




17 September 2024

File Ref: OIA 49062



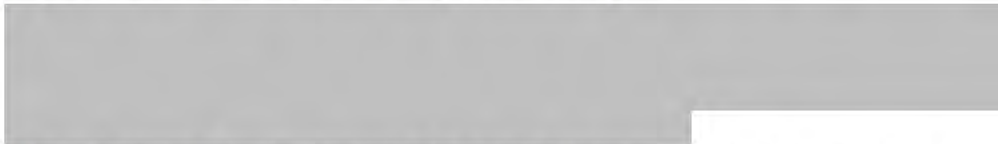
Tēnā koe 




### Official Information Act request

Thank you for your information request dated 3 July 2024. You asked for the following information.

*“The question as to who, where, when, why and how much your processes have cost and what has been made available for signoff to Ministers are extraordinarily important to us.”*

*On this basis we ask the following questions:*

- 1) *Who leads out your, for the want of a better term, Whānau Ora Te Puni Kōkiri team?*
- 2) *How many staff are involved and at what level of seniority?*
- 3) *How much does this FTE cost, including over the course of the last three years?*
- 4) *Have any contractors or consultants been provided work on this particular workstream, if so who are they, what are their costs and what did they produce? Please provide copies*
- 5) *Please release all Memoranda that you have supplied to Ministers over the last 3 years. This includes Minister Peeni Henare, Minister Tama Potaka and Minister Willie Jackson and/or any other Minister that has been involved in any conversation or consultation process with you.*
- 6) 
- 7) *What advice did you take and what policy or papers have been generated in supporting your desire to go to tender by seizing on Whānau Ora Budget monies?*
- 8) *What documentation, information or memoranda, either generated internally or elsewhere are available that define your use of the term localised commissioning?*

- 9) *What financial modelling has occurred in terms of the work conducted and upon which the tender, yet to be advertised, will be defined?*
- 10) *What is the methodology that you have applied to advance this process?*
- 11) *Provide any and all documentation that has been made over to Minister Potaka, in regard to this pending tender process. We acknowledge that in procurement processes some information in this regard will be redacted –do not redact the fact that documentation has been manufactured by you.*
- 12) 
- 13) 
- 14) 

On 24 July 2024 you clarified the scope of your request as follows:

*Q.4: Please advise what Te Puni Kōkiri has spent on consultants and/or contractors specifically utilised for matters relating to Whānau Ora (i.e. non-permanent employees) over the past three financial years (including 2023/2024). Please provide copies of all written material that defines the scope and role of any consultant/contractor.*

*Please provide copies of all written material that explains the scope and role of any consultant's/contractor's roles and project, status of project (complete, in progress, etc) start and completion dates as well as the total figures by project, and/or total estimated cost for each project that may still be in progress. Please also provide copies of all written material that shows the department's ordinary operational expenditure.*

*Q.5: I have reviewed the link supplied and ask for the supply of the following information to be released:*

- *28/05/2021 Briefing Paper – Localised Commissioning: Approving the use of Remaining Funding (TPK Ref:43360)*
- *19/05/2021 Aide Memoire – Whānau Ora Update (TPK Ref:43296)*
- *10/05/2021 Aide Memoire – Findings of Localised Commissioning Evaluation and Next Step (TPK Ref:43239)*
- *05/11/2021 Aide Memoire – Progress Update – Te Puni Kōkiri and Social Wellbeing Agency – Shared Data and Analytics Platform (Mahitahi) (TPK Ref:44246)*
- *03/02/2022 Briefing – Whānau Ora Performance Update (TPK Ref:44607)*
- *03/06/2022 Aide Memoire – TPK Ref 45223 Whānau Ora Performance Update*

- 13/07/2022 Briefing – TPK Ref 45473 Annual Ministerial Satisfaction Survey – Whānau Ora
- 22/02/2023 Briefing – TPK Ref 46254 Whānau Ora Localised Commissioning Entities
- 31/03/2023 Aide Memoire – TPK Ref 46773 Whānau Ora Performance Summary
- 23/06/2023 Aide Memoire – TPK Ref 47403 Te Puni Kōkiri Social Sector Commissioning Scale-Up Plan

Q.7: Please provide any and all information including text communications, emails, copies of agenda, minutes of hui and associated papers relating specifically to the **Whānau Ora expansion project/tender process**.

Q.8: We look forward to receiving information regarding the definition of localised commissioning.

On 13 August 2024 you were notified of an extension of the timeframe for the response to enable time for consultation. I am now in a position to respond.

Your request has been considered in accordance with the Official Information Act 1982 (the Act). Your questions and our responses are set out below.

**Q.1 Who leads out your, for the want of a better term, Whānau Ora Te Puni Kōkiri team?**

Whānau Ora is led by Grace Smit, Deputy Secretary, Regions.

**Q.2 How many staff are involved and at what level of seniority?**

As of 30 June 2024, 14 kaimahi were engaged full time on Whānau Ora specific mahi. These kaimahi sit within the Whānau Ora Delivery team and the Whānau Ora Expansion Project. A breakdown of their positions is summarised in the table below. Outside of these two teams there are also other kaimahi across Te Puni Kōkiri who are involved in Whānau Ora related work but whose role is not primarily Whānau Ora.

Whānau Ora Position	Number of Positions
Manager	1
Chief Advisor	1
Principal Advisor	2
Senior Advisor	5
Advisor	3
Business Analyst	1
Administrator	1



**Q.3 How much does this FTE cost, including over the course of the last three years?**

The figures shown below are in respect of kaimahi that work full time on Whānau Ora specific mahi and are included in the Whānau Ora departmental appropriation. These figures do not include other kaimahi who split their time between Whānau Ora and non Whānau Ora mahi and who are costed to other parts of the agency.

Financial Year	FTE Cost
2021/22	\$1.376m
2022/23	\$1.597m
2023/24	\$1.455m

**Q.4 Have any contractors or consultants been provided work on this particular workstream, if so, who are they, what are their costs and what did they produce? Please provide copies.**

Te Puni Kōkiri has employed a number of contractors and consultants to produce deliverables across the Whānau Ora work programme over the last three financial years. These are listed in Appendix B along with associated costs. I note that some of the contracts crossed over multiple financial years. All contracts were complete as of 30 June 2024 with the exception of the final contract listed in the table (Robert Walters New Zealand Limited) which is due to end in December 2024.

The part of your request to provide copies of what was produced by contractors and consultants employed by Te Puni Kōkiri is refused under section 18(f) of the Act as that information cannot be made available without substantial collation and research.

I have carefully considered whether fixing a charge or extending the time limit would enable the request to be granted, as required by section 18A(1) of the Act, however these options would still have a significant and unreasonable impact on our ability to carry out other operations.


However, we do wish to assist you, so we have provided a summary description of each of the contracts in Appendix B for your information.

**Q.5 List of advice requested.**

The 10 documents you have requested are attached to this response. My decisions with regard to the release of this information which is listed as items one to 10 are set out in Appendix A.







**Q.7 What advice did you take and what policy or papers have been generated in supporting your desire to go to tender by seizing on Whānau Ora Budget monies? and**

**Q.9 What financial modelling has occurred in terms of the work conducted and upon which the tender, yet to be advertised, will be defined? and**

**Q.11 Provide any and all documentation that has been made over to Minister Potaka, in regard to this pending tender process. We acknowledge that in procurement processes some information in this regard will be redacted –do not redact the fact that documentation has been manufactured by you.**


Five documents have been identified in scope of the information requested in questions 7, 9 and 11. These documents are withheld in full and my decisions with regard to the release of this information which are listed as Items 11 to 15, are set out in Appendix A.



**Q.8 What documentation, information or memoranda, either generated internally or elsewhere are available that define your use of the term localised commissioning?**

One document has been identified in scope of your request and is attached. The document and my decision with regard to the release of this information which is listed as item 16 is set out in Appendix A.

**Q.10 What is the methodology that you have applied to advance this process?**

Te Puni Kōkiri procurement processes follow best practice standards as outlined by the mandatory All of Government Procurement Rules and Standards, set out by the Ministry of Business, Innovation and Employment. Our approach to procure Whānau Ora commissioning services is consistent with these rules and standards.



In total, 16 documents and attachments are identified in scope of your request.

Some information has been withheld in accordance with the Act on the following grounds:

- Section 9(2)(a), which applies to protect the privacy of natural persons, including deceased people
- Section 9(2)(i), which applies to enable a Minister of the Crown or any public service agency or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities
- Section 9(2)(g)(i), which applies to maintain the effective conduct of public affairs through the free and frank expression of opinions.

Further, we are currently processing release of the report listed as attachment to Item 1 (attachment to Item 3) in Appendix A. Decision on release of this report will be advised as soon as reasonably practicable.

In making the decision to withhold information, I have considered the public interest considerations in section 9(1) of the Act.

I trust my response satisfies your request.

You have the right to seek an investigation and review by the Ombudsman of this response. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Please note that Te Puni Kōkiri publishes some of its OIA responses on its website, after the response is sent to the requester. The responses published are those that are considered to have a high level of public interest. We will not publish your name, address or contact details.

If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact us at [oiia@tpk.govt.nz](mailto:oiia@tpk.govt.nz).

Ngā mihi

A handwritten signature in black ink, appearing to read 'Grace Smit', written in a cursive style.

Grace Smit  
Hautū, Te Puni Rohe | Deputy Secretary, Regions



## Appendix A: Documents

Item	Date	Document description	Decision
1	28/05/2021	TPK REF 43360 Briefing Paper - Localised Commissioning: Approving the use of Remaining Funding	Released with some information withheld under s9(2)(a)
		Attachment: Localised Commissioning Evaluation Report	Decision Pending
2	19/05/2021	TPK REF 43296 Aide Memoire - Whānau Ora Update	Released with some information withheld under s9(2)(a)
		Attachment 1: Updated A3s Attachment 2: Draft Cabinet Paper (Clean)	Release in full Withheld in full under s9(2)(g)(i)
3	10/05/2021	TPK REF 43239 Aide Memoire - Findings of Localised Commissioning Evaluation and Next Steps	Released with some information withheld under s9(2)(a)
		Attachment: Refer to attachment to Item 1	Per Item 1
4	05/11/2021	TPK REF 44246 Aide Memoire - Progress Update – Te Puni Kōkiri and Social Wellbeing Agency – Shared Data and Analytics Platform (Mahitahi)	Released with some information withheld under s9(2)(a)
		Attachment: Proof of Concept Platform Diagram	Release in full
5	03/02/2022	TPK REF 44607 Aide Memoire – Whānau Ora Performance Update	Released with some information withheld under s9(2)(a)

6	03/06/2022	TPK REF 45223 Aide Memoire – Whānau Ora Performance Update	Released with some information withheld under s9(2)(a)
7	13/07/2022	TPK REF 45473 Briefing Paper - Annual Ministerial Satisfaction Survey – Whānau Ora	Released with some information withheld under s9(2)(a)
		Attachment: Ministerial Satisfaction Survey	Released in full
8	22/02/2023	TPK REF 46254 Briefing Paper - Whānau Ora Localised Commissioning Entities Progress Update	Released with some information withheld under s9(2)(a)
9	31/03/2023	TPK REF 46773 Aide Memoire – Whānau Ora Performance Summary	Released with some information withheld under sections 9(2)(i) and 9(2)(a)
10	23/06/2023	TPK REF 47403 Aide Memoire - Te Puni Kōkiri Social Sector Commissioning Scale-Up Plan	Released with some information withheld under s9(2)(a)
		Attachment: Te Puni Kōkiri Social Sector Commissioning Scale-up Plan	Release in full
11	21/03/2024	TPK REF 48367 Briefing Paper - Strategic Review of Whānau Ora	Withheld in full under section 9(2)(i)
12	29/04/2023	TPK REF 48560 Briefing Paper – Update: Strategic Reset of Whānau Ora	Withheld in full under section 9(2)(i)
13	13/06/2024	TPK REF 48967 Briefing Paper - Whānau Ora Update: Outline for Whānau Ora Cabinet Paper	Withheld in full under Section 9(2)(i)
14	20/06/2024	TPK REF 48994 Draft Cabinet Paper - Whānau Ora as a Public Service Model	Withheld in full under Section 9(2)(i)
15	01/08/2024	TPK REF 49277 Briefing Paper – Seeking Decisions on options to align Whānau Ora with a Social Investment Approach	Withheld in full under Section 9(2)(i)
16	31/01/2020	Te Puni Kōkiri Procurement Document - Localised Commissioning	Released in full

**Appendix B: Contractor and Consultant Information**

<b>Contract Type</b>	<b>Business Name</b>	<b>Actual Cost</b>	<b>Contract Start to End Date</b>	<b>Description</b>
Consultancy Fees	Ruia Consulting Limited	\$33,475	11/05/2020 to 30/06/2024	Procurement support
Consultancy Fees	The Knowledge Warehouse Limited	\$79,325	18/12/2020 to 31/08/2021	Data and Information Strategy
Consultancy Fees	Ascent Business Consulting Limited	\$50,600	21/04/2021 to 31/08/2021	Specialist Business Analyst
Consultancy Fees	Ascent Business Consulting Limited	\$45,425	03/05/2021 to 31/08/2021	
Consultancy Fees	The Knowledge Warehouse Limited	\$51,900	03/05/2021 to 31/08/2021	Specialist Business Analyst



Consultancy Fees	Karearea Institute for Change Limited	\$30,000	01/06/2021 to 31/10/2022	Pilot evaluation
Consultancy Fees	Kiwa Digital Limited	\$140,000	30/08/2021 to 30/06/2022	digital mobile app solution
Consultancy Fees	KPMG International Limited	\$36,031	22/11/2021 to 03/12/2021	Budget bid
Consultancy Fees	An Individual	\$65,881	01/11/2021 to 30/06/2024	Specialist advisor
Consultancy Fees	Pūmau Limited	\$186,850	01/11/2021 to 31/12/2023	Specialist advisor
Consultancy Fees	Pricewaterhousecoopers International Limited	\$405,010	25/02/2022 to 31/05/2022	Review
Consultancy Fees	Te Amokura Consultants Limited	\$56,530	08/04/2022 to 30/06/2022	Governance analysis and advice
Consultancy Fees	Te Amokura Consultants Limited	\$66,700	02/05/2022 to 04/07/2022	Governance analysis and advice
Consultancy Fees	KPMG International Limited	\$59,066	22/04/2022 to 30/06/2022	Funding allocation advice
Consultancy Fees	Aiko Consultants Limited	\$100,000	30/06/2022 to 31/08/2023	Research – Whānau Centred Approaches

Consultancy Fees	Ernst & Young Limited	\$95,950	07/10/2022 to 04/11/2022	Review of funding allocation proposals.
Consultancy Fees	PricewaterhouseCoopers International Limited	\$283,230	24/03/2023 to 27/06/2023	business case
Consultancy Fees	Te Amokura Consultants Limited	\$139,800	27/03/2023 to 24/12/2023	Data and Insights Communications Product
Consultancy Fees	Ernst & Young Limited	\$249,470	06/04/2023 to 30/06/2023	Engagement support
Consultancy Fees	Ernst & Young Tahiti Limited	\$201,843	06/10/2023 to 03/02/2024	National Action Plan advice
Consultancy Fees	Deloitte International Limited	\$238,227	13/05/2024 to 30/06/2024	Procurement advice
Consultancy Fees	Deloitte International Limited	\$75,017	04/06/2024 to 27/06/2024	Project management
Consultancy Fees	Te Amokura Consultants Limited	\$25,300	04/06/2024 to 30/06/2024	Communications and Engagement
Consultancy Fees	Pricewaterhousecoopers International Limited	\$30,000	10/06/2024 to 30/06/2024	Progression Model.
Contract Workers	Ngā Rangatahi ā Iwi Kauhanganaroa Incorporated	\$200,000	31/05/2022 to 30/06/2022	Project delivery services
Contract Workers	Te Amokura Consultants Limited	\$47,268	07/09/2022 to 02/12/2022	Backfill Principal Advisor

Contract Workers	Te Rau Ora Limited	\$50,000	20/05/2024 to 31/07/2024	<ul style="list-style-type: none"> <li>• Operating Model/System design.</li> <li>• Communications and community outreach.</li> </ul>
Contract Workers	Impact Lab Limited	\$30,000	13/06/2024 to 20/06/2024	Social Return on Investment (SROI) Framework plan
Contract Workers	Robert Walters New Zealand Limited	\$14,744	20/05/2024 to 20/12/2024	Service design



## HEI WHAKATAU | BRIEFING

### Localised Commissioning: Approving the use of Remaining Funding

<b>Date:</b>	28 May 2021	<b>Priority</b>	High
<b>Classification</b>	In Confidence	<b>Tracking Number</b>	43360

Action sought	Date action required by
<p>It is recommended that you:</p> <ol style="list-style-type: none"> <li>Note that on October 19, 2019, Joint Ministers agreed to the allocation of \$20 million to the implementation of localised commissioning, allocating \$2 million for the 2019/20 financial year.</li> <li>Note that Joint Ministers agreed the release of the remaining \$18 million would be subject to a report back on evaluation findings of the initial stages of the localised commissioning approach.</li> <li>Note that this report provides Joint Ministers with the findings of the evaluation which provide insights into the ideal conditions for effective localised commissioning.</li> <li>Note that Te Tihi o Ruahine Whānau Ora Alliance will no longer deliver localised commissioning.</li> <li>Note the risks associated with both the approval and discontinuation of funding for localised commissioning.</li> <li>Note that Te Puni Kōkiri is preparing a request for an in-principle expense transfer of \$2.000 million that is currently expected to be spent in the 2021/22 financial year.</li> <li>Approve the release of \$6.000 million to be used for localised commissioning over the current and next two financial years.</li> </ol>	5 June 2021

Contact for telephone discussion (if required)				
Name	Position	Telephone	Mobile	1 <sup>st</sup> contact
Shannon Lomax	Manager, Whānau Ora		027 214 5633	√

Other Agencies Consulted					
<input type="checkbox"/> MBIE	<input type="checkbox"/> MoJ	<input type="checkbox"/> NZTE	<input type="checkbox"/> MSD	<input type="checkbox"/> TEC	<input type="checkbox"/> MoE
<input type="checkbox"/> MFAT	<input type="checkbox"/> MPI	<input type="checkbox"/> MfE	<input type="checkbox"/> DIA	<input checked="" type="checkbox"/> Treasury	<input type="checkbox"/> MoH
<input type="checkbox"/> MHUD	<input type="checkbox"/> Other				



<b>Attachments</b>	1. Localised Commissioning Evaluation Report
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Minister's office to complete:

- |   |  |
|---|--|
| <input type="checkbox"/> Approved             | <input type="checkbox"/> Declined            |
| <input type="checkbox"/> Noted                | <input type="checkbox"/> Needs change        |
| <input type="checkbox"/> Seen                 | <input type="checkbox"/> Overtaken by Events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn           |

Comments:

RELEASED UNDER THE OFFICIAL INFORMATION ACT



28 May 2021

Minita mō Whānau Ora  
Minister of Finance

## **Localised Commissioning: Approving the use of remaining funding**

### **Purpose**

1. The purpose of this briefing is to seek your joint approval to release the remaining \$6 million, over the current and next two financial years, for the delivery of Whānau Ora localised commissioning.

### **Background**

#### *Context*

2. The 2018 review of Whānau Ora, *Tipu Mātoro ki te Ao*, ('the Review') recommended that Whānau Ora be enhanced through the delivery of more locally focussed solutions.
3. Budget 2019 allocated funding to Whānau Ora to increase current commissioning approaches and to develop innovative localised commissioning options [CAB-19-MIN-0174.25].
4. To prototype localised commissioning, the Minita mō Whānau Ora decided to fund local level entities to work with their communities to identify and support whānau aspirations.
5. The following four locations and entities were selected for this prototype:
  - a. Tokoroa: Raukawa Charitable Trust
  - b. Wairoa: Te Whare Maire o Tapuwae Charitable Trust
  - c. Western Bay of Plenty: Huria Trust
  - d. Palmerston North: Te Tihi o Ruahine Whānau Ora Alliance
6. These entities were selected based on their established connections with the community, their experience in kaupapa Māori based design, support and delivery of local solutions, experience in collaborating across their community to deliver solutions and their capability to work with and report to Te Puni Kōkiri.
7. The overarching objectives of the localised commissioning prototype include:
  - a. enabling communities to tailor local solutions to whānau needs,
  - b. identifying the conditions necessary for effective implementation of localised commissioning,
  - c. providing evidence for how local solutions can improve outcomes for whānau, and
  - d. identifying the challenges and barriers involved in commissioning support at a local level.



8. The first year of localised commissioning was a build phase and aimed to test the attributes and characteristics that enable localised commissioning, including how to establish a suitable local entity to undertake the commissioning. This meant looking at the support, relationships, networks, practices, structures and resources that are required for commissioning in a community setting to be successful.
9. Each entity was required to provide a business plan that outlined how they would test and achieve this. The contracting for and receipt of these business plans were delayed due to COVID-19. The selected entities are key providers within their communities, and they were asked to focus on providing direct support to whānau during the COVID-19 lockdown period. They have since provided business plans which have been approved.

#### *Localised Commissioning funding*

10. In Whiringa-ā-nuku 2019, you jointly agreed to allocate \$20 million to the implementation of localised commissioning. In addition, you agreed to allocate \$2 million to pilot the approach in the 2019/20 financial year. Joint Ministers also noted that another briefing will be required to seek joint approval to allocate the remaining \$18 million to localised commissioning [briefing 40259 refers]. The briefing also indicated that Te Puni Kōkiri will develop an evaluation strategy to confirm the ideal conditions and features of localised commissioning for whānau.
11. Of this \$18 million, a total of \$12 million was reallocated to Whānau Ora Commissioning Agencies to support commissioning activities and to meet urgent needs resulting from COVID-19 [briefing 40899 refers].
12. Officials are now seeking your joint approval to release the remaining \$6 million for localised commissioning. \$2 million is available to be allocated across each of the 2020/21, 2021/22, and 2022/23 financial years.
13. The first year of the localised commissioning prototype focused on contracting the local entities.
14. Te Puni Kōkiri engaged an independent evaluation team to gain insights from the initial phase of the localised commissioning pilot and determine the ideal conditions to maximise outcomes for whānau. Officials consider that the findings of the formative evaluation ('the evaluation') warrant further testing of the localised commissioning prototype. The evaluation's findings are provided in **Attachment 1**.

#### **Rationale for approval to release funding for localised commissioning**

15. While the delivery of localised commissioning was delayed as a result of COVID-19, there are early indications of success and potential that were identified through the evaluation. These are categorised through the following three high-level indicators of achievement:

##### *Community resilience through COVID-19*

16. Communities led local responses throughout the COVID-19 pandemic. Strong and established relationships within communities enabled them to quickly identify local issues and mobilise local networks to respond at pace.
17. Localised commissioning entities were part of this response, reprioritising their funding to provide care packages to whānau as well as building resilience through the likes of financial management training.

18. The evaluation found that localised commissioning appears to be well-suited to smaller communities (i.e., smaller provincial and rural towns), although further examination is required. One of the critical reasons for this is that entities operating in smaller areas can be agile and adaptive to respond to sudden and urgent needs of whānau.
19. As we move into a post-COVID environment, it will be important to leverage this shift from centrally led decisions to locally led solutions and empower communities to build resilience as wellbeing, economic and social impacts continue to emerge. Localised commissioning entities can play an important role in this, enabling locally led investment decisions that directly respond to community and whānau needs.

#### *Community leadership and rangatiratanga*

20. Localised commissioning is being piloted through entities who are well respected and connected to their communities. These connections facilitate collective and local decision-making where whānau, marae, hapū and hapori are engaged to develop and test new ideas. However, it is a known challenge that many community-based organisations are not adequately funded. Communities are encouraged by the localised commissioning investment as a step towards the realisation of long-standing aspirations to be self-determining and guided by whānau-driven approaches and outcomes.
21. The evaluation noted that localised commissioning has been a source of empowerment for local entities to provide tailored support to their communities in ways that are grounded in mātauranga Māori, utilising the specific stories and tikanga of their iwi, hapū and marae. Because of these local connections, whānau can see themselves and their whakapapa in these initiatives which inspire and encourage wider participation.

#### *Alignment to the future vision for Whānau Ora*

22. A key focus for Whānau Ora is to expand the reach. Localised commissioning is an opportunity to expand the reach of Whānau Ora in the North Island, as recommended in the Review. Once embedded in the community, it also provides opportunity for other government agencies to invest in local solutions for their specific outcome areas, using a Whānau Ora approach.
23. The value of the localised commissioning approach to the communities where it is being tested was well-recognised in the evaluation. However, the approach itself has not yet had sufficient time to be embedded and it is therefore too soon to determine its efficacy as an alternative option to national commissioning agency activities. Continuing to invest in the approach will provide the time and space to maximise its efficacy, thereby providing greater evidence to determine how the approach should be expanded in the future.

### **Challenges, Risks and Mitigations**

#### *Contracts and funding*

24. One of the key challenges to implementation was the receipt of contracts within the timeframes agreed to and the brevity of these contracts. Entities were not able to develop long-term plans or strategies because the contract end dates were always pressing. Approving the ongoing funding for the length of the prototype period (until the end of the 2022/23 financial year) provide the entities with sufficient security to develop long-term solutions for realising whānau aspirations.
25. The delays experienced due to COVID-19 have had a ripple effect. During the pandemic, entities reprioritised their focus to supporting whānau which delayed the development of their

business plans and subsequently the receipt of funding for implementation. However, the timing of the stage gate review was unchanged. As a result, \$2 million of the \$6 million available for localised commissioning is expected to be utilised in the 2020/21 financial year.

26. There is limited time remaining to spend the 2020/21 allocation before the end of the current financial year. However, if the release of the remaining \$6 million is agreed, officials will work with localised commissioning entities to expense part of the \$2 million this financial year so entities can continue operations (as per their business plans) and transfer the remaining funds to next financial year through an in-principle expense transfer. A timely decision on the release of these funds will help to mitigate the risk of further delays and cessation of operations.

#### *Te Tihi o Ruahine Whānau Ora Alliance (Te Tihi)*

27. Te Tihi, one of the four entities originally engaged to deliver localised commissioning, has decided by mutual agreement to disengage from the prototype at this time due to challenges agreeing a mutually beneficial contractual arrangement.
28. The mutual decision to end the engagement was influenced by issues regarding Whānau Ora budget appropriation and distribution mechanisms. In practice, there is a need to distinguish Whānau Ora budget appropriated for national Commissioning Agencies from Whānau Ora budget appropriated for other innovative Whānau Ora kaupapa. There are ongoing discussions between Te Puni Kōkiri and Treasury to explore sub-appropriations within the Whānau Ora appropriation, to delineate funding for national Commissioning Agency activities from other Whānau Ora kaupapa.
29. Te Tihi will continue to deliver services to their community through general commissioning activities they are funded to carry out through Te Pou Matakana, the North Island Whānau Ora Commissioning Agency.

#### *Risks*

30. At the core of localised commissioning is devolved funding decisions to communities. It empowers communities to understand local problems, identify local solutions and have the decision-making powers to invest in them.
31. Should the remaining funds for localised commissioning be disapproved, there is a reputational risk to the Government where localised commissioning is perceived by Māori communities as an initiative which raised expectations but did not provide the requisite level of time and funding to adequately test the success of the approach. This approach is not only supported by communities but was also a recommendation of the Whānau Ora review.
32. Further, by disapproving the release of remaining funding, it could be perceived that the Government views localised commissioning testing as a failed prototype. This is not evidenced by the evaluation and could deter investment in further devolution of funding decisions to communities.

## Next Steps

33. Subject to your approval, contracts for the three localised commissioning entities will be extended and additional funding provided over the next two financial years. A briefing will be provided to the Minita mō Whānau Ora, that provides greater detail on how the objectives over the next two years will be achieved.
34. A summative evaluation will be undertaken in 2022 to determine whether the positive outcomes, suggested in the formative evaluation, were achieved. This will inform the future of localised commissioning and whether further funding will be sought in Budget 2023. As part of this, officials will also consider further expansion of localised commissioning beyond the current entities.
35. If you disapprove the release of the remaining funds for localised commissioning, officials will work with the entities to close off their contracts and community engagement.

## Consultation

36. The Treasury have been consulted on this briefing.

## Recommended Action

It is recommended that you:

<b>Minister of Finance</b>	<b>Minita mō Whānau Ora</b>
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1. **Note** that on October 19, 2019, Joint Ministers agreed to the allocation of \$20 million to the implementation of localised commissioning, allocating \$2 million for the 2019/20 financial year.
2. **Note** that Joint Ministers agreed the release of the remaining \$18 million would be subject to a report back on evaluation findings of the initial stages of the localised commissioning approach.
3. **Note** that this report provides Joint Ministers with the findings of the evaluation which provide insights into the ideal conditions for effective localised commissioning.
4. **Note** that Te Tihi o Ruahine Whānau Ora Alliance will no longer deliver localised commissioning.
5. **Note** the risks associated with both the approval and discontinuation of funding for localised commissioning.
6. **Note** that Te Puni Kōkiri is preparing a request for an in-principle expense transfer of \$2 million that is currently expected to be spent in the 2021/22 financial year.

7. **Approve** the release of \$6 million to be used for localised commissioning over the current and next two financial years. **Yes / No** **Yes / No**

Jesse Roth  
 Kaihautū, Kaupapa Tupu Oranga, Te Puni Rangapū ā-Rohe me Whakahaere | Director,  
 Operations, Regional Partnerships & Operations

<p>Hon Peeni Henare          Minita mō Whānau Ora</p>	<p>Hon Grant Robertson          Minister of Finance</p>
<p>Date: ____ / ____ / 2021</p>	<p>Date: ____ / ____ / 2021</p>

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# Localised Commissioning

Rapid Evaluative  
Insight Report

Poutū-te-Rangi 2021



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### About F.E.M

F.E.M, led by Kataraina Pipi, weaves together facilitation, evaluation and music, as well as people. Joined by Roxanne Smith, Colin Bennett, Dr. Shane Edwards, Nan Wehipeihana and Louise Were, F.E.M was commissioned by Te Puni Kōkiri to complete this rapid evaluative insight report.

Cover image taken by Louise Were

## Executive Summary

Localised Commissioning is currently being tested by four entities:

- Huria Trust
- Raukawa Charitable Trust
- Te Whare Maire o Tapuwae
- Te Tihi o Ruahine Whānau Ora Alliance

This wave of Localised Commissioning seeks to respond to the *2019 Review of Whānau Ora: Tipu Matoro ki Te Ao* which recommended to enhance Whānau Ora by considering options to explore localised commissioning in the North Island.

At this very early stage, the Localised Commissioning approaches are progressing the intended objectives by beginning to provide:

- support that is tailored to whānau needs and aspirations within a specific community, leading to improved whānau wellbeing
- evidence for how locally designed solutions can achieve improved outcomes for whānau.

Localised Commissioning approaches are being designed and tested to provide whānau, marae, hapū, iwi and hāpori Māori with opportunities to exact a kaupapa Māori approach. This will enable a culturally responsive suite of solutions that meet the challenges Māori face to achieving and sustaining future health and wellbeing. At this very early stage, all entities are leveraging their individual but shared inherent capabilities and points of difference through Localised Commissioning. Of note, Localised Commissioning appears to be very well suited to smaller, rural communities, however further exploration. Overall, while there are promising signs, all still require further time to fully realise their unique approaches to continue to contribute to improved whānau, hapū and community wellbeing.

Provider readiness for Localised Commissioning has been a significant enabler, however two critical challenges have impacted their progress to varying degrees: time and navigating whānau ora as a kaupapa and as a Crown policy. While the unprecedented impact of COVID-19 could not be anticipated, the impact of short-term contracting is known, and was not mitigated. Also, to mobilise Crown commissioning of whānau ora as a kaupapa through Whānau Ora as a policy and funding mechanism was undertaken in real time. Going forward, it is recommended that Te Puni Kōkiri take time to clarify how Whānau Ora commissioning policy can be optimised to enable localised commissioning to occur and on a wider scale. There continues to be opportunities to solidify a whānau-centred commissioning environment which Whānau Ora Māori and Pacific providers have led the way.

Localised Commissioning enables unique, tikanga-based, whānau centric ways of working to respond to the needs and aspirations of marae, hapū, iwi and hāpori Māori. The conditions for successful

Localised Commissioning can be attributed to four key domains:

- Whanaungatanga
- Intimate understanding of the intent and practice of Whānau Ora
- Capability to implement within communities
- Strong relationships with Te Puni Kōkiri support testing Localised Commissioning approaches.

Going forward, there is a need and a call to continue to test and learn from the current providers giving effect to Localised Commissioning. Strengthening whānau voice and leadership directly into Localised Commissioning approaches is an opportunity.

In addition, there is an opportunity for Te Puni Kōkiri to continue to enhance its regional response to Localised Commissioning to further the reach of Localised Commissioning. This can be achieved by:

- Embedding the learning that change take time and short contracts do not enable sustainable change by allowing time for localised approaches to embed to maximise outcomes. For example, the integration of tikanga-a-whānau, tikanga-a-iwi, is of high value to the efficacy and success of Localised Commissioning but necessitates individualised approaches to contracting and contract management
- Amplify the principle of trusted relationships<sup>1</sup> within the commissioning process to enable more agile and adaptive practices to support effective implementation and testing of the localised prototype
- Continue to streamline administrative processes to enable better management of Crown imposed systems and processes. By doing so, it is expected that management of any potential issues that might delay or impede an entity's localised response, and ultimately reduce the impact of localised commissioning, will be minimised.

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<sup>1</sup> The principle of Trusted Relationships in the context of commissioning was recognised in FEM 2006 Limited et al, 2020, Te Piringa: Commissioning for Whānau-centred, Māori and Pacific Led Primary Health: Synthesis Report. Te Puni Kōkiri.

# Localised Commissioning: The Policy Context

## Intent of Localised Commissioning

*“In the Whānau Ora context, a commissioning approach purchases the expertise, networks and knowledge of NGOs, which act as brokers to match the needs and aspirations of whānau and families with initiatives that will assist them to increase their capability”.*<sup>2</sup>

Localised Commissioning is currently being tested by four entities and seeks to respond to the 2019 Review of Whānau Ora: *Tipu Mātoro ki Te Ao* which recommended to enhance Whānau Ora by considering options to explore localised commissioning in the North Island.

The 2019 Review suggested that whānau could benefit from more locally granular solutions and that the existing Commissioning Agencies may be too far from their constituent communities to be adequately responsive to local whānau aspirations. In response to the review recommendations, Te Puni Kōkiri identified three possible models through which localised commissioning could be tested. The Minister for Whānau Ora chose the option of funding local level entities to work with their communities to identify and support whānau aspirations in partnership with Te Puni Kōkiri.

In 2019, Te Puni Kōkiri contracted four local entities to prototype localised commissioning approaches with the intent to improve the reach of Whānau Ora support by creating opportunities for whānau in specific locations to directly influence investment decision-making to meet their needs and aspirations. The long-term intent was to consider the opportunity and resources needed to scale out approaches that are working to other communities.

## Localised Commissioning objectives and expected results

The overarching objectives of testing localised commissioning include:

1. Providing support that is tailored to whānau needs and aspirations within a specific community, leading to improved whānau wellbeing
2. Providing evidence for how locally designed solutions can achieve improved outcomes for whānau
3. Identifying the conditions necessary for localised commissioning to effectively improve whānau wellbeing
4. Identifying challenges and barriers involved in commissioning support at the local level
5. Comparing different features across localised commissioning entities to assess the most effective support for whānau.

Selection of the locations and entities was undertaken by Te Puni Kōkiri based on a market analysis of population, deprivation and local coverage of existing Whānau Ora providers to prioritise locations.

The results expected from the four entities contracted over the initial 11-month period of testing include:

- Whānau agree that commissioning entities understand, and have developed an investment approach that reflects, their needs and aspirations
- Community providers have been contracted, in alignment with an investment approach, to provide services and support that are tailored to whānau needs and aspirations

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<sup>2</sup> Wehipeihana, Were, Akroyd, and Lanumata, (2016). Formative Evaluation of the Whānau Ora commissioning agency model, p.20.

- Whānau have begun to achieve outcomes, in line with the Whānau Ora Outcomes Framework, through locally tailored services and support.

The evaluative process undertaken, and this insight report have been structured to respond to and report on the overarching objectives. Each entity has been able to articulate, at this early stage, the first four objectives, with this evaluative report enabling the comparison of different features across localised commissioning agencies. A summary of each entities reflections on the objectives is provided in Appendix One: Summary Provider Insight.

## Testing Localised Commissioning Approaches

Localised commissioning is intended to compliment support provided through the existing Commissioning Agencies and wider government sector. This approach set out to test whether commissioning local entities closer to the whānau level would result in more tailored solutions and better outcomes for whānau in certain locations.

Te Puni Kōkiri investment in Localised Commissioning intended to enhance localised Whānau Ora support through which the following could be tested:

- The conditions and attributes, such as relationships, networks, structures and resources, that contribute to improved whānau wellbeing through localised commissioning
- Any benefits and disadvantages, in terms of whānau support and outcome achievement, that may flow from the commissioning entity being located within the community which whānau live
- The ability of local entities to invest in a way that measurably improves whānau wellbeing.

To enable the design and testing of Localised Commissioning approaches, funding was provided over the initial 11-month period to primarily enable capability building and investment planning. Subsequently, the delivery of outcomes for whānau in line with the Whānau Ora Outcomes Framework was then resourced. At the time of writing, further longer-term funding has been agreed in principle, subject to a review and evaluation of the first 11-months.

## Theory of Change: Value of locally designed solutions

Any impactful strategy to transform Māori health and wellbeing outcomes necessitates a kaupapa Māori approach that takes account of Māori realities within their own unique socio-economic, environmental and cultural context.

‘A commissioning approach was also seen to capitalise on government agencies’ understanding that NGOs offer two distinct advantages in delivering and procuring whānau and family services, which are:

- the inherent capabilities and expertise of NGOs
- the advantage of NGOs sitting outside central government”.<sup>3</sup>

Localised Commissioning therefore seeks to provide whānau, marae, hapū, iwi and hāpori Māori with opportunities to exact a kaupapa Māori approach, enabling the design of a culturally responsive suite of solutions that meet the challenges Māori face to achieving and sustaining future health and wellbeing.

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<sup>3</sup> Ibid, p.22.

The value of Localised Commissioning and locally designed solutions is evidenced through the unique approaches taken by the selected commissioning agencies to proactively respond to the challenge presented to them through the Localised Commissioning opportunity. The varying approaches demonstrate the capability of whānau to express rangatiratanga through the leveraging of whānau assets (tangible and intangible), i.e., kaupapa Māori, ahi kā, belonging to and working within the pā harakeke.

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## Realising the Objectives of Localised Commissioning: Provider Overview

An overview of the four current entities testing Localised Commissioning is summarised in the table below. Detailed case studies of each entity are provided in Appendix One: Summary Provider Insight.

Table 1: Overview of Providers testing Localised Commissioning approaches

Locations and entities	Provider Context	Localised Commissioning approach
<p>Western Bay of Plenty <b>Huria Trust</b></p>	<p>Huria Trust is a kaupapa Māori, hapū based trust established in 1986, by ngā Kaumatua o Ngāi Tamarāwaho Hapū. Since this time Huria Trust has extended its range of service provision, reflecting the complex and diverse needs of whānau. Services include, health, education, training, social and cultural support.</p> <p>Huria Marae provides health and social services including Whānau Ora, rongoā Māori and early intervention. There are also kaumatua programmes and others that range from tamariki through to pakeke (kaumatua and kuia). This entity also administers all hapū affairs.</p>	<p><b>Marae-led Development Prototype</b></p> <p>Tahia te Marae is a Localised Commissioning model approach, encompassing five marae in Tauranga: Huria, Wairoa; Waimapu, Hairini and Hangarau marae. The rationale for this model is grounded in the key kaupapa Māori principles of whakapapa and whanaungatanga.</p> <p>Tahia means...to clear away or set aside. As a marae model – the term “Tahia te Marae” encourages whānau to clear away those things which impede or weigh them down. The model aligns the whānau journey from initial engagement, needs assessment, healing, review and empowerment to the process of pōwhiri through to poroporoaki.</p>

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Locations and entities	Provider Context	Localised Commissioning approach
<p>South Waikato <b>Raukawa Settlement Trust</b></p>	<p>The Raukawa Settlement Trust (RST) is the PSG entity of the South Waikato branch of Ngati Raukawa. It is based in Tokoroa. The RST is made of 16 Raukawa marae and affiliated hapū with the primary purpose of being a ‘vehicle to advance the collective interests of our members and to ensure that the benefits of our Treaty Settlements are protected for the benefit of present and future members’. RST has commissioned the Raukawa Charitable Trust (RCT), the social services arm of RST to test a localised commissioning approach.</p>	<p><b>Iwi-led community Deprivation Prototype</b> The approach to localised commissioning has focused on alleviating deprivation issues whilst aligning to activities already in train that are able to provide whānau with the means, skills and ideas to be more self-sufficient and self-determining. The service delivery model was centred on five key elements: Whānau Support - Whānau Coaching - Whānau Mentoring - Whānau Navigation – Whānau Connection.</p>
<p>Wairoa <b>Te Whare Maire o Tapuwae</b></p>	<p>Te Whare Maire was established in 2011 as a Whānau Ora collective representing five entities (Kahungunu Executive ki Te Wairoa Trust · Ngāti Pāhauwera Hauora · Wairoa Waikaremoana Maori Trust Board · Ngā Kaitiaki Hauora o Waikaremoana and Rongomaiwāhine Iwi Trust). As an entity its focus is on supporting whānau to realise wellbeing through planning and tailored support (navigation). Te Whare Maire o Tapuwae (TWMOT) is the holder of the funding to develop a business plan and support the implementation of a local commissioning model for Wairoa. However, the leadership for developing the localised commissioning approach has been driven by the Wairoa Community Partnership Group.<sup>4</sup></p>	<p><b>Collective Entity Establishment Prototype</b> Based on independently contracted community consultation, a commissioning table supported by a backbone agency has been proposed as the prototype. The commissioning table has not been set up yet. The Wairoa Community Partnership Group has agreed to go back to the community to test its implementation approach first.</p>

<sup>4</sup> Formed in 2013 the Wairoa Community Partnership Group is a collective of governance and management leaders from government agencies (central and local), iwi and non-government organisations in Wairoa. Their role and function is to act as a coordination point for activities, services and developments planned by each agency or organisation in the interests of community members.

Locations and entities	Provider Context	Localised Commissioning approach
<p>Mid-central district</p> <p><b>Te Tihi o Ruahine Whānau Ora Alliance</b></p>	<p>Te Tihi o Ruahine Whānau Ora Alliance (Te Tihi) was established in 2013. Its membership comprises nine local iwi and Māori health and social service providers, hapū, marae voices and local branches of national Māori organisations, with a shared commitment to the Whānau Ora movement.<sup>5</sup> Each organisation operates under their own mana Motuhake, and together, as an Alliance, Te Tihi is committed to "Reaching New Heights" together with whānau, hapū and iwi. Creating a centralised backbone, Te Tuahiwi o Te Tihi (Te Tuahiwi) provides a range of essential infrastructure supports to the Alliance to operationalise the Whānau Ora policy across their rohe.</p>	<p><b>Rangatahi Enterprise R-Technology Prototype</b></p> <p>The Te Tihi local commissioning project had a rangatahi focus and will grow from and build on Fūision - a 'rangatahi centred, rangatahi and whānau led' kaupapa. Attentive to supporting existing "Whānau Led, Whānau Centred" initiatives, and continuing to realise the potential and strong commitment within the Ora Konnect Alliance, outcomes for rangatahi in the South Western suburbs (also known as the "4412") of Palmerston North was to have considered focus. As such the 4412 community, Te Tihi and the Ora Konnect Alliance and its projects were seen as a good fit to test a localised commissioning approach. In particular, building on and growing from success, one Fūision initiative, "Te Ao Hangarau", allowing rangatahi, and their whānau, to work with local organisations to problem solve using technology.</p> <p>However at the time of writing, Te Tihi, Te Puni Kōkiri, and Te Pou Matakana, the North Island Whānau Ora Commissioning Agency (WOCA) were unable to achieve a mutually agreeable funding agreement, and Te Tihi withdrew from the Localised Commissioning project.</p>

<sup>5</sup> The members are Best Care (Whakapai Hauora) Charitable Trust, Ngā Kaitiaki o Ngāti Kauwhata Incorporated, Rangitāne Māori Wardens, Te Wakahuia Manawatū Trust, Rangitāne o Tāmaki nui ā Rua, He Puna Hauora, Māori Women's Welfare League and Muaūpoko Tribal Authority. Members are located across the Mid-central district which encompasses Horowhenua, Tararua, Palmerston North and Manawatu.

## Realising the Objectives of Localised Commissioning: Emerging Insight

At this very early stage, three entities are leveraging their unique capabilities and points of difference through Localised Commissioning. While there are promising signs, all still require further time to fully realise their distinctive approaches to continue to contribute to improved whānau and hapū wellbeing. For one provider, achieving a finalised localised commissioning contract was not reached.

With a focus on the initial design and testing phase, conditions and attributes, such as relationships, processes and resources that contribute to improved whānau wellbeing through Localised Commissioning have been explored through this evaluative review.

At this waypoint, it is critical to signal that the trial of the Te Tihi local commissioning prototype has not progressed, due to the challenge of achieving a contract which meets the needs of Te Tihi and Te Puni Kōkiri, and mutually agreeable to all parties including the WOCA.

Ultimately, the issues are reflective of a broader, strategic policy debate, rather than the Te Tihi local commissioning project. They pertain to:

- What constitutes the appropriate use of funding under the Whānau Ora appropriations?
- What are the rules or conventions around the use of the 'Whānau Ora' 'brand' in relation to funding from the Whānau Ora appropriations?

As highlighted in the following section, there is a need for Te Puni Kōkiri to take time to strengthen the definitions and policy aspects of Whānau Ora commissioning policy to address these issues and the challenges to creating successful commissioning environments.

It is also important to recognise that while there are also examples of whānau already benefiting from Localised Commissioning, the performance of the entities or whānau outcomes are not the focus of this evaluation. The evaluative rubric from the 2016 formative evaluation of the Whānau Ora commissioning agency model was considered to inform the evaluative assessment. However, the rubric was developed to “assess the level and degree to which the key features and success factors are present and embedded within each commissioning model”.<sup>6</sup> As the remaining three approaches are not at a more established stage, as was the context in 2016, but where Localised Commissioning is in early stages of design and testing, this rubric is not appropriate for use in this context at this time.

That said, the individual points of difference that each entity is leveraging, that are in fact shared or common across, to realise the objectives of Localised Commissioning are discussed below.

### ***Realising whānau aspirations through tikanga-based approaches***

All entities are grounded and guided by mātauranga Māori, which is being amplified through their Localised Commissioning approaches. For example, Huria Trust are seeking to give effect to a tikanga-based approach, *Tahia te Marae*, utilising local tikanga originating from an ancient Ngāti Ranginui kōrero to encourage whānau to clear away those things which impede or weigh them down on their journey. The logic of linking the mana of these infamous tīpuna with the Huria Trust model enabled

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<sup>6</sup> Wehipeihana, Were, Akroyd, and Lanumata. (2016). Formative Evaluation of the Whānau Ora commissioning agency model, p.29.



Huria Trust to harness the power of whakapapa to encourage widespread participation in the Localised Commissioning kaupapa from Ngāti Ranginui whānau, hapū and marae.

*“We had to put out a model that everybody understood, so we started incorporating the pōwhiri process as the marae is continuously bringing people on, so the pōwhiri process is not only easy, but also natural for them. So, we used that process to operationalise what we were doing”.*

*“..... it’s about building hapū capacity, capability, and being able to just implement those whakataukī, you know, those statements. And that’s what we’ve done all these years since our inception is we look at our own people, we look at employing our own people, we contract in expertise as we need it; but what you can see is, really, a flourishing whānau, hapū in terms of a lot of the work that we’ve done over the years and where our whānau have gone onto and how they give back to our community”.*

*Provider Respondents*

### **Recognising and amplifying existing connections to whānau through marae, hapū and hāpori**

All four entities are well known and respected local and regional providers across their respective rohe. Acknowledging this invaluable connectedness, entities are able to invite and engage whānau within marae, hapū and hāpori to develop and test ideas and concepts that in turn, this connectedness and understanding has supported good decision making about how best to respond to the needs and aspirations of whānau.

*“Relationships are everything and if they are closer you know more, and the connection is more trusting. I think the localised commissioning in the Whānau Ora space is a great thing because they see these whānau every day; and they know their communities. When you front up...you want to do it the way your people need it done”.*

*Provider Respondent*

### **Being agile and adaptive to amplify local solutions**

There is considerable experience across the four entities to design, implement and adapt hapū, whānau, community and rangatahi-centred and led programmes to achieve Whānau Ora outcomes. Agility and the ability to respond in a timely fashion, to adjust when necessary, to meet demand, particular in light of Covid 19, has been valued. Localised Commissioning also appears to be very well suited to smaller, rural communities, however further exploration of this is required over time. Reflecting on their Localised Commissioning approach, Te Tūāpapa o Te Ora, Raukawa Charitable Trust have drawn on whānau voice and experience to give priority to establishing a purposeful mentoring relationship to address immediate kai needs, increase kai literacy, enable self-sustainability and build aspirational pathways

*“...the idea of being able to serve your whānau as they walk in the door in the way that you see fit, to purchase in who you need to for that whānau. I think it’s wonderful ... to achieve what they want to”.*

*Provider Respondent*

This need has intensified during the Covid-19 alert levels three and four which revealed a high need for whānau to access kai. Immediate needs of whānau have been able to be met through kai vouchers, while building sustainable access to kai through māra kai (kai gardens), hands on mentoring and support in the supermarket, budgeting (in person and via zoom) so that whānau could build their own agency as well as improve healthy choices and lifestyles.

*“When I looked at the strengths from the provider level, there are no hoops for our whānau – it’s now and real time – I can hear the narrative about the need and then respond. Previously whānau would spend hours waiting to speak with WINZ. Now, we are able to provide Countdown cards with high accountability”.*

*“We were able to teach people to cook their own dinner – glazing ham, eclairs – and then gave a ham to whānau for Christmas. As well, they have developed valuable life skills to use for tangi, birthdays, such as how to make simple fruit and berry platters so they can contribute at events”.*

*Provider Respondents*

### **Data sovereignty is critical**

Infrastructure and the existence of sound systems to effectively manage projects, people and places was a central consideration during the selection of entities to test Localised Commissioning. However, of note data management and analysis, and data sovereignty is seen as critical to the overall performance of a Localised Commissioning approach.

*“The data sovereignty is a key aim... is all about us having access to that knowledge, of our people... so that we can understand what their actual needs are. We can start looking at how those investments that we need to be making can be made and can be projected out further. It’s really important for us to be able to do that rather than to continue to have to respond to Crown entities coming to us and saying, this is what we’re going to contract you for; and whether or not that meets the needs of people is normally a moot point”.*

*Provider Respondent*

“Harnessing the potential for effective monitoring and evaluation systems from [and with] communities, can steer us more quickly towards reciprocal accountability systems that also ensure indigenous and Pacific data sovereignty principles are met and whānau too are owners of the information”.<sup>7</sup>

Going forward, if data sovereignty is a key aim then how this is commissioned and resourced requires an explicit response. This includes capacity and capability to enhance real time learning and evaluation to support decision making, which similarly to the wider Whānau Ora context with Action Research, is valued by Localised Commissioning providers. Localised data significantly enables localised procurement, as well as providing the essential information to maintain accountable to whānau, hapū, iwi, hāpori and commissioners.

## **Challenges to Realising Localised Commissioning**

Provider readiness for Localised Commissioning has been a significant enabler, however two critical challenges have impacted their progress to varying degrees: time and the need for Te Puni Kōkiri to navigate whānau ora as a kaupapa and as a Crown policy. While the unrepresented impact of COVID-19 could not be anticipated, the impact of short-term contracting is known, and was not mitigated. Also, to mobilise Crown commissioning of whānau ora as a kaupapa through Whānau Ora as a policy and funding mechanism was undertaken in real time. While there is a need for streamlined contract management, there is also the need for Te Puni Kōkiri to strengthen their approach to commissioning by refining and defining a successful Whānau Ora procurement environment.

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<sup>7</sup> FEM 2006 Limited et al, 2020, p.61.

The readiness of the providers to engage in a process that aligned well to their intent and current practice meant the implementation challenges were not significant or insurmountable. Time however was the biggest challenge especially for those providers who needed to contract in specific capability to support the implementation process including kaihono, writers, facilitators, designers, researchers and data system experts. For some communities this was about needing expertise and capability and others needed the extra capacity to complete work at pace.

Procurement delays reduced the opportunity for providers to bring on high calibre staff with short notice and on short term contracts:

*“ ... from our perspective, we are a rural community; it is very hard for us to recruit to roles as it is. If we can't get something signed off as expected in terms of timing, well then, we can't go to market with it. But often when there's a delay in sign-off the delivery date doesn't change, the contract end date doesn't change but we still need to get everything, we still need to achieve the same outcomes as per the contract but within a shorter timeframe”.*

*Provider Respondent*

The timeframe was further exacerbated by Covid-19, with all entities seeking variations on their funding agreements to allow them more time to complete their business plans. This, coupled with procurement delays, reduced the time they had to implement their prototype.

There is also an acute awareness of the need to develop a strong model not only in the interests of their communities, but also as a prototype that other communities may want to adopt or learn from. This has also raised the stakes for them and their desire to ensure they are working through the process at the pace that ensures quality but also allows learning, reflection and review.

This need for dedicated learning, reflection and review, inherent in any innovation, was also required at a national or Crown agency level. To give effect to the 2019 independent Whānau Ora Review panel recommendation, Te Puni Kōkiri was working in real time with Treasury to continue to realise whānau ora aspirations through Whānau Ora government policy mechanisms. As noted in the 2016 formative evaluation of the Whānau Ora commissioning agency model, “The Whānau Ora commissioning approach is at the forefront of social investment” (2016, p.15). As one of only a few government agencies utilising commissioning approaches, it is recognised that any adaption to a known policy response such as Whānau Ora, would be subjected to significant and necessary scrutiny. Testing the expansion of the reach of commissioning could be further supported through real time critical reflection and learning with Te Puni Kōkiri and with partners such as Treasury. Going forward, it is suggested that Te Puni Kōkiri continue to lead and take further dedicated time to determine and articulate with clarity, how Whānau Ora commissioning policy can be optimised to continue to enable localised commissioning. For example, there is a need for Te Puni Kōkiri to ensure they speak to stakeholders and partners in advance of major projects or initiatives. This will enable Te Puni Kōkiri to identify and address any potential concerns in advance of a project being implemented. Therefore, reflecting a procure environment where “Commissioning is a key mechanism to enabling a system that is whānau-centred, culturally anchored, grows capability through reciprocal accountabilities and trusted relationships” (FEM 2006 Limited et al, 2020, p. 58). There continues to be opportunities to solidify a whānau-centred commissioning environment which Whānau Ora Māori and Pacific providers have led the way.

