



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Whānau Ora Annual Summary Report

1 July 2014 – 30 June 2015



Whakataukī

Nāku te rourou, nāu te
rourou, ka ora ai te iwi.

With your basket and my
basket the people will live.



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Report overview

This report describes the way Whānau Ora (the initiative) was delivered in 2014/15 and the results it achieved. It is a snapshot of Whānau Ora as a whole; its purpose is to understand what activity has occurred across the various components of Whānau Ora and how those activities have contributed to gains for whānau. The report does not compare results between Commissioning Agencies because their approaches, activities and priority outcomes are so different.

Summary of findings

The year 2014/15 was a transitional year for Whānau Ora as it moved from supporting whānau-centred services built around detailed specifications, to a model based on commissioning for outcomes. Much was achieved in a short timeframe with the completion of establishment activities for the Commissioning Agencies and the commencement of early commissioning activity. It was also the year that a Whānau Ora Partnership Group was established, to provide a Crown/Iwi strategic leadership model to Whānau Ora. In addition, throughout 2014/15, the majority of Phase One provider collectives were completing their Programmes of Action, and the majority of Phase One navigator contracts were coming to an end.

Particular 2014/15 highlights include:

- Commissioning Agencies conducted extensive consultation with over 5,000 whānau and families to get a clear idea of their priorities. The feedback received through the consultation period set the direction for each agency. Te Pou Matakana and Pasifika Futures primarily focused on investing in social and health services and a range of community providers. Te Pūtahitanga o Te Waipounamu consultation highlighted a need to focus on economic and family development activities through investment in whānau-developed initiatives.
- Commissioning Agencies established monitoring, research and reporting processes to identify population priorities and needs to inform investment activities, and to capture whānau and family progress.
- By June 2015, the three Commissioning Agencies had selected over 80 providers, whānau entities and other recipients for investment activities.

- Early commissioning activity was implemented across the three Commissioning Agencies, involving almost 6,000 whānau and families and achieving some early gains for whānau, particularly in the areas of health and disability, education and training, and managing finances.
- While Phase One of Whānau Ora was winding down, the provider collectives and navigators still operating continued to engage whānau and families to assist them in reaching their aspirations.
- The Whānau Ora Partnership Group was formed and undertook a range of establishment activities, including holding initial discussions on the priority outcomes for Whānau Ora.

Section 1

Introduction

1.1 Whānau Ora

Whānau Ora is a relatively new initiative that shapes the approach taken by Government in its interactions with whānau. It is about taking a strengths-based approach rather than a deficit approach to whānau development. The Taskforce on Whānau-Centred Initiatives¹ identified Whānau Ora as:

- a philosophy with six key characteristics that focuses on all aspects of whānau wellbeing;
- a model of practice and an approach grounded in te ao Māori;
- outcome goals for whānau where they are: self-managing, leading healthy lifestyles, participating fully in society, confidently participating in te ao Māori, economically secure and successfully involved in wealth creation, cohesive, resilient and nurturing, and responsible stewards of their living and natural environments.
- a mechanism for funding providers; and
- a foundation for future generations.

Taking a lead from the Taskforce on Whānau-Centred Initiatives, this 2014/15 Annual Summary Report focuses on three areas:

- Whānau Ora is an **initiative** to deliver the model of practice and approach.
- Whānau Ora is an **approach** to guide the partnerships with whānau and government investments. This focuses on whānau establishing goals and aspirations for themselves, identifying actions they can take to achieve them, while being supported by others, including non-governmental organisations and various government agencies, to take those actions where required.

¹ Taskforce on Whānau-Centred Initiatives (2010), Whānau Ora: Report of the Taskforce on Whānau-Centred Initiatives; report to Hon. Dame Tariana Turia, Minister for the Community and Voluntary Sector, see <https://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/planning-strategy/whānau-ora/whānau-ora-taskforce-report.pdf> (accessed 31 July 2016).

- Whānau **outcomes** achieved through implementing the initiative and adopting the approach. These outcomes relate to overall whānau wellbeing as outlined by the Taskforce. At a whānau level, these are consistent with the New Zealand Treasury’s Living Standards Framework.² This includes self-reporting of these outcomes, which The Treasury (among others) refers to as “subjective wellbeing”³, in addition to more traditional measures.

Whānau Ora is available to all New Zealanders regardless of ethnicity. It is being administered by Te Puni Kōkiri under the direction of the Minister for Whānau Ora and supported by the Crown/Iwi Whānau Ora Partnership Group.

There have been two phases of Whānau Ora. Phase One contracted providers and provider collectives to deliver whānau-centred services and to introduce navigators to work with whānau to meet their needs and aspirations.⁴ Phase One also focused on building the capacity of providers to deliver whānau-centred initiatives.

Phase Two is funding three Commissioning Agencies to invest in a range of activities to achieve Whānau Ora outcomes. During 2014/15, both Phase One and Phase Two were being implemented, with Phase One winding down and Phase Two moving from the establishment phase to commencing some early commissioning activity.

2 New Zealand Treasury (2011), Working Towards Higher Living Standards for New Zealanders, New Zealand Treasury Paper 11/02, p. 30, see: <http://www.treasury.govt.nz/publications/research-policy/tp/higherlivingstandards/tp-hls-may11.pdf> (accessed 31 July 2016).

3 New Zealand Treasury (2011), Working Towards Higher Living Standards for New Zealanders, New Zealand Treasury Paper 11/02, pp. 28 – 29, see: <http://www.treasury.govt.nz/publications/research-policy/tp/higherlivingstandards/tp-hls-may11.pdf> (accessed 31 July 2016).

4 For a fuller description of the approach and analysis of the results of Phase One of Whānau Ora see: Te Puni Kōkiri (2015), Understanding whānau-centred approaches: Analysis of Phase One Whānau Ora research and monitoring results at <http://www.tpk.govt.nz/en/a-matou-mohiotanga/whānau-ora/understanding-whanaucen-tred-approaches-analysis-of>.

1.2 Report purpose

This report describes the way Whānau Ora was delivered in 2014/15 and the results it achieved. The focus of the report is on:

- the 2014/15 financial year (1 July 2014 to 30 June 2015)
- investment activities funded by Commissioning Agencies (through Phase Two of Whānau Ora) and the results of those activities
- results from Phase One Whānau Ora provider collectives and navigators
- the activities of the Whānau Ora Partnership Group.

While each Commissioning Agency is required to report annually on whānau engagement and the achievements of their investment activities, this report is more than a summary of the three Commissioning Agencies annual reports. It is a snapshot of Whānau Ora as a whole. Its purpose is to understand what activity has occurred across the various parts of Whānau Ora and how this is contributing to gains for whānau. This type of report will be produced on an annual basis.

Phase Two of Whānau Ora – commissioning for Whānau Ora outcomes

In 2012, a Whānau Ora Working Group was tasked with reviewing and assessing Whānau Ora to identify operational efficiencies and improvements. After considering the recommendations of this Working Group and other future options for Whānau Ora, the Minister for Whānau Ora and stakeholders proposed the idea of a Whānau Ora commissioning model. This proposal included the establishment of three Commissioning Agencies: one for the North Island, South Island and another for Pasifika families was approved by Cabinet in July 2013.

