



# **He kōrero whakamārama mō te Minita Whānau Ora**

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Briefing to the Incoming Minister for Whānau Ora



## Mauria Te Pono

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Composed by Piri (Bill) Prentice, 2004

Te Puni Kōkiri  
Mauria te pono  
Pūmau te kaupapa  
Te whānau oranga  
Hei manahia  
i te tangata  
Te iwi Māori e

Ko te aroha  
Manaaki tāngata  
Kia tū kotahi e  
Te Rangimārie  
Te Puni Kōkiri  
A...hi!

*As people moving forward  
Deliver the truth  
Holdfast to the philosophy  
of thriving whānau  
Embrace all Māori people*

*With love and care for all mankind  
Stand united in peace  
As people moving forward*



# Rārangi Take

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# Your portfolio

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First created in 2010, the Whānau Ora portfolio influences the standard way of delivering services to improve effectiveness and outcomes for Māori. The portfolio plays an important role in preparing Aotearoa New Zealand for the future through a devolved commissioning model for outcomes that sees whānau-centred and locally led service delivery enabled by government. A detailed brief on Whānau Ora history, purpose and current state is attached at **Appendix A**.

Te Minita mō Whānau Ora | The Minister for Whānau Ora leads and influences Māori policy and oversees the arrangements for its successful implementation across the social and health sectors.

## Your responsibilities, powers and obligations

The Minister for Whānau Ora is responsible for both Whānau Ora and whānau-centred approaches.

The Minister for Whānau Ora has overall responsibility for Whānau Ora priorities and strategic direction, and commissioning approach.

The Minister for Whānau Ora is also responsible to report back to Cabinet on matters relating to Whānau Ora, including findings of reviews, new initiatives associated with the Whānau Ora approach and prototypes and to the Parliament on expenditure and outcomes.

You will have key objectives you will want to achieve during your time as Minister and Te Puni Kōkiri will support you to advance your priorities.

## Your support from Te Puni Kōkiri

### Policy Advice

We will support you to achieve your objectives as Minister. Our advice to you will be underpinned by our policy expertise and informed by our long extensive experience in managing whānau-centred, locally led and government enabled delivery to Māori communities.

### Stakeholder Engagement

With strong established working relationships across iwi, Māori communities, Whānau Ora commissioning agencies, and service providers, Te Puni Kōkiri will support you in your engagements with stakeholders and communities. Our regional relationships are well supported through our tari situated across the motu. Briefing materials and support with logistics will be available in advance of your engagements.

### Accountabilities

Te Puni Kōkiri supports your Parliamentary accountabilities, including drafting responses to written and oral Parliamentary questions and appearances before select committees. Te Puni Kōkiri also supports other accountabilities, including Official Information Act requests and Ministerial correspondence.

### Regular Briefings

Ministers often establish regular weekly meetings with officials. This is so that briefings can occur in person to supplement any written material which has been sent and to discuss the priorities of the Minister. We can work with your office to establish these meetings at a frequency and duration to suit you.



# Your first 100 days

During your first 100 days, we look forward to working with you on the most effective ways to support your priorities as Minister for Whānau Ora. Key items are listed below.

## Significant decisions

| Kaupapa     | Description | Milestone  |
|-------------|-------------|------------|
| 9(2)(f)(iv) | [Redacted]  | [Redacted] |
| [Redacted]  | [Redacted]  | [Redacted] |
| [Redacted]  | [Redacted]  | [Redacted] |
| [Redacted]  | [Redacted]  | [Redacted] |

## Events of significance

| Kaupapa               | Description  | Milestone               |
|-----------------------|--|-------------------------|
| Rātana Celebrations   | The 151st birthday celebrations for Tahupōtiki Wiremu Rātana (the Rātana celebration). This event is attended annually by a government delegation including Ministers.   | 25 January 2024         |
| Waitangi Celebrations | Waitangi celebrations are important time for Māori and iwi leaders to engage with the Crown. Several opportunities including the National Iwi Chairs Forum, panel discussions, activities and events provide a platform to discuss important kaupapa that affect Māori and all New Zealanders. This event is attended annually by a government delegation including Ministers. | Week of 6 February 2024 |



# Your first 100 days

## Continued

### Upcoming accountability documents

| Kaupapa  | Description   | Milestone  |
|--|---|--|
| Letters of expectation                           | Development of letters of expectation to Whānau Ora Commissioning Agencies.   | Drafts agreed by the end of the calendar year 2023 |
| Te Puni Kōkiri Statement of Strategic Intentions | Te Puni Kōkiri plans to prepare its next Strategic Intentions document in early 2024 covering a four-year period from 2024 to 2028.       | February/March 2024                                |
| Māori Affairs Select Committee – Annual Review   | Appearance of the Secretary for Māori Development, supported by the Executive Leadership Team, before the Māori Affairs Select Committee. | February/March 2024                                |



## Who we are

As a government agency, Te Puni Kōkiri traces its history back to the Protectorate Department (1840-1846) whose goal was to protect the rights of Māori people guaranteed under the Treaty of Waitangi. Next was the Native Department (1861-1893 and re-established in 1906). The Native Department was renamed the Department of Māori Affairs in 1947.

