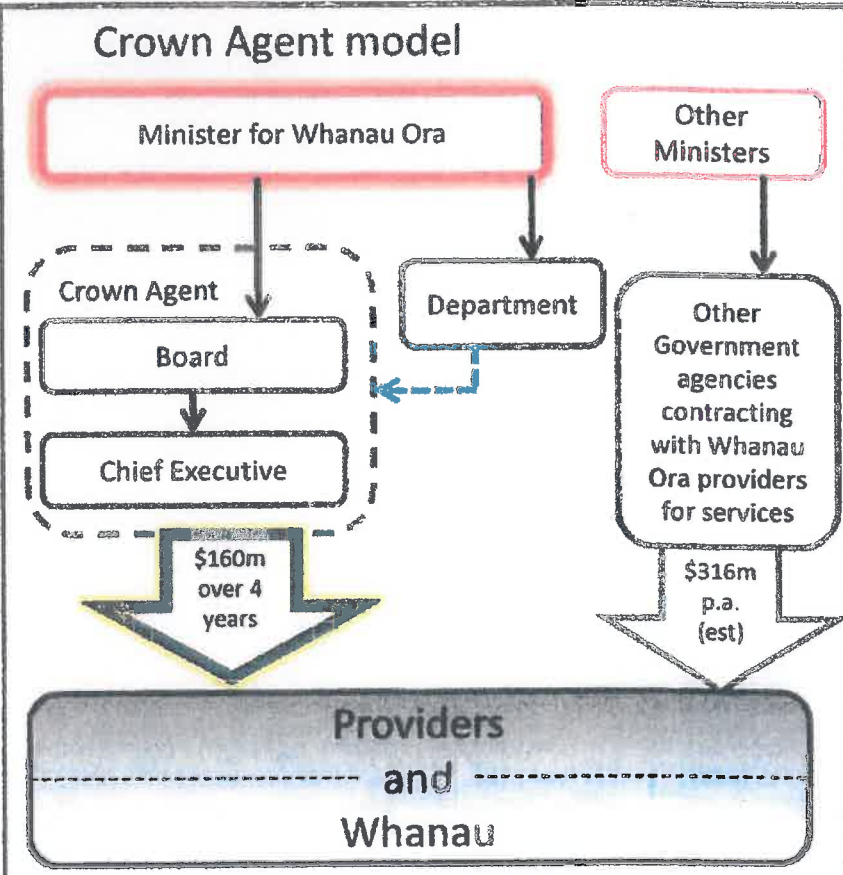


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Potential Organisation Models for a Commissioning Agency for Whanau Ora