“A whānau-centred commissioning approach requires an appetite for innovation and being fearless as well as encouraged to learn when errors are made. It also requires an agility both in thinking and action, recognising the diverse realities of whānau”<sup>8</sup>, from Te Puni Kōkiri as well as providers.

## Conditions for successful Localised Commissioning

The conditions for successful Localised Commissioning can be attributed to four key domains:

- Whanaungatanga
- Intimate understanding of the intent and practice of Whānau Ora
- Capability to implement within communities
- Strong relationships with Te Puni Kōkiri support testing Localised Commissioning approaches.

### **Whanaungatanga (relationships and extended networks)**

All the providers have long standing relationships with agencies, iwi, whānau in their communities and an intricate knowledge of their communities. This intimate knowing has helped them to mobilise an approach in their communities quickly. All the providers were able to draw on their local knowledge, resources (te reo Māori, whakapapa, mātarauranga, identity, marae, kaumatua) and people that have the passion, skills, connectivity, and wairua to work with whānau.

*“... relationships are everything ... I think the localised commissioning in the Whānau Ora space is a great thing because they see these whānau everyday; and they know their communities”.*

*Provider Respondent*

### **Intimate understanding of the intent and practice of Whānau Ora**

All providers have had a clear strategy to design and implement a localised commissioning approach in their community to enable their expression of whānau ora. Overall, there is a continuum of whānau ora approaches emerging, all reflecting the needs and aspirations of their whānau. From whānau centred engagement and delivery to Māori community development to marae and hapū development, all approaches have elevated factors for successful commissioning identified in the 2016 evaluation, such as:

- Identify and understand the aspirations of whānau
- Develop programmes and initiatives that deliver progress towards achieve Whānau Ora outcomes
- Support programmes that are innovative, local level and best meet the needs of whānau
- Involves a fundamental shift in focus onto building the capability of whānau in ways that help achieve Whānau Ora outcomes. (2016, p. 79-81)

### **Capability to implement within communities**

Key to success was the capability of providers to develop the business plan, implement and test their prototype, driven by a deep understanding of whānau, hapū and community needs and aspirations. Utilising investment to engage specialist support is critical including designers, system specialists, facilitators and research and monitoring/reporting accountability support. Further, strategic leadership is critical to:

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<sup>8</sup> Ibid, p.46.

- Ensuring there is a good relationship and continuous communication between operations and governance; and providers and the communities and whānau they serve
- Establishing clear processes to follow and systems in place to enable it
- Capability to implement
- Advancing innovative kaupapa Māori based models that meets community and government objectives.

### ***Strong relationships with Te Puni Kōkiri support testing Localised Commissioning approaches***

Supportive, empowering relationships between entities and Te Puni Kōkiri Advisors has been a recognised enabler of Localised Commissioning approaches being tested, particular given the pace of development.

Te Puni Kōkiri has responded well to, for example:

- Practices such as dialogue to share and test ideas
- Offers to seek information or create connections
- Requests to support data system development that enables some of the providers to improve their systems for managing, analysing and reporting outcome data relevant to their approach
- Engagement that highlights valued NGO experience by Advisors

*“[Te Puni Kōkiri Advisor] looks after us and has been a Whānau Ora provider before ... [they are] really easy to work with and is a strength and just tries to streamline everything ... previously Wii Fund was [hard to access] ... [this] has been a really easy process all the way through – from concepts to contract received, signed to implementation and the review ...”.*  
 Provider Respondent

## Considerations for the future of Localised Commissioning

Localised Commissioning enables unique, tikanga-based, whānau centric ways of working to respond to the needs and aspirations of marae, hapū, iwi and hāpori Māori. Going forward, there is a need and a call to continue to test and learn from the current providers giving effect to Localised Commissioning. Strengthening whānau voice and leadership directly into Localised Commissioning approaches is an opportunity.

In addition, there is an opportunity for Te Puni Kōkiri to continue to enhance its regional response to Localised Commissioning to further the reach of Localised Commissioning. This can be achieved by:

- Allowing time for localised approaches to embed to maximise outcomes
- Invest in the infrastructure and capability needed to effectively support the implementation and testing of the prototype
- Continue to streamline bureaucracy while maintaining shared accountability.

The value of Localised Commissioning is that it enables whānau, marae, hapū, iwi and hapori Māori to mobilise and operationalise tikanga-based, whānau centric ways of working that make a real difference for their people. Leveraging whanaungatanga is critical to the success of localised commissioning. Whānau gravitate to what is familiar and known, especially when the stakes are high. Whānau wellbeing is the most important focus for whānau especially in small regional Māori communities where there is high deprivation. Whānau reliance on effective community support is a matter of survival. Often this support is supplied by whānau, hapū and iwi organisations who are



under-resourced. Localised Commissioning extends the capability of Māori communities to provide sustainable, high-quality (and sometimes specialised) support through increasing their capacity.

*“I think the approach is absolutely necessary. There has to be a different way especially in these small communities; it’s helping whānau achieve well-being in a way that is meaningful to them”.*

*Provider Respondent*

## System Readiness for Localised Commissioning

Questions about how Localised Commissioning is going to work in the future were common. The relationship between TPK, the Whānau Ora commissioning agencies, collectives, Whānau Ora providers and Localised Commissioning needs clarifying.

*“Probably one of my final thoughts is that anything that we do here around localised commissioning ... is enduring, it is sustainable, it is ... far-seeing”.*

*“It really is being true to our whānau about the economic indicators ... meaningful measures”.*

*“What I don't want is I don't want us to do all this work and then in three years the government changes and then it's a whole different thing”.*

*“..about us having access to that knowledge, of our people ... so that we can understand what their actual needs are. We can start looking at how those investments that we need to be making can be made and can be projected out further”.*

*Provider Respondents*

In addition, there is an opportunity for Te Puni Kōkiri to continue to enhance its regional response to Localised Commissioning to further the reach of Localised Commissioning. This can be achieved by:

- Allowing time for localised approaches to embed to maximise outcomes
- Invest in the infrastructure and capability needed to effectively support the implementation and testing of the prototype
- Continue to streamline administrative processes to enable better management of Crown imposed systems and processes. By doing so, it is expected that management of any potential issues that might delay or impede an entity’s localised response, and ultimately reduce the impact of localised commissioning, will be minimised.

## Provider and Community Readiness for Localised Commissioning

Māori providers, and many whānau, hapū and iwi have been or are currently designing and implementing localised solutions. What is recognised is that Māori providers in particular have adapted or negotiated contractual relationships to enable the best possible responses for their whānau and communities.

Localised Commissioning has created a sense of optimism, renewed hope and ability for Māori providers who are capable, dedicated, but stretched to provide the type of support that elevates whānau wellbeing outcomes and alleviates inter-generational deprivation, through tikanga-based, locally grown solutions. Localised Commissioning in this context has been found to be a relational

mechanism for resourcing marae, hapū and iwi to deliver on wellbeing aspirations for whānau and hāpori Māori.

A salient feature that emerged throughout the review was the diversity in design and implementation across the four providers. Unique localised strategies that draw on the cultural capital of iwi, rohe and communities are a strength, allowing for locally tailored solutions to local issues. The integration of tikanga-a-whānau, tikanga-a-iwi, is of high value to the efficacy and success of Localised Commissioning but necessitates individualised approaches to contracting and contract management. Localised Commissioning contracting frameworks need to be robust enough to provide for a stable contracting environment but flexible enough to support nuanced approaches, outcomes and deliverables for Māori. This is, however, an ongoing consideration concerning the extent to which whānau involvement in the decisions, directions and understanding of a localised commissioning approach can or should occur. Sustaining whānau engagement and leadership is an ongoing point of reflection for entities, Te Puni Kōkiri and evaluative processes more generally.

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## Appendix One: Summary Provider Insight

### Approach to Localised Commissioning | Huria Trust

#### Overview and context of provider

Huria Trust was established in May 1986, by ngā Kaumātua o Ngāi Tamarāwaho Hapū to umbrella and strengthen the tribal activities, which were centred on the rebuilding of “Tamatea Pokaiwhenua” the Ancestral House. Huria Trust currently provides a range of health, education and social services to whānau living in the Tauranga/Western Bay rohe. Huria Trust is the lead agency and contract holder for developing and testing a localised commissioning approach.

#### Summary of localised commissioning approach

Huria Marae is the site for trialling an approach that will support localised commissioning with whānau and hapū called *Tahia te Marae*. *Tahia te Marae* encourages whānau to clear away those things which impede or weigh them down and is based on a whakatauki relevant to their tribal context:

*The name, Tahia te Marae, were the words that were spoken by Kino Moerua to Apanui Ringamutu to say there's strategy in everything that happens, whether it's with yourself, with your iwi, with your ope taua. Work collaboratively together, mahi tahi, ka tutuki ngā mea katoa. So the concept Tahia te Marae is taking a piece of historical history from here and transposing it into this kaupapa as a means to fill your basket, everybody else's basket and the basket for the families that work on this kaupapa ...through this approach strategies and solutions will be found.*

The model is simple and iterative and based upon continuous quality improvement principles. The model likens the whānau journey from initial engagement, needs assessment, healing, review and empowerment to the process of pōhiri through to poroporoaki and is closely aligned to whānau ora outcomes:

*We actually had to develop a model that everybody understood, could feel it could work with. And so we started incorporating the pōhiri process... Huria Marae is a marae that is continuously bringing people on through the pōhiri process, so not only is it easy but it is natural for them (whānau).*

Currently 50 individuals from 17 whānau are being supported through *Tahia te Marae* by a kaihono who assists the whānau to develop and achieve the aspirations in their Whānau Ora plan. It's an inclusive and holistic process based on whānau narratives and aspirations.

Huria Trust is also testing upscaling the prototype to include four other marae / hapū. They have given a presentation, and conversations have begun with Wairoa marae which supports three hapū – Ngāti Kahu, Ngāti Rangī, Ngāti Pango and in turn their collective Rūnanga has endorsed the prototype noting that if this becomes an ongoing programme they want to be part of it.

#### Conditions for success

Central to the success of their approach is their hapūtanga and the fact that the people involved with the trust and marae are ahi kā, they know, and they are known by, the whānau. They have an ownership interest in the collective tangible and intangible assets of the hapū. Huria Trust can utilise and leverage off these collective assets as they combine with government funding to design their

service. They have leadership that can effectively co-ordinate the collective assets of Ngāi Tamarāwaho as well as manage the interface with government and other key stakeholders:

*....applying hapū knowledge throughout the kaupapa of Tahia te Marae, because it's doing one or two things not just for whānau to engage and to learn about themselves, but it's also supporting developments of the kaihono, kaimahi, that are responsible for working with the whānau. And just that whole dissemination of mātauranga Māori has been huge gains for whānau as well as those that are working with our whānau on this kaupapa.*

Moving into Local Commissioning, Huria Trust has been able to draw upon and extend existing relationships that have been developed over the last 30 years. There are no large shifts for them to make, and they are well positioned and enthusiastic to continue beyond the pilot. These relationships include local iwi, local government, other providers, and government departments:

*At a delivery level Huria Trust has got this list of different relationships that we rely on in terms of services required for our people. We've continued to do that over the years, so we utilised that list in terms of other support that's needed for whānau, the best of the suppliers that we have available to us and so on and so forth.*

Huria Trust is continuing to do what they have been doing for over 30 years which is to support their whānau through leveraging off their collective hapū assets, tangible and intangible, i.e., kaupapa Māori, ahi kā, belonging to and working within the pā harakeke. In addition, Huria Trust understands the importance of data sovereignty in terms of knowing and delivering services to their whānau, and have come some way to achieving it. They have a data base and are working towards data sovereignty which enables them to know and work with their whānau and practice tino rangatiratanga which is fundamental to the hapū determining its future state of oranga:

*Data sovereignty is a key aim here at Huria, the whole integration with Huria and all of its parts, including Pākehā, is all about us having access to that knowledge, of our people or Ngāi Tamarāwaho so that we can understand what their actual needs are. We can start looking at how those investments that we need to be making can be made and can be projected out further. It's really important for us to be able to do that rather than to continue to have to respond to Crown entities coming to us and saying, this is what we're going to contract you for; and whether or not that meets the needs of people is normally a moot point.*

Being strategic in terms of seeking opportunities that align with their strategic purpose and augment their service delivery to their whānau / hapū is a condition of success for Huria Trust, for example investing in programs such as Sorted Kainga Ora and Enviro Hub Māra Kai. Localised Commissioning strengthens their ability to be more strategic in meeting the development needs of their whānau / hapū as they are closer to whānau, attuned to their realities including needs and priorities, and have the capability and flexibility to deliver support services as and when needed.

### Challenges

Finding workers was a challenge because of the short time frame from the point of approval of the business case and budget at the end of July to the start of the pilot in January. When taking into account the application for the dataplan funding as well (July/August) this left around 4 months (September to December) for recruitment. This recruitment challenge was aggravated by the fact that they could only offer short term fixed employment agreements due to funding being secured for a one year pilot only:

*That in itself was a difficulty, you know, hiring people with such a short timeframe, for such a short timeframe. If you wanted to get the best you couldn't do it...because people are looking at longer*

*term contracts than short-term contracts. So the overall piloting of the actual service itself, you know, just trying to get it on the right track was a challenge. Hence, we used hauora staff to come in and support that whole process moving forward. It comes down to pūtea.*

#### Points of difference

The key point of difference at Huria Trust is that the localised commissioning approach is recognising hapū as a key development vehicle for their whānau. It will test the efficacy of combining ahi kā knowledge, tikanga and collective resources with expertise, relationships and government funding in order to produce a more effective localised commissioning approach. It will also provide the prototype for an approach that is relational, based on the strength of whakapapa connections, and reliant on intimate understandings of whānau ora and hapū-centred practice:

*...it's about changing and we use the word empowerment all the time. But it's about changing people's mindsets. People are used to being given a number and stand in a line and being told 'no' at WINZ or wherever they go. This way is about changing their mindset and realising that they have the power to make their own goals and everything because that's the approach we're taking.*

Released Under the Official Information Act

## Approach to Localised Commissioning | Raukawa Settlement Trust

### Overview and context of provider

The Raukawa Settlement Trust (RST)<sup>9</sup> is the PSG entity of the South Waikato branch of Ngāti Raukawa based in Tokoroa. The RST was established in 2009 following on from the original Raukawa Trust Board that was established in 1987. The RST is made of 16 Raukawa marae and affiliated hapū with the primary purpose of being a 'vehicle to advance the collective interests of our members and to ensure that the benefits of our Treaty Settlements are protected for the benefit of present and future members.'<sup>10</sup>

RST has commissioned the Raukawa Charitable Trust (RCT)<sup>11</sup>, the social services arm of RST, whose service provision includes providing quality environmental, health and social development initiatives throughout the South Waikato. They have been in this business since the original Trust Board was established in 1987. They specialise in delivering a wide range of iwi-led initiatives in various sectors of health, social, treaty, cultural, and environmental development.

### Summary of Localised Commissioning approach

The Raukawa focus has been on alleviating deprivation issues whilst aligning to activities already in train that are able to provide whānau with the means, skills and ideas to be more self-sufficient. They were tasked with looking at data and data analytics relevant to Whānau Ora commissioning so as to better understand the need and then respond. Food sovereignty – organically grown, preserved and shared with whānau has been a key work stream. They are also engaged in other services. Word of their service provision has spread, and they are now looking to deliver in Putāruru.

### Conditions of success

Keys for success have been:

- Whanaungatanga and intricate knowledge of their community, relationships, need and capability of whānau. This intimate knowing has helped to make good decisions about need, capability and to respond accordingly.

*I mean, relationships are everything and if they are closer you know more and the connection is more trusting. I think the localised commissioning in the Whānau Ora space I think that is a great thing because they see these whānau everyday; and they know their communities. When you front up to, let's say, one of the other ministries who have contract specifications and you want to do it the way your people need it done; yeah, I see this as a way to really reach in there and address problems.*

- Agility and the ability to respond to need in a timely fashion, to adjust when necessary to meet demand, eg Covid 19 implications.

*I really do believe that localised commissioning; I mean, the name needs to change. But the idea of being able to serve your whānau as they walk in the door in the way that you see fit, to purchase in who you need to for that whānau. I think it's wonderful. It's maybe that they cannot purchase in, let's say, Child Matters, or anything like that. But they may be able to get in other kinds of resources to support that whānau to achieve what they want to.*

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<sup>9</sup> The strategy goals, objectives and values are attached.

<sup>10</sup> <https://raukawa.org.nz/about-our-organisation/>

<sup>11</sup> Strategy goals can be found in appendix 2.

- Infrastructure and the existence of sound systems for managing projects, people and places in an efficient and effective way.

*We have been quite separately how we manage and operate the project. Governance through xx and xx; Operationally in Tiwai Hauora; xx is taking care of the recruitment of the team, oversight, leading them through the project. Operational side we have Aka Tauwhiro team who make sure the funds are managed and taken care of, including operational expenses – making sure that operational costs of having an entity with the structure are accounted for separately. All our reports are going to Te Tumu Whakarae – monthly and quarterly and then with governance with xx as chair – this is key*

- Staff capability including the presence of staff with skills, capability and experience to manage the approach effectively and senior leadership experience in relationship management and managing contracts.
- TPK relationship and the knowledge and working relationship with the TPK contact person and their experience of these contexts.

*[Regional Advisor] looks after us and has been a Whānau Ora provider before – [they are] really easy to work with and is a strength; previously Whānau Ora fund was painful, for example the price [was for] a catered function versus recognising capacity for whānau to gather and share kai. It has been a really easy process all the way through – from concepts to contract received, signed to implementation and the review (adaptation to boundaries)*

### Challenges

In the context of this area and provision initially there were some communication and clarity issues but these were eventually resolved and concerns around the sustainability of the given the one year focus.

### Points of difference

The RST localised commissioning approach is unique in a couple of ways, it emphasises community needs being identified and prioritised and is thus responsive. The approach leverages of intimate knowledge of the community and people within the community and so support is tailored accordingly. Additionally, the approach sits within a wider strategy for the area, people and iwi of Ngāti Raukawa. This allows approaches to operate and occur within a wider strategic framework of planned success. The presence of a sound entity structure and back-office systems to support the approach is a key to the success and delivery.



## Approach to localised commissioning in Wairoa

### Overview and context of provider

Te Whare Maire o Tapuwae is the holder of the funding to test a localised commissioning model for Wairoa.

Te Whare Maire<sup>12</sup> was established in 2011 as a Whānau Ora collective representing five entities (Kahungunu Executive ki Te Wairoa Trust; Ngāti Pahauwera Hauora; Wairoa Waikaremoana Maori Trust Board; Ngā Kaitiaki Hauora o Waikaremoana and Rongomaiwahine Iwi Trust). As an entity its focus is on supporting whānau to realise wellbeing through planning and tailored support (navigation). While Te Whare Maire o Tapuwae is the contract/prototype holder the governance and management team has been adamant that the role of Te Whare Maire o Tapuwae is to facilitate access to investment that will transform whānau outcomes and in turn community aspirations, and not to be the commissioning body.

### Summary of Localised Commissioning approach

The Wairoa localised approach is being led and driven by the Community.

The Localised Commissioning approach is modelled on community consultation, that is, “what our community wants”. The independently facilitated consultation that took place in Wairoa involved approximately 230 people contributing their views through hui and surveys over a three week period:

*It was a short timeframe but (facilitator) got them (the community) in and around the table, and talking genuinely; they weren't being directed how to think or talk... the community were saying, you know, we don't want these bureaucrats and these organisations and the iwi making decisions for us. If this is for community then we want to lead it. There were different views around the table on this but it was a good chance to show that this was community led...rather than us (organisations) assuming or making judgements about community needs.*

The result of the consultation was the business case which reflected the preferred approach for a community commissioning table supported by a backbone entity. This option will enable the diversity of interests in the Wairoa and surrounding areas to be at the forefront of investment decisions that relate to their community

*It's about the community at the centre of the decision-making. So, at the moment we're developing all the bits and pieces that they said they'd like to enable them to make decisions. You know, it's a prototype and we might find that it doesn't work but let the community control it...It's an opportunity to grow our community... the community have got a chance to make a difference, to do things differently... it about finding new and innovative ways to do things better.*

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<sup>12</sup>The name Te Whare Maire o Tapuwae, is drawn from a whakatauaiki of a Kahungunu ancestor that emphasises the importance of working together to promote unity and strength in order to realise the shared goals and aspirations of their communities. “Ko te whare maire e tū ana ki te paenga he kai nā te ahi, ko te whare maire e tū ana ki te pā tūwatawata o Kahukuranui, he tohu rangatira” - a carved house that stands on the open ground is food for the fire. A carved house that stands within the fortification of Kahukuranui is a sign of unity and strength (Te Whare Maire o Tapuwae (2011) Programme of Action 2011-2014, prepared for Te Puni Kōkiri)

## The Wairoa localised approach is well aligned to Whānau Ora outcomes

The opportunity for whānau to share their needs and aspirations for their community has led to the Whānau Ora framework (used to support individual whānau) being adapted to align to community priorities. This strategic approach has raised the need for a more sophisticated data system to hold output and outcome data that can be used by the local commissioning table to monitor and report on success against community priorities. Te Puni Kōkiri has invested additional funding to investigate and/or customise existing data systems to support the localised commissioning approach.

## The Wairoa localised approach has been a long standing aspiration for the community.

While a localised approach to commissioning is coming to fruition through the support of Te Puni Kōkiri, the concept of Wairoa procuring investment to address the transformational needs and aspirations of whānau, is not new. This aspiration emerged from frustration over sporadic investment into Wairoa informed by data that lacked a cultural approach to identifying and supporting the needs of the community. As a result many nationally driven programmes failed to create tangible and sustainable benefits for whānau in Wairoa:

*As a community partnership group, we were invited to Wellington about 18 months ago and one of our aspirations was to have a local commissioning trust...we knew things had to change and that it was not around programmes or activity... it needed to be about whānau outcomes, whānau-driven outcomes and enablement. A local commissioning trust was one of three recommendations prescribed that would enable whānau-driven aspirations... And then the opportunity to set up a localised commissioning model was presented to Wairoa and fortunately we were ready to be a part of it from the outset.*

## Conditions of success

While the community commissioning table has not been set up yet, there are a number of factors contributing to what Wairoa has been able to achieve thus far including:

- Whakapapa relationships within the community and throughout service networks
- Collaboration across entities (government, non-government, Iwi, PSGE)
- Understanding of a whānau led approach and whānau ora outcomes
- A focus on community and valuing the importance of whānau voice in systems, processes and decision making:

*The start of the community partnership is about whānau voice. This was one of the absolute primary principles .. because we're all agencies...we've been really clear around trying to be sure that the decisions aren't from my optics and lens of a local government official, or agency.*

- Open, transparent and continuous communication; and
- A focus on the end-game, that is, enabling whānau aspirations.

The role and function of Te Puni Kōkiri is also instrumental in supporting the establishment of a localised commissioning approach by trusting in community and local decision making, supporting the approach to embed, and mobilising central agencies to commit to making the approach work by investing in long term success.

## Challenges

Arriving at a point where there is clarity, collaboration, and a shared vision for the community has not been an easy road for Wairoa. It involves leadership, collaboration and a relinquishing of power and control by agencies. Furthermore, the extent to which agencies can take a truly enabling approach (through funding/resources and policy) to empowering our communities to determine their own solutions will be critical to the success of their approach:

*Government agencies talk about enablement of communities but then they continue to bring services to town without any discussion with communities and things are not changing for our whānau...we need to bring the bits altogether so the solution can be truly transformative... and it can be as simple as transforming individuals and whanau, you don't have to transform the whole community.*

Another factor that has been challenging is the current government funding model which has created competition and silos in small communities which is counterproductive to the holistic needs and aspirations of whānau and to a localised commissioning approach:

*We've sat around and we've held hands and said we're collaborating and working collectively; but it has never actually happened because then individuals start grabbing contracts... and hey, that's not gonna change for a little while yet. But hopefully we can show benefits of doing it how we're proposing to do it.*

#### Points of difference

Despite the challenges, the Wairoa localised commissioning approach is unique in a number of ways, it started from the perspective of community; it is designed to meet the needs of the Wairoa community who have not been served well by national policies and programme investment; it has whānau at the centre of deciding the best solutions for whānau in their community: it is designed to be responsive and it is based on collective impact principles where strategy (leadership and vision), continuous communication, shared measurement and a backbone entity to support operations are all equally essential to the success of the approach. The approach also has a long term intent which is to develop a Wairoa procurement framework where evidence of need and success gathered through the commissioning process can be used as the basis for procuring long term, sustainable and solution focused, whanau outcomes investment:

*I want something that's long-term, sustainable, that will address the needs of mokopuna and has meaningful measures... My hope and dream with all the conversations we've had over the last year or so is to hear government say, "Ka pai Wairoa. You know what the solutions are; tell us how much it's going to cost us. We trust you to deliver the solutions you require.*

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19 Haratua 2021

Te Minita mō Whānau Ora

## HE PĀRONGO | AIDE MEMOIRE

### Whānau Ora Update

Te Puni Kōkiri contact: Erin Keenan, Manager Social Policy

Phone: s9(2)(a)

TPK tracking no: 43296

#### Purpose

1. This aide memoire provides you with an updated draft Cabinet paper and material to support your conversations with Ministerial colleagues about the future of Whānau Ora.

#### Context

2. We understand that you will be meeting with Ministers on Rāmere 21 Haratua 2021 to discuss the future focus for Whānau Ora. These meetings are an opportunity to share your vision and high-level proposals for the future work programme focussed on governance, expanding Whānau Ora, and work on form and function.
3. The attached table (Attachment 1) includes specific talking points for these conversations. We also supply updated A3s (Attachment 2). These supplement the general talking points previously provided to you (TPK#43125 refers).
4. Since we last reported to you, we have undertaken agency consultation on the draft Cabinet paper. The key themes of the feedback are below:
  - a. High level of general support/agreement from all agencies, and interest in being involved in the future work;
  - b. Interest in what the future work on governance, expansion and functions will entail. This includes the plan for transferring Pacific stewardship;
  - c. Whether specific evidence or data could be included in the paper to show how Whānau Ora is working (from the Ministry for Primary Industries and the NZ Police);
  - d. Clarity was sought on the wording of some statements, including the problems faced in the current system. These were non-substantive.
5. In response to the feedback, we have amended the Cabinet paper as follows:
  - a. Adding in further clarification regarding when we are talking about Whānau Ora or its associated approaches;
  - b. Making a stronger connection to key work programmes across government, notably the Child and Youth Wellbeing Strategy led by DPMC and the Social Sector Commissioning work being undertaken by the Ministry of Social Development;





## Attachment 1

Specific points relating to Ministers' portfolios	
<p><i>Minister Little:</i> 10 to 10.15</p>	<ul style="list-style-type: none"> <li>• There are strong connections between expanding Whānau Ora and how we think about the new Māori Health Authority.</li> <li>• There is a risk that without deliberate co-ordination across government, the Māori Health Authority's commissioning may only add another fragmented funding stream to the community sector. The sector is burdened with dealing with the administration of multiple funding streams.</li> <li>• A unified cross-government Whānau Ora approach with purpose-built functions and strong whānau-centred governance has the potential to lift the burden of administration and better devolve the funding and decision-making to communities. For this reason, it is important that the two portfolios work together.</li> <li>• This will allow iwi, hapū and communities to focus on the delivery of holistic and strengths-based support services to meet the multiple complex needs of whānau.</li> </ul>
<p><i>Minister Sio:</i> 10.30 to 10.45</p>	<ul style="list-style-type: none"> <li>• It is important we are clear on the purpose and desired outcomes for the transfer of the Pacific operational components of Whānau Ora to MPP.</li> <li>• In agency consultation on the draft Cabinet paper, MPP was supportive of our proposal to transfer this function, however, they raised the risks associated with their current lack of capacity and noted that a team will need to be build up to support this work.</li> <li>• Following agency consultation, I have therefore amended the paper to include a report back to Cabinet on the transition process. I am interested in your thoughts on this.</li> <li>• Our officials are working on the settings and policy impacts of this proposal. It is important that we ensure this is a smooth transition.</li> </ul>
<p><i>Minister Robertson:</i> 11 to 11.15</p>	<ul style="list-style-type: none"> <li>• Te Puni Kōkiri is the primary funder of Whānau Ora in its current expression despite the oranga of whānau sitting across a range of portfolio responsibilities.</li> <li>• Though there is a strong appetite for implementing whānau-centred approaches across government in line with the Child and Youth Wellbeing Strategy, the pathways for application remain unclear.</li> <li>• Administrative arrangements in the community sector are overly complex, particularly as providers often must piece together funding from different agencies and deal with multiple reporting systems as they seek to provide holistic services.</li> <li>• Under the current model, many iwi and hapū are not able to directly commission Whānau Ora. Our early initiatives in local commissioning illuminate how more direct iwi and hapū commissioning can be achieved, but there are no clear</li> </ul>

	<p>structures or governance systems set up to scaffold further development and centre the voice of whānau in decision making.</p> <ul style="list-style-type: none"> <li>• There are also no clear structures in place for whānau voice to be at the centre of governance and decision making.</li> <li>• There are strong arguments for early investment in wellbeing, rather than crisis response. Te Puni Kōkiri is developing a data project in order to show the long-term effect of Whānau Ora in the lives of whānau.</li> <li>• Whānau Ora has the potential to deliver on our wellbeing priorities, but it is currently held back by the current administrative arrangements. In addition, the way we fund across-government is impeded by the siloed nature of the Public Finance Act.</li> <li>• In developing the governance and functions of Whānau Ora towards its expansion, we have an opportunity to test what a good joined-up approach looks like. The intention of this is to shift the administrative burden from the community sector who are currently dealing with multiple complex contracts and reporting to different agencies. This will allow iwi, hapū and communities to focus on the important work they do.</li> </ul>
<p><i>Minister Sepuloni:</i> 12.30 to 12.45</p>	<ul style="list-style-type: none"> <li>• The expansion of Whānau Ora can support your objectives across the Social Development and Employment, ACC and Disability Issues portfolios.</li> <li>• My officials are also interested in connecting with MSD on the Social Sector Commissioning work that is currently underway.</li> <li>• As you will be aware, administrative arrangements in the community sector are overly complex. Providers often must piece together funding from different agencies and deal with multiple reporting systems as they seek to provide holistic services.</li> <li>• There is an opportunity to shift from deficit-based systems to being strengths-based, in line with our wellbeing priorities.</li> </ul>
<p><i>Minister Jackson:</i> 1 to 1.15</p>	<ul style="list-style-type: none"> <li>• There is a strong connection between the expansion of Whānau Ora and the Māori Development portfolio, especially in relation to economic resilience and community development.</li> <li>• There are also strong connections to housing development and papakainga as these are key to shifting outcome for Whānau.</li> <li>• I also note that the aspiration of Whānau Ora – realising the self-determination of Māori as collectives (as opposed to individuals) – aligns with the aspirations of the UN Declaration on the Rights of Indigenous Peoples. Māori commentators in international forums have often pointed to Whānau Ora as an example of realising the aspirations of indigenous peoples.</li> </ul>

	<ul style="list-style-type: none"> <li>• I look forward to working with you on the alignment of these interrelated issues, particularly in forward-focussed work.</li> </ul>
<p><i>Minister Davis:</i></p> <p>1.30 to 1.45</p>	<ul style="list-style-type: none"> <li>• The expansion of Whānau Ora relates to all your portfolios.</li> <li>• Under the current model, many iwi and hapū are not able to directly commission Whānau Ora. Our early initiatives in local commissioning illuminate how more direct iwi and hapū commissioning can be achieved, but there are no clear structures or governance systems set up to scaffold further development and centre the voice of whānau in decision making.</li> <li>• In the Manifesto, we mention Kōhanga Reo as part of growing Whānau Ora. It is important for us to be specific about this and what the objectives are here.</li> </ul>

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# Whānau Ora

These A3s set out my proposals for the next steps for Whānau Ora.

As we build on activities underway and give effect to our commitments to advance Whānau Ora, let's discuss and agree how we can progress this work over the next three years.

Whānau Ora is a culturally grounded, holistic and strengths-based approach to improving the wellbeing of whānau as a group. Whānau Ora puts whānau at the centre of decision-making and supports them to achieve their aspirations.

There are two key components to Whānau Ora :

1. Whānau Ora approaches to inform government policy and service delivery.
2. Whānau Ora services to provide direct support to whānau.

## Supporting and investing in Whānau Ora

The Labour Party Māori Manifesto commits to “investing in and supporting Whānau Ora because we know it works”.

This includes work to:

- Continue to roll out the Budget 2020 plan to boost Whānau Ora commissioning activities related to COVID-19.
- Support other agencies to implement the Whānau Ora model to get better outcomes from Māori.
- Continue whānau-centred pathways to break the cycle of Māori reoffending.
- Look at ways we can expand the whānau ora model into communities.
- Continue to work with other Māori organisations like Te Kōhanga Reo.
- Strengthen Māori housing outcomes through collaborative partnerships, home-ownership models, and papakāinga provision.

Te Kahui Anamata sets the vision for Whānau Ora, that by 2040:

**Whānau Ora enables all whānau to thrive, on their own terms, and achieve their aspirations.**



Year one will focus on:

- Progressing Whānau Ora approaches through key workstreams (e.g. housing)
- Policy options for Whānau Ora governance, including how whānau voice is represented
- Work on strategic Administrative arrangements for Whānau Ora across government
- Progressing work on operational arrangements for Pacific Peoples
- Potential B23 bid



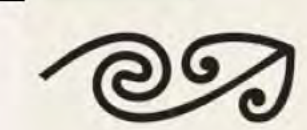
Year two will focus on:

- Conversations with iwi hapū, whānau, commissioning agencies and others on the future of Whānau Ora
- Decisions on a strategy for embedding governance arrangements
- Decisions to set up strategic administrative arrangements
- Completing a smooth transition to Pacific stewardship for the Pacific Peoples programme
- Potential B23 bid



Year three will focus on:

- Embedding the future focus of Whānau Ora





# Achieving Te Kahui Anamata, the Whānau Ora vision

We have a significant opportunity to improve the lives of whānau by focussing on whānau across government priorities and workstreams.

## Focus Area 1: Strengthening Whānau Ora governance

The right governance for Whānau Ora will ensure its ability to evolve and respond to whānau needs and aspirations over time.

### Areas for consideration:

- Maintaining the integrity of the Whānau Ora approach.
- Ensuring the appropriate role for iwi and hapū in governance, and supporting whānau rangatiratanga.
- Development of a strategy to embed long-term governance arrangements for Whānau Ora.

## Whānau Ora has a key role to play in implementing Government Priorities, in particular:

- Accelerating COVID-19 recovery
- Addressing child poverty

### Activities already underway include:

- Commissioning activities providing for flexibility in the way funds are utilised to achieve whānau outcomes; increasing the range of outcomes in focus across commissioning activities, providing support in the COVID-19 environment.
- Whānau centred work is emerging prominently, for example in the Child Youth and Wellbeing Strategy.
- Cross-agency investment and collaboration in commissioning activities (e.g. Paiheretia, Ngā Tini Whetu and whānau centred facilitation) and work underway for Whānau Ora services to be provided by/through Kōhanga Reo (with the Ministry of Education and Te Arawhiti).
- Whānau Ora linkages in budget bids, e.g. Housing.

## Focus Area 2: Expanding the Reach of Whānau Ora

All government agencies are responsible for whānau outcomes. We can strengthen the delivery of outcomes for whānau through a focus on:



Increasing and improving **direct support** to whānau.



**Shifting government systems** to create the conditions for whānau to thrive and be self-determining.



Shifting our focus to **working together across government sectors** to implement the Whānau Ora approach, to improve the lives of whānau.

### Areas for consideration:

- Identifying additional opportunities to progress Whānau Ora approaches.
- A strategy for coordination of whānau-centred approaches across government to ensure coherency as we expand
- Establishing appropriate Administrative arrangements to support a lift in Whānau Ora outcomes across the system

## Focus Area 3: Refining the Whānau Ora form and functions

To grow the impact of Whānau Ora we need to consider the form and functions that would best support the future growth and expansion of Whānau Ora – so whānau can pursue their aspirations and improve their lives.

### Areas for consideration:

- Understanding the experience of whānau and ensuring we can measure the impact for whānau – data will continue to be a focus and we will need to consider the role of whānau voice.
- Whether the eco-system of service provision needs to be adjusted to better support whānau aspirations and outcomes.
- Potential to consider moving the Pasifika Futures programme, currently under Whānau Ora, so that it is led and governed under Pacific stewardship.





# Report back on Budget 19 Initiatives & Review Recommendations

Initiatives funded through Budget 19 increase to respond to the recommendations of the Whānau Ora Review were successfully undertaken





10 Haratua 2021

Minita mō Whānau Ora

## **HE PĀRONGO | AIDE MEMOIRE**

### **Findings of Localised Commissioning Evaluation and Next Steps**

Te Puni Kōkiri contact: Shannon Lomax, Lead Whānau Ora  
Phone: s9(2)(a)  
TPK tracking no: 43239

#### **Purpose**

1. The purpose of this Aide Memoire is to provide you with the findings of a preliminary evaluation of localised commissioning as well as a general update regarding the initiative.

#### **Background**

2. In Whiringa-ā-nuku 2019, you and the Minister of Finance jointly agreed to allocate \$2 million to test the localised commissioning approach in four localities for the first financial year. You also agreed to set aside an additional \$18 million across the following three years (ending in June 2023), which would require joint sign off after gaining insight from the first year of prototyping [briefing 40324 refers].
3. The sudden and unforeseen impacts of COVID-19 required flexibility and led to the following outcomes:
  - a. A total of \$3 million from funding set aside for localised commissioning was reallocated to Whānau Ora Commissioning Agencies to meet urgent needs during the 2019/20 financial year. This left \$15 million in remaining funding set aside for localised commissioning.
  - b. Subsequently, towards the end of the 2019/20 financial year, a further \$9 million of the remaining funding set aside for localised commissioning was reallocated to Whānau Ora Commissioning Agencies to support the COVID-19 response [briefing 40899 refers]. The remaining \$6 million for localised commissioning is now available to be allocated across the 2020/21, 2021/22, and 2022/23 financial years.
4. Delays in procuring the localised commissioning entities and establishing their business plans subsequently led to the extension of contracts to 30 June 2021.
5. Despite these delays, localised commissioning was established with the intention of testing the approach with four entities:
  - a. Huria Trust, based in Tauranga

- b. Raukawa Charitable Trust, based in Tokoroa
- c. Te Whare Maire o Tapuwae, based in Wairoa
- d. Te Tihi o Ruahine Whānau Ora Alliance based in Palmerston North.

## **Evaluation Findings and Recommendations**

- 6. Te Puni Kōkiri engaged an independent evaluation team to explore the early learnings of localised commissioning from the entities themselves. The evaluation report is attached in full for your information.
- 7. The evaluation team have identified early indications of success, the critical conditions to enable continual success, some barriers to future success, and suggestions for the future.

### ***Early indicators of success***

- 8. Although COVID-19 delayed the establishment and implementation of localised commissioning, entities are beginning to leverage their individual but shared inherent capabilities and points of difference to deliver tailored support to their specific communities.
- 9. The local entities are grounded and guided by mātauranga Māori and localised commissioning supports them to amplify these approaches. Entities are able to utilise tikanga and stories specific to their iwi and hapū to design their implementation logic, harnessing the power of whakapapa to encourage widespread participation.
- 10. The entities are well known and respected in their rohe and this connectedness is being leveraged to engage with whānau, marae, hapū and hāpori to develop and test ideas. This connectedness has supported collective and localised decision-making.
- 11. At this early stage of implementation, localised commissioning seems to be well-suited to smaller communities, although further exploration is required. One of the critical reasons for this is that these entities operating in smaller areas can be agile and adaptive to respond to sudden and urgent needs. The need for such agility was demonstrated by the impacts of COVID-19, where the entities were able to provide immediate support as well as developing skills (i.e., cooking and budgeting) to support long-term sustainability.

### ***Conditions for success***

- 12. The evaluation noted four critical conditions that have and will continue to enable the success of localised commissioning:
  - a. **Whanaungatanga** The longstanding relationships that each entity has held with agencies, iwi, and whānau in their communities have supported the mobilisation of the approach and of their individual communities.
  - b. **Understanding Whānau Ora** Each entity has been required to develop and design clear implementation strategies that align to the Whānau Ora kaupapa, including the development of approaches that reflect the needs and aspirations of whānau at all points of the continuum. Entities recognise that Whānau Ora aims to build the capability of whānau to be self-sustaining and to thrive.
  - c. **Capability** To develop their business plans and implement their approaches, investing in capability was of critical importance, including the skills in design, systems, facilitation, monitoring, and research. Further to this, entities are required to advance

innovative kaupapa Māori models that meet both community and government objectives, which requires specialised skills and strategic leadership.

- d. **Connection with Te Puni Kōkiri** Supportive and empowering relationships between Te Puni Kōkiri advisors and the localised commissioning entities have enabled an open dialogue whereby ideas can be tested, directives can be clarified, and support can be provided in real time, and administrative requirements can be streamlined.

### ***Barriers to future success***

13. The short timeframes in which providers were given to develop business plans, procure staff, and implement the business plans was noted as a significant barrier. With the added impacts of COVID-19 and subsequent delays in procurement, the timeframes were a consistent impediment to meaningful implementation, as entities were not provided with any certainty of future investment. Although contract extensions were provided, the entities were constantly looking to the impending end to their agreements.
14. The evaluation also identified a dire need to ensure that the system and landscape surrounding localised commissioning is prepared, for the approach to be successful. Currently, there is an ongoing strategic policy debate which has led to confusion about what constitutes the appropriate use of funding under Whānau Ora appropriation, and how the 'Whānau Ora' brand should be used when funded through those appropriations. Officials will continue to explore how this might be clarified.

### ***Future suggestions***

15. Localised commissioning enables unique, tikanga-based, whānau centric ways of working to respond to the needs and aspirations of marae, hapū, iwi, and hāpori Māori. Going forward, there is a need to continue to test and learn the approach.
16. The evaluation has identified how the success of localised commissioning can be supported. These recommendations are to:
  - a. allow time for localised approaches to embed
  - b. invest in the infrastructure and capability that is required
  - c. continue to streamline bureaucracy while maintaining shared accountability.

### **Te Tihi o Ruahine Whānau Ora Alliance Trust**

17. One of the key evaluation findings was the need to provide clarity to communities regarding Whānau Ora as a kaupapa and Crown funding mechanism. At present, Whānau Ora is primarily delivered through the three Commissioning Agencies, Te Pou Matakana (trading as the Whānau Ora Commissioning Agency), Te Pūtahitanga o Te Waipounamu and Pasifika Futures.
18. Localised commissioning aims to be an important addition to the current centralised commissioning model, as recommended through the 2018 Whānau Ora Review.
19. Te Tihi o Ruahine Whānau Ora Alliance Trust (Te Tihi) is currently contracted to one of the three central Commissioning Agencies. As a result, there were difficulties in reaching a mutually agreeable and beneficial localised contract between Te Puni Kōkiri and Te Tihi.



5 Whiringa-ā-rangi 2021

Minita mō Māori Development  
Minita mō Whānau Ora

## HE PĀRONGO | AIDE MEMOIRE

### Progress Update – Te Puni Kōkiri and Social Wellbeing Agency – Shared Data and Analytics Platform (Mahitahi)

Te Puni Kōkiri contact: Anaru Mill, Manager Monitoring, Strategy, Governance & Public Sector Performance Puni  
Phone: s9(2)(a)  
TPK tracking no: 44246

#### Purpose

1. This Aide Memoire provides you with a progress update on the collaboration between Te Puni Kōkiri and Social Wellbeing Agency to develop a proof of concept for a Data and Analytics (D&A) platform currently named “Mahitahi”. The platform has been designed to ingest relevant social, economic and other data from across the public sector so that it can be organised and curated to draw quality and timely insights on the wellbeing of New Zealanders, including Māori.
2. You have a meeting with officials from Te Puni Kōkiri and Social Wellbeing Agency scheduled for 4.00pm on 9 November to discuss this project. This will also include a demonstration of one of the data products created as part of the proof of concept project- a prototype of a dynamic Public Sector Effectiveness Report.

#### Context

3. In 2020 Te Puni Kōkiri established a programme to build its enterprise-wide data and analytics capability. This included the development of a Data and Analytics Strategy, a plan to employ or engage additional people with necessary expertise, and the design and/or acquisition of the necessary technologies to support Te Puni Kōkiri’s uplift. This included the development of a fit-for-purpose data and analytics environment or platform.
4. Since October 2020, Te Puni Kōkiri and Social Wellbeing Agency had been working on an agency relationship agreement, on the basis that both agencies saw value in working together on common data and analytics projects focused on the wellbeing of whānau and Māori communities.
5. When preparing our business case for the platform in March 2021, Te Puni Kōkiri officials became aware of a similar platform project being progressed by the Social Wellbeing Agency. They were about to approach the market for a cloud service provider to design and implement a proof of concept for a data and analytics environment.

## Collaboration with Social Wellbeing Agency

6. There is clear alignment between the Social Wellbeing Agency and Te Puni Kōkiri, in both purpose and work programme priorities.
7. The Social Wellbeing Agency defines improving social wellbeing as enabling people, whānau and communities to live the lives to which they aspire and includes both material conditions and quality of life. This aligns with Te Puni Kōkiri's vision of 'Thriving Whānau – when whānau are thriving, so do their communities, hapū, iwi and all of Aotearoa', and the strengths-based, whānau-centred approach that is applied to much of Te Puni Kōkiri's work.
8. In May 2021, Te Puni Kōkiri entered into a relationship agreement with Social Wellbeing Agency with the purpose of working in collaboration across a range of initiatives. The objectives of this agreement were to:
  - a. **Provide leadership for government agencies in partnering** to pursue opportunities for shared work programmes that deliver compelling and robust evidence to inform government and community approaches pursuing social wellbeing outcomes.
  - b. **Share data, resources and capabilities** where appropriate to enable our identified priorities and work programmes.
  - c. **Identify projects to collaborate on** which are aligned to our purpose and where it makes sense, creating efficiency and cohesion across the public sector and avoiding duplication of effort and stakeholder engagement fatigue.
  - d. **Promote active Māori leadership** in the way government collects, uses, analyses and protects Māori data, and
  - e. **Strengthen the Māori-Crown relationship** by developing authentic and effective relationships between government agencies and with iwi, hapū and whānau Māori to support Māori wellbeing.
9. Key to understanding the value of this partnership arrangement, is that both agencies are committed to using data, insights and analytics to deliver system change and improvements across the social sector. Our respective objectives, experience, networks, capabilities are complimentary. Te Puni Kōkiri has access to Māori and whānau-centred research, evaluation drawn from quantitative data and qualitative community-level experiences. The Social Wellbeing Agency has deep expertise in data analysis and mature multi-disciplinary evaluation methods.

## Mahitahi – The shared Data and Analytics Platform

10. Social Wellbeing Agency engaged Datacom as an implementation vendor to design and develop the proof of concept for the platform. Attached is a schematic diagram depicting the high-level components of Mahitahi.
11. Personnel from both agencies have been actively involved in the design of Mahitahi. Data has been captured from government agencies such as StatsNZ, Education, Health, Inland Revenue, Treasury, as well as data extracted from the StatsNZ Integrated Data Infrastructure (IDI).
12. Mahitahi holds no personal or private data, as all data is aggregated and anonymised, so that it is not possible to identify any individuals. However, the design provides for a highly secure platform where access to data can be restricted to authorised parties.

13. The first two phases of the proof of concept saw loading of data to produce three data products or 'Use Cases' using PowerBI - a data dashboard and visualisation tool. These Use Cases include:
  - a. An Aotearoa Wellbeing Update report to support Social Wellbeing Agency in providing updates to the Social Wellbeing Board.
  - b. A prototype the Māori Public Sector Effectiveness Report – using Māori wellbeing outcome indicators developed by Te Puni Kōkiri across a range of key sectors and data from the IDI to compare trends for Māori and non-Māori toward equity, and
  - c. A School Leavers Report – profiling Māori and non-Māori students leaving school and the highest qualification attained.
14. In September 2021, the Social Wellbeing Agency briefed the Minister for Social Development and Employment on the progress of the first two phases of the proof of concept. Minister Sepuloni expressed her strong support for us to build the relationship between our agencies and progress the development of Mahitahi.
15. On this basis, and with letters of support received from seven other agencies interested in utilising Mahitahi, the Social Wellbeing Agency led a joint investment bid for funding (from July 2022) to take the proof of concept to full production. The bid would have sought new funding in 2022 and outyears to stand-up the technologies and additional personnel from both agencies to further develop, deploy and support Mahitahi. We were recently advised by the Minister of Finance, that this bid was not invited to the next stage.
16. We are considering options to continue to develop the platform, establish further data sources and create further data products. Regardless of whether new funding is available in future, if the concept is proven by the end of 2021, we anticipate that we will use the additional developments in the first part of next year toward bringing a scaled-down deployment of Mahitahi into production by June 2022.
17. Agencies are currently investigating other funding options beyond the 2022 financial year and outyears.

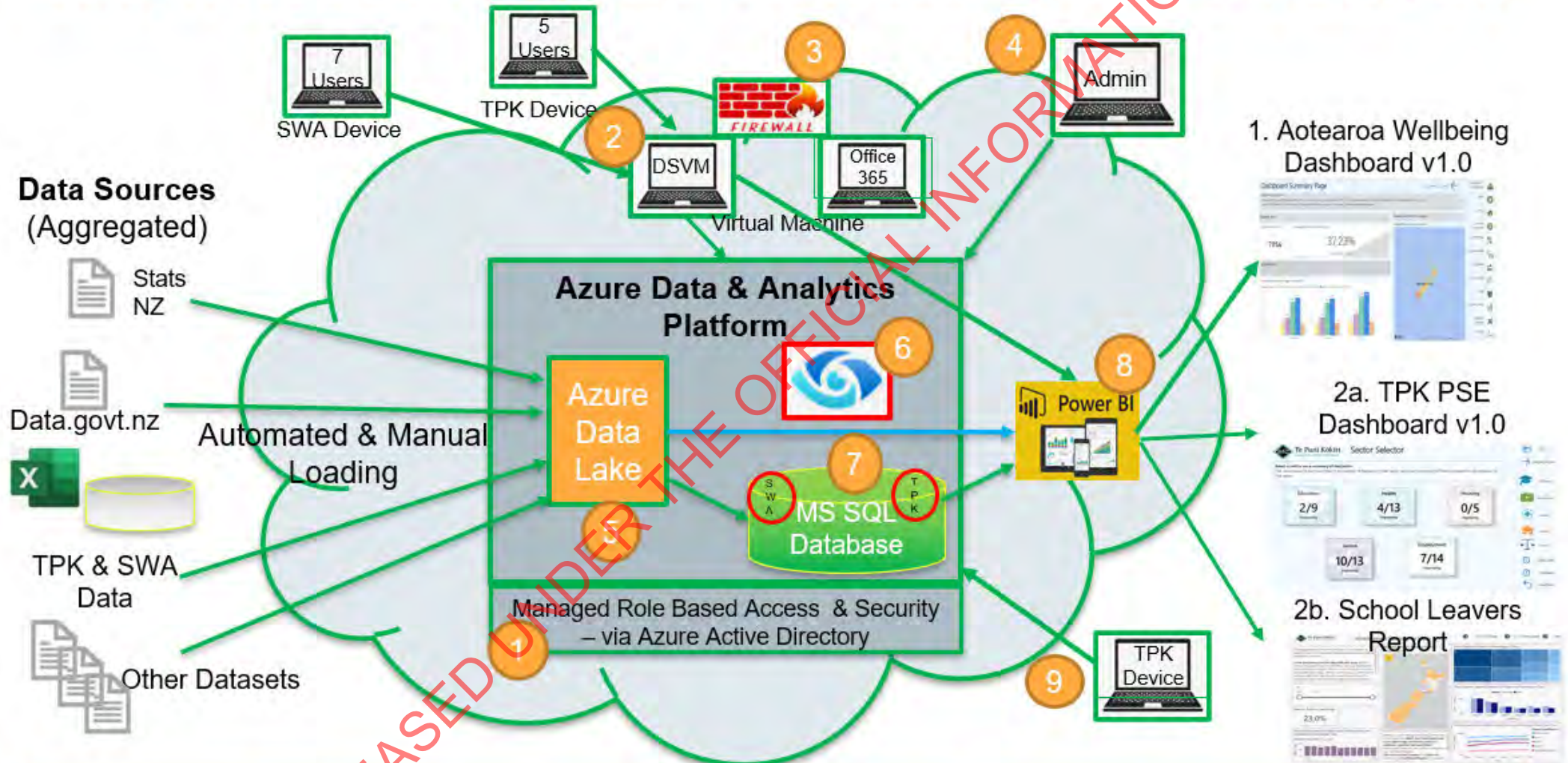
### **Next Steps**

18. Te Puni Kōkiri and Social Wellbeing Agency intend to:
  - a. complete the proof of concept for Mahitahi by the end of March 2022
  - b. implement a scaled-down production deployment of Mahitahi by June 2022
  - c. continue to develop further Use Cases relevant to the business objectives of both agencies
  - d. work with interested agencies across the public system to identify further data sources, confirm data sharing agreements, and understand their specific interests in making use of Mahitahi in the future.





# SWA/TPK Data & Analytics Proof of Concept Platform Diagram



Collaborative Design, Test and Use of Input Data, Platform and Dashboards

RELEASED UNDER THE OFFICIAL INFORMATION ACT

3 Huitānguru 2021

Minita mō Whānau Ora

## **HE PĀRONGO | AIDE MEMOIRE**

### **Whānau Ora performance update**

Te Puni Kōkiri contact: Jesse Roth Director, Operations | Kaihautū, Kaupapa Tupu Oranga, Te Puni Rangapū ā-Rohe me Whakahaere

Phone: s9(2)(a)

TPK tracking no: 44607

#### **Purpose**

1. This paper summarises:
  - a. Whānau Ora commissioning agencies' (Agencies) performance in the 2020/21 financial year (FY20/21).
  - b. Progress to date for:
    - i. Localised Commissioning
    - ii. Paiheretia te Muka Tangata
    - iii. Ngā Tini Whetū.

