

In Confidence

Te Tari o Te Minita mō Whānau Ora

**Chair
Cabinet Social Wellbeing Committee**

WHĀNAU ORA REVIEW

Proposal

1. This paper notifies you of my intention to review Whānau Ora and seeks your agreement to the purpose of the review as outlined in the Terms of Reference, attached to this paper as Appendix A.
1. This paper also seeks your agreement to my appointment of Caren Rangi as the Chair of the independent Whānau Ora Review Panel and Tania Lee Hodges, Te Raumawhitu Kupenga, Donna Matahaere-Atariki, Brenda Steele, and Mereana Kim Ngārimu, as members. The Whānau Ora Review Panel will report their findings to me in November 2018.

Executive Summary

2. The intention of the Whānau Ora Review (the Review) is to ensure that Whānau Ora is strengthened, providing better outcomes in the community to respond to the diverse needs of whānau and families.
3. While Whānau Ora is for all whānau and families in New Zealand, it addresses many of the social and economic issues that disproportionately affect Māori and Pacific people. The Whānau Ora approach, with its focus on whānau and family development, has the potential to address the circumstances of those whānau and families who experience inequity and inequality.
4. Following the first phase of Whānau Ora (2010-2015) that focused on building provider capability to deliver whānau-centred services, Cabinet agreed to the implementation of a Whānau Ora commissioning model. The cornerstone of Whānau Ora under this model is devolved commissioning for whānau outcomes. Whānau Ora outcomes are commissioned through three commissioning agencies.
5. Some key findings of previous evaluations and reports were that: Whānau Ora embodies concepts important to Māori and holds much promise to tackle long-standing issues for improving Māori wellbeing and mana whakahaere; provides an opportunity for health and social service providers in the community to operate differently with whānau and families in deciding the best way forward.
6. The Review will focus on the second phase of Whānau Ora (2014 onwards). I am seeking your agreement to the purpose of the Review as outlined in the Terms of Reference, attached as Appendix A.

7. The Review will commence in April 2018 and will be completed in the 2018 calendar year. The cost of the Review will be met from within existing baselines.
8. I propose to appoint six panel members, including the Chair, to a Whānau Ora Review Panel (Review Panel) to carry out the Review. The Review Panel will report their findings to me in November 2018. I will provide a report to the Cabinet Social Wellbeing Committee on the outcome of the Review in December 2018.
9. I propose to appoint Caren Rangī as the Chair of the Review Panel and Tania Lee Hodges, Te Raumawhītu Kupenga, Donna Matahaere-Atariki, Brenda Steele, and Mereana Kim Ngārimu, as members.
10. A press release announcing the establishment of the Review and the members of the Review Panel will be issued once the appointments have been confirmed.