In 1989, the Department of Māori Affairs was replaced by two new organisations – the Ministry of Māori Affairs (Manatū Māori) and the Iwi Transition Agency (Te Tira Ahu Iwi). In 1992 both new organisations were replaced by Te Puni Kōkiri, the Ministry of Māori Development (under the Ministry of Māori Development Act 1991).

## How we are organised

Our executive leadership team is made up of the Secretary for Māori Development and five Deputy Secretaries across five puni:

- **Policy Partnerships** – works with government agencies and Te Puni Kōkiri stakeholders to develop and advise on policy issues and solutions for Māori wellbeing and development.
- **Regional Partnerships and Operations** – manages investment priorities and performance, including administration of Whānau Ora commissioning, and supports engagement and delivery of services with and to iwi, hapū and whānau.
- **Strategy, Finance and Performance** – leads delivery of the housing programme, provides strategic direction for Te Puni Kōkiri, monitors organisational performance internally and externally (including statutory entities) and provides financial management.
- **Critical Projects and Governance** – manages projects of critical importance to Ministers and the Secretary for Māori Development, and manages internal governance, ministerial services, risk, assurance and internal audit.
- **Organisational Support** – manages Te Puni Kōkiri corporate functions.



Key contact details for the Secretary for Māori Development and each puni Deputy Secretary are set out below:

#### **Dave Samuels**

Te Tumu Whakarae mō Te Puni Kōkiri | Secretary for Māori Development

9(2)(a)

#### **Paula Rawiri**

Hautū Te Puni Kaupapa Here | Deputy Secretary Policy Partnerships

9(2)(a)

#### **Grace Smit**

Hautū Te Puni Rangapū ā Rohe me Whakahaere | Deputy Secretary Regional Partnerships and Operations

9(2)(a)

#### **Terina Cowan**

Hautū Te Puni Whakahaere Tikanga | Deputy Secretary Strategy, Finance and Performance

9(2)(a)

#### **Hugh McAslan**

Hautū Te Puni Kaupapa Hiranga me Mana Whakahaere | Deputy Secretary Critical Projects and Governance

9(2)(a)

#### **Manaia Paki King**

Hautū Te Puni Tautoko me te Whakahaere | Deputy Secretary Organisational Support

9(2)(a)

## Delivery approach

Te Puni Kōkiri is a small, adaptable agency. We draw strength from our past to deliver effectively as new priorities arise. Several times in recent years we have been asked by government to reach into communities, for example when COVID-19 and extreme weather events required nimble and agile responses. These experiences have provided Te Puni Kōkiri with an accelerated learning environment to innovate, test and evaluate what works, at pace. The results of this work are evidence that a whānau-centred, locally led, government enabled model delivers results for Māori communities and value for money to the government.

### Whānau-centred

When whānau are thriving, so do their communities, hapū, iwi and all of Aotearoa New Zealand. The whānau is the core unit in Māori society. This policy and service provision approach contrasts with the wider public service where policy settings, funding arrangements and delivery mechanisms are generally organised around individuals. The continued focus on the individual and not whānau is a barrier to the public service delivering effectively for all Māori.

The Minister for Whānau Ora is responsible for both Whānau Ora and the broadening of the use of whānau-centred approaches more generally.





Whānau-centred services:

- Are culturally grounded in te ao Māori, with whānau at the centre.
- Support whānau to determine their own future.
- Are based on whānau strengths, values and aspirations.
- Restore and strengthen whānau.
- Provide holistic responses to whānau needs and aspirations.
- Address individual needs within their whānau context.
- Measure effectiveness based on outcomes and invest in whānau wellbeing.
- Enable long term, intergenerational planning and sustainable solutions.
- Minimise system barriers, enabling flexible and innovative responses.
- Use collaboration and integration across government.

