver Integrated service responses to family harm into the community. This role ensures operational delivery of the ISR contract across the collaboration, including ensuring ISR funding is utilised appropriately.
Capacity Coordinators	2	\$100,000	\$200,000	Provides timely allocation of referral tasks to the family harm practitioners working within the collaboration. Liaise with the Specialist Practice Lead where appropriate about referral trends or issues affecting capacity and workflow.
Family Harm Practitioner (Kaimahi)	47.5	\$100,000	\$4,750,000	Engages directly with whānau within required timeframes to ensure response aligns to risk assessed i.e., Response timeframes are outlined within the Integrated Practice Engagement Standards. Manages workflow aligned to ISR standards (Documents engagement / engagement assessments, Support Service management, Plan closures and FSS plans, and notes are maintained aligned to standards to enable effective and efficient workflow practices). Case Workers can expect a minimum of 8 referrals per week, increasing from there aligned to demand need.
Total	52.5		\$5,270,000	

4.4. Monitoring

The ISR Case Management system enables extensive monitoring to ensure timely services and supports for families and whanau.

An ISR Operations Analyst undertakes monthly and quarterly reporting for the ISR District Manager to ensure outcomes are being achieved.

4.5. Proposals

MSD is seeking a collaborative/joint Proposals. This is in line with ISR Governance Strategy and direction to meet family and whanau needs. Collaborations are enabled to flex and change to whanau needs Please refer to the Canterbury Integrated Safety Response Strategic Plan - 2021 to 2024.

Providers will be required to clearly outline how they plan to work together, especially they have never worked together before. The main provider (Lead Provider) will be the Fund Holder, which has the responsibility for holding funds and disseminating the funds as agreed by the collaborative partners/collaboration. The Fund Holder is expected to work collaboratively and follow partnership principles when working with collaborative partners/collaboration.

Please refer to 8.2. 'Contract Structure' for the MSD expectations for the collaboration arrangement/s.

4.6. Timelines

The timeline for the delivery of the services is below.

Contract start date (to allow transition period if required)*	Early Sep 2023
Service Commencement	01 November 2023

* The new contracts need to be established and transitioned to any new providers before the current contracts expire on 31 October 2023.

Please refer to section 8. 'Contract' for a recommended contract term.

4.7. Broader Outcomes

'Broader outcomes' is a government wide initiative that seeks to achieve wider social, economic, cultural and environmental outcomes through the acquisition of goods, services and works.

The areas identified by the Government as priority focus areas are as follows:

- Increasing access for New Zealand businesses
- Construction skills and training
- Improving conditions for New Zealand workers
- Reducing emissions and waste.

This procurement provides an opportunity to support the whole-of-Government directive to leverage secondary benefits through achieving Broader Outcomes and implementing the principles of the Social Sector Commissioning.

We will work with providers on how future delivery can deliver additional social, cultural, environmental, and economic benefits. This includes how business activities move towards carbon-neutrality, support local cultural practices, enhancement of local social cohesion and support the local economy through regional employment and procurement.

5. Key Stakeholders

5.1. Internal and External Stakeholders

Name and Title	Responsibilities and Role
Sponsor	
Rebecca Brew-Harper, General Manager, Service and Contracts Management, MSD	<ul style="list-style-type: none"> Approval/Endorsement of the: <ul style="list-style-type: none"> Procurement Plan Evaluation Report Outcome Agreement The Project Sponsor has the ultimate accountability for the successful outcome of the Project Resolve any issues escalated and ensure that Project risks are being effectively managed
Business Owner	
Leanne McSkimming, ISR District Manager - Canterbury District, Police	<ul style="list-style-type: none"> Work closely with the Procurement Lead in the development of documentation Review and endorsement of Procurement documentation including risks and issues identified and their management Acts in the role as Subject Matter Expert (SME) in family violence and wider context and dependencies
RFP Evaluation Team	
Procurement Lead / Panel Chair (Non- Voting) Dina Zaripova, Procurement Specialist	<ul style="list-style-type: none"> Procurement technical expert responsible for the procurement process Development of all Procurement and contract documentation, alongside Business Owner Lead commercial negotiations with preferred provider/s Point of contact for providers

Name and Title	Responsibilities and Role
Evaluators Please refer to section 7.5. Evaluation team	<ul style="list-style-type: none"> Subject matter experts in MSD's requirements and existing landscape Independent review and scoring of proposals in a fair and unbiased manner in line with the confidentiality, probity, and conflict of interest processes Attendance at moderations sessions and provider presentations

6. Market Analysis

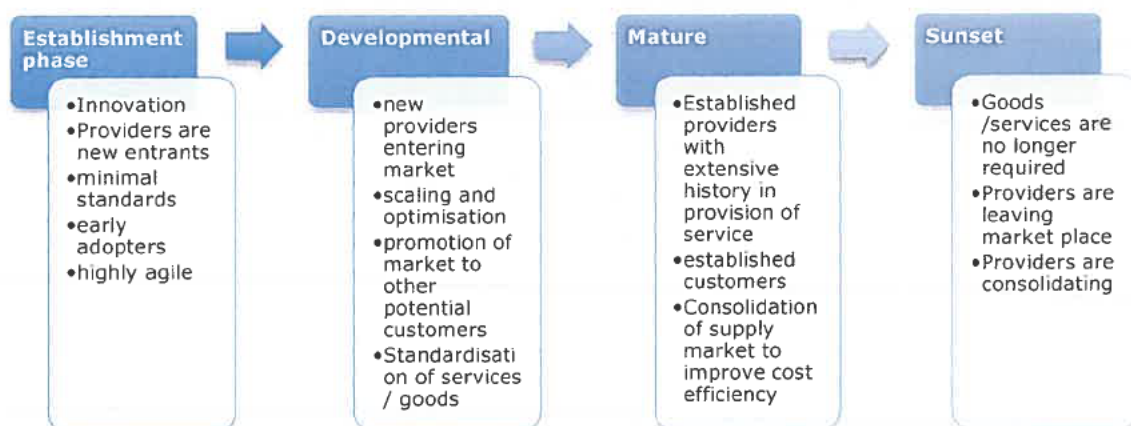
6.1. Market Maturity

To inform the best procurement approach to achieve service outcomes in the Canterbury region, market analysis was undertaken by regional staff to identify providers who may be considered suitable to deliver services.

This resulted in the following insights on how the market is currently structured and what opportunities exist to achieve maximum value and benefit.

Providers who possibly able to provide services are mostly already engaged by MSD. Only one provider has been identified as having the capacity and capability of submitting a proposal in collaboration with other providers. This provider has been engaged during pre-market engagement stage to maximise benefits to MSD and community.

The market for the supply of these goods/services are categorized as Mature:



7. Procurement Approach

A core requirement of this service is the need for providers to have family violence experience supporting victims and perpetrators from further harm. Provider/s are required: to be based within the community where services will be delivered, provide services that are culturally responsive, and ensure they work collaboratively with other providers in the Canterbury Police District.

To achieve this, the recommended approach to market is a single-step open market tender. Providers will be requested to submit a written proposal, with an undertaking of face-to-face interviews if successful once written proposals are evaluated.

This ensures a fair and transparent process and allows new providers the opportunity to demonstrate their suitability to deliver the service, while encouraging new innovative approaches to be proposed.

This approach fits with the procurement policies of MSD, the Government Procurement Rules and the New Zealand government's procurement principles. The RFP will be published on the Government Electronic Tendering Service (GETS) and promoted locally by ISR District Manager for Canterbury District from Police

through their local networks to maximise market exposure, supporting the highest possible number of proposals and options for MSD.

The cross-functional evaluation panel (detailed below) will assess the proposals and work to ensure recommendations are made in line with MSD and ISR's objectives and overall ability to deliver on service requirements and improve community outcomes.

Further, as part of the evaluation process, consideration will be given to the effectiveness of the governance and management of the providers' programmes, so communities are confident of service continuity, while giving the providers the platform to undertake service development and quality improvements.

The intention is to complete the procurement process by September 2023 to ensure the continuity of the service delivery while allowing time to transition to a new provider/s if applicable. The new service delivery will commence on 01 November 2023.

7.1. Proposed Timeline

The proposed timeline for the procurement is as follows:

Action	Indicative due date
Pre-procurement	
Procurement Plan approved by business unit	19 May 2023
Procurement Plan approved by Procurement Board	25 May 2023
RFP finalised and approved	16 June 2023
Panel confidentiality and Conflict of Interest (COI) declarations signed	16 June 2023
Tender	
Tender uploaded and opens on GETS	19 June 2023
Provider briefing	23 June 2023
Deadline for provider questions	06 July 2023

Action	Indicative due date
Deadline for MSD to answer questions	10 July 2023
Deadline for submissions (ensuring 18 business days)	5pm, 12 July 2023
Evaluation	
Evaluation of submissions	By 21 July 2023
Moderation One	25 July 2023
Provider interviews	26 July 2023
Site visits	If required
Provider presentations	Not required
Moderation Two	26-27 July 2023
Review the risks and issues and the planned mitigations	01 Aug 2023
Reference checks	07 Aug 2023
Finalise Evaluation Report	07 Aug 2023
Business unit approvals of Evaluation Report	09 Aug 2023
Procurement Board approval of Evaluation Report	17 Aug 2023
Post-evaluation	
Notify Providers	25 Aug 2023
Due diligence & contract negotiation	08 Sep 2023
Contract start date (to allow transition period if required)	15 Sep 2023
Debrief unsuccessful providers	30 Sep 2023
Service Commencement	01 November 2023

7.2. Evaluation Methodology

Our evaluation approach is designed to ensure MSD can achieve the best value-for-money over the whole-of-life. This means achieving the right combination of 1) proven experience and performance in delivering similar services, 2) capability in the delivery of culturally responsive services, 3) ability to work collaboratively and 4) ensuring effective governance and management is in place.

7.3. Evaluation Model

The evaluation model that will be used is weighted attribute (weighted score). Price will not be a weighted criterion. Instead, price will be taken into account in determining overall value for money over the whole-of-life of the contract.

The FTE rates for this Service are on the lower end for the similar service provided in the sector. Since the budget for ISR Canterbury has already been determined, 1) to minimise the risk of receiving proposals over the budget and 2) to encourage providers to focus on the design of the service delivery, the FTE rates and budget (both up to) will be disclosed as part of the RFP.

7.4. Evaluation Process

In line with the Evaluation Model above, each Evaluator will be given a copy of the Proposals in order to carry out an independent evaluation of the non-price section of each Proposal against the approved Evaluation Criteria.

An initial moderation session will be led by the Panel Chair. The purpose of this session will be to discuss individual scores, and the strengths and weaknesses of each Proposal in order to determine a consensus score for each Evaluation Criteria, for each Proposal.

Following the initial moderation, providers will be shortlisted and shortlisted providers will be invited for a face-to-face interview with the Evaluation Team. The purpose of these interviews will be to allow the Evaluation Team to ask questions and clarify anything following the paper evaluation and initial moderation. Site visits may be conducted if required.

Evaluation scores will be updated as a result of the interview and second moderation will then take place. This will be conducted in the same manner as the first moderation, with particular emphasis on any changes to the scores following the interview to reach the final agreed consensus scores for all Respondents. The reference checks for top-ranked provider/s will be conducted as part of the

evaluation process and the outcome shared with the Evaluation team. Although they are not Weighted, they will be used to validate Proposals and will be considered in the overall decision-making process.

7.5. Evaluation Team

A cross-functional team of subject matter experts will be involved in the evaluation of bids and the selection of the recommended the preferred provider.