#### **Executive Summary**

2. The Agencies provide quarterly performance reports to Te Puni Kōkiri. These reports indicate each Agency's performance and planned activities which are set out in their respective Annual Investment Plans (AIP), as agreed with Te Puni Kōkiri.
3. For the financial year ending 30 June 2021, the Agencies reported supporting 40,599 whānau through Whānau Ora general commissioning activities, with an additional 800 whānau supported through Ngā Tini Whetū. This engagement figure excludes short-term COVID-19 support. Data shows that whānau are making positive progress towards achieving their desired outcomes.
4. Overall, the Agencies performance was satisfactory across the year, with whānau engagement levels remaining high. This satisfactory rating does not reflect Agencies performance related to COVID-19 support, as targets were not set for COVID-19 activities.
5. Other Whānau Ora initiatives, including Localised Commissioning, Paiheretia te Muka Tangata and Ngā Tini Whetū, have been impacted by COVID-19, requiring a pivot in operations. Despite this, each initiative continues to grow and show early indications of success.



## General commissioning

### Performance overview: FY20/21

6. FY20/21 is the eighth year of commissioning. The table below sets out the assessment of each commissioning agency's performance for FY20/21.

#### Commissioning agency performance – overall assessment

Commissioning agency	Assessment
Te Pou Matakana	<p><b>Satisfactory</b></p> <p>Most outcome domains are being achieved at a medium to high rate. This is seen through Whānau Direct (86%), the Innovation fund (78%) and Kaiārahi (59%) outcome achievement rates, with Collective Impact workstream (29%) reporting markedly lower outcome achievement. The Collective Impact initiatives tends to support longer-term whānau aspirations, and therefore it is a normal trend that outcome achievement is lower in this workstream for any given 12-month period.</p> <p>There are variances in levels of achievement across the workstreams which are a result of a change in whānau priorities, particularly in response to COVID-19.</p> <p>Ngā Tini Whetū data – it is too early in its collation to be included in this assessment. However, Appendix 1 includes the data provided in FY20/21 which will provide a baseline for future reporting.</p>
Te Pūtahitanga o te Waipounamu	<p><b>Satisfactory</b></p> <p>Across each key workstream, all outcomes are being achieved above targets set in the AIP, with the exception of Te Punanga Haumarū, which has not met its engagement targets (232/265 whānau engagement).</p> <p>Officials will continue to work with Te Pūtahitanga to improve data inconsistencies and address results based on statistically small sources.</p>
Pasifika Futures	<p><b>Satisfactory</b></p> <p>Across each workstream all outcomes across the four outcome domains are being achieved over the targets set in the AIP.</p> <p>Officials will continue to work with Pasifika Futures to improve data inconsistencies.</p>

7. Data shows that whānau are making progress towards achieving their desired outcomes. Figures are stable across quarters and financial years.
8. Appendix 1 sets out commissioning agency performance for the full year in more detail.

#### Whānau Engagement

9. For the financial year ending 30 Pipiri 2021, 40,599 whānau were supported through general commissioning activities, with an additional 800 whānau supported through Ngā

Tini Whetū. These engagement levels are consistent with projected engagement numbers and, generally, are above targets. These engagement levels also reflect an increase on previous years, with 31,589 whānau engaged in FY19/20 and 28,689 whānau engaged in FY18/19.

10. Navigators alone supported 14,275 whānau, far exceeding the 8,500 to 12,000 target set in the Vote Māori Development accountability documentation.
11. Appendix 1 sets out commissioning agency whānau engagement figures over FY20/21 in more detail.

## **Opportunities and risks**

### *Opportunities*

12. Most outcome and engagement targets, as set out in the AIP's, are being exceeded and this trend is typical quarter to quarter across financial years. In some cases, targets for the full financial year are exceeded in quarter 1. This presents an opportunity to explore more ambitious targets for engagement and outcome achievement and is a recommended inclusion for your letters of expectations.

### *Risks*

13. Whānau aspirations are at the centre of Whānau Ora. However, as a result of the COVID-19 pandemic and the devolved nature of the commissioning model, there is risk that agencies will divert resources to providing crisis-based intervention services to supplement gaps in social and health services for Māori.
14. Officials continue to work with agencies to mitigate this risk. Officials will recommend an inclusion for your letters of expectations that commissioning agencies focus on aspirations-based support.

## **Investment activity**

### *Te Pou Matakana*

15. Whānau Direct was Te Pou Matakana's highest performing workstream, with 86% of whānau achieving their desired outcome. Whānau Direct provides direct material support for the immediate needs of whānau, including purchasing necessary goods such as beds, washing machines and car registrations. This workstream aims to support whānau to remove immediate and short-term barriers and stress-factors that might prevent them from achieving their longer-term aspirations and supports them to connect with broader whānau ora support to plan and work towards longer-term aspirations.
16. Primary outcomes sought by whānau in Te Ika-a-Māui related to health, standards of living and whānau knowledge. Te Pou Matakana invested through their Whānau Direct, Kaiārahi, Collective Impact and Innovation workstreams in a range of activities to support these outcomes including:
  - a. Initiatives that focus on increasing access to quality housing including rental readiness programmes, homelessness rehousing support and papakāinga development programmes

- b. Kai sustainability initiatives including community maara kai, kai wānanga and food wastage literacy programmes to build whānau access to kai and capability in composting
- c. Business initiatives that support whānau into employment, long-term careers and wealth creation.

#### *Te Pūtahitanga o Te Waipounamu*

- 17. Social Enterprise/Wave funding was Te Pūtahitanga highest performing workstream. 3,951 whānau were engaged through this workstream against an AIP target of 700 whānau with between 85% and 94% of these whānau achieving their desired outcomes.
- 18. Primary outcomes achieved by whānau in Te Waipounamu relate to healthy lifestyles, economic security and cohesiveness and resilience. Te Pūtahitanga invested through their navigator, social enterprise, rangatahi (Ruia) and safety and wellbeing (Te Punanga Haumarū) workstreams in a range of activities including:
  - a. Initiatives that support cultural connection, which is particularly important for whānau aspirations in a COVID-19 crisis environment. These include community wānanga that focus on restoring the balance of mauri, wairua and tinana, cultural monitoring and taiao kaitiaki training.
  - b. Health initiatives including healing wānanga, mental health programmes and a community gym that provides free access to whānau and wrap around support services such as nurses, smoking cessation and personal training.
  - c. Resilience activities such as sustainability coaching for small businesses and kai sustainability initiatives.

#### *Pasifika Futures*

- 19. Pasifika Futures are performing well across all three of their commissioning workstreams and are exceeding all key performance indicators (KPI's) outlined in their AIP. In terms of their highest performing indicators, 81% of families are reducing debt against a target of 60% and 96% and 90% of students engaged are achieving NCEA level 3 and 2 respectively.
- 20. Pasifika Futures are prioritising education as a means to alleviate the issues families are facing such as unemployment, mental health and access to food and housing. This education support includes Otahuhu and Tāmaki College (The Colleges) as well as the Oceania Careers Academy (OCA). NCEA results show that students supported at The Colleges are outperforming the National Pacific Benchmark of achievement in STEM. OCA currently support 743 students, over half of which are now employed with apprenticeships or traineeships and have a training plan.
- 21. Pasifika Futures used their MAST assessment tool to collect data on 1,303 families at three points through their Whānau Ora engagement. The assessment showed that at initial engagement, 20% of families identified as having high levels of need, 35% as having medium levels of need, 45% as having low levels of need and 0% with no needs. At the closing assessment, 0% had high levels of need, 5% had medium levels of need, 70% had low levels of need and 25% had no needs. This demonstrates that Pasifika Futures investments are building resilience amongst the families they support.



## COVID-19 response activities

22. At the outset of the COVID-19 pandemic, the Commissioning Agencies quickly mobilised their networks to respond to the immediate needs of whānau. This included an extensive health response through COVID-19 testing, vaccinations, communications and self-isolation support.

### *Whānau engagement in COVID-19 response activities*

23. COVID-19 response activities saw just over 1.4 million whānau members across Aotearoa engaged by the Commissioning Agencies over FY20/21 and the first half of FY21/22. The table below sets out a high-level breakdown of these figures:

#### Whānau engagement figures for Whānau Ora COVID-19 response

<b>Commissioning Agency</b>	<b>Whānau supported over FY20/21</b> (March 2020 –September 2021 approx.)	<b>Whānau supported through Delta outbreak</b> (August 2021 – October 2021)	<b>Total whānau supported</b> (approx.)
Te Pou Matakana	497,137	699,057	1,196,194
Te Pūtahitanga o te Waipounamu	54,403	51,730	106,133
Pasifika Futures	8,616	102,280	110,896
<b>Total (approx.)</b> this data includes some overlaps in time periods	<b>560,156</b>	<b>853,067</b>	<b>1,413,223</b>

Note: This includes short-term support such as vaccinations, testing, kai packages and direct payments. As a result of different reporting timeframe, services and approaches across Commissioning Agencies, figures are approximate and often represent a mixture of whānau members and whānau.

## Ngā Tini Whetū

24. Te Pou Matakana provided an extensive Quarter 4 report for Ngā Tini Whetū, setting out the first year of work on the prototype. Notable highlights include:

- Te Hīnāture, the overarching framework which has been developed to measure whānau progress from a position of 'languishing' to 'flourishing'
- additional measurement frameworks to account for Oranga Tamariki and ACC priorities. These frameworks define cohorts of whānau across the programme who have outcomes associated with Oranga Tamariki and or ACC
- the overarching logic model and subsequent logic models of each of the 16 collectives. These subsequent models were informed, tested and refined through regular wānanga and hui with whānau so that they are aligned with whānau interests, needs and plans
- a summary of work done across FY20/21 to embed the prototype, appoint FTEs to support its delivery and workforce development
- initial data findings.

25. Appendix 1 sets out the frameworks and initial findings in more detail.

## Localised commissioning

26. All Localised Commissioning Entities have been adversely impacted by COVID-19. Their inability to engage kanohi ki te kanohi with whānau and the increased demand on their

resources and other community services in their small localities has resulted in delays to agreed outcomes and timeframes in their current contracts.

27. Despite this, localised commissioning entities have continued to use their community connections and status as trusted providers to support their communities COVID-19 response. Some highlights for each local entity are summarised in the following paragraphs.

#### *Huria Trust*

28. Huria is engaging whānau through Tahia te Marae, a Marae-led approach encompassing five marae in Tauranga: Huria, Wairoa; Waimapu, Hairini and Hangarau. The model is grounded in whakapapa and whanaungatanga.

29. Nineteen whanau are currently receiving long-term support. Several have major housing needs, both in rent affordability and in required repairs to bring their homes to an acceptable standard. Other key outcomes that whānau have been working towards include counselling and employment-related goals.

#### *Raukawa Settlement Trust*

30. Raukawa has focused on alleviating deprivation issues whilst aligning activities to provide whānau with the means, skills and ideas to be more self-sufficient and self-determining. The service delivery model is centred on whānau connection, support, coaching, mentoring, and navigation.

31. Raukawa Settlement trust is providing long-term support to 22 whanau from the first two cohorts with two new cohorts of 10 whanau each. They are working with a total of 42 whānau presently.

#### *Te Whare Maire o Tapuwae*

32. Te Whare Maire are commissioning through EOIs from the community. The Localise Commissioning Table (LCT) is in place, made up of community leaders throughout the Wairoa District. All LCT members have completed induction and training.

33. An EOI process, for projects, programmes, and activities was undertaken with the community. A total of 21 EOIs were assessed, the LCT invited 12 of the 21 entities to submit a proposal. 11 proposals were assessed with 5 proposals being approved by the LCT. Confirmation of contracts are now in progress to deliver new whānau supports in the community.

34. Wairoa has been short-listed as potentially one of the first localities of the reformed health system. The Hawkes Bay District Health Board convened the Wairoa Community Partnership Group, comprising representatives from the Wairoa community, iwi, central and local governments and chaired by the mayor to discuss the opportunity. The group noted that the Whānau Ora localised commissioning approach was successful in their community and that based on the success of this approach and model, they unanimously supported the recommendation to proceed to the shortlisting stage.

#### **Paiheretia te Muka Tangata**

35. Paiheretia te Muka Tangata (Paiheretia) is making positive progress in the Hawke's Bay and Northland, as outlined in the table below.



Location and partners	Progress
<p><b>Hawke's Bay</b></p> <p>Te Puni Kōkiri, Corrections and Ngāti Kahungunu Iwi</p>	<p>Work and reporting to date has focused on the establishment of the kaiarataki navigator workforce. There are seven kaiarataki working with whānau, who have the capacity to work with up to 40 whānau at any given time.</p> <p>Officials continue to work with Ngāti Kahungunu and Corrections to support the referral process that will see increased whānau engagement.</p>
<p><b>Northland</b></p> <p>Te Puni Kōkiri, Corrections and four locally based Māori Service Providers - Ngāti Hine Health Trust; Te Hau Ora o Ngāpuhi; Te Hā Oranga; and Waitomo Papakāinga Development Society</p>	<p>Work and reporting to date has focused on the establishment of the kaiarataki navigator workforce. The providers have recruited ten kaiarataki navigators who are currently being inducted into Paiheretia and the wider Māori Pathway kaupapa. More recruitment is planned, with the providers expected to work with up to 100 whānau at any given time.</p> <p>COVID-19 has limited engagement with tāne and their whānau, but this is expected to change as restrictions begin to ease.</p>

*Raising awareness and supporting whānau access and engagement*

36. Officials are working with Corrections and MSD to raise awareness about Paiheretia amongst whānau. This includes developing materials showcasing the kaiarataki navigator service, and how whānau can access and engage in the service.
37. Officials are also developing a mobile application with whānau, iwi and Māori service providers to further enhance the kaiarataki navigator service, and to improve whānau experiences of the Corrections system. The app responds directly to issues whānau raised through the wider co-design of Paiheretia.

*Monitoring and evaluating performance, impact, and success*

38. Officials have developed a reporting framework to effectively track, monitor, and evaluate the ongoing performance, success, and impact of Paiheretia. This is currently being socialised and implemented with iwi and providers.
39. An independent kaupapa Māori evaluator has completed a formative evaluation of Paiheretia. The evaluation shows:
  - a. there is an increase in whānau knowledge about how to support their tāne inside and after release
  - b. whānau are being supported to strengthen their relationships and stabilise their living situations (housing, income) to better support positive outcomes
  - c. Corrections' wider contracting systems have been improved towards community devolution of resources and decision-making





## Appendix 1 – Whānau Ora commissioning agency performance and engagement

### Te Pou Matakana

#### Performance

Satisfactory

#### Outcome achievement per workstream

Workstream	Whānau health	Whānau standards of living	Whānau knowledge	Whānau participation in the community	Whānau relationships	Whānau engagement in Te Ao Māori	Total
Whānau Direct	90%	80%	86%	87%	91%	93%	86%
Kaiārahi	61%	63%	53%	54%	53%	62%	59%
Collective Impact	12%	48%	43%	10%	16%	40%	27%
Innovation	99%	97%	10%	36%	88%	98%	78%

#### Engagement (whānau by workstream in each region)

Workstream	Te Tai Tokerau	Tāmaki Makaurau	Hauraki-Waikato	Waiariki	Ikaroa-Rāwhiti	Te Tai Hauāuru	Total
Whānau Direct	943	991	1,107	787	1,285	1,382	6,495
Kaiārahi	1,402	1,475	754	1,176	1,494	834	7,135
Collective Impact	162	233	171	183	178	320	1,247
Innovation	860	6,493	2,262	1,154	185	256	11,210
							26,087

## Te Pūtahitanga o te Waipounamu

### Performance

Satisfactory

#### Outcome achievement per workstream (percentage of outcomes achieved)

Workstream	Self-Managing and Empowered Leaders	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	Responsible Stewards of Their Living and Natural Environments
Whānau Ora navigators	81%	81%	82%	80%	73%	82%	83%
Navigator Tinana	93%	90%	95%	76%	-	95%	-
Te Puanga Haumarū	88%	-	91%	88%	-	97%	-
Social Enterprise	88%	93%	85%	85%	94%	90%	91%
Ruia	N/A						

#### Engagement (as reported by workstream, across Te Waipounamu)

	Whānau Ora navigators	Navigator Tinana	Te Puanga Haumarū	Social Enterprise	Ruia	Total
Number of whānau	2,916	797	232	3,951	427	8,323



## Pasifika Futures

### Performance

Satisfactory

Outcome achievement per workstream (core commissioning only)

Outcome domains	Financial freedom				Lifelong learning						Living longer, living better			Community connection		
Top outcomes	Are reducing Debt	Are on a path to increased income	Families own their own home	Families have business start-ups	Are enrolling children in ECE	Achieving NCEA and University Entrance (UE)			Increase in Pacific STEM Participation			Are smoke-free	Have health plan	Accessing Mental Health	Are now connected	Participate in culture and language
Outcome achievement rate	81%	61%	56%	42.50%	64%	UE: 61%	L3: 96%	L2: 90%	UE: N/A	L3: 22%	L2: 39%	44%	83%	37%	84%	91%

### Engagement

Workstream	Core commissioning	Innovation	Commissioning for communities	COVID-19 support	Total
Actual**	3,427	2,129	633	8,616	12,467

\* 2,338 whānau supported by Pasifika Futures were engaged in both usual commissioning activity and COVID-19 support

## Ngā Tini Whetū

### Performance

N/A

#### Outcome achievement per workstream

Outcome domain	Knowledge	Health	Standards of living	Relationships	Engagement in te ao Māori	Participation in the community	Total
Achieved	566	94	94	217	225	85	1281
Planned	1485	949	722	717	621	183	4677
Achieved (%)	38%	10%	13%	30%	36%	46%	27%

#### Engagement (number of whānau by region)

Region	No. whānau
Auckland City and Greater Auckland	230
Northland	70
Waikato	30
Hauraki-Waikato	90
Western Bay of Plenty	40
Eastern Bay of Plenty	30
Rotorua	40
Taupō (wider area, including Tūrangi)	10
Te Tairāwhiti	30
Hawkes Bay	72
Taranaki	30
Ruapehu	10
Whanganui	10
Manawatu and Horowhenua	46
Wairarapa	10

#### Who is getting support from Ngā Tini Whetū?

Just over 800 whānau across Te Ika-ā-Maui, totalling around 2000 individuals. 97% of individuals involved are Māori. The majority are aged 25-64 years.

#### Characteristics of whānau involved

Whānau are presenting with an array of challenges, such as deterioration of mental health, problems with alcohol or other substances, physical health problems and other co-existing conditions that may cause whānau distress including financial hardship, inadequate housing, unemployment, housing, and social or cultural dislocation. Whānau caregivers may be experiencing distress due to the fear that their tamariki may be taken into care, or kaumatua presenting who are raising mokopuna.

#### Who is involved on the ground?


16 Collectives; 58 Partners; 14 Programme Managers; 80 Kaiārahi



## How are outcomes being tracked?

Through two frameworks:

- Te Hīnāture, the overarching framework to measure whānau progress from a position of 'languishing' to 'flourishing', taking inspiration from navigational traditions in line with 'Ngā Tini Whetū'
- additional measurement frameworks to account for Oranga Tamariki and ACC priorities. These frameworks define cohorts of whānau across the programme who have outcomes associated with Oranga Tamariki and or ACC.

Te Hīnāture Framework Moving from languishing to flourishing				
Dimension			No. of whānau	
Ngā Tini Whetū – stars that light up the sky (flourishing) <i>Representing the outward expression of whānau with mana. Characterised by: Leadership, knowledge, health &amp; wellness, economic security, tikanga Māori</i>			113	
Ngā Whetū Tiramarama – glimmers of light from the stars <i>Representing those with some qualities of whānau with mana. Characterised by: Passion, resilience, aspirational planning, adaptability, innovation</i>			271	
Ngā Kāpehū Whetū – navigating by the stars <i>Representing those on the pathway towards becoming whānau with mana. Characterised by: Relationships, Intergenerational bonds, networks, knowledge &amp; learning, Te Ao Māori, Facing new challenges, mentoring, future focus</i>			208	
Ngā Whetū o Te Māngōroa – faint stars in the distant milky way (languishing) <i>Representing those on preconditions for whānau with mana. Characterised by: Resolving crisis, developing stability, planning for future whānau futures</i>			208	
Whāia te ara Whetū (Agency specific cohorts)				
ACC		Oranga Tamariki		
<b>Kaitārai Hapori</b> Whānau who are supported to be the kaiārahi for promoting and leading injury prevention and healthy lifestyles for their whānau and community.	113		<b>Whakamana whānau</b> Whānau who need support so that they are able to proactively manage their generational whānau goals and aspirations which ensure an enduring generational model for whānau to avoid referral to Oranga Tamariki.	203
<b>Kaiururangi Whānau</b> Whānau who are supported to be kaiārahi for promoting and leading injury prevention and healthy lifestyles within their whānau.	271		<b>Whakangungu whānau</b> Whānau who need support so they can proactively plan immediate/ short term goals for their whānau towards ensuring no referrals to Oranga Tamariki.	255
			<b>Kaupare Whānau</b> Whānau who need immediate support to manage their daily life so they are not in a potential position of risk of being referred to Oranga Tamariki.	231
			<b>Aukati Whānau</b> Whānau who need intensive and immediate support as they are at risk of being referred to Oranga Tamariki.	111

03 Pipiri 2022

Minita mō Whānau Ora

## HE PĀRONGO | AIDE MEMOIRE

### Whanau Ora performance update

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#### Purpose

1. This paper summarises:
  - a. Whānau Ora Commissioning Agencies (Commissioning Agencies) performance across quarter one (Q1) and quarter two (Q2) for 2021/22 financial year (FY21/22).
  - b. Progress to date for:
    - i. Localised Commissioning
    - ii. Paiheretia te Muka Tangata
    - iii. Ngā Tini Whetū

#### Executive Summary

2. Through the first half of FY21/22, Commissioning Agencies have supported over 300,000 whānau in response to COVID-19 and over 50,000 whānau through general commissioning activities. Reporting shows despite an increase in demand and engagement due to the pandemic, Commissioning Agencies have assisted whānau to progress towards planned goals while also receiving immediate support.
3. Overall, the Commissioning Agencies performance was satisfactory across the year, with whānau engagement levels and planned outcomes remaining high. This satisfactory rating does not reflect Commissioning Agencies performance related to COVID-19 support, as Contracting arrangements for COVID-specific work were separate and discrete over the course of the year, and reporting is captured in regular dashboard updates.
4. Other Whānau Ora initiatives, localised commissioning, Paiheretia te Muka Tangata and Ngā Tini Whetū, have been impacted by COVID-19 but have been able to continue and produce positive outcomes.



## General Commissioning

### Performance overview: FY21/22

5. FY21/22 is the eighth year of commissioning. The table below sets out the assessment of each Commissioning Agency's performance for quarter one and quarter two FY21/22.

Table one - Commissioning agency performance – overall assessment

Commissioning agency	Assessment
Te Pou Matakana (trading as the Whānau Ora Commissioning Agency)	<p><b>Satisfactory</b></p> <p>COVID-19 has required Te Pou Matakana to shift priorities from some business as usual (BAU) activities to manage the demand by whānau for COVID-19 support. Kaimahi have adapted to this change and redirected focus to administering vaccines, establishing COVID-19 testing stations and delivering support packages to hundreds of thousands of New Zealanders. Te Pou Matakana have also reported the outcome domain for whānau direct which is currently achieving an average of 85% across the region and exceeding engagement targets set out in their Annual Investment Plan (AIP). Complete performance reporting is expected to be provided at the end of the year.</p> <p>Officials anticipate a return to BAU activities in the new financial year.</p> <p>Officials are in discussions to finalise a data sharing agreement with Te Pou Matakana.</p>
Te Pūtahitanga o Te Waipounamu	<p><b>Satisfactory</b></p> <p>Te Pūtahitanga o te Waipounamu report that six out of their seven workstreams are currently achieving results that meet targets set out in their AIP. While COVID-19 support has continued to be the focus across Q1 and Q2, Te Pūtahitanga o Te Waipounamu has maintained an emphasis on retaining and building whānau resilience.</p> <p>Officials are in discussions with Te Pūtahitanga o Te Waipounamu about strengthening their data capability and capacity. We expect that on-going work in partnership with Te Pūtahitanga o Te Waipounamu will improve the quality and consistency of information provided by the Agency.</p>
Pasifika Futures	<p><b>Satisfactory</b></p> <p>All planned outcomes across the five domains are being achieved on or above targets set out in their AIP. Pasifika Futures have continued support for COVID-19 which has reached 38% of the Pacific population during FY21/22.</p>

### Whānau Engagement

6. Data has shown that Commissioning Agencies have engaged with 345,937 whānau during Q1 and Q2 to support their emergency needs due to the impacts of COVID-19.
7. Despite the disruptions caused by COVID-19, Commissioning Agencies continued with general commissioning activities and engaged with 52,799 whānau during Q1 and Q2.
8. Commissioning Agency engagement levels are currently above targets set out in their AIPs. Appendix 1 sets out Commissioning Agency performance for the year in more detail.

### Opportunities and risks

#### Opportunities

9. In response to COVID-19, Commissioning Agencies have continued to showcase their ability to mobilise partners and shift priorities to assist families with immediate needs whilst also providing wrap-around long-term support. This further emphasizes Commissioning Agencies' strengths and ability to utilise the Whānau Ora model to meet the emergency needs of whānau whilst continuing holistic long-term support.
10. The effectiveness of the Commissioning Agencies in meeting whānau needs further supports investment and collaboration with other government agencies outside of Te Puni Kōkiri. Officials have highlights some of the opportunities to be considered to support and encourage support from wider government.

Table two – Opportunities to grow Whānau Ora

Commissioning Agency joint projects	Discuss opportunities to upscale or identify joint projects between Commissioning Agencies to further support Whānau in a coordinated and consistent way. This could also support further investment from other Government agencies if Commissioning Agencies are seen to collaborate on important kaupapa (housing, education, rangatahi development). There is currently progress in this space with programs such as Paiheretia te Muka Tangata and Ngā Tini Whetū. Officials note that a paper on Ngā Tini Whetū is to be provided that will explore this in more detail. These joint projects also serve to build on funding and capacity concerns regarding the steadily increasing demand for support.
<p>Sharing performance and quarterly reports, or designing bespoke dashboards to share, with key government agencies</p> <ul style="list-style-type: none"> <li>• Ministry for Social Development</li> <li>• Oranga Tamariki</li> <li>• Ministry of Justice</li> <li>• Ministry of Education</li> <li>• Treasury</li> </ul>	In communication with Commissioning Agencies, key reports could be shared with wider government agencies to support an increase in knowledge about Commissioning Agencies and the benefit of using the Whānau Ora Model. Some of this is currently taking place as mentioned with the projects above, learnings from these projects can lead the way for future collaboration on



	specific kaupapa with other government agencies.
Case studies	Partnering with Commissioning Agencies and other Government agencies to identify opportunities for case studies on kaupapa to take place. This could: <ul style="list-style-type: none"> <li>a. Increase awareness and understanding of the Whānau Ora model</li> <li>b. Build relationships</li> <li>c. Increase opportunities for investment</li> <li>d. Further support the strength of the devolved commissioning model</li> </ul>
Whānau Ora conferences	Attending conferences led by our Commissioning Agencies such as the conference in September for Te Pou Matakana, and potentially hosting conferences with our Commissioning Agencies to share and discuss findings and learnings with Te Puni Kōkiri and other government agencies.

#### *Risks and mitigations*

11. COVID-19 has put pressure on Commissioning Agencies staff and their resource capacity to deliver support whānau with COVID-19 and BAU activities.
12. Officials note that the recent approval of Omicron funding will allow the BAU budget to remain for resilience activities, and COVID-19 support to continue alongside, mitigating some of these concerns.
13. Officials have identified the consistency of reporting is an issue that limits Commissioning Agencies' performance being assessed as 'strong'. Te Puni Kōkiri officials and the Commissioning Agencies are in discussions about data sharing arrangements to help strengthen reporting consistency.

#### **Investment activity**

##### *Te Pou Matakana*

14. A large focus for Te Pou Matakana has been on COVID-19 response and resilience activities. Other activities include continued engagement through the whānau direct workstream, and further reporting for other BAU workstreams are expected to be provided at the end of this year.
15. Officials note COVID-19 and a current re-work of Te Pou Matakana's data system as reasonings for shifting focus or gaps in reporting against BAU workstreams to date; officials expect full reporting to be provided in their following report.
16. Te Pou Matakana have engaged with 3,379 whānau through the whānau direct workstream, exceeding targets set out in their AIP.
17. Data shows that for whānau accessing Whānau Direct:

- a. 95% have a household income of \$50,000 or less, and
- b. 75% are not in employment.

18. Some highlights across Q1/Q2 include:

- a. 2,007 whānau health outcomes have been achieved of the 3,323 planned (86%)
- b. 86% of planned outcomes were achieved in the Whānau Direct workstream, and
- c. 299,445 whānau supported through COVID-19 across the network.

19. Regional collectives engaging with whānau shared:

- *"Kai sovereignty has been a focus across the Te Pae Herenga o Tāmaki collective. The collective has sourced additional funding to support emergency kai relief, however our long-term focus is on removing dependencies for whānau and putting systems in place that uphold the mana of whānau."*
- *In Hauraki-Waikato "Many whānau were provided with household maintenance tools this quarter. This helped to improve whānau standards of living as they were able to maintain their properties and avoid being evicted from their rentals. In many cases, being provided with the resources to do the maintenance themselves empowered whānau, and also meant they no longer had to pay someone to do this mahi for them, resulting in savings."*

Ngā Tini Whetū

20. Te Pou Matakana have also continued to deliver Ngā Tini Whetū to 800 whānau across Te Ika-a-Māui. As substantial progress has been made on this initiative, a separate six-month update will be provided to you.

*Te Pūtahitanga o Te Waipounamu*

21. Te Pūtahitanga o Te Waipounamu report six out of the seven workstreams<sup>1</sup> are currently meeting or exceeding targets as set out in their AIP.

22. Te Pūtahitanga o Te Waipounamu have invested in a total of 264 partners across the motu. Partners have provided support to thousands of whānau with vaccinations, assistance with basic needs, food parcels, mental health and wrap around long-term support.

23. The challenges of COVID-19 have created a change in priority to deal with demand, but also an opportunity to engage with whānau outside of their scope, this has led Te Pūtahitanga o Te Waipounamu to exceed engagement targets and refer more whānau onto navigation support.

24. Despite the increase in engagements, the Navigator workstream is the only workstream not currently meeting results as set out in their AIP. Te Pūtahitanga o Te Waipounamu lists reasons such as, high turnover in kaimahi creating a resource stretch for full time equivalents (FTEs), and the impact of COVID-19 as potential reasonings for current results.

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<sup>1</sup> Te Pūtahitanga identify these as the seven 'Pou' which are workstreams with outcomes that align with Whānau Ora outcomes.



Officials are aware of the issues and remain in active discussions with Te Pūtahitanga o Te Waipounamu regarding this.

25. Some highlights across Q1/Q2 include:

- a. Te Kīwai, a fund that provides direct support to help tamariki and rangatahi Māori 5-18 years stay active, is currently achieving over 90% success across all planned outcomes.
- b. The Wai Ora / Commissioning Pipeline, previously known as social enterprise, is an innovation model which uses Wave Funding to support whānau by funding initiatives and programmes (such as small businesses). It is currently exceeding targets with 90% of planned outcomes being achieved.
- c. Te Pūtahitanga o Te Waipounamu have progressed in providing more detailed reporting that have assisted in tracking whānau achievement trends across the multiple outcome domains.

26. Whānau who received support from Te Pūtahitanga o Te Waipounamu shared that:

- *“The funding provided through Te Kīwai enabled our tamariki to not only connect with others outside of their normal peer group but allowed them to gain confidence and a better self-value/worth. We used the funding across a team sporting opportunity and had a bit left over to use as part of their Kapa Haka wardrobe which was an added bonus.”*
- *“At the times of receiving kai parcels it was helping my whānau and I out so much because of getting the vehicle fixed etc. and it was nice to be able to go and ask for help and not feel whakamā about it. Took a lot of strain off us for those weeks so thank you.”*

#### *Pasifika Futures*

27. Pasifika Futures goals and aspirations for families have continued to focus on areas such as Education, Health, Finances, Community and COVID-19. Across these workstreams, Pasifika Futures is currently meeting or exceeding targets.

28. Pasifika Futures have indicated risks with insufficient funding to deal with the increase in demand due to COVID-19. Officials note that additional funding for Omicron provided sufficient mitigation to the challenges posed by COVID-19 to Pasifika Futures' service delivery.

29. Some highlights across Q1/Q2 include:

- a. Families' goals of becoming more economically independent and reducing debt has resulted in 3,656 families reducing debt by 5% or more, a success rate of 82%.
- b. Families' aspirations of living longer and living better are currently being achieved at a 83% success rate, with 7,151 families creating health plans with a health professional.
- c. In the education space, the support Pasifika Futures has given through the Otahuhu College STEM academy recently celebrated seven students receiving university scholarships.

- d. Ngalu Fanifo a mental health initiative established to support the mental wellbeing of Pacific communities has supported families and individuals throughout lockdowns, isolations, and beyond. Through Q1 and Q2 a total of 1,167 sessions have been delivered to the community.

30. Some families who have received support from Pasifika Futures shared:

- *Sala shared her story about being in debt and the affects this was having on her family relationships and well-being. The Whānau Ora navigator who understood the importance of whānau in Samoan families facilitated in repairing these relationships whilst also reaching out to finance companies to discuss payment plans that were more affordable for Sala whose sole income is a benefit from MSD. The navigator also supported Sala's youngest child into a local kindergarten association who agreed to waive the fees. The family's MAST<sup>2</sup> score is now sitting on Low Needs and Sala is feeling more resilient and empowered to take control of her situation.*
- *"There's 8 of us in my household so food goes quite fast. We got a food package from Pasifika Futures and it was honestly a blessing"*

### **COVID-19 response activities**

31. Commissioning Agencies have continued to mobilise several initiatives across each of their communities to ensure they meet the evolving needs of whānau during this ongoing COVID-19 pandemic.

*Whānau engagement in COVID-19 response activities*

32. COVID-19 immediate response activities supported 345,938 whānau across Aotearoa over the first half of FY21/22.

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<sup>2</sup> MAST stands for Measurement Assessment Standardised Tool, the Pasifika Futures monitoring and assessment tool.



COVID-19 key figures for Q1 and Q2 FY21/22:

<b>Commissioning Agency</b>	<b>Whānau engaged</b> (July 2021 – December 2021 approx.)	<b>Kai/support packages distributed</b> (July 2021 – December 2021 approx.)	<b>Vaccines administered</b> (July 2021 – December 2021 approx.)
Te Pou Matakana	299,445	251,148	611,217
Te Pūtahitanga o te Waipounamu	19,886	21,329	14,806
Pasifika Futures	26,607	51,105	24,619
<b>Total (approx.)</b> this data includes some overlaps in time periods	<b>345,938</b>	<b>323,582</b>	<b>650,642</b>

33. In Huitanguru 2022, a further \$40.6 million was allocated to Whānau Ora Commissioning Agencies to support response to the Omicron variant COVID-19. Officials are providing separate reporting to you fortnightly to supplement the reporting in this paper.

### Localised commissioning

34. All Local Commissioning Entities have now signed four-year Outcome Agreements beginning from 11 February 2022 to 11 February 2026. Funding under the Outcome Agreements have been confirmed for years one and two, with years three and four pending the Budget 22 decisions. Previously these entities were engaged through funding contracts.

35. Local Commissioning Entities are currently developing their first AIPs for FY22/23. Officials expect the AIP to be completed before the end of the financial year. Regular reporting, setting out outcome and financial reporting, will begin in the new financial year.

36. Over the next two months, officials will be working closely with Local Commissioning Entities to address capacity and capability gaps through training and development opportunities. This will include:

- a. Social Return on Investment Training
- b. Intervention Logic, and
- c. Data and Insights reporting frameworks.

37. Officials and Localised Commissioning Entities are co-designing an evaluation of localised commissioning which will be delivered in three phases over three years. This evaluation will build on the work and findings set out in the 2021 Evaluation Report and earlier insights from Local Commissioning Entities. The reporting included findings that the localised commissioning approaches are progressing to intended objectives by starting to provide support tailored to whānau needs within specific communities and evidence for how locally designed solutions can achieve improved whānau outcomes.

## **Paiheretia te Muka Tangata**

38. Work to date has focused on supporting the implementation of Paiheretia te Muka Tangata (Paiheretia) through the Delta and Omicron outbreaks. This has involved establishing the Kaiarataki Navigator service, a referral process, and a reporting framework.
39. In Hawke's Bay, Ngāti Kahungunu Iwi have commissioned six iwi-based Māori providers to deliver the Kaiarataki navigator service, with 10 Kaiarataki Navigators in place and working with 29 whānau. The Kaiarataki Navigators have the capacity to work with up to 50 whānau at any given time.
40. In Northland, there are 13 Kaiarataki Navigators across the four Māori service providers. While there have been delays with referrals, the Kaiarataki Navigators are expected to work with up to 100 whānau at any given time.
41. Some highlights during Q1/Q2 include:
  - a. Officials are working with our key partners of Corrections, MSD, Ngāti Kahungunu Iwi and the four Northland providers to design and develop a range of communication tools (e.g. brochures and posters). The tools aim to raise awareness about Paiheretia, increase referrals, and support whānau access and engagement in the Kaiarataki Navigator service.
  - b. Development of a mobile application with whānau, iwi and Māori service providers to enhance the Kaiarataki Navigator service and to further support whānau to navigate the Corrections system.
  - c. Officials have developed a reporting framework to support the implementation and ongoing delivery of the Kaiarataki Navigator service. The reporting framework provides a consistent approach for reporting key outputs, service quality, and whānau outcomes. The framework is currently being implemented with the first reports received in April 2022 and an evaluation is currently underway.
42. An independent kaupapa Māori evaluator has completed a formative evaluation of Māori Pathways, including Paiheretia. The evaluation shows:
  - Whānau are reporting an increase in knowledge about how to support their tāne inside and after release.
  - Whānau are being supported to strengthen their relationships and stabilise their living situations (housing, income) to better support positive outcomes.
  - Corrections wider contracting systems have been improved towards community devolution of resources and decision-making.
  - Successful partnership approaches require ongoing investment, high levels of trust and a willingness to devolve decision-making.
  - Sustainable change requires a system-level response. A broader cultural uplift and investment in staff is critical to achieve system transformation.

## **Looking forward**

43. Officials will recommence quarterly updates on the Whānau Ora workstreams.





## Appendix 1 – Whānau Ora commissioning agency performance and engagement

### Te Pou Matakana

#### Outcome achievement per workstream

Workstream	Whānau health	Whānau standards of living	Whānau knowledge	Whānau participation in the community	Whānau relationships	Whānau engagement in Te Ao Māori	Total
Whānau Direct	86%	83%	88%	86%	88%	89%	85%

### Te Pūtahitanga o te Waipounamu

#### Outcome achievement per workstream

Workstream	Self-Managing and Empowered Leaders	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	Responsible Stewards of Their Living and Natural Environments
Wai Ora/Commissioning	92%	95%	94%	93%	96%	88%	93%
Mauri Ora/Navigation	70%	74%	72%	70%	59%	73%	76%
Navigator Tinana	96%	92%	95%	80%	N/A	92%	77%
Te Kiwai	96%	97%	92%	N/A	96%	96%	N/A
Literacy and Numeracy	89%	N/A	83%	92%	N/A	75%	N/A
Ruia	81%	N/A	N/A	78%	85%	N/A	N/A
Mokopuna Ora	86%	N/A	67%	76%	N/A	91%	N/A

<b>Te Punga Haumaru</b>	100%	N/A	88%	82%	N/A	96%	N/A
<b>Puna</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Koanga Kai</b>	94%	82%	90%	87%	77%	94%	79%
<b>Cross-COVID Funds</b>	71%	90%	N/A	N/A	88%	91%	N/A
<b>Tama Ora</b>	N/A	81%	73%	73%	N/A	89%	N/A

## Pasifika Futures

### Outcome achievement per workstream

Outcome domains	Financial freedom		Lifelong learning			Living longer, living better			Community connection			
	Are reducing Debt	Are on a path to increased income	Families own their own home	Families have business start-ups	Are enrolling children in ECE	Achieving NCEA and University Entrance (UE)	Increase in Pacific STEM Participation	Are smoke-free	Have health plan	Accessing Mental Health	Are now connected	Participate in culture and language
<b>Outcome achievement rate</b>	82%	61%	52%	7	64%	UE : N/A L3: A L2: N/A	UE : N/A L3: A L2: N/A	44%	83%	1167	83%	91%

Community Responsiveness & Resilience		
Supported in self isolation (Individuals)	Package of support	
38%		



# HEI WHAKATAU | BRIEFING

## Annual Ministerial Satisfaction Survey – Whānau Ora

<b>Date:</b>	14 Hōngongoi 2022	<b>Priority</b>	Medium
<b>Classification</b>	In Confidence	<b>Tracking Number</b>	45473

Action sought	Date action required by
<p>It is recommended that you:</p> <ol style="list-style-type: none"> <li><b>note</b> that we are required, as part of our Annual Report process, to survey you on the quality of Te Puni Kōkiri policy advice for the 2021/22 financial year.</li> <li><b>complete</b> the enclosed Ministerial Satisfaction Survey and return to Te Puni Kōkiri by 28 Hōngongoi 2022.</li> <li><b>note</b> that the result will be publicly reported in the Te Puni Kōkiri Pūrongo-ā-tau   Annual Report 2022 (to be published in late Whiringa-ā-nuku 2022).</li> </ol>	28 Hōngongoi 2022

Contact for telephone discussion (if required)				
Name	Position	Telephone	Mobile	1 <sup>st</sup> Contact
Paula Rawiri	Deputy Secretary, Regional Partnership and Operations	s9(2)(a)	s9(2)(a)	✓
Jesse Roth	Director Operations, Regional Partnerships & Operations	s9(2)(a)	s9(2)(a)	

Other Agencies Consulted					
<input type="checkbox"/> MBIE	<input type="checkbox"/> MoJ	<input type="checkbox"/> NZTE	<input type="checkbox"/> MSD	<input type="checkbox"/> TEC	<input type="checkbox"/> MoE
<input type="checkbox"/> MFAT	<input type="checkbox"/> MPI	<input type="checkbox"/> MfE	<input type="checkbox"/> DIA	<input type="checkbox"/> Treasury	<input type="checkbox"/> MoH
<input type="checkbox"/> Other					

<b>Attachments:</b>	1. Ministerial Satisfaction Survey
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Minister's office to complete:

- |   |  |
|---|--|
| <input type="checkbox"/> Approved             | <input type="checkbox"/> Declined            |
| <input type="checkbox"/> Noted                | <input type="checkbox"/> Needs change        |
| <input type="checkbox"/> Seen                 | <input type="checkbox"/> Overtaken by Events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn           |

Comments:





14 Hōngongoi 2022

Te Minita mō Whānau Ora

## **Annual Ministerial Satisfaction Survey – Whānau Ora**

### **Purpose**

1. Under the Policy Quality Framework, Te Puni Kōkiri is required to survey its ministers on policy advice satisfaction using the Ministerial Policy Satisfaction Survey.
2. This briefing seeks your agreement to complete the attached questionnaire to measure your satisfaction of our performance, especially the policy advice you have received, over the past twelve months.

### **Background**

3. In 2012 Cabinet determined that an annual report on the state of the policy function across government be produced.
4. In 2019, Central agencies launched a refreshed Policy Quality Framework, which took effect from 1 July 2019. The framework also provides a common set of questions for the policy advice component of agencies' Ministerial Satisfaction Surveys.

### **Comment**

5. The attached survey contains the refreshed policy satisfaction questions – these are received by all central agencies.
6. The questions use a five-point scale, and the reported result will be an average across all the questions. Nonetheless, your individual answers and comments will inform our quality improvement processes.
7. The overall result of the survey will be published in the Te Puni Kōkiri Pūrongo-ā-tau | Annual Report 2022.

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## Recommended Action

8. It is recommended that you:

- |  |                 |
|--|-----------------|
| a. <b>note</b> that we are required, as part of our Pūrongo-ā-tau   Annual Report 2022, to survey you on the quality of Te Puni Kōkiri policy advice for the 2021/22 financial year, | <b>Yes / No</b> |
| b. <b>complete</b> the enclosed Ministerial Satisfaction Survey and return to Te Puni Kōkiri by 28 Hōngongoi 2022, and   | <b>Yes / No</b> |
| c. <b>note</b> that the results will be publicly reported in our Pūrongo-ā-tau   Annual Report 2022 (to be published in late Whiringa-ā-nuku 2022).                                  | <b>Yes / No</b> |

Paula Rawiri  
Deputy Secretary Regional Partnership and Operations

Hon Peeni Henare, Minister for Whānau Ora Te Minita mō Whānau Ora
Date: ____ / ____ / 2022

## **Ministerial Policy Satisfaction Survey**

### **Purpose**

This survey asks for your feedback on the policy advice, both written and oral, that you have received in the last six months from Te Puni Kōkiri.

It will take about 5 to 10 minutes to complete.

### **How the results will be used**

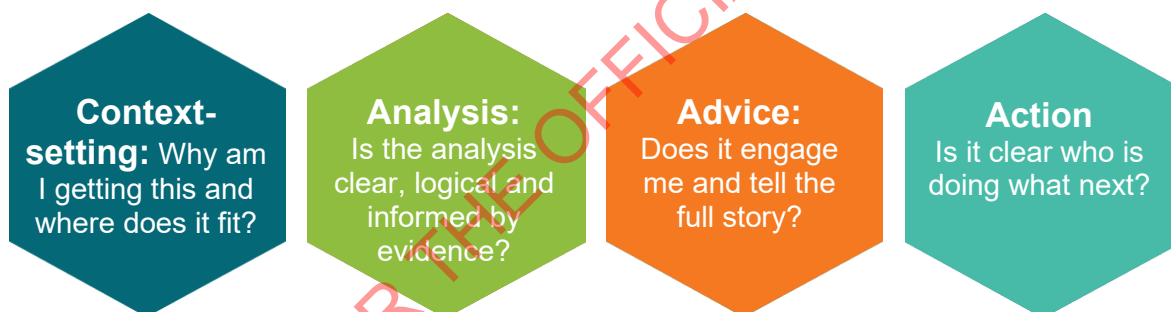
Your feedback will help Te Puni Kōkiri to better serve you in the future.

Your responses will also be used to calculate a ministerial satisfaction score to be included in Te Puni Kōkiri information for the Estimates and in the Annual Report.

This is part of the commitment by Te Puni Kōkiri to be transparent and accountable for our policy performance.

### **What is quality policy advice?**

The policy advice you receive should support you to make a fully informed decision, or take the next steps, by answering the following questions:



**Thank you for your feedback**

## General satisfaction

1

Thinking about your interactions with Te Puni Kōkiri over the last six months, how often did each of the following occur?

	Never	Some of the time	About half the time	Most of the time	Always
I was engaged early enough in the policy process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was engaged in a way that reflects how I like to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My feedback was taken on board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to access relevant expertise on the issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received advice that demonstrates an understanding of my priorities and context	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received advice within the agreed timeframes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2

Please add any comments or suggestions on how Te Puni Kōkiri could improve the support provided to you as Minister, or examples of what has worked well that should be continued.

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## Quality of policy advice

3

Thinking about the policy advice you have received from Te Puni Kōkiri over the last six months, how often did the advice:

	Never	Some of the time	About half the time	Most of the time	Always
Clearly explain the problem or opportunity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make relevant connections with other portfolios and address any issues that arise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clearly explain the rationale for intervention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrate that appropriate stakeholder engagement strategies were used	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrate how relevant research, evidence, and insights informed the advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide the advice you need to hear and not only what you want to hear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enable a clear and informed decision to be made, or next steps to be taken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consider the longer term implications for New Zealand as applicable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicate in a clear, concise and coherent manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequately consider how the policy will be implemented and will work in practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explain how the policy will be monitored or evaluated to check that it works	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



4

Please add any comments or suggestions on how Te Puni Kōkiri could improve the quality of its policy advice, or examples of what has worked well that should be continued.

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### Overall performance

5

I have confidence in the policy advice provided by Te Puni Kōkiri:

Never	Some of the time	About half the time	Most of the time	Always
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6

I have trust in the officials I engage with from Te Puni Kōkiri:

Never	Some of the time	About half the time	Most of the time	Always
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7

What is one thing that Te Puni Kōkiri could do better?

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## HEI WHAKATAU | BRIEFING

### Whānau Ora Localised Commissioning Entities Progress Update

<b>Date:</b>	22 February 2023	<b>Priority</b>	Low
<b>Classification</b>	In Confidence	<b>Tracking Number</b>	46254

Action sought	Date action required by
It is recommended that you: <ol style="list-style-type: none"> <li>a. <b>Note</b> the progress made by Localised Commissioning Entities in the 2021/2022 financial year</li> <li>b. <b>Note</b> Local Commissioning Entities have signed four year Outcome Agreements and developed their first Annual Investment Plans</li> <li>c. <b>Sign</b> and send the attached acknowledgement letters to:               <ol style="list-style-type: none"> <li>a. Raukawa Charitable Trust,</li> <li>b. Huria Trust, and</li> <li>c. Te Whare Maire o Tapuwae Trust.</li> </ol> </li> </ol>	24 February 2023

Contact for telephone discussion (if required)				
Name	Position	Telephone	Mobile	1 <sup>st</sup> contact
Tracey Peters	Manager Whānau Ora		s9(2)(a)	√
Kayla Hollis	Principal Advisor Whānau Ora		s9(2)(a)	

Other Agencies Consulted					
<input type="checkbox"/> MBIE	<input type="checkbox"/> MoJ	<input type="checkbox"/> NZTE	<input type="checkbox"/> MSD	<input type="checkbox"/> TEC	<input type="checkbox"/> MoE
<input type="checkbox"/> MFAT	<input type="checkbox"/> MPI	<input type="checkbox"/> MfE	<input type="checkbox"/> DIA	<input type="checkbox"/> Treasury	<input type="checkbox"/> MoH
<input type="checkbox"/> MHUD	<input type="checkbox"/> Other				

Attachments
1. Localised Commissioning Entities' Programmes and Activities 2. Letters of Acknowledgement for Localised Commissioning Entities.

Minister's office to complete:

- |   |  |
|---|--|
| <input type="checkbox"/> Approved             | <input type="checkbox"/> Declined            |
| <input type="checkbox"/> Noted                | <input type="checkbox"/> Needs change        |
| <input type="checkbox"/> Seen                 | <input type="checkbox"/> Overtaken by Events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn           |

Comments:



22 February 2023

Minita mō Whānau Ora

## **Whānau Ora Localised Commissioning Entities Progress Update**

### **Purpose**

1. This paper:
  - a. updates you on the progress made by the Whānau Ora Localised Commissioning Entities (LCEs) during the 2021/22 financial year (FY21/22), and
  - b. recommends that you sign and send acknowledgement letters to LCEs.

### **Executive Summary**

2. LCEs were shifted from 12-month funding contracts to four-year Outcomes Agreements, which commenced on 11 February 2022. Since then, LCEs have developed their Annual Investment Plans (AIPs). AIPs were developed with the support of regional kaimahi, have been assessed by officials and subsequently approved by the Director of Operations.
3. High-level summaries of activities and programmes for each LCE are outlined in the table at **Attachment One**.
4. Officials recommend that you sign and send the letters of acknowledgement at Attachment Two to Raukawa Charitable Trust (Raukawa Trust), Huria Trust and Te Whare Maire o Tapuwae Trust (Te Whare Maire).

### **Background**

5. Annual Investment Plans (AIPs) for LCEs were due 30 March 2022 (as per their Outcome Agreements), however, there have been delays in the receipt and assessment of all AIPs because of shifting priorities caused by COVID-19 and adverse events experienced by communities. However, these have now been received, and in line with General Commissioning Agencies' AIP approval processes, they have been approved at Director level (Operations and Regional Partnerships). This decision was based on the total value of the contracts.
6. The AIPs have been developed with the support of Te Puni Kōkiri regional kaimahi and all meet the criteria set out in the LCE Outcome Agreements. Officials will continue to work closely with LCEs to further refine the approaches set out in their AIPs, and to support them to further build capability and capacity.
7. An important element of the annual review cycle will be refinement and improvement based on the results being achieved and the learning (both positive and negative) from programmes and activities already undertaken by LCEs.
8. Funding for LCEs is allocated equally. Each LCE is receiving \$625,000 in FY2021/22 and FY22/23, with funding allocations for FY23/24 and FY24/25 to be confirmed. A draft Allocation Model to determine the future funding split across LCEs has been developed. Officials will utilise the draft Allocation Model and reporting to make future funding decisions.

9. The key difference between LCEs and the approach taken by the Whānau Ora Commissioning Agencies is the proximity of the commissioner to the community and the level of engagement with whānau. Localised commissioning is designed to complement support from the existing Commissioning Agencies by providing additional support that is tailored to whānau needs and aspirations within specific communities.

## **Performance Summary FY21/22**

### *Outcome Agreements*

10. The four-year Outcome Agreements between Te Puni Kōkiri and LCEs commenced on 11 February 2022.
11. These Agreements require the LCEs to submit six-monthly progress reports (30 June and 30 December 2022), and quarterly financial summary reports. Beyond this, reporting will be required as per their AIPs.
12. Each quarter, LCEs are responsible for providing a financial update that outlines both projected and actual spends, including further narrative where under- or over-spend occurs.

### *COVID-19 impacts*

13. Like Commissioning Agencies, LCEs were able to pivot their focus to support whānau during the various COVID-19 lockdowns.
14. LCEs note that COVID-19 has caused significant disruption to staff retention and recruiting efforts during FY21/22 and FY22/23. The previous two years have been the most difficult for recruiting and retaining staff with the required capability and training required by the LCEs.
15. Te Whare Maire have experienced additional pressure due to major flooding in the Wairoa region and the cost-of-living crisis.
16. In FY21/22, Raukawa Trust and Huria Trust were provided with \$200,000 each to assist with COVID-19-related needs, and Te Whare Maire was provided with \$1,600,000 to address immediate whānau needs resulting from COVID-19 Omicron-related restrictions and provide emergency relief from the impacts of Cyclone Fifi. Of Te Whare Maire's additional funding \$1,400,000 allocation:
- a. \$200,000 was used to purchase two custom-built vaccination trailers (one for each of the two healthcare providers in Wairoa), in order for them to provide ongoing vaccination and health clinics in the Wairoa Community and outlying rural areas, and
  - b. \$1,200,000 was used to purchase 25 20-foot containers to be used as 'Resilience Hubs' containing emergency supplies for community use, including communications devices, heat and light sources, shelter, hygiene and personal items, food and water, health and safety kits, and other emergency-related equipment.

