

# Briefing: Stocktake of Whaikaha, summary

**Report number: DPMC-2023/24-405**

## Proposal

This briefing provides an assessment from the Implementation Unit of the Department of the Prime Minister and Cabinet (DPMC) to the Minister of Finance (Former Minister of Finance: Grant Robertson), about the Ministry of Disabled People – Whaikaha (MoDP).

The briefing assesses MoDP’s progress in:

* creating MoDP’s governance and system leadership arrangements;
* MoDP’s establishment and transition stages;
* the Enabling Good Lives initiative.

This briefing also provides lessons learnt from MoDP’s establishment as a new departmental agency.

## Executive Summary

The Ministry of Disabled People – Whaikaha (MoDP) is a departmental agency hosted by the Ministry of Social Development (MSD). It was made on 1 July 2022 as part of the health reforms, at the same time as Te Whatu Ora (Health New Zealand) and Te Aka Whai Ora (Māori Health Authority).

MoDP has identified three stages of MoDP’s set up:

* Establishment - January 2022 to October 2022
* Consolidation – July 2022 to December 2023
* Transformation – July 2023 onwards.

This briefing assesses progress against the first stage (the Establishment stage) and identifies ‘lessons learned’ from implementation of the departmental agency model.

MoDP was established very quickly. This meant MoDP had to use a “lift and drop” approach to transfer staff, functions, roles and responsibilities to MoDP with very little service changes. This was to ensure this transfer happened quickly and services continued as usual as much as possible.

This has meant MoDP leaders have focused on managing and reducing the significant risks MoDP inherited.

Consolidation and Transformation activities have been slower and made less progress than planned.

MoDP’s partnerships arrangements are being reset and will take time to be fully developed.

MoDP has major operational interdependencies to manage with Health New Zealand.

This briefing recommends that MoDP strengthen implementation planning and prioritisation and says there are also lessons to learn from how MoDP was implemented through the departmental agency model.

## Recommendations

The Implementation Unit of the Department of the Prime Minister and Cabinet (DPMC) recommends that the Minister of Finance:

1. Note that MoDP was established as a departmental agency hosted by the Ministry of Social Development (MSD) on 1 July 2022.
2. Note the establishment phase was short (six months) and significant risks were transferred to MoDP that has impacted the speed and progress of some activities in MoDP’s consolidation and transformation stages.
3. Note that MoDP new organisational model better reflects its mandate but it is not necessarily the right size to meet the demands of its large, complex commissioning function and system leadership and policy functions.
4. Note that MoDP has agreed to consider if further work is needed in partnership with central agencies at a future date to assess if it is right-sized.
5. Discuss with the Minister for Disability Issues the need for MoDP to:
   1. continue to strengthen the Whaikaha Work Programme 2023-2026 to include milestones, sequencing, prioritisation, resources, and potential risks to delivery and include key decision points.
   2. start a strategic business roadmap that sets out MoDP’s disability support service transformation vision, service requirements, functionality, and options to inform key decision points and influence IT transformation programmes underway at Health New Zealand and MSD.
   3. start service level performance reporting and improved governance arrangements over disability support services through its Services Agreement with Health New Zealand in advance of its January 2024 review.

**6.** Note the Implementation Unit has developed lessons from the implementation of the departmental agency model that it will share with the Public Service Commission.

**7**. Agree to proactively release this report, subject to any appropriate withholding of information that would be justified under the Official Information Act 1982.

**End of information: Briefing: Stocktake of Whaikaha, summary | Report number: DPMC-2023/24-405**

Link to full document:   
[02\_APRIL-CABINET-Paper-Appendix-2-DPMC-stocktake-of-whaikaha-redactions-applied.pdf](https://www.whaikaha.govt.nz/assets/Independent-Review/02_APRIL-CABINET-Paper-Appendix-2-DPMC-stocktake-of-whaikaha-redactions-applied.pdf)  
or <https://tinyurl.com/m8azre4u>

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