Non-Voting Members

Role	Name	Position
Procurement Lead / Panel Chair	Dina Zaripova	Procurement Specialist

Voting Members

Role	Name	Position	Rationale for the appointment
Evaluator	Leanne McSkimming	NZ Police ISR District Manager– Canterbury	Responsible for the delivery of the ISR programme in Canterbury and has a high level of knowledge around the ISR services
Evaluator	Robyn Wallace	Te Runanga o Ngai Tahu	The Iwi representative on the ISR Governance Group and is the Chair of Te Runanga o Ngai Tahu. Has been involved in the previous ISR tender and her knowledge around service provision are comprehensive and valued
Evaluator	Superintendent Lane Todd	Metro Commander, NZ Police	The NZ Police representative on the ISR Governance group, Police is the operation lead for ISR
Evaluator	Ross Pāniora	Te Puna Kokiri	Was on the previous procurement panel for ISR services and has been

			involved in whanau services for TPK for many years. His input around Kaupapa Māori Service provision would be of significant benefit
Evaluator	Henry Jaiswal	Regional Relationship Manager, MSD	MSD contract and relationship manager for this service. Has knowledge, experience and expertise in the service delivery

7.6. Evaluation Criteria and Weightings

Pre-Conditions

Each Proposal must meet all the following pre-conditions. Proposals which fail to meet one or more will be eliminated from further considerations.

#	Pre-Condition
1	The organisation must be a legal entity in New Zealand
2	The provider must currently hold Level 2 Social Services Accreditation (SSA)/Te Kāhui Kāhu (TKK) or obtain it within three months of signing the Outcome Agreement
3	The Proposal must be a joint/collaborative proposal*
4	Lead Provider must be located in the Canterbury Police District

* As mentioned, this is in line with ISR Governance Strategy and direction to meet family and whanau needs. Collaborations are enabled to flex and change to whanau needs Please refer to the Canterbury Integrated Safety Response Strategic Plan - 2021 to 2024.

Evaluation Criteria

Having met all the Pre-Conditions, qualifying bids will be evaluated on their merits using the following Evaluation Criteria and Weightings.

Criterion	Weighting %
1. Organisational Overview	10
1.1. Provide a brief overview of your organisation, including your vision and kaupapa, and the benefits which you believe will be realised for the community and MSD by contracting with you for service delivery	
2. Experience and Performance	30
2.1. Clearly describe your experience in providing family violence services	
2.2. Provide evidence of any specialisation relative to the type of service your organisation is seeking to provide (e.g. Perpetrator, Victim Support, Family / Whanau support)	
2.3. Provide evidence of your organisation's staff capability relative to the type of service you are seeking to provide. Please include their CVs, highlighting their family violence experience, training received, approach to conducting assessments and responding to different levels of risk	
2.4. Explain how your organisation will take into account the ISR Strategic Priorities	
2.5. Clearly describe your organisation's policies and procedures appropriate for the effectiveness and safe delivery of high-quality family violence services. Please indicate how you propose to maximise the safety of victims and minimise the chances of them being harmed by family violence in the future	
2.6. Provide evidence of your organisation's positive client outcomes	

Criterion	Weighting %
<p>2.7. Demonstrate your organisation's ability to adhere to family violence best practice guidelines and practice standards. This also includes continuous improvement of the service and client experience</p> <p>2.8. Indicate what practices and processes are in place to provide professional development opportunities for your staff that you propose for this service</p> <p>2.9. Outline a plan that describes your capability and capacity to be operational from 01 November 2023, including the transition process from current providers if applicable</p>	
3. Cultural Responsiveness	20
<p>3.1. Demonstrate your organisation's ability and experience in delivering culturally responsive services. E.g. kaupapa Māori Provider practice</p> <p>3.2. Clearly describe how your organisation will take into account the specific needs of different user groups, particularly Māori, Pacific, other ethnicities, LGBTQIA+ and disabled people</p> <p>3.3. Provide evidence of your organisation's staff demonstrated competence in:</p> <ul style="list-style-type: none"> • engaging hard-to-reach clients • responding to Māori clients • responding to Pacific clients • responding to other ethnically and culturally diverse clients 	
4. Relationships and Working Collaboratively	20
<p>4.1. Preference will be given to joint/collaborative proposals. Describe your organisation's way of working and demonstrate</p>	

Criterion	Weighting %
experience and readiness to work collaboratively with your collaboration partners	
4.2. Provide evidence of engagement with other service providers including family violence, sexual violence, mental health and addiction services and a history of referring to them as necessary	
4.3. Demonstrate your experience, readiness and practice in hosting staff who work in a model delivering one service in a multi-agency setting with high-low risk clients	
5. Effective Governance and Management	20
5.1. Provide evidence of well-established, capable and effective Governance and Management with a track record for being trusted, having integrity and ability to deliver	
5.2. Provide evidence of Governance and Management collaborative commitment and activities	
6. Non-Weighted	0
6.1. Pricing	
6.2. Provider interviews	
6.3. Site visits if required	
6.4. Reference checks	
TOTAL WEIGHTINGS	100

Both Weighted and Non-Weighted sections may have an impact on the Evaluation Panels' final recommendation regarding a preferred service provider/s. Consequently, the recommended preferred provider may not necessarily have obtained the highest weighted score.

Pricing

Providers will be asked to provide the following **FTE and pricing breakdown** as part of their proposals (a pricing template will be provided to ensure all required information is captured):

Table 2 - FTE and pricing breakdown

No	Collaboration Name	Providers in Collaboration	Lead Provider or Provider?	Number of FTEs				Total number of FTEs per Provider, per annum	Total cost per Provider, per annum
				Specialist Practice Leaders	Collaboration Leads	Capacity Coordinators	Family Harm Practitioner (Kaimahi)		
1									
2									
3									
4									
5									
6									
Cost									
Rate, per annum:								N/A	N/A
				Grand Total cost, per annum:					
Number of FTEs									
				Grand Total number of FTEs, per annum:					
				N/A					

In submitting the pricing, the Providers will be required to meet the following:

- Providers are to use the pricing schedule provided.
- In preparing their Proposal, Providers are to consider all risks, contingencies, and other circumstances relating to the delivery of the Requirements and include adequate provision in the Proposal and pricing information to manage such risks and contingencies.
- Providers are to document in their Proposal all assumptions and qualifications made about the delivery of the Requirements, including in the financial pricing information. Any assumption that MSD or a third party will incur any cost related to the delivery of the Requirements is to be stated, and the cost estimated.
- Prices should be presented in NZD and, unless otherwise agreed, MSD will arrange contractual payments in NZD.
- Where Providers intend to lodge a joint or consortium Proposal the pricing schedule is to include all costs, fees, expenses, and charges chargeable by all Providers with a breakdown of the cost per collaborative partner if applicable.

Rating Scale

The Evaluation Team will use the following rating scale to evaluate the Proposals against the Evaluation Criteria:

Rating	Definition	Score
Excellent	Respondent demonstrates exceptional ability, understanding, experience and skills. The Proposal identifies factors that will offer potential added value, with supporting evidence.	9-10
Good	Respondent demonstrates above average ability, understanding, experience and skills. The Proposal identifies minor additional benefits, with supporting evidence.	7-8
Acceptable	Respondent demonstrates the ability to meet the criteria, with supporting evidence.	5-6

Reservations	Satisfies only a minimum of the criteria but not all. Reservations about the Respondent to adequately meet the criteria. Little supporting evidence.	3-4
Serious Reservations	Extremely limited or no supporting evidence to meet the criteria. Minimum effort made to meet the criteria.	1-2
Unacceptable	Does not comply or meet the criteria at all. Insufficient information to demonstrate the criteria.	0

Due Diligence

In addition to reference checks, MSD will reserve the right to carry out the following Due Diligence on Providers:

Note: any Due Diligence undertaken will not be part of the Weighted Evaluation but may be used in the overall selection process.

a) Analysis of Ownership

- Check legal status of entity
- Check ownership (owners, directors, and relationships to holding or parent corporations)
- Length of time in operation
- Company locations
- Number of employees
- Confirmation there are no actual, potential, or perceived COI's

b) Analysis of Finances

- Providers current and future financial viability (for the expected contract duration)
- Review of Providers or Lead Provider annual reports for the last three years
- Review of last independently audited accounts to check profitability and liquidity
- Undertake credit check
- Review insurance certificates

- Confirm if any current or pending issues with Inland Revenue or any other relevant jurisdictions.
- c) Security Checks**
 - Review of Providers security management systems if required
 - Check of any convictions against the provider of the Providers personnel that could compromise the contract.
 - Check of any pending criminal cases that could compromise the contract.
- d) Identification of any outstanding Social Services Accreditation /TKK remedial actions and/or areas of concern (if currently holds the accreditation)**
- e) Provider interview**
- f) Site visits if required**
- g) Reference checks**
- h) Past performance may be verified by Contract Advisors or appropriate MSD staff as required.**

8. Contract

8.1. Type and Term

The recommended contract term for the new contract/s is 6 years and 8 months, commencing on 01 November 2023 as per below:

- Initial term - 01 November 2023 to 30 June 2025 (2 years and 8 months),
- Two rights of renewal of two years each (4 years).

The new contracts need to be established and transitioned to any new providers before the current contracts expire on 31 October 2023.

These services will be contracted via an Outcome Agreement with DFA will be DCE MCP Mārama Edwards.

8.2. Contract Structure

The contract will include a service description, the service guidelines and position descriptions for Family Harm Practitioner and other collaboration supporting roles.

The contract will also outline the collaborative agreement expectations. The collaborative agreement is the agreement between collaborative partners on how they work together to provide services to MSD and is legally binding agreement. The details are below.

The Lead Provider will:

- a) Keep the Purchasing Agency/MSD informed about the involvement of each such collaborative partner so that the Purchasing Agency has relevant information about all such collaborative partners.
- b) Obtain prior written approval of the Purchasing Agency with regard to any collaborative partners proposed to be engaged in the programme and if any change in collaborative partners is required.
- c) Ensure that collaborative agreement it enters into is on terms that are consistent with the Outcome Agreement.
- d) Remain liable to the Purchasing Agency under the Agreement for the performance of the collaborative partners' obligations.
- e) Follow partnership principles and collaborative ways of working for collective decision making.
- f) Co-design the collaboration agreement together with collaborative partners and share it with the Purchasing Agency for approval.

8.3. Special Terms and Conditions

N/A

8.4. Contract Management

This contract and relationships with the provider/s will be managed by MSD in conjunction with Police.

- MSD Contract and Relationship Manager:
Henry Jaiswal, Regional Relationship Manager, MSD

- Police Contract and Relationship Manager:
Leanne McSkimming, ISR District Manager - Canterbury District, Police

A detailed Contract Management Plan is to be developed once the contract is in place.

9. Probity

9.1. Probity Management

It is essential that MSD demonstrates ethics and integrity in its procurements. This means:

- Acting fairly, impartially, and with integrity.
- Being accountable and transparent.
- Being trustworthy and acting lawfully.
- Managing COIs.
- Protecting the provider's commercially sensitive and confidential information.

Probity in this procurement will be managed by:

- Ensuring compliance with MSD's Code of Conduct.
- Ensuring that financial authority for the procurement is approved before proceeding to tender.
- Ensuring everyone involved in the process signs a confidentiality agreement and declares any actual, potential, or perceived COI.
- Identifying and effectively managing all COI.
- Treating all providers equally and fairly.
- Providing each provider with a comprehensive debrief at the end of the tender process.



10. Risk Management

The procurement risks associated with this RFP have been assessed using MSD's Risk Management framework. Below is an extract from the MSD Risk Consequences Criteria to support the rating of Procurement risks:

Consequences					
	Routine	Minor	Moderate	Major	Severe
If the consequence was to occur the expected management response would be:	Monitoring and oversight of the operating procedures to identify possible changes to processes is required	Consideration required of changes to operating policies or procedures.	Prioritisation needed of changes to operating policies or procedures.	Urgent actions to remedy operational failures are appropriate and implemented.	Resolution of any critical impact on MSD's ability to continue operating is actioned immediately.
Procurement Examples					
If the consequence were to occur they might look like this:	Minimal impact only to new non-core client services. No impact to epic delivery. Poor quality applications – some rework required by the provider,	Delays to MSD's ability to continue to deliver a non-core service. Project / programme derailed with impact on costs, time, and resource.	Some impact on an existing service >1 month. Additional Costs <\$100k. Dispute over fair process.	Impact on existing core services >6 months. Major cost increase <\$500k. Performance management of provider.	Inability to deliver a core service. Loss of credibility with key stakeholders. Legislative breach by providers.