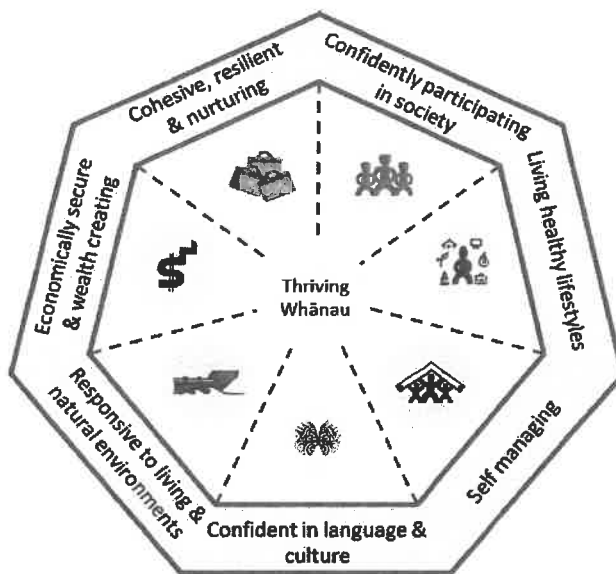
Background to the Review

11. Whānau Ora, as a concept in government has been around for some years, most notably in the Health Sector, however, in April 2010 the Government chose to invest in a discrete set of initiatives to scale up and spread the approach.
12. The Whānau Ora approach focuses on building strong and trusting relationships alongside whānau to facilitate sustainable, transformational and long-term changes in wellbeing.
13. While Whānau Ora is for all whānau and families in New Zealand, many of the social and economic issues that Whānau Ora addresses disproportionately affect Māori and Pacific people. The majority of whānau and families currently engaged through Whānau Ora are Māori and Pacific people.
14. Evidence on the effectiveness of integrated social services for vulnerable groups is emerging. There is good international and national research that provides evidence for the effectiveness of strength-based approaches and practices that focus on self-determination. Whānau Ora operates on the principle that empowered whānau, who have taken control of their own development, are far more likely to achieve transformative results than whānau who are continually relying on others or the state to provide.

Commissioning for outcomes

15. The first phase of Whānau Ora (2010-2015) focused on building provider capability to design and deliver whānau-centred services.
16. In 2013, Cabinet agreed to a series of changes to provide more direct support for whānau capability building. These changes included the delivery of Whānau Ora outcomes through a commissioning model. Three Whānau Ora Commissioning Agencies were established in 2014, responsible to Te Puni Kōkiri as the Administering Department under the direction of te Minita mō Whānau Ora.
17. In July 2014, Cabinet approved the establishment of the Whānau Ora Partnership Group to provide the strategic leadership. From 2015 to 2017, the Whānau Ora Partnership Group were responsible for setting the direction and priorities, and monitoring the progress and performance of Whānau Ora.

18. In 2015, the Whānau Ora Partnership Group ratified the Whānau Ora Outcomes Framework, which defined short-term (1-4 years), medium term (5-10 years) and long-term (11-25 years) goals for whānau. It includes agreed outcomes and measures for monitoring, and is underpinned by the seven whānau goals that are depicted in this diagram:



19. The cornerstone of the Whānau Ora approach is commissioning for whānau outcomes. Three Whānau Ora Commissioning Agencies commission whānau-centred initiatives and services that support outcomes for whānau in their respective communities. Through devolved commissioning, funding decisions are made closer to communities.
20. Early action research identified that one of the most successful features of Whānau Ora has been the establishment of navigational support. Navigators are often community champions with strong networks, who build trusting relationships with whānau to support a range of needs and aspirations including housing, education, health and employment. Navigational support provides the flexibility required to address a set of persistent social issues that manifest as child poverty, income inequality, and homelessness.
21. Navigators are able to respond to a broader range of whānau needs and aspirations as they are not constrained to work only with a particular age group or issue. They are able to access goods and services, particularly in times of extreme need, and can provide urgent response in times of disaster. Dedicated navigator workforces were established after the Christchurch and Kaikōura earthquakes, and the Edgecumbe and Whanganui floods.
22. Another key component of the current Whānau Ora commissioning approach is investment in collective impact initiatives where partners and providers bring whānau together to achieve common goals. These initiatives can be whānau, community, hapū, or iwi led.
23. The Whānau Ora commissioning approach currently supports approximately 11,500 whānau at any given time.