### *Raukawa Trust*

17. Raukawa Trust is responsible for commissioning services that meet the aspirational, physical, and mental health needs of whānau living in the South Waikato.



18. Since signing the Outcome Agreement, Raukawa Trust has commissioned two services: Te Tūāpapa o Te Ora<sup>1</sup> and Whakapakari ai Ngā Rangatahi<sup>2</sup>. These are both provided by Tīwai Hauora.
19. Te Tūāpapa o Te Ora service is approaching its third year of continuous service. It has grown from 1.5 FTE to 2 FTE and has served over 102 whānau (including kuia, mātua and mokopuna from the same whānau) throughout the delivery of its service.
20. Since the Whakapakari ai Ngā Rangatahi service was commissioned in September 2022, two full-time Kaiārahi have been employed and inducted into two local schools / kura.
21. Nine rangatahi and their whānau commenced with the service and the new Kaiārahi in November.
22. The provider expects to engage 128 whānau and their rangatahi each year.

#### *Huria Trust*

23. The LCE now has three out of five marae signed onto Tahia Te Marae network (Huria, Wairoa and Hairini Marae). Their focus in the 2022/23 financial year involves onboarding the two remaining marae, Hangarau and Waimapu<sup>3</sup>.
24. Huria Marae now has 14 registered whānau with current assessments and plans in place.
25. Surveying of whānau has begun again for Huria Marae, initially through tagging into a hapū wānanga. The findings from this will be reported on in the near future, and discussion regarding plans for further surveying is underway.
26. The two marae who recently joined the network (Wairoa and Hairini) are looking to survey their whānau, and all three marae Kaihono will work together in planning how this will be carried out.
27. Work is underway to improve their IT dashboard, in order to create fit-for-purpose reporting that tells the story of Tahia Te Marae's achievements.
28. A Memorandum of Understanding has been signed between the three existing marae and Huria Trust, to display the commitment of the relationship.
29. Huria Trust will support whānau to achieve Whānau Ora outcomes through two core workstreams, Kaihono and the Partnered Impact Programme.

#### *Te Whare Maire*

30. Between July and August 2020, a series of community meetings were held, as well as a public survey to seek input from the Wairoa community about who should manage the Local Commissioning funds. Community consensus was that a WCCT be established and supported by the backbone agency (Te Whare Maire).

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<sup>1</sup> Te Tūāpapa o Te Ora is a programme designed to address essential need by increasing kai sovereignty and providing a coaching and mentoring service that identifies and meets the aspirational goals of whānau.

<sup>2</sup> Whakapakari ai Ngā Rangatahi is a programme designed to address the declining mental health of rangatahi through the delivery of a whānau-centred preventative mental health programme in schools, ultimately leading to increased participation in education.

<sup>3</sup> Of these two marae, one is well-positioned in terms of its infrastructure and services, but the other may require some focussed work to achieve an understanding of what a localised commissioning opportunity may offer them.

31. Te Whare Maire undertakes a commissioning model similar to the Wave funding model<sup>4</sup> implemented by Te Pūtahitanga o te Waipounamu, the Whānau Ora Commissioning Agency for the South Island.
32. 21 expressions of interest (EOIs) were submitted for the WCCT for consideration in 2021. 27 EOIs have been received for the 2022 round.<sup>5</sup>
33. However, the scope of activities and expressions of interests have been disrupted while the community dealt with the impacts of both the global pandemic and the local flooding and environmental issues that Wairoa have been experiencing.
34. The WCCT approved four projects in August 2021. For the reasons described above, the projects did not start until February/March 2022. Motorv8shin Aotearoa and He Waka Eke Noa have completed. The other two (Te Hā a Kui mā a Koro mā and the Tuakana, Teina initiative) have only recently started mainly due to Omicron disruptions for the targeted cohorts and both groups but are due to be completed by 30 June 2023.

### Comment

35. The AIPs are the first to be developed by LCEs. As such, they will require Te Puni Kōkiri kaimahi support to further refine their approaches going forward as the programmes mature.
36. Following kanohi ki te kanohi hui between Whānau Ora kaimahi and LCEs, reporting requirements set out in the Outcome Agreements will be revisited to ensure the process remains fit-for-purpose and reduces the administrative burden on LCEs.
37. As part of this discussion, officials will explore capability- and capacity-building support options with the LCEs in order to:
- a. improve the quality, timeliness, and ease of reporting, and
  - b. position entities to seek additional funding from other government agencies seeking to either establish whānau-centred initiatives or invest in communities and whānau through the Whānau Ora system.

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<sup>4</sup> Wave funding is a social innovation model that gives whānau the agency to realise their own aspirations. One or two Wave rounds are released per year.

<sup>5</sup> The kaupapa of the expressions of interests have continued to include reconnecting and integrating Mātauranga Māori approaches, such as Waka Ama, Wānanga on the Marae and development projects, Rongoa the Taiao, with an addition of digital resources, enterprise and entrepreneurial initiatives and resilient and sustainable food sources (Maara Kai). These activities were targeted and aligned with specific groups, such as Rangatahi, general community and Marae-based initiatives.

**Recommended Action**

38. It is recommended that you:

1. **Note** the progress made by Localised Commissioning Entities in the 2021/2022 financial year.
2. **Note** officials' approach to continuing to develop Localised Commissioning Entities going forward.
3. **Sign** and send the attached acknowledgement letters to:
  - a. Raukawa Charitable Trust,
  - b. Huria Trust, and
  - c. Te Whare Maire o Tapuwae Trust.

**Yes / No**

Tracey Peters  
Kaiwhakahaere Whānau Ora | Manager, Whānau Ora

Hon Peeni Henare  
Minita mō Whānau Ora

Date: \_\_\_\_ / \_\_\_\_ / 2023

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## Attachment One: Localised Commissioning Entities' Programmes and Activities

Entity	Programme or Activity	Description
Raukawa Trust	Te Tūāpapa o Te Ora	Addresses essential need by increasing kai sovereignty and providing a coaching and mentoring service that identifies and meets the aspirational goals of whānau.
	Whakapakari ai Ngā Rangatahi	Addresses the declining mental health of rangatahi through the delivery of a whānau-centred preventative mental health programme in schools, ultimately leading to increased participation in education.
Huria Trust	Kaihono	Aims to raise the capability of whānau Māori in Tauranga Moana, through social impact investment at a grassroots level. the programme will provide a service to whānau where they are supported by Kaihono to develop a plan to achieve their short-, medium-, and long-term goals.
	Partnered Impact Programme	Each hapū across Tahia Te Marae have identified opportunities which can provide partnered investment beneficial to whānau engaged in Tahia Te Marae programmes, e.g., plant nursery and taiao restoration projects, papakāinga housing, and marae sustainability.
Te Whare Maire	Motorv8shin Aotearoa	A set of two 12-week programmes to uplift and empower whānau to find positive direction in their life through connection to the taiao through various outdoor, community-based activities.
	He Waka Eke Noa	A waka ama programme delivered with basic tikanga, instructions and directions in te reo Māori, centred around care of equipment, water/safety procedures and training, basic paddling, steering, and racing skills, and looking at sites of significance on the awa.
	Te Hā a Kui mā a Koro mā	An initiative to collate and pass on the memories of our older people/kaumātua for future generations in a publication.
	Tuakana, Teina	An initiative to support the disability community, parents and rangatahi, while informing and educating the Wairoa Community to support this group.



**Attachment Two: Letters of Acknowledgement for Localised Commissioning  
Entities**

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[X] Hui-tanguru 2023

Chareese Henare  
[Chareese.Henare@raukawa.org.nz](mailto:Chareese.Henare@raukawa.org.nz)

Raukawa Charitable Trust  
Private Bag 8  
Tokoroa 3444

Tēnā koe Chareese

### **Raukawa Charitable Trust: Letter of Acknowledgement**

Tēnā rā koe i ngā mihi ki ō tātou mate tūturu nui e hinga ake nei. Tēnei rātou kua riro ki te kāpunipunitanga o ngā wairua, ki tua o te pae o maumahara, ā, e waiho ake ana i a tātou ki konei haku ai, taute ai ki a rātou. Ko te whakataua noa ake, ko rātou ki a rātou, ko tātou ki a tātou i roto i te wā nei. Nō reira, tēnā rā anō koe.

I want to begin this letter by acknowledging the ongoing support Raukawa Charitable Trust have provided to whānau since being established as a Localised Commissioning Entity, especially while the ongoing impacts of the COVID-19 pandemic are being felt by communities. I also want to acknowledge the kaimahi who were on the frontline protecting our whānau despite the risk to themselves, both in regard to COVID-19 and the ongoing recovery efforts in response to Cyclone Gabrielle. I commend the incredible service and support your kaimahi have provided during such uncertain times.

Whānau Ora is central to the Government's response to COVID-19 in supporting those most vulnerable to the pandemic and other adverse events. The swift action Raukawa Charitable Trust has taken to support these whānau is hugely significant.

I would also like to thank you and your team for the effort you have put into developing your first Annual Investment Plan. I am more than confident that Raukawa Charitable Trust will have a continued impact on whānau in your rohe throughout the 2022/2023 financial year and beyond.

I note that I have outlined my expectations of the Whānau Ora General Commissioning Agencies for FY2022/2023. These were based on their work to date, areas for continued improvement, and my vision for the future of Whānau Ora. The expectations centre around:

- emphasising the Whānau Ora values
- collaborating with Government and other Whānau Ora stakeholders to develop shared data arrangements to increase the impact and investment in Whānau Ora
- working in partnership with Te Puni Kōkiri to operate on a 'no surprises' basis, and
- kaitiakitanga of Whānau Ora.

In continuing to plan and develop your approach to localised commissioning, I encourage you to keep these expectations top of mind and work closely with Te Puni Kōkiri officials to understand how your kaupapa may contribute to these expectations.

Thank you again for your continued commitment to Whānau Ora. I look forward to our ongoing engagement throughout the year as we collectively support and work towards whānau achieving positive outcomes.

Nāku noa, nā

Hon Peeni Henare  
Minita mō Whānau Ora

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[X] Hui-tanguru 2023

Sylvia Willison  
[Sylvia.W@huriatrust.co.nz](mailto:Sylvia.W@huriatrust.co.nz)

Huria Trust  
PO Box 398  
Tauranga 3144

Tēnā koe Sylvia

### **Huria Trust: Letter of Acknowledgement**

Tēnā rā koe i ngā mihi ki ō tātou mate tūturu nui e hinga ake nei. Tēnei rātou kua riro ki te kāpunipunitanga o ngā wairua, ki tua o te pae o maumahara, ā, e waiho ake ana i a tātou ki konei haku ai, taute ai ki a rātou. Ko te whakataua noa ake, ko rātou ki a rātou, ko tātou ki a tātou i roto i te wā nei. Nō reira, tēnā rā anō koe.

I want to begin this letter by acknowledging the ongoing support Huria Trust have provided to whānau since being established as a Localised Commissioning Entity, especially while the ongoing impacts of the COVID-19 pandemic are being felt by communities. I also want to acknowledge the kaimahi who were on the frontline protecting our whānau despite the risk to themselves, both in regard to COVID-19 and the ongoing recovery efforts in response to Cyclone Gabrielle. I commend the incredible service and support your kaimahi have provided during such uncertain times.

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Thank you again for your continued commitment to Whānau Ora. I look forward to our ongoing engagement throughout the year as we collectively support and work towards whānau achieving positive outcomes.

Nāku noa, nā

Hon Peeni Henare  
Minita mō Whānau Ora

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[X] Hui-tanguru 2023

Richard Niania  
[Richard.Niania@kahu-exec.co.nz](mailto:Richard.Niania@kahu-exec.co.nz)

Te Whare Maire o Tapuwae Trust  
PO Box 457  
Wairoa 4160

Tēnā koe Richard

### **Te Whare Maire o Tapuwae Trust: Letter of Acknowledgement**

Tēnā rā koe i ngā mihi ki ō tātou mate tūturu nui e hinga ake nei. Tēnei rātou kua riro ki te kāpunipunitanga o ngā wairua, ki tua o te pae o maumahara, ā, e waiho ake ana i a tātou ki konei haku ai, taute ai ki a rātou. Ko te whakatau noa ake, ko rātou ki a rātou, ko tātou ki a tātou i roto i te wā nei. Nō reira, tēnā rā anō koe.

I want to begin this letter by acknowledging the ongoing support Te Whare Maire o Tapuwae Trust have provided to whānau since being established as a Localised Commissioning Entity, especially while the ongoing impacts of the COVID-19 pandemic are being felt by communities. I also want to acknowledge the kaimahi who were on the frontline protecting our whānau despite the risk to themselves, both in regard to COVID-19 and the ongoing recovery efforts in response to Cyclone Gabrielle. I commend the incredible service and support your kaimahi have provided during such uncertain times.

Whānau Ora is central to the Government's response to COVID-19 in supporting those most vulnerable to the pandemic and other adverse events. The swift action Te Whare Maire has taken to support these whānau is hugely significant.

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Nāku noa, nā

Hon Peeni Henare  
Minita mō Whānau Ora

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31 March 2023

Minita mō Whānau Ora

## HE PĀRONGO | AIDE MEMOIRE

### Whānau Ora Performance Summary

Te Puni Kōkiri contact: Tracey Peters

Phone: s9(2)(a)

TPK tracking no: 46773

#### Purpose

1. This paper summarises:

- a. Whānau Ora Commissioning Agencies (Commissioning Agencies<sup>1</sup>) performance across Quarter One (Q1) and Quarter Two (Q2) for the 2022/23 financial year (FY22/23)
- b. Auckland Flooding and Cyclone Gabrielle response
- c. Progress to date for:
  - i. Localised Commissioning
  - ii. Paiheretia te Muka Tāngata, and
  - iii. Ngā tini Whetū.

#### Executive Summary

##### *Whānau Ora Commissioning Agencies*

2. Commissioning Agencies delivered their Q1 and Q2 reports as per the reporting schedule in their Outcome Agreements. The Auckland Flooding and Cyclone Gabrielle did not impact on the Commissioning Agencies ability to deliver on their regular reporting responsibilities.
3. Like their response to COVID-19, Commissioning Agencies pivoted their support to meet the diverse and emergency needs of whānau during the Auckland Flooding and Cyclone Gabrielle. Alongside immediate support, Commissioning Agencies continued with their general commissioning activities.

##### *Local Commissioning Entities*

4. Two of the three (Te Whare Maire and Huria Trust) Local Commissioning Entities (LCEs) have reprioritised their kaupapa to provide support to whānau and communities in the wake of Cyclone Gabrielle. As existing kaupapa Māori providers with limited capability and capacity, managing multiple workstreams has proven difficult.

##### *Paiheretia te Muka Tāngata*

5. Paiheretia te Muka Tāngata Māori service providers pivoted to support the immediate needs of whānau during Cyclone Gabrielle. Paiheretia te Muka Tāngata services continued during this time.

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<sup>1</sup> Te Pou Matakana, Te Pūtahitanga o Te Waipounamu and Pasifika Futures



6. The formative evaluation for Paiheretia was completed in 2022 and is now being finalised. The summative evaluation with Ngāti Kahungunu Iwi Incorporated is in progress and officials anticipate this will be completed in May 2023.
7. The summative evaluation for Te Tai Tokerau Providers is in the planning phase and is expected to be concluded by December 2023.

#### *Ngā Tini Whetū*

8. Te Puni Kōkiri, the Accident Compensation Corporation and Te Pou Matakana are working through options to shift Ngā Tini Whetū from a prototype into a testing phase. In December 2022, Te Pou Matakana submitted a proposal outlining two options to progress this. Officials will continue to work together to confirm new testing parameters, funding, and scalability.
9. Officials are working to consolidate the AIKO evaluation completed in February 2023 with internal performance reporting to tell a more comprehensive performance story.

### **Whānau Ora Commissioning Agency Highlights**

#### *Engagement*

10. Throughout Q1 and Q2 of FY22/23, Commissioning Agencies have engaged with **31,007** whānau comprising of over **74,864** individual whānau members. With the impacts of the recent Auckland Flooding and Cyclone Gabrielle, whānau engagement figures for FY22/23, are likely to exceed engagement figures for FY20/21 (**60,345**) and FY21/22 (**57,399**).
11. The release of funding through the government's Māori Response and reprioritised non-departmental Whānau Ora funding will continue to support the increase in whānau seeking emergency support.
12. In addition to regular quarterly reporting, officials expect to receive whānau engagement figures for flood and Cyclone Gabrielle related activities over the coming weeks. Officials will include this reporting as part of the next performance summary.

#### *Whānau Ora Commissioning Agency Outcomes*

13. Throughout Q1 and Q2 of FY22/23, Commissioning Agencies have supported whānau to plan over **13,000** outcomes. This is approximately 2.3 outcomes per whānau. A one-page summary has been attached as **Appendix one**.
14. The highest planned outcome areas for Q1 and Q2 are:
  - a. whānau and families are economically secure and successfully involved in wealth creation - **3,918**,
  - b. whānau are leading healthy lifestyles – **3,808**,
  - c. whānau are self-managing and empowered leaders – **2,418**, and
  - d. whānau are participating fully in society – **2,239**.
15. For Commissioning Agencies, their ability to remain flexible and agile to support whānau allows whānau to work on a number of outcomes at any given time. The following table highlights the types of activities completed by whānau throughout Q1 and Q2 FY22/23. These activities align to the Whānau Ora Outcomes Framework.

Table one: Outcome Areas and Activities

Outcome Areas	Activities
Whānau and families are economically secure and successfully involved in wealth creation	<ul style="list-style-type: none"> <li>• Financial literacy, Financial planning, and budgeting</li> <li>• Debt reduction</li> <li>• Skills and knowledge for employment</li> <li>• Home ownership pathways</li> </ul>
Whānau are leading healthy lifestyles	<ul style="list-style-type: none"> <li>• Whānau and Social Health</li> <li>• Mental health</li> <li>• Physical health</li> <li>• Addiction support</li> </ul>
Whānau are self-managing and empowered leaders	<ul style="list-style-type: none"> <li>• Digital and ICT training</li> <li>• Career pathways</li> <li>• Training, wānanga, courses and formal study</li> </ul>
Whānau are participating fully in society	<ul style="list-style-type: none"> <li>• Participation in community events</li> <li>• Connection to community networks</li> <li>• Access to community resources</li> </ul>

16. Planned outcomes and activities reported by Commissioning Agencies allows for Te Puni Kōkiri to identify whānau priorities. Officials are working with the Social Policy team to develop processes and systems to capture insights to inform secondary policy advice on key priorities and government strategies.

### Auckland Flooding and Cyclone Gabrielle Response and Recovery

17. In response to the Auckland Floods and Cyclone Gabrielle, Pasifika Futures and Te Pou Matakana have been supporting whānau across Te-Ika-a-Maui to meet their emergency and critical needs. This on-going support has included advocating for whānau to ensure they have equitable access to general government services and support.

18. Te Pou Matakana report that they have:

- a. supported **10,092** individual whānau members,
- b. redeployed **660** kaimahi to the most affected regions, and
- c. distributed **\$1,610m** in funding to support emergency response efforts.

19. The top three support services requested by whānau are:

- a. mental health
- b. medical, and
- c. advocacy.

20. The top five material goods sought by whānau impacted by flooding are:

- a. kai,
- b. linen,
- c. generators,
- d. essential items, and
- e. home repairs.

21. Collectives and Whānau Ora providers report that whānau are facing numerous issues including access to:

- a. mental and general health services,

- b. temporary and permanent accommodation options,
  - c. general government services such as entitlements from the Ministry of Social Development, Accident Compensation Corporation and Te Aka Whaiora, and
  - d. support cleaning their whare.
22. Pasifika Futures were able to redirect their resources to aid families across Te Ika-a-Māui in response to the Auckland flooding and Cyclone Gabrielle. The immediate response included:
- a. distributing **\$2.14** million to **17** partners for flood relief including the distribution of **5,690** support packages to families,
  - b. engaging **17,363** individuals through Pasifika Futures and partners and relocating **81** families,
  - c. supporting families to access to food, accommodation, healthcare, mental health, translation services, pastoral care, and insurance and social services, and
  - d. supporting four churches and five schools with essential supplies for students and the community.
23. In response to Cyclone Gabrielle, the PACMAT<sup>2</sup> team was deployed to evaluate the needs of rural communities providing primary healthcare, clothing, food, vaccinations, communication with families, and mental health support to **1,311** individuals.
24. Pasifika Futures report that they are providing targeted support to the most affected areas, Gisborne, Wairoa, and Hawkes Bay. In these areas, Pasifika Futures have supported **985** individuals (of which **799** were Recognised Seasonal Employees). Of the **985** individuals:
- a. **461** had mental health checks with a triage nurse,
  - b. **235** had medical checks with a G.P,
  - c. **25** individuals were vaccinated (**2** COVID-19 and **23** Measles),
  - d. **369** identified as Samoan, **318** as Tongan and **120** Ni Vanuatu, and
  - e. the median age of individuals accessing support was **33**.
25. Early reports suggest that the critical issues facing whānau is housing security, impacts of inflation and the housing shortage. The Auckland flooding and Cyclone Gabrielle have exacerbated these existing inequalities many Māori and Pasifika are already facing.
26. Housing and kai sovereignty for whānau will remain priorities with the impacts of COVID-19, the rise in living costs and impacts of Cyclone Gabrielle.

### **Te Pou Matakana**

27. Te Pou Matakana continues to undertake an incremental approach to transitioning towards their new operating model *Te Kahu o Matariki*. Throughout Q1 and Q2 Te Pou Matakana have completed a successful road show and wānanga with collectives about the transition.
28. Regional insights from collectives, providers, iwi, marae, hapū and hāpori has reinforced the need to transition to a more agile and whānau-centred operating model. Officials will continue to monitor this shift through regular reporting.

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<sup>2</sup> The Pacific Medical Team (PACMAT) was established in January 2022 to support Pacific communities and partner organisations in rural areas to respond to family needs during the omicron outbreak. The team consist of clinicians, navigators and support staff who travel to locations needing urgent support.

29. The delivery of Te Kahu o Matariki will occur over four stages through FY22/23, these have been defined as:

- a. **Socialisation** (Q1 1 July to 30 September) – Te Pou Matakana will socialise and support the understanding of Te Kahu Matariki,
- b. **Design and Planning** (Q2 1 October to 31 December) – Te Pou Matakana will facilitate the co-design and development of collectives Annual Investment Plans and Whānau Ora Enablement functions,
- c. **Implementation** (Q3 1 January to 31 March) – Te Pou Matakana will support each collective to embed their Whānau Ora Enablement functions and to deliver on their Annual investment plans, and
- d. **Evidencing Change** (Q4 1 April to 30 June) – Te Pou Matakana will support collective to identify insights that evidence whānau transformation.

*Te Pou Matakana workstream highlights*

30. Through Whānau Direct and Kaiārahi, Te Pou Matakana have engaged with **6,771** whānau (comprising of **12,240** individual whānau members).

*Whānau Direct*

31. Whānau Direct continues to be a core workstream that successfully supports whānau to achieve immediate outcomes in moments that matter most for whānau:

- a. Q1 there were **852** Whānau Direct applications comprising of **1033** whānau members, and
- b. Q2 there were **1843** Whānau Direct applications comprising of **2,452** whānau members.

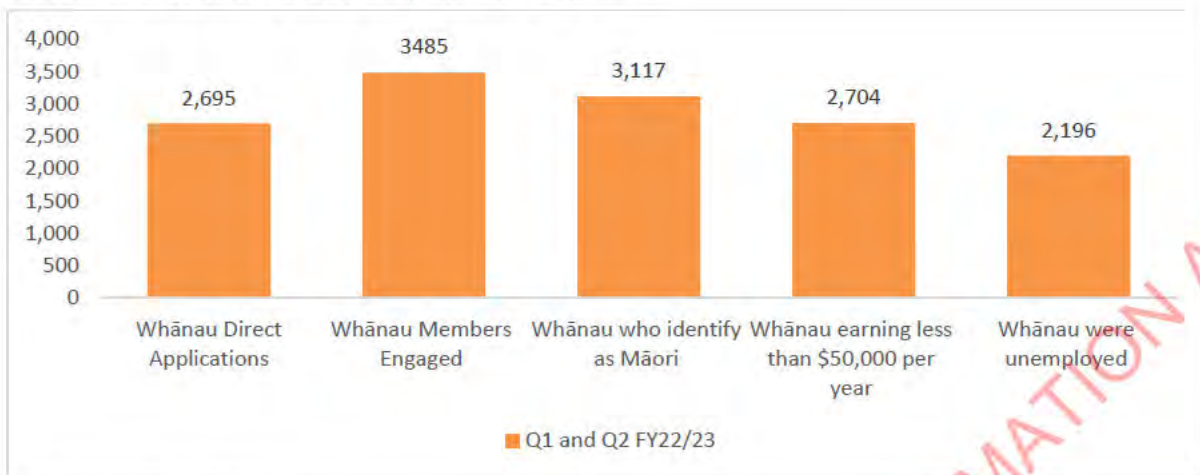
32. The total number of whānau members supported during Q1 and Q2 FY22/23 is **3,485**, this is down by **5,126** from Q1 and Q2 FY21/22 (**8,701**). The decrease in whānau engagement and applications from the same time last year is likely due to COVID-19 restrictions easing.

33. As winter approaches, the number of applications and whānau engaged in Whānau Direct is likely to increase over Q3 and Q4, particularly across regions that were significantly impacted by Cyclone Gabrielle. These same regions already make up over 50% of Whānau Direct engagements and applications.

34. As shown in the below graph, the majority of whānau engaged in the Whānau Direct workstream are unemployed, earn less than \$50,00 per year, and identify as Māori. This is a common trend across quarters and financial years. In addition to these statistics, over half of Whānau Direct applications were made in Tāmaki Makaurau, Te Tai Tokerau, Ikaroa Rāwhiti and Te Tai Hauāuru.



Graph one: Whānau Direct engagement data



**Whānau Direct Outcomes**

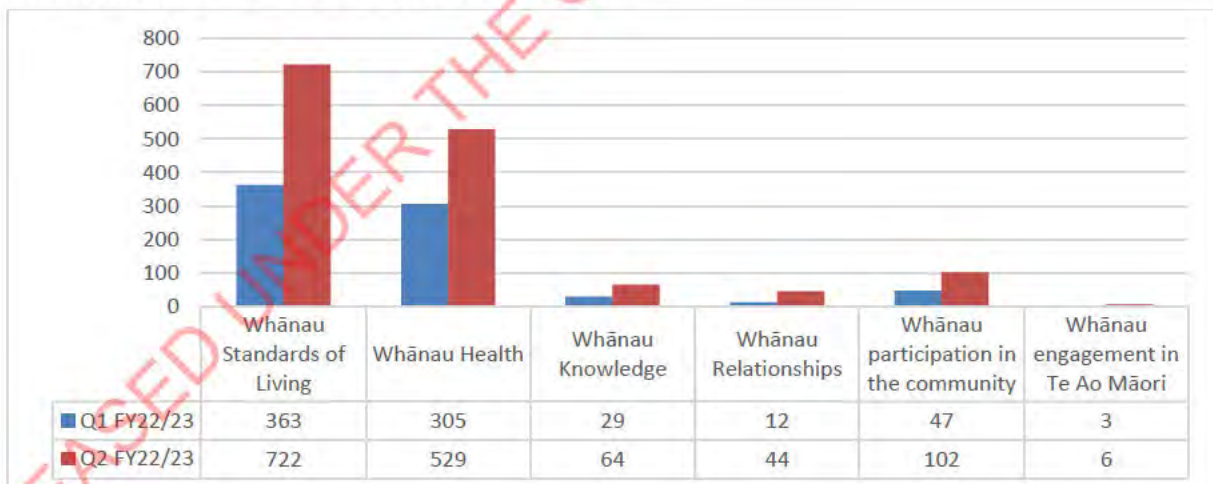
35. Whānau Direct has supported whānau to:

- a. plan **3,767** outcomes, and
- b. achieve **2,225** outcomes (**59.06%** achievement rate).

36. Reporting shows **1,918** (50%) of the **3,767** outcomes planned under the Whānau Direct workstream can be accounted for under two outcome areas:

- a. Whānau Living Standards - **1,084** (28.77%), and
- b. Whānau Health - **834** (22.13%).

Graph two: Whānau Direct Outcome Breakdown



37. Considering the current housing and cost of living crisis, Official’s anticipate that Whānau Standards of Living and Whānau Health will likely remain the highest planned and achieved outcomes through Whānau Direct for the remaining quarters.

**Kaiārahi**

38. Historically, the Kaiārahi Investment Programme was built on an array of Kaiārahi workstreams, e.g. Pou Hākinakina, Resilience, Collective Impact and Ngā Tini Whetū. Each workstream held varied criteria for key performance indicators and targets, delivering specific outcomes for whānau.



39. From FY22/23, outputs for the Kaiārahi Investment programme have been streamlined and whānau caseload targets reduced. Underpinned by the Ngā Tini Whetū operating model, this approach allows Whānau Ora partners to work intensively to support whānau, aiding in healing trauma and promoting aspirational and enduring change.
40. Te Pou Matakana have commissioned 300 Kaiārahi FTE positions across Whānau Ora providers within Te Ika a Māui for FY22/23, with each Kaiārahi supporting a maximum of 10 whānau per annum.
41. During Q1 and Q2, Kaiārahi:
- engaged with **4076** (comprising **8755** members)
  - supported whānau to plan a total of **6109** outcomes, and
  - supported whānau to achieve **1,383** outcomes.

*Kaiārahi outcomes*

42. The top four outcomes whānau planned were:
- Whānau Standards of Living** - planned outcomes **925** and achieved outcomes **267** (28% achievement rate),
  - Whānau Health** - planned outcomes **1,364** and achieved outcomes **412** (30% achievement rate)
  - Whānau knowledge** - planned outcomes **1,073** and achieved **197** (18% achievement rate), and
  - Whānau Participation in the Community** - planned outcomes **933** and achieved outcomes **225** (24% achievement rate).
43. The following table outlines the top outcomes, activities, and achievement rates through the Kaiārahi workstream.

*Table two: Outcome, Activities, and Achievement Rates*

Outcomes	Activities
<b>Whānau Standards of Living</b>	<ul style="list-style-type: none"> <li><i>Housing Standards, including household maintenance</i> <b>499</b> (23% achievement rate)</li> <li><i>Basic household items, amenities, or clothing</i> <b>283</b> (42% achievement rate)</li> <li><i>Safe transport options</i> <b>143</b> (23% achievement rate)</li> </ul>
<b>Whānau Health</b>	<ul style="list-style-type: none"> <li><i>Whānau/social health</i> <b>701</b> (33% achievement rate)</li> <li><i>Physical / personal health</i> <b>502</b> (27% achievement rate)</li> <li><i>Mental health</i> <b>161</b> (25% achievement rate)</li> </ul>
<b>Whānau knowledge</b>	<ul style="list-style-type: none"> <li><i>Education and training</i> <b>628</b> (19% achievement rate)</li> <li><i>Financial Literacy / budgeting</i> <b>282</b> (22% achievement rate)</li> <li><i>Skills or knowledge for employment</i> <b>103</b> (12% achievement rate)</li> </ul>
<b>Whānau Participation in the Community</b>	<ul style="list-style-type: none"> <li><i>Connection to community networks</i> <b>452</b> (28% achievement rate)</li> </ul>



- Access to community resources 322 (25% achievement rate)
- Legal documents including passports, personal ID, and Driver's License 159 (11% achievement rate)

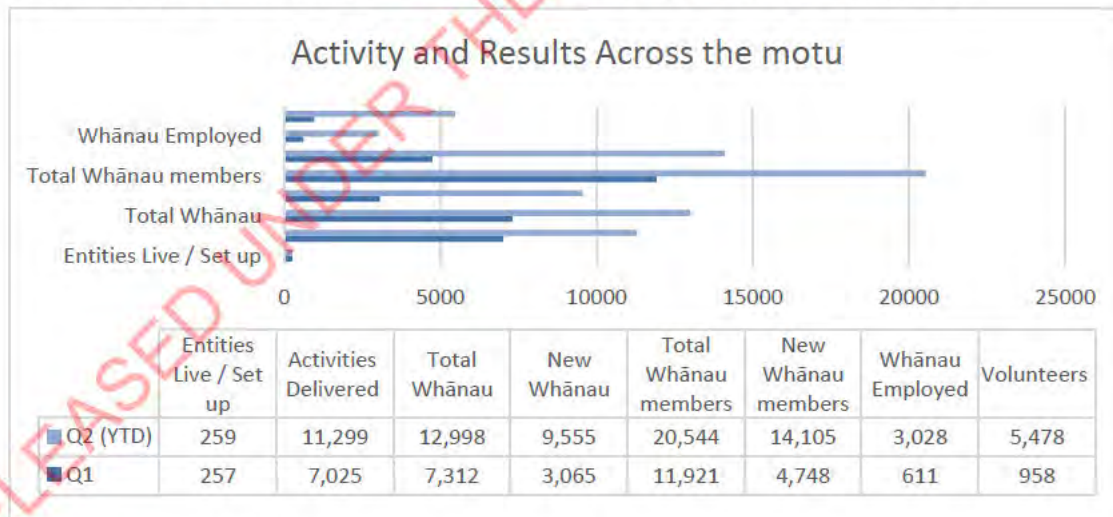
### Te Pūtahitanga o Te Waipounamu

44. Te Pūtahitanga o Te Waipounamu continues to assist thousands of whānau across Te Waipounamu through direct support and through numerous initiatives provided by Partners and Entities.

45. Highlights across Q1 and Q2 include:

- 259 Entities are live / set up,
- 12,998 whānau are being supported to achieve planned goals (+5,686 increase between Q1 and Q2)
- Of the 12,998 whānau, 3,450 whānau have taken surveys to express the impacts of the Whānau Ora support they have received which has been overwhelmingly positive
- Whānau have undertaken 11,299 activities (+4,274 increase between Q1 and Q2)
- Of the 11,299 activities whānau have undertaken, the highest planned goals and outcomes relate to:
  - Education and life skills
  - Financial literacy, debt reduction and basic needs
  - Health, and
  - Culture and connections.

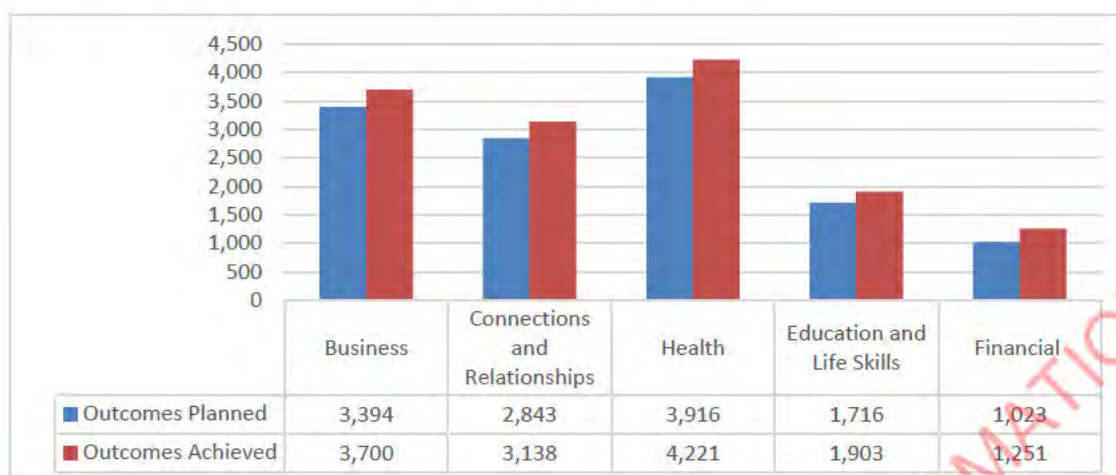
Graph three: Te Pūtahitanga Q1 and Q2 Whānau Ora activity and results



### Te Pūtahitanga o Te Waipounamu outcomes

46. Each quarter, Te Pūtahitanga o Te Waipounamu report on planned and achieved outcomes across all workstreams excluding Navigation which is reported on as its own workstream. Between Q1 to Q2, there has been a steady increase in the number of outcomes planned and outcomes achieved.

Graph four: Q1 and Q2 Outcomes Planned and Achieved



47. There are currently 15 outcome areas that Te Pūtahitanga report against. Across all workstreams, the highest planned and achieved outcomes are highlighted below:<sup>3</sup>

- Business – planned outcomes 3,394 (+2,380 from Q1) achieved outcomes 3,700 (92%)
- Connections and relationships – planned outcomes 2,843 (+1,344 from Q1) achieved outcomes 3,138 (91%)
- Health – planned outcomes 3,916 (+1,803 from Q1) achieved outcome 4,221 (93%)
- Education and life skills – planned outcomes 1,716 achieved outcomes (+1,108 from Q1) 1,903 (90%), and
- Financial – planned outcome 1,023 (+472 from Q1) achieved outcomes 1,251 (82%).

48. Te Pūtahitanga o Te Waipounamu set targets for each of their workstreams in their FY22/23 AIP. Below are the targets and progress made to date:

Table three: FY22/23 targets and results

Workstream	Status	Engagement targets	Q1 and Q2 results
Wai Ora	Targets have been exceeded	Engage 558 whānau members	1050
		1,674 individual whānau	2,600
		Undertake 500+ activities	1,704
Mauri Ora (Navigation)	One of three targets have been met with the remaining two likely to be met and exceeded in Q3	123.5 Navigators	124
		Engage 3,495 whānau	3,071
		Engage 5,134 members	3,279
Tama Ora		Engage with 250 whānau	1,350

<sup>3</sup> Data captured includes collateral outcomes arising out of planned outcomes.



	Targets have been exceeded	<i>Engage with 500 whānau members</i>	<b>2,502</b>
		<i>15+ activities</i>	<b>537</b>
<b>Ruia</b>	Two of three targets have been met with the remaining target will likely to be met by Q4	<i>Engage 100 whānau</i>	<b>1,198</b>
		<i>Engage 200 whānau members</i>	<b>3,526</b>
		<i>Undertake 300+ activities</i>	<b>83</b>

### **Pasifika Futures**

49. Pasifika Futures reports that Pacific families are struggling with the ongoing impact of COVID-19 and escalating cost of living. Families are working extra jobs or longer hours to cover day to day costs. Families are also increasingly sharing housing costs by moving in together and requiring greater financial and budgeting support. This is likely to be exasperated by the recent floods in Auckland and Cyclone Gabrielle. Key results for Q1 and Q2 include:

- a. **98% (6,151)** current Whānau Ora network engagement target achieved,
- b. **8** core outcomes achieved or exceeded,
- c. **10,322** COVID-19 packages of support delivered,
- d. **69,609** families engaged with (**367,492** individuals'),
- e. **45,726** families (**245,835** individuals) in the Whānau Ora program,
- f. **191,432** families (**663,780** individuals) received COVID-19 support,
- g. **33,475** families (**183,726**) individuals received both Whānau Ora and COVID-19 support,
- h. reached **96%** of the Pasifika population<sup>4</sup>, and
- i. achieved **42,588** well-being outcomes.

50. Other highlights include:

- a. launching of the PFL online Partner series, highlighting the services provided across the country to Pacific families and communities to generate awareness and interest,
- b. distributing support packages to 2,079 families (10,193 individuals), and
- c. strengthening Ngāu Fānifo Mental Health services through training to build knowledge and equip the workforce to support Pacific families facing mental health challenges.

### *Pasifika Futures outcomes*

51. Across the core four outcomes Pasifika Futures reports against, they are currently exceeding their own performance in comparison to Q1 and Q2 FY21/22 as shown in the below graph.

*Graph five: Pasifika Futures Outcome performance comparison*

<sup>4</sup> Since Pasifika Futures was established





52. Through their FY22/23 AIP, Pasifika Futures set targets for each of their indicators aligned to their core outcomes. Pasifika Futures have exceeded their Q2 targets and increased the number of whānau engaged in comparison to FY21/22. The below table provides some of Pasifika Futures targets and achievement rates for FY22/23.

Table four: Pasifika Futures Targets and Achievements

Outcome	Activity	FY22/23 Target	Achievement rate
<b>Lifelong Learning</b>	Children enrolled in ECE	60%	<b>3215/4843<sup>5</sup></b> (64%) (+368 from FY21/22)
<b>Living Longer, Living Better</b>	Families now smoke free	35%	<b>2474/4979</b> (50%) (+298 from FY21/22)
<b>Financial Freedom</b>	Families are reducing debt	80%	<b>4560/5489</b> (83%) (+356 from FY21/22)
<b>Community Connection</b>	Families are now connected to their community	80%	<b>2222/2650</b> (84%) (+254 from FY21/22)

#### Response and Resilience

53. The Pasifika Futures network of Resilience and Emergency Response partners continued to provide ongoing support to Pacific families across the country in Q2, in response to the ongoing impact of COVID-19. Inflation and rising costs of living have exacerbated challenges faced by Pacific families on a daily basis. During FY22/23, \$6.5m was

<sup>5</sup> Number of whānau engaged in activity

distributed to Resilience and Emergency Response partners. This enabled them to continue supporting families during the financial year:

- a. 13,259 packages distributed to 6,220 families (31,783 individuals) including 775 families with a disability or long-term condition
- b. 755 Families (2,877 individuals) were supported in isolation
- c. 2,852 COVID-19 positive individuals
- d. 10,156 medical consultations
- e. 221 mental health consultations
- f. responded to 39,363 contacts through our call centre
- g. provided 464 vaccination doses including 68 to children.

54. In Q2, the Pasifika Medical Association Group, of which PFL is a member, received the Arataki Award for Leadership in the Pacific Community at the 2022 Pacific Business Trust awards. The award recognised the organisation for its leadership in mobilising support for the Pacific community at pace throughout the COVID-19 pandemic.

#### **Localised Commissioning Update**

55. COVID-19, staffing capability and capacity has significantly impacted LCEs progress. Since signing their four-year Outcome Agreements and developing their first Annual Investment Plans, LCEs have been working to establish back office support, build staff capability and capacity whilst working with whānau.

56. Although LCEs are making some progress on embedding their commissioning models, it has become apparent that LCEs required intensive support to establish themselves before working with whānau.

57. For the remainder of FY22/23, officials will be working with LCEs to finalise a capability and capacity building work program.

#### *Cyclone Gabrielle*

58. The response to recent flooding and Cyclone Gabrielle has required a culturally and locally coordinated approach to supporting whānau and communities across the East Coast and upper North Island

59. Wairoa, population 8,600 (54.8% Māori), experienced a full blackout of communications, including satellite phones. As such, Te Whare Maire has diverted all resources to aiding in recovery and relief efforts in their rohe. Te Whare Maire was provided an additional \$250,000 as a Whānau Ora partner for Te Pou Matakana.

60. These recent extreme weather events have compounded the pressure on providers, following the devastation already experienced following two major floodings throughout the area over the last year.

61. Locally led initiatives like LCEs are well-placed to use existing networks and infrastructure to support whānau. However, like most kaupapa Māori providers, they have multiple kaupapa with limited resources and are often required to pause particular mahi in order to serve their whānau and communities.

62. It is likely that whānau and communities will continue to need support with immediate response efforts for some time, as well as with resilience planning moving forward.

63. Officials understand that the impact of Cyclone Gabrielle on Raukawa Trust is low and minimal disruption of LCE services is expected.



## Paiheretia te Muka Tangata

64. Further to our update to you on Paiheretia in late December, an online survey was developed to gather feedback about the Paiheretia te Muka Tāngata national wānanga held in November. The overall response from the survey was positive and feedback will be used to inform future gatherings for Paiheretia te Muka Tāngata.
65. Paiheretia te Muka Tāngata Māori providers have proven to be highly flexible in their planning and delivery, including their recent response to the effects of Cyclone Gabriel in Hawke's Bay. Ngāti Kahungunu and the Te Wero collective have used their community connections and reputation as trusted providers to shift their focus from commissioning to emergency support for whānau. Immediate support to whānau includes:
- kai parcels,
  - clothing and blankets, and
  - temporary accommodation
66. Te Puni Kōkiri and Corrections, through the commissioning approach with Ngāti Kahungunu iwi and the Māori providers, have established a Kaiarataki Navigator Service to support whānau in the Corrections system to:
- navigate the Corrections system,
  - identify their needs, strengths, and any challenges they may be experiencing,
  - set, plan, and achieve their goals and aspirations
  - access and effectively engage in the services and support they need, and
  - strengthen whānau relationships and cultural connections in a way that measurably improves whānau wellbeing.

### *Ngāti Kahungunu Iwi Incorporated Highlights*

67. Ngāti Kahungunu Iwi Incorporated (NKII) has commissioned six iwi-based service providers (Te Wero collective<sup>2</sup>) to deliver whānau ora outcomes for tāne and whānau with experience of the Hawke's Bay Regional Prison (HBRP) system.

*Table five: Ngāti Kahungunu Iwi Incorporated figures<sup>6</sup>*

Number of	
<i>Whānau and Tāne actively engaged in the service</i>	<b>173</b>
<i>Whānau hui held</i>	<b>235</b>
<i>Kaiarataki Navigators in place</i>	<b>11</b>
<i>Whānau reporting improved outcomes</i>	<b>87</b>

### *Te Tai Tokerau Highlights*

68. Four Māori providers<sup>7</sup> are working intensively with whānau to identify aspirations.

<sup>6</sup> Data reporting appears inconsistent across providers, officials will work with providers to address this

<sup>7</sup> Ngāti Hine Health Trust, Te Hau Ora o Ngāpuhi, Ta Hā Oranga (Ngāti Whātua), Waitomo Papakāinga Development Society



69. Whānau have started achieving outcomes ranging from reconnecting with whānau, learning new skills, halting drug use and gambling, gaining employment, reducing home detention sentences, and not reoffending.

Table six: Te Tai Tokerau figures

Number of	
<i>Tāne being supported</i>	467
<i>Whānau hui held</i>	263
<i>Kaiarataki Navigators in place</i>	17
<i>Whānau actively engaged in the service</i>	154

*Strengthening whānau connections and improving whānau outcomes*

70. Paiheretia te Muka Tāngata providers reported supporting over 1203 whānau.<sup>8</sup> Whānau are reporting an increase in knowledge about how to support their tāne inside prison and after release. They are also being supported to strengthen their relationships and stabilise their living situations (housing, income, education) to better support positive whānau outcomes.

71. The latest quarterly reports show Kaiarataki Navigators are supporting tāne and their whānau to:

- a. reconnect with their culture, whakapapa, and whenua,
- b. gain meaningful employment, and access health care, alcohol and drug programs, relationship counselling services, accommodation, and kai,
- c. access wrap-around services that support whānau to heal through past-traumatic life events,
- d. engage in education services that support tāne to develop positive behaviors and decision-making,
- e. navigate the Corrections system and wider justice/court system and Oranga Tamariki, and
- f. advocacy support for mental health and health services.

72. Providers are testing new ways of working with whānau engaged in the Corrections system using whānau-led and whānau-centred approaches to improve intergenerational wellbeing.

73. Whānau have reported that they:

- a. have connected or reconnected with their marae, hapū and iwi,
- b. have had the opportunity to highlight where and who they are within themselves, their whānau and their communities,
- c. have improved relationships with whānau and their own tamariki,
- d. are implementing skills and learnings to move towards financial independence,
- e. are gaining sustainable employment, and
- f. have access to financial support for immediate needs.

<sup>8</sup> Whānau members engaged in Paiheretia te Muka Tāngata reported to 31 December 2022



## Ngā Tini Whetū

74. Officials are working to consolidate the AIKO evaluation and internal performance reporting to tell a consolidated and comprehensive story about the success of Ngā Tini Whetū. This will include the 6-month insight reports submitted by Te Pou Matakana which discuss collateral change and child poverty reduction.

### Next steps

75. Te Puni Kōkiri is working in partnership with the Accident Compensation Corporation to:

- a. consolidate the AIKO evaluation and reporting,
- b. confirm future funding arrangements,
- c. refresh the Ngā Tini Whetū Memorandum of Understanding, and
- d. confirm the parameters and start date for the testing phase of Ngā Tini Whetū.

76. Building on the Ngā Tini Whetū Business case prepared in 2022 by Price Waterhouse Coopers, officials have engaged them to develop an economic case. This is expected to be completed in June 2023.

## Other Work

### Procurement and Contract negotiations

77. The General Commissioning Agencies contracts end on 30 June 2024. Officials are working with various external advisors to plan for contract negotiations. Preparations will include a procurement process analysis. We will keep you updated on progress.

### Social Sector Commissioning


78. On 24 March 2023, Officials attended a panel discussion about a community of practice approach to relational commissioning, hosted by the Ministry of Social Development. Officials presented on the strength of Whānau Ora as a kaupapa and the devolved Commissioning model.

79. There is still a lack of government understanding about the Whānau Ora kaupapa, devolved Commissioning and the important role the Whānau Ora Commissioning Agencies play in support whānau well-being.

## Risks

80. We have identified the following risks arising out of the General Commissioning work programme.

Table seven: General Commissioning risks and mitigations

All Commissioning Agencies	
Risk: Committed unspent budget	
Explanation	All Commissioning Agencies reported the carry-forward from FY21/22 to be expended on activities in FY22/23: 9(2)(i) 



Mitigation	<p>Te Pou Matakana and Pasifika Futures have been advised they may utilise any carry forward and or underspend to support whānau following the Auckland Floods and Cyclone Gabrielle.</p> <p>Officials will provide updated figure in quarter three once reporting from the Auckland Floods and Cyclone Gabrielle is received.</p> <p>Te Pūtahitanga o Te Waipounamu has agreed to provide further financial reporting that shows the reduction in underspend.</p>
<b>Risk: Ngā Tini Whetū delays</b>	
Explanation	The delays in establishing the Ngā Tini Whetū testing phase is causing some concerns with the Accident Compensating Corporation (ACC).
Mitigation	Officials are working together to update ACC leadership about the status of Ngā Tini Whetū and next steps.

81. Officials have identified the following risks arising out of the Paiheretia te Muka Tāngata work programme.

*Table eight: Paiheretia Te Muka Tāngata risks and mitigations*

<b>Risk: Referral process impacting KPI</b>	
Explanation	Iwi and Māori service providers continue to experience issues with referrals from Corrections to the Kaiarataki Navigator Service; this impacts on the Kaiarataki Navigators' ability to meaningfully engage Whānau and provide support. These issues have been due in-part to the workforce pressures experienced, and limited provision of staff training and cultural support.
Mitigation	<p>Te Puni Kōkiri continues to work with Iwi, Providers and Corrections to strengthen relationships, support Corrections cultural uplift, and refine and improve the referral process. Options are being explored with Corrections to increase awareness of Paiheretia as a service in prisons and community corrections sites.</p> <p>Alongside this Te Puni Kōkiri has worked with Iwi and Māori providers to develop posters and brochures that aim to raise awareness amongst Tāne in prison, their whānau and frontline Corrections staff about Paiheretia and the Kaiarataki Navigator Service.</p>





23 Pipiri 2023

Te Minita mō Whānau Ora

## HE PĀRONGO | AIDE MEMOIRE

### Te Puni Kōkiri Social Sector Commissioning Scale-Up Plan

Te Puni Kōkiri contact: Jesse Roth, Director, Operations

Phone: s9(2)(a)

TPK tracking no: 47403

#### Purpose

1. This aide memoire provides you with information about the Te Puni Kōkiri Social Sector Commissioning (SSC) Scale-Up Plan, which supports the implementation of the cross-government Social Sector Commissioning Action Plan 2022-2028 (the SSC Action Plan) being jointly led by the Ministry for Social Development (MSD) and Oranga Tamariki (OT).
2. Attached to this aide memoire is the Te Puni Kōkiri Scale-Up Plan, that responds to the three areas that agencies have been requested to cover: *Organisational Context; Implementing Principles; and Organisational Readiness.*

#### Background to the SSC Action Plan 2022-2028

3. The SSC Work Programme originated from concerns that the commissioning of social services was not adequately meeting the needs of individuals, whānau and communities, and that government was not adequately enabling social services to support their communities.
4. In response to these matters, in November 2021 Cabinet agreed to adopt a relational approach to commissioning across the social sector as a foundational shift for government departments and Crown entities [SWC- 21- MIN- 0173].
5. In August 2022, Cabinet approved the SSC Action Plan, a six-year pathway of change towards an aspiration that relational approaches to commissioning become normalised practice [SWC – 22 – MIN – 0140].
6. The SSC Action Plan sets out a pathway for how government social sector agencies and Crown entities will work with community organisations and NGOs for social service delivery in Aotearoa New Zealand. Te Puni Kōkiri, for the purposes of the SSC Action Plan, is a social sector agency (alongside MSD, MOH, MOR, Whaikaha, Oranga Tamariki, MOJ, Ara Poutama, MHUD, Ministry for Pacific Peoples, Ministry for Youth Development, MBIE, DIA, and Police). The work is guided by key principles that include choice by individuals, families, whānau and communities and that Māori-Crown partnerships are at the heart of effective commissioning.
7. Phase One of the Action Plan is to grow and extend new ways of working and raises key policy and operational questions. Phase Two from mid-2024 to 2028 will focus on

supporting and building on existing pockets of success for implementation on a wider scale across Aotearoa.

8. The SSC Action Plan includes a requirement that all social sector government agencies and Crown entities submit a Scale-Up Plan by 30 Pipiri 2023 on how they will embed a relational approach to commissioning. Scale-Up Plans are intended to help the government to build an overall picture of the effort across the public sector, and provide system-level insights about collective and system-wide implementation of the SSC Action Plan

### **Scope of social sector commissioning**

9. Commissioning for the purposes of the SSC Action Plan, is a blanket term, used to cover a series of activities that usually result in funding being allocated by government agencies, philanthropic organisations, and sometimes non-government organisations, to deliver support or services for people, families and whānau across Aotearoa New Zealand<sup>1</sup>.
10. The scope of commissioning for the SSC Action Plan is broader than the scope Te Puni Kōkiri uses when referring to its own commissioning kaupapa and includes:

*“the interrelated activities, including but not limited to planning, engagement, funding, procurement, monitoring and evaluation that need to be undertaken through third-party providers to ensure people, whānau and communities who need support, get the support they need”.*<sup>2</sup>

### **Te Puni Kōkiri Scale-Up Plan**

11. The implementation of the SSC Scale-Up plan supports Te Puni Kōkiri’s work to be a centre of excellence in government for Whānau Ora and whānau-centred approaches.
12. Te Puni Kōkiri SSC Scale-Up Plan builds on the strong foundation created by Whānau Ora commissioning activities over the past decade. It is anchored in the strength and experience of our own relationally driven kaupapa. We have identified clear synergies between the key characteristics of whānau-centred approaches, and the seven key principles of the SSC Relational Approach. The A3s attached to this aide memoire demonstrates this synergy.
13. Because of our solid foundation and experience in commissioning for wellbeing outcomes and relational practices through whānau-centred approaches, Te Puni Kōkiri kaimahi are well-positioned to influence the shape of social sector relational commissioning, particularly in ways that meet the needs and aspirations of whānau Māori. Te Puni Kōkiri was engaged on SSC cross-government agency work on Phase 1 of the SSC work through Whānau Ora commissioning. Kaimahi from across Te Puni Kōkiri are also able to influence the future direction of the work through cross-puni membership on specific SSC working groups.
14. During stage one of scale-up activities, Te Puni Kōkiri will develop a plan to build the capacity and capability of our kaimahi across the organisation to apply whānau-centred commissioning (alongside whānau-centred approaches) to their mahi and engagement

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<sup>1</sup> Page 4, *Social Sector Commissioning 2022-2028 Action Plan*, Ministry of Social Development.