In February 2023, the Auditor-General considered how well public organisations are supporting Whānau Ora and whānau-centred approaches. It found that while some public organisations have taken steps towards supporting and implementing whānau-centred approaches, much of that work involved trialling small-scale and time-limited initiatives. Its view was that public organisations need clear expectations for how they should support Whānau Ora and other whānau-centred approaches. Its view was also that there needed to be a clearer and stronger mandate for the role of Te Puni Kōkiri as stewards in this area.

Whānau-centred approaches, including Whānau Ora, are effective mechanisms for supporting whānau Māori. Ministers previously directed Te Puni Kōkiri to lead cross-agency advice clarifying where, when and with which whānau, public service agencies might choose to invest through Whānau Ora, and more broadly on how to strengthen the use of whānau-centred approaches across public service agencies. Te Puni Kōkiri will also, in early 2024, advise Ministers on improvements to Whānau Ora measurement evidence and reporting of Whānau Ora impacts.

### Locally led

Across its functions, Te Puni Kōkiri works with providers and representative entities who work in whānau-centred ways. We lead the development of prototypes and models, and we are continuously testing and learning about the ways that the public service can more effectively deliver into and with communities. This includes devolved commissioning for outcomes models, such as Whānau Ora that put whānau-led outcomes at the centre of commissioning arrangements, with delivery supported by capable and connected local entities.

### Government enabled

Te Puni Kōkiri implements a range of government enabled models based on what we know works for Māori communities. These range from national-level, devolved commissioning models through to active partnership models. Models are aimed at enabling local leadership that is whānau-centred and reflective of local priorities.



# Appendix A:

## Whānau Ora overview

### The history and purpose of Whānau Ora

Whānau Ora was launched in 2010 as an innovative whānau-centred approach to supporting whānau wellbeing and development. The development of Whānau Ora occurred after the Taskforce on Whānau-centred Initiatives presented a report to Government in 2009 providing the framework for Whānau Ora throughout Aotearoa. From the outset, it has been recognised that Whānau Ora can influence the standard ways of delivering social and health services more effectively, to improve the outcomes for whānau Māori.

Whānau Ora puts whānau at the centre of decision-making about their future. It recognises the collective strength and capability of whānau to achieve better outcomes in areas such as health, education, housing, employment, and income. The Whānau Ora approach is self-determining, whānau-centred, and holistic:

- Whānau Ora empowers whānau to make their own decisions about what they need and how to be supported.
- Whānau Ora places whānau, and their aspirations and needs, at the centre of all decisions and activities.
- Whānau Ora ensures government, providers and communities provide integrated support to help whānau address multiple, connected, and wide-ranging needs.

Whānau Ora is distinctive because it:

- recognises a collective entity,
- endorses a group capacity for self-determination,
- has an inter-generational dynamic,
- is built on a Māori cultural foundation,
- asserts a positive role for whānau within society, and
- can be applied across a wide range of social and economic sectors.

Whānau Ora recognises the strengths and abilities that exist within whānau and aims to support and develop opportunities that fulfil that potential. By its very nature, Whānau Ora is collective in its scope and inter-generational in its impact. There have been two phases of Whānau Ora.

- Phase One** (2010-2014) involved contracting providers and provider collectives to deliver whānau-centred services and to introduce navigators to work with whānau to meet their needs and aspirations. Phase One also focused on building the capacity of providers to deliver whānau-centred initiatives, and;
- Phase Two** (2014 – date) has involved funding three Commissioning Agencies to invest in a range of activities to achieve Whānau Ora outcomes.



## Whānau-centred devolved commissioning

Whānau Ora is delivered through devolved commissioning. This means that the government does not predetermine what funding, initiatives and programmes should exist for whānau.

The Whānau Ora Outcomes Framework was developed in 2010 by the Taskforce on Whānau-centred Initiatives in conjunction with whānau, hapū, iwi, and with input from Tā Mason Durie and the then Minister, Dame Tariana Turia.

The commissioning for outcomes approach enables Commissioning Agencies to have autonomy over how they invest funding to achieve these outcomes.

Whānau Ora Commissioning Agencies position themselves to provide a wide range of services to meet a range of wellbeing objectives, including the ability to deliver and mobilise resources at pace across Aotearoa.

Over the years, several independent studies have looked at the return on investment of Whānau Ora programmes and initiatives. These studies have shown that there is a positive investment value delivered to government through the Whānau Ora programmes.