Previous evaluations and reports

24. In 2015, the New Zealand Productivity Commission carried out a case study of Whānau Ora as part of a broader inquiry into enhancing productivity and value in public services (focusing on the purchasing of social services). In the same year, the Office of the Auditor General carried out an administrative review of Whānau Ora.
25. Through the Whānau Ora case study, the Productivity Commission found that Whānau Ora embodies concepts important to Māori and that it holds much promise to tackle long-standing issues for improving Māori wellbeing and mana whakahaere. Amongst other things, the report noted that Whānau Ora could be strengthened by a more clearly defined population, a dedicated budget based on assessed needs of that population, and better dissemination of information on results.
26. The Productivity Commission noted that top-down decision-making and funding is recognised, in some situations, as leading to poorer societal outcomes, hence the emergence of Whānau Ora as one example of devolved funding. Whilst devolution is not a panacea, under the right circumstances, the Productivity Commission sees much potential to improve the social services system by greater and smarter use of devolution, particularly for clients (families and whānau) with complex needs ^[1] such as those afflicted by family and sexual violence, drug and alcohol abuse, and mental health issues.
27. The Office of the Auditor-General chose to report on the first four years of Whānau Ora as an example of innovation and new thinking in service delivery. The Auditor-General noted that it was an opportunity for providers of health and social services in the community to operate differently and support families in deciding the best way forward. The report noted that while there were implementation problems an innovative idea should not be abandoned.
28. An independent formative evaluation of the current Whānau Ora commissioning agency model in 2017 noted that the approach was at the forefront of social investment and effectively had a role as an early test case. The evaluation report noted the difficulty of measuring outcomes, particularly when key factors affecting an outcome are outside the control of the agency, partner, provider or whānau. It noted that continuing pressure to see results in order to maintain faith and the long-term potential of Whānau Ora required a greater focus on building the capability and resourcing of the commissioning agencies to collect, analyse, and report on whānau outcomes.
29. Te Puni Kōkiri publishes an Annual Summary Report for Whānau Ora that details the delivery of services and initiatives and the results achieved.
30. Each Commissioning Agency also publishes Annual Reports and any research or evaluations involving their agencies on their websites.
31. It is anticipated that the Review Panel, as described below, will consider previous reviews, reports, evaluations, and conduct engagements directly with key stakeholders, communities and those government agencies responsible for improving outcomes for whānau and families.

[1] ^[1] Productivity Commission (2015, p. 10) *More effective social services Summary version*.

Terms of Reference

32. The Terms of Reference setting out the principles and parameters of the Whānau Ora Review is attached (Appendix A). The primary purpose of the Review is to:
- 33.1 Assess the ability of the Whānau Ora commissioning approach to effect sustainable change in the wellbeing and development potential of whānau;
 - 33.2 Scope the applicability of a whānau-centred approach as a useful exemplar for improving outcomes for whānau across the government with an emphasis on the social sector; and
 - 33.3 Explore the extent to which the Whānau Ora service delivery model and commissioning approach is accountable and transparent in the achievement of outcomes for whānau.
33. In recognising the significant skills and experience of the Review Panel, I have agreed that the Review Panel can refine the review methodology within the broad parameters of the Terms of Reference once they are established.

Reporting dates

34. I expect that the Review will be completed in the 2018 calendar year. I anticipate that the Review Panel will work for six months (April to September) with an additional two months to complete a report outlining the findings and recommendations.
35. I will report to the Cabinet Social Wellbeing Committee on the outcome of the Review in December 2018.

Review Panel

Expertise, skills and attributes sought

36. Given the anticipated workload of the Review and the expertise, skills and attributes sought, I propose to appoint six panel members to the Review Panel, including the Chair.
37. The expertise, skills and attributes sought from the Review Panel include:
- 38.1 Knowledge of whānau development;
 - 38.2 Knowledge of the Whānau Ora system as it has evolved since 2010;
 - 38.3 Knowledge of, and experience in, frameworks for managing and monitoring the performance of outcomes;
 - 38.4 Knowledge and experience of quality management; and
 - 38.5 Knowledge of, and experience in, the contract and purchasing arrangements of the New Zealand government and non-government sector.
38. I can confirm that an appropriate process was followed in selecting the proposed appointees, in terms of the State Services Commission appointment guidelines. In

summary, that process comprised a review of Te Puni Kōkiri databases, discussions with key stakeholders, a review of the Curriculum Vitae of potential candidates who had the skills and experience identified as necessary for this review, and who had specific expertise in the field.