<sup>2</sup> Page.5 *Social Sector Commissioning Progress, Principles and Next Steps*, Ministry of Social Development, August 2020.

with kaitono and to measure Whānau Ora commissioning against the development of SSC across government. This plan will build off the wealth of knowledge developed from our administration of the Whānau Ora commissioning models, and the range of whānau-centred commissioning models across our regional and investment functions.

### **Next steps**

15. The Scale-Up Plan will be submitted by 30 Pipiri 2023 to the Ministry of Social Development-led Social Sector Commissioning hub.
16. If you wish to have further detail about the Te Puni Kōkiri SSC Scale-Up Plan, or to discuss potential opportunities from the Plan for your Whānau Ora portfolio, Te Puni Kōkiri officials will be available at your request.

### **Attachments**

1. Te Puni Kōkiri Social Sector Commissioning Scale-Up Plan.

Jesse Roth  
Director, Operations

RELEASED UNDER THE OFFICIAL INFORMATION ACT





## 1. Our organisational context

### Who we are

Our vision is ‘thriving whānau’.

As the government’s principal advisor on Māori wellbeing and development, we understand Te Ao Māori, and recognise that effective delivery to Māori requires interventions that are **whānau-centred, locally led, and nationally enabled**.

Our regional office outreach into Māori communities and our devolved commissioning through Whānau Ora gives us access to local knowledge and ideas to prototype, that will suit many Māori better than the options that are designed by public sector agencies out of Wellington.

Relevant to social sector commissioning, our role includes monitoring performance across the public sector, investing to build sustainable and resilient communities, and supporting whānau through Whānau Ora commissioning. We develop innovative trials and investments to test policy and programme models to address barriers to, and achieve better outcomes for, Māori economic, cultural and social wellbeing and development.

#### TPK Three Strategic Priorities 2020-2024

Māori economic resilience



Te Ao Māori



Equitable & Effective Public Sector Performance for Māori



#### Equitable & Effective Public Sector Performance for Māori – Focus Areas

##### Whānau-Centred Approaches:

Grow the influence of whānau-centred policy and the investment in Whānau Ora across government and into our communities.

##### Māori Wellbeing Monitoring:

Lead the development and monitoring of system indicators for how well public services perform for Māori as both citizens and as whānau.

##### Māori Public Policy Leadership:

Lead policy thinking across the public service of the roles and obligations agencies have to Māori as citizens and as whānau.

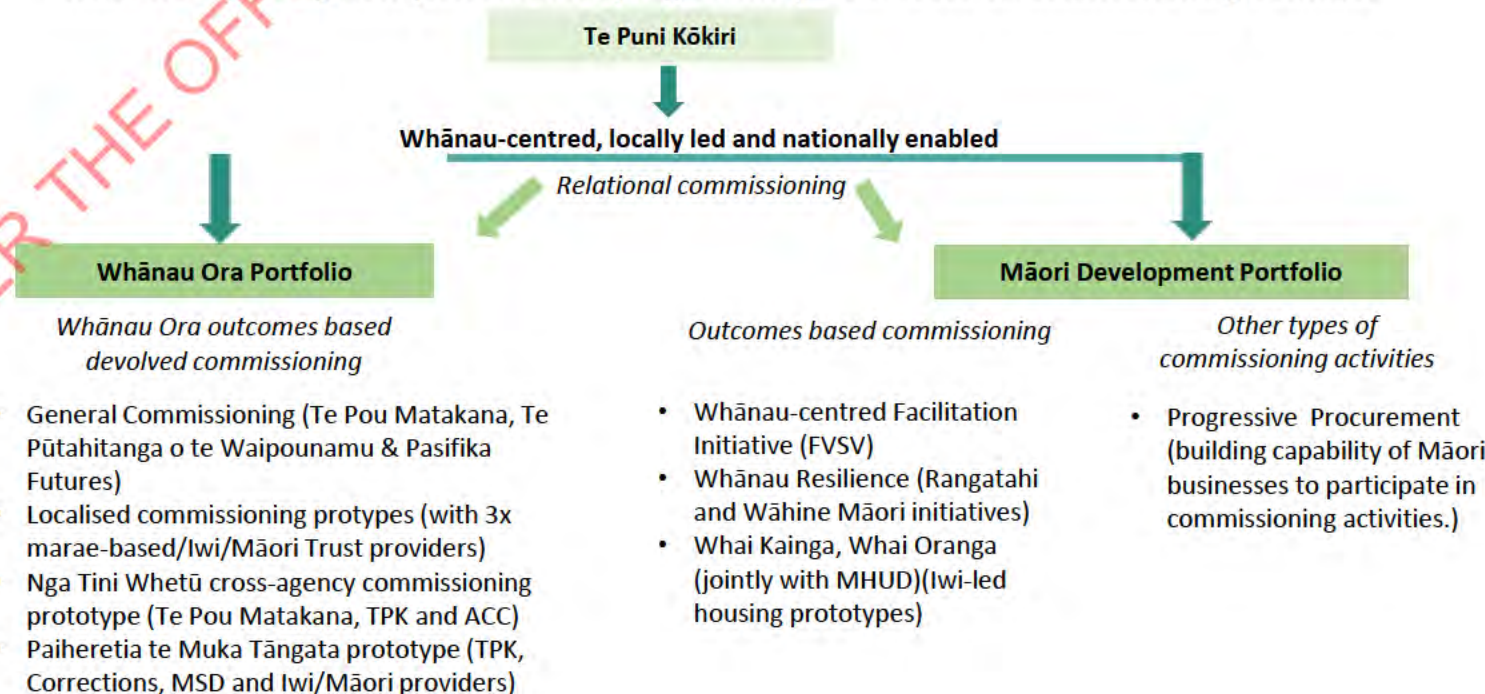
### Our commissioning approaches

Te Puni Kōkiri is unique in that relational delivery is already part of our operating DNA. Commissioning for wellbeing outcomes and relational approaches are applied to initiatives and programmes across both the Māori Development and Whānau Ora portfolios.

Since 2014, Te Puni Kōkiri has administered the second phase of Whānau Ora, commissioning for Māori wellbeing outcomes through Whānau Ora as the government’s flagship whānau-centred model. The core principles governing Whānau Ora commissioning link closely with Social Sector relational commissioning principles. There is consistent evidence that the Whānau Ora commissioning models, driven by whānau voice, have proven effective in enabling whānau wellbeing outcomes.

Te Puni Kōkiri is focussed on expanding Commissioning models of delivery where this is the most appropriate model. Wherever engagements and interactions with kaitiaki sit on a commercial spectrum, Te Puni Kōkiri will always follow ‘relational first’ whānau-centred principles. Te Puni Kōkiri is otherwise not strictly a social sector service provider – or intended to be in the long term.

#### What we are doing now (current work programmes) – our focus on commissioning activities







At the heart of the mahi we do at Te Puni Kōkiri are whānau-centred, locally led and nationally enabled approaches.

Specific actions our agency is taking to give effect to these principles include:

### 1. Whānau-centred approaches enterprise plan

A three-phased work programme was initiated in early 2022 to progress a collaborative approach to the organisation's strategic focus area of whānau-centred approaches. It is supported by an internal leadership group, a project team and kaimahi working groups.

The three phases are to 1) build our internal capability to apply and advise on whānau-centred approaches; 2) broaden and expand whānau-centred approaches across government and into communities; and 3) identify and undertake initiatives to ensure knowledge, practice and culture shift is sustained.

### 2. Whānau-centred, community-led approaches as an enabler of the Child Youth Wellbeing Strategy

Te Puni Kōkiri is the lead agency for whānau-centred, community-led approaches as an enabler of the Child and Youth Wellbeing Strategy (CYWS). We are currently progressing a work programme that aims to 1) unpack what whānau-centred means for government agencies; 2) agree a common definition for use across agencies; and 3) agree on the theory of change.

This work programme reports to the Social Wellbeing Board. It is intended to support more effective commissioning approaches into and with communities, enabling whānau-centred initiatives that ensure effective and equitable public sector performance for all Māori.

### 3. Transitioning successful prototypes into sustainable mainstream delivery

Te Puni Kōkiri has undertaken a number of initiatives that have demonstrated effective delivery into Māori communities. As an agency that is able to prototype approaches that enable whānau-centred, community-led solutions, we are focussed on improving our evidence base for "what works and why", in order to influence sustainable delivery through public sector agencies. This includes whānau-centred prototypes across Whānau Ora commissioning. Another ongoing initiative includes Whai Kāinga Whai Oranga (where partnership with iwi is shifting the scale of impact and long-term sustainable Māori housing delivery).

### 4. Cross-agency investment into the Whānau Ora initiative

As demonstrated through COVID-19 and recent extreme weather events, investment through existing Whānau Ora commissioning infrastructure is an opportunity to address ongoing inequities and poor outcomes experienced by Māori. Options are being developed for further consideration by public sector leaders.

The principles of Social Sector Commissioning and foundational concepts of Whānau-Centred approaches are complementary

In December 2022, the Social Wellbeing Board endorsed ten foundational concepts behind whānau-centred approaches for use across social sector agencies. These are complementary with the social sector commissioning principles, set out below.

Social Sector Commissioning Principles	10 foundational concepts behind whānau-centred approaches
Individuals, families, whānau and communities exercise choice	Support whānau to determine their own future
	Restores and strengthens whānau
	Are based on whānau strengths, values and aspirations
	Address individual needs within their whānau context
The sector works together locally, regionally and nationally	Uses collaboration and integration across government.
	Provide holistic responses to whānau needs and aspirations
Māori Crown partnerships are at the heart of effective commissioning	Are culturally grounded in te ao Māori, with whānau at the centre
Commissioning is responsive to the equity of unique and diverse populations	
Decisions and actions are taken transparently	Measure effectiveness based on outcomes and invests in whānau wellbeing
The sector is sustainable	Enable long term, intergenerational planning and sustainable solutions
The sector is always learning and improving	Minimise system barriers, enabling flexible and innovative responses



# Te Puni Kōkiri Social Sector Commissioning Scale-Up Plan

## 3. Actions to ensure our systems, practices, processes, relationships and resources support the implementation of relational commissioning



Social Sector Commissioning Areas of Focus	Comment
<p><b>Senior Leadership</b> <i>Description: The extent to which senior managers have bought into relational commissioning as a key strategy for improving wellbeing outcomes and work to align principles with other organisational goals and strategies. Commitment from senior leadership is also demonstrated by the extent to which human and financial resources have been committed to implementing relational commissioning.</i></p>	<p>The promotion of whānau-centred approaches and Whānau Ora commissioning is one of the nine focus areas of our strategic direction, and it is a way of working applied across the other eight focus areas. Senior leadership will continue to support and progress whānau-centred models, in alignment with the emerging SSC relational model, and in support of our vision of <i>thriving whānau</i>.</p> <p>Expanding and trialling different models for commissioning whānau-centred initiatives to achieve wellbeing outcomes for whānau, through both Whānau Ora commissioning and through other whānau-centred approaches across our investment portfolio, utilises commissioning models that support the self-determination of whānau that are informed by the Treaty partnership between the Crown and iwi/hapū.</p>
<p><b>Implementation plan</b> <i>Description: Whether the scale up plan is underpinned by a clear set of responsibilities for implementation, including how implementation progress will be communicated to key stakeholders. Implementation is feasible and realistic, and its place is understood alongside other organisational priorities.</i></p>	<p>Implementation is being progressed through work programmes to deliver on Te Puni Kōkiri strategic goals for effective and equitable public sector performance for Māori, particularly the whānau-centred approaches focus area. This includes consultation about implementation of commissioning and building capacity and capability across a range of providers, Māori entities and organisations, and iwi/hapū groups. An example of working with stakeholders is ongoing engagement to refresh the Te Puni Kōkiri / Te Ora o Te Whānau joint work programme under Pou Tangata. Te Puni Kōkiri also engages regularly with Pou Tuhua to implement Whai Kāinga Whai Oranga, both receiving reporting and offering advice about progress and the future direction of the programme.</p> <p>We will also focus on our investment portfolio across the Whānau Ora and Māori Development portfolios for opportunities to implement commissioning activities that reflect the whānau-centred and relational commissioning models. Scaling up in Whānau Ora commissioning space provides the opportunity that working across Whānau Ora gives to inform whānau-centred practices while testing approaches and making adjustments as needed (an agile model). Our relationships with Whānau Ora commissioning agencies are underpinned by formalised relationship and partnership objectives that provide a lever to understand best practice methods of relational commissioning.</p>
<p><b>Workforce training and capability building</b> <i>Description: Whether staff involved in commissioning understand, and are on board with, the need for practice change and are ready and willing to do so. Has sufficient training been provided for all staff, and do they have enough time to demonstrate and practice the skills needed?</i></p>	<p>During stage one of scale-up activities, Te Puni Kōkiri will develop a plan to build the capacity and capability of our kaimahi across the organisation to apply whānau-centred commissioning (alongside whānau-centred approaches) to their mahi and engagement with kaitono. This plan will build off the wealth of knowledge developed from our administration of the Whānau Ora commissioning models and the whānau-centred commissioning models our regional Te Puni Kōkiri offices have led working with Māori communities. Further work to consider any scale up of social sector commissioning and how it relates to the current Te Puni Kōkiri commissioning model will be undertaken.</p>
<p><b>Organisational culture/climate</b> <i>Description: Whether all staff (including staff not directly involved in commissioning) understand the change that is being put in place, have positive attitudes toward it and are acknowledged or rewarded for behaving differently.</i></p>	<p>Our Strategic Framework provides a line of sight between our vision of <i>thriving whānau</i>, our three strategic priorities and our nine focus areas. Whānau-centred approaches, the Māori Public Policy Framework (Te Tautuhi o Rongo), and Te Puni Kōkiri refreshed approach to its legislative monitoring function, are core components of supporting equitable and effective public sector performance and are recognised as relevant to all focus areas. Consistent messaging from leaders reinforces the desirability of acknowledging and leveraging community capability. There is a deep-seated understanding of this concept across the Ministry.</p>
<p><b>Functional considerations</b> <i>Description: Whether those organisational functions that support relational commissioning understand the changes that are being put in place and adjust their practices to support the organisation to meet commissioning goals (e.g., IT systems are able to provide the data and information needed; legal and procurement teams are able adapt existing practices related to contract content and management).</i></p>	<p>Work continues on identifying the organisational functions that support commissioning for wellbeing outcomes through Whānau Ora and other Te Puni Kōkiri-led whānau-centred approaches. For example:</p> <ul style="list-style-type: none"> <li>• In Budget 2023, Te Puni Kōkiri has been funded to support improved data and information arrangements for use by communities</li> <li>• The Progressive Procurement kaupapa aims to achieve greater economic and social outcomes for Māori businesses. Government agencies must look beyond price to the wider social, community and employment value of engaging with Māori businesses.</li> <li>• Te Puni Kōkiri work with Treasury on a Māori-designed wellbeing measurement framework (includes measures and indicators) that aligns to whānau centred principles. Treasury will soon provide guidance to public sector agencies on these tools to functionally support performance measurement for investments that target Māori communities.</li> </ul>





**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT

# Te Puni Kōkiri Procurement document

## Localised Commissioning

### Approvals

Procurement	
<b>Approval of</b>	Procurement approach
<b>Name</b>	<b>Kellee Koia</b>
<b>Position / title</b>	<b>Manager, Procurement</b>
<b>Signature and date</b>	<i>Kellee Koia</i> 31/01/2020

Project sponsor	
<b>Approval to</b>	Procurement document and procurement activity as prescribed
<b>Name</b>	<b>Hiria Pointon</b>
<b>Position / title</b>	<b>Acting Deputy Chief Executive, Policy Partnerships</b>
<b>Signature and date</b>	<i>Hiria Pointon</i> 31/01/2020

Holder of delegated financial authority							
<b>Approval to</b>	Procure expenditure as per procurement document						
<b>Total budget</b>	\$6,000,000.00 (excluding GST) split between years as follows: <table border="1" data-bbox="561 1496 986 1592"> <tbody> <tr> <td>2019/20</td> <td>\$2,000,000.00</td> </tr> <tr> <td>2020/21*</td> <td>\$2,000,000.00</td> </tr> <tr> <td>2021/22*</td> <td>\$2,000,000.00</td> </tr> </tbody> </table> <p>*Availability of this funding is subject to approval from the Minister of Finance and Minister for Whānau Ora to allocate the remaining funds set aside for localised commissioning for that purpose. Additional detail regarding the allocation of 2020/21 and 2021/22 funding to localised commissioning is included in the 'Budget' section of this procurement document.</p>	2019/20	\$2,000,000.00	2020/21*	\$2,000,000.00	2021/22*	\$2,000,000.00
2019/20	\$2,000,000.00						
2020/21*	\$2,000,000.00						
2021/22*	\$2,000,000.00						
<b>Budget type</b>	NDOE						
<b>Budget code</b>	270463						
<b>Name:</b>	<b>Lisa Davies</b>						
<b>Position / title</b>	<b>Deputy Chief Executive, Investment</b>						
<b>Signature and Date</b>	<i>Lisa Davies</i> 31/01/2020						

# Purpose

This document outlines the process required to establish relational contracts with non-government organisations to prototype localised commissioning. This includes the procurement approach, activity, assessment, and decisions.

# Background

Localised commissioning is a new Whānau Ora initiative that contracts non-government organisations to provide whānau-centred services and support tailored to the local needs and aspirations of whānau in its community. Localised commissioning is designed to complement support from the existing Commissioning Agencies by providing additional support that is tailored to whānau needs and aspirations within specific communities.

## The Whānau Ora Review

This initiative addresses the *Review of Whānau Ora: Tipu Mātoro ki Te Ao: Final Report to the Minister for Whānau Ora in 2019* (the Review) recommendation to enhance Whānau Ora by considering options to explore localised commissioning in the North Island. The Review noted that:

- a. Each Commissioning Agency serves a large geographic area. How close they are to their constituent communities, and therefore whānau, has been questioned
- b. Some partners, providers, iwi and entities not involved in Whānau Ora in the North Island have asked Whānau Ora to explore more localised commissioning
- c. Localised commissioning has the potential to deliver more appropriate and granular solutions and interventions for whānau, and there is merit in exploring this further in the North Island. No views were provided on what regional or local boundaries would be appropriate for localised commissioning.

The Review suggested options for more localised commissioning in the North Island could include:

- a. new commissioning agencies that are more locally focused
- b. regional hubs based on existing provider collectives with the lead partner acting as the commissioner
- c. newly formed regional hub arrangements outside of the current Whānau Ora practising community
- d. a function-based commissioning arrangement (such as a shopfront to integrate social service delivery).

## Options to test localised commissioning

Based on the Review findings and recommendations, Te Puni Kōkiri identified three models through which localised commissioning could be tested:

- a. **Model 1:** Funding local level entities to deliver flexible support – this model involves a commissioning body at the community level working with the community to identify their aspirations and partner with Te Puni Kōkiri to coordinate funding and support using a Whānau Ora approach through Te Puni Kōkiri and across government



- b. **Model 2:** Integrated commissioning approach – this model involves closely integrating localised commissioning within the current commissioning approaches and activities of Whānau Ora Commissioning Agencies
- c. **Model 3:** Leveraging an existing structure to target particular community level outcomes – this model involves providing funding to a separate, existing entity or organisation to commission support, outside of the current Whānau Ora commissioning system.

The Minister for Whānau Ora confirmed his preference to test localised commissioning through Model 1 – Funding Local Level Entities [briefing 40324 refers]. In making his decision, the Minister for Whānau Ora noted that he is amenable to testing localised commissioning through Models 2 and 3 – Integrated Commissioning Approach and Leveraging an Existing Structure – in future years.

#### *Objectives and expected results*

The overarching objectives of testing localised commissioning include:

- Providing support that is tailored to whānau needs and aspirations within a specific community, leading to improved whānau wellbeing
- Providing evidence for how locally designed solutions can achieve improved outcomes for whānau
- Identifying the conditions necessary for localised commissioning to effectively improve whānau wellbeing
- Identifying challenges and barriers involved in commissioning support at the local level
- Comparing different features across localised commissioning entities to assess the most effective support for whānau.

The results expected from entities contracted over the initial 11-month period of testing localised commissioning include:

- Whānau agree that commissioning entities understand, and have developed an investment approach that reflects, their needs and aspirations
- Community providers have been contracted, in alignment with an investment approach, to provide services and support that are tailored to whānau needs and aspirations
- Whānau have begun to achieve outcomes, in line with the Whānau Ora Outcomes Framework, through locally-tailored services and support

## **What Te Puni Kōkiri is buying and why**

### **What**

This document seeks to contract four entities over an 11-month period to test localised commissioning. Te Puni Kōkiri will provide funding as part of the 11-month contract primarily

for capability building and investment planning,<sup>1</sup> and subsequently purchase the delivery of outcomes for whānau in line with the Whānau Ora Outcomes Framework. Localised commissioning is required, in addition to the support provided through the three existing Whānau Ora Commissioning Agencies, to test whether support tailored to whānau needs and aspirations within a specific community results in improved wellbeing.

Te Puni Kōkiri will fund entities to deliver localised Whānau Ora support through which the following can be tested:

- The conditions and attributes, such as relationships, networks, structures and resources, that contribute to improved whānau wellbeing through localised commissioning
- Any benefits and disadvantages, in terms of whānau support and outcome achievement, that may flow from the commissioning entity being located within the community which whānau live
- The ability of local entities to invest in a way that measurably improves whānau wellbeing.

Localised commissioning support is intended add to support provided through the existing Commissioning Agencies and wider government sector where there is no support available that is tailored to the specific needs and aspirations of whānau in certain locations.

An overview of the localised commissioning model through which the entities will operate is provided at **Appendix 2**.

Localised commissioning entities will require a strong focus on:

- a. The process to be worked through with whānau to identify their needs and aspirations (i.e. co-design)
- b. Continual and ongoing whānau engagement to ensure they have opportunities to input into investment decision-making, and are able to easily understand the investment approach and support available to work toward their aspirations
- c. Ensuring they are located within, and responsive to, the local community where whānau reside.

## Why

The Whānau Ora Review suggested that whānau could benefit from more locally granular solutions and that the existing Commissioning Agencies may be too far from their constituent communities to be adequately responsive to local whānau aspirations. In response to the Review findings and recommendations, Te Puni Kōkiri is seeking to contract with entities to test localised commissioning and improve Whānau Ora support by creating opportunities for whānau in specific locations to directly influence investment decision-making to meet their needs and aspirations.

The premise is that this initiative is a prototype which will test whether localised commissioning is successful in supporting whānau aspirations in line with the Whānau Ora Outcomes Framework and can or should be scaled up and extended across other

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<sup>1</sup> The length of this phase will vary between contracted entities, with more mature and developed entities having a shorter capability and planning phase, and a greater focus on supporting whānau to achieve positive outcomes.



communities. If the prototype is successful, it will provide the key components (critical success factors) required for localised commissioning to give effect to whānau aspirations.

The testing of the localised commissioning approach will inform how to best target funding and support to whānau, and potentially refine and improve the existing commissioning model. The focus is to develop and deliver on whānau aspirations. It is not to fund additional navigation type services focused on navigating the current social sector/system.

If the localised commissioning model is a success, and further budget is provided to scale up localised commissioning, we will need to consider the most appropriate procurement approach for any additional local commissioning entities.

## Market analysis

### Selection of locations and potential entities

A model based on Māori and Pacific populations, deprivation and the local coverage of existing Whānau Ora providers, was used to prioritise locations. Upon identifying priority locations in which to test localised commissioning, work was undertaken with our Te Puni Kōkiri Regional Managers and staff to inform and confirm the selection of locations and potential entities. Market research identified existing or established initiatives on community / whānau aspirations which could be supported.

The following table lists the locations and potential entities that were identified with the necessary skills to test localised commissioning.

The potential entities were identified by the Regional Managers and staff from the offices of Waikato-Waiāriki, Ikāroa-Rāwhiti, Te Tai Hauāuru and the Whānau Ora Taurikura project team.

<b>Table 1. Selected locations and potential entities</b>	
<b>Locations and potential entities</b>	<b>Idea or initiative each entity has that could be developed for Year 1</b>
<b>Western Bay of Plenty</b>	
Huria Trust (formerly Huria Management Trust)	<u>Marae Based Entity Prototype:</u> Huria Marae Management will commission services with the five surrounding Marae in the area. It will also identify what works, what doesn't work, and any key features or insights required for this prototype.
<b>South Waikato (Tokoroa)</b>	
Raukawa Settlement Trust	<u>Post Treaty Settlement Entity Prototype:</u> Initiative to close the gaps with existing support for whānau. It will also identify what works, what doesn't work, and any key features or insights required for this prototype.
<b>Wairoa</b>	
Wairoa Community Partnership Group	<u>Collective Entity Establishment Prototype:</u> Establishment of a commissioning entity for the Wairoa area. It will also identify what works, what doesn't work, and any key features or insights required for this prototype.



Palmerston North	
Te Tihi o Ruahine Whānau Ora Alliance	<u>Rangatahi Enterprise (technology) Prototype: Progress whānau social enterprise initiatives.</u> It will also identify what works, what doesn't work, and any key features or insights required for this prototype.

A detailed overview of a wide range of potential models and entities is included in the environment scan at Appendix 5.

The entities set out above in Table 1 were selected within the following parameters:

- a. The North Island only
- b. Focussed on reaching and supporting whānau aspirations
- c. Located in areas where the coverage and impact of Whānau Ora support could be enhanced.

Different types of entities have purposefully been selected to test localised commissioning to see if the type of entity is a significant factor to successfully commissioning for whānau aspirations.

An 11-month period, with an option to extend by mutual agreement between the parties for a further six months, and then followed by a potential 12-month extension, has been selected to test localised commissioning for the following reasons:

- Experience with the Whānau Ora Commissioning Agencies shows that a period of establishment activity is required to:
  - Communicate the opportunity and identify whānau to work alongside
  - Work alongside whānau to identify needs and aspirations
  - Co-design initiatives with whānau
  - Procure appropriate providers to work with whānau to deliver initiatives
  - Establish a cadence of engagement with Te Puni Kōkiri national and regional offices to report on progress and outcomes.
- Once the initiatives are in place there is a need to allow the initiatives to run their course to see the impact they are having for whānau.
- To allow time for a suitable evaluation approach to put in place to understand the benefits of increasing the depth of Whānau Ora through the localised approach.
- To provide some certainty of funding and support to the local commissioners participating in the prototype – given the establishment activity required in Year One.

## Potential or perceived conflicts of interest

Perceived conflicts of interest and mitigation strategies are identified as follows:

<b>Conflict</b>	<b>Mitigation</b>
<p><i>Conflicts of Interest</i></p> <p>All four potential entities have existing or previous connections with Whānau Ora and the Whānau Ora Commissioning Agency. Te Tihi o Ruahine are a Whānau Ora Regional Lead provider and they receive Whānau Ora funding directly from the Whānau Ora Commissioning Agency. Raukawa Settlement Trust are an Innovation partner who receive funding from the Whānau Ora Commissioning Agency. Huria Marae also receive Whānau Ora funding through Ngā Mataapuna Oranga, who are the Regional Lead provider for the Western Bay of Plenty funded by the Whānau Ora Commissioning Agency.</p> <p>These conflicts of interest could:</p> <ul style="list-style-type: none"><li>• Create the perception they are 'double dipping' and receiving additional support for the same initiative</li><li>• Damage the relationship between the entity and the Whānau Ora Commissioning Agency.</li></ul>	<p>To mitigate each conflict, Te Puni Kōkiri recommends the following:</p> <ul style="list-style-type: none"><li>• Clear communications material are developed for Whānau Ora stakeholders and the wider public which explain how localised commissioning is different and why it is needed to improve whānau wellbeing</li><li>• The entities and Te Puni Kōkiri will plan clear and consistent communications with the Whānau Ora Commissioning Agency. The entities will also carefully plan how to manage their conflict of interest with the Whānau Ora Commissioning Agency within their investment plans to be agreed by Te Puni Kōkiri.</li></ul>

Officials, following conversations with the relevant entities, consider the conflicts of interest can be adequately managed for the time being. A conflict of interest register will be maintained by Te Puni Kōkiri throughout this project to manage any conflicts of interest that Te Puni Kōkiri may become aware of.

## Approach to market

### Procurement approach to selecting entities

This procurement relates to testing and prototyping localised commissioning models to provide Whānau Ora support that is tailored to the needs and aspirations of whānau within specific locations.

Based on the findings of the environment scan, the preferred locations, and the funding envelope available (\$6.00 million excluding GST), we propose undertaking a direct source process to the procurement of entities. A direct source process involves approaching only one potential entity in each location to engage in contract negotiations. As noted in the Selection of Locations section above at page 5, entities to be considered as part of the direct source process were identified by working with Regional Managers and staff.



## Te Puni Kōkiri Procurement Rules

Te Puni Kōkiri procurement policy states a preference to use 'collaborative contracts'<sup>2</sup> where possible. Similar to AoG Consultancy Services, there are no collaborative contracts that we could use to secure entities of localised commissioning services.

If a collaborative contract is not used, the Te Puni Kōkiri procurement policy requires all contracts that exceed \$100,000 to be openly advertised on the Government Electronic Tendering Service (GETS).

Direct sourcing is permissible for procurement of prototypes under the Government Procurement Rules (4<sup>th</sup> edition) (Rules).

Since we are procuring a prototype service, the Rules offer an exemption to the requirement to openly advertise this procurement on GETS when the procurement is of a prototype. Further government procurement rules and supporting rationale is below.

### Government Procurement Rules

Rule 14.9 (e) of the Rules provide an exemption from open advertising for prototype research.

14.9 Valid exemptions from open advertising are:

- (e) Prototype: Purchasing a prototype for research, experiment, study or original development. Original development may include a limited production or supply if this is necessary to:
  - (i) carry out field tests and incorporate the findings, or
  - (ii) prove that the good or service or works can be produced or supplied in large numbers to an agreed quality standard. This exemption does not apply to quantity production or supply to establish commercial viability or to recover research and development costs. Once the contract for the prototype has been fulfilled, an agency must openly advertise any subsequent procurement of the same goods, services or works.

Testing localised commissioning fits the criteria for this rule because the findings will inform new ways of working and/or delivering services to further tailor Whānau Ora support to whānau needs and aspirations.

Te Puni Kōkiri will therefore use a direct source approach to contract the entities required for testing the localised commissioning approach. Te Puni Kōkiri intends to undertake a selective process and seek a proposal from the entities set out in Table 1.

These entities were considered amongst other entities available to be contracted in each location and subject to an evaluation process that is detailed in the Evaluation sections included from page 13 onwards in this document.

<sup>2</sup> Collaborative contracts being All of Government contracts, Open Syndicated contracts or Common capability contracts.



Contact with each entity will be made via email, phone and face-to-face meetings to discuss this opportunity, before agreeing a contract with them to undertake this work. If any of those entities are unavailable, we will do another round of identifying potential entities.

## Localised commissioning entity requirements and costs

To test localised commissioning through selected entities, a contract, investment plan, list of deliverables and budget must be developed and agreed between Te Puni Kōkiri and the selected entities.

Te Puni Kōkiri expects the contracts and investment plans to vary depending on the level of maturity of each selected entity. We anticipate that some entities will be well established and be able to start commissioning support for whānau almost immediately. Other entities will likely be at concept stage and may require a period of capability building and investment planning in Year One.

Despite differences in the maturity of each organisation, each entity will require the core skills outlined in the table on page 13 under the Evaluation Methodology section. The key accountability document, which each entity will be required to produce, will be investment plans explaining capability building, investment planning processes and activities designed to support whānau. These will be produced by each entity and tailored to their level of maturity in delivering whānau support but must be agreed with Te Puni Kōkiri prior to payment.

### Commissioning Entities' Contracts

Each entity selected to test localised commissioning will need to agree a contract with Te Puni Kōkiri. The contract will require Te Puni Kōkiri to provide \$500,000.00 (excluding GST) to each commissioning entity over an 11-month period, starting February 2020, and each commissioning entity to commission support that is tailored to the local needs and aspirations of whānau within each entity's constituent community. To guide the commissioning of support, the contract will require the entity to agree an investment plan, reporting schedule and budget with Te Puni Kōkiri.

As mentioned, each entity has different levels of maturity and, therefore, the complexity of each contract may vary to reflect the level of maturity of each entity.

Based on legal advice, Te Puni Kōkiri recommends using a Funding Agreement as the type of contract to be agreed with the entities for their initial contractual term. This kind of agreement can be used across all contracted entities, while providing the necessary flexibility to cater to the different maturity levels of each entity; allowing Te Puni Kōkiri to purchase more capability building in some instances, and whānau outcomes in others. This type of agreement also differentiates localised commissioning from the Outcome Agreements used with existing Whānau Ora Commissioning Agencies, supporting the testing of new approaches before entering longer-term agreements for ongoing whānau support.

### Investment Plan

The Pilot Funding Agreements will require each selected entity to develop an investment plan that details:



- An assessment of the organisational and capability needs of the particular entity to successfully identify whānau aspirations, commission support, and report outcomes, and a plan of how these needs will be fulfilled.
- An assessment of the need within each entities' constituent community
- An assessment of the existing whānau support providers within each entity's community, including a review of provider capacity, capability and connection to whānau, and an indication of existing relationships with providers
- A plan to invest in relevant initiatives that can meet the stated needs and aspirations of whānau
- An intervention logic map which depicts how whānau needs and aspirations will be addressed through the planned investment(s)
- The commissioning approach each entity will undertake and the providers and partners each entity intends to work with
- Information on how the organisation will foster relationships and work with whānau on an ongoing basis in its area
- A plan, with timeframes included, that sets out design, implementation and key activities that will be funded as well as the key performance indicators that will be used to measure progress in lieu of delivering outcomes in line with the Whānau Ora Outcomes Framework
- The key outcomes each entity expects to achieve through localised commissioning (that aligns with the Te Puni Kōkiri Whānau Ora Outcomes Framework)
- The level of engagement expected (i.e. community and estimated number of whānau that would be engaged through the activity)
- A plan to work with Te Puni Kōkiri to collect and share data and insights on outcomes and features of localised commissioning
- A budget that provides Te Puni Kōkiri with enough transparency and certainty about how funding will be spent (including a split between delivery and administration and operating overhead costs).

### Expected Deliverables

To test the attributes (and different levels of maturity), the following activities, deliverables and completion dates are required for year one. A detailed description of the content of each report will be included in the contracts with each entity. The dates for these deliverables are provisional at this point, and subject to change in light of contract negotiations with each entity.

<b>Deliverables</b>	<b>Due Date</b>
• Investment Plan	March 2020
• Quarterly report on progress	April 2020



<ul style="list-style-type: none"> <li>• Progress reporting (June, Aug, Oct)</li> <li>• Final report summarising how the localised commissioning model worked in each region, including what worked well, what did not, and lessons learned.</li> </ul>	# Milestone reports  March 2020
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## Budget

The total budget set aside to test localised commissioning is \$6.000 million (excluding GST) over two and a half years (February 2020 to June 2022).

The funding is currently intended to be phased across each financial year, resulting in \$2.000 million (excluding GST) available to be spent during the 2019/20 financial year (between the contract start date of February 2020 and the end of the financial year of 30 June 2020). A further \$2.000 million (excluding GST) may become available at the beginning of the 2020/21 financial year (starting 1 July 2020) to be spent within that financial year, subject to satisfactory performance and evaluation of each entity<sup>3</sup> and the agreement of the Minister of Finance and the Minister for Whānau Ora. The final \$2.000 million (excluding GST) will become available at the beginning of the 2021/22 financial year (starting 1 July 2021) to be spent within that financial year, also subject to satisfactory performance and evaluation of each entity's previous 17 months.

Of the \$6.000 million (excluding GST) set aside for localised commissioning, the Minister of Finance and the Minister for Whānau Ora have only allocated \$2.000 million (excluding GST) to be spent in 2019/20 on localised commissioning. The remaining funding for 2020/21 and 2021/22 cannot be distributed for localised commissioning without additional approval from the Minister of Finance and the Minister for Whānau Ora.

Local commissioning entities will be contracted for an 11-month period from February 2020 initially, with an option to extend this term, by mutual agreement between the parties, for a further six months to June 2021, to deliver whānau services. Following the 11-month contract, and six-month extension, a further extension by mutual agreement for another 12 months to conclude June 2022 may be agreed between the parties, subject to the results of testing and performance supporting whānau.<sup>4</sup>

The initial 11-month contract will span across the second half of the 2019/20 financial year and the first half of the 2020/21 financial year. The additional 6-month extension contract, if agreed, will span over the second half of the 2020/21 financial year. As the initial 11-month contract spans across two financial years, scheduled payments to the local commissioning entities are not evenly spread across the contract term. The anticipated schedule of payments for each entity for the initial 11-month period is as follows:<sup>5</sup>

<b>Table 4. Payment schedule for 11-month contract and subsequent extension</b>				
<b>Activity</b>	<b>%</b>	<b>Cost</b>	<b>Total</b>	<b>Notes</b>
<b>2019/20 Financial Year (\$2.000 million available)</b>				

<sup>3</sup> This will be conducted halfway through the term of each entity's initial 11-month contract.

<sup>4</sup> The total prototype term through which the local commissioning entities can be contracted to deliver Whānau Ora support that is tailored to the local needs and aspirations of whānau is 19 months. As the funding available is limited, a prototype approach can be extended across a 19-month term.

<sup>5</sup> This payment schedule may vary between contracted entities depending on the outcome of negotiations and the particular requirements of each entity.



<b>Table 4. Payment schedule for 11-month contract and subsequent extension</b>				
<b>Activity</b>	<b>%</b>	<b>Cost</b>	<b>Total</b>	<b>Notes</b>
Contract signed (Feb 2020)	50%	\$250,000	\$1,000,000	Funding is provided to support set-up costs and the development of an investment plan
Establishment and engagement with whānau and providers (Jun 2020)	50%	\$250,000	\$1,000,000	Funding is provided to finalise establishment tasks, including engaging with whānau and providers to inform the entity's investment approach, and initiate the delivery of support to whānau
<b>TOTAL</b>	<b>100%</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	
<b>2020/21 Financial Year (a further \$2.000 million available)</b>				
Quarter 1 (Jul 2020)	25%	\$125,000	\$500,000	At the start of FY20/21, each entity will begin receiving regularly distributed payments across quarters to deliver localised support. These activities are expected to begin alongside the completion of establishment tasks entities' would be funded for in June 2020. These funding payments are subject to Ministers of Finance and for Whānau Ora agreeing to allocate a further \$2.000 million in Whānau Ora funding to localised commissioning.
Quarter 2 (Oct 2020)	25%	\$125,000	\$500,000	
<b>TOTAL</b>	<b>50%</b>	<b>\$250,000</b>	<b>\$1,000,000</b>	

\* All funding amounts in Table 4 above is exclusive of GST.

As detailed in the table above, we anticipate the \$2.000 million (excluding GST) available to local commissioning entities during 2019/20 will be provided in full before the end of June 2020 and will help each entity to establish themselves and communicate with whānau and providers in their community to determine the best investment approach.

At the end of the first five months, Te Puni Kōkiri will report to the Minister of Finance and Minister for Whānau Ora to provide an update on each local commissioning entity's progress and performance. If satisfactory, Te Puni Kōkiri will recommend both Ministers allocate an additional \$2.000 million (excluding GST) set aside to localised commissioning for the 2020/2021 financial year. If Ministers agree to distribute a further \$2.000 million (excluding GST) for localised commissioning in 2020/21, and additional \$1.000 million (excluding GST) of funding will be provided to the local commissioning entities during the final six months of their 11-month contract to begin implementation and contracting with community providers to deliver their investment approach, alongside completing any establishment tasks and engaging with whānau and providers.

Te Puni Kōkiri may terminate any localised commissioning contract on notice or if the entity is in material breach of its contract. Should Te Puni Kōkiri terminate any contract, it may then engage another suitably qualified experienced entity to complete testing the localised commissioning approach.

## **Selection evaluation methodology**

In order to proceed to contract negotiations following the agreement of this plan, officials have undertaken a selection process of entities who have the requisite attributes to undertake the work (those entities identified above in Table 1). Selection was initially based

on evaluation criteria set out in Table 5 below. As noted above at page 5, the results of the evaluation were subsequently modified in light of market research and analysis:

### Evaluation criteria

To help select the external entities the following criteria has been developed:

**Table 5. Criteria for evaluating potential entities**

Criteria	Weightings %
1. Have an established idea or initiative that achieves whānau aspirations and better outcomes for whānau in one of the localised commissioning regions	20
2. Have established systems and processes for identifying whānau aspirations within their community	15
3. Having an established framework or approach for measuring the impact that your idea or initiative will have for whānau who participate in it	15
4. Established and/or existing connections with whānau and communities [based on whakapapa and/or whanaungatanga]	10
5. Demonstrated expertise and experience in kaupapa based design, support, and the delivery of locally relevant solutions e.g. Kaupapa Māori, whānau-centred and understanding of and grounded in Te Ao Māori or Pacific	10
6. Experience with collaborating and partnering with others that cross cuts to outcomes that delivers better outcomes for whānau and communities.	10
7. Established methodology for demonstrating success at whānau realising their aspirations.	10
8. Are (or with form) a suitable form of non-government organisation	5
9. Capable of working with government and meeting reporting requirements	5
<b>TOTAL</b>	<b>100</b>



# Evaluation outcome

On 21 November 2019, the Whānau Taurikura Project Team and staff from the Waikato-Waiāriki and Ikāroa-Rāwhiti regional offices assessed the potential entities against the key skills (page 6) to determine the most appropriate suppliers to test the localised commissioning approach and reflect different levels of maturity. In addition, on 2 December 2019 the Whānau Taurikura Project Team also assessed potential providers in the Palmerston North area.

Table 1 shows the panel assessment evaluation and table 2 shows the panel's scoring for the preferred entities. The threshold for progressing with an entity was 80 percent. The scoring scale was used in this assessment as set out in Te Puni Kōkiri RFP template (refer to Appendix Three).

Table 6: Panel assessment evaluation

Criteria	Have an established idea or initiative that achieves whānau aspirations and better outcomes for whānau in one of the localised commissioning regions	Have established systems and processes for identifying whānau aspirations within their community	Having an established framework or approach for measuring the impact that your idea or initiative will have for whānau who participate in it	Established and/or existing connections with whānau and communities [based on whakapapa and/or whanaungatanga]	Demonstrated expertise and experience in kaupapa based design, support, and the delivery of locally relevant solutions e.g. Kaupapa Māori whānau-centred and understanding of and grounded in Te Ao Māori or Pacific	Experience with collaborating and partnering with others that cross cuts to outcomes that delivers better whānau and communities.	Established methodology for demonstrating success at whānau realising their aspirations.	Are a legal entity and non-government organisation	Capable of working with government and meeting reporting requirements	Additional comments
<b>Weightings</b>	20%	15%	15%	10%	10%	10%	5%	10%	5%	
<b>Western Bay of Plenty</b>										
Huria Trust	<p>Āe. Have an established idea commissioning services with five Marae within the area (10km radius). Idea is to scale through whakapapa.</p>	<p>Āe. Huria Marae provides health and social services including Whānau Ora, rongoā Māori and early intervention.</p>	<p>Āe. These are primarily contracted measures to deliver services. The entity also regularly receives whānau and community</p>	<p>Āe. Huria Marae has connections with whānau, and their community based on whakapapa and whanaungatanga. The entity also has influence on Māori</p>	<p>Āe, they are a health and social provider who provide a range of services e.g. Whānau Ora, Disability Support Information, Early Intervention Kaumatua</p>	<p>Āe, they currently partner with several providers to deliver services for their whānau, for example IMOKO as well as their many</p>	<p>Āe. Whānau aspirations are based from travesty to inspire child and mental health and wellbeing. There is also a focus on housing as part of</p>	<p>Āe. Charitable Trust</p>	<p>Āe, they have existing service contracts from government agencies.</p>	<p>Note: Perceived reputational risk following an incident at the Marae in 2013. Refer to NZ Herald article<sup>6</sup>.</p>

<sup>6</sup> [https://www.nzherald.co.nz/bay-of-plenty-times/news/article.cfm?c\\_id=1503343&objectid=12000633](https://www.nzherald.co.nz/bay-of-plenty-times/news/article.cfm?c_id=1503343&objectid=12000633)



	<p>This idea could be altered based on community aspirations. Huria marae is the heartbeat for and within the community.</p>	<p>There are also kaumātua programmes and others that range from tamariki through to pakeke (kaumātua and kuia). This entity also administers all hapū affairs.</p>	<p>feedback on their services.</p>	<p>matters within the local council e.g. naming of their road with their tupuna name. Annual Poukai held in the kaupapa of awahi for the poor, destitute and bereaved.</p>	<p>Programme and other services.</p>	<p>other health and social services (see previous column answers)</p>	<p>whānau wellbeing to address the social determinants of health.</p> <p>The Trust is hapū centric and take the lead from the voice of whānau. Methodology is based in the whānau ora philosophy. The trust is experienced in RBA as well as output measures against the various services and programs delivered.</p>		
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Criteria	Have an established idea or initiative that achieves whānau aspirations and better outcomes for whānau in one of the localised commissioning regions	Have established systems and processes for identifying whānau aspirations within their community	Having an established framework or approach for measuring the impact that your idea or initiative will have for whānau who participate in it	Established and/or existing connections with whānau and communities [based on whakapapa and/or whanaungatanga]	Demonstrated expertise and experience in kaupapa based design, support, and the delivery of locally relevant solutions e.g. Kaupapa Māori, whānau-centred and understanding of and grounded in Te Ao Māori or Pacific	Experience with collaborating and partnering with others that cross cuts to outcomes that delivers better outcomes for whānau and communities.	Established methodology for success at whānau realising their aspirations.	Are a legal entity and non-government organisation	Capable of working with government and meeting reporting requirements	Additional comments
<b>Weightings</b>	20%	15%	15%	10%	10%	10%	5%	5%	5%	
<b>South Waikato - Tokoroa</b>										
Raukawa Settlement Trust	<p>Āe. They have an idea to close gaps so whānau have a seamless journey to wellness. Also, ideas on language, culture and the environment.</p>	<p>Āe. This is evidenced through the number of accord they hold with Councils. For example, on the waterways.</p>	<p>Āe. For Raukawa everything is based on Raukawātanga.</p>	<p>Āe. Have established connections with whānau and communities based on whakapapa. Their iwi development is focused on Health and Social Development, Cultural Growth, Environment and grants and funding to their people.</p>	<p>Āe. This is evidenced through the number of accords they hold with Councils. For example, on the waterways</p>	<p>Āe. The Rūnanga provides several opportunities to deliver whānau outcomes. For example, kaumatua, scholarships and grants.</p>	<p>Āe. They use several methods to communicate whānau aspirations. For example, social media, annual reporting and reporting to agencies. The Trust is a long standing and well-established entity since the 1980's.</p>	<p>Āe. Charitable Trust.</p>	<p>Āe.</p>	<p>The entity has initial ideas to engage with the Pacific community located in the area as well. The accord they hold shoe the depth and breadth of reach and influence in the entity that are complex and highly influential.</p>



Criteria	Have an established idea or initiative that achieves whānau aspirations and better outcomes for whānau in one of the localised commissioning regions	Have established systems and processes for identifying whānau aspirations within their community	15%	15%	Having an established framework or approach for measuring the impact that your idea or initiative will have for whānau who participate in it	10%	10%	Established and/or existing connections with whānau and communities [based on whakapapa and/or whanaungatanga]	Demonstrated expertise and experience in kaupapa based design, support, and the delivery of locally relevant solutions e.g. Kaupapa Māori, whānau-centred and understanding of and grounded in Te Ao Māori or Pacific	10%	10%	Experience with collaborating and partnering with others that cross cuts to outcomes that delivers better whānau and communities.	Established methodology for success at whānau realising their aspirations.	5%	5%	Are a legal entity and non-government organisation	Capable of working with government and meeting reporting requirements	Additional comments
<b>Weightings</b>	20%	15%	15%	10%	10%	10%	10%	10%	10%	10%	10%	10%	5%	5%				
<b>Wairoa Community Partnership Group</b>	<p>Āe. A proposal to form a collective for Wairoa has been received. The idea is to establish an entity (Kakapa Te Wairoa) that will: manage funds on behalf of the community, be a place where partnership funding can reside, manage collective action and impact and make investment decisions in partnership.</p>	<p>Āe. The Group has undertaken community research including with whānau to identify the aspirations for Wairoa.</p>	<p>Āe. Establishing Kakapa Te Wairoa will include funding for an outcomes framework evaluation and other foundational frameworks, policies and processes.</p>	<p>Āe. The Group includes multiple iwi representation, including Ngāti Pahauwera, Ngāti Kahungururu, Rongomaiahine and Tātou Tātou.</p>	<p>Āe. The Group includes a Whānau Ora provider alongside iwi participation.</p>	<p>Āe. The Group includes various groups (NGOs, Council and govt agencies) including an implementation team and governance structure. The Group includes up to 16 organisations.</p>	<p>Āe. The methodology will be based on the Collective Impact Model through a Wairoa specific lens, making it unique to Wairoa. The five conditions of Collective Impact include a Common Agenda; Shared Measurement; Mutually Reinforcing Activities; Continuous Communication; and Backbone Support Organisation.</p>	<p>Kāo. Is yet to be established, however, a legal entity will be established.</p>	<p>Āe, as individual entities, however, as a collective this is an unknown factor.</p>	<p>Te Whare Maire will be the fund holder for any funding, until the new legal entity is established.</p>	<p>Te Whare Maire is a Charitable Trust.</p>							



Criteria	20%	15%	15%	10%	10%	10%	10%	10%	10%	5%	5%	Additional comments
Have an established idea or initiative that achieves aspirations and better outcomes for whānau in one of the localised commissioning regions	Have established systems and processes for identifying whānau aspirations within their community	Having an established framework or approach for measuring the impact that your idea or initiative will have for whānau who participate in it	Established and/or existing connections with whānau and communities [based on whakapapa and/or whanaungatanga]	Demonstrated expertise and experience in kaupapa based design, support, and the delivery of locally relevant solutions e.g. Kaupapa Māori, whānau-centred and understanding of and grounded in Te Ao Māori or Pacific	Experience with collaborating and partnering with others that cross cuts to outcomes that delivers better whānau and communities.	Established methodology for demonstrating success at whānau realising their aspirations.	Are a legal entity and non-government organisation	Capable of working with government and meeting reporting requirements				
<b>Weightings</b>	20%	15%	15%	10%	10%	10%	10%	10%	10%	5%	5%	
<b>Palmerston North</b>												
Te Tihitanga o Ruahine Whānau Ora Alliance	<p>Āe, they have several potential ideas building on existing and expanding initiatives such as their social enterprise, and from their innovation funds. All initiatives are based on whānau aspirations.</p>	<p>Āe, they have established processes through engagement with whānau and tamariki, responsive processes with needs of whānau including designing Mauri oho into an app.</p>	<p>Āe, they use the Whānau Ora Outcomes Framework, feedback from providers and whānau, however, it is unclear on how it impacts their community.</p>	<p>Āe, extensive connections with the wider community including their providers. Understand their boundaries and their place as the lead provider not as a service provider. Also, connected to other entities such as Banks and NGOs.</p>	<p>Āe, they are the lead provider in the region, they design programmes based on Whānau Ora and design thinking and let whānau dictate their own pathway.</p>	<p>Āe, very strong in this area including relationship management. They have a strong network within Palmerston North.</p>	<p>Āe, they use the double diamond method and whānau ora to realise whānau aspirations.</p>	<p>Āe. Charitable Trust.</p>	<p>Āe. Long-standing provider who holds several contracts with government agencies.</p>	<p>Note: they are the Regional Whānau Ora lead in this region for Whānau Ora Commissioning Agency.</p>		

Table 7: Panel Scoring

Whānau Ora Local Commissioning - Panel Scoring on 21 November 2019

Updated 25/11/19

Completed 02/12/19

Criteria	Idea	Systems	20%	15%	15%	Framework	Connections	10%	10%	10%	Kaupapa based design	Collaboration	10%	10%	Methodology	Legal entity	5%	5%	Ability to meet		Weighted Total %	Assessment outcome [Progress or Not Progress]
																			reporting requirements	Total /100		
<b>Western Bay of Plenty</b>																						
Entity: Huria Trust																						
Raw		7	8	8	9	10	9	10	10	10	10	10	10	10	10	10	10	10	10	10	81	Progress
Weighted score		14	12	12	9	10	9	10	10	10	10	10	10	10	10	10	10	10	10	5	86	86.0%
<b>Tokoroa</b>																						
Entity: Raukawa Settlement Trust																						
Raw (1-10)		9	8	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	10	82	Progress
Weighted		18	12	13.5	9	9	9	9	9	9	9	9	9	9	9	9	9	9	5	89.5	89.5%	
<b>Wairoa</b>																						
Entity: Wairoa Community Partnership Group (Te Whare Maire - fund holder)																						
Raw (1-10)		8	9	8	10	10	10	10	10	10	10	10	10	10	10	10	10	10	6	70	Progress	
Weighted		16	13.5	12	10	10	10	10	10	10	10	10	10	10	10	10	10	10	3	83.5	83.5%	
<b>Palmerston North</b>																						
Te Tihī o Ruahine Whānau Ora Alliance																						
Raw (1-10)		8	9	7	9	7	9	7	10	8	8	10	10	10	10	10	10	10	10	10	78	Progress
Weighted		16	13.5	10.5	9	7	9	7	10	8	8	10	10	10	10	10	10	10	5	84	84.0%	

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Based on the above analysis, and for the reasons noted above, we recommend the following entities will be most suitable for prototyping localised commissioning.

Table 8. Entities selected for testing localised commissioning		
Location	Level of maturity	Recommended entity option
Western Bay of Plenty	High	Huria Trust
South Waikato (Tokoroa)	Med – High	Raukawa Settlement Trust
Wairoa	Low	Wairoa Community Partnership Group
Palmerston North	High	Te Tihi o Ruahine Whānau Ora Alliance

**Reason for that entity**

Huria Trust have an established idea to expand the commissioning of services across more marae in their area. The Trust is a well-established entity with expertise in delivering and providing health and social services to their whānau, hapū and iwi. Their services are based on whānau ora and whānau aspirations. As a marae based organisation they also have existing structures, connections to whānau and the community, and networks with providers that are required for progressing localised commissioning.