Likelihood / Possibility that the consequence will occur in the next 12 months.	minimal impact to MSD resources.				Extra support required for provider by MSD resource. Inability to secure provider for a new core service – repeat of the process.	Provider unable to meet some contractual obligations – MSD input required.	Legal challenge occurs. Provider unable to meet all contractual obligation and core service impacted.	
	Almost Certain 81 – 100%	Medium	Medium	Medium				
	Likely 51 – 80%	Low	Medium	Medium				
	Possible 31 – 50%	Low	Low	Medium				
	Unlikely 6 – 30%	Very Low	Low	Medium				
	Rare 5% or less	Very Low	Very Low	Low				

Risk	Residual Risk Rating (before planned mitigation)			Mitigation	Predicted Risk Rating (after planned mitigation)			Owner
	Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
Timeframes may not be met, as the time commitment from Panel members is not possible. This will result in delays to delivery.	Possible	Moderate Prioritisation needed of changes to operating policies or procedures	Medium	Conduct robust procurement planning and ensure early resource allocation has been done. This is to ensure the procurement timeline is followed. Regular check-ins between MSD and Police are likely to mitigate the likelihood of this event occurring to minimal	Unlikely	Moderate	Medium	The Project Sponsor
The ongoing COVID pandemic may cause unavailability of panel members or providers which will cause delays.	Possible	Moderate Prioritisation needed of changes to operating policies or procedures	Medium	Ensure the possibility of replacement of absent Panel members to continue the procurement process to meet the timeline. Providers will be asked to ensure ongoing risk	Unlikely	Moderate	Medium	The Project Sponsor

Risk	Residual Risk Rating (before planned mitigation)			Mitigation	Predicted Risk Rating (after planned mitigation)			Owner
	Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
				management is in place for their service availability				
Key market players do not respond to the RFP process.	Unlikely	Moderate	Medium	Pre-market engagement has been conducted with existing providers. Additionally, possible new providers have been identified and contacted to let them know about the upcoming tender.	Rare	Moderate	Low	The Project Sponsor
Evaluators' Conflict of Interest.	Possible	Minor	Low	A robust conflict of interest and confidentiality process is in place. The Evaluation panel and other contributors will be briefed on the COI process and COIs will be completed by them. If any conflict will be declared, the Management Plan will be developed and	Possible	Moderate	Medium	The Project Sponsor

Risk	Residual Risk Rating (before planned mitigation)			Mitigation	Predicted Risk Rating (after planned mitigation)			Owner
	Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
				put in place with the relevant person.				
Supply chain problems lead to the vendor failing to deliver product/services as agreed in the contract, resulting in failure to achieve milestones, failure to deliver product/services, and/or reputational damage to MSD.	Possible	Moderate	Medium	Ensure provider/s has relevant experience and skills and prioritise ongoing staff development	Unlikely	Moderate	Medium	The Project Sponsor
The provider experiences problems, leading to provider performance being	Unlikely	Moderate	Medium	The Parties will agree on ongoing meetings to manage the contract/s and relationships. It will include				The Project Sponsor

Risk	Residual Risk Rating (before planned mitigation)			Mitigation	Predicted Risk Rating (after planned mitigation)			Owner
	Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
below contract requirements, resulting in failure to achieve milestones, failure to deliver product/service, and/or reputational damage to MSD.				overseeing the service delivery and discussing issues and possible solutions. The parties will work collaboratively to mitigate risks and ensure the Parties all have a clear understanding and expectations of the service delivery successes and opportunities.				
What is the risk to MSD if this Project does not proceed?	Unlikely	Moderate	Medium	The vulnerable clients in the Canterbury region may be impacted by possibly receiving further harm from not being fully supported after the family violence incident. Additionally, the reputational risk for MSD	Unlikely	Moderate	Medium	The Project Sponsor

Risk	Residual Risk Rating (before planned mitigation)			Mitigation	Predicted Risk Rating (after planned mitigation)			Owner
	Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
				and Police is in place due to the inability to procure services for the identified need. Mitigation: Robust procurement planning is in place and ensure the procurement timeline is followed. Communicate clearly, ensuring all internal and external stakeholders are on the same page and understand the implications if this project will not proceed				





Canterbury Integrated Safety Response Strategic Plan - 2021 to 2024



Mission: The Canterbury ISR aims to provide crisis responses and services to families and whānau experiencing family violence to enable and empower them to become safer.

Our Purpose:

ISR is a collaborative partnership responding to reported* family violence. ISR takes a whānau-centric approach to address family and whānau risks and needs.

Aligned to Government Priorities

Identify and navigate families and whānau to improve:

- Child wellbeing
- Mental and physical wellbeing
- A community and prevention based approach to addressing family violence, while supporting the capability of frontline crises services.

Our Strategic Priorities



Our Goals for 2021 - 2024

We know we have met the goal when



Family/Whānau centric safety

A focus on Tamariki – we want to define what we need to do for Tamariki in the crisis space. We will complete a gap analysis and understand what services are already there.

We understand family and whānau's needs, wants and aspirations and respond in a mana enhancing way.

There are improved responses for tamariki.

Opportunities for whānau engaged with agencies not affiliated with ISR to be better supported through ISR



Working in Partnership

We identify ISR relevant strategic partnerships (external to ISR and in the wider community) and develop and enact an engagement plan.

We will review and action changes to NGO collaboration partnerships to meet family and whānau needs. Collaborations are enabled to flex and change to whānau needs.

An engagement plan is in place to improve communication and keep everyone updated on ongoing ISR developments.

Collaboration agreements reflect flexible working to meet the needs of the community.



Continuous Improvement

We capture and analyse data to inform our continuous improvement goals.

We use the data to inform our resourcing and procurement plan.

Position descriptions are flexible to reflect resourcing needs and risk levels.

Greater efficiencies in managing increasing volumes.

Development of IT based solutions that would improve function and reduce workload pressures



Sustainability

Our crisis response services are known and trusted in the community as part of a wider Integrated Community Response.

ISR is known in the community as the Family Harm response following a crisis

* Family Violence reported to Police or high risk Corrections prison releases

Appendix 3 - Position Descriptions

1 of 4

Position Description

Position: **Specialist Practice Lead**

Location: TBC

Reporting to: Collaboration Lead

Issue Date: 2023

Our Role:

The Integrated Safety Response (ISR) is a collaborative model of practice addressing clients experiencing family harm; whereby one service is delivered via a multi-agency partnership. We exist to ensure that those who experience family harm receive the support they need to become safe and resilient whānau and families. Referrals are currently received from Police (5F's) as well as High Risk Corrections releases and high-risk partner agency referrals, with the goal of reducing and preventing family harm.

Specialist Practice Lead

This role acknowledges the complexity of family harm intervention and the specialist nature of the work. It also acknowledges the importance of an integrated response, the immediate as well as ongoing challenge to 'make safe' and 'keep safe' and that the dynamic nature of risk assessment and management are all critical parts of the systemic response required to reduce lethality and harm; as well as to prevent further victimisation. This role will be guided by [The Whanonga Pono](#).

Purpose of position:

To provide specialist advice and support to the family harm practitioners within their collaboration to support the ongoing capability building and good-practice delivery of integrated service responses to family harm into the community.

Key Responsibilities and functions:

- Specialist advice and support to the family harm practitioners in their collaboration, including:
 - Regular ongoing visits to collaboration partner agencies discuss case management and provide best practice feedback
 - Train new family harm practitioners and Capacity Coordinators, provides supervision of induction, can identify professional development next steps
 - Liaison with Agency Team Leaders about the practice and welfare of family harm practitioners. Supports Team Leaders to monitor safety and supports risk assessment and management.
- Liaises with the other collaboration Specialist Practice Leader and Practice Leads in the ISR sector to support delivery of training, and consistency of practice.
- Liaises with Collaboration Operations Manager representatives regarding risk factors within the ISR environment, to support/enhance sector capability.
- Liaises with the Capacity Coordinator regarding complex cases and gives best practice recommendations for appropriate allocation.
- Has oversight of the high-risk cases for the collaboration.
- Accesses ongoing professional development to freshen practice, grow knowledge; particularly in Te Ao Māori concepts and principles.

Reporting:

- Reports and meets weekly with the Collaboration Lead, along with any partnership issues or risks that could negatively affect the families' engagement in services and/or on-going safety
- Is able to provide feedback when requested to ISR governance regarding clinical strengths, gaps and opportunities
- Quality Assurance Reviews as required by the Collaboration Lead, and/or ISR District Manager.

Skills and knowledge:

- This person will have extensive practice experience in the family violence field, including integrated service responding, working with both victims/survivors of family harm (including children) as well as perpetrators
- Has a strong embedded knowledge of Kaupapa Māori practice, and/or working extensively with indigenous peoples and can apply the principles of Te Tiriti in practice

- Has a strong understanding of both static and dynamic risk factors regarding Family Violence (ie: escalation, strangulation, lethality, separation, pregnancy etc)
- Is trauma informed including knowledge of immediate as well as cumulative, and complex trauma (including how this impacts Indigenous people groups)
- Has understanding of developmental impact on children exposed to family violence
- Understands the complex embedded nature of family violence and links to additional issues (ie: Sexual violence, intergenerational, colonisation, cumulative trauma, Mental Health, Alcohol and Drug use)
- Can articulate and speak to various forms of Family Violence and subsequent indicators
- Has robust knowledge of the scope, skills and resources of statutory and NGO Family Violence response agencies for perpetrators, victims, family/whānau and children in the Canterbury context
- Able to bring new and/or innovative ideas that support continuous improvement and capability growth.

Position Description

Position: **Collaboration Lead**

Location: TBC

Reporting to: TBC

Issue Date: 2023

Our Role:

The Integrated Safety Response (ISR) is a collaborative model of practice addressing clients experiencing family harm; whereby one service is delivered via a multi-agency partnership. We exist to ensure that those who experience family harm receive the support they need to become safe and resilient whānau and families. Referrals are currently received from Police (5F's) as well as High Risk Corrections releases and high-risk partner agency referrals, with the goal of reducing and preventing family harm.

Collaboration Lead

The Collaboration Lead is a representative from each Collaboration, and represents the voice and needs of the Collaboration as a whole. This role ensures agencies within their collaboration are connected to, informed and contributors to the ISR network of Integrated responses to family harm, enabling a continuously improving service for the families and whānau who use them.

Purpose of the role

The Collaboration Lead supports collaboration partner agencies to deliver Integrated service responses to family harm into the community. This role ensures operational delivery of the ISR contract across the collaboration, including ensuring ISR funding is utilised appropriately. This ensures families and whānau receive quality services.

This role will be guided by [The Whanonga Pono](#). The Whanonga pono – guiding principles – help shape the way every person and organisation works as part of Te Aorerekura (the National Strategy to Eliminate Family Violence and Sexual Violence)

Key Responsibilities and functions:

- Meets monthly with the ISR District Manager to discuss Collaboration issues, continuous improvement ideas and resolutions
- Liaise and feedback to Collaboration Partners. Ensures effective and transparent communication with the agencies within their Collaboration
- Meets quarterly with ISR District Manager and a representative of the ISR SLG and another Collaboration representative to review the Collaboration's quarterly performance report
- Ensures there is a Practice Lead who has oversight of practice delivery and quality across the Collaboration
- Ensures there is a Capacity Co-ordinator who allocates referrals from ISR across the Collaboration according to the agreed Capacity Framework
- Ensure Collaboration funding and FTE allocation is in line with the agreed procurement process by the Canterbury ISR Strategic Governance Group and meets family and whānau demand
- Liaise with the ISR District Manager in the event of a problem with service delivery within a Collaboration Agency or across the Collaboration
- Where there is an individual worker performance issue, ISR may raise this and resolution of this issue will be the responsibility of the Employing agency.