1.3 2014/15 Whānau Ora delivery model

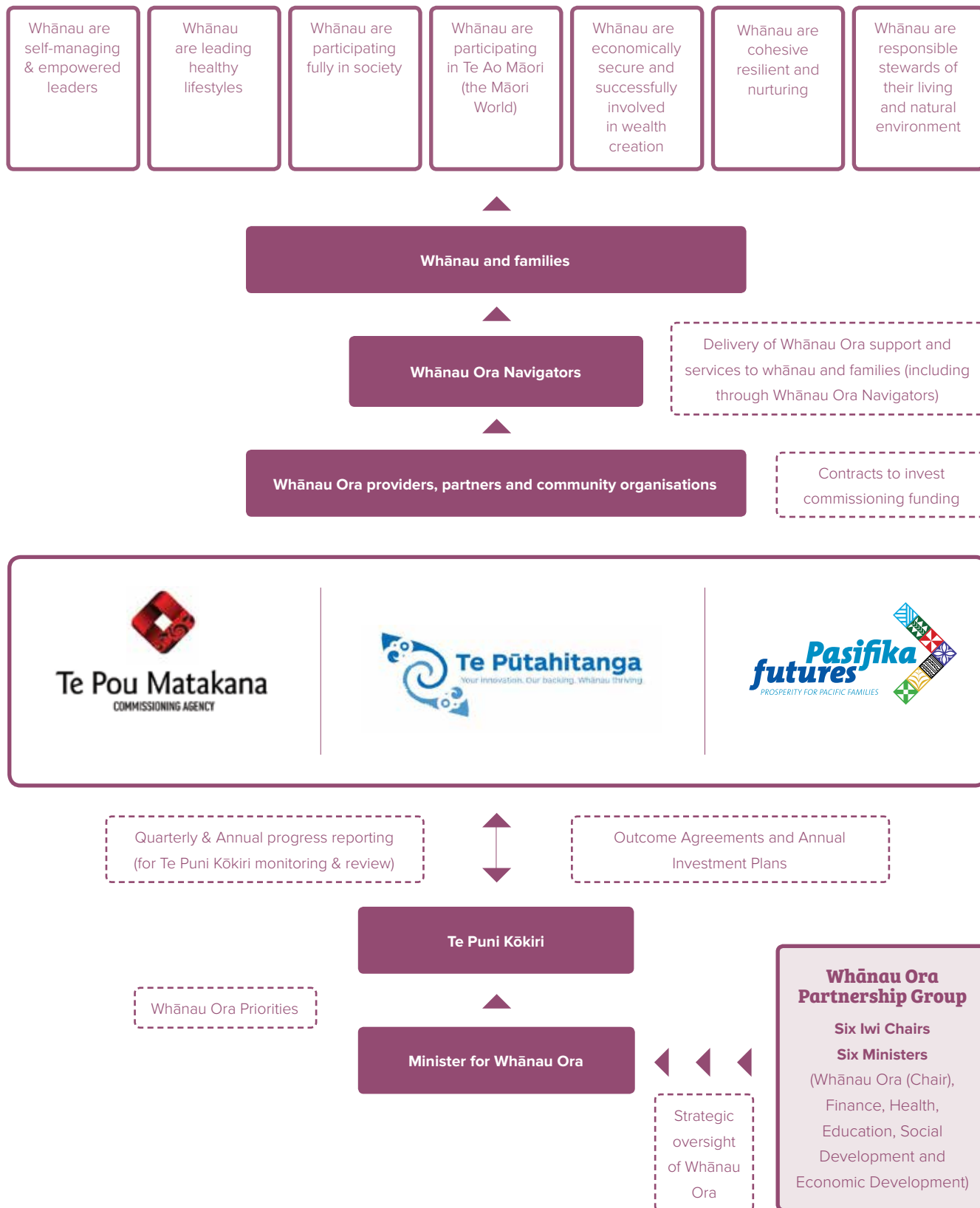
While some Phase One navigators and providers continued to operate (but were winding down) in 2014/15⁵, Phase Two of Whānau Ora concentrates more directly on resourcing whānau capability⁶ activities with a shift to commissioning for outcomes, rather than a conventional purchasing model. There are multiple 'parts' of Phase Two of Whānau Ora working together to build whānau capability. The relationship between the parts is shown in Figure 1 and is discussed below.

5 Many of the Phase One providers were incorporated into and continued to operate under the commissioning model.

6 The Commissioning Agencies are working with whānau and families to increase capability such as income generation, employability, technological literacy, healthy lifestyles and health literacy, engagement in lifelong learning, communication, effective parenting, culture (language, customs and literacy) and community engagement (Te Puni Kōkiri. (2013). Request for Proposals (RFP): Whānau Ora Commissioning Agencies for the North Island and the South Island).

Figure 1: Whānau Ora Commissioning Model.

Whānau Ora Commissioning Model



Minister for Whānau Ora

The Minister for Whānau Ora has a leadership role in determining the shape and future of Whānau Ora. This role is exercised partly through chairing the Whānau Ora Partnership Group, but also directly through making decisions within the Whānau Ora portfolio.

Whānau Ora Partnership Group

The Whānau Ora Partnership Group is comprised of six iwi chairs nominated by the Iwi Chairs Forum⁷, the Ministers of Finance, Education, Social Development and Economic Development, and is chaired by the Minister for Whānau Ora. This Crown-Iwi Group acts as a high-level forum to inform complementary effort across ministerial portfolios and to identify opportunities between Iwi and the Crown to support shared development, aims and aspirations.

The Partnership Group is supported by a Strategic Advisory Group made up of Ministerial Advisors, representing each Minister, and Iwi Advisors representing the six Iwi Chair representatives. These Advisors provide information and support to their respective Partner on the Whānau Ora Partnership Group. Further support is provided to the Partnership Group by the Whānau Ora Deputy Secretary Group, which is comprised of senior representatives for six government agencies. Te Puni Kōkiri provides the Secretariat for the Whānau Ora Partnership Group.

Te Puni Kōkiri

Te Puni Kōkiri is the department accountable to Parliament for Whānau Ora funds. It is primarily responsible for ensuring that Commissioning Agencies are delivering on the activities and outcomes agreed through their Annual Investment Plans, by monitoring their performance and administering incentive payments⁸ (if achieved) annually. Te Puni Kōkiri is also responsible for supporting the Whānau Ora Partnership Group to develop and monitor the achievement of Whānau Ora outcomes.

Whānau Ora Commissioning Agencies

The three Commissioning Agencies established in May 2014 (Te Pou Matakana – North Island, Te Pūtahitanga o Te Waipounamu – South Island, and Pasifika Futures – Pacific people in New Zealand) are contracted to fund and support initiatives that deliver Whānau Ora outcomes. They act as brokers to match the needs and aspirations of whānau and families with initiatives to assist them to increase their capability. Commissioning Agencies contract with a range of providers, whānau entities and community organisations to deliver commissioning initiatives.

Phase One Navigators and Providers

In 2014/15, some Phase One Whānau Ora navigators and providers continued to work with whānau to develop plans and build their capability. By 30 June 2015, 60 of 74 agreements were completed.

⁷ The Iwi Chairs Forum is a Māori leadership body working in partnership with the Crown on a wide range of national matters. All Iwi chairpersons have an open invitation to participate in, and contribute to, this group.

⁸ Incentive payments are negotiated with agencies to incentivise achievement of Whānau Ora outcomes in stretch or priority areas agreed with Te Puni Kōkiri.

1.4 Phase Two Whānau Ora research and evaluation

Commissioning Agencies are responsible for undertaking their own research and evaluation in relation to the activities they undertake and their overall approach. In addition, Te Puni Kōkiri has its own evaluation and research work programme that aims to provide a comprehensive picture of the overall implementation and performance of Whānau Ora. The work programme of Te Puni Kōkiri incorporates four workstreams which examine:

- I. the achievement of gains for whānau
- II. the return on investment from Whānau Ora
- III. how efficiently funds are administered
- IV. the commissioning model and its benefits.

This report is part of Workstream I.

Section 2

2014/15 Whānau Ora expectations and achievements

2.1 What were the expectations for Whānau Ora in 2014/15?

In 2014/15, the Commissioning Agencies were expected to complete their establishment activities – for example, ensuring establishment of appropriate governance structures. In addition, it was expected that some early commissioning activity would be taking place, focusing on building whānau capability. Commissioning Agencies were also expected to establish systems to measure their performance and produce quality information in an ongoing way. Continued consultation with stakeholders to inform annual investment plans was also expected.