## Whānau Ora Outcomes Framework



**Whānau** are self-managing and empowered leaders



**Whānau** are leading healthy lifestyles



**Whānau** are confidently participating in te ao Māori



**Whānau** are participating fully in society



**Whānau** are economically secure and successfully involved in wealth creation



**Whānau** are cohesive, resilient and nurturing



**Whānau** are responsible stewards of their living and natural environments



## The growth of Whānau Ora

Whānau Ora remains largely contained within the administration of Te Puni Kōkiri. It has, however, made significant progress since moving to the devolved commissioning approach in 2014, gaining momentum each year expanding, embedding, and refining services.

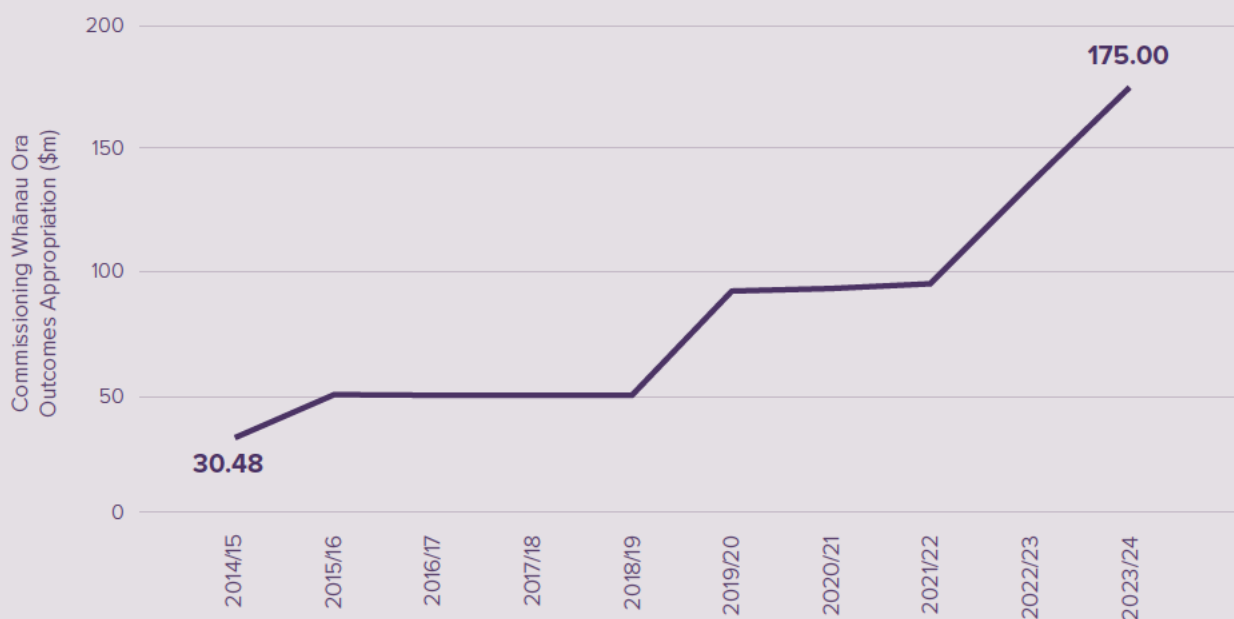
The chart below, shows the growth in Whānau Ora (non-departmental) funding over the past decade, enabling greater reach for Commissioning Agencies.

While we have made progress in improving social outcomes, some of our most intractable social issues continue and are often concentrated in particular groups, often known to agencies.

A more focussed whānau-centred approach and a broader use of the Whānau Ora delivery mechanism could enable government to achieve more effective outcomes for target populations and sub-groups, where a single agency view is insufficient.

To design and deliver interventions, agencies need to work with or through communities who understand the context in which issues exist, and who have the trust and confidence of the people needing support.

### Growth in Commissioning Whānau Ora Outcomes Appropriation since FY2014/15\*



\*note this chart excludes time limited COVID-19 funding to illustrate ongoing baseline funding growth



## Whānau Ora impacts and evidence

### Ngā Tini Whetū

Ngā Tini Whetū was funded through cross-sectoral collaboration, involving government agencies, but implemented through a kaupapa Māori, whānau-centred, holistic approach. It aligns with the desired outcomes for whānau for ACC, Oranga Tamariki and the DPMC child poverty strategies. The 2022 independent research report noted that Ngā Tini Whetū exemplifies the ongoing success of Māori-led, kaupapa Māori, whānau-centred and wraparound approaches in supporting whānau Māori. Through engaging multiple levers of change, the report found that Ngā Tini Whetū achieved a multitude of diverse and far-reaching outcomes. The cross-sectoral funding that devolved resource from multiple agencies to the Whānau Ora Commissioning Agency allowed the partners to use the pūtea in ways that work best to support whānau to flourish.