Position Description

Position: **Capacity Coordinator**

Location: TBC

Reporting to: Collaboration Lead

Issue Date: 2023

Our Role:

The Integrated Safety Response (ISR) is a collaborative model of practice addressing clients experiencing family harm; whereby one service is delivered via a multi-agency partnership. We exist to ensure that those who experience family harm receive the support they need to become safe and resilient whānau and families. Referrals are currently received from Police SF's as well as High Risk Corrections releases and high-risk partner agency referrals; with the goal of reducing and preventing family harm.

Capacity Coordinator - Purpose of position:

This role acknowledges the importance of appropriate services engaging with families who are experiencing family harm. This role provides timely allocation of referral tasks to the family harm practitioners working within the collaboration, as directed from the daily Safety Assessment Meeting. Liaise with the Specialist Practice Lead where appropriate about referral trends or issues affecting capacity and workflow.

Key Responsibilities and functions:

- Allocate support services to family harm practitioners recommended from the SAM table
- Oversee support service allocation across practitioners according to their reported caseload
- Provide feedback to ISR Administrators regarding tasks where appropriate
- Provide feedback to the Specialist Practice Lead and Collaboration Lead about any backlog of tasks to the collaboration

- Report any tasking trends to the Specialist Practice Lead and Collaboration Lead as required

Reporting:

Reports to the Collaboration Lead as required, along with any allocation issues or risks that could negatively affect the families' engagement in services and/or on-going safety.

- Is able to provide feedback when requested to ISR regarding task allocation and backlog.

Person specification:

- Ability to work autonomously to meet tasking deadlines
- Be skilled in use of computer databases and spreadsheets
- Committed to on-going professional development and good practice.

Position Description

Position: **Family Harm Practitioner (Kaimahi)**

Location: Host Agency

Reporting to: Host Agency Manager

Issue date: 2023

Delegated Authority: NIL

Our Role:

The Integrated Safety Response (ISR) is a collaborative model of practice addressing clients experiencing family harm; whereby one service is delivered via a multi-agency partnership. We exist to ensure that those who experience family harm receive the support they need to become safe and resilient whānau and families. Referrals are currently received from Police (5F's) as well as High Risk Corrections releases; with the goal of reducing and preventing family harm.

Family Harm Practitioner:

Strategic priorities within the ISR are: Family/Whanau centric safety, Working in Partnership, Continuous Improvement and Sustainability. At all levels of ISR including the Canterbury Integrated Safety Response Strategic Leadership Group, Operations Management, and service delivery. There is multi-agency representation to ensure effective and efficient delivery of outcomes for families refer to ISR. As such this position is part of a virtual multi-agency team. While the Family Violence Practitioner will be employed by a host agency, the practice and process used is overseen by the ISR Practice Guidelines.

Purpose of the Position:

To provide support and case management to families and whanau assessed as High/Medium risk of family harm. In addition to referrals from the SAM table, this may include victims, perpetrators, and families where there has been a charge of risk level.

Key Responsibilities for Medium Risk Families:

- Makes initial contact with family post referral from SAM.
- Works with ICM specialist roles toward 'warm handovers' for families transitioning to further support.
- Actively liaises for the purpose of safety and accountability in all ISR Services.
- Engages in a way that elicits trust and embeds hope (without underestimating risk)
- Holds primary relationship with the family as a whole
- Maintains a safety first, child centred focus
- Supports and monitors safety and risk management
- Supports family to identify goals/outcomes and 'markers' of change (all voices heard)
- Is able to identify dynamic risk factors within the family environment and work to mitigate these
- Holds key strategic relationships with relevant NGO's including children's specialists, Kaupapa Māori services, Alcohol and Drugs, Mental Health services, parenting programmes and wider psycho-social supports (Counselling, social work support etc).
- Co-ordinates and supports strategic feedback forums (system reviews)
- Engages in regular supervision and professional development opportunities

Additional Key Responsibilities for High-Risk Families:

- Makes initial contact with identified victim post police call out and/or referral from Safety Assessment Meeting (SAM) within 24 hours.
- Works toward 'warm handovers' for families transitioning to longer term support.

Reporting:

- Direct report to host agency manager
- Accurate and full use of the CMS
- ICM on progress against plan
- Reports to the Senior Practice Leader / Operations Manager as required; including any partnership issues or risks that could negatively affect the families engagement in services and/or on-going safety

Person Specifications:

This person will have experience working with victims/survivors of family violence and may themselves have 'lived experience' of victimisation and recovery. Their knowledge and

experience will allow them to approach the work in a way that is whānau-centric, non-judgemental, and which seeks to determine and respond to the primary victim's best interests and needs at the time with a view to moving beyond crisis to recovery and empowerment.

Knowledge:

- Understands the dynamics of family harm including perpetrator typologies and impact of family violence harm on all family members.
- Is trauma informed including knowledge of immediate as well as cumulative, and complex trauma.
- Understands developmental impact on children exposed to family violence.
- Understands that a child witness to family violence is a victim.
- Can articulate and speak to various forms of family violence and subsequent indicators.
- Understands the gendered and patterned nature of Family Violence.
- Understands that safety is a collective action and enabler to empowerment not an individual choice.
- Can articulate a number of theories pertaining to the aetiology of Family Violence (Social learning theory, feminist theory, colonisation, cumulative trauma etc)
- Has robust knowledge of the scope, skills and resources of statutory and NGO Family Violence response agencies for perpetrators, victim partners and children
- An understanding and knowledge of Kaupapa Māori practice and Tikanga

Skills/Competencies:

- Safety first approach (When where and how). Understanding that safety is a collective response NOT an individual choice
- Capacity to assess whole of whānau risk/needs but maintain a victim centric focus.
- Is able to think strategically regarding interventions and to assess and manage the risk of repeat family violence revictimisation
- Is able to demonstrate the application of a Kaupapa response
- Demonstrates culturally effective responding and/or links to appropriate resources
- Mana Enhancing approach rather than a deficit focus (Relationship based)
- Trauma Informed / child centred
- Relationally focused (warm, empathic, collaborative approach that models pro-social behaviour)

- Refers back to the SAM table directly if there is an escalation in risk (re: re-victimisation; escalation of harm; child well-being)
- Provides feedback where necessary to ISR governance regarding strengths gaps and opportunities for victim interventions and support
- Working from a base of shared information (Integrated/interagency) understanding that safety is paramount
- Is able to identify areas of concern that may not be named by the victim but require action and to advocate for this, specifically where there may be escalating risk
- Engaging as early as possible (make safe) with the longer term in mind (keep safe)
- Understanding importance of follow up and 'do what you say'
- Maintains accurate confidential case records and written accounts demonstrate sound placement of accountability for violence and victim resistance

Personal Qualities:

- Empathic, warm relational approach.
- Is able to engage in a way that elicits trust and embeds hope (without underestimating risk)
- Can relate across demographics and cultures in a non-judgemental, strengths based way
- Can make and maintain strong relational connections across both NGO and government providers
- Understands the issue of secondary/vicarious trauma and can demonstrate good work/life balance and self-care, and utilises workplace support and supervision. Is committed to on-going professional development and good practice
- Teamwork: Has a friendly manner, strengths-based outlook and a positive sense of humour, is flexible and willing to change work arrangements or take on negotiated and appropriate additional tasks in order to help the service or team meet its commitments
- Creative Thinking: Able to generate creative and practical ideas and solutions to problems and service opportunities.

Appendix 4 – Integrated Practice Engagement Standards outlining risk levels

LOW RISK		MEDIUM RISK		HIGH RISK	
Who	Required response	Who	Required response	Who	Required response
Family Harm Practitioner (allocated to provide support service)	<ul style="list-style-type: none"> Contact Victim and/or the perpetrator minimum by phone Four attempts over four days (6 if over a weekend) All necessary steps are taken to ensure achieving an agreed safety plan with the whānau 	Family Harm Practitioner (allocated to provide support service)	<ul style="list-style-type: none"> Face to face visit with Victim and/or perpetrator and possibly children, if appropriate and within 72 hours (excluding weekend) which is preceded by a phone call All necessary steps are taken to ensure achieving an agreed safety plan with the whānau (including regular appropriate monitoring) 	Family Harm Practitioner (allocated to provide support service)	<ul style="list-style-type: none"> Face to face visit with Victim and/or perpetrator and possibly children, within 24hrs of allocation. A full risk and needs assessment is completed with victim / child / perpetrator where appropriate All steps are taken to ensure immediate safety (e.g., statutory intervention, relocation where appropriate etc) and regular appropriate monitoring takes place to mitigate presenting risk
Closure and Transition	<ul style="list-style-type: none"> Low plans should close within 4 weeks duration (all actions are completed and transition to BAU services as appropriate) 	Closure and Transition	<ul style="list-style-type: none"> Medium plans should close within *6 weeks duration (all actions are completed and transition to BAU services as appropriate). 	Closure and Transition	<ul style="list-style-type: none"> Plan is reviewed by plan lead within 15 days of initial engagement / contact / allocation (this can occur at ICM) High plans should close within *12 weeks (all safety actions are completed and transition to BAU services as appropriate)

*Any extension to closure time frames/durations must be discussed

Appendix 5 – The Canterbury Police District map





MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

ISR Overview & this RFP process

Provider briefing session
22 June 2023



Agenda

- MSD/Police Relationships
- About ISR
- Services we require
- Contract Structure
- Procurement process
- Q&A

MSD/Police Relationships

The funding is from Police.

The current arrangements between MSD and Police are as follows:

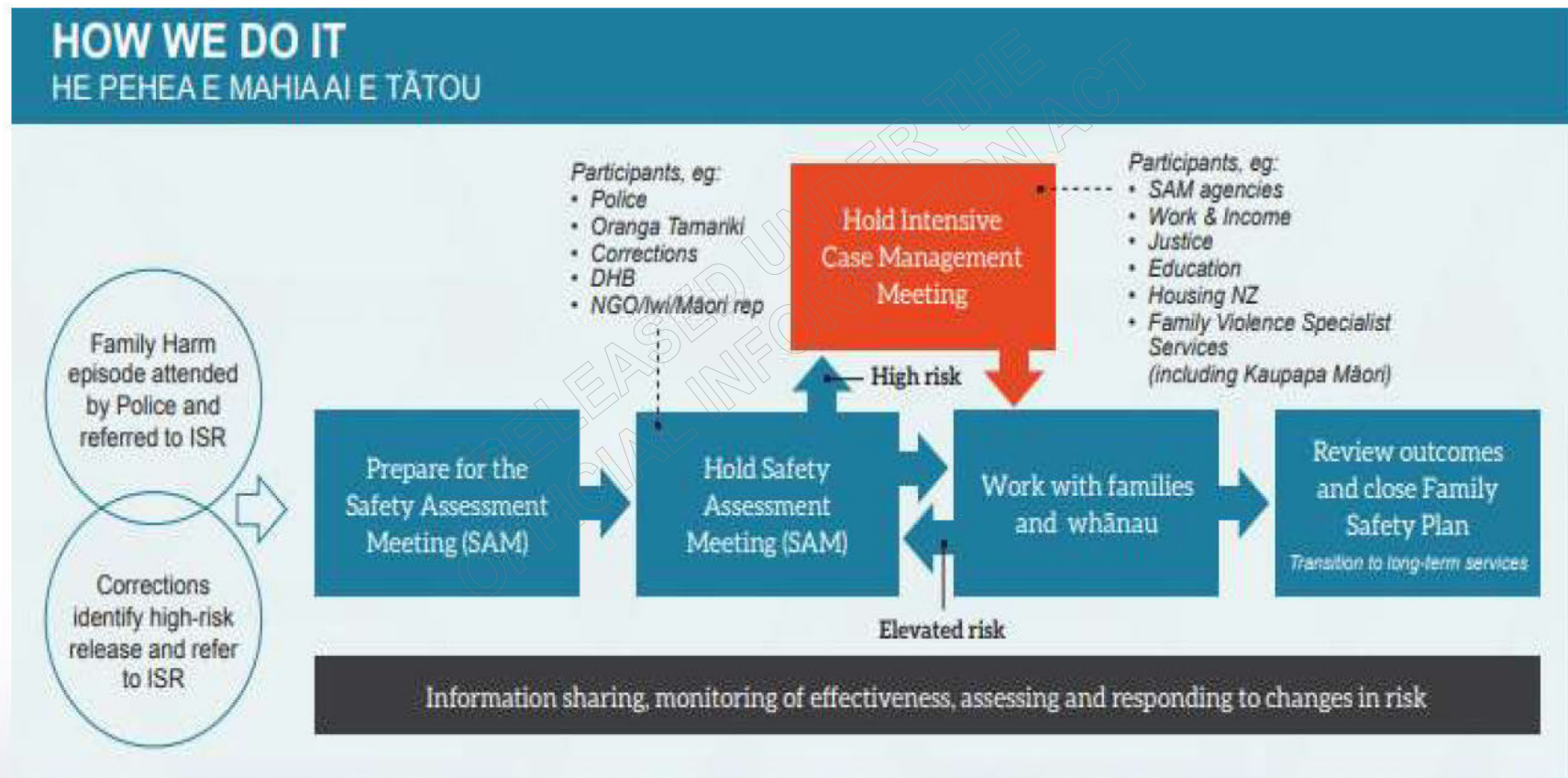
- MSD on behalf of Police undertakes procurement process
- MSD contracts providers
- MSD in conjunction with Police manages contract and relationship
- Police budgets for the funding and transfers that to MSD.

About ISR

- Ensure the safety of families and whanau as soon as possible post episode.
- Ensure early identification of risk and appropriate response to at-risk whānau at the first opportunity.
- Multi-agency information sharing, risk assessment and intervention for EVERY episode of Family Harm

About ISR cont.

The high-level ISR process



Services we require

- Professional support services for high, medium and low-risk perpetrators and victims of family harm
- Includes 52.5 roles
- This Service is to reduce further harm and support ISR to family violence in Canterbury
- The Services must be provided in accordance with the 'People and Process. ISR Guidelines'
- The Position Descriptions are available as part of the RFP

Services we require cont.

Table - A high-level description and breakdown of Family Harm Practitioner and other collaboration supporting roles

Role/Position	Number of FTE	Rate (up to), per annum	Total budget (up to), per annum	Responsibility
Specialist Practice Leaders (SPL's)	2	\$110,000	\$220,000	Ensures NGO cross sector partner agency consistency and provides specialist advice and support to the family harm practitioners in their collaboration. Trains new family harm practitioners and capacity coordinators, capacity coordinators, and identifies professional development steps. Works in partnership with the ISR Operations Manager and Agency Managers to manage issues / escalations fed back from case workers, staff, and agencies.
Collaboration Leads	1 (2x 0.5 FTE)	\$100,000	\$100,000	Supports collaboration partner agencies to deliver Integrated service responses to family harm into the community. This role ensures operational delivery of the ISR contract across the collaboration, including ensuring ISR funding is utilised appropriately.
Capacity Coordinators	2	\$100,000	\$200,000	Provides timely allocation of referral tasks to the family harm practitioners working within the collaboration. Liaise with the Specialist Practice Lead where appropriate about referral trends or issues affecting capacity and workflow.
Family Harm Practitioner (Kaimahi)	47.5	\$100,000	\$4,750,000	Engages directly with whānau within required timeframes to ensure response aligns to risk assessed i.e., Response timeframes are outlined within the Integrated Practice Engagement Standards. Manages workflow aligned to ISR standards (Documents engagement / engagement assessments, Support Service management, Plan closures and FSS plans, and notes are maintained aligned to standards to enable effective and efficient workflow practices). Case Workers can expect a minimum of 8 referrals per week, increasing from there aligned to demand need.
Total	52.5		\$5,270,000	

Table - FTE and pricing breakdown

No	Collaboration Name	Providers in Collaboration	Fund Holder or Provider?	Number of FTEs				Total number of FTEs per Provider, per annum	Total cost per Provider, per annum
				Specialist Practice Leaders	Collaboration Leads	Capacity Coordinators	Family Harm Practitioners (Kaimahi)		
1									
2									
3									
4									
5									
6									
Cost									
Rate, per annum:								N/A	N/A
Grand Total cost, per annum:									
Number of FTEs									
Grand Total number of FTEs, per annum:									N/A

Contract Structure

- MSD contracts a Fund Holder
- Fund Holder is responsible for the performance of the collaboration
- Collaboration partners sign among themselves collaborative agreement
- The collaborative agreement is the agreement between collaborative partners on how they work together to provide services to MSD and is a legally binding agreement

The Fund Holder will:

- a) Keep the Purchasing Agency/MSD informed about the involvement of each such collaborative partner
- b) Obtain prior written approval of the Purchasing Agency with regard to any collaborative partners proposed to be engaged in the programme and if any change in collaborative partners is required
- c) Ensure that the collaborative agreement it enters into is on terms that are consistent with the MSD Contract
- d) Ensure that the collaborative agreement allows to re-nominate a Fund Holder from its members (with the Purchasing Agency approval)
- f) Follow partnership principles and collaborative ways of working for collective decision-making.

Procurement process

- MSD is running an open, competitive procurement process to select collaborations who meet the RFP requirements to deliver services
- The RFP is currently advertised on the Government Electronic Tender Service (GETS) and closes on 13 July 2023
- All the information such as the Service Guidelines and RFP Response Form etc is available to download from GETS
- All RFP responses are to be submitted through GETS
- Conflicts of Interests. All collaborative partners must sign separate declarations

Pre-conditions

1. The organisation must be a legal entity in New Zealand
2. The provider/s must currently hold Level 2 Social Services Accreditation (SSA)/Te Kāhui Kāhu (TKK) or obtain it within **six months** of signing the Outcome Agreement
3. The Proposal must be a joint/collaborative proposal
4. The nominated Fund Holder must be located in the Canterbury Police District

Key Dates

Activity	Date
Deadline for provider questions	06 July 2023
Deadline for MSD to answer questions	10 July 2023
Deadline for Proposals	5pm, 13 July 2023
Provider interviews if successful	26 July 2023
Site visits	If required
Notify Respondents of outcome	25 Aug 2023
Due diligence & contract negotiation	08 Sep 2023
Debrief unsuccessful Respondents	30 Sep 2023
Contract Start Date (to allow transition period if required)	Sept-Oct 2023
Service Commencement	01 November 2023

Evaluation criteria

- Weighted
 1. Organisational Overview
 2. Experience and Performance
 3. Cultural Responsiveness
 4. Relationships and Working Collaboratively
 5. Effective Governance and Management
- Non-Weighted
 1. Pricing
 2. Provider interviews
 3. Site visits if required
 4. Reference checks
 5. Broader Outcomes



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Q&A

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Thank you!😊

RELEASED UNDER THE
OFFICIAL INFORMATION ACT



Memo

To: Procurement Board
From: Lindsay Johnson, Procurement Specialist, Service and Contract Management, **Māori, Communities and Partnerships**
(C/O Dina Zaripova)
Date: 18 August 2023
Security Level: IN CONFIDENCE

Procurement Title: Integrated Safety Response (ISR) to Family Violence
Submission Number: 23.145.02
Supporting Documents: Recommendation Report following open market tender – 23.145.01: RFP – ISR to Family Violence, Canterbury

Purpose

The purpose of this memo is to request Procurement Board endorsement for the Recommendation Report. This report details the evaluation outcome following the following open market tender – 23.145.01: RFP – ISR to Family Violence. It also details the rationale for the selecting of two Fund Holders/Lead Providers with their respective collaborations to deliver ISR services in Canterbury.

Summary

Description of Product or Service	<p>The Procurement Plan was approved for ISR Services in the Canterbury region only.</p> <p>MSD needs to procure professional support services for high, medium, and low-risk perpetrators and victims of family harm. Professional support services include 52.5 various Family Harm Practitioner and other collaboration supporting roles as per the description and breakdown in the Procurement Plan.</p>
Supplier	<p>The Evaluation Panel recommends the selection of the following two preferred Fund holders / Lead Providers to establishing contracts with:</p> <ul style="list-style-type: none"> (1) He Waka Tapu Ltd, whereas the associated Collaboration Name is Ōtautahi Tū Pono Co-lab, and (2) Battered Women's Trust, whereas the associated Collaboration Name is Canterbury Whānau Safety Services Collaboration.
Term (this engagement)	<p>The recommended contract term for the new contract/s is 6 years and 8 months, commencing on 01 November 2023 as per below:</p> <ul style="list-style-type: none"> • Initial term - 01 November 2023 to 30 June 2025 (2 years and 8 months), • Two rights of renewal of two years each (4 years). <p>The new contracts need to be established and transitioned to the new providers before the current contracts expire on 31 October 2023.</p>

<p>Contract History</p>	<p>The ISR was set up in the Canterbury and Waikato police districts in 2016.</p> <p>While noting this procurement only addresses the requirements for the Canterbury region only, a second procurement for Waikato Region will be prepared separately due to the difference in proposed procurement approaches.</p> <p>The operational delivery of ISR is hosted by Police as part of the broader Government work on family violence and sexual violence under Te Puna Aonui – the Joint Venture to improve the whole-of-government approach to family violence and sexual violence.</p> <p>Current State</p> <p>MSD has three existing ISR Canterbury contracts. They were recently extended for four months (till 31 October 2023) to provide sufficient time to undertake this open tender process on behalf of the Police. The Procurement Board submission number is 22.405.01.</p> <p>ISR Canterbury contracts were initially issued for two years, with two rights of renewal, each for two years.</p> <p>In Budget 2021, funding was received by the Police in perpetuity for the ISR services to ensure ongoing provision. ISR Canterbury also received an increase of \$450k per annum from 01 July 2022.</p>
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	The three existing ISR Canterbury contracts will expire on 31 October 2023 and are detailed in section 2.6 of the Procurement Plan.
Financial Commitment (this engagement)	<p>Funded from <u>Vote Police</u>:</p> <ul style="list-style-type: none"> Initial term: \$14,053,333.33 (2 years 8 months) <p>Including 2 rights of renewals of 2 years each: \$35,133,333.33 (over 6 years and 8 months)</p>
Financial Commitment (previous engagements)	Approx. \$12M over the last 2,5 years.
Procurement Approach	<p>A single-step open market tender RFP process was followed. Providers submitted a written proposal. Those who were successful at the written stage, were then invited to face-to-face interviews.</p> <p>The RFP was published on the Government Electronic Tendering Service (GETS) on 19 June 2023 and promoted locally by ISR District Manager for Canterbury District from Police through their local networks to maximise market exposure, supporting the highest possible number of proposals and options for MSD.</p> <p>The cross-functional evaluation panel consisting of Police and other external stakeholders assessed the proposals and made recommendations in line with MSD and ISR's objectives and overall ability to deliver on service requirements and improve community outcomes.</p> <p>Further, as part of the evaluation process, consideration was given to the effectiveness of the governance and management of the providers' programmes. This would ensure communities</p>

	<p>receive continuity of service, while giving the providers the platform to undertake service development and quality improvements.</p> <p>With the procurement process being well advanced, there is now sufficient time for MSD & Police to complete contract discussions and establish new contracts well ahead on the expiry of current contracts on 31 October. The new service delivery would commence on 01 November 2023.</p>
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Recommendation