As well as the work being undertaken by Commissioning Agencies, there were some Phase One provider collectives and navigators still operating. The majority of these Phase One provider collectives were expected to complete their Programmes of Action in 2014/15 and almost all Phase One navigator contracts were coming to an end.

The Whānau Ora Partnership Group was to undertake a range of establishment activities in 2014/15, while also considering the early performance of Commissioning Agencies.

2.2 How was Whānau Ora delivered in 2014/15?

Commissioning Agencies

Each Commissioning Agency took a unique approach to the delivery of Whānau Ora, based on the needs and priorities identified through research and extensive whānau and family consultation. The approaches of Te Pou Matakana and Pasifika Futures focused heavily on navigation and planning with whānau and families that were delivered through health and social service providers and a range of community organisations. Te Pūtahitanga o Te Waipounamu has taken a social enterprise approach to their commissioning, focusing on economic and family development through investment in whānau-developed initiatives.

Te Pou Matakana

Te Pou Matakana, the North Island Commissioning Agency, has an innovative approach that moves away from over-specified services and asks providers and whānau to define their own unique pathways to achieve agreed outcomes. Te Pou Matakana has a portfolio of commissioning activities to support whānau. It emphasises a navigational approach with support from health, social service and community organisations.

In 2014/15, Te Pou Matakana delivered Whānau Ora through:

- **Whānau Direct** – A grants-based funding approach to assist whānau to access resources to meet their own identified immediate (and often urgent) needs in a timely way. Whānau can apply for support for up to \$1,000, which, once approved, is distributed by Te Pou Matakana directly to vendors or providers who then connect whānau with the support requested.
- **Collective Impact** – Collective Impact is the commitment of a group of Whānau Ora Partners from different sectors, known as a Whānau Ora Partnership, to agree to a common agenda for achieving Whānau Ora outcomes. In 2014/15, Te Pou Matakana contracted 13 Whānau Ora Partnerships involving more than 80 Whānau Ora Partners to deliver initiatives to support whānau to develop whānau plans, connect to relevant services and programmes, access resources needed to implement their plans, and achieve their goals and priority outcomes. Some Whānau Ora Partnerships have a focus on specific outcomes in sectors such as education, employment and housing.

In addition and complementary to its delivery activities, in 2014/15 Te Pou Matakana developed outcomes and evaluation frameworks, and conducted research and evaluation projects. The purpose of these research and evaluation projects was to adapt and improve their commissioning programmes and processes.

- Throughout 2014/15, Te Pou Matakana engaged 2,973 whānau through Whānau Direct and 1,143 whānau through Collective Impact. As Whānau Direct provided short-term and immediate assistance around ‘moments that matter’, many whānau who were engaged with Whānau Direct also became engaged with Whānau Ora Partners through Collective Impact in order to help meet their longer term aspirations.
- Te Pou Matakana set a target of 1,000 whānau engaged for Collective Impact in 2014/15, which was exceeded by 14 percent. It did not set a whānau engagement target for Whānau Direct as that initiative was demand driven.
- Ethnicity data was collected for whānau engaged through both Whānau Direct and Collective Impact. The majority of participants were Māori – 88 percent for Whānau Direct and 80 percent for Collective Impact (Figures 2 and 3).

Figure 2. Ethnicity of whānau engaged with Whānau Direct (2014/15).

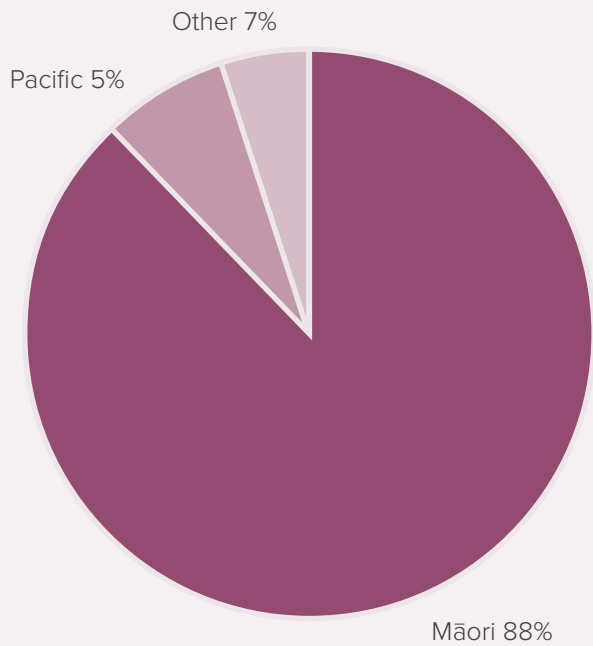
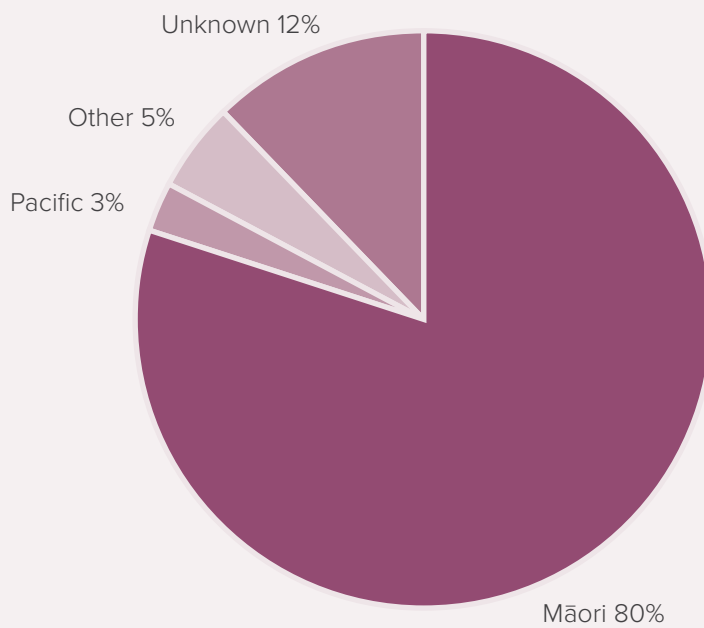