The Ngā Tini Whetū pilot was launched in 2019 in seven regions across Te Ika-a-Māui (North Island of Aotearoa New Zealand). This pilot has demonstrated how a whānau-centred, locally led, and ground up approach was able to contribute to sustained reductions in child poverty and improvements to tamariki wellbeing across the motu. The Ngā Tini Whetū initiative has prevented 341 whānau from being referred to Oranga Tamariki.

### Te Pūtahitanga o Te Waipounamu social impact investment

Independent research released in 2023 has shown that The South Island Whānau Ora Commissioning Agency I Te Pūtahitanga o Te Waipounamu social impact investment was “very good value for money”. The collective of eight iwi invested \$2.7 million in social and health support services spread across 83 Māori-led initiatives, or 5000 individuals from Nelson to Bluff. The minimum impact implies an economic benefit of \$2.40 for every \$1 of investment, with the value of increased life satisfaction combined found to be at least \$7.2 million.



# Appendix B:

## Whānau Ora key personnel

| Whānau Ora Commissioning Agency (WOCA)  | Te Pūtahitanga o Te Waipounamu   | Pasifika Futures   |
|---|--|--|
| <p><b>Merepeka Ruakawa-Tait</b><br/>(Board Chair)</p> <p><b>Takutai Moana</b><br/><b>Natasha Kemp</b><br/>(Board member)</p> <p><b>Pahia Turia</b><br/>(Board member)</p> <p><b>Bernie O'Donnell</b><br/>(Board member)</p> <p><b>Glenn Hawkins</b><br/>(Board member)</p> <p><b>Amohaere Houkamou</b><br/>(Board member)</p> | <p><b>The Board</b></p> <p><b>Tā Mark Solomon</b> (Chair)</p> <p><b>Dr Lorraine Eade</b> (Board member)</p> <p><b>Elijah Pue</b> (Board member)</p> <p><b>Renata Davis</b> (Board member)</p> <p><b>Jymal Morgan</b> (Board member)</p> <p><b>Te Taumata (appoints the Chair and the Board)</b></p> <p><b>Molly (Amoroa) Luke</b> (Co-Chair)</p> <p><b>Gena Moses-Te Kani</b> (Co-Chair)</p> <p><b>Dr Taku Parai</b><br/>(Te Rūnanga o Toa Rangatira inc.)</p> <p><b>Janis De Thierry</b><br/>(Te Rūnanga o Rangitāne o Wairau)</p> <p><b>Caroline Palmer</b><br/>(Ngāti Koata Trust)</p> <p><b>Hinemoa Conner</b><br/>(Ngāti Apa ki te Rā Tō Charitable Trust)</p> <p><b>Rita Powick</b><br/>(Te Ātiawa o Te Waka-a-Māui Trust)</p> <p><b>Nikki Jones</b><br/>(Ngāti Tama ki Te Waipounamu Trust)</p> | <p><b>Dr Tearikivao (Kiki) Maoate, ONZM</b><br/>(Board Chair)</p> <p><b>Dr Siniva Sinclair</b><br/>(Board member)</p> <p><b>La'auli Sir Michael Jones KNZM</b><br/>(Board member)</p> <p><b>Dr Francis Agnew</b><br/>(Board member)</p> <p><b>Mrs Soana Pamaka</b></p> |
| <p><b>John Tamihere (CEO)</b><br/>9(2)(a)</p>   | <p><b>Ivy Harper (CEO)</b><br/>9(2)(a)</p>   | <p><b>Debbie Sorensen (CEO)</b><br/>9(2)(a)</p>  |



# Appendix C: Whānau Ora funding

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Departmental and Non-Departmental Appropriations listed below. We are happy to provide you with more information regarding the structure of the Vote.

## Departmental Appropriations

|   |               |
|---|---------------|
| <b>Departmental Appropriations</b>                                    | <b>\$000</b>  |
| Whakapakari Kaupapa Whānau Ora<br>(Whānau Ora Commissioning Approach) | 10,486        |
| <b>Total Departmental Expenses</b>                                    | <b>10,486</b> |

## Non-Department Appropriations

|  |                |
|--|----------------|
| <b>Non-Departmental Appropriations</b>                                     | <b>\$000</b>   |
| Whakamahi i ngā Huanga a Whānau Ora<br>(Commissioning Whānau Ora Outcomes) | 175,052        |
| <b>Total Non-Departmental Expenses</b>                                     | <b>175,052</b> |



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MINISTRY OF MĀORI DEVELOPMENT

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