A post-settlement entity, the Trust has an existing idea to close the gaps so whānau have a seamless journey to wellness. Based on Raukawatanga and whakapapa they have connections across their rohe to build on whānau aspirations to achieve wellness. The Trust has a strong focus on their people as evidenced through their five priority areas of health and social development, cultural growth, environment, grants and funding. The Trust is also a long standing and well-established entity who holds accords with Councils as an example of partnering with others.

A collective of organisations across Wairoa the idea is to establish an entity for all of Wairoa (Kakapa Te Wairoa). The entity will manage funds on behalf of the community, place where partnership funding can reside, manage collective action and impact and make investment decisions in partnership. The collective of 16 organisations work collaboratively to progress the aspirations of Wairoa (based on commissioned research). To progress localised commissioning in this location, Te Puni Kōkiri will fund for the establishment of the entity, and to understand how the process was undertaken to establish themselves as a rōpu. Including funding their other activities in their business plan.

Te Tihi is a Whānau Ora Regional lead provider for Whānau Ora Commissioning Agency within Palmerston North, as such coordinate several programmes across the region. While they receive whānau ora support there remains a gap in the types of innovation that accelerates whānau aspirations. Te Tihi has several existing ideas to progress including a focus on social enterprise. Very strong focus on whānau aspirations and letting whānau dictate their own pathway. Te Tihi also has several existing and extensive connections with several organisations as part of their network. They measure their programmes on the Whānau Ora Outcomes Framework. Also, design programmes based on the double diamond method.



# Due diligence

Due diligence has been undertaken on each of the proposed entities against the assessment checklist for procurement provided by the Ministry of Business, Innovation & Employment. No issues were identified following the assessment. Refer to **Appendix Four** for their profiles.

# Contract and supplier management

Contract milestones and progress reporting requirements will be fulfilled on a monthly basis by the selected entities based on their approach and timeframe agreed with Te Puni Kōkiri.

We will enter a separate contract with each entity and each contract will include different requirements and expectations based on the maturity of each entity, as noted above at page 3.

# Risk

Overall this procurement is deemed 'high value, high risk'.

## Key procurement risks to be managed

**Table 9. Risks and mitigation**

Risk	Mitigation action	Responsible
If the selected entities do not deliver on the model(s), this may impact the release of funding for Year Two.	<p>Te Puni Kōkiri will have a committed project manager to monitor progress including delivery of the model.</p> <p>If the selected entities do not deliver, their contracts will be terminated, and their funding will be reallocated for other appropriate purposes in line with the appropriation.</p>	Te Puni Kōkiri lead, Whānau Ora Implementation
If the selected entities do not deliver milestone reports on the testing of the model(s), this may impact the testing of localised commissioning models in Year Two.	<p>Te Puni Kōkiri will have a committed project manager, and put in place a contract management plan, to monitor and provide feedback on the milestone reports against the deliverables.</p> <p>The contract, to be negotiated with each entity, will stipulate reporting requirements, and repercussions for non-performance, in line with Government contracting best practice.</p>	Te Puni Kōkiri lead, Whānau Ora Implementation

**Table 9. Risks and mitigation**

Risk	Mitigation action	Responsible
Perception of 'picking winners'	The evaluation and market research and analysis is robust, justifying the present selection of entities. It will be important to publicise that this is only a prototype which, if successful, will be opened up for applications from other interested parties in the future.	Te Puni Kōkiri lead, Whānau Ora Implementation
Contracting with multiple commissioning entities located directly in the community they serve could be interpreted as returning to the delivery of Whānau Ora through the approach taken in Phase 1.	This risk can be mitigated through clear communications to stakeholders and the wider public. Although localised commissioning will involve contracting entities that currently or have previously acted as services providers, the entities will be required to use funding received in relation to localised commissioning specifically on commissioning support at the local level. Therefore, testing localised commissioning through the four local level entities continues to align with the Phase 2 approach of Whānau Ora.	Te Puni Kōkiri lead, Whānau Ora Implementation
Te Puni Kōkiri may fail to address the Review findings, which confirm that Whānau Ora support needs to be more tailored to the local needs and aspirations of whānau, by funding four commissioning entities that are already Whānau Ora providers.	To ensure the Review findings are addressed, the funding agreements for the commissioning entities will require them to deliver services and support that are specifically tailored to the local needs and aspirations of whānau.	Te Puni Kōkiri lead, Whānau Ora Implementation

## Probity

Probity in this procurement was managed by:

- acting fairly, impartially and with integrity, acting lawfully, and being accountable and transparent
- ensuring compliance with State Services Commission standards of integrity and conduct is complied with
- ensuring that financial authority for the procurement is approved before offering the opportunity to each supplier for phase one
- identifying and effectively managing all conflicts of interest
- protecting the supplier's commercially sensitive and confidential information

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## Appendix One: Design principles and parameters for localised commissioning

Te Puni Kōkiri has also developed the following design principles and parameters to guide implementation.

### Design principles and parameters for localised commissioning

We propose the following set of design principles are used to inform all development and implementation activities for localised commissioning:

- a. strength-based and aspirations focused
- b. led from within the community
- c. tailored to local needs and aspirations
- d. complementary to the current Whānau Ora Commissioning Agency approaches
- e. provide opportunities for cross-government, cross-sectoral investment in Whānau Ora
- f. characterised by reciprocity and respectful relationships
- g. anchored in kaupapa Māori concepts

Implementation will be guided by the following parameters:

- a. focus on strengthening reach and depth – the Review found that existing Commissioning Agencies' geographic coverage is too wide which limits their ability to respond to local needs and aspirations
- b. design, test and evaluate options – a set of measures to help inform future delivery of localised commissioning models
- c. implementation will focus on the North Island only as part of testing localised approaches (in line with the recommendation of the Whānau Ora Review)

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## Appendix Two: Model 1 – Funding local level entities to deliver flexible support

The model shown in Figure 1 below focuses on empowering whānau at the community level to identify their aspirations for wellbeing and provides a high degree of flexibility to local communities to develop their own local aspirations and entities to commission support. This model will test ideas to advance whānau aspirations.

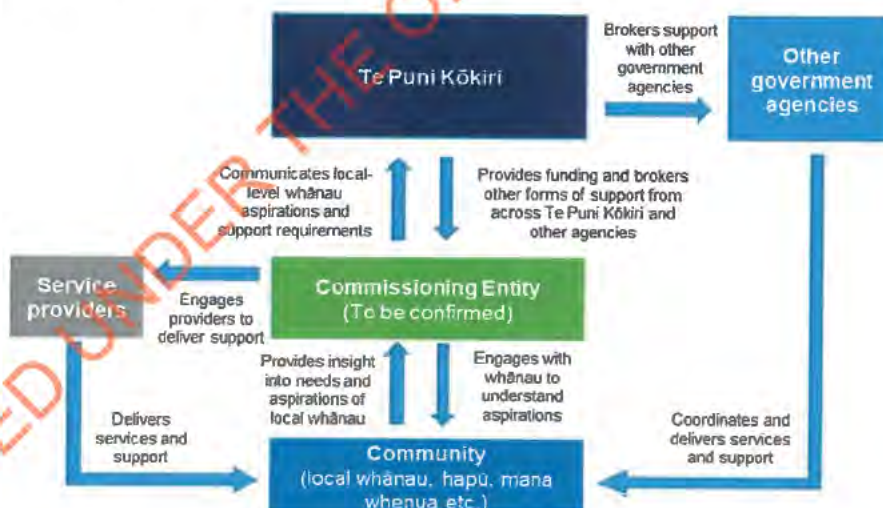
The localised approaches implemented through this model would complement the current Whānau Ora commissioning approach but would not be integrated within the commissioning approaches and activities of Commissioning Agencies.

A commissioning body at the community level would work with the community to identify their aspirations and partner with Te Puni Kōkiri to coordinate funding and support using a Whānau Ora approach through Te Puni Kōkiri and across government.

It is expected that localised commissioning will take place in locations where there is limited (or no) access to existing Whānau Ora services / programmes, or where whānau have identified a Whānau Ora service/ programme gap that would support the achievement of their aspirations, and where there is an organisation or an existing collective that has the resources and networks to commission for whānau.

While there could be a range of options for the Commissioning Entities, this model envisages that an entity based within the local community and made up of local residents (such as an iwi group or local community group) that would commission support as required to help whānau realise their aspirations.

Figure 1: Overview of Model 1



Key features of this model include:

- Local-level commissioning:** support is commissioned and coordinated at local level by a commissioning entity working closely with whānau in the community to identify their aspirations and the forms of support they can benefit from
- Whānau-driven:** whānau in a community are empowered to identify their needs and aspirations, and the forms of support that they could benefit from

- c. **Partnership-based:** in line with the Crown-Māori partnership, the Government partners with the community to help them identify and realise their wellbeing aspirations
- d. **Cross-government investment and support:** an investment from across agencies and appropriations would be co-ordinated and provided to a community, with Te Puni Kōkiri playing a 'brokering' role to co-ordinate the delivery of support
- e. **Flexible and responsive:** by empowering whānau to identify their own aspirations and the support they could benefit from; the model would be flexible and responsive to the particular needs of a local community.

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### Appendix Three: Scoring scale

The following scoring scale was used to assess the potential entities to provide the raw score under each key skills criterion (page 6) and evaluation criteria (page 10).

Rating	Definition	Score
<b>EXCELLENT</b> significantly exceeds the criterion	Exceeds the criterion. Exceptional demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion. Proposal identifies factors that will offer potential added value, with supporting evidence.	9-10
<b>GOOD</b> exceeds the criterion in some aspects	Satisfies the criterion with minor additional benefits. Above average demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion. Proposal identifies factors that will offer potential added value, with supporting evidence.	7-8
<b>ACCEPTABLE</b> meets the criterion in full, but at a minimal level	Satisfies the criterion. Demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource, and quality measures required to meet the criterion, with supporting evidence.	5-6
<b>MINOR RESERVATIONS</b> marginally deficient	Satisfies the criterion with minor reservations. Some minor reservations of the Respondent's relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	3-4
<b>SERIOUS RESERVATIONS</b> significant issues that need to be addressed	Satisfies the criterion with major reservations. Considerable reservations of the respondent's relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	1-2
<b>UNACCEPTABLE</b> significant issues not capable of being resolved	Does not meet the criterion. Does not comply and/or insufficient information provided to demonstrate that the Respondent has the ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	0

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## Appendix Four: Due Diligence

ORGANISATION													
Full legal name:	Raukawa Charitable Trust  <u>Note Parent entity:</u> Raukawa Settlement Trust, Groups: Raukawa Charitable Trust, Raukawa Iwi Development Ltd & Raukawa Holding Company Ltd.												
Postal address:	Private Bag 8  Tokoroa  3444												
Website:	<a href="https://raukawa.org.nz/">https://raukawa.org.nz/</a>												
Location of head office/ Physical address:	101-181 Leith Place  Tokoroa 3420												
Type of entity: (legal status)	Charitable Trust, Registered  Registered Date: 7 January 2010												
Company registration number:	NZBN: 9429043210541  Charities Services Number: CC43318												
GST registration number:	Nil												
Directors:	Nil												
Shareholders:	Nil  Beneficiaries: General public - Children / young people, Other charities, Voluntary bodies other than charities, Older people, People with disabilities, Family / whānau.												
Trustees/ Current Officers:	<table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Appointment Date</th> </tr> </thead> <tbody> <tr> <td>Marina Hireme</td> <td>Trustee</td> <td>28/02/2018</td> </tr> <tr> <td>Cheryl Marie Pakuru</td> <td>Trustee</td> <td>16/05/2016</td> </tr> <tr> <td>Debbie Davies</td> <td>Trustee</td> <td>27/02/2013</td> </tr> </tbody> </table>	Name	Position	Appointment Date	Marina Hireme	Trustee	28/02/2018	Cheryl Marie Pakuru	Trustee	16/05/2016	Debbie Davies	Trustee	27/02/2013
Name	Position	Appointment Date											
Marina Hireme	Trustee	28/02/2018											
Cheryl Marie Pakuru	Trustee	16/05/2016											
Debbie Davies	Trustee	27/02/2013											



	<table border="1"> <tr> <td>Vanessa Eparaima</td> <td>Chairperson</td> <td>27/02/2013</td> </tr> <tr> <td>Kataraina Hodge</td> <td>Trustee</td> <td>13/11/2009</td> </tr> </table> <p>Entity Structure</p> <ul style="list-style-type: none"> <li>Parent entity: Raukawa Settlement Trust, Groups: Raukawa Charitable Trust, Raukawa Iwi Development Ltd &amp; Raukawa Holding Company Ltd.</li> </ul>	Vanessa Eparaima	Chairperson	27/02/2013	Kataraina Hodge	Trustee	13/11/2009									
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Kataraina Hodge	Trustee	13/11/2009														
Financials:	<table border="1"> <thead> <tr> <th>Date submitted</th> <th>For Year ended</th> <th>Total Income</th> <th>Total expenditure</th> <th>Reference</th> </tr> </thead> <tbody> <tr> <td>26/11/2018</td> <td>30/06/2018</td> <td>5,971,104</td> <td>5,920,615</td> <td>AR009</td> </tr> <tr> <td>21/11/2018</td> <td>30/06/2017</td> <td>5,905,952</td> <td>5,738,052</td> <td>AR010</td> </tr> </tbody> </table>	Date submitted	For Year ended	Total Income	Total expenditure	Reference	26/11/2018	30/06/2018	5,971,104	5,920,615	AR009	21/11/2018	30/06/2017	5,905,952	5,738,052	AR010
Date submitted	For Year ended	Total Income	Total expenditure	Reference												
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21/11/2018	30/06/2017	5,905,952	5,738,052	AR010												
Risks/ Notes about entity:																
<p>Notes</p> <p><u>Activities:</u> Provides services (e.g. care / counselling)</p> <p><u>Sector:</u> Health - Community development, Social services</p>																
Brief summary of trading history:	<ul style="list-style-type: none"> <li>To provide cultural, environmental, health, social &amp; treaty services to the community.</li> <li>Provides education, kuia and kaumatua wellbeing, marae and sports grants to descendants of Ngati Raukawa.</li> <li>Provides health and social development initiatives to iwi members and the wider community in the South Waikato and surrounding areas. The wide ambit of services aim to provide families and individuals with exceptional health care and social services that focus on healthier lifestyles through support, treatment, programmes, education, care and more. We work collaboratively with local health providers to ensure a holistic form of care is provided to each and every client.</li> <li>Provides a number of programmes, projects and initiatives that work to revitalise and celebrate our unique Raukawa identity, stories, language, customs and what it means to be Raukawa now and into the future.</li> <li>Ensures resources are sustainably managed for present and future generations, according to the tikanga and mātauranga of Raukawa. Further to this, Raukawa provides support and resources to ensure iwi members are able to act as informed and influential kaitiaki proactively managing their environment.</li> </ul>															
Length of time providing services:	<ul style="list-style-type: none"> <li>Since establishment on 7 June 2010</li> </ul>															



Locations in which services are provided:	Waikato
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**ORGANISATION**

Full legal name:	Huria Trust (formally Huria Management Trust)														
Postal address:	PO Box 398 Seventh Avenue Tauranga 3140														
Website:	<a href="https://www.huriatrust.co.nz/">https://www.huriatrust.co.nz/</a>														
Location of head office/ Physical address:	4 Te Kaponga Street Huria Marae Tauranga Tauranga New Zealand 9999														
Type of entity: (legal status)	Charitable Trust, Registered Registered Date: 2 May 2000														
Company registration number:	NZBN: 9429042946007 Incorporation Number: 1034308 Charities Services Number: CC44334														
GST registration number:	Nil														
Directors:	Nil														
Shareholders:	Nil. Beneficiaries: Other - Whanau, Hapū, Iwi and wider community														
Trustees/ Current Officers:	<table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Effective Date</th> </tr> </thead> <tbody> <tr> <td>Teresa Nepia</td> <td>Trustee</td> <td>29/10/2012</td> </tr> <tr> <td>Grant Mitchell</td> <td>Trustee</td> <td>26/03/2018</td> </tr> <tr> <td>Zirsha Wharemate</td> <td>Trustee</td> <td>20/12/2017</td> </tr> </tbody> </table>			Name	Position	Effective Date	Teresa Nepia	Trustee	29/10/2012	Grant Mitchell	Trustee	26/03/2018	Zirsha Wharemate	Trustee	20/12/2017
Name	Position	Effective Date													
Teresa Nepia	Trustee	29/10/2012													
Grant Mitchell	Trustee	26/03/2018													
Zirsha Wharemate	Trustee	20/12/2017													

	<p><b>Entity Structure</b></p> <ul style="list-style-type: none"> <li>• The Trust Deed states that it must have between three and twelve trustees. New trustees are appointed by existing board members.</li> <li>• It currently has five trustees that constitute the governance board, including one Executive Officer position, Chairman and Board Secretary.</li> <li>• Our operations are managed by a team of paid senior management and service delivery staff.</li> <li>• Volunteers support the Trust from time to time throughout the year.</li> </ul>															
<p><b>Financials:</b></p>	<table border="1"> <thead> <tr> <th>Date submitted</th> <th>For Year ended</th> <th>Total Income</th> <th>Total expenditure</th> <th>Reference</th> </tr> </thead> <tbody> <tr> <td>27/09/2019</td> <td>31/03/2019</td> <td>559,862</td> <td>540,407</td> <td>AR010</td> </tr> <tr> <td>01/10/2018</td> <td>31/03/2018</td> <td>558,116</td> <td>528,920</td> <td>AR009</td> </tr> </tbody> </table>	Date submitted	For Year ended	Total Income	Total expenditure	Reference	27/09/2019	31/03/2019	559,862	540,407	AR010	01/10/2018	31/03/2018	558,116	528,920	AR009
Date submitted	For Year ended	Total Income	Total expenditure	Reference												
27/09/2019	31/03/2019	559,862	540,407	AR010												
01/10/2018	31/03/2018	558,116	528,920	AR009												
<p><b>Risks/ Notes about entity:</b></p>																
<p><b>Notes</b></p> <p><u>Activities:</u> Other: Whanau Development through the provision of culturally progressive, innovative, sustainable initiatives</p> <p><u>Sector:</u> Community Development - Education / training / research, Health, Marae on reservation land, Community development, Social services, Employment, International activities, Economic development, Fund-raising, Disability, Promotion of volunteering.</p>																
<p><b>Brief summary of trading history:</b></p>	<p><b>Current delivery services:</b></p> <ul style="list-style-type: none"> <li>• <u>Whānau Ora service</u> - is delivered by experienced, trained, and knowledgeable staff who know their community and know how best to guide, facilitate and support whānau gaining access to community-based services, both clinical and non-clinical. This includes central government services. e.g. WINZ.</li> <li>• They also provide a Disability Information, Advocacy &amp; Support service, Early Intervention Kaumātua Programme, Nurse Led Clinic, Rongoā Māori, Antenatal &amp; Parenting Programmes and is a Private Training Establishment.</li> <li>• Huria Trust became a registered Private Training Establishment (PTE) in 1993 and is currently accredited with a range of qualifications &amp; unit standards up to Level 4 of the National Qualifications Framework. In 2015, their PTE was certified a Category One Provider.</li> </ul>															
<p><b>Length of time providing services:</b></p>	<ul style="list-style-type: none"> <li>• Huria Trust is a Kaupapa Māori, Hapū based organisation. Our existence derives from our original purpose, that being the re-build of our Whare Tūpuna (ancestral house) Tamateapōkaiwhenua at Huria Marae. We have maintained a kaitiaki</li> </ul>															



	(caretaker) role and intimate relationship with our Marae over the past 30 years on behalf of our people. Since inception, we have been committed to the advancement of Health, Social, Education and Cultural services to our hapū and the wider community.
Locations in which services are provided:	Bay of Plenty

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## ORGANISATION

Full legal name:	Te Whare Maire o Tapuwae Charitable Trust																	
Postal address:	PO Box 457 Wairoa 4160																	
Website:	Nil																	
Location of head office/ Physical address:	14 Locke Street Wairoa 4108																	
Type of entity: (legal status)	Charitable Trust, Registered Registered Date: 6 June 2013 Date of incorporation: 12 May 2013																	
Company registration number:	NZBN: 9429043246168 Incorporation Number: 2579986 Charities Services Number: CC49658																	
GST registration number:	Nil																	
Directors:	Nil																	
Shareholders:	Nil. General public - Children / young people, Older people, People of a certain ethnic / racial origin, Family / whānau																	
Trustees/ Current Officers:	<table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Appointment Date</th> </tr> </thead> <tbody> <tr> <td>Moana Rongo</td> <td>Trustee</td> <td>12/04/2016</td> </tr> <tr> <td>Angela Culshaw-Kaisa</td> <td>Trustee</td> <td>12/05/2014</td> </tr> <tr> <td>Richard Renata Niania</td> <td>Trustee</td> <td>12/04/2013</td> </tr> <tr> <td>Teresa Titi Tehei Smith</td> <td>Trustee</td> <td>12/04/2013</td> </tr> </tbody> </table>			Name	Position	Appointment Date	Moana Rongo	Trustee	12/04/2016	Angela Culshaw-Kaisa	Trustee	12/05/2014	Richard Renata Niania	Trustee	12/04/2013	Teresa Titi Tehei Smith	Trustee	12/04/2013
Name	Position	Appointment Date																
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Richard Renata Niania	Trustee	12/04/2013																
Teresa Titi Tehei Smith	Trustee	12/04/2013																

	<p>Entity Structure</p> <ul style="list-style-type: none"> <li>Governance Board made up of representatives from Kahungunu Executive Ki Te Wairoa Charitable Trust, Ngāti Pahauwera Hauora, Te Hauora O Te Wheke A Nuku/Rongomaiwahine, Nga Kaitiaki Hauora O Waikaremoana Trust, Wairoa Waikaremoana Maori Trust Board</li> </ul>															
Financials:	<table border="1"> <thead> <tr> <th>Date submitted</th> <th>For Year ended</th> <th>Total Income</th> <th>Total expenditure</th> <th>Reference</th> </tr> </thead> <tbody> <tr> <td>25/01/2019</td> <td>30/06/2018</td> <td>523,489</td> <td>535,378</td> <td>AR006</td> </tr> <tr> <td>31/12/2017</td> <td>25/01/2018</td> <td>466,482</td> <td>452,663</td> <td>AR005</td> </tr> </tbody> </table>	Date submitted	For Year ended	Total Income	Total expenditure	Reference	25/01/2019	30/06/2018	523,489	535,378	AR006	31/12/2017	25/01/2018	466,482	452,663	AR005
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31/12/2017	25/01/2018	466,482	452,663	AR005												
Risks/ Notes about entity:																
<p>Notes</p> <p><u>Activities:</u> Provides services (e.g. care / counselling)</p> <p><u>Sector:</u> Health - Community development, Social services</p>																
Brief summary of trading history:	<ul style="list-style-type: none"> <li>This entity was one of 25 provider collectives / stand-alone providers selected to develop and deliver whānau-centred services to families around the country in 2010. It continues to deliver these services today.</li> <li>It will support the establishment of a new community driven entity.</li> </ul>															
Length of time providing services:	<ul style="list-style-type: none"> <li>As above.</li> </ul>															
Locations in which services are provided:	Hawke's Bay															

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ORGANISATION																																					
Full legal name:	Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust																																				
Postal address:	PO Box 2075 Palmerston North Central Palmerston North 4440																																				
Website:	<a href="http://www.tetihi.org.nz">www.tetihi.org.nz</a>																																				
Location of head office/ Physical address:	575 Main Street Palmerston North 4410																																				
Type of entity: (legal status)	Charitable Trust, Registered Registered Date: 17 October 2016																																				
Company registration number:	NZBN: 9429043381951 Charities Services Number: CC54095																																				
GST registration number:	Nil																																				
Directors:	Nil																																				
Shareholders:	Nil Beneficiaries: People of a certain ethnic / racial origin, Children / young people, General public, Family / whānau.																																				
Trustees/ Current Officers:	<table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Appointment Date</th> </tr> </thead> <tbody> <tr><td>Danielle Harris</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Delwyn Te Oka</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Derinis Emery</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Dianne Rump</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Haare Arapere</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Jordan Winata - Haines</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Kararaina Oldridge</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Kim Savage</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Mary Sanson</td><td>Trustee</td><td>04/10/2016</td></tr> <tr><td>Oriana Paewai</td><td>Trustee</td><td>04/10/2016</td></tr> </tbody> </table> <p><b>Entity Structure</b></p> <ul style="list-style-type: none"> <li>We are based in Palmerston North. We currently have ten trustees that constitute our governance board. Each Trustee is a representative of an Organisation which supports and promotes the Trust's objects.</li> </ul>				Name	Position	Appointment Date	Danielle Harris	Trustee	04/10/2016	Delwyn Te Oka	Trustee	04/10/2016	Derinis Emery	Trustee	04/10/2016	Dianne Rump	Trustee	04/10/2016	Haare Arapere	Trustee	04/10/2016	Jordan Winata - Haines	Trustee	04/10/2016	Kararaina Oldridge	Trustee	04/10/2016	Kim Savage	Trustee	04/10/2016	Mary Sanson	Trustee	04/10/2016	Oriana Paewai	Trustee	04/10/2016
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5/11/2018	30/06/2018	4,431,016	3,733,754	AR002																																	

Risks/ Notes about entity:

**Risk**

The entity is currently a provider of Whānau Ora under the Commissioning Agency, Te Pou Matakana.

**Mitigation**

Te Tahi O Ruahine Whanau Ora Alliance Charitable Trust will mitigate this by managing their relationship with Te Pou Matakana through transparency and raising with them that they intend to engage in an opportunity to test localised commissioning as it is for whānau.

We are also preparing letters for the Commissioning Agencies explaining the decision, rationale, impact, locations and selected entities for localised commissioning. This ensures they are first to be notified to manage expectations as key stakeholders of Whānau Ora.

**Notes**

Activities: Provides services (e.g. care / counselling)

Sector: Health - Education / training / research, Social services, Arts / culture / heritage

Brief summary of trading history:	<ul style="list-style-type: none"><li>The Objects of the Trust shall be for the relief of sickness and disability and for other purposes beneficial to the community, including the provision of a comprehensive range of Whānau Ora and centred, health, disability, support, educational, social, traditional and alternative practices and services based on Whānau Ora to Māori people and others in the Manawatū, part Rangitikei, Horowhenua and part Tararua Districts.</li></ul>
Length of time providing services:	<ul style="list-style-type: none"><li>Since establishment</li></ul>
Locations in which services are provided:	Manawatu - Wanganui

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**Appendix Five: Localised Commissioning Environment Scan**

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# ***Whānau Ora Localised Commissioning***

## ***Environment scan***

### ***Whiringa-ā-nuku 2019***

#### **Document authors**

This document was prepared and drafted by the Whānau Taurikura Project Team, Policy Partnerships Puni, Te Puni Kōkiri.

#### **Version history**

Date	Version	Description
30 August 2019	0.1	Initial draft document
25 September 2019	0.2	Updated draft based on internal review. Includes additional case studies, analysis of the current Whānau Ora system and consideration of potential models
30 September 2019	0.3	Updated to reflect internal feedback, and to include analysis of the current opportunity to implement localised commissioning
2 October 2019	0.4	Updated following final proof read
15 October 2019	0.5	Final version

#### **Document approvals**

Date	Version	Approver name and title	Signature

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## Executive summary

### **Purpose**

This environment scan has been completed to understand the opportunity to implement localised commissioning in more detail – including understanding the current features of the Whānau Ora system, and looking at other forms of localised support to inform the models that are tested in Year 1.

### **Background**

The Whānau Ora Review, completed in early 2019, reaffirmed the success of the Whānau Ora commissioning approach – and also identified an opportunity to implement localised commissioning that could create more locally granular solutions for local whānau.

Following the completion of the Review, Budget 2019 included \$116 million in additional funding for Whānau Ora. Of this, \$20.00 million was allocated to explore and implement new localised commissioning models.

### **Implementing localised commissioning**

Te Puni Kōkiri will implement localised commissioning through a scaled approach over four years. Funding, and localised commissioning activities, will first be tested on a small scale in Year 1 before ramping up from Year 2 onwards.

The different models tested in Year 1 will be evaluated to understand their impacts and strengths. The lessons learned in Year 1 will inform how additional localised opportunities are rolled out from Year 2 onwards – potentially resulting in adjustments to the localised approaches that are implemented.

This environment scan looks at the current Whānau Ora system, and other forms of localised support, to inform decisions on the types of models to be tested in Year 1.

### **Methodology**

This environment scan analysed and assessed the features of the current Whānau Ora system, and other forms of localised support, to define the opportunity for localised commissioning in more detail.

In terms of research methods, this scan is based on a desktop review of publicly available information on commissioning and localised approaches and analysis of information held by Te Puni Kōkiri (as the agency responsible for administering Whānau Ora) on how outcomes are commissioned through the current commissioning model.

### **Defining localised commissioning, and principles and parameters**

To guide this environment scan, officials grounded the environment scan in the New Zealand Social Investment Agency's (SIA's) five steps of commissioning, and developed the following working definition of localised commissioning:

*The process of planning, purchasing and monitoring locally-appropriate services to support the achievement of outcomes and the realisation of aspirations for a specific area, population or community.*



In addition, the scan is informed by the design principles and parameters that underpin how localised commissioning will progress.

***What this environment scan found***

*What does the current provision of services and support through Whānau Ora look like?*

Whānau Ora is currently administered under a devolved commissioning model. Under the devolved commissioning model, decisions on how services and support are commissioned is made by three non-government Commissioning Agencies.

Each Commissioning Agency has developed its own unique approach to commissioning outcomes for the whānau in their area, which underpins the service providers and activities they commission to support whānau.

The forms of support commissioned by Commissioning Agencies are well-suited to responding to whānau aspirations over large geographic areas or regions – such as by commissioning Navigator support to help whānau plan and achieve their aspirations.

While the Commissioning Agencies commission a range of services that are tailored to the regions and whānau they support, there is an opportunity to supplement their current commissioning activities with forms of localised support that directly target the aspirations of whānau in a particular community, and commission forms of support that are locally tailored and targeted.

*What are the opportunities to increase the coverage of support under the current Whānau Ora model?*

There is a real opportunity to support the wellbeing of Māori and Pacific whānau in communities across Aotearoa, and that there are benefits to taking a community-driven, self-determined approach to providing support.

Localised commissioning will empower communities and local whānau to prioritise areas they want to improve. Communities of higher deprivation represent areas where there are opportunities to lift wellbeing in key areas. In addition, increasing demand for support continues to place pressure on the ability of Commissioning Agencies to reach and support communities.

The research also highlighted a number of lessons for community-led development, including that such approaches can take time to implement, and require strong local commitment. It highlighted the potential for a localised commissioning approach to support the needs and aspirations of local whānau by empowering their tino rangatiratanga.

*What do other approaches to delivering localised support look like in New Zealand, or internationally?*

Both in New Zealand, and overseas, there has been a recent trend towards devolving decision-making to the users of support at a local level – with many examples of localised approaches to commissioning services and support at a community level.

These forms of support are delivered in a range of ways, and focus on a number of different areas – including responding to gaps in social services, supporting local economic development, and wider community development. A range of local-level



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services and activities are commissioned – including supporting community projects or activities, delivering local programmes, or delivering services and improving service provision.

In terms of the outcomes targeted, forms of support vary between targeting specific outcome areas (e.g. local health outcomes), supporting a local cohort (e.g. local youth) or supporting the broader aspirations and needs of a local area.

This environment scan also illustrated a number of key issues to be considered and worked through, including:

- Ensuring local buy-in to how support is commissioned
- Supporting local-level planning
- Ensuring local-level capacity and capability to drive a localised approach
- Providing sufficient time for the local community to define their aspirations.

*What are the different localised commissioning approaches and models that could be tested in Year 1? What features do we want to test further?*

This environment scan illustrated a number of key features to be built into localised commissioning:

Direct involvement by local whānau in decision-making	Support is whānau-centred	Close links between agencies and the people they support	Flexibility in how support is provided (in response to local aspirations)
Support delivered in ways that are based on local strengths and solutions	Ability for communities to influence local activities	Local solutions to local issues	Based on co-design to understand local aspirations and solutions
Involve devolution of decision making to communities	Culturally anchored and based on kaupapa Māori approaches	Involve close and sustained relationships with communities	Whānau voice directly reflected in what is commissioned

There are a range of potential models for how localised commissioning could be implemented. Potential models illustrated by this environment scan include:

- **Model 1:** Integrated commissioning approach – this model involves closely integrating localised commissioning within the current commissioning approaches and activities of Whānau Ora Commissioning Agencies
- **Model 2:** Funding local level entities to deliver flexible support – this model involves a commissioning body at the community level working with the community to identify their aspirations and partner with Te Puni Kōkiri to coordinate funding and support using a Whānau Ora approach through Te Puni Kōkiri and across government

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- **Model 3:** Leveraging an existing structure to target particular community level outcomes – this model involves providing funding to a separate, existing entity or organisation to commission support, outside of the current Whānau Ora commissioning system.

Work will be undertaken to analyse and select the potential models to be tested in Year 1 – including assessing the three models above against specific selection criteria before decisions are made on the models to test, who will implement them, and where they will be implemented in Year 1.

A number of features of localised commissioning will need to be tested further in Year 1, including governance arrangements, how planning and co-design will take place, and how cross-government investment could be coordinated.

### Purpose

The Whānau Ora Review recommended exploring forms of localised commissioning support through Whānau Ora. Through Budget 2019, \$20.00 million over four years was allocated to implement localised commissioning through Whānau Ora.

While the Review identified the opportunity to explore localised commissioning, as this is a new initiative it is important to consider what this opportunity looks like in more detail before confirming how localised commissioning will be implemented.

**This environment scan seeks to define the opportunity for implementing localised commissioning through Whānau Ora.** It does this by considering the following questions:

1. What does the current provision of services and support through Whānau Ora look like at a local level?
2. Where are the opportunities to increase the coverage of support under the current commissioning model?
3. What do other approaches to delivering localised support look like in New Zealand, or internationally, that could inform the localised commissioning models tested in Year 1?
4. Are there existing providers that are currently commissioning support that could be invited to test approaches?

Insights and lessons from this environment scan will inform decisions on the features of localised commissioning models tested, and decisions on how approaches could be implemented.

The lessons and insights in this paper will be tested through engagement with key stakeholders before decisions on implementation are finalised.



## Background

### *The Whānau Ora Review (the Review)*

In April 2018, Te Minita mō Whānau Ora commissioned a review of Whānau Ora to assess the ability of the current Whānau Ora commissioning approach to<sup>1</sup>:

- Effect sustainable change in the wellbeing and development potential of whānau
- Scope the applicability of a whānau-centred approach as a useful exemplar of improving outcomes for whānau across government
- 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.

The Review was completed in early 2019. In February 2019, Cabinet noted the *Review of Whānau Ora: Tipu Mātoro ki te Ao: Final Report to the Minister for Whānau Ora* report and that Te Minita mō Whānau Ora would consider and respond to the recommendations of the Review.

### *The Review's findings*

The Review reaffirmed the success of the approach to date, concluding that Whānau Ora results in positive change for whānau and creates the conditions for that change to be sustainable.

The Review also recommended how Whānau Ora could be enhanced – including that options to implement localised commissioning in the North Island should be considered. The Review noted that:

- Each Commissioning Agency serves a large geographic area. How close they are to their constituent communities, and therefore whānau, has been questioned
- Some partners, providers, iwi and entities not involved in Whānau Ora in the North Island have asked Whānau Ora to explore more localised commissioning
- More localised commissioning should create more locally granular solutions and interventions, and there is merit in exploring this further in the North Island. No views were provided on what regional or local boundaries would be appropriate for localised commissioning.

The Review also suggested several options that could be explored for progressing localised commissioning:

- Options for more localised commissioning in the North Island could include:
  - i. new commissioning agencies that are more locally focused
  - ii. regional hubs based on existing provider collectives with the lead partner acting as the commissioner

<sup>1</sup> CAB-18-MIN-0120 refers.

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- iii. newly formed regional hub arrangements outside of the current Whānau Ora practising community
- iv. a function-based commissioning arrangement (e.g., a shopfront to integrate social service delivery).

Te Minita mō Whānau Ora reported back to Cabinet Social Wellbeing Committee (SWC) on 26 June 2019 outlining his response to the Review and vision for Whānau Ora [SWC-19-MIN-0072 refers]. A key part of this vision involves implementing localised commissioning approaches as part of the kaupapa of Whānau Ora.

### **Budget 2019**

The 2019 Wellbeing Budget included a significant funding increase for Whānau Ora, with a total of \$116 million over four years allocated across three initiatives:

- **Expanding the coverage and impact of Whānau Ora (\$80.00 million)** – this initiative expands Whānau Ora coverage and impact by investing:
  - \$41.00 million in increased Commissioning Agency funding
  - \$20.00 million in localised commissioning approaches
  - \$4.00 million in enhancing Navigator capabilities
  - \$2.5 million in improving Whānau Ora data
  - \$12.50 million in departmental funding to implement the new activities.
- **Paiheretia te Muka Tāngata (\$35.00 million)** – applying the Whānau Ora approach to improve outcomes for Māori aged under 30 and their whānau engaged in the New Zealand Corrections system
- **Integrating towards better health outcomes (\$1.00 million)** – funding research to explore how using a whānau-centred approach in primary health care can improve health and wellbeing outcomes for Māori and Pacific whānau.

From the additional funding, a total of \$20.00 million over four years was allocated to implement localised commissioning approaches [briefing paper 40259 refers].

### **Implementation approach**

#### **Overall implementation approach**

Te Puni Kōkiri will implement localised commissioning through a scaled approach over four years. Funding, and localised commissioning activities, will first be tested on a small scale in Year 1 before ramping up from Year 2 onwards. Funding will be scaled up over four years as follows:

**Figure 1: Phasing of localised commissioning funding (2019/20 – 2022/23)**

\$ million	2019/20	2020/21	2021/22	2022/23	Total
Localised commissioning	2.00	5.00	5.00	8.00	20.00



In Year 1 (2019/20), Te Puni Kōkiri will focus on developing and testing different models of commissioning and delivering localised support for whānau. This approach will enable different ways of delivering localised support to be tested to:

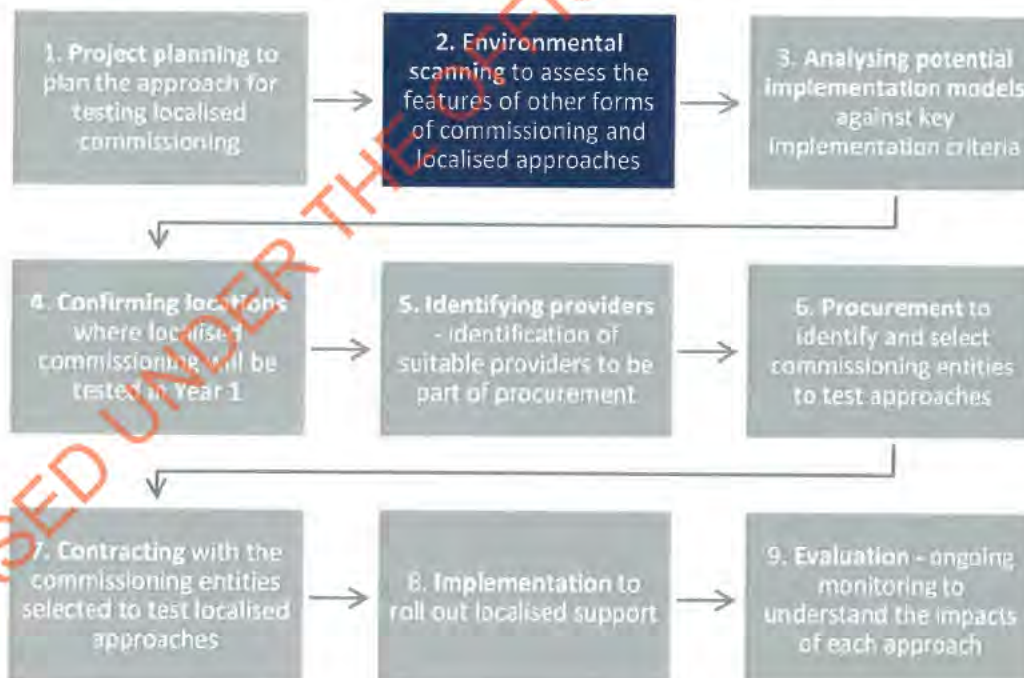
- Understand the outcomes and impacts of commissioning localised support in different ways
- Identify challenges and barriers involved in commissioning support at the local level
- Compare the relative effectiveness of different features of localised models and how locally granular support can be implemented in different ways.

The different models tested in Year 1 will be evaluated to understand their impacts and strengths. The lessons learned in Year 1 will inform how additional localised opportunities are rolled out from Year 2 onwards (or how the Year 1 initiatives are expanded) – potentially resulting in adjustments to the localised approaches that are implemented.

**How this environment scan fits within the implementation plan**

This environment scan looks at the current Whānau Ora system, and other forms of localised support, to inform decisions on the types of models to be tested in Year 1:

**Figure 2: High-level process for progressing localised commissioning**



As set out above, this environment scan will directly inform key decisions on what localised commissioning will look like, and how it will be implemented, in Year 1 – including decisions on the model(s) to be tested, where they will be tested, and the entities that will roll out support.

As part of this process, Te Puni Kōkiri will seek to confirm how localised commissioning will be implemented and seek Ministerial approval to how it is implemented (approval



will be sought from Te Minita mō Whānau Ora and Minister of Finance in line with SWC-MIN-19-0072).

## Methodology

This environment scan focuses on the following four key questions:

1. What does the current provision of services and support through Whānau Ora look like at a local level?
2. Where are the opportunities to increase the coverage of support under the current commissioning model?
3. What do other approaches to delivering localised support look like in New Zealand, or internationally?
4. What are the different localised commissioning approaches and models that could be tested in Year 1? What features do we want to test further?

To answer these questions, this environment scan analyses and assesses:

- **Features of the current Whānau Ora system** – including how local-level support is currently delivered through Whānau Ora, and potential opportunities to enhance how local-level support is provided through Whānau Ora (e.g. in relation to particular geographic areas or outcomes)
- **Other forms of localised support** – there are a range of forms of locally focused and commissioned forms of support, both in Aotearoa and internationally, that have lessons for how localised commissioning approaches through Whānau Ora could be implemented in Aotearoa.

Research methods were based on a desktop review of publicly available information on commissioning and localised approaches and analysis of information held by Te Puni Kōkiri (as the agency responsible for administering Whānau Ora) on how outcomes are commissioned through the current commissioning model.

## Defining localised commissioning

### *Commissioning and partnering*

Although definitions of commissioning vary, the literature agrees that it is more than traditional planning and funding and more than procurement processes, but encompasses processes of continuously developing services and committing resources to achieve the best outcomes for a population<sup>2</sup>.

The New Zealand Social Investment Agency (SIA) notes that effective service commissioning requires five inter-related steps to be completed<sup>3</sup>:

### **Step 1 – Assessing needs:**

<sup>2</sup> Ministry of Health (2015). A Guide to the Commissioning Framework for Mental Health and Addiction – Consultation Document.

<sup>3</sup> Social Investment Agency (2018). Commissioning and Partnering Fact Sheet.

- i. Use data and analytics to understand who needs what, who currently gets what, where the gaps or overlaps are
- ii. Use evidence to understand what works
- iii. Identify desired outcomes and understand costs and benefits.

Figure 3: Five steps of commissioning



**Step 2 – Solution design:**

- iv. Co-design services (and evaluation) with the right stakeholders
- v. Identify the most appropriate service model, e.g. in-house, contracting, client-directed budgets (allowing clients to decide what would help them best).

**Step 3 – Investment/service models:**

- vi. Identify and select the most appropriate way to deliver, structure and fund services.

**Step 4 – Implementation:**

- vii. Monitor on-going performance to ensure effectiveness and continuous improvement.

**Step 5 – Evaluation and monitoring:**

- viii. Measure and evaluate people’s experiences and outcomes
- ix. Compare performance to the original cost-benefit assessment
- x. Feedback loops ensure information on outcomes informs future investment decisions.

The SIA notes that the key to commissioning is collaboration between social sector agencies and providers – those best placed to determine need, and design and provide services. At the simplest level, this involves co-designing services with providers. At a more comprehensive level, it involves enduring partnership between agencies and providers, by supporting providers to take responsibility for making decisions on what communities and families need<sup>4</sup>.

*Defining localised commissioning*

As there is no one generally accepted definition of ‘localised commissioning’ support, officials developed a working definition of localised commissioning to guide the research through this environment scan.

‘Localised’ can be defined as limiting something to a particular area<sup>5</sup>. Applying this concept to the commissioning model defined above, localised commissioning can be defined for the purpose of this environment scan as:

*The process of planning, purchasing and monitoring locally-appropriate services to support the achievement of outcomes and the realisation of aspirations for a specific area, population or community.*

<sup>4</sup> Social Investment Agency (2018). Commissioning and Partnering Fact Sheet.

<sup>5</sup> Cambridge Dictionary (2019). Definition of ‘localize’. Retrieved from: <https://dictionary.cambridge.org/dictionary/english/localize>



This working definition of localised commissioning informs the environment scan below.

### Design principles and parameters

There are a number of principles and parameters influencing how localised commissioning is implemented.

Primarily, the existing scope of the Whānau Ora appropriation requires expenditure, including for localised support, to focus on the purchase of outcomes through non-government organisations that commission Whānau Ora support. As such, any localised commissioning models must be implemented through a non-government commissioning entity.

Te Puni Kōkiri has also developed the following design principles and parameters to guide implementation.

### Figure 4: Design principles and parameters for localised commissioning

#### Design principles and parameters for localised commissioning

We propose the following set of design principles are used to inform all development and implementation activities for localised commissioning:

- a. Strength-based and aspirations focused
- b. Led from within the community
- c. Tailored to local needs and aspirations
- d. Complementary to the current Whānau Ora Commissioning Agency approaches
- e. Provide opportunities for cross-government, cross-sectoral investment in Whānau Ora
- f. Characterised by reciprocity and respectful relationships
- g. Aligns with the principle of cultural aspiration that asserts the centrality and legitimacy of te reo Māori, tikanga and Mātauranga Māori.

Implementation will be guided by the following parameters:

- a. Focus on strengthening reach and depth – the Review found that existing Commissioning Agencies' geographic coverage is too wide which limits their ability to respond to local needs and aspirations
- b. Design, test and evaluate options – a set of measures to help inform future delivery of localised commissioning models
- c. Implementation will focus on the North Island only as part of testing localised approaches in Year 1 (in line with the recommendation of the Whānau Ora Review)
- d. Implementation will focus on improving outcomes for whānau Māori in Year 1.

### Question 1: What does the current provision of services and support through Whānau Ora look like at a local level?

#### *The Whānau Ora commissioning model*

Whānau Ora is currently administered under a devolved commissioning model. Under the devolved commissioning model, decisions on how services and support are commissioned is made by three non-government Commissioning Agencies.

This approach moves decision making closer to communities to better respond to the needs and aspirations of local whānau, with Commissioning Agencies defining their



own outcome priorities (in line with the Whānau Ora Outcomes Framework) and the services and support delivered through their providers and partners.

In terms of geographic coverage, the three Commissioning Agencies provide services and support that cover Aotearoa.

Figure 5: Overview of Whānau Ora Commissioning Agencies



Each Commissioning Agency has developed its own unique approach to commissioning outcomes for the whānau in their area, which underpins the service providers and activities they commission to support whānau.

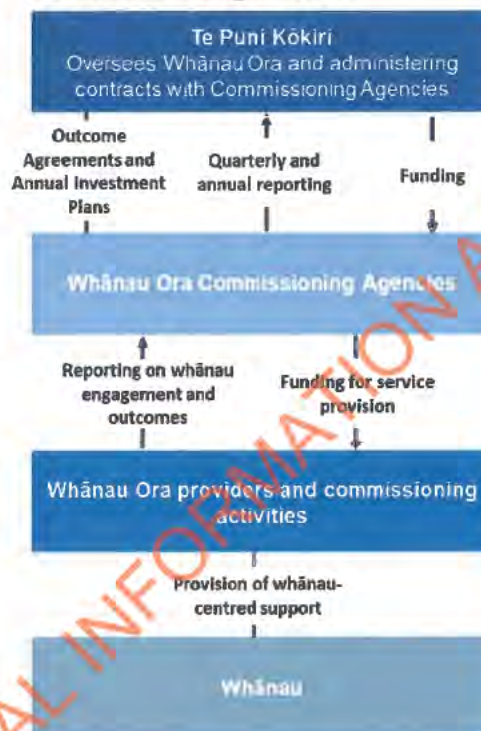
Te Puni Kōkiri oversees Whānau Ora and administers contracts with Commissioning Agencies.

The features of the accountability framework for Whānau Ora reflect the unique nature of the devolved commissioning approach. Key elements of the accountability framework include:

- **Te Minita mō Whānau Ora** is responsible for setting the strategic direction and priorities for Whānau Ora, and defines specific priorities for Commissioning Agencies through annual letters of expectations to each Agency
- **Te Puni Kōkiri** oversees Whānau Ora, develops and implements Whānau Ora policy, and administers contracts (called Outcome Agreements) with Commissioning Agencies. Te Puni Kōkiri provides funding to each Commissioning Agency, and works with each to agree Annual Investment Plans that set out the priorities and activities that a Commissioning Agency will progress in the year ahead

- **Commissioning Agencies** are contracted by Te Puni Kōkiri to develop and invest in approaches to support the whānau. Commissioning Agencies work with communities to determine the best ways to support them in achieving their aspirations. Commissioning Agencies report quarterly to Te Puni Kōkiri on the results for each quarter, including the numbers of whānau engaged and the outcomes they have achieved
- **Providers** are engaged by Commissioning Agencies to deliver support to whānau, and report to Commissioning Agencies on the whānau engaged and outcomes they achieve (which then informs reporting to Te Puni Kōkiri)
- **Whānau** are engaged through whānau-centred support to identify, prioritise and achieve their aspirations for improved outcomes.

**Figure 6: Whānau Ora devolved commissioning model**



Prior to implementing this devolved commissioning model, a phase of work was undertaken to develop the capability of service providers to deliver support in a whānau-centred way. A summary of this phase ('Phase One of Whānau Ora') is set out in appendix 1.

### **Commissioning approaches and activities**

Each Whānau Ora Commissioning Agency has a high degree of autonomy and independence in how it commissions services and support for whānau. These forms of support work with whānau in different ways and target different types of outcomes.

In terms of the extent to which Commissioning Agencies currently deliver localised forms of support:

- Each Commissioning Agency provides forms of Navigational support across its respective regions – these focus on helping individual whānau to identify, plan for, and achieve their aspirations, rather than responding to the specific aspirations of a broader community
- Te Pou Matakana, trading as the Whānau Ora Commissioning Agency, invests in a number of Collective Impact initiatives that target specific outcome areas in certain areas or regions
- Te Pūtahitanga o Te Waipounamu invests directly into a range of community-level initiatives across Te Waipounamu. These often focus on particular outcome areas or activities and initiatives in a certain sector (e.g. horticulture)
- Pasifika Futures also invests directly into a range of community-level organisations. These typically focus on pre-determined outcome areas that the entity is geared towards (e.g. financial literacy, nutrition).



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Commissioning Agencies' approaches and activities are explored below, with further detail on partners and coverage set out at Appendix 2.

### *Te Pou Matakana, trading as the Whānau Ora Commissioning Agency*

The commissioning approach of Te Pou Matakana focuses heavily on navigation and outcomes planning support for whānau through its Kaiārahi Navigator workforce. Kaiārahi advocate for whānau and wrap the necessary services around them to assist in achieving whānau goals. Whānau Direct support offers whānau access to financial resources to achieve immediate outcomes.

The Collective Impact initiatives funded by Te Pou Matakana involve a degree of local-level commissioning in that they involve implementing responses and programmes to target outcomes in specific areas or regions.

The fourteen Collective Impact initiatives across the North Island see partnerships of providers being implemented to tackle outcomes and issues in new ways. For example, the Te Kōhao Health initiative works with whānau across Hauraki-Waikato (including Huntly, Hamilton, Ngāruawāhia, Morrinsville and Hauraki) to improve outcomes through education, employment and training.

While Collective Impact covers a wide range of areas and regions across the North Island, these forms of support often focus on supporting outcomes across a region, or multiple communities in an area, rather than targeting support to respond to specific community aspirations.

### *Te Pūtahitanga o Te Waipounamu*

Similar to Te Pou Matakana, Te Pūtahitanga implements a Navigator workforce to support whānau planning and achievement of goals across Te Waipounamu.

In addition, Te Pūtahitanga has also implemented a social investment approach to promote entrepreneurial social investment through its Commissioning Pipeline. This initiative has resulted in approximately 170 investments being made into a range of local community-level organisations and activities across Te Waipounamu.

In this respect, many Commissioning Pipeline investments represent targeted investment in locally developed initiatives, which often result in improved outcomes for the communities and areas in which they are based.

### *Pasifika Futures*

Pasifika Futures also implements a navigation model through its Core Commissioning activity, where families work alongside a Navigator to develop a family plan and are supported to achieve their goals.

Commissioning for Innovation activities focus on implementing responses to certain specialised outcome domains – including supporting family business start-ups, students' academic performance in STEM, completion of trades training etc. These initiatives are typically based in a local community, but focus on the achievement of outcomes in a pre-determined area.

Pasifika Futures also invests directly in a range of community-level initiatives and activities through its Commissioning for Communities initiative. Commissioning for Communities has similar features to localised commissioning in that:



- Support is provided to community-level organisations to reach and support local Pacific families
- Funding and reach is prioritised into local, often ethnic specific communities to improve outcomes

Commissioning for Community initiatives typically focus on investing in existing initiatives that focus on targeted outcome areas.