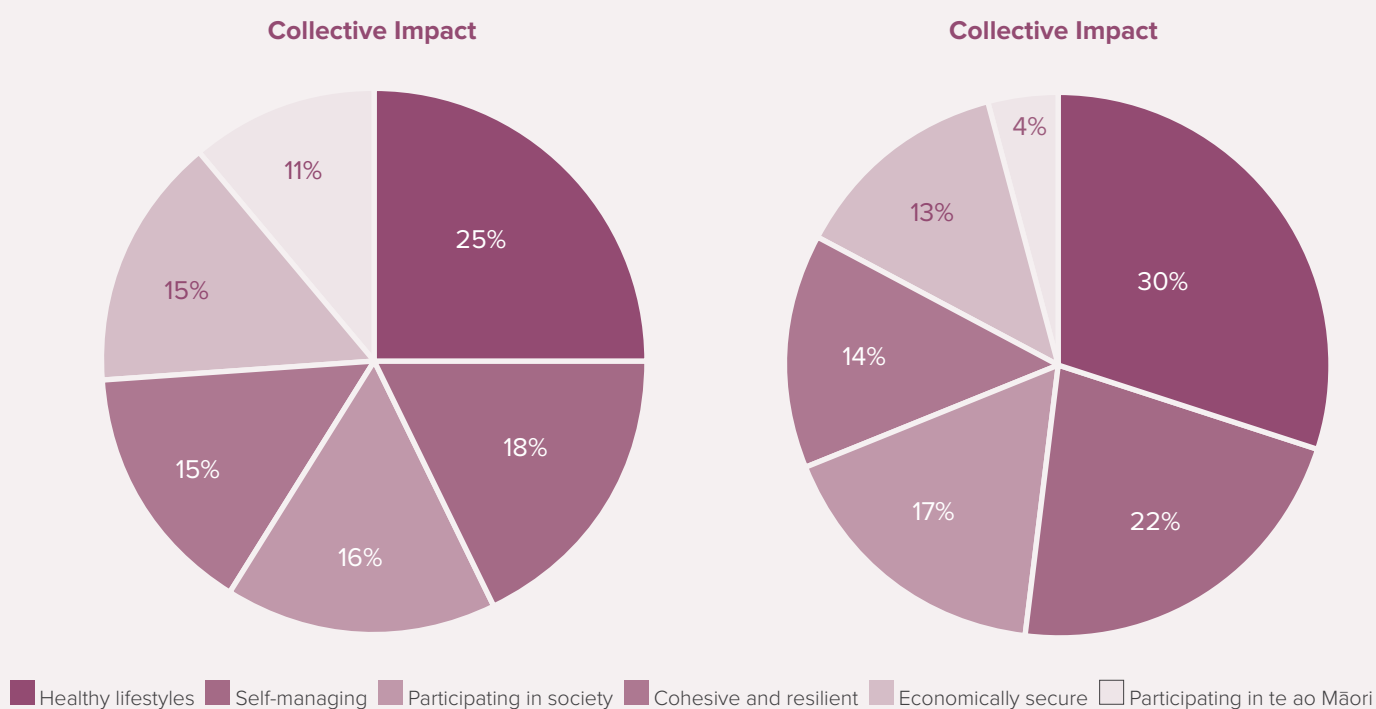
Figure 3. Ethnicity of whānau engaged with Collective Impact (2014/15).



What were the achievements of Te Pou Matakana in 2014/15?

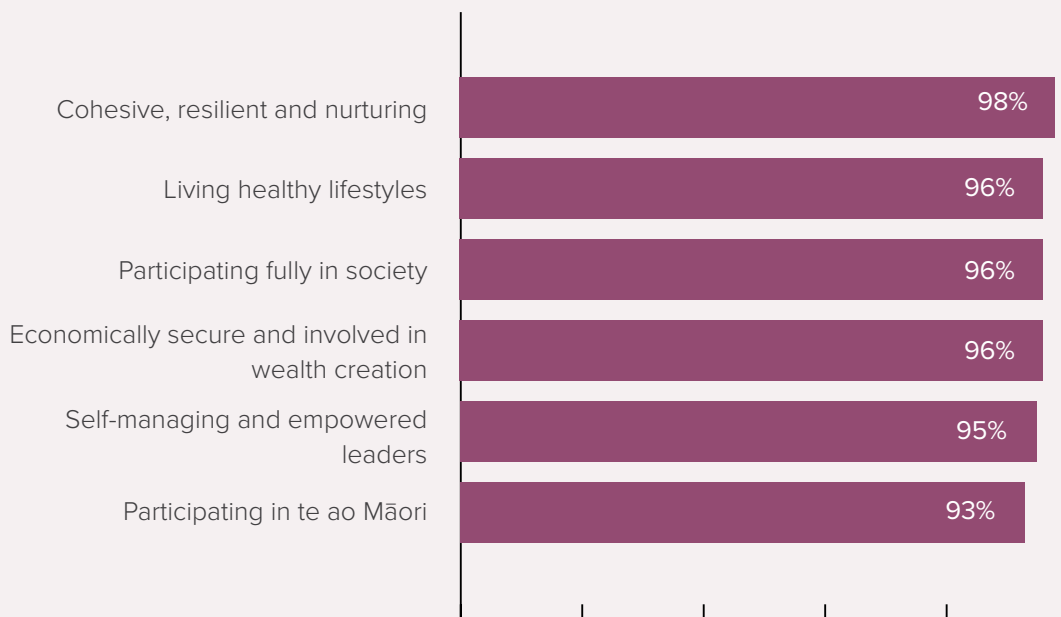
In 2014/15, whānau engaged through Whānau Direct and Collective Impact made progress setting and achieving their aspirations. Whānau engaged through commissioning activities were most likely to prioritise the outcome area, 'healthy lifestyles', and least likely to prioritise the area, 'participating in te ao Māori' (Figure 4). The low emphasis on participation in te ao Māori may be because other outcome areas were more urgent for whānau; in particular with Whānau Direct, which focused on 'moments that matter' and inherently short-term outcomes.

Figure 4. Outcomes prioritised by whānau, Te Pou Matakana (2014/15).



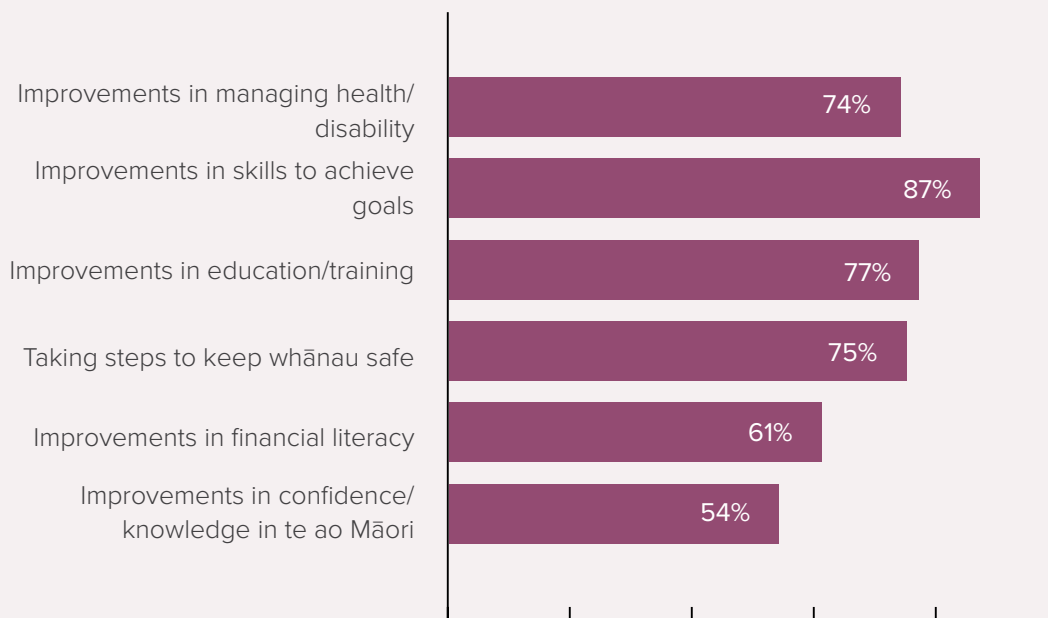
Between 93 and 98 percent of whānau engaged with Whānau Direct achieved self-reported improvements in each outcome area they prioritised (Figure 5).

Figure 5. Whānau improvements by outcome area, Whānau Direct (2014/15).



For Collective Impact, the self-reported improvement rate for participating whānau was between 54 and 87 percent, exceeding the target of a 30 percent improvement rate across each outcome area (Figure 6).

Figure 6. Outcomes-based measures and progress against targets, Collective Impact (2014/15).



When compared to Collective Impact, the higher improvement rate for Whānau Direct is not surprising, given the immediate nature of the fund – any goals set will be immediate goals. Te Pou Matakana commissioned an evaluation of Whānau Direct, which highlighted a number of immediate differences expressed by whānau as a result of the initiative which included:

- increased independence and self-sufficiency
- increased 'peace of mind' and a decrease in stress
- improved self-confidence
- improved health and wellbeing
- improved attitude and mindset
- improved standard of living.

The following whānau success story illustrates how financial resources and personal support through Whānau Direct has enabled whānau improvements.