It is recommended that the Procurement Board:

Endorse	The Recommendation Report for selecting two Fund Holders / Lead Providers to deliver Integrated Safety Response (ISR) services in the Canterbury Region.	<div style="border: 1px solid black; border-radius: 50%; width: 100px; height: 100px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 80px; height: 80px; display: flex; align-items: center; justify-content: center;"> Endorsed / Not Endorsed </div> </div>
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Subject to:

Board Signatory



Melissa Gill

Procurement Board Chair

24/8/23
Date



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Ministry of Social Development

Recommendation Report For provider selection

**Integrated Safety Response (ISR) to Family Violence,
Canterbury/RFP**

Submission Number: 23.145.02

Developed by:

Dina Zaripova

Procurement Specialist, MSD

Supported by:

Leanne McSkimming

ISR District Manager - Canterbury District, Police

Commercial in Confidence



Approvals

Portfolio Manager (Procurement Endorsement)		
Name:	Diane Hallot	
Position:	National Manager Contracts and Procurement, MSD	
Signature:	<i>Diane Hallot</i>	Date: 15/08/23
Procurement Sponsor (Endorsement of the Report and engagement of provider)		
Name:	Rebecca Brew-Harper	
Position:	General Manager, Service and Contracts Management, MSD	
Signature:	<i>[Signature]</i>	Date: 15/8/23
Procurement Sponsor (Endorsement of the Report and engagement of provider)		
Name:	Leanne McSkimming	
Position:	ISR District Manager - Canterbury District, Police	
Signature:	<i>[Signature]</i>	Date: 9th August 2023
Budget Holder (Approval of the Report and engagement of provider)		
Name:	Andrew Coster	
Position:	Commissioner of Police	
Signature:	<i>Andrew Coster</i>	Date: 14/8/2023

Appendices

Appendix 1 – Procurement Plan

Appendix 2 – RFP documents

Appendix 3 – Register for the Provider briefing session

Appendix 4 – Attendance Report

Appendix 5 – PowerPoint presentation used at the Provider briefing session and QA

Appendix 6 – Q&A

Appendix 7 – Response Closing Register

Appendix 8 – Evaluation Moderation spreadsheet (in Excel) and Minutes

Appendix 9 – Communications sent to shortlisted providers

Appendix 10 – Tables with cost and FTE breakdown



Evaluation Panel Endorsement

Name, Title	Role	Date	Signature
Dina Zaripova, Procurement Specialist, MSD	Panel Chair, non- voting	<i>On behalf of Dina Zaripova</i> 10 Aug 2023	<i>Lindsay Johnson</i>
Leanne McSkimming, NZ Police ISR District Manager – Canterbury	Evaluator, voting	9/8/2023	<i>Leanne McSkimming</i>
Robyn Wallace, Iwi representative on the ISR Governance Group and the Chair of Te Runanga o Ngai Tahu	Evaluator, voting	9/8/2023	<i>Robyn Wallace</i>
Superintendent Lane Todd, Metro Commander, NZ Police	Evaluator, voting	9 Aug 2023	<i>Lane Todd</i>
Henry Jaiswal, Regional Relationship Manager, MSD	Evaluator, voting	10 Aug 2023	<i>Henry Jaiswal</i>

Please note, the evaluator Ross Pāniora (from Te Puna Kokiri) who was nominated to be an evaluator did not participate in this procurement. He was initially selected for his Kaupapa Māori expertise. As another evaluator - Robyn Wallace - was able to cover this expertise, his exclusion was accepted without the addition of another evaluator.



Acronyms and Glossary

The following acronyms and abbreviations are used in this document.

Acronym/ Abbreviation/ Glossary	Definition
Collaboration	The group of providers/collaborative partners working together to provide services
Collaborative partners	Providers who intend to enter/entered into an agreement amongst themselves to jointly deliver ISR services
Fund Holder	Is a provider who is responsible for submitting a joint/collaborative proposal on behalf of its collaboration partners. The Fund Holder will hold funds on behalf of its collaboration if successful in this tender (for services provided by the collaboration)
ISR	Integrated Safety Response

1. Background

1.1. Purpose

The purpose of this document is to detail the evaluation outcome following the open market tender - 23.145.01: RFP - Integrated Safety Response (ISR) to Family Violence, Canterbury. And detail the rationale for the selection of the following two Fund Holders/Lead Providers with their respective collaborations as the preferred:

- **Battered Women's Trust** on behalf of the Canterbury Whānau Safety Services Collaboration;
- **He Waka Tapu Ltd** on behalf of the Ōtautahi Tū Pono Co-lab.

1.2. Context

On 01 June 2023 a Procurement Plan was approved to procure professional services for high, medium and low-risk perpetrators and victims of family harm. This Service is to reduce further harm and support the Integrated Safety Response to family violence in the Canterbury Police District.

The Integrated Safety Response (ISR) is a multi-agency intervention designed to ensure the immediate safety of family violence victims and children, and to work with perpetrators to prevent further violence. ISR takes a whole-of-family and whānau approach that puts the risk and needs of family and whānau at the centre.

Procurement Plan is embedded in this Recommendation Report in Appendix 1.

2. Procurement Approach

2.1. Overview

The RFP was released on 19 June 2023 and closed at 5 pm on 13 July 2023. The RFP was advertised on the Government Electronic Tenders website (GETS).

The process was in line with the approved Procurement Plan, no extension to the close date was requested and provided.

RFP documents are embedded in Appendix 2.

On 22 June 2023 MSD in collaboration with Police ran the Provider briefing session online via Microsoft Teams. 17 individuals registered to the Provider briefing session. The Register is embedded in Appendix 3.

The briefing attendance report is embedded in Appendix 4 and comprises of 19 individuals, including 3 internals to facilitate the Provider briefing session.

On the same day after the Provider briefing session 1) the PowerPoint presentation used at the Provider briefing session and 2) the Questions (and Answers) asked during the session were published on GETS to ensure providers who haven't attended the Provider briefing session also received access to the same information. Addendum 1 with the PowerPoint presentation and Questions & Answers is embedded in Appendix 5.

Providers had the opportunity to ask MSD questions up to 06 July 2023 to better understand the requirements. 10 July 2023 was the deadline for MSD to answer questions. All questions were submitted and responded to on GETS so that all providers could benefit from the information. The list of all Q&A is embedded in Appendix 6.

2.2. Proposals Received

Proposals were received from the following providers (the Respondents) before the tender deadline:

- 1) Battered Women's Trust on behalf of the Canterbury Whānau Safety Services Collaboration;
- 2) He Waka Tapu Ltd on behalf of the Ōtautahi Tū Pono Co-lab; and
- 3) Te Pūtahitanga o Te Waipounamu GP Limited (Tū Pono: Te Mana Kaha o Te Whānau).

There were no late proposals submitted. The Response Closing Register is embedded in Appendix 7.

2.3. Evaluation Model and Process

All Proposals were taken through the following evaluation process in accordance with the approved procurement plan.

Compliance and pre-condition checks

Each response was checked for compliance to the terms of the RFP by the procurement lead prior to being evaluated by the Evaluation Panel. Only compliant tenders that meet the preconditions was evaluated.

The Proposal submitted by Te Pūtahitanga o Te Waipounamu GP Limited (Tū Pono: Te Mana Kaha o Te Whānau) did not meet both compliance and the pre-condition checks (refer to Section 5 for details).

Two compliant proposals that met the preconditions were evaluated by an Evaluation Panel in two stages.

Stage One – Qualitative Evaluation

Each member of the Evaluation Panel individually scored the merits, capabilities, capacities of the proposals according to the criteria and scoring scale of the procurement. Refer to Appendix 1 for the approved Procurement Plan.

The Evaluation Panel then moderated their scores by discussing their scores and agreeing on a consensus score.

Stage Two – Interviews

The Evaluation Panel then agreed on a shortlist of providers that would continue to the interview stage of the evaluation process. Shortlisted providers were interviewed about their proposal by the Evaluation Panel who then agreed the consensus score based off the interview.

Pricing

Price was a non-weighted criterion. Instead, price was taken into account in determining overall value for money over the whole-of-life of the contract.

Readiness of contracting with MSD

Providers provided feedback on the draft contract and indicated that they accept the MSD Standard Outcome Agreement template. This indicates the likelihood of successful contract negotiations.

Due Diligence

Providers were subject to the following due diligence activities:

- Reference checks of organisation (refer to Section 5 for details);
- Level 2 Social Services Accreditation (SSA)/Te Kāhui Kāhu (TKK) Accreditation

The Te Kāhui Kāhu (TKK) team has been approached to review the accreditation status of both Respondents and all their respective collaborative partners. They got back confirming that all providers hold current Level 2 Social Services Accreditation (SSA)/Te Kāhui Kāhu (TKK) Accreditation, which is positive. No issues were raised.

Selecting the Preferred Providers

The preferred providers were identified based on the final consensus scores from evaluations as well as satisfactory due diligence and readiness of contracting with MSD.

2.4. Pre-Conditions and Evaluation Criteria

The pre-conditions of the tender that all proposals must meet are as follows:

#	Pre-Condition
1	The organisation must be a legal entity in New Zealand

#	Pre-Condition
2	The provider/s must currently hold Level 2 Social Services Accreditation (SSA)/Te Kāhui Kāhu (TKK) or obtain it within six months of signing the Outcome Agreement
3	The Proposal must be a joint/collaborative proposal
4	The nominated Fund Holder must be located in the Canterbury Police District

Proposals that met all pre-conditions and were compliant to the tender terms and conditions were evaluated using the following Evaluation Criteria and Weightings.

Criterion	Weighting %
1. Organisational Overview	10
<p>1.1. Provide a brief overview of your organisation, including your vision and kaupapa, and the benefits which you believe will be realised for the community and MSD if you were to be successful for this contract opportunity.</p> <p><i>You may wish to consider covering the following:</i></p> <ul style="list-style-type: none"> <i>Vision and Kaupapa of your organisation. You can outline the purpose and the reason for your organisation's existence and express the desired future state the organisation aims to achieve. You can outline your core values and the guiding principles that shape your organisation's culture and decision-making.</i> <i>History and background. A brief summary of the organisation's background, including its founding date, key milestones, and significant events or achievements that have shaped its development.</i> <i>Services: A brief description of services offered by your organisation, including their key features, benefits, and</i> 	10



Criterion	Weighting %
<p><i>target audience. This section may also highlight any unique selling propositions or competitive advantages.</i></p> <ul style="list-style-type: none"> • <i>Market Position: An analysis of the organisation's position within the market or industry it operates in. This may include market share, competitive landscape, and any specific market trends or challenges that may impact the organisation.</i> • <i>Target Audience or Stakeholders: Identification of the organisation's primary target audience or customer base.</i> • <i>The benefits you would bring to the community and MSD.</i> 	
2. Experience and Performance	30
2.1. Clearly describe your experience in providing family violence services	3
2.2. Provide evidence of any specialisation relative to the type of service your organisation is seeking to provide (e.g. Perpetrator, Victim Support, Family / Whānau support)	3
2.3. Provide evidence of your organisation's staff capability relative to the type of service you are seeking to provide. Please include their CVs, highlighting their family violence experience, training received, approach to conducting assessments and responding to different levels of risk	3
2.4. Explain how your organisation will take into account the ISR Strategic Priorities. <i>You may wish to align your response with the ISR strategic priorities which are attached as Appendix 2.</i>	3
2.5. Clearly describe your organisation's policies and procedures appropriate for the effectiveness and safe delivery of high-quality family violence services. Please indicate how you propose to	4