Review Panel Membership

39. The proposed members of the Review Panel are:

- 40.1 Caren Rangī (Chair)
- 40.2 Tania Lee Hodges
- 40.3 Te Raumawhītu Kupenga
- 40.4 Donna Matahaere-Atariki
- 40.5 Brenda Steele
- 40.6 Mereana Kim Ngārimu

40. **Caren Rangī**, of Cook Islands Māori descent, will bring her significant skills and experience in governance as a current Member of the Charities Registration Board, Deputy Chair of the Arts Council of New Zealand, Deputy Chair of Eastern and Central Community Trust, Director of the Cook Islands Investment Corporation, Director of Pacific Co-operation Broadcasting Ltd and a trustee of the Pacific Island Homecare Services Trust. Caren is the Principal Consultant for Ei Mua Consulting Ltd, a company Caren established in 2008 that specialises in consulting services in facilitation, strategic planning and training. Caren has extensive experience in review methodologies through her previous roles in the Office of the Auditor-General, as a senior consultant in the private sector and as a qualified accountant. Caren holds a Bachelor of Business Studies, has been a member of Chartered Accountants Australia New Zealand (CAANZ) since 1993, and was conferred as a Fellow in 2015.

41. **Tania Hodges** of Ngāti Pāhauwera, Ngāti Ranginui, Ngāti Hauā, Ngāti Maniapoto and Ngāti Tūwharetoa, is the Managing Director of Digital Indigenous, a well-established company that is committed to developing leadership within Māori communities. Tania has previous experience of Whānau Ora as the co-chair of the Waikato Whānau Ora Regional Leadership Group during Phase One. Tania has a strong understanding of Whānau Ora and can articulate its vision and strategy with passion and energy. Tania holds a Master of Business Administration (Executive) with Distinction, a Bachelor of Social Science, a Graduate Diploma of Management, and a Postgraduate Certificate of Business Research. Tania also has a Graduate Diploma in Te Reo Māori, and a Registered Psychiatric Nursing qualification (RPN).

42. **Te Raumawhītu Kupenga** of Ngāti Porou, is the principal of Te Amokura Consultants, providing strategic and specialist advice to iwi, and private and public sector clients. Te Raumawhītu has a legal background, having worked previously as a lawyer specialising in litigation. Te Raumawhītu has held senior solicitor positions in a commercial law firm in Wellington and with the Māori Trust Office. Te Raumawhītu has held senior leadership roles in the public sector, including Deputy Secretary for the Environment at the Ministry for the Environment, and as part of the Senior Leadership Team at the Ministry of Education. His legal expertise combined

with a strong understanding of the machinery of government, the state sector system, iwi, and the private sector will bring very strong values and experience to the Review Panel.

43. **Donna C. Matahaere-Atariki** of Ngāi Tahu, Te Āti awa, Ngāti Ruanui, Ngā Rauru and Ngā Ruahine, is a strong advocate and practitioner in Māori and whānau development. Donna is Chair of the Ōtākou Rūnanga and Ōtākou Health Ltd and Executive Director of Arai Te Uru Whare Hauora, an independent community provider of integrated health, education and social services. Donna has extensive knowledge and experience of both government and non-government contracting arrangements and systems having previously worked as a policy director in the public service and as a contractor to a range of government agencies including the Ministry of Education. Donna has a strong academic background with a Master of Philosophy (Distinction) and is the author of many publications covering Treaty issues, whānau development, and education needs of Māori children. Donna's governance experience also spans her ministerial appointment to the University of Otago Council, elected membership to the Ministry of Health NGO Working Group, Trusteeship of the Southern PHO and membership to the Dunedin City Council's Social Wellbeing Advisory Group. Donna's significant contributions were recognised in this year's New Year's Honours when she was made a Member of the New Zealand Order of Merit for her services to Māori and health.
44. **Brenda Steele** brings Local Government experience and knowledge. Her current roles include Deputy Chair of Te Poari o Kaipatiki ki Kaipara (Parakai Recreation Reserve co-governance) Board. She is also a member of the Kaipara Harbour Joint Political Committee, Kaipara Moana working party, Regional Rural Advisory Panel, and Te Maruata Local Governance New Zealand. Brenda has research interview and project management experience and strong advocacy skills. Brenda also brings a lot of experience from her various community organisation roles ranging from Board of Trustees through to various committees.
45. **Mereana Kim Ngārimu (Kim)** of Te Aitanga-ā-Mate and Ngāti Porou, is the director and principal consultant of Tāua Limited, a consulting company specialising in the provision of public policy and management advice, and relationships with Iwi and Māori Communities. Kim has a strong knowledge of the public sector having previously held senior positions at Te Puni Kōkiri, the Ministry of Women's Affairs and the Waitangi Tribunal. In her previous capacity as a senior manager for Te Puni Kōkiri, Kim acquired in depth knowledge of Whānau Ora during Phase One of its development. Alongside her consulting business, Kim holds a portfolio of board directorships in the health, education, heritage, broadcasting and Treaty sectors. Her knowledge and experience across the public sector and her strong technical analytical skills and abilities will help the Review Panel navigate the question of applicability of the whānau centred approach that the Review Panel will be considering. Kim's extensive experience in leading community consultation will also be a valuable asset to the Review Panel. Kim holds a Bachelor of Business Studies from Massey University.
46. The Review Panel will be supported by a secretariat resourced by Te Puni Kōkiri. The Secretariat is directly responsible to the Review Panel. All data and information handled by the Secretariat will be managed ensuring privacy and independence of the Review Process is maintained at all times.