Whānau Success Story – Te Pou Matakana Whānau Direct

Polly (fictitious name) is a 76-year-old grandmother who is retired and receives a pension. Her son and grandson live with her in a rural and remote town. Polly cannot drive due to a physical disability.

Polly was actively involved in her community including the local marae and school. The whānau live in a modest home that has a long-drop toilet, no power and no running water. To access water the family uses a 40 gallon drum to catch rain water.

Polly was unwell and her GP referred her to the local Whānau Ora provider. A Whānau Ora Kaiārahi (navigator) met with Polly and her family at their home and completed an assessment and plan. The water was tested and it was found to be unsafe to drink. The navigator recognised that it was a 'moment that matters' situation and applied with the whānau for support from Whānau Direct.

Whānau Direct contributed \$1,000 towards a new water tank which enabled the whānau to have access to clean running water. The navigator linked in local home and community support services which existed within the community and Polly is now receiving support with meals, washing and house cleaning. Polly and her whānau were unaware these services were available and the navigator provided information and support that helped Polly and whānau access services they required. One month later, Polly is confident and well and spends more time doing the things she enjoys in life. Her son recently secured a full-time job with the help of the navigator and her grandson is doing well at school.

Te Pūtahitanga o Te Waipounamu

Te Pūtahitanga o Te Waipounamu, the South Island Commissioning Agency, is a partnership between the nine iwi of the South Island. Te Waka a Maui Iwi Chairs Forum are the iwi leadership group for Te Waipounamu representing these nine iwi. This Iwi Chairs Forum receives regular progress reports from Te Pūtahitanga o Te Waipounamu.

The entrepreneurial approach taken by Te Pūtahitanga o Te Waipounamu supports the creation of whānau-developed initiatives through an intensive and supported procurement process. In 2014/15, the commissioning activities of Te Pūtahitanga o Te Waipounamu focused on developing and building capability of whānau initiatives to become 'investment ready' – by enabling whānau to realise their ideas, develop those ideas, plan for how to implement them and self-manage their delivery.

A range of inter-related activities called the 'Whānau Ora Eco-system' forms part of the entrepreneurial approach taken by Te Pūtahitanga o Te Waipounamu. The activities established during 2014/15 were:

- **Innovation Pipeline** – This is the main commissioning activity of Te Pūtahitanga o Te Waipounamu. It comprises a series of activities that build whānau capability through a supported procurement process – from application workshops, through to a 'Hothouse Dragon's Den' for whānau to present their ideas, and ongoing mentoring.
- **Whānau Enterprise Coaches** – Coaches employed to support whānau progressing through the Innovation Pipeline, with mentoring and coaching to develop enterprises and investment-ready ideas.
- **Community and Whānau Development** – This has been incorporated into the Innovation Pipeline through investing in community and whānau development initiatives.

Te Pūtahitanga o Te Waipounamu was notably different from the other Commissioning Agencies in its approach to whānau engagement. With an approach grounded in building whānau innovation and enterprise, it intended to focus on a limited number of whānau over 2014/15, namely those developing investment programmes through the Innovation Pipeline. Wider whānau engagement is intended to occur in 2015/2016 as investment initiatives go 'live' and are implemented.

In total, Te Pūtahitanga o Te Waipounamu engaged with over 200 whānau during 2014/15. This includes 325 individuals who attended open tender application workshops, 201 whānau who developed and applied for investment funding, 350 whānau members, applicants and mentors who participated in the Hot House, and 122 whānau who were supported by Whānau Enterprise Coaches. As an across-iwi agency, Te Pūtahitanga o Te Waipounamu also identified that 26 rūnanga benefited from commissioning activities. It found that over 70 percent of applicants remained actively engaged throughout the supported procurement and Innovation Pipeline process (Table 1).

Table 1. Te Pūtahitanga o Te Waipounamu whānau engagement (2014/15).

Individuals attending open tender application workshops	325
Whānau-developed initiative applications received	201
Whānau members, applicants and mentors participated in Hot House	350
Whānau-developed initiatives supported by Enterprise Coaches	122
Rūnanga benefiting from commissioning activities	26
Applicants actively engaged with Te Pūtahitanga o Te Waipounamu	+70%

What were the achievements of Te Pūtahitanga o Te Waipounamu in 2014/15?

By the end of 2014/15, 18 whānau-development programmes and three community development initiatives were selected by Te Pūtahitanga o Te Waipounamu for investment. Seven of the 21 selected initiatives were in the 'go-live' stage and 14 were in the 'development' stage.

Te Pūtahitanga o Te Waipounamu conducted a survey of the Hothouse Dragon's Den and a review of the Whānau Enterprise Coaches. It found that whānau were highly positive about the Dragon's Den and were strongly supportive of the coaching service; in particular, that coaches nurtured whānau innovative spirit, guided them through the procurement process and advocated for whānau. Whānau reported that their biggest gains from the coaching were around self-management, including:

- improved performance and productivity
- individual development
- improved reasoning and learning
- improved relationships
- improved creativity
- better utility of people skills and resources
- greater flexibility and ability to change
- greater motivation.

While these gains are not easily measured, they set individuals up for higher chances of achieving success in multiple dimensions of development. More whānau improvements are anticipated during 2015/16 as the initiatives 'go live'. The following example of the initiative, 1000 Days Trust, highlights how improvements are occurring.

Successful Investment Initiative – 1000 Days Trust

The 1000 Days Trust is a community-driven initiative offering a residential and outreach support programme underpinned by strong community collaboration, with the collective vision of promoting positive relational health and wellbeing for vulnerable families/whānau in Southland, New Zealand. The service is family/whānau-led, therefore centred on the needs and aspirations of families. It also relies on principles of early intervention, with a focus that extends from conception to the first 1000 days of life to provide babies and their families/whānau with a healthy start. The 1000 Days team is built on local expertise and knowledge as well as a strong cultural tradition of caring for families/whānau. It is comprised of professional navigators and a multidisciplinary advisory group providing guidance to offer the best care possible for families/whānau.

Pasifika Futures

Pasifika Futures' approach to Whānau Ora is to:

- commission programmes designed to strengthen family capability through family driven plans and innovation
- work collaboratively with partners to support families to achieve their goals, aspirations and outcomes
- demonstrate effectiveness through research and evaluation
- advocate for the needs of Pacific families and communities.

Pasifika Futures' portfolio of commissioning activities includes three mechanisms for supporting Pacific families. These activities emphasise social services providing navigational support to families alongside funding to meet specific family or community priorities:

- **Core Commissioning** – involves working with partners to support Pacific families across New Zealand to achieve their dreams and aspirations by improving their family outcomes. The intention is that, regardless of where a Pacific family lives, they are able to access Whānau Ora support services. Core Commissioning utilises a navigation model where families are referred or self-referred to a service provider, they undertake an assessment across four outcome domains and complete a standardised assessment tool. They develop a family plan and focus on the priorities the family identify. They are supported by a navigator who connects them with the resources they need to succeed.