Criterion	Weighting %
maximise the safety of victims and minimise the chances of them being harmed by family violence in the future	
2.6. Provide evidence of positive client outcomes your organisation has achieved <i>You can provide anonymised information about outcomes of past and current clients your organisation has served, showcasing the breadth and depth of your experience.</i>	4
2.7. Demonstrate your organisation's ability to adhere to family violence best practice guidelines and practice standards. This also includes continuous improvement of the service and client experience	3
2.8. Indicate what practices and processes are in place to provide professional development opportunities for your staff that you propose to use for this service	3
2.9. Provide an implementation plan that describes your capability and capacity to be operational from 01 November 2023, including the transition process from current providers if applicable	4
3. Cultural Responsiveness	20
3.1. Demonstrate your organisation's ability and experience in delivering culturally responsive services. E.g. kaupapa Māori Provider practice	6
3.2. Clearly describe how your organisation will take into account the specific needs of different user groups, particularly Māori, Pacific, other ethnicities, LGBTQIA+ and disabled people	6
3.3. Provide evidence of your organisation's staff demonstrated competence in: <ul style="list-style-type: none"> engaging hard-to-reach clients responding to Māori clients 	8



Criterion	Weighting %
<ul style="list-style-type: none"> responding to Pacific clients responding to other ethnically and culturally diverse clients 	
4. Relationships and Working Collaboratively	20
4.1. Describe your organisation's way of working and demonstrate experience and readiness to work collaboratively with your collaboration partners	8
4.2. Provide evidence of engagement with other service providers including family violence, sexual violence, mental health and addiction services and a history of referring to them as necessary	6
4.3. Demonstrate your experience, readiness and practice in hosting staff who work in a model delivering one service in a multi-agency setting with high-low risk clients	6
5. Effective Governance and Management	20
5.1. Provide evidence of well-established, capable and effective Governance and Management with a track record for being trusted, having integrity and ability to deliver	10
5.2. Provide evidence of Governance and Management collaborative commitment and activities <i>You may wish to provide an overview of your organisational structure, including teams, and reporting lines. You can describe the roles and responsibilities of key positions and the hierarchy of decision-making.</i>	10
6. Non-Weighted	0
6.1. Pricing	
6.2. Provider interviews	



Criterion	Weighting %
6.3. Site visits if required	
6.4. Reference checks - MSD will conduct reference checks for top-ranked provider/s as part of the evaluation process. Although they are not Weighted, they will be used to validate Proposals and will be considered in the overall decision-making process	
6.5. Broader Outcomes - Ability to support MSD achieve broader social, economic, cultural, and environmental outcomes and wellbeing	
TOTAL WEIGHTINGS	100

Both Weighted and Non-Weighted sections had an impact on the Evaluation Panels' final recommendation regarding a preferred service provider/s. Provider Interviews provided the Evaluation Panel with more clarity and assurance on how services will be delivered. Provider Interviews affected the final consensus scores.

3. Broader outcomes

This procurement provides an opportunity to support the whole-of-Government directive to leverage secondary benefits through achieving Broader Outcomes and implementing the principles of the Social Sector Commissioning.

We will work with successful provider/s on how future delivery can deliver additional social, cultural, environmental, and economic benefits. This includes how business activities move towards carbon-neutrality, support local cultural practices, enhancement of local social cohesion and support the local economy through regional employment and procurement. This will be done by including additional clauses in the contract to support the delivery of Broader Outcomes.



4. Probity Management

An external probity auditor was not used for this procurement. Probity was upheld through:

- Compliance with MSD's Code of Conduct.
- Approval from the financial authority for the procurement was received before proceeding to tender.
- Everyone involved in the process signed a confidentiality agreement and declared any actual, potential, or perceived COI.
- Creating management plans for all COI.
- Confirming everyone that had a COI management plan adhered to it.
- Treating all providers equally and fairly.

4.1. Conflicts of Interest and Confidentiality Agreements

All members involved in the procurement completed Conflict of Interest Declarations and Confidentiality Agreements at the beginning of the procurement. The agreement was reviewed and updated at the following milestones:

Once proposals were received and all provider names were known, all Conflict-of-Interest Declarations and Confidentiality Agreements have been updated.

During the moderation meeting the Evaluation Panel members updated their Conflicts of Interest. All Evaluation Panel members declared that they don't have any additional actual, potential, or perceived Conflicts of Interest to declare.

All Conflict of Interest and Confidentiality Agreements are saved in this Objective folder: [00 Conflict of Interest forms \(COI\) - Objective ECM \(ssi.govt.nz\)](#)

The Conflict of Interest Register can be found here: [Conflict of Interest Register - ISR Canterbury details - Objective ECM \(ssi.govt.nz\)](#)

4.2. Conflicts Declared

Three Evaluation Panel Members (Leanne McSkimming, Robyn Wallace and Henry Jaiswal) have declared perceived conflicts of interest. Leanne and Henry's conflict relate to their role of being a relationship manager for the current contract for this service and having professional relationships with all managers/CEOs. This is considered to be a benefit to MSD because they have a good understanding of the ISR service and know the local market for this service well.

Robyn declared that a current provider of ISR services (Te Runanga o Nga Maata Waka Inc.) is located at the National Marae where she has the role of a Trustee.


All conflicts of interest have respective management plans in place and include that the Panel members will not discuss with the existing service providers the procurement of the new services or act in any other way that may compromise the procurement process. If any questions are asked outside of the current contract, the Panel members will refer providers to the Social Services Procurement team for comments.

5. Evaluation Results

The table below summarises the results of the evaluation process.

Evaluation process	Results
Compliance check	<p>The following Respondents passed compliance checks:</p> <ol style="list-style-type: none"> Battered Women's Trust on behalf of the Canterbury Whānau Safety Services Collaboration; He Waka Tapu Ltd on behalf of the Ōtautahi Tū Pono Co-lab. <p>The following Respondents did not pass compliance checks:</p> <ol style="list-style-type: none"> Te Pūtahitanga o Te Waipounamu GP Limited (Tū Pono: Te Mana Kaha o Te Whānau) <p>The Proposal submitted by Te Pūtahitanga o Te Waipounamu GP Limited (Tū Pono: Te Mana Kaha o Te Whānau) did not meet both compliance and the pre-condition checks. The Proposal must have been signed by all collaborative partners and meet the pre-condition that the proposal must have been 'a joint/collaborative proposal'. The Respondent was given the opportunity to clarify whether they met the compliance and pre-conditions. They confirmed that it's not a joint/collaborative proposal. Therefore, the Proposal submitted by Te Pūtahitanga o Te Waipounamu GP Limited did not progress to the evaluation stage.</p>
Pre-conditions checks	<p>The following list of compliance Respondents passed pre-condition checks:</p> <ol style="list-style-type: none"> Battered Women's Trust on behalf of the Canterbury Whānau Safety Services Collaboration; He Waka Tapu Ltd on behalf of the Ōtautahi Tū Pono Co-lab.



	The following list of compliance Respondents did not pass pre-condition checks: Nil.
Reference checks	Two Referees were contacted for each Respondent (four in total). In general, references came back positive, and no red flags were raised. However worth noting that He Waka Tapu Ltd did slightly better by briefing their referees on the tender and were a bit more considered in their referee selection – one was the person who evaluates Client feedback on services we procure and the second was the person who has back end ISR experience. Battered Women's Trust provided us with the opportunity to talk to the lawyer who supports victims of family harm and the provider of one of their collaborative partners. Referees highly recommended contract both providers.
Stage one - Evaluation scores from qualitative evaluation	<p>On 25 July 2023, the Evaluation Panel met for the initial moderation of the individual scores to reach a consensus score.</p> <p>The Panel noted questions/clarification required to finalise scores. Questions can be found below:</p> <p> Questions.docx</p>
Shortlisting	<p>The Evaluation Panel decided to progress both Respondents to the interview stage:</p> <ol style="list-style-type: none"> 1. Battered Women's Trust on behalf of the Canterbury Whānau Safety Services Collaboration; 2. He Waka Tapu Ltd on behalf of the Ōtautahi Tū Pono Co-lab. <p>Refer to Appendix 9 for communications sent to shortlisted providers.</p>



Interview and Final scores

The Evaluation Panel attended both provider interviews on 26 July 2023. Based on the information gained during the interviews and further moderation, the Final consensus scores and ranking of successful providers are listed below:

Rank	Respondent/ Fund Holder	Collaboration Name	Final weighted score (out of 100)
1	He Waka Tapu Ltd	Ōtautahi Tū Pono Co-lab	79
2	Battered Women's Trust	Canterbury Whānau Safety Services Collaboration	75

Overview of Strengths and Weaknesses of Proposals

Respondent	Overall Comments
He Waka Tapu Ltd	<p>Overall is well presented response with demonstrated joined/collaborative approach to their Kaupapa that broken down to individual organisation responses. The collaboration was able to demonstrate the holistic ISR response with evidence linked to the ongoing needs of whānau. The Panel welcomed the following:</p> <ul style="list-style-type: none">evidence provided of the collaborations' skills, knowledge and experience in this field such as working with very high-risk whanau and linking with services beyond the ISR Space;well evidenced Kaupapa Māori practice through the entire collaboration and how this is integrated into their practice with ISR clients;

		<ul style="list-style-type: none"> • evidence provided of how the collaboration are linked into strategic priorities such as Rangatahi programme and cross co-lab hui; • case study of positive clients' outcomes and evidence provided across the collaboration that clearly demonstrated the ability to work with whanau with complex needs and connect them with services beyond the ISR space; • proactive approach demonstrated, for example to review the daily SAM table list to ensure whanau offered Kaupapa Māori service before SAM table starts; • continuous improvement culture in the collaboration, ie use of debriefs as lesson learnt; • conflict and issue resolution process. Collaboration provided excellent commentary at the interview around how they have formed and grown as a collaboration and openly shared conflicts and how this has allowed them to grow as a collective. <p>The Panel noted the following opportunities:</p> <ul style="list-style-type: none"> • better spread of FTE across the agencies within the collaboration, however this was well covered in the interview around movement as attrition allows.
	Battered Women's Trust	Generally, well-presented response. However, in some parts the Panel felt the depth of answers could have been covered a bit more as per below:



		<ul style="list-style-type: none"> • demonstrates good collaborative approach with clients. All the CWSS agencies have detailed their kaupapa and background but there were some gaps around their target audience and market position; • colab well represented through 22 services that they are providing, mainstream provider and ethnic services – good support evident for a family/whanau approach in the Canterbury district. However, the services for Māori could have been elaborated more on how the collaboration can effectively support Māori. The proposed allocation of 1 FTE did not provide enough confidence to the Panel. On the Interview the Respondent had been given the opportunity to elaborate on this. However, lacked the specificity. For example how this is integrated across the colab instead of sitting with one agency. • well presented evidence of staff capability, covers off a BCP within the FTE which had sickness built in • very positive data provided from ISR on client outcomes. Evidence provided showcases depth of staff experience and positive client outcome. Would have been good if the Respondent have evidenced with their own data (have given ISRs).
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		<p>The Panel felt that following could have been covered in the response a bit more:</p> <ul style="list-style-type: none"> • evidence and experience working with Māori clients and whanau; • could have been clearer on how organisation's policies and procedures (2.5) will maximise safety of victims and minimise the chances of them being harmed by family violence in the future; • family violence best practice and guidelines could have been better covered, especially, how the Respondent will engage with whanau within 24 hours. However well covered continuous improvement process; • professional development. Would prefer to see data on how many people go through development/training (numbers/stats) ensuring that entire workforce is trained.
	<p>Both Respondents He Waka Tapu Ltd (scoring 79) and Battered Women's Trust (scoring 75, respectively) submitted good solid Proposals and scored very closely to each other.</p> <p>The Panel felt that equal allocation of FTEs resonates with the high quality of responses submitted by both Respondents, and the ability to ensure that both collaborations can deliver across the entire Canterbury District, which does not currently occur due to the imbalance of FTE. He Waka Tapu was able to evidence extended experience and expertise in providing Kaupapa Māori service. Given the increased demand for Kaupapa Māori services as evident through the ISR data</p>	



and the increasing complexity within this space, the panel recommends the FTE allocation as per below. It should also be noted that the collaboration will be required to provide services to all ethnicities.