**Question 2: Where are the opportunities to increase the coverage of support under the current commissioning model?**

The research highlighted that there is a real opportunity to support the wellbeing of Māori and Pacific whānau in communities across Aotearoa, and that there are benefits to taking a community-driven, self-determined approach to providing support. Research focused on exploring three key questions:

- What are the current wellbeing characteristics of Māori and Pacific peoples and communities?** Research highlighted that Māori and Pacific peoples are expected to continue growing across all regions, and are also more likely to live in communities and areas characterised by high deprivation, particularly in the North Island. Communities of higher deprivation represent areas where there are opportunities to lift wellbeing in key areas. Increasing populations will place further pressure on the wellbeing outcomes of these communities. Localised commissioning will empower communities and local whānau to prioritise which of these areas they want to improve.
- How are existing forms of support reaching communities across Aotearoa?** It is difficult to gain a comprehensive picture of how all services and support reach communities. However, the Review indicated that the coverage and responsiveness of Whānau Ora support could be improved. The Review found that while Commissioning Agencies are supporting whānau to make positive and sustainable changes to whānau wellbeing, they are often unable to fully respond to the unique needs of constituent whānau and communities. In addition, increasing demand for support continues to place pressure on the ability of Commissioning Agencies to reach and support communities.
- What impacts have community-driven forms of support had to date?** Other forms of community-focused support have also been undertaken in Aotearoa – including the Community-Led Development Programme (CLDP) by the Department of Internal Affairs. Such approaches have had a positive impact in supporting improved local outcomes through improving local community participation in addressing multiple outcomes. The results of other approaches highlight the potential for a localised commissioning approach to support the needs and aspirations of local whānau by empowering their tino rangatiratanga. Research also highlighted a number of lessons for community-led development, including that such approaches can take time to implement, and require strong local commitment.

*What are the current wellbeing characteristics of Māori and Pacific peoples?*

Māori and Pacific peoples make up a growing proportion of the New Zealand population. The 2013 Census reported that Māori represent an estimated 14.9



percent<sup>6</sup> of New Zealand's population, while 7.4 percent<sup>7</sup> identify with one or more Pacific ethnicity. Both Māori and Pacific peoples are expected to continue to experience an increase in their populations between 2013 and 2038<sup>8</sup>:

- a. The Māori population is expected to grow across all regions of Aotearoa, and is expected to increase from approximately 692,000 in 2013 to over 1 million by 2038
- b. The Pacific population is also expected to grow across all regions, and is projected to rise from approximately 340,000 in 2013 to 530,000 - 650,000 by 2038.

While the populations of Māori and Pacific peoples are expected to increase across all regions over the coming years, they are also more likely than other groups to live in communities where there are likely to be opportunities to lift wellbeing in key outcome areas. Increasing populations in areas where there may be deprivation is likely to exacerbate any negative outcomes currently experienced by Māori and Pacific whānau.

Currently, Māori and Pacific people score consistently lower on most areas of wellbeing relative to the general population including in relation to income level, educational attainment, and health outcomes<sup>9</sup>. These disparities support Government's focus through Budget 2019 on achieving Māori and Pasifika aspirations by lifting incomes, skills and opportunities.

In terms of where Māori are situated, a large proportion of Māori (86 percent<sup>10</sup>) and Pacific (92.9 percent<sup>2</sup>) whānau reside in the North Island. Outside of Auckland, the Waikato and Bay of Plenty regions had the highest proportion of Māori, with 14.0 and 11.5 percent respectively<sup>1</sup>. For Pacific whānau in New Zealand, one third live in South Auckland, one third across the rest of Auckland, and one third across the remainder of Aotearoa – particularly in Waikato, Bay of Plenty and Wellington areas<sup>11</sup>.

Data indicates that both Māori and Pacific whānau are disproportionately represented in regions and communities of Aotearoa that are highly deprived.

The 2013 New Zealand Deprivation Index (NZDep 2013) measures the level of socioeconomic deprivation for communities across Aotearoa in relation to Census variables such as income, employment, qualifications, and home ownership. In general, communities with a high NZDep 2013 decile (e.g. 9 or 10) experience the highest levels of deprivation and are likely to experience poor outcomes in a range of wellbeing areas.

<sup>6</sup> Statistics New Zealand (2013). 2013 QuickStats about culture and identity. Retrieved from <http://archive.stats.govt.nz/Census/2013-census/profile-and-summary-reports/quickstats-about-maori-english.aspx>

<sup>7</sup> Statistics New Zealand (2013). 2013 QuickStats about culture and identity. Retrieved from <http://archive.stats.govt.nz/Census/2013-census/profile-and-summary-reports/quickstats-culture-identity/pacific-peoples.aspx#>

<sup>8</sup> Statistics New Zealand (2017). Subnational Ethnic Population Projections. Retrieved from [http://archive.stats.govt.nz/browse\\_for\\_stats/population/estimates\\_and\\_projections/SubnationalEthnicPopulationProjections\\_MR13base-2038update.aspx](http://archive.stats.govt.nz/browse_for_stats/population/estimates_and_projections/SubnationalEthnicPopulationProjections_MR13base-2038update.aspx)

<sup>9</sup> The Treasury (2019). The Wellbeing Budget – 30 May 2019. Retrieved from <https://treasury.govt.nz/publications/wellbeing-budget/wellbeing-budget-2019>

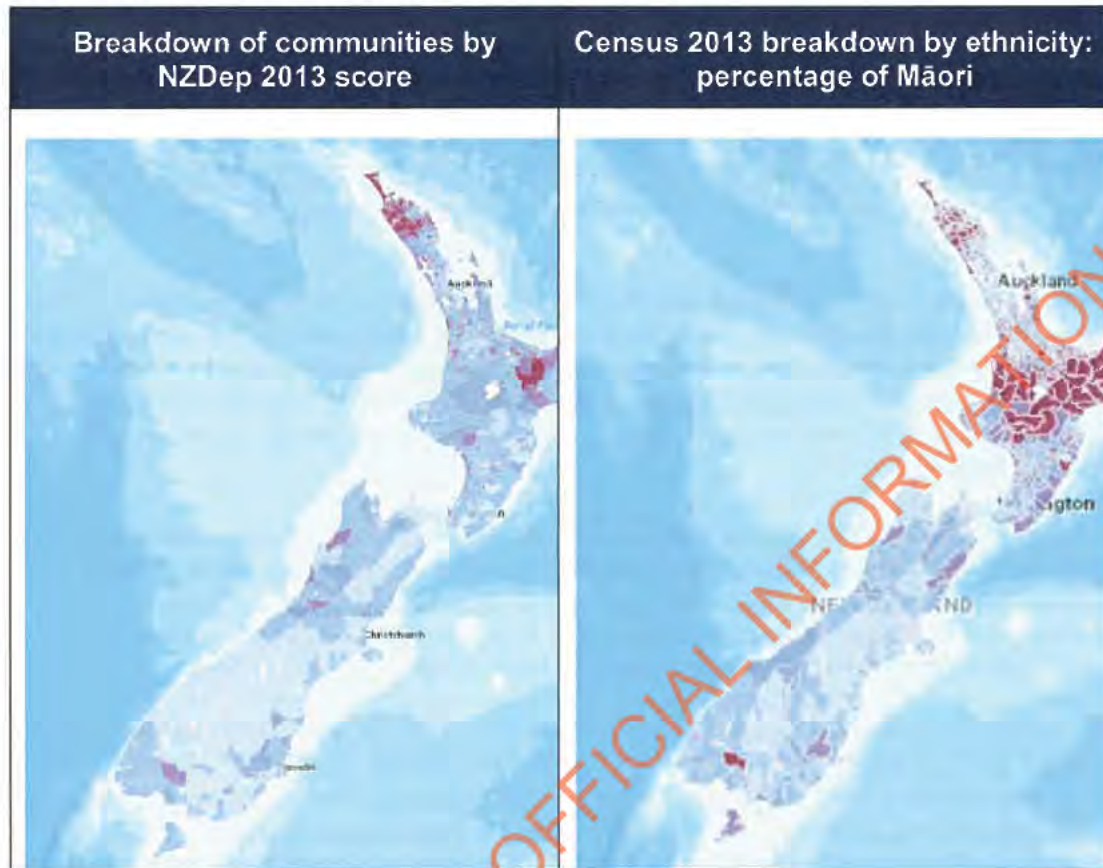
<sup>10</sup> Statistics New Zealand (2013). 2013 Census Quickstats about Māori. Retrieved from: <http://archive.stats.govt.nz/Census/2013-census/profile-and-summary-reports/quickstats-about-maori-english.aspx>

<sup>11</sup> Pasifika Futures (2015). Pacific People In New Zealand – How are we doing? Page 4.



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The charts below indicate, at a high-level, that many areas with a large number of Maori are also areas that score highly on the NZDep 2013 deprivation index – including in Northland, Gisborne and the Hawke’s Bay<sup>6</sup>:



Across the key regions of Aotearoa, data indicates more than 300,000 Māori across Aotearoa are living in highly deprived areas, as defined by 8 – 10 on the deprivation scale. The table below indicates that significant numbers of Māori live in areas characterised by higher deprivation, particularly in the North Island:

Region	Number of Māori in this region in highly deprived areas (decile 8-10)	Percent of Māori in this region in highly deprived areas (decile 8-10)
<b>Te Tai Tokerau<sup>12</sup></b>	33,795	75%
<b>Tāmaki Makaurau<sup>13</sup></b>	72,585	50%
<b>Waikato-Waiariki<sup>14</sup></b>	96,678	65%
<b>Ikaroa-Rāwhiti<sup>15</sup></b>	45,792	71%

<sup>12</sup> Te Puni Kōkiri (2017). Te Puni Kōkiri Te Tai Tokerau Regional Profile 2017. Retrieved from: <https://www.tpk.govt.nz/en/a-matou-mohiotanga/demographics/tpk-te-tai-tokerau-regional-profile-2017>

<sup>13</sup> Te Puni Kōkiri (2017). Te Puni Kōkiri Tāmaki Makaurau Regional Profile 2017. Retrieved from: <https://www.tpk.govt.nz/en/a-matou-mohiotanga/demographics/tepunikokiri-tamaki-makaurau-regional-profile-2017>

<sup>14</sup> Te Puni Kōkiri (2017). Te Puni Kōkiri Waikato Waiariki Regional Profile 2017. Retrieved from: <https://www.tpk.govt.nz/en/a-matou-mohiotanga/culture/te-puni-kokiri-waikatowaiariki-regional-profile-2017>

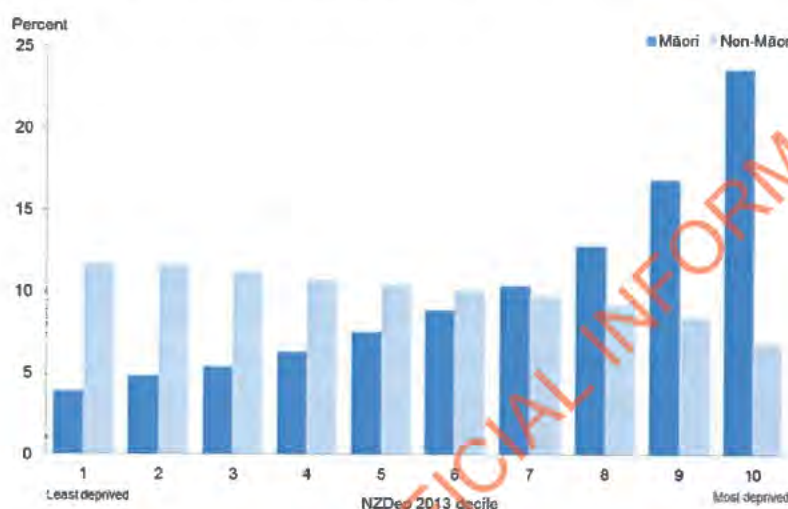
<sup>15</sup> Te Puni Kōkiri (2017). Te Puni Kōkiri: Ikaroa-Rāwhiti Regional Profile 2017. Retrieved from: <https://www.tpk.govt.nz/en/a-matou-mohiotanga/demographics/te-puni-kokiri-ikaroarawhiti-regional-profile-2017>



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<b>Te Tai Hauāuru<sup>16</sup></b>	60,138	49%
<b>Te Waipounamu<sup>17</sup></b>	19,281	27%
<b>Total</b>	<b>328,269</b>	

In addition, the chart below sets out the split between Māori and non-Māori across areas of deprivation on the NZDep 2013 scale<sup>18</sup>.



This data above indicates that in 2013, 23.5 percent of Māori lived in decile 10 areas compared to 6.8 percent of non-Māori. By comparison, 3.8 percent of Māori lived in decile 1 areas compared to 11.6 percent of non-Māori. These figures indicate that Māori are over-represented in areas of high deprivation.

Pacific peoples are also disproportionately represented in the most deprived areas of Aotearoa. For Pacific peoples, more than half (55.6 percent) of Pacific whānau in Aotearoa live in the most deprived areas, with a deprivation index rating of 9 or 10<sup>19</sup>.

While the characteristics of each community will be unique, communities with high levels of deprivation are likely to represent locations where there are greater opportunities to improve wellbeing. Areas where local community wellbeing could be lifted may include:

- a. Improvements to local **housing** quality and supply
- b. better local access to **healthcare**
- c. enhanced **education and training** for local rangatahi.

<sup>16</sup> Te Puni Kōkiri (2017). Te Puni Kōkiri: Te Tai Hauāuru Regional Profile 2017. Retrieved from: <https://www.tpk.govt.nz/en/a-matou-mohiotanga/demographics/te-tai-hauauru-regional-profile-2017>

<sup>17</sup> Te Puni Kōkiri (2017). Te Puni Kōkiri: Te Waipounamu Regional Profile 2017. Retrieved from: <https://www.tpk.govt.nz/en/a-matou-mohiotanga/demographics/te-puni-kokiri-te-waipounamu-regional-profile-2017>

<sup>18</sup> Ministry of Health (2014). Neighbourhood Deprivation. Retrieved from: <https://www.health.govt.nz/our-work/populations/maori-health/tatau-kahukura-maori-health-statistics/nga-awe-o-te-hauora-socioeconomic-determinants-health/neighbourhood-deprivation>

<sup>19</sup> Pasifika Futures. Pacific People in New Zealand – How are we doing? (2015).

Given the unique nature of each community, it is important that each community is empowered to prioritise the areas of wellbeing that they most want to improve, and the most appropriate services and forms of support for the local community.

*How are existing forms of support reaching communities across Aotearoa?*

Communities across Aotearoa are likely to be serviced to varying degrees by forms of support covering a wide range of outcomes, including the forms of community-driven support identified below.

Given the large number of communities and forms of support funded and delivered by government, it is difficult to gain a comprehensive view of service coverage across communities.

Whānau Ora Commissioning Agencies support many communities to achieve their aspirations. Each of the three Commissioning Agencies support whānau within a large geographic area. As a result, the Review found that while Commissioning Agencies are supporting whānau to make positive and sustainable changes to whānau wellbeing, they are often unable to fully respond to the unique needs of constituent whānau and communities. In addition, increasing demand for support continues to place pressure on the ability of Commissioning Agencies to reach and support communities.

These findings from the Review indicate that there are opportunities to increase the coverage of Whānau Ora support and its responsiveness to local whānau and communities.

Understanding the coverage and saturation of existing services will be an important part of identifying the forms of support required to help a community achieve its aspirations. Officials expect that the availability of existing services and support will be considered as part of working with communities to identify their aspirations and support needs.

*What impacts have community-driven forms of support had to date?*

Localised commissioning will empower whānau in communities to identify, prioritise and achieve aspirations for improving the wellbeing of the local community. As the solutions and skills sit locally, communities will be better equipped to achieve intergenerational change. This approach aligns with the focus of Whānau Ora on supporting the tino rangatiratanga and mana of whānau by empowering them to determine their own needs and aspirations.

**Question 3: What do other approaches to delivering localised support look like in New Zealand, or internationally?**

Both in Aotearoa and internationally, governments have recognised situations where there is value in moving from the traditional top-down delivery of social services towards delivery models that devolve decision-making and responsibility to autonomous and semi-autonomous organisations<sup>20</sup>.

There has also been a trend towards devolving decision-making and responsibility to the users of support at the local level. These forms of support give local users, such as whānau, a direct voice in how support is delivered in their area and involve locally tailored forms of support being delivered to meet local needs and aspirations.

<sup>20</sup> Productivity Commission. (2015). More effective social services – Summary Version.



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This research indicates that there are a wide range of approaches to developing and delivering localised forms of support with a number of different features, including:

- How support is commissioned and delivered
- What services and support are delivered
- How locally appropriate support is commissioned and how local 'voices' are reflected.

Each of these dimensions are summarised at a high level below, along with a summary of risks and issues to consider. The 12 domestic and international case studies examined in this environment scan are set out in Appendix 3.

### *How is localised support commissioned and delivered?*

There have been a range of localised approaches implemented in Aotearoa and internationally.

A large number of the examples looked at were administered and overseen by government as a way of devolving decision making around service provision and local development closer to the communities themselves. Government-administered approaches have largely focused on:

- **Service provision:** implementing new ways to commission and deliver health and social services by devolving decision-making to local providers, provider groups, or communities on how services should be delivered at a local level to address certain outcomes. Examples include:
  - Whānau Resilience – this involves funding a range of community providers to shape how local family violence services are delivered
  - Aboriginal Community Controlled Health Services (Australia) – this initiative funds local health service providers to design and deliver primary health services that are directly tailored to addressing local health outcomes.
- **Local economic development:** some initiatives focus on investing in the local economic development of an area through targeted funding into local initiatives or activities (such as the Provincial Growth Fund). Investments often support wider community outcomes, such as employment, incomes and environmental protection
- **Community development:** certain initiatives have also focused on investing funding towards wider community development and the achievement of related outcomes identified by a community. The Community-led Development Programme (implemented in New Zealand) is one example, which focuses on funding community development in a wide sense – such as providing funding for a broad range of community projects to enhance community wellbeing, connectedness and resilience.

Outside of government, localised approaches have also been used by philanthropic organisations to deliver funding to activities and initiatives to improve outcomes in local areas. Two New Zealand-based philanthropic examples include Foundation North and the JR McKenzie trust, each with a specific focus on investing in local projects and initiatives to improve Māori outcomes.



In terms of how funding is provided, in most cases, decisions on how funding was allocated to activities was determined at the community level, with appropriate oversight and due diligence from the funding provider. In some cases, funding was released following appropriate planning and proposals being made on how funding would be used (e.g. the Community-led Development Programme and Provincial Growth fund). In other cases, a set amount of funding was available for a community to use in commissioning support (e.g. the Aboriginal Community Controlled Health Services).

The examples of localised support analysed involved strong partnership between the funder (often government) and the entities commissioning and delivering support at the local level. In particular, government-based models often involved close working relationships between the responsible agencies and the entities commissioning support on the ground. This enhanced how impacts and outcomes were measured.

Some initiatives leveraged existing community-based governance structures to commission local support, such as the Community-led Development Programme and Healthy Families initiatives. Others involved developing and testing new structures to govern support – for example, the Essex Children's Trust which developed new multi-agency strategic partnerships to oversee how support was delivered.

*What outcomes or impacts are targeted?*

Of the examples analysed, most focused on commissioning support to address specific outcomes in a community, or supporting certain cohorts of the local population to achieve broader outcomes (often outcomes prioritised by the local population). For example:

- **Targeting specific outcomes:** Healthy Families focused on encouraging local whānau to live healthy and active lives (through a range of community-level activities to encourage healthy eating, physical exercise etc.)
- **Targeting broader outcomes for a specific cohort:** Social Sector Trails focused on supporting broad community-level outcomes for local youth – which progressed towards targeting outcomes across areas including truancy, offending, and alcohol and drug abuse. Place Based Initiatives also focused on designing approaches to support young people (aged 0 – 24) through a range of locally-appropriate responses.

The examples analysed also illustrated that localised approaches could also be used to not only target specific outcomes and target cohorts across a community, but also to provide opportunities for individuals and whānau to decide the forms of support and services available to them.

For example, the Enabling Good Lives initiative gives disabled people in New Zealand greater choice over the forms of support and services they receive, with personalised budgets being provided to individuals to enable them to purchase services and support to achieve their own outcomes. Similarly, the Family-by-Family approach implemented in Denmark involved developing individual plans and designing funding interventions that are specific for particular families.

This example illustrates the potential for decisions on service provision to be localised down to the individual and whānau level in terms of how local level support is commissioned.

*What is delivered?*



In terms of what is delivered, the localised commissioning approaches delivered a range of activities, programmes and projects at community level:

Figure 7: Examples of investments through the localised case studies analysed

Community projects or activities	Programmes and approaches	Services and improved service access
<p>Some initiatives funded community projects and activities (often one-off) to support local outcomes, such as:</p> <ul style="list-style-type: none"> <li>• Community-led Development Programme (NZ)</li> <li>• Foundation North (NZ)</li> <li>• JR McKenzie Trust (NZ)</li> <li>• Provincial Growth Fund (NZ)</li> </ul>	<p>Some approaches involved developing programmes or large scale approaches to addressing certain outcomes, such as:</p> <ul style="list-style-type: none"> <li>• Whānau Resilience (NZ)</li> <li>• Healthy Families (NZ)</li> <li>• Essex Children's Trust (UK)</li> <li>• Place Based Initiatives (NZ)</li> </ul>	<p>Certain localised approaches involved designing and delivering specific services targeting certain outcome areas (e.g. health) and often responding to gaps in current service delivery. Examples include:</p> <ul style="list-style-type: none"> <li>• Aboriginal Community Controlled Health Services (Australia)</li> <li>• Enabling Good Lives (NZ)</li> <li>• Family-by-Family (Denmark)</li> <li>• Enabling Good Lives (NZ)</li> </ul>

*How are local 'voices' reflected in localised support?*

Central to the idea of localised support is the notion that decisions on how support is provided are based on the aspirations and views of the local community. Many of the examples analysed involved a direct engagement with those in the local community to understand the outcome areas and aspirations of the local community and to develop a plan to prioritise and respond to these aspirations.

Examples included:

- **Social Sector Trials:** this initiative involves developing Action Plans for each Trials site to outline the different community priorities to address. This plan is based on direct and ongoing engagement and consultation with the community
- **Community-led Development Programme:** the community-based organisations that partnered with government were required to develop a community plan (based on engagement with the local community) to be provided to the funder (Department of Internal Affairs) before funding was provided to any local level activities.

*Where are existing forms of support delivered in Aotearoa?*

Localised approaches to delivering support have been implemented and delivered across Aotearoa – with a particular emphasis on delivering localised support in the North Island:

Figure 8: Locations of the Aotearoa-based examples analysed

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Initiative	Key locations
<b>Community-led Development Programme</b>	<ul style="list-style-type: none"> <li>• Whirinaki (Auckland)</li> <li>• Mt Roskill (Auckland)</li> <li>• Mangakino (Waikato)</li> <li>• North East Valley (Dunedin)</li> </ul>
<b>Whānau Resilience</b>	<ul style="list-style-type: none"> <li>• Nationwide</li> </ul>
<b>Social Sector Trials</b>	<ul style="list-style-type: none"> <li>• Levin</li> <li>• Gore</li> <li>• Tokoroa</li> <li>• Kawerau</li> <li>• Taumarunui</li> <li>• Te Kūiti</li> </ul>
<b>Place Based Initiatives</b>	<ul style="list-style-type: none"> <li>• Northland</li> <li>• Gisborne and Wairoa</li> <li>• South Auckland</li> </ul>
<b>Provincial Growth Fund</b>	<p>Initially prioritised investments in:</p> <ul style="list-style-type: none"> <li>• Northland / Te Tai Tokerau</li> <li>• Bay of Plenty</li> <li>• Hawke's Bay</li> <li>• Gisborne / Tairāwhiti</li> <li>• Manawatū / Whanganui</li> <li>• West Coast.</li> </ul> <p>Extended to also cover:</p> <ul style="list-style-type: none"> <li>• Waikato</li> <li>• Taranaki</li> <li>• Top of the South Island / Te Tau Ihu</li> <li>• Canterbury</li> <li>• Otago</li> <li>• Southland.</li> </ul>
<b>Foundation North</b>	<ul style="list-style-type: none"> <li>• Northland and Auckland</li> </ul>
<b>JR McKenzie Trust</b>	<ul style="list-style-type: none"> <li>• Nationwide</li> </ul>
<b>Enabling Good Lives</b>	<ul style="list-style-type: none"> <li>• Mid-central</li> <li>• Christchurch</li> <li>• Waikato</li> </ul>
<b>Healthy Families</b>	<ul style="list-style-type: none"> <li>• The Far North</li> <li>• Waitakere</li> <li>• South Auckland</li> <li>• Rotorua</li> <li>• East Cape</li> <li>• Whanganui – Rangitikei – Ruapehu</li> <li>• Lower Hutt</li> <li>• Christchurch</li> </ul>



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	<ul style="list-style-type: none"><li>• Invercargill</li></ul>
<b>Whānau Centred Facilitation<sup>21</sup></b>	<ul style="list-style-type: none"><li>• Ōtautahi Co-Lab (Christchurch)</li><li>• Waikato Coalition</li><li>• Kōkiri Marae (Lower Hutt)</li><li>• Ōrongomai Marae (Upper Hutt)</li></ul>

While these initiatives represent a range of different approaches, and focus on different outcomes, they each represent examples of funding and support being provided for local-level outcomes. As such, there may be opportunities for localised commissioning through Whānau Ora to also invest in these areas as part of a coordinated government approach to local investment. Conversely, investment could be provided to other communities currently not supported through other initiatives.

### *Key issues to consider for implementing localised commissioning*

Implementing locally commissioned forms of support, that appropriately responds to local needs and aspirations, is a challenging task. Analysis of other forms of localised support indicate that there are a number of issues to consider, including:

- **Ensuring local buy-in:** gaining the input, buy-in and commitment of local whānau into determining the areas the community wants to target, and the forms of support to commission, is vital for ensuring that localised responses actually respond to local-level needs. Any barriers to capturing the community's voice need to be addressed
- **Supporting planning:** some initiatives (such as the Community-led Development Programme and Social Sector Trials) engaged local whānau to develop and draft a formal community plan, setting out what the community wanted to achieve, before commissioning support. This mechanism could be used to gain community buy-in and ensure the commissioning mechanism is accountable to local whānau
- **Local capability and capacity:** devolving decision-making and planning to a community level requires strong local capability and capacity to undertake this planning and to commission and fund services, to be successful
- **Timeframes:** empowering local groups to identify their aspirations, and getting commissioning entities to respond to local needs, can take a significant amount of time to do properly. In case studies, this was largely due to the time needed to engage and understand local aspirations
- **Adaptability and responsiveness:** case studies illustrate that, to be successful, localised approaches should not be a case of 'set and forget' but should be adaptive to the changing needs, aspirations and outcomes of a local population.

**Question 4: What are the different localised commissioning approaches and models that could be tested in Year 1? What features do we want to test further?**

### *Potential features of localised commissioning through Whānau Ora*

<sup>21</sup> Hikitia and Associates, (May 2019). Whānau-centred approaches to address family violence – Formative Evaluation Report.



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Based on the review of comparable localised approaches, both in Aotearoa and internationally, the localised commissioning approaches to be implemented through Whānau Ora could be underpinned by the following key features:

Direct involvement by local whānau in decision-making	Support is whānau-centred	Close links between agencies and the people they support	Flexibility in how support is provided (in response to local aspirations)
Support delivered in ways that are based on local strengths and solutions	Ability for communities to influence local activities	Local solutions to local issues	Based on co-design to understand local aspirations and solutions
Involve devolution of decision making to communities	Culturally anchored and based on kaupapa Māori approaches	Involve close and sustained relationships with communities	Whānau voice directly reflected in what is commissioned

As outlined below, there are a range of models for implementing a localised commissioning approach in line with these key features.

### *Potential models for implementing localised support*

This environment scan illustrates that there are a wide range of ways in which localised approaches can be implemented. As such, models for localised commissioning can be developed in a wide range of ways, with different elements and features, to test how localised support can be provided.

In Year 1, a selection of localised commissioning models could be rolled out and tested. These models would each have different key features to test the efficacy of different elements – such as different commissioning structures, different forms of support, and different entities to implement support.

Three potential implementation models are set out below. These potential models are considered within the design parameters and principles set out on page 7.

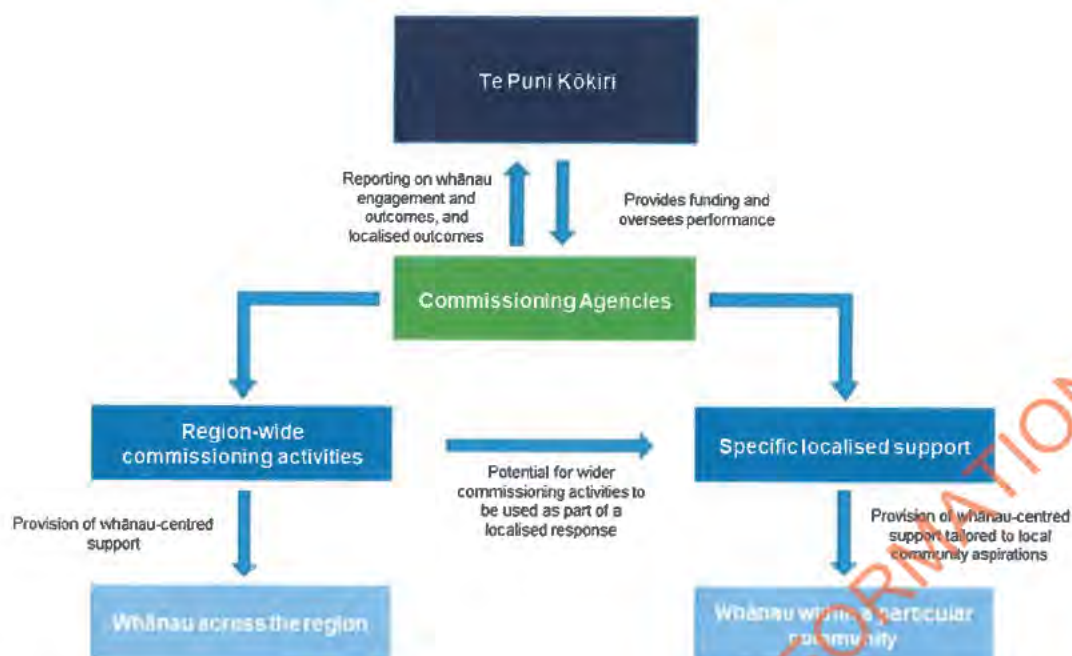
### Model 1: Integrated commissioning approach

This model involves closely integrating localised commissioning within the current commissioning approaches and activities of Whānau Ora Commissioning Agencies.

This would see Commissioning Agencies continuing to implement their current wide-reaching forms of support, while enabling them to target funding and support to reach and respond to the aspirations of certain local communities.

**Figure 9: Overview of Model 1**

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Key features of this model include:

- **Close integration with current commissioning approaches:** localised commissioning activities would be closely integrated within the commissioning approaches used by Commissioning Agencies – providing a way for Commissioning Agencies to invest more closely in particular communities alongside their wider commissioning activities
- **Leveraging existing contractual arrangements and relationships:** Te Puni Kōkiri has existing relationships and contracts with Commissioning Agencies which could provide the basis to fund direct investment in localised models.

While the Review noted that the significant geographic regions covered by the Commissioning Agencies impacts their ability to respond directly to the aspirations of whānau in certain communities, this limitation could be overcome through the existing planning and accountability framework between Te Puni Kōkiri and Commissioning Agencies.

For example, Commissioning Agencies could be required to identify local communities to be supported (based on data), evidence engagement with local whānau, and outline how they will respond to local-level aspirations through the Annual Investment Planning process. Such steps would increase the accountability of Commissioning Agencies to Te Puni Kōkiri, and to whānau, in how they commission localised support.

Efficiencies could also be gained by integrating a Commissioning Agency's wider activities as part of a localised response to community aspirations (e.g. increasing local Navigator support alongside other forms of support prioritised by the community).

### Model 2: Funding local level entities to deliver flexible support

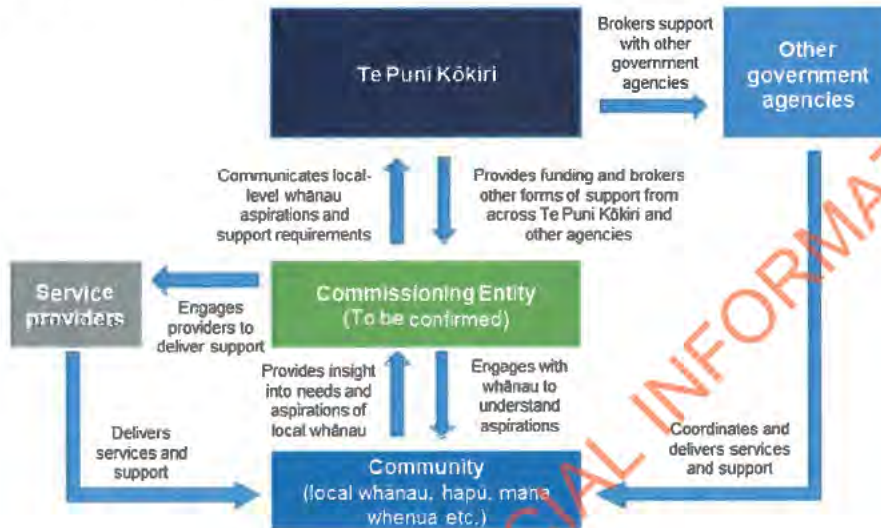
The model below focuses on empowering whānau at the community level to identify their aspirations for wellbeing, and provides a high degree of flexibility to local communities to develop their own local aspirations and entities to commission support.



The localised approaches implemented through this model would complement the current Whānau Ora commissioning approach, but would not be integrated within the commissioning approaches and activities of Commissioning Agencies.

A commissioning body at the community level would work with the community to identify their aspirations and partner with Te Puni Kōkiri to coordinate funding and support using a Whānau Ora approach through Te Puni Kōkiri and across government.

Figure 10: Overview of Model 2



Key features of the model include:

- **Local-level commissioning:** support is commissioned and coordinated at local level by a commissioning entity working closely with those in the community to identify their aspirations and the forms of support they can benefit from
- **Whānau-driven:** whānau in a community are empowered to identify their needs and aspirations, and the forms of support that they could benefit from
- **Partnership-based:** in line with the Crown-Māori partnership, the Government partners with the community to help them identify and realise their wellbeing aspirations
- **Cross-government investment and support:** investment from across agencies and appropriations would be co-ordinated and provided to a community, with Te Puni Kōkiri playing a 'brokering' role to co-ordinate the delivery of support
- **Flexible and responsive:** by empowering whānau to identify their own aspirations and the support they could benefit from, the model would be flexible and responsive to the particular needs of a local community.

While there could be a range of options for the commissioning entities, this model envisages that an entity based within the local community and made up of local residents (such as an iwi group or local community group) would commission support.

In line with the focus of Whānau Ora on supporting the aspirations of whānau, funding would be provided for the entities to commission local services and support for whānau

to reach their aspirations, and potentially, investment in community projects that support whānau aspirations (similar to a social investment approach).

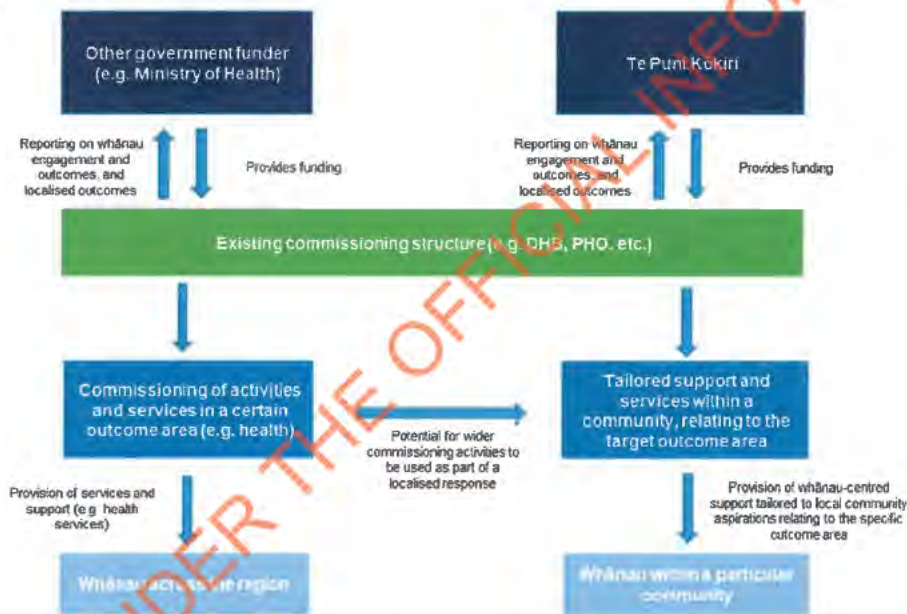
Model 3: Leverage an existing structure to target particular community-level outcomes

This implementation model would involve providing funding to a separate entity or organisation to commission support, outside of the current Whānau Ora commissioning system.

A range of existing structures and entities exist in Aotearoa that commission and deliver support in a range of areas. Many of these entities focus on commissioning services and support in particular outcome areas or regions. As such, this model could be used to test how locally-commissioned support could be provided in relation to a certain outcome area, such as health, in targeted communities.

An illustrative example of this model, targeting health outcomes, is provided below:

**Figure 11: Overview of Model 3**



One example of an existing commissioning structure is the National Hauora Coalition (NHC) – a Māori-led Primary Health Organisation (PHO) operating in five District Health Board (DHB) regions across the North Island. Similarly, District Health Boards also commission and fund services and support in a target outcome area for their respective regions, and could also be leveraged as structures to target health-based outcomes into certain communities in their areas.

Such an entity could be funded to deliver targeted health-focused interventions in a selection of communities of the North Island that have identified and prioritised improving their health. The entity would then commission services and support at the community level to respond to the specific health aspirations identified by the community.

However, a potential limitation of using an entity that focuses on a specific outcome area is that they may be limited in their ability to support outcomes outside of their specific outcome areas. As such, this model would be best suited to targeting certain outcome areas rather than supporting the wider aspirations of a community.



*Features of these models to be tested further in Year 1*

Regardless of the models to be tested in Year 1, there are a range of potential features of localised commissioning that could be tested further before investment in localised commissioning increases from Year 2, including:

- **Governance:** some examples of localised approaches analysed included governance structures with representation from local residents. Further consideration could be given to how local views are included in any governance structures
- **Local-level planning and co-design:** understanding local aspirations and needs are crucial for supporting a local community. Different approaches to engaging and understanding local aspirations could be tested in Year 1 – such as engaging local whānau through co-design, or developing a formal community plan with input from local whānau
- **Coordinating investment:** in some instances, there may be opportunities to magnify the impact of localised commissioning by coordinating investment from across government.

## Conclusions

*The opportunity for localised commissioning as part of the Whānau Ora approach*

While Commissioning Agencies invest in a range of activities that support whānau and regions across Aotearoa, these often focus on delivering support across particular regions, funding community-level organisations, or targeting particular outcome areas.

As such, there is an opportunity to include more localised forms of support within the Whānau Ora system in ways that will complement the current Whānau Ora commissioning approach. Supplementing the existing model with a localised focus ensures that Whānau Ora has significant reach across geographic areas, and is also able to target and respond to the aspirations and needs of whānau in selected communities.

*What could localised commissioning models look like in Year 1?*

At a high-level, delivering support through a localised model involves shifting how services and support are commissioned towards a focus that is more tailored and responsive to the needs of a particular locality.

There are a range of ways in which localised commissioning approaches can be tested in Year 1. These models could include:

- Integrating localised approaches with the current commissioning approaches and activities of Commissioning Agencies
- Funding locally-led initiatives to commission support in their areas
- Leveraging existing commissioning structures or entities outside of Whānau Ora to target certain outcomes.

Further consideration will need to be given to the features of these models to be tested in Year 1.



**Appendix 1: Phase One of Whānau Ora (2010 – 2014)**

**Description**

Phase One of Whānau Ora was implemented in 2010 as a way of supporting whānau to improve their outcomes by placing whānau at the centre of decision making. This first phase of Whānau Ora focused on<sup>22</sup>:

- Establishing service provider collectives to support whānau, and building their capability to deliver services in a whānau-centred way
- Introducing Navigator staff to assist whānau in accessing services
- Administering the Whānau Integration, Innovation and Engagement (WIIE) fund to assist whānau to develop whānau plans.

During Phase One, Te Puni Kōkiri worked with 34 ‘provider collectives’ made up of 180 service providers to coordinate their efforts and to re-orientate the way they work to place whānau at the centre of decision making<sup>23</sup>.

Collectives were made up primarily of health and social services and, to a lesser extent, education, justice and housing services. The intention was that every collective would adopt a common agenda for meeting whānau needs, so that a greater and integrated range of services would be available to whānau.

Collectives developed a Programme of Action outlining the overarching approach and service model each would adopt. Contracts with each provider collective were short-term (three years).

Investment into provider collectives was made directly by Te Puni Kōkiri. Funding focused on building the capability of providers to provide whānau-centred support, funding Navigators, and funding whānau planning through the WIIE fund.

The employment of Navigators within the collectives (and later with other organisations) was an attempt to facilitate a coordinated approach to whānau development and provide a dedicated resource to help whānau planning. The collectives continued to receive funding from their original sources, primarily the Ministry of Health, DHBs and Ministry of Social Development.

**Figure 12: Illustration of Whānau Ora Phase One**



**Results from Whānau Ora Phase One**

<sup>22</sup> Productivity Commission (2015). More effective social services – Appendix C: Case Study: Whānau Ora.

<sup>23</sup> Te Puni Kōkiri (2015). Understanding whānau-centred approaches – Analysis of Phase One Whānau Ora research and monitoring results. Page 22.

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As at June 2014, a total of 9,408 whānau were receiving whānau centred services. Of this total, 5,499 had worked with Navigators and 6,933 whānau plans were developed and implemented<sup>24</sup>. High-level results from Phase One included<sup>25</sup>:

- Almost two thirds of whānau engaged through Phase One received support from Navigators and developed whānau plans
- Whānau were supported to achieve a wide range of aspirations, with gains in immediate and longer-term outcome areas
- The wide-ranging but inter-related whānau improvements emphasised the importance of holistic and integrated whānau-driven approaches.

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<sup>24</sup> Te Puni Kōkiri (2015). Page 34.

<sup>25</sup> Te Puni Kōkiri (2015). Page 11.



**Appendix 2: Whānau Ora commissioning activities and partners**

***Te Pou Matakana (trading as Whānau Ora Commissioning Agency)***

The Whānau Ora Commissioning Agency (the WOCA) advances the following commissioned programmes and activities:

Whānau Direct:

Whānau Direct involves providing immediate financial assistance to whānau to access resources and support them to achieve their immediate outcomes. In 2018/19 the WOCA is engaging with the following partners across Te Ika-a-Māui under Whānau Direct:

Region	Whānau Ora Partners
<b>Te Tai Tokerau</b>	<ul style="list-style-type: none"> <li>• Ngāti Hine Health</li> <li>• Ki A Ora Ngāti Wai</li> <li>• He Iwi Kotahi Tātou Trust</li> <li>• Te Hiku Hauora</li> <li>• Whakawhiti Ora Pai</li> <li>• Te Puna Hauora</li> </ul>
<b>Tāmaki Makaurau</b>	<ul style="list-style-type: none"> <li>• Te Whānau o Waipareira</li> <li>• Te Rūnanga o Ngāti Whātua</li> <li>• Manukau Urban Māori Authority</li> <li>• Te Kōtahitanga (Turuki Health Care; Te Kaha o te Rangatahi, Papakura Marae)</li> </ul>
<b>Hauraki-Waikato</b>	<ul style="list-style-type: none"> <li>• Te Kōhao Health</li> <li>• Kirikiriroa Marae</li> <li>• Ngā Miro Health Trust</li> <li>• Ngāti Haua Trust</li> <li>• Rauawaawa Kaumātua Charitable Trust</li> <li>• Te Korowai Hauora o Hauraki</li> <li>• Raukura Hauora o Tainui</li> <li>• Waahi Whānui</li> <li>• Raukawa Maniapoto Alliance (Raukawa Charitable Trust; Maniapoto Marae PACT Trust; Taumarunui Kokiri Community Trust)</li> </ul>
<b>Waiaariki</b>	<ul style="list-style-type: none"> <li>• Te Arawa Whānau Ora Collective</li> <li>• Korowai Aroha Trust</li> <li>• Mangakino Area School</li> <li>• Ngāti Manawa</li> <li>• Te Rōpū a Iwi O Te Arawa Charitable Trust</li> <li>• Te Rūnanga o Ngāti Pikiao Trust</li> <li>• Te Rūnanga o Ngāti Whare</li> <li>• Ngā Mātāpuna Oranga</li> <li>• Te Pou Oranga o Whakatōhea</li> <li>• Te Ao Hou Trust (Te Ao Marama)</li> <li>• Te Puna Ora O Mataatua</li> </ul>



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	<ul style="list-style-type: none"> <li>• Te Whānau-a-Apanui Health Social Services</li> <li>• Tūwharetoa ki Kawerau</li> <li>• Whānau Ora ki Tūwharetoa</li> <li>• Te Kupenga Trust</li> <li>• Te Korowai Rōpū Tautoko</li> <li>• Tūwharetoa Health Charitable Trust</li> </ul>
<b>Te Tai Hauāuru</b>	<ul style="list-style-type: none"> <li>• Tui Ora</li> <li>• Tū Tama Wāhine</li> <li>• Ngāti Ruanui Tahua</li> <li>• Te Oranganui Iwi Health Authority</li> <li>• Te Tihi o Ruahine</li> <li>• Ngāti Rangī Trust</li> <li>• Te Rūnanga o Toa Rangatira</li> </ul>
<b>Ikaroa-Rāwhiti</b>	<ul style="list-style-type: none"> <li>• Te Rūnanganui o Ngāti Porou</li> <li>• Te Rōpū Āwhina ki Porirua</li> <li>• Tākiri Mai Te Ata Whānau Ora Collective</li> <li>• Whaiora Whānui</li> <li>• Te Taiwhenua o Heretaunga</li> <li>• Te Kupenga Hauora</li> </ul>

### Kaiārahi

Kaiārahi work alongside whānau who seek support to develop plans and support them to achieve their outcomes. Based on the Māori descent population across the regions, the allocation of Kaiārahi is currently as follows:

Region	FTE
<b>Te Tai Tokerau</b>	34.7
<b>Tāmaki Makaurau</b>	34.0
<b>Wairariki</b>	33.0
<b>Hauraki-Waikato</b>	35.5
<b>Ikaroa-Rāwhiti</b>	38.0
<b>Te Tai Hauāuru</b>	34.0
<b>TOTAL</b>	<b>209.2</b>

### Commissioning for Collective Impact

For the 2018/19 financial year, the WOCA is engaging up to 13 Collective Impact partnerships to work with their priority whānau to achieve one of the six outcomes as follows:

Project title	Lead partner	Description	Area
1. Oho Ake	Ngāti Hine Health Trust	Support whānau to understand the value of education for tamariki	Tai Tokerau
2. #Tātou	Te Whānau O Waipareira Trust	Support whānau who are obese	Tāmaki Makaurau

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3. Te Ngira	Te Kōhao Health	Support whānau to be self-sufficient by focusing on their income to meet family budgets	Hauraki-Waikato
4. Raukura Hauora o Tainui Trust	Te Tāniko	Support whānau who are likely to have their tamariki uplifted by the state	Hauraki-Waikato
5. Whaimua	Te Arawa Whānau Ora	Support whānau who have a respiratory disease or are at risk of having a respiratory condition	Waiariki
6. Manawa Ora	Ngā Mātāpuna Oranga	Support whānau who have a respiratory disease or are at risk of having a respiratory condition	Waiariki
7. Te Whare Āhuru ki Ruapehu Housing Project	Ngāti Rangi Trust	Support whānau into safe, warm and healthy homes or making improvements to their home	Te Tai Hauāuru
8. He Kawa Ora	Tui Ora	Increase the health, environmental and educational opportunities for rangatahi	Te Tai Hauāuru
9. Kāinga Whānau Ora	Te Tihi o Ruahine Whānau Ora Alliance	Support whānau into safe, warm and healthy homes or making improvements to their home	Te Tai Hauāuru
10. Tamariki Tuatahi	Whaiora Whānui	Support whānau with children that are obese	Ikaroa-Rāwhiti
11. Te Whānau Whanake	Te Rōpū Āwhina ki Porirua	Support whānau to understand the value of education with a specific focus on intermediate and high school	Ikaroa-Rāwhiti
12. Rangatahi tū Rangatira	Te Taiwhenua o Heretaunga	Support whānau to be self-sufficient by focusing on their income to meet their household needs	Ikaroa-Rāwhiti
13. Horouta Whānau Ora	Te Rūnanga o Ngāti Porou	Support whānau with tamariki that have a respiratory disease or are at risk of having a respiratory condition	Ikaroa-Rāwhiti

**Innovation Fund**

This fund supports ways to help whānau achieve one or more of the Whānau Ora Commissioning Agency outcomes. Projects in 2017/18 were funded to support the following:

Region	Summary of Initiatives
<b>Tai Tokerau</b>	<p>Programme design and delivery to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>• Improved personal learning in leadership and governance</li> <li>• Improved skills and confidence to engage with education providers</li> </ul>



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Region	Summary of Initiatives
	<ul style="list-style-type: none"> <li>Improved relationships with education providers.</li> </ul>
<b>Tāmaki Makaurau</b>	Community commissioning, programme design and delivery, information technology and workforce development to achieve the following outcomes: <ul style="list-style-type: none"> <li>Increased community participation through projects</li> <li>Improved shared measurement capabilities</li> <li>Improved outcomes management capacity and capability</li> </ul>
<b>Hauraki-Waikato</b>	Programme design and delivery, community commissioning and information technology to achieve the following outcomes: <ul style="list-style-type: none"> <li>Increased whānau employment</li> <li>Increased knowledge and skills for employment</li> <li>Improved shared measurement capabilities.</li> </ul>
<b>Wairiki</b>	Programme design and delivery and information technology to achieve the following outcomes: <ul style="list-style-type: none"> <li>Improved living conditions for whānau</li> <li>Improved knowledge regarding home maintenance for whānau</li> <li>Improved shared measurement capabilities.</li> </ul>
<b>Ikaroa-Rāwhiti</b>	Programme design and delivery and information technology to achieve the following outcomes: <ul style="list-style-type: none"> <li>Increased employment opportunities for rangatahi</li> <li>Improved education outcomes for rangatahi</li> <li>Improved shared measurement capabilities.</li> </ul>
<b>Te Tai Hauāuru</b>	Programme design and delivery and information technology to achieve the following outcomes: <ul style="list-style-type: none"> <li>Improved literacy regarding home maintenance</li> <li>Improved education outcomes for rangatahi</li> <li>Improved access to technology for rangatahi</li> <li>Improved shared measurement capabilities.</li> </ul>

### Workforce and training

Provision of training and resources to support Whānau Ora partners to track and measure the achievement of outcomes for whānau accessing Whānau Direct, Kaiārahi and Collective Impact programmes across Te Ika-a-Māui.

### ***Te Pūtanitanga o Te Waipounamu***

Te Pūtanitanga o Te Waipounamu advances the following commissioned programmes and activities across Te Waipounamu:

#### Commissioning Pipeline work-stream

The Commissioning Pipeline initiative is based on investing in local Māori social enterprises within Te Waipounamu. An open tender and selective procurement process is run to identify and support enterprises.

It supports innovative solutions and sustainable local enterprises and programmes that have the potential to achieve positive outcomes for local whānau. To date, over 170 entities have been funded, with a range of improved outcomes being achieved for local whānau as a result.



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Whānau Enhancement work-stream

The planned allocation of Navigators for the 2018/19 FY was as follows:

Region	Navigator FTE
Arowhenua	1
Hurunui	1
Kaikōura	2
Murihiku	9
Ōtākou	7
Te Tai Poutini	3
Te Tai Ihu	4
Waitaha	19
Whakatū	2
Wharekauri	1
Region TBC	1
<b>Total</b>	<b>50</b>
Region	Navigator Tinana FTE
Arowhenua	0.5
Murihiku	0.5
Te Tau Ihu	1.0
Waitaha	5.5
Region TBC	2.0
<b>Total</b>	<b>9.5</b>

**Pasifika Futures**

Pasifika Futures advances the following commissioned programmes and activities for Pacific peoples across Aotearoa:

Core navigation

This has 80% of commissioning funds allocated to it and involves working with partners to support Pacific families to achieve their aspirations. Family plans are co-created with the family with a focus on family identified priorities. Families are supported by a navigator to connect with the resources they need to succeed.

Partner	Region
The Fono	Northland / West Auckland
Community Approach Trust	Central / South Auckland
Fonua Ola	Central / South Auckland
Aotearoa Tongan Health Workers Association (ATHWA)	Central / South Auckland
Mt Wellington Integrated Health Care	Central / South Auckland
Pacific Homecare	Central / South Auckland
South Seas	Central / South Auckland
Kaute Pacific	Midlands / Central North Island
Taeaomanino Trust	Wellington
Wellington Kindergarten	Wellington
Etu Pasifika	South Island

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Marlborough Pacific Trust	South Island
Pacific Trust Otago	South Island
PIACT – Invercargill	South Island
Fale Pasifika	South Island
Nelson Tasman	South Island

### Commissioning for Innovation

This commissioning approach focuses on discrete areas of focus where families have indicated a need.

Programme	Region
<b>The oneCOMMUNITY S.H.E.D.</b> Cook Islands Ta'okotai'anga Charitable Trust (CIDANZ)	Auckland
<b>Trades at School – Empowering the Next Generation Through Industry</b> Oceania Careers Academy	Auckland
<b>STEM Leadership Pipeline</b> Otahuhu College	Auckland
<b>Prosperous and Successful Tongan Families in the Capital</b> Tongan Wellington Leaders Council Trust	Wellington
<b>Financial Literacy: Pacific Families Living with Disability</b> Vaka Tautua Limited	Auckland
<b>The Village: Mentoring for success</b> The Fono	Auckland

### Commissioning for Communities

The Commissioning for Communities fund enables small community organisations who leverage a largely volunteer community to support Pacific families.

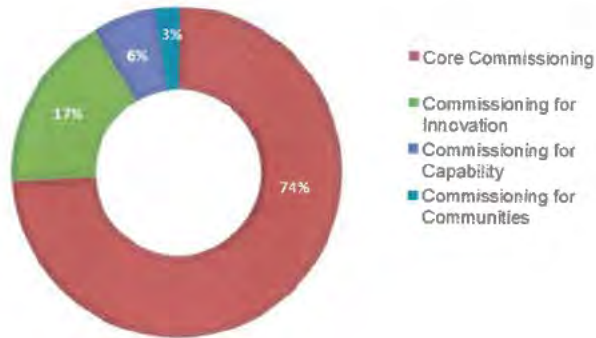
### Commissioning for Capability and Capacity

This is focussed on improving the quality of navigation services, improving the quality of data and measurement of outcomes, shared lessons learnt and strategies for improvement, growing community leadership and ownership of the Whānau Ora programme, developing a body of evidence related to success, and sharing family stories.