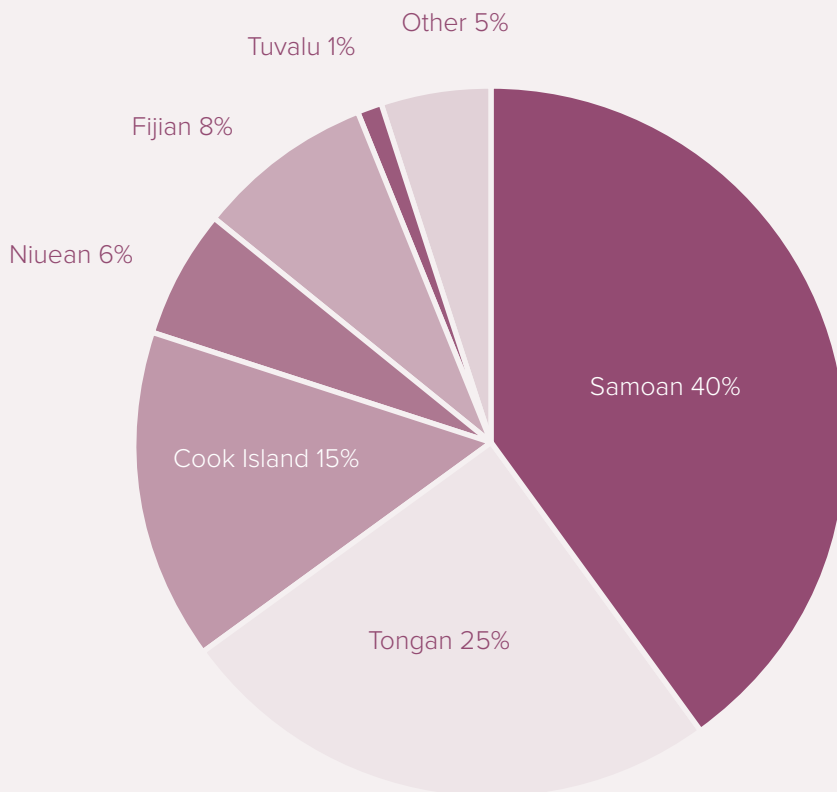
- **Innovation Funding** – involves working with partners to invest in innovative approaches that support families to achieve their aspirations in one or more of the key outcome areas. This commissioning approach focuses on discrete problem areas that families have indicated a need to solve and allows Pasifika Futures to be flexible and responsive to opportunities that may arise in the future. Areas of focus include, for example: A think tank incubator that gathers the best of Cook Islands social and economic development knowledge from a social enterprise model, school to trades and employment focus, STEM (Science, Technology, Engineering and Maths) leadership pipeline, and financial literacy for families with a member with a disability.
- **Small Grants** – enables small community organisations who leverage a largely volunteer community to support Pacific families. Examples of these include: An extended family homework centre for 300 young people, a barber training school, youth engagement and connecting back to culture.

In addition to delivering its portfolio of commissioning activities, in 2014/15, Pasifika Futures undertook extensive work to develop its outcomes framework and measurement system. This included the development of standardised assessment and measurement tools, development of a data collection system and building of evaluation and monitoring capacity.

In 2014/15, Pasifika Futures engaged a total of 2,659 families – 1,980 through Core Commissioning, 469 in Innovation Programmes and 210 in Small Grants. They worked with 30 partner organisations to design a collaborative approach to working with families, including training in data collection, assessment and measurement.

Ethnicity data was collected for the Core Commissioning and Innovation Funding programmes. The most common ethnicity of families was Samoan (40 percent), followed by Tongan (25 percent) and Cook Island (15 percent) (Figure 7).

Figure 7. Ethnicity of families engaged with Core Commissioning & Innovation Funding (2014/15).



What were Pasifika Futures' achievements in 2014/15?

Pasifika Futures set ten specific outcomes-based measures around debt reduction, early childhood education, health, culture and language and participating in relevant community groups. Because most of Pasifika Futures' providers were newly established and required time for set up, only three Core Commissioning providers were in a position to report on outcomes by the end of 2014/15.

The results of families engaged with these providers are summarised in Table 2. Pasifika Futures exceeded their target for six of the ten indicators. These were related to: families having bank accounts and beginning to reduce their debt; families knowing about early childhood education options and enrolling their children in early childhood education; families having a health plan; and families becoming smoke-free.

Table 2: Outcomes-based measures and progress against targets, Pasifika Futures Core Commissioning (2014/15).

	Target (%)	Result (%)
Families prioritising debt reduction have completed financial plans	70	46
Families prioritising debt reduction have reduced debt	5	29
Families have bank accounts	70	85
Families with children aged 5 and under know about early childhood education options	80	90
Families with children aged 5 and under have a plan to enrol in early childhood education	60	37
Families are enrolling their children in early childhood education	15	36
Families have a health plan	60	77
Smoke free families	10	27
Participation in cultural and language programmes	60	33
Families not connected are now connected	50	25

Moreover, Innovation providers achieved the following results:

- 41 students accepted into NZQA level 1-4 trades qualifications
- 35 students accepted into trades training
- 4 students gained apprenticeships
- 4 pilot small enterprise businesses
- 25 families (with members who have a disability) prioritised financial literacy and completed a financial literacy programme
- 162 students and their families engaged in the science, technology, engineering and maths programme.

The following story illustrates the type of support and changes made for families through Core Commissioning. It also illustrates the high level of need of some engaged families.

Whānau Success Story – Pasifika Futures Core Commissioning

This Pasifika family consists of the parents (mother and father), three children (aged 1, 3, and 4), and the mother is pregnant. The father works part time.

When the family first engaged with the Core Commissioning provider, they were categorised as a high-needs family. The family is in financial hardship due to fragmented debt, overdue bills and rent. The father's fines (which total over \$500) also contribute to this. The father works part-time, and the family tries to manage on a small income and support from Work and Income. The children are not enrolled in any early childhood learning centres and stay at home with their mother all week. The only car is used for the father to get to work, therefore the mother rarely goes out and often feels isolated. In addition to this, the family have been unable to attend church anymore as the father is working Sundays, leaving the family unconnected with their community.

The four-year-old has learning and speech difficulties, which both parents are unable to manage despite their efforts, and this is the most worrying concern for them. Their health bill has not been paid, and so the family is reluctant to pay further visits to their doctor. This raises concerns, particularly with the expectant mother who needs a midwife and hasn't had a scan yet. In addition, the children also sleep together in a double bed and have skin conditions that need to be managed.

Through only a few months of engagement with the provider, the family have moved from a high-needs family to a medium-needs family. The father is now paying his fines and the mother is earning extra income from a home-based child caring job. The mother is taking iron pills and is now doing better. She is more confident and happier with herself. The children now use the right creams for their eczema. A referral has also been put forward for their four-year-old to see a Paediatrician. Now that the mother works for a home-based child care provider, her children now attend with her. The children are now socialising and conversing in both English and Samoan.

2.2.1 Phase One Whānau Ora Collectives and Navigators

Over 2014/15, some Phase One provider collectives completed their Programme of Action Implementation Agreements, and almost all navigator⁹ agreements were completed. On 1 July 2014, provider collectives and navigator providers managed 74 agreements, comprising:

- 51 Navigator Agreements
- 23 Programme of Action Implementation Agreements; and
- 174.5 navigator FTEs.

One year later on 1 July 2015, all but 14 of these agreements were completed – active contracts remained for nine provider collectives and five navigator providers. Providers continued to support whānau to progress towards their aspirations and, if necessary, identified other services within or outside their collective that could support whānau after the completion of their contracts.

In addition, some providers spent time over 2014/15 engaging with Commissioning Agencies, including sharing whānau priorities, passing on whānau-centred approaches that have been successful and tendering for commissioning initiatives. During 2014/15, a number of Phase One collectives and navigator providers were funded to implement commissioning initiatives through Commissioning Agencies.

Table 3 highlights that, from July 2014 to June 2015, the number of whānau supported through Phase One funding decreased as contracts were completed. By the end of June 2015, 4,856 whānau, representing 39,810 individual whānau members, were being supported by Phase One collectives and navigators funded by Te Puni Kōkiri. Of this number, 2,609 whānau were closely supported by navigators and the remainder were part of other whānau-centred services.

9 Whānau Ora navigators are practitioners who work closely with whānau and families in relationships of trust and confidence. Navigators support whānau to identify their needs and aspirations through whānau planning, supporting their participation in education, primary health and employment, and link and coordinate access to specialist services. Once whānau are past immediate crisis, navigators also work with whānau to build their capability to be self-managing in a range of areas.