FTE Allocation

The Evaluation Panel considered the best way to allocate the FTEs across Collaborations/Respondents and recommends the following:

He Waka Tapu Ltd

Total **26 FTEs** that comprises of the following:

Role/Position	Rate	Number of FTE	Cost, per annum, GST excl
Specialist Practice Leaders (SPL's)	\$110,000	1	\$110,000
Collaboration Leads	\$100,000	0.5	\$50,000
Capacity Coordinators	\$100,000	1	\$100,000
Family Harm Practitioners (Kaimahi)	\$100,000	23.5	\$2,350,000
Total:	N/A	26	\$2,610,000

With the following caveats:

- The collaboration is able to cover all Canterbury region for the ISR service delivery
- The collaboration is able to extend their service to tauīwi/non-Māori clients regardless of whānau connections



- The collaboration's continued ability to staff other government contracts without diminishing service delivery under other government contracts
- The collaboration is able to recruit additional staff and train for the service delivery to start on 01 November 2023.

Battered Women's Trust

Total **26.5 FTEs** that comprises of the following:

Role/Position	Rate	Number of FTE	Cost, per annum, GST excl
Specialist Practice Leaders (SPL's)	\$110,000	1	\$110,000
Collaboration Leads	\$100,000	0.5	\$50,000
Capacity Coordinators	\$100,000	1	\$100,000
Family Harm Practitioners (Kaimahi)	\$100,000	24	\$2,400,000
Total:	N/A	26.5	\$2,660,000

With the following caveats:

- The collaboration is able to cover all Canterbury region for the ISR service delivery
- The collaboration's continued ability to meet the demand for ethnic responses (FTE 2.1).

The Tables with the Cost and FTE breakdown for each Respondent are attached as Appendix 10. They also demonstrate the split of FTEs among collaborative partners within the collaborations.

5.1. Preferred Providers

The Evaluation Panel evaluated two Responses and recommends both Respondents to contract to MSD. The Evaluation Panel agrees on this list of preferred providers:

No	Respondent/ Fund Holder	Collaboration Name	Other Providers in collaboration
1	He Waka Tapu Ltd	Ōtautahi Tū Pono Co-lab	1. Te Whare Hauora 2. Te Puna Oranga 3. West Christchurch Refuge 4. Te Rūnanga O Ngā Maata Waka
2	Battered Women's Trust	Canterbury Whānau Safety Services Collaboration	1. Stopping Violence Services (Christchurch) Incorporated 2. New Zealand Council of Victim Support Groups Incorporated 3. Home and Family Charitable Trust 4. Christchurch Resettlement Services Inc. 5. Mid-South Island Women's Refuge and Family Safety Services 6. Arowhenua Whānau Services 7. Christchurch Women's Refuge Charitable Trust - Aviva

6. Contract and Financials

6.1. Budget

The funding is into Vote Police.

The current arrangements between MSD and Police are as follows:

- MSD on behalf of the Police undertakes the procurement process
- MSD contracts providers
- MSD in conjunction with Police manages contract and relationship
- Police budget for the funding and transfer that to MSD.

The total budget over 6 years and 8 months for this procurement is as follows:

Funding origin	Financial year	Relation to the contract term	Budget amount*, GST excl
Vote Police	2023/24 (01/11/2023 – 30/06/2024 only)	Initial contract term	\$3,513,333.33 for 8 months (\$5,270,000.00 per annum pro rata)
	2024/25	Right of renewal - 1	\$5,270,000.00 per annum
	2025/26		
	2026/27		
	2027/28	Right of renewal - 2	
	2028/29		
	2029/30		
Total (for the initial contract term)			14,053,333.33
Total (with 2 rights of renewal)			\$35,133,333.33

*ISR has an additional budget for the flexi fund and capability fund. This is outside of the scope of this procurement and is as follows:

- \$260,000, GST excl per annum and includes the following:
 - \$90,000 – for capability fund
 - \$145,000 – for flexi fund
 - \$25,000 (up to) – for admin fee

6.2. Contract Type and Term

The recommended contract term is 6 years and 8 months, commencing on 01 November 2023 as per below:

- Initial term - 01 November 2023 to 30 June 2025 (2 years and 8 months),

- Two rights of renewal of two years each (4 years).

The contracts need to be established before the current contracts expire on 31 October 2023.

The MSD's Standard Outcome Agreement template will be used with the addition of the Fund Holder responsibilities as per Section 6.3. The Legal team will be involved to review the final draft of the contract.

The preferred responses are all within the budget allocated for this service and meet the budget requirements.

6.3. Commercial Structure

Fund Holder is the party that will be contracted by MSD. The Fund Holder will be responsible for the performance of its collaboration.

The contract will include a service description, the service guidelines and position descriptions for Family Harm Practitioners and other collaboration supporting roles.

The contract will also outline the collaborative agreement expectations. The collaborative agreement is the agreement between collaborative partners on how they work together to provide services to MSD and is a legally binding agreement. The details are below.

The Fund Holder will:

- a) Keep the Purchasing Agency/MSD informed about the involvement of each such collaborative partner so that the Purchasing Agency has relevant information about all such collaborative partners.
- b) Obtain prior written approval of the Purchasing Agency with regard to any collaborative partners proposed to be engaged in the programme and if any change in collaborative partners is required.
- c) Ensure that the collaborative agreement it enters into is on terms that are consistent with the Outcome Agreement.

- d) Remain liable to the Purchasing Agency under the Outcome Agreement for the performance of the collaborative partners' obligations.
- e) Ensure that the collaborative agreement allows to re-nominate a Fund Holder from its members (with the Purchasing Agency approval).
- f) Follow partnership principles and collaborative ways of working for collective decision-making.
- g) Co-design the collaboration agreement together with collaborative partners and share it with the Purchasing Agency for approval.

6.4. Negotiations

Subject to endorsement from the Procurement Board for the selection of the preferred providers, MSD will enter contract negotiations with the intent to award and enter the contract. This will include ensuring that those areas specified within the proposal can be delivered upon and within the timeframes agreed.

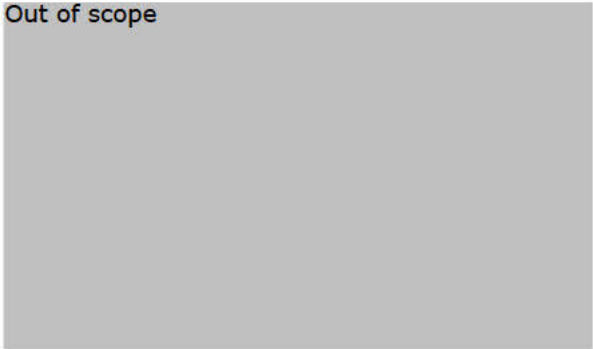
7. Next Steps

All providers will be advised in writing of the outcome. For future improvement, an offer of a tender debrief will be made to both Respondents despite both being successful. All debriefs will be completed by 30 September 2023.

The contract award notice will be published on GETS within a month of the contract execution.



Out of scope



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Appendix 2 – RFP documents

The RFP can be found here:



RFP - ISR
Canterbury, June 20

Out of scope

The rest of the RFP Appendices can be found here:



Appendix 2 -
Canterbury Integrated



Appendix 3 -
Position Description



Appendix 4 -
People and Processes

Out of scope



Appendix 3 – Register for the Provider briefing session



Register for the
Provider briefing ses

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Appendix 4 – Attendance Report



ISR, Canterbury -
Provider briefing ses

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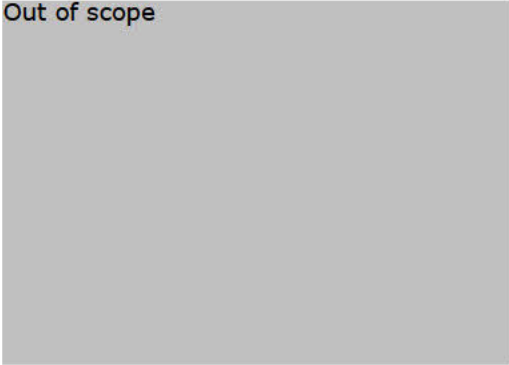
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Commercial in Confidence



MINISTRY OF SOCIAL
DEVELOPMENT
TE HĀKATU WHAKAHĀTO GRĀ

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Conflict of Interest (COI) Register - 23.145.01: RFP - Integrated Safety Response (ISR) to Family Violence, Canterbury

Name	Role	Organisation	Role in Procurement	Date of Declaration	Any Conflicts Declared?	Nature of CoI	Management Plan in Place?	Date of Management Plan	Agreed Management Plan	Objective Link	Comments (if any)
Dina Zaripova	Procurement Specialist	MSD	Procurement Lead	19/06/2023	N					https://objective.ssi.govt.nz/documents/A15272820/details	
Diane Hallot	National Manager Contracts and Procurement	MSD	Portfolio Manager	19/06/2023	N					https://objective.ssi.govt.nz/documents/A15272837/details	
Lindsay Johnston	Procurement Specialist	MSD	Procurement peer review	20/06/2023	N					https://objective.ssi.govt.nz/documents/A15272837/details	
Leanne McSkimming	ISR District Manager- Canterbury	NZ Police	Evaluation Panel Member	20/06/2023	P	Perceived	Yes	20/06/2023	<p>It could be perceived that a conflict exists as per below:</p> <p>In her role as a Relationship Manager, Leanne will adhere to the management of the current contracts only.</p> <p>Leanne will not discuss with the providers the procurement of the new services or act in any other way that may compromise the procurement process.</p> <p>If any questions are asked outside of the current contract, Leanne will refer providers to the Social Services Procurement team for comments.</p>	https://objective.ssi.govt.nz/documents/A15279069/details	
Robyn Wallace	The Iwi representative on the ISR Governance Group and is the Chair of Te Runanga o Ngai Tahu	Te Runanga o Ngai Tahu	Evaluation Panel Member	21/06/2023	P	Perceived	Yes	21/06/2023	<p>It could be perceived that a conflict exists.</p> <p>In her role as a Trustee, Robyn will adhere to her normal responsibilities. She will not discuss with the provider the procurement of the new services or act in any other way that may compromise the procurement process. Robyn will ensure she acts in MSD's and the community's best interests.</p> <p>If Robyn receives any procurement-related questions, she will refer the provider to the Social Services Procurement team for comments.</p>	https://objective.ssi.govt.nz/documents/A15282276/details	
Superintendent Lane Todd	Metro Commander	NZ Police	Evaluation Panel Member	21/06/2023	N				No further action is required.	https://objective.ssi.govt.nz/documents/A15280912/details	
Henry Jaiswal	Regional Relationship Manager	MSD	Evaluation Panel Member	20/06/2023	P	Perceived	Yes	20/06/2023	<p>It could be perceived that a conflict exists as per below.</p> <p>In his role as the Relationship Manager, Henry will adhere to the management of the current contracts only.</p> <p>Henry will not discuss with the providers the procurement of the new services or act in any other way that may compromise the procurement process.</p> <p>If any questions are asked outside of the current contract, Henry will refer providers to the Social Services Procurement team for comments.</p>	https://objective.ssi.govt.nz/documents/A15278034/details	
Amy Clarke	ISR Operations Manager	NZ Police	Minute Taker - Admin support	30/06/2023	P	Perceived	Yes	17/07/2023	<p>It could be perceived that a conflict exists.</p> <p>In her role as an Operations Manager of ISR, Amy will not discuss with the providers the procurement of the new services or act in any other way that may compromise the procurement process.</p> <p>If any questions are asked outside of the current contract, Amy will refer providers to the Social Services Procurement team for comments.</p>	https://objective.ssi.govt.nz/documents/A15349154/details	