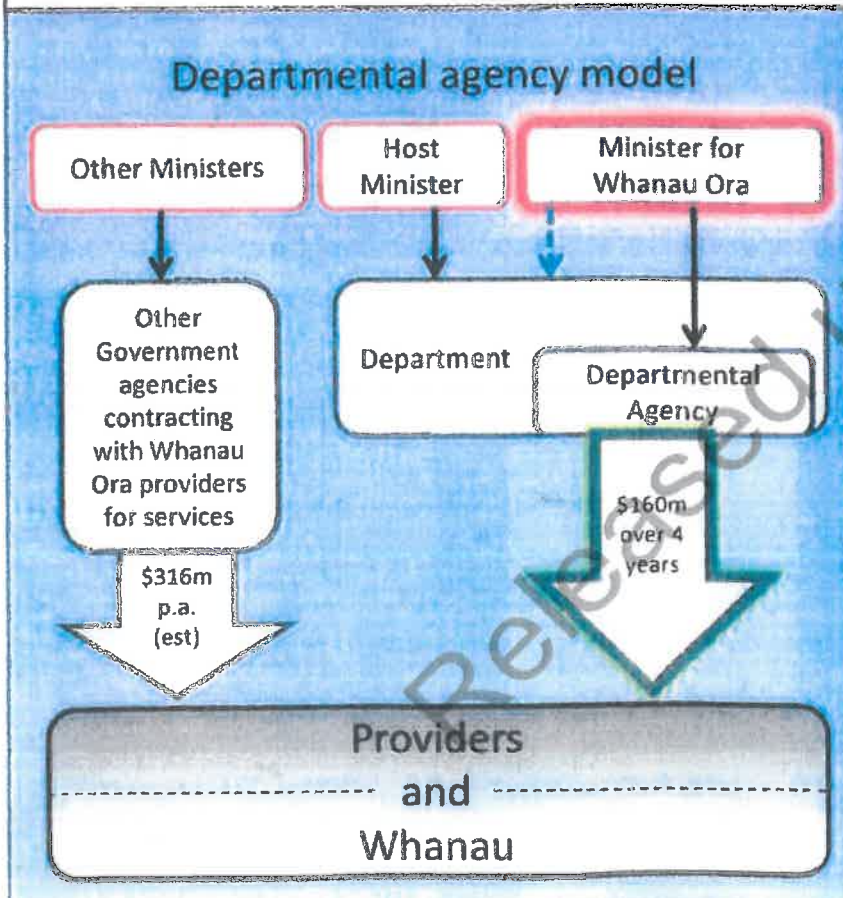
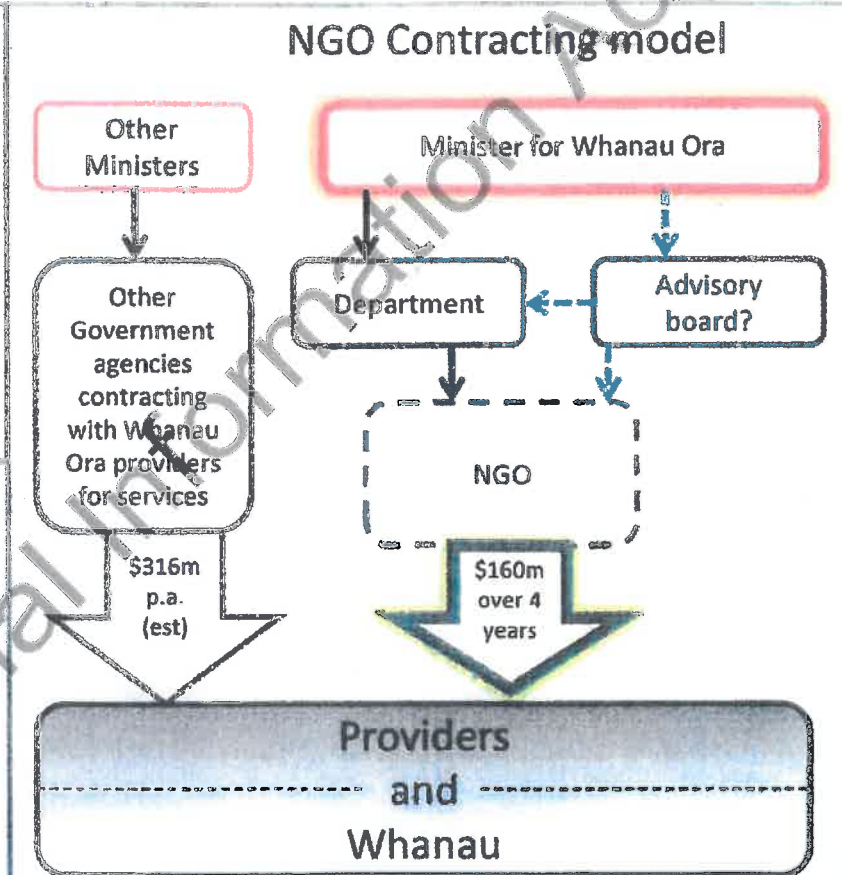


Crown Agent model

- Minister sets objectives
- Stand-alone, legally separate agency responsible for determining nature of commissions and deciding providers
- Crown agent governed by a board, appointed by the Minister
- Formal relationship between board and Minister set out in Crown Entities Act
- Minister has formal levers to influence Crown entity
- Department supports Minister in relationship with Crown Agent

NGO Contracting model

- Minister sets objectives
- Department translates objectives into a contract
- Department enters contract with NGO
- NGO responsible for determining nature of commissions and deciding providers
- Formal relationship between NGO and Department set out in contract
- Minister has contractual levers to influence NGO
- Potential for advisory board to support Minister in relationship with NGO



Departmental agency model

- The departmental agency model will be *de facto* until State Sector Act amendments are enacted
- Minister sets objectives
- Departmental agency responsible for determining nature of commissions and deciding providers
- Minister has direct levers to influence departmental agency
- Departmental agency develops culture and identity separate from department
- Department provides policy and corporate support for departmental agency

Departmental JV model

- Minister sets objectives
- Departmental JV responsible for determining nature of commissions and deciding providers
- Minister has direct levers to influence departmental JV
- Relationship between departmental JV and Minister set out in ToR
- All departments in JV collectively bound to deliver agreed actions
- Department JV develops separate culture