Representativeness of the appointments

47. The proposed appointment of the Review Panel has been made with reference to the need to have the balance of skills, experience and attributes identified as the criteria for the Review Panel selection. I am satisfied that the proposed appointees will provide for a well-balanced Review Panel.

Term of appointment

48. It is proposed that all members of the Review Panel be appointed for a period commencing 1 April 2018 and expiring on 30 December 2018. This term provides for the conducting of the review and the completion of a report on the review findings.

Remuneration

49. The Cabinet Fees Framework covers fees for the Chair and members of the Review Panel. Under the provisions of the Framework (CO)(12)(6), the Review Panel is classified as a Group 4, Level 1 body.
50. The fees for the Chair and Review Panel members will be paid as a daily rate in accordance with the rates set under the Cabinet Fees Framework. I propose fees of \$1062 per day for the Panel Chair and \$800 per day for Panel members.

Conflicts of Interest

51. I can confirm that appropriate enquiries concerning possible conflicts of interest have been carried out in accordance with the State Services Commission appointment guidelines to identify any conflicts of interest that could be reasonably identified. Caren Rangī, Tania Lee Hodges and Donna Matahaere-Atariki have disclosed the nature and extent of any interests they have and/or are likely to have relating to the Review.
52. The Review Panel will maintain a register of interests and manage all possible or perceived conflicts of interests in accordance with the State Services Commission Guidelines for managing conflicts of interest.

Organisation forms and CV summaries

1. An organisation form and CV summaries for the proposed Chair and members are attached as Appendix B.

Consultation

53. The Department of the Prime Minister and Cabinet, Treasury, State Services Commission, Ministry for Children-Oranga Tamariki, Ministry for Social Development, Ministry for Pacific Peoples, the Ministry of Health, Ministry of Education, Ministry for Women, Ministry of Business Innovation and Employment, and Ministry of Justice were consulted on a draft version of the paper.
54. A draft Terms of Reference for the Review was circulated to the Ministers of Health, Social Development, Disability, Children, Finance, Education, Pacific People, Justice, Treaty of Waitangi Negotiations, Employment, Māori Development, Crown/Māori Relations, Chief of Staff for the Green Party, Chief of Staff for New Zealand First, and the Prime Minister's office for comment.

Financial Implications

55. The Review is projected to cost between \$700,000 and \$800,000; this cost will be met from within existing baselines.

Human Rights

56. There are no human rights implications in the conducting of the review.

Legislative Implications

57. There are no legislative implications.

Regulatory Impact Analysis

58. Regulatory Impact Analysis is not required.

Gender Implications

59. The Review will include consideration of gender implications.

Disability Perspective

60. The Review will include consideration of disability issues.

Publicity

61. I will issue a press release announcing the Review and membership of the Review Panel, once appointments have been confirmed.