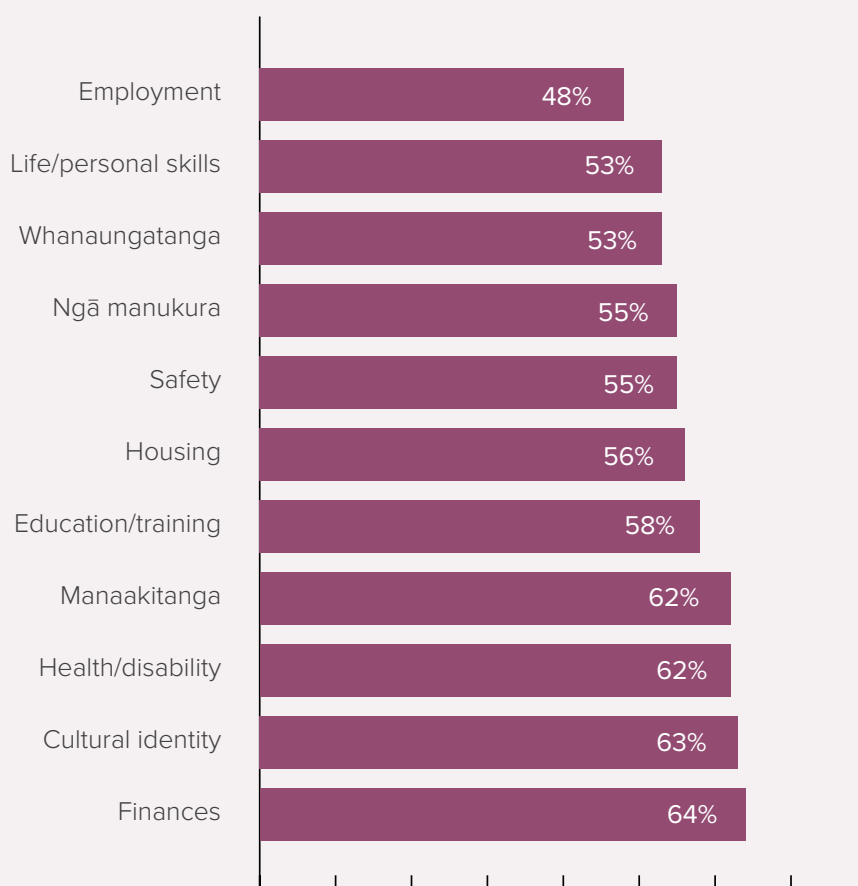
Table 3: Overview of whānau engagement with Phase One collectives and navigators (2014/15).

Quarter ending	Jun 2014	Sep 2014	Dec 2014	Mar 2015	Jun 2015
Number of whānau actively engaged with whānau-centred services	9,408	7,285	6,346	4,351	4,856
Number of individuals in these whānau	49,625	39,552	36,083	39,761	39,810
Number of whānau working with navigators	3,401	3,068	2,607	2,031	2,609
Number of whānau plans progressed	2,891	2,921	1,705	2,123	2,206

It is important to note that while the number of whānau engaged with Phase One collectives and navigators funded by Te Puni Kōkiri tapered off by June 2015, most providers would be receiving funding from other sources to support whānau. In addition, many of those whānau continued to engage in Whānau Ora through Phase Two initiatives delivered by Commissioning Agencies. There were also new whānau engaging in commissioning initiatives, with nearly 6,000 whānau engaged in Whānau Ora through the Commissioning Agencies in 2014/15.

Whānau engaged with Phase One collectives and navigators continued to experience positive improvements across a range of outcome areas in 2014/15. Quarterly monitoring reports highlighted that whānau goals during April to June 2015 were evenly spread across outcome areas. The most common goals set by whānau were in life/personal skills and health/disability (each 13 percent of all goals). During the same quarter, 57 percent of whānau achieved goals across all outcome areas. Figure 8 illustrates that goal achievement was highest for finances (64 percent of whānau who set goals in finances achieved these goals), cultural identity (63 percent) and health (62 percent).

Figure 8. Goal achievement rate, Phase One collectives and navigators (April - June 2015).



Whānau who completed a survey during 2015¹⁰ reported big improvements in both intermediary and longer-term outcomes as a result of Whānau Ora. The most common intermediary improvements were in: Access to services, motivation, happiness, and positive whānau relationships (Figure 9). The most common long-term reported improvements were in education/training (62 percent) and healthy eating/exercise (48 percent) (Figure 10). These changes are supported by research¹¹ that shows a moderately strong relationship exists between intermediary outcomes and long-term outcomes, where improvements in one were likely to lead to improvements in the other.

¹⁰ See Appendix 1 for a copy of the Whānau Satisfaction Survey.

¹¹ Te Puni Kōkiri. (2015). Understanding whānau-centred approaches: Analysis of Phase One Whānau Ora research and monitoring results.

Figure 9. Percent of whānau reporting improvements to intermediary outcomes.

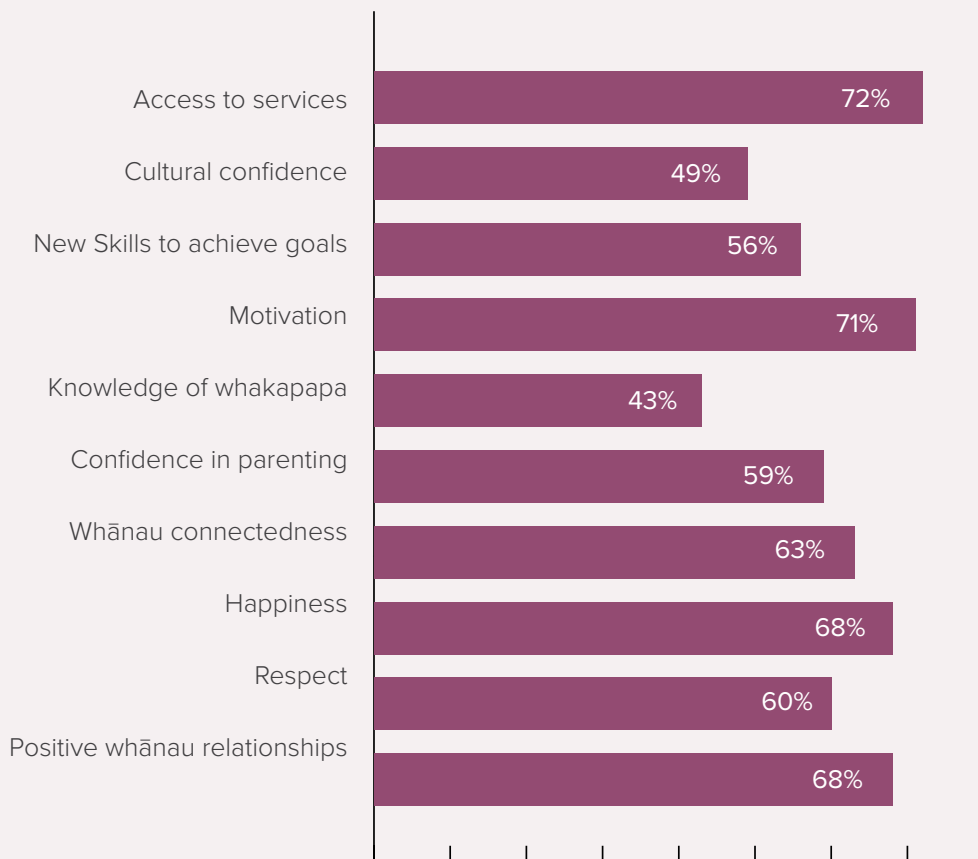
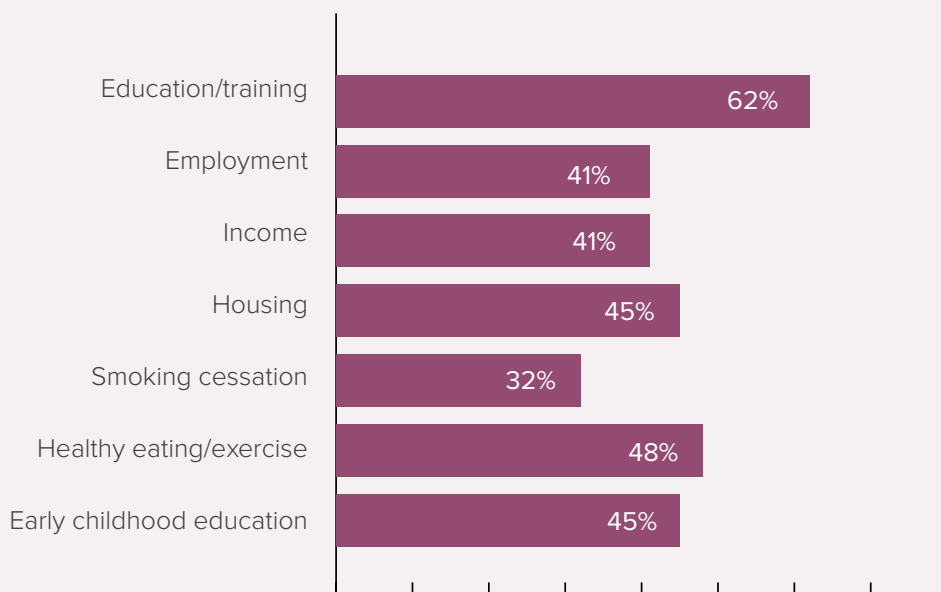