Recommendations

62. Te Minita mō Whānau Ora recommends that the Social Wellbeing Committee:
1. **Agree** that the purpose of the review of Whānau Ora is to:
 - 1.1. Assess the ability of the current Whānau Ora commissioning approach to effect sustainable change in the wellbeing and development potential of whānau;
 - 1.2. Scope the applicability of a whānau-centred approach as a useful exemplar for improving outcomes for whānau across government; and
 - 1.3. Explore the extent to which the Whānau Ora service delivery model and the commissioning approach is accountable and transparent in the achievement of outcomes for whānau.
 2. **Note** the attached Terms of Reference for the Whānau Ora Review;
 3. **Agree** for te Minita mō Whānau Ora to appoint the following members to the Whānau Ora Review Panel:
 - 3.1. Caren Rangī as the Chair of the Whānau Ora Review Panel for a period commencing from 1 April 2018 to 30 December 2018;

- 3.2. Tania Hodges as a member of the Whānau Ora Review Panel for a period commencing from 1 April 2018 to 30 December 2018;
 - 3.3. Te Raumawhitu Kupenga as a member of the Whānau Ora Review Panel for a period commencing from 1 April 2018 to 30 December 2018;
 - 3.4. Donna Matahaere-Atariki as a member of the Whānau Ora Review Panel for a period commencing from 1 April 2018 to 30 December 2018;
 - 3.5. Brenda Steele as a member of the Whānau Ora Review Panel for a period commencing from 1 April 2018 to 30 December 2018; and
 - 3.6. Mereana Kim Ngārimu as a member of the Whānau Ora Review Panel for a period commencing from 1 April 2018 to 30 December 2018.
4. **Note** the cost of the Whānau Ora Review will be met from existing baselines; and
 5. **Invite** te Minita mō Whānau Ora to report to the Cabinet Social Wellbeing Committee on the outcome of the Whānau Ora Review in December 2018.

Authorised for lodgement

Hon Peeni Henare
Minita mō Whānau Ora
____/____/2018

APPENDIX A

Whānau Ora Review Draft Terms of Reference

1 CONTEXT

- 1.1. The Government is committed to understanding how best to improve and grow outcomes for whānau.
- 1.2. This review of the Whānau Ora service delivery model and Commissioning Agency approach will help identify which aspects of the approach would lead to sustainable outcomes and improve lifetime opportunities for whānau.

2. BACKGROUND

- 2.1. Whānau Ora is a whānau-centred approach with the single overarching aim of getting the best outcomes for whānau and families. The approach recognises that all whānau and families have different challenges at different stages of their lives and some have a multiplicity of challenges to overcome.
- 2.2. Whānau Ora focuses on whānau and families as a whole and addresses individual needs within the context of whānau and families.
- 2.3. This approach supports whānau and families to identify the aspirations they have to improve their lives, and builds their capacity to achieve their goals.
- 2.4. The Whānau Ora Outcomes Framework agreed to by the Whānau Ora Partnership Group builds on the whānau goals identified through the Whānau Ora Taskforce Report. Whānau Ora is achieved when whānau and families are:
 - self-managing
 - living healthy lifestyles
 - confidently participating in society
 - confident in language & culture
 - economically secure & wealth creating
 - cohesive, resilient and nurturing
 - responsive to living & natural environments
- 2.5. The Whānau Ora Outcomes Framework recognises the long-term and progressive change required for whānau and families to achieve their aspirational goals by including short and medium-term outcomes. Short-term outcomes are the improvements in quality of life for whānau that can be achieved within one to four years. Medium-term outcomes focus on what can be achieved in five to ten years, while long-term outcomes focus on 11 to 25 years.
- 2.6. There have been two phases in the development of Whānau Ora since April 2010:
 - 2.6.1. The first phase of Whānau Ora (2010-2015) focused on building a whānau-centred approach and provider capability to design and deliver whānau-centred services.