Figure 10. Percent of whānau reporting improvements to long-term outcomes.



Whānau Success Story – Phase One Collective

Andrew (fictitious name) is a Māori male in his 60s with a number of complex needs. He had become a recluse after his wife had died some years earlier and was suffering from a number of major health problems, including depression. The debt collection agencies were hounding him and he needed help to engage with Housing New Zealand to complete repairs to his home.

Andrew was referred to a Whānau Ora provider who helped him develop a plan. Over a number of months, the navigator helped him engage with appropriate supports, including counselling, health and budgeting services.

Andrew has made many gains in improving his overall wellbeing. He is now debt-free and has a substantial sum in savings. The navigator was able to work with Housing New Zealand on his behalf to make the required repairs to his home.

Andrew is slowly reconnecting with some whānau members and making friends in his neighbourhood and church. He participates in the provider's kaumātua programme and will often provide support to other kaumātua who are facing similar situations to his own. He continues to require a lot of support to manage his health issues, and the provider is continuing to work with him around this.

2.2.2 Whānau Ora Partnership Group

During 2014/15, the Whānau Ora Partnership Group undertook a range of establishment activities, including:

- adopting its terms of reference
- familiarising its members with the devolved commissioning model and with the Commissioning Agencies
- examining reports on the early performance of the Commissioning Agencies
- establishing preliminary views on the overall outcomes that the Partnership Group was seeking through Whānau Ora.

Section 3

Making sense of the results

3.1 Are Commissioning Agencies on track?

As expected, throughout 2014/15, Commissioning Agencies were completing their establishment activities, in particular, developing their commissioning models, running their procurement processes, and putting systems into place so providers could commence implementation of whānau-centred initiatives. These establishment activities were informed by feedback received from external consultation with communities, whānau and Commissioning Agencies provider networks and underpinned by research evidence.

Each Commissioning Agency developed a different approach, not just to their commissioning model, but also to the way that they worked with commissioned groups. Te Pou Matakana built on the experience of Phase One collectives by selecting many of them as Whānau Direct and Collective Impact partners, and were able to roll out their activities quickly as a result. Pasifika Futures was largely working with new Whānau Ora providers, and was thorough in training and putting systems in place to support these collectives. Te Pūtahitanga o Te Waipounamu used its supported procurement process as the main mechanism for building whānau capability and supporting the development of whānau-driven initiatives, from conception to implementation.

Commissioning Agencies were also efficient in implementing reporting and data collection systems. During the process of procuring providers, Te Pou Matakana and Pasifika Futures developed information solutions and trained providers on data collection to ensure that whānau data could be captured and reported in real time.

The commissioning model gives Commissioning Agencies the autonomy to identify their priorities, activities and commissioned entities, but means they must also exercise analytical decision-making through assessment, planning, research and monitoring. By the end of 2014/15, Commissioning Agencies had made substantial progress in establishing these functions effectively. We expect that reports for the 2015/16 year will show that Commissioning Agencies have effectively shifted focus from establishment activities to implementing and measuring initiatives focused on building whānau capability. This information will be publicly available in mid-2017. However, early reports for 2015/16 indicate promising outcomes are being achieved.

3.2 What whānau gains were made through Whānau Ora in 2014/15?

While the focus of this report is on the results achieved through Whānau Ora in 2014/15, given the early stage of implementation, it was not anticipated that there would have been substantial whānau gains made through the commissioning approach during the year. This is because establishment activities were still being undertaken with some early commissioning activity focused on building whānau capability.



Figure 11. Highlights of progress made by each Commissioning Agency and the Phase One providers in 2014/15.

Te Pou Matakana FY14/15 Highlights

1,143	Whānau engaged through Collective Impact in FY14/15
2,973	Whānau supported through Whānau Direct in FY14/15
87%	Whānau prioritising self-management reported improvements in skills
77%	Whānau prioritising education reported improvements
74%	Whānau prioritising health reported improvements in managing health
75%	Whānau prioritising cohesiveness reported taking steps to keep whānau safe

Pasifika Futures FY14/15 Highlights

1,980	Families engaged through Core Commissioning in FY14/15
469	Families engaged by innovation programmes in FY14/15
46%	Families prioritising debt reduction have completed financial plans
29%	Families prioritising debt reduction have reduced their debt
77%	Families have a health plan
36%	Families whose children were not enrolled are enrolling their children in early childhood education

Te Pūtahitanga o Te Waipounamu FY14/15 Highlights

335	Individuals attending open tender application workshops
201	Whānau-developed initiatives applications received
350	Whānau members, applicants and mentors participated in Hot House
+70%	Applicants actively engaged with Te Pūtahitanga o Te Waipounamu
122	Whānau-developed initiatives supported by Enterprise Coaches
26	Rūnanga and marae benefiting from commissioning activities

Phase One Collectives and Navigators FY14/15 Highlights

4,856	Whānau engaged with collective specialist providers in FY14/15
2,206	Whānau plans progressed with navigators
57	Overall goal achievement rate through whānau planning
64	Whānau achieving goals in finances
48	Whānau making big improvements in healthy eating/exercise
62	Whānau making big improvements in education/training

Phase One of Whānau Ora highlighted that trusting engagement with whānau and families was an important first step to whānau improvements. Whānau and family engagement was high for the first year of commissioning (nearly 6,000 whānau and families). Preliminary achievement data supplied by each Commissioning Agency indicated positive progress made by the majority of whānau and families engaged with commissioning activities. Outcomes data supplied by Phase One collectives and navigators during 2014/15 also indicated continued positive results. Across Commissioning Agencies and Phase One providers, whānau and families made improvements, particularly in the areas of health and disability, education and training, and managing finances (Figure 11).

Whānau and family stories supplied by Commissioning Agencies and Phase One providers are illustrations of the high level of need of many engaged whānau and families. Performance data supplied by Commissioning Agencies during 2015/16 will provide more detail on whānau and families, in particular, for whānau and families engaged with navigators.

Finally, we do not yet know the extent to which whānau and families transfer from one Whānau Ora initiative funded by the Commissioning Agencies to another. As commissioning activities become firmly established, it will be important to understand the sequential steps taken by whānau to reach their goals.

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