- 2.6.2. The second phase of Whānau Ora (2014 onwards) concentrated on initiatives designed to build whānau capability using non-government agencies (Commissioning Agencies) to commission activities to support whānau and family capability.
- 2.7. Three Commissioning Agencies were established in 2014 under the second phase of Whānau Ora;
- Te Pou Matakana in the North Island;
 - Te Pūtahitanga o Te Waipounamu in the South Island; and
 - Pasifika Futures who engage Pasifika families across New Zealand.
- 2.8. Te Puni Kōkiri contracts each Commissioning Agency to fund a range of activities and supports them to build whānau and family capability.
- 2.9. Each Commissioning Agency has developed and is implementing its own commissioning model based on the priorities of the communities, whānau and families they serve. They have a high degree of autonomy to determine the nature and quantum of commissioning, provided they meet the targets specified in their Outcome Agreements and annual Investment Plans.

3. PURPOSE

- 3.1. The primary purpose of the Whānau Ora Review is to;
- 3.1.1. scope the applicability of a whānau-centred approach as a useful exemplar for improving outcomes for whānau across government with an emphasis on the social sector;
- 3.1.2. assess the ability of the Whānau Ora commissioning approach to effect sustainable change in the wellbeing and development potential of whānau; and
- 3.1.3. explore the extent to which the Whānau Ora service delivery model and commissioning approach is accountable and transparent in the achievement of outcomes for whānau.
- 3.2. The recommendations of the Review will help inform:
- Government policy as it relates to whānau development including future commissioning and funding approaches;
 - Government thinking about collective impact for social investment;
 - How to evidence effectiveness of an integrated system; and
 - The funding considerations for Whānau Ora arrangements.

4. SCOPE

- 4.1. The scope of this Review will focus on the second phase of Whānau Ora (2014 onwards). The Review will identify opportunities, issues and make recommendations on the following:
- 4.1.1. The wider service delivery and operational environment within which Whānau Ora operates;

- 4.1.2. The achievement, accountability and transparency of measurable outcomes;
- 4.1.3. The best practice monitoring and evaluation arrangements; and
- 4.1.4. The efficacy of the overall Whānau Ora system, as it operates at national, regional, and local levels.

4.2. The Review will not assess:

- 4.2.1. The performance of individual Commissioning Agencies;
- 4.2.2. The impact of outcomes for individual whānau within the current system; and
- 4.2.3. Decisions already taken in relation to historic financial arrangements, or historic practice in relation to Whānau Ora (unless these matters are of direct relevance to Phase 2 of Whānau Ora).

5. PRINCIPLES

5.1. The Review will:

- Reflect a strengths-based, whānau-centred approach in recommending system changes;
- Use a whole of system approach to identify opportunities to enhance collective impact that will lead to better outcomes for whānau;
- Focus on opportunities to improve the efficacy of the Whānau Ora system to drive better outcomes for whānau; and
- Be based on the best available evidence and robust practice.

6. MEMBERSHIP AND CHAIR

6.1. The Review will be undertaken by an independent panel of six people, inclusive of a Chair, who have expertise or knowledge in:

- Whānau development;
- The Whānau Ora system as it has evolved since 2010;
- Frameworks for managing and monitoring the performance of outcomes;
- Quality management and assurance; and
- The contract and purchasing arrangements of the New Zealand Government and the non-government sector.

6.2. The Minita mō Whānau Ora, following consideration by Cabinet's Social Wellbeing Committee, will appoint the Chair and members of the panel.

6.3. Members shall be appointed for a period determined by the Minita mō Whānau Ora. Members may be reappointed at the discretion of the Minita mō Whānau Ora.

6.4. The Minita mō Whānau Ora may remove the chair or member of the panel from that role by issuing written notice stating the date from which the removal of the member is effective.

7. REPORTING TIMELINE

- 7.1. The panel will have six months to undertake the Review. They will then report to the Minita mō Whānau Ora in writing no later than mid-November 2018.

8. SECRETARIAT

- 8.1 The panel will be supported by a dedicated secretariat, to be resourced by Te Puni Kōkiri. The Secretariat is directly responsible to the Review Panel. All data and information handled by the Secretariat will be managed ensuring privacy and independence of the Review Process is maintained at all times.

APPENDIX B

ORGANISATION FORMS AND CV SUMMARIES (Not attached for publication)