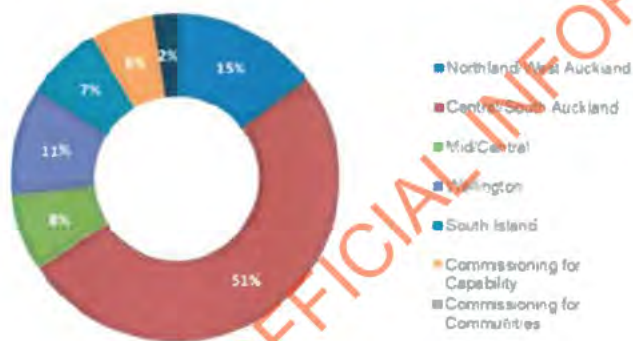
### Summary of investment

In terms of how funding is allocated across activities, Pasifika Futures allocates the majority of funding towards its Core Commissioning activities. In addition, the majority of funding is allocated to activities in Auckland and Northland – with a strong focus on Central and South Auckland.

FY 18/19 PROGRAMME FUNDING ALLOCATION



FY 18/19 REGIONAL FUNDING BREAKDOWN



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**Appendix 3: Localised support case studies**

**1. Community-Led Development Programme (Department of Internal Affairs)<sup>26</sup>**

**Country:** New Zealand  
**Dates:** 2011 – Present

The Community Led Development Programme ('CLDP') is led and funded by the Department of Internal Affairs ('DIA') and is based on a local community or hapū working with DIA to support the development of local programmes and planning.

Each community received intensive and flexible support to contribute towards their overall aspirations.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Government – Department of Internal Affairs Community-level organisations in each community Providers – entities engaged to deliver the goals commissioned by the community-level entity.
<b>Where are they (location / community)?</b>	Whirinaki      Mt Roskill Mangakino      North East Valley (Dunedin)
<b>How do they commission or how are they commissioned?</b>	DIA partnered with each community organisation. The organisation then engaged with the wider community to develop a community plan for their area, which sets out the community's aspirations and goals for development. Funding and advice was then provided by DIA for the community group to commission certain priorities in their community plan to be progressed. In this way, commissioning decisions were driven by the community entity in partnership with DIA.
<b>What is delivered (services, programmes)?</b>	Funding and support for the community organisation to commission priority projects in their area (e.g. the development of a local community asset).
<b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b>	Focused on the local aspirations of a community, in the form of understanding the types of community projects or features they would like to see developed and implemented in their area.
<b>What are the key lessons?</b>	Upon evaluation, strengths and lessons for locally-focused interventions included <sup>27</sup> : <ul style="list-style-type: none"> <li>• Key achievements included increased community strength, leadership, communication and networks</li> <li>• Challenges were also identified – including that that empowering local groups to define their aspirations, and work towards them, can take significant time and</li> </ul>

<sup>26</sup> Department of Internal Affairs (2019). Community-led Development Programme. Retrieved from: <https://www.communitymatters.govt.nz/community-led-development-programme/>

<sup>27</sup> Department of Internal Affairs (2016). Report: Community-led Development, End of Pilot Evaluation, August 2016.



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	<p>requires strong dedication from those in the community.</p> <p>In addition, the capacity of the community is critical to ensure skills remain in the community to sustain benefits over the long term.</p>
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**2. Whānau Resilience (Ministry of Social Development)<sup>26</sup>**

**Country:** New Zealand  
**Dates:** 2019 Onwards

Whānau Resilience is an approach to enabling communities everywhere in New Zealand to eliminate family violence that is grounded in kaupapa Māori. Whānau Resilience services will be regionally designed to ensure that they best cater to the communities they are based in.

The Ministry of Social Development is implementing Whānau Resilience in 2019. Funding of \$15.4 million per annum will be invested in Whānau Resilience services across Aotearoa. Successful providers, engaged by the Ministry of Social Development (MSD) to deliver Whānau Resilience services, will be funded to regionally co-design Whānau Resilience services before support is implemented.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Government – Ministry for Social Development Providers – local family violence service providers
<b>Where are they (location / community)?</b>	As this is a new initiative, the specific communities to be supported are yet to be confirmed.
<b>How do they commission or how are they commissioned?</b>	<p>Services will be nationally procured and regionally designed, enabling family violence service providers and communities to shape the services available.</p> <p>Whānau Resilience services will be designed to ensure:</p> <ul style="list-style-type: none"> <li>Long-term support is available for whānau affected by family violence and that help is flexible enough to be available when they need it</li> <li>People are supported to heal from the trauma of family violence, build on their strengths and increase their resilience to lead a violence-free life</li> <li>Services are provided by the right providers to reflect their communities, i.e. kaupapa Māori.</li> </ul> <p>The regional design of Whānau Resilience services acknowledges that communities and providers have invaluable knowledge and experience that should inform the design of services available in their communities.</p> <p>This investment will ask for a range of successful providers to work together across their regions to determine the needs of the community and what is already available. This will inform the collaboration between providers to design effective</p>

<sup>26</sup> Ministry of Social Development (2019). Whānau Resilience long-term healing and recovery services. Retrieved from: <https://www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/family-and-sexual-violence/whnau-resilience-long-term-healing-and-recovery-services.html>

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	responses based on the voices and input from individuals, families and whānau.
<b>What is delivered (services, programmes)?</b>	Locally-appropriate programmes and services to address family violence. Whānau Resilience services will be designed to ensure: <ul style="list-style-type: none"> <li>• Long-term support is available for whānau affected by family violence</li> <li>• People are supported to heal from the trauma of family violence, build on their strengths and increase their resilience</li> <li>• Services are provided by the right providers to reflect their communities, i.e. kaupapa Māori based services.</li> </ul>
<b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b>	Focused on responding to particular outcome needs of whānau in relation to family violence.
<b>What are the key lessons?</b>	As this is a new initiative, the lessons from implementing Whānau Resilience are yet to be confirmed.

### 3. Social Sector Trials (Ministry of Social Development)<sup>29</sup>

**Country:** New Zealand  
**Dates:** 2011 – 2013

The State Sector Trials (the Trials) sought to test different operational models for transferring the control of resources, decision-making authority and accountability from government agencies to a local authority. In March 2011, six communities (Trial locations) were chosen to implement the Trials.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Government – Ministry of Social Development, Ministry of Health, Police, Ministry of Education, Ministry of Justice. Providers – Non Government Organisations (NGO) providers or Committed Individuals (CI) present in each community, and providers of youth-focused services in each community.
<b>Where are they (location / community)?</b>	Initially rolled out in six locations: Levin, Gore, Tokoroa, Kawerau, Taumarunui and Te Kūiti. An additional 10 communities were selected for support from 2013.
<b>How do they commission or how are they commissioned?</b>	<i>Testing different commissioning approaches</i> The Trials were implemented in a partnership between the Ministries of Social Development, Justice, Health, Education and New Zealand Police ('partner agencies'). The Trials also sought to test the effect of two different operational models for transferring the control of resources, decision-making authority and accountability from government agencies to a local authority.

<sup>29</sup> Ministry of Social Development (2013). Final Evaluation Report – Social Sector Trials – Trialling New Approaches to Social Sector Change.



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	<p>In three of the six locations a NGO model operated and under this model a lead NGO was given authority via contractual arrangements to deliver the Trials. Under the Committed Individual ('CI') model that operated in the other three locations, a public servant was employed to deliver the Trials.</p> <p><i>Action planning</i></p> <p>The key output of the Trials design phase was an Action Plan for each site. Each Action Plan is different, reflecting the differing needs and priorities of the six Trials communities. Each Trial lead and governance group consulted their community to create Action Plans detailing problems faced by young people in their community and the activities they would implement to address the high-level Trials outcomes.</p> <p>Each Trial location took a different approach to their Action Plans, using a 'local solutions to local problems' philosophy. This has made the design and operation of the Trials different in each location. Trial locations valued the opportunity and flexibility to shape a government sponsored initiative in a way that would fit local needs, resulting in pride and ownership of the Trial design and initiatives.</p> <p><i>Transition</i></p> <p>Where successful, the Trials will transition from a community-influenced model to a community-led model, with a less narrow focus for the delivery of services.</p>
<p><b>What is delivered (services, programmes)?</b></p>	<p>Largely projects and activities identified through community-level planning to contribute to outcomes for local youth, including programmes to engage youth mentors, community events etc.</p>
<p><b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b></p>	<p>The Trials focused on a mix of outcomes responding to needs as well as aspirations. Focussed on 12-18 year olds, the high-level outcomes for the first six Trials are to:</p> <ul style="list-style-type: none"> <li>• Reduce truancy</li> <li>• Reduce offending by young people</li> <li>• Reduce alcohol and drug abuse by young people</li> <li>• Increase participation of young people in education, training or employment.</li> </ul> <p>Each outcome also had a number of associated targets against which progress was to be measured (for example, 'reduced truancy' has the measure of a 25 per cent reduction in unjustified absences at secondary schools, and a 30 per cent reduction in intermittent absences)</p>
<p><b>What are the key lessons?</b></p>	<p>Key achievements included:</p> <ul style="list-style-type: none"> <li>• Improving community collaboration</li> <li>• Increasing community responsiveness to issues faced by young people</li> <li>• Developing a broader base of services aimed at young people in each Trial location</li> <li>• Making progress in achieving outcomes for young people and the wider community.</li> </ul>

	<p>A number of challenges were also identified, including difficulties with establishing joint governance and ownership of the Trials, and the operational confusion caused by multiple government initiatives and priorities.</p> <p>The differences between these two models were more evident at the beginning of the Trials. The CI leads had to develop relationships with and rely on the organisations involved in the Trials while the lead NGOs were able to rely more on the resources and expertise of their organisations. There were also key differences in the sources of funding contributions secured in kind by the CI and lead NGO models.</p> <p>However, defining the Trials locations as CI-led or NGO-led does not appear to be a meaningful distinction. Stakeholders viewed the skills and networks of the individual Trial leads as driving the success and direction of the Trials rather than the merits of either operating model (CI or NGO). Moreover, differences between the two models have diminished as the Trials progressed, as the focus shifted more to the outcomes of the Trials as opposed to their initial implementation.</p>
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#### 4. Place Based Initiatives (Multiple agencies)<sup>30</sup>

**Country:** New Zealand  
**Dates:** 2016 – To date

Place Based Initiatives (PBI) use a social investment approach to improve outcomes for at-risk children and their families. Social investment involves using ‘the expert knowledge and judgement of local decision makers, in conjunction with national level data and analysis in order to gain a much improved understanding of what the local needs are’.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	<p>Government – Social Investment Agency (analytical and data support). Lead agencies: Ministry of Education, Ministry of Social Development, State Services Commission.</p> <p>Local PBI governance groups were made up of multiple leads and key stakeholders with a direct interest in the particular region.</p>
<b>Where are they (location / community)?</b>	<p>Three regions for the PBIs were selected because of their high numbers and high proportions of at-risk 0–24 year olds, and based on their local capacity and capabilities:</p> <ul style="list-style-type: none"> <li>• Northland</li> <li>• Gisborne and Wairoa</li> <li>• South Auckland.</li> </ul>
<b>How do they commission or how are they commissioned?</b>	<p>Each PBI uses a different approach to commissioning services and support in their area:</p> <ul style="list-style-type: none"> <li>• <b>Northland (Kāinga Ora):</b> Kāinga Ora will partner with communities, government agencies, NGOs, iwi and community leaders to co-design responses for at-risk groups in the region.</li> <li>• <b>Manaaki Tairāwhiti (Gisborne and Wairoa):</b> Focused on bringing together 12 local governance groups to</li> </ul>

<sup>30</sup> National Support – Place Based Initiatives (2017). What are the Place Based Initiatives?



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	<p>form a transparent oversight group to strengthen social sector collaboration and reshape services. The Manaaki Tairāwhiti group develops community-led action plans and will have the ability to better tailor social services to the specific needs of their recipients.</p> <ul style="list-style-type: none"> <li>• <b>South Auckland Social Investment Board</b> (South Auckland): Commissions services and support with a focus on supporting three outcomes for 0 – 5 year olds in Mangere – reduced substantiated physical child abuse, reduced hospitalisations and increased ECE participation.</li> </ul>
<b>What is delivered (services, programmes)?</b>	<p>A range of services, activities and interventions to improve outcomes for young people in each area, including:</p> <ul style="list-style-type: none"> <li>• Initiating integrated agency responses to issues facing young people in a region</li> <li>• Testing where there are gaps in service provision</li> <li>• Improving access and coverage of certain services</li> <li>• Implementing cross-agency triage services</li> <li>• Targeted interventions relating to issues such as family harm, vulnerable tenancies, alcohol and other drugs, and mental health.</li> </ul>
<b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b>	<p>Services and support focus on:</p> <ul style="list-style-type: none"> <li>• Deficit-based outcomes: responding to specific identified needs such as existing rates of physical abuse</li> <li>• Improving service provision: developing and implementing improvements to the coverage and impact of existing services in these areas, or integrating agency responses to certain outcome areas.</li> </ul>
<b>What are the key lessons?</b>	<p>Evaluation information was unable to be found for the three PBIs.</p>

**5. Provincial Growth Fund (administered by the Ministry of Business, Innovation and Employment)**

**Name of initiative:** Provincial Growth Fund  
**Country:** New Zealand  
**Dates:** 2018 – Present

This government has committed to a significant investment in regional economic development through the establishment of the Provincial Growth Fund (PGF) – a \$1 billion per annum investment for 3 years. The PGF is aimed at investing in regional New Zealand to ensure that all regions have the potential to attract investment, raise incomes and increase employment opportunities.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Government initiative, led by the Ministry of Business Innovation and Employment - Provincial Development Unit.



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<p><b>Where are they (location / community)?</b></p>	<p><i>Eligibility of regions:</i> Particular priority will be given to 'surge' effort in the following regions in the first instance:</p> <ul style="list-style-type: none"> <li>• Northland /Te Tai Tokerau</li> <li>• Bay of Plenty</li> <li>• Hawkes Bay</li> <li>• Gisborne / Tairāwhiti</li> <li>• Manawatū / Whanganui</li> <li>• West Coast.</li> </ul> <p>Extended to the following regions:</p> <ul style="list-style-type: none"> <li>• Waikato</li> <li>• Taranaki</li> <li>• Top of the South /Te Tau Ihu</li> <li>• Canterbury</li> <li>• Otago</li> <li>• Southland / Murihiku</li> </ul> <p>Excluded: Auckland, Wellington, Christchurch</p>
<p><b>How do they commission or how are they commissioned?</b></p>	<p>Applicants (individuals, NGOs, iwi, companies and charities) make an application against one or more of the investment types or tiers below. Funded goes directly to the applicant.</p> <p><b>Three investment types or tiers:</b></p> <ul style="list-style-type: none"> <li>• <b>Regional:</b> support of economic development projects, feasibility studies and capability building identified within regions</li> <li>• <b>Infrastructure:</b> regional infrastructure projects that enable regions to be well connected from an economic and social perspective, including rail, road and communications</li> <li>• <b>Sectors:</b> Initiatives targeted at priority and/or high value sector opportunities. This includes the One Billion Trees Programme.</li> </ul> <p>There are a range of programmes supported.</p> <ul style="list-style-type: none"> <li>• <b>PGF:</b> lift the productivity of regions, contribute to the PGF objectives, create additional value and avoid duplicate existing efforts, link to the regional priorities and supported by stakeholders, be well managed, well-governed and have appropriate trade-offs between risk and reward</li> <li>• <b>He Poutama Rangatahi:</b> getting people connected with employers and into long-term employment</li> <li>• <b>Whenua Māori:</b> support Māori landowners to develop their land</li> <li>• <b>Te Ara Mahi:</b> local people into local jobs.</li> </ul> <p>There are also different funding options:</p> <ul style="list-style-type: none"> <li>• <b>Investment types:</b> non-commercial, quasi-commercial, commercial</li> <li>• <b>Funding types:</b> grants, debt, underwrite, equity, attracting third parties</li> <li>• <b>Provincial Growth Fund loans.</b></li> </ul> <p><i>Structure of the PGF:</i> There will be three components, or tiers, to the PGF - Regional Projects and Capability, Sector</p>

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	<p>Investments, and Enabling Infrastructure Projects. The PGF is a combination of “bottom up” initiatives prioritised by the regions, proposals brought forward within sectors, and “top down” initiatives prioritised by the Government to address social and infrastructure deficits at a regional level.</p> <p><i>Criteria for eligibility:</i> A number of criteria are proposed that will be applied in determining whether projects are more likely to qualify for funding to ensure they provide additional activity to the region and support the generation of jobs.</p> <p><i>Governance of the PGF:</i> The PGF will be overseen by a group of Regional Economic Development Ministers. An Independent Advisory Panel will be set up to support evaluation of larger applications, ensure sound decision making and provide commercial expertise particularly for the higher value projects.</p>
<p><b>What is delivered (services, programmes)?</b></p>	<p>There are a range of different projects being funded – tourism, employment opportunities and infrastructure. Three case studies (from recent cabinet paper):</p> <p><i>Kawerau Putauaki Industrial Hub</i></p> <p>The Kawerau Putauaki Industrial Hub will be a large-scale industrial and freight facility that provides fast, cost-effective road-to-rail freight transfers to the Port of Tauranga. With a large-scale industrial subdivision alongside and including a container terminal, the Hub will be a magnet for business and investment.</p> <p>In recent times Kawerau has suffered the decline of traditional regional industries such as forestry. The impact is shown in statistics such as high youth unemployment and suicide rates in the town. The development will give young people hope for the future, and the chance to get jobs in their local area.</p> <p>After nearly a decade of planning, a \$2 million grant from the PGF has allowed construction to start on a project that will directly create 150 jobs in a town of 7,000 people, accounting for approximately 2% of the population.</p> <p><i>Rotorua Lakefront and Whakarewarewa Forest</i></p> <p>The PGF is investing \$19.9 million, to match the Rotorua District Council’s \$20.1 million contribution, to redevelop the landscape on the Rotorua Lakefront. This investment is expected to catalyse up to \$300 million worth of private investment in accommodation, catering, and event-related businesses, in turn creating up to 470 jobs for the people of Rotorua.</p> <p>At Whakarewarewa Forest, the Council and the PGF are investing \$7.5 million each on improvements to public spaces, safety, and accessibility, along with improved walking and cycling loop connecting hubs throughout the Forest. Economic analysis shows the potential for private and iwi investment of approximately \$70 million into complementary businesses, creating up to 130 jobs.</p> <p><i>Manawatū-Whanganui training and skills investment</i></p> <p>In 2018, 15.6 per cent of people aged 15 to 24 in Manawatū-Whanganui were not in any form of education, training, or employment, 40 per cent higher than the national average. The Manawatū-Whanganui PGF package was designed to create opportunities for young people to develop skills, gain qualifications, and get well paid jobs.</p>

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	<p>The package includes \$40 million for a Regional Freight Hub that will link rail, road and air transport and hugely improve the speed, efficiency, volume and cost effectiveness of moving goods and services. It also includes \$2.8 million towards ensuring hundreds of young people per year gain skills and qualifications to develop transport and logistics careers. Starting this year, Manfeild's National Driver Training Centre is expanding its programmes to include qualifications in class 2 truck, forklift, four-wheel-drive, digger and roller driving and operations.</p>
<p><b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b></p>	<p>Goal is to accelerate regional development, increase regional productivity, and contribute to more, better-paying jobs. Each project should help achieve the objectives of the PGF.</p> <ul style="list-style-type: none"> <li>• Creating jobs, leading to sustainable economic growth</li> <li>• Increasing social inclusion and participation</li> <li>• Enabling Māori to realise aspirations in all aspects of the economy</li> <li>• Encouraging environmental sustainability and helping New Zealand meet climate change commitments alongside productive use of land, water and other resources</li> <li>• Improving resilience, particularly of critical infrastructure, and by diversifying our economy.</li> </ul>
<p><b>What are the key lessons?</b></p>	<p>Unknown. An evaluation framework for PGF is being developed.</p>

**6. Foundation North (previously called ASB Community Trust)**

**Country:** New Zealand  
**Dates:** 1988 – Present

Foundation North (previously ASB Community Trust) is an independent, philanthropic grant-making organisation that has supported the work of not-for-profit groups in Auckland and Northland since 1988. Foundation North was founded on the sale of ASB shares, and has made grants to incorporated societies or charitable trusts (not-for-profit organisations) of over \$1 billion.

Key question	Summary
<p><b>Who are the key players (government, providers)?</b></p>	<p>Foundation North is a philanthropic organisation focused on providing grant funding to support community outcomes. Not-for-profit groups are the recipients of funding.</p>
<p><b>Where are they (location / community)?</b></p>	<p>Northland and Auckland.</p>
<p><b>How do they commission or how are they commissioned?</b></p>	<p>Foundation North provides grant funding to not-for-profit organisations to support initiatives that can enhance the lives of those in the region. Grants are provided in two ways:</p> <ul style="list-style-type: none"> <li>• Quick response grants of up to \$25,000 that are available to applicants through a streamlined application process</li> <li>• Community grants of over \$25,000.</li> </ul>



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	This funding is then used by the not-for-profit entity to undertake the specified community level activities.
<b>What is delivered (services, programmes)?</b>	Foundation North provides grant funding to successful applicants.
<b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b>	Investments by Foundation North focus on achieving improvements in wellbeing for those in Auckland and Northland. Foundation North prioritises grant investments that contribute to: <ul style="list-style-type: none"> <li>• Addressing the persistent inequalities affecting communities in Northland, South Auckland, and Māori and Pacific communities</li> <li>• Strengthening social cohesion within and between diverse communities (particularly refugee and migrant background communities)</li> <li>• Achieving positive outcomes for children and young people, particularly to disrupt intergenerational disadvantage</li> <li>• Enabling community-led economic development (particularly for communities most affected by income inequalities)</li> <li>• Conserving and enhance the natural environment.</li> </ul>
<b>What are the key lessons?</b>	Evaluation and impact assessment information was unavailable.

### 7. JR McKenzie Trust

**Country:** New Zealand  
**Dates:** 1940 – Present

The JR McKenzie Trust is a charitable Trust that was set up in 1940 as an independent philanthropic Trust they support organisations and initiatives with the wider aim to “create a socially just and inclusive Aotearoa New Zealand” so that “all individuals and groups receive fair treatment and a fair share; all can participate significantly in decisions affecting their lives; and all contributions are valued.”

Key question	Summary
<b>Who are the key players (government, providers)?</b>	JR McKenzie Trust is a charitable trust and philanthropic organisation.
<b>Where are they (location / community)?</b>	Grant funding investment is available across Aotearoa.
<b>How do they commission or how are they commissioned?</b>	Provision of grant funding for community projects and providers, with a focus on investing in multi-year projects that demonstrate impact and financial sustainability.
<b>What is delivered (services, programmes)?</b>	JR McKenzie focuses on funding: <ul style="list-style-type: none"> <li>• Social development projects</li> </ul>

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	<ul style="list-style-type: none"> <li>• Scaling or evaluating a project</li> <li>• Resource development or digitisation</li> <li>• Events that are part of a project</li> <li>• Skills training or professional development opportunities</li> <li>• Māori-led projects 'for Māori, by Māori'</li> <li>• Activities that have financial sustainability goals</li> <li>• Advocacy or systems change projects where people affected by policies are given a chance to have their voices heard</li> <li>• Innovative projects that have long term goals to improve people's lives.</li> </ul> <p>JR McKenzie fund does not fund the provision and delivery of services in the health and education spaces, advocacy, sporting groups, schools or educational institutions, among other activities.</p>
<b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b>	<p>Grant funding is focused on the achievement of aspirations with a particular emphasis on contributing to 'a socially just and inclusive Aotearoa New Zealand'.</p> <p>In line with this vision, investments are prioritised towards:</p> <ul style="list-style-type: none"> <li>• Reduced disparities in social outcomes</li> <li>• More inclusive decision making</li> <li>• More connected communities</li> <li>• Greater recognition and valuing of diversity</li> <li>• Māori succeeding as Māori.</li> </ul>
<b>What are the key lessons?</b>	Evaluation and impact assessment information was unavailable.

**8. Enabling Good Lives (multiple agencies)**

**Country:** New Zealand  
**Dates:** 2012 - Present

Enabling Good Lives is a partnership between government agencies and the disability sector aimed at long term transformation of how disabled people and families are supported to live everyday lives.

In the future, disabled people and their families will have greater choice and control over their lives and supports, and make more use of natural and universally available supports (Vision for EGL).

Key question	Summary
<b>Who are the key players (government, providers)?</b>	<ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Ministry of Social Development</li> <li>• Ministry of Education</li> </ul> <p><a href="http://www.enablinggoodlives.co.nz/">http://www.enablinggoodlives.co.nz/</a></p>
<b>Where are they (location / community)?</b>	<p>Current demonstrations:</p> <ul style="list-style-type: none"> <li>• MidCentral (October 2018)</li> <li>• Christchurch (June 2012)</li> </ul>



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<p><b>How do they commission or how are they commissioned?</b></p>	<ul style="list-style-type: none"> <li>• Waikato (August 2012).</li> </ul> <p>Flexible funding pool with resourcing from the Ministries of Health, Social Development and Education. Funding held by Ministry of Health and distributed to demonstration sites.</p> <p>Demonstrations are guided by the principle of fiscal neutrality. It is expected that the demonstrations will draw from the following funding and support:</p> <ul style="list-style-type: none"> <li>• Ministry of Health funding as allocated by the local National Assessment and Service Coordination (NASC) organisation, which includes all disability support services such as residential care, home and community support, supported living, respite care and carer support. This funding may be used to purchase support from contracted providers, or can be accessed through an individualised funding arrangement.</li> <li>• Ministry of Social Development Employment, Participation and Inclusion funding, which covers specialist employment and community participation services and very high needs funding</li> <li>• Ministry of Education Ongoing Resourcing Scheme (ORS) funding for students with high and very high needs, and flexible use of specialist support. This will be worked through with local families and whānau, schools and early childhood services.</li> </ul>
<p><b>What is delivered (services, programmes)?</b></p>	<p>To participate in the demonstration, people must meet the Ministry of Health Disability Support definition<sup>31</sup>, including people who live with some neurological and developmental disabilities, and where disabilities co-exist with health conditions.</p> <p>The central elements of the design are:</p> <ul style="list-style-type: none"> <li>• The demonstration is co-designed by government and the disability sector</li> <li>• Access to independent facilitation for the participants</li> <li>• Participants have personal plans and budgets</li> <li>• Individualised and integrated funding is used for the direct purchasing of supports by disabled people, supported by a host organisation</li> <li>• Funding from the Ministries of Health, Education and Social Development was pooled within the Vote Health, National Disability Support Services non-departmental appropriation it was allocated as personalised budgets that demonstration participants used to purchase supports to implement their plan (in accordance with broad purchasing guidelines). The pooled funding includes:             <ul style="list-style-type: none"> <li>○ most support funded through the Vote Health, National Disability Support Services non-departmental appropriation, reflecting the cost of disability support that is allocated by the NASC to people who are part of the demonstration</li> <li>○ a fiscally neutral transfer from Vote Education, Interventions for Target Student Groups</li> </ul> </li> </ul>

<sup>31</sup> The Ministry of Health definition is "People under 65 years who have a physical, intellectual or sensory disability (or combination of these) which is likely to continue for at least six months and which limits their ability to function independently, to the extent that on-going support is required".



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	<p>departmental appropriation, reflecting the costs that would have been incurred in providing special education support to people who are now part of the demonstration, if the demonstration had not proceeded</p> <ul style="list-style-type: none"> <li>○ a fiscally neutral transfer from Vote Social Development, Vocational Services non-departmental appropriation, reflecting the costs that would have been incurred in providing vocational services to people who are now part of the demonstration, if the demonstration had not proceeded.</li> </ul> <p>There are eight principles based on what is needed to improve the quality of life of disabled people. These are:</p> <ul style="list-style-type: none"> <li>• Self-determination: disabled people are in control of their lives</li> <li>• Beginning early: invest early in families and whānau to support them to be aspirational for their disabled child, to build community and natural supports and to support disabled children to become independent</li> <li>• Person-centred: disabled people have supports that are tailored to their individual needs and goals, and that take a whole life approach</li> <li>• Ordinary life outcomes: disabled people are supported to live an everyday life in everyday places; and are regarded as citizens with opportunities for learning, employment, having a home and family, and social participation - like others at similar stages of life</li> <li>• Mainstream first: disabled people are supported to access mainstream services before specialist disability services</li> <li>• Mana enhancing: the abilities and contributions of disabled people and their families are recognised and respected</li> <li>• Easy to use: disabled people have supports that are simple to use and flexible</li> <li>• Relationship building: relationships between disabled people, their whānau and community are built and strengthened.</li> </ul>
<p><b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b></p>	<p>Enabling Good Lives is a new approach to supporting disabled people that offers greater choice and control over the supports they receive, so that they can plan for the lives they want.</p>
<p><b>What are the key lessons?</b></p>	<p>Evaluations undertaken on both Christchurch and Waikato demonstrations have suggested changes (also see above sections).</p> <p>The system transformation (MidCentral demonstration) is an attempt to address some of the concerns as stated below.</p> <p>[Refer to Cabinet paper 2017  <a href="http://www.enablinggoodlives.co.nz/system-transformation/">http://www.enablinggoodlives.co.nz/system-transformation/</a>  <i>Excerpt from cabinet paper</i></p> <p>There is mixed evidence to date of the impact that initiatives aimed at increasing people's choice and control have had on</p>

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	<p>fiscal costs. The international evidence is that costs under the new approaches tend to be no higher – and, in some cases, may be lower – than under approaches similar to the Disability Support Services (DSS) framework.</p> <p>The New Zealand demonstrations have not, however, consistently supported the international findings for a range of reasons:</p> <p>They have been small without the opportunity for economies of scale and have had to use / adapt existing disability system infrastructure, which is based on different models for supporting disabled people.</p> <ul style="list-style-type: none"> <li>• Costs have not distinguished between early investments and longer term ongoing support costs, and have not operated for sufficient time to realise the benefits from early investments.</li> <li>• The demonstrations were implemented in ways that added costs (e.g. the independent facilitators, who are the heart of EGL), without simultaneously seeking to reduce other costs.</li> <li>• In most of the demonstrations, people self-selected whether they would participate, so may not be a representative group.</li> <li>• The varying results from the differing demonstrations suggest that actual costs are affected by the detailed design and operation of the system.</li> </ul>
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### 9. Healthy Families (Ministry of Health)

**Country:** New Zealand  
**Dates:** 2014 – Present

Healthy families NZ is a large-scale prevention initiative that brings community leadership together in a united effort for better health.

Encouraging New Zealand families to live healthy, active lives – by making good food choices, being physically active, sustaining a healthy weight, quitting smoking and moderating alcohol consumption - is part of the Government's approach to reducing the prevalence and consequences of chronic disease.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Ministry of Health <a href="https://www.healthyfamilies.govt.nz/#home-2">https://www.healthyfamilies.govt.nz/#home-2</a>
<b>Where are they (location / community)?</b>	<p>There are currently 10 Healthy Families NZ locations across the country. A range of locally based organisations are leading Healthy Families NZ in their specific communities, including: iwi organisations, councils, Pacific primary healthcare organisations, and regional sports trusts.</p> <p><b>The 10 Healthy Families NZ locations are:</b></p> <ul style="list-style-type: none"> <li>• The Far North</li> <li>• Waitākere</li> <li>• South Auckland</li> </ul>



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	<ul style="list-style-type: none"> <li>• Rotorua</li> <li>• East Cape</li> <li>• Whanganui-Rangitikei-Ruapehu</li> <li>• Lower Hutt</li> <li>• Christchurch</li> <li>• Invercargill.</li> </ul> <p>The 10 Healthy Families NZ communities come from areas with higher-than-average rates of preventable chronic diseases (such as diabetes), higher-than-average rates of risk factors for these diseases (such as smoking), and / or high levels of deprivation. It has the potential to impact the lives of over a million New Zealanders.</p> <p>The 10 communities are geographically spread and are a mixture of urban and rural areas that cover a population of over one million New Zealanders. This ensures that Healthy Families NZ will be able to provide valuable evidence on what works for a diverse range of communities.</p>
<p><b>How do they commission or how are they commissioned?</b></p>	<p>Funding was \$44 million over four years.</p> <p>Government selected the 10 locations (based on evidence) and the following locally-based providers were selected through a competitive tender process to lead Healthy Families NZ in their communities.</p> <ul style="list-style-type: none"> <li>• Healthy Families Far North: Te Rūnanga o Whāingaroa</li> <li>• Healthy Families Waitakere: Sport Waitakere</li> <li>• Healthy Families Manukau, Manurewa-Papakura: The Southern Initiative (Auckland Council) and Alliance Community Initiatives Trust (ACIT)</li> <li>• Healthy Families Rotorua: Te Arawa Whānau Ora (in joint partnership with Kowhai Health Associates)</li> <li>• Healthy Families East Cape: Te Ao Hou Trust</li> <li>• Healthy Families Whanganui, Rangitikei Ruapehu: Te Oranganui Iwi Health Authority</li> <li>• Healthy Families Lower Hutt: Hutt City Council</li> <li>• Healthy Families Christchurch: Sport Canterbury</li> <li>• Healthy Families Invercargill: Sport Southland.</li> </ul>
<p><b>What is delivered (services, programmes)?</b></p>	<p>With a focus on 10 locations across the country, Healthy Families NZ has the potential to impact the lives of over a million New Zealanders.</p> <p><b>The Healthy Families NZ initiative:</b></p> <ul style="list-style-type: none"> <li>• <b>Improves people's health</b> where they live, learn, work and play by taking a systems approach to the reduction of risk factors for major health loss and inequity</li> <li>• <b>Provides local solutions, and local leadership</b> to drive sustainable change that is owned by community – not delivered to communities</li> <li>• <b>Accelerates and mobilises action</b> alongside key influencers and change agents from a variety of sectors (including local government, iwi, Pacific, sports and recreation, business and health).</li> </ul> <p>Built on existing activities through a programme of targeted investments that will bring together the right mix of leadership, encouragement, information and resources to help people make</p>



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	<p>healthier choices for themselves and their families. The approach encourages voluntary action, and is not top-down regulation.</p> <p>It is about thinking bigger, activating leadership at all levels, and driving innovation to create health promoting environments in the places we spend our time; from our schools and workplaces, to sports clubs, marae and other key community settings.</p> <p>A key element of Healthy Families NZ communities will be a dedicated health promotion workforce in each community. The workforce will be employed by the lead organisation but will work in schools, workplaces and with parents and families, giving support and encouragement about making healthier choices. The health promotion workforce will also help organisations to implement initiatives that support healthy living.</p> <p><b>Model (see picture below)</b></p> <p><a href="https://www.healthyfamilies.govt.nz/how-does-healthy-families-nz-work">https://www.healthyfamilies.govt.nz/how-does-healthy-families-nz-work</a></p>
<p><b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b></p>	<p><b>The key areas of focus for Healthy Families NZ include:</b></p> <ul style="list-style-type: none"> <li>• Improved nutrition</li> <li>• Increased physical activity</li> <li>• More people are smoke free</li> <li>• Reduced alcohol-related harm.</li> </ul> <p>Healthy Families NZ supports communities to think differently about the underlying causes of poor health and to make changes to the social and physical built environments where people live, learn, work and play. These environments include, but are not limited to early childhood education settings, schools, workplaces, food outlets, sports clubs, marae, businesses, places of worship, local governments, and more to create healthier environments for all.</p> <p>Case studies: <a href="https://www.healthyfamilies.govt.nz/showcase">https://www.healthyfamilies.govt.nz/showcase</a></p>
<p><b>What are the key lessons?</b></p>	<p>Released in November 2018, the Healthy Families NZ Summative Evaluation Report updates the findings of the national evaluation of the Healthy Families NZ following the first three years of implementation of the initiative (from late 2014 until end of 2017).</p> <p>The report shows that Healthy Families NZ continues to be implemented with integrity to its intention and purpose across the locations. The report highlights how the approach of Healthy Families NZ prioritises equity, and achieving equitable health outcomes, particularly for Māori. The way Healthy Families NZ has been implemented has enabled diverse cultural contextual perspectives to be included, valued and utilised to underpin activities.</p> <p>The evaluation includes 18 recommendations that highlight how the approach of Healthy Families NZ could be implemented going forward.</p> <p><b>Recommendation 1:</b> Continue prioritisation and purposeful focus on supporting and resourcing Māori ownership, participation, and use of Māori world views within the initiative.</p> <p><b>Recommendation 2:</b> Retain and strengthen the principle of equity as an underpinning value and goal of the initiative.</p> <p><b>Recommendation 3:</b> Undertake a review to identify other regions that would benefit from increased investment in prevention through this approach.</p> <p><b>Recommendation 4:</b> Review government funding and contracting for health and social services and outcomes in communities to</p>

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	<p>consider their impact on communities' ability to work towards shared goals – especially the impact on cooperation and trust.</p> <p><b>Recommendation 5:</b> Review how health data and knowledge is managed and accessed to enable better insights into local community contexts and community advocacy.</p> <p><b>Recommendation 6:</b> Build upon the qualitative and quantitative indicator development within this evaluation to improve measurement of systems change.</p> <p><b>Recommendation 7:</b> Urgently consider barriers to community voice and action on the availability of alcohol.</p> <p><b>Recommendation 8:</b> Review the Principles in light of the growing sophistication in understanding the approach to systems change being taken across Healthy Families NZ.</p> <p><b>Recommendation 9:</b> Conduct an in-depth review of what is working across Strategic Leadership Groups and opportunities to enhance practice and impact.</p> <p><b>Recommendation 10:</b> Continue to develop a suite of professional development opportunities to support use of a range of co-design and systems change methods and related skills.</p> <p><b>Recommendation 11:</b> Ensure flexibility remains in how Healthy Families NZ locations determine the workforce needed and enable the employment of staff to fill particular skill gaps and identified needs, and provide tailored professional development.</p> <p><b>Recommendation 12:</b> Support use of strategic communications and evaluation as an integral part of the initiative within Healthy Families NZ location teams by building their capacity in these areas.</p> <p><b>Recommendation 13:</b> Ensure all Healthy Families NZ location teams have the right mix of skills, and are empowered, to carry out two functions that have been identified as important 1) work with leaders within organisations and communities to facilitate ongoing engagement and collective action; and 2) meaningfully engage members of the community to ensure diverse voices are included in identifying needs, opportunities and designing initiatives.</p> <p><b>Recommendation 14:</b> Consider including mental health or wellbeing as a focus area for Healthy Families NZ locations.</p> <p><b>Recommendation 15:</b> Reconsider the set-up of the initiative in locations where there are existing context challenges and limited evidence of impact to date.</p> <p><b>Recommendation 16:</b> In any changes to the initiative, ensure that the ability of the initiative to be adaptive and responsive to context and change in local and national circumstances is retained and enhanced.</p> <p><b>Recommendation 17:</b> Establish a national level Strategic Leadership Group, similar to locations that could bring in wide perspectives and spheres of influence to support the Healthy Families NZ national team within the Ministry of Health, and the initiative including strong Māori leadership.</p> <p><b>Recommendation 18:</b> Strengthen the ability of the Healthy Families NZ national team within the Ministry of Health, to support local level change through acting on national level barriers.</p>
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**10. Whānau Centred Facilitation (Te Puni Kōkiri)**

**Country:** New Zealand

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**Dates:** 2018 – Present (testing prototype to continue until early 2020)

Te Puni Kōkiri has contracted four well-respected, long-standing, experienced partner providers – Ōtautahi Co-Lab (Christchurch), Waikato Coalition, Kōkiri Marae (Lower Hutt), and Ōrongomai marae (Upper Hutt) as part of an initial tranche of investment. The intention was to co-design and test whānau-centred, strengths-based approaches or prototypes to enable localised solutions and continuous improvement before wider implementation and / or roll out. The overarching outcome Te Puni Kōkiri set for the four provider rōpū prototypes is to restore and establish healthy, safe, and functional whānau relationships.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Te Puni Kōkiri. Information below is from the formative evaluation: <a href="https://www.tpk.govt.nz/en/a-matou-mohiotanga/health/whanaucentred-approaches-to-address-family-violenc">https://www.tpk.govt.nz/en/a-matou-mohiotanga/health/whanaucentred-approaches-to-address-family-violenc</a>
<b>Where are they (location / community)?</b>	Ōtautahi Co-Lab (Christchurch) Waikato Coalition Kōkiri Marae (Lower Hutt) Ōrongomai marae (Upper Hutt)
<b>How do they commission or how are they commissioned?</b>	Te Puni Kōkiri engaged four well-respected, long-standing, experienced partner providers for this first tranche of investment. Note – they do not commission.
<b>What is delivered (services, programmes)?</b>	The intention was to co-design and test whānau-centred, strengths-based approaches or prototypes to enable localised solutions and continuous improvement before wider implementation and/or roll out. With a mandate to test and learn, providers have focused on understanding what works to facilitate positive change with whānau experiencing violence, through whānau-centred approaches, culturally grounded in tikanga and kaupapa Māori. Each provider rōpū has worked with a co-design team or undertaken a design process to develop unique prototype concepts. Within this investment phase, there are four overarching outcome domains (three relate to whānau outcomes and one relates to provider-specific outcomes). They include: <i>Whānau-level outcomes</i> <ul style="list-style-type: none"> <li>• Increased access to, and engagement with, services and support to strengthen whānau functioning</li> <li>• Establishing, restoring or maintaining whānau links and relationships</li> <li>• Improved whānau wellbeing through increased health, safety or improved functioning as evidenced through kaupapa Māori values.</li> </ul> <i>Provider-level outcome</i> <ul style="list-style-type: none"> <li>• Internal provider change to deliver outcomes.</li> </ul> The overarching outcome Te Puni Kōkiri set for the four provider rōpū prototypes is to restore and establish healthy, safe, and functional whānau relationships.



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<p><b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b></p>	<p>To design innovative whānau centred responses to family violence.</p>
<p><b>What are the key lessons?</b></p>	<p>The concepts being tested reflect the intentions and aims of the investment in whānau-centred approaches to address family violence and the overarching Theory of Change (ToC). In particular, kaupapa Māori approaches are strongly evident and are beginning to strengthen and restore healthy, safe and functional whānau relationships. Learnings from this early phase can inform future implementation / scaling up of kaupapa Māori whānau-centred approaches to address family violence.</p> <p><i>Formative evaluation completed in May 2019.</i></p> <p>Emerging findings indicate that overall, the design and testing of the prototype concepts is progressing well, albeit with some delays due to the time needed to develop trust and relationships within a new co-design environment. The concepts being tested reflect the intentions and aims of the investment in whānau-centred approaches to address family violence and the overarching ToC. In particular, kaupapa Māori approaches are strongly evident and are beginning to strengthen and restore healthy, safe and functional whānau relationships. Learnings from this early phase can inform future implementation / scaling up of kaupapa Māori whānau-centred approaches to address family violence.</p> <p>A number of learnings have been identified through the evaluation to date. In the first instance, there are a number of emerging 'pou' that appear to support a successful kaupapa Māori whānau-centred approach to family violence, namely:</p> <ul style="list-style-type: none"> <li>• Kaupapa Māori</li> <li>• Whānau ki te manawa</li> <li>• Mahia te mahi, hei painga mō te iwi</li> <li>• Whanaungatanga.</li> </ul> <p>Providers start from whakaaro Māori, embedding tikanga in all structures, processes and practices. Whānau wellbeing is at the heart of the approaches and providers work towards positive change for whānau, establishing and building high trust relationships.</p> <p>Further, there are key factors that support successful design and implementation. These centre on:</p> <ul style="list-style-type: none"> <li>• Strong community partners that includes effective leadership, relevant experience, ability to cater for whānau with diverse needs, etc.</li> <li>• Capable workforce and ensuring their safety and wellbeing as they undertake their mahi</li> <li>• Collaboration for action where partners have high trust in each other, commit to a common vision, and share a desire to seek systemic change</li> <li>• Support for reflection, evaluative capability and critical thinking across the whole system (i.e. for providers and the Crown partner)</li> <li>• Resilient commissioner-provider relationship, characterised by trust, and freedom for providers to be innovative to develop localised responses</li> </ul>

	<ul style="list-style-type: none"> <li>• Flexible and supportive co-design undertaken according to provider needs and reflects their particular contexts and 'starting places'</li> <li>• Alignment of work of evaluators and co-designers to ensure work and / or burden on providers is not duplicated, and contributes to the enhancement of design and evaluation capability.</li> </ul> <p>There is evidence that all four approaches address the expected outcome domains:</p> <ul style="list-style-type: none"> <li>• Increased access to and engagement with services and support to strengthen whānau functioning</li> <li>• Establishing, restoring or maintaining whānau links and relationships</li> <li>• Improved whānau wellbeing through increased health, safety or improved functioning as evidenced through kaupapa Māori values</li> <li>• Internal provider change to deliver outcomes.</li> </ul> <p>Through analysis of feedback and documentation, the following considerations are put forward for possible future implementation. These are reflected below under three main areas: the systemic context, shifting the focus, and readiness for scaling up.</p> <p><b>The systemic context:</b> Typically, Crown funding of NGOs responses to family violence is underpinned by provider accountability towards the Crown (e.g. key performance indicators are stipulated by the Crown funding agency through contracting and procurement). This system generally does not reflect the notion that Crown partners might have a reciprocal accountability to community partners. Although providers acknowledged new opportunities presented to them through this initiative (e.g. to work holistically with whānau rather than individuals within a whānau), future implementation will be enhanced by anything Te Puni Kōkiri does to further the development of respectful, (accountable) reciprocal relationships with its community partners.</p> <p><b>Shifting the focus:</b> Te Puni Kōkiri has applied an innovative whānau-centred family violence framework internally and across the four providers that is intending to influence positive shifts in ways of responding to family violence (e.g. from a focus on deficit to strengths, competition to leveraging diversity and relationships, Crown agency outputs to whānau-informed provider-designed outcomes, etc.). Feedback from providers however indicates that to truly make a difference for whānau, further shifts such as better co-ordination between Crown agencies (e.g. Police, Health, Oranga Tamariki) and community providers, and a 'whole of government approach' are necessary. In the context of family violence, investment in whānau-centred approaches can fill a significant gap in both the range and positioning of services available to whānau (e.g. expanding the criteria for accessing services from individualised to wider whānau focus, clarifying the definition of whānau versus family, and kaupapa Māori as opposed to conventional or 'mainstream' approaches).</p> <p>That said, it will be critical for Te Puni Kōkiri to review the problematic description of the intended focus on whānau affected by family violence who have been identified via a family violence response or intervention, and who are assessed as being of low</p>
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	<p>to medium risk of further violence. Requiring whānau to have previously come to notice is too restrictive and is potentially at odds with the idea of targeting whānau for whom the risk of harm is low to medium. It is clear that providers work with anyone who they think they can help, and they have not necessarily required that potential participants have previously come to notice.</p> <p><b>Readiness for scaling up:</b> Based on evaluation findings and a scan of the literature, a number of key aspects of programme development, capacity and capability need to be considered before the next tranche of investment, including the existing provider rōpū and their approaches. These include:</p> <ul style="list-style-type: none"> <li>• Develop a clear Theory of Change</li> <li>• Determine key pou that support success at both programme and provider levels</li> <li>• Appropriate lead-in time and establishment of relationships</li> <li>• Determine design approach and level and intensity of ongoing support throughout testing</li> <li>• Undertake internal planning for commissioning to collectively ensure infrastructure, systems and processes are in place that align to the test and learn environment</li> <li>• Secure sufficient resourcing and capability</li> <li>• Consolidate of initial sites to support design and learning during next wave of implementation</li> <li>• Have in place key relationships and systems in place to support shared learning and development of new and existing providers (e.g. regional and national Te Puni Kōkiri relationships, design leaders, evaluation expertise)</li> </ul> <p>Within a relatively short timeframe, considerable progress has been made towards positive systemic shifts and changes. Considering readiness for scaling up will be an important next step.</p>
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*International examples of localised approaches*

**11. UK Children’s Trust (Essex, United Kingdom)**

**Country:** United Kingdom  
**Dates:** 2014 – Present


The Essex Children’s Trust is an example of how services and support have been implemented through a localised commissioning model. Key features include:

- Localised commissioning by 11 district-based multi-agency strategic partnerships supported by a training programme provided by the Institute of Public Care
- Localised needs analysis
- Formula funding used to determine the budget of each local partnership from a total budget of £3.1 million
- Strong involvement of the voluntary sector in the development and leadership of the approach and training on the commissioning and procurement process.

Key question	Summary
<b>Who are the key players</b>	Essex county council children’s partnership made up of Essex.



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<b>(government, providers)?</b>	
<b>Where are they (location / community)?</b>	Essex, United Kingdom.
<b>How do they commission or how are they commissioned?</b>	<p>The Children's Trust decided to pool elements of its children's services resources targeted at early intervention and prevention, which were formerly the separate funding streams of Children's Fund, Connexions and Social Care funding.</p> <p>These funds were used to form a new Local Priority Fund totalling £3.1m per annum across the County. These funds have been devolved to local Children and Young People's Strategic Partnerships (CYPSPs – see structure diagram below), for the partnerships to undertake a process to commission services to meet local priorities and needs.</p> <p><b>CHILDREN'S TRUST APPROACH</b></p>  <p>Devolved funds are non-ringfenced, to allow for maximum flexibility in addressing local priority needs. Commissioning now occurs at the local level unless there are cogent reasons for doing it at the county-wide or regional level.</p>
<b>What is delivered (services, programmes)?</b>	Prevention and early intervention services including parenting support, services to support emotional wellbeing, advocacy and respite care.
<b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b>	Primarily focused on coordinating service responses to health issues facing young people in the Essex county.
<b>What are the key lessons?</b>	<p>This new approach to locality commissioning is already having a positive impact in a number of areas, including:</p> <ul style="list-style-type: none"> <li>• Flexible, locally responsive services, addressing identified needs</li> <li>• Improved local services to children, young people and families</li> <li>• Invigorated local CYPSPs, who now have a greater sense of purpose</li> </ul>

	<ul style="list-style-type: none"> <li>• Significantly improved relationships with both statutory partners and the voluntary sector, with greater buy-in and ownership</li> <li>• Improved relationships with young people who had real input into the whole process</li> <li>• Reduced duplication in commissioning activities and services delivered</li> <li>• Targeted use of resources to improve outcomes where there is greatest need and where there will be greatest impact.</li> </ul>
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## 12. Aboriginal Community Controlled Health Services (Australia)

**Country:** Australia  
**Dates:** 1997 – Present

The Australian Federal Government provides funding to Aboriginal Community Controlled Health Services (ACCHs) to deliver tailored health services to their local communities. ACCHs achieve this by enabling Indigenous communities the autonomy to identify the most critical health problems being faced locally and then provide the appropriate services for that particular community.

Due to Australia's Indigenous population being such a highly heterogeneous group, self-determination is crucial in enabling local Indigenous communities to receive the healthcare they need in a culturally appropriate setting.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Government – both State and Federal Governments provide funding to ACCHs. ACCHs – 143 community-based entities overseen by local community representatives and with autonomy to identify and deliver local health services.
<b>Where are they (location / community)?</b>	ACCHs are present in 143 communities across Australia – in urban, regional and remote communities.
<b>How do they commission or how are they commissioned?</b>	The Australian Federal and State governments directly fund ACCHs to deliver comprehensive primary health services in communities across Australia. The ACCH in each community has the autonomy to identify the most critical local health problems and to provide the appropriate services to respond to these problems. Each center pursues these goals differently, depending upon the particular requirements of the local people. The community has direct oversight of the ACCH through a locally elected Board of Management which oversees its operation. Any revenue is re-invested into the provision of local health services.
<b>What is delivered (services, programmes)?</b>	The four key roles that ACCHs are designed to perform are the provision of primary healthcare; community support; programs addressing community special needs; and advocacy. Specific health services and forms of support provided include home and site visits; provision of medical, public health and health promotion services; allied health, nursing services; assistance with



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	making appointments and transport; help accessing child care or dealing with the justice system; drug and alcohol services; and providing help with income support.
<b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b>	Responding to particular local health needs.
<b>What are the key lessons?</b>	<p>A number of evaluations have been undertaken into this initiative. Some key findings include:</p> <ul style="list-style-type: none"><li>• Studies have shown that Aboriginal controlled health services are 23% better at attracting and retaining Aboriginal clients than mainstream providers<sup>32</sup></li><li>• The lifetime health impact of interventions delivered by our services is 50% greater than if these same interventions were delivered by mainstream health services, primarily due to improved Indigenous access<sup>33</sup></li></ul>

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<sup>32</sup> Department of Health. (2017). Aboriginal and Torres Strait Islander Health Performance Framework.

<sup>33</sup> T. Vos (2010). Assessing Cost-Effectiveness in Prevention.



### 13. Family-by-family approach (Denmark)

**Country:** Denmark  
**Dates:** 2015 – Present (pilot programme now BAU)

This model supports families in crisis to attain the characteristics that enable more secure and resilient families to navigate the current system effectively. These include:

- A single powerful navigator for the family
- The budget authority to spend outside the traditional service catalogue
- Support from influential advocates who can exercise their “privilege” on behalf of the family.

Key question	Summary
<b>Who are the key players (government, providers)?</b>	Government.
<b>Where are they (location / community)?</b>	10 municipalities. Note: Denmark is divided into five regions which contain 98 municipalities.
<b>How do they commission or how are they commissioned?</b>	Funding to achieve the interventions described in each plan (“Holistic” single page plan goes across multiple agencies). Flexible funding (including funding to spend outside of existing social service offerings, and directly funding families <sup>34</sup> ).
<b>What is delivered (services, programmes)?</b>	Family at the centre – shift to moving family to become ‘secure’ which is akin to being self-managing and able to navigate their own solutions and access to public and social services <sup>35</sup> . The Danish model centres on individual cross-disciplinary plans for Denmark’s most vulnerable families, supported by funding to achieve the interventions described in each plan. Each plan describes the family’s objectives, and coordinates the interventions across the departments required to deliver on them. Ongoing measurement of objectives, outcomes and measures ensures the plan is flexible and can adapt to changing circumstances. The family-by-family navigator could be someone who is already known to the family, and who could work with the family to develop a single plan for the family that is based on their family’s own aspirations for their wellbeing and their own definition of their family group. Any budget associated with the plan would be vested in a navigator to purchase the products and services required to achieve the family’s goals – including from the private market. This would include products and services not commonly provided for by the social service system e.g. dental and hairdresser appointments, school sports equipment, and a new stove.

<sup>34</sup> Page 90, Whānau Ora Review – Tipu Matoro ki te Ao

<sup>35</sup> Page 90, Whānau Ora Review – Tipu Matoro ki te Ao

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<p><b>What is the focus (deficit focused responding to need or gaps in service provision or local aspiration focussed)?</b></p>	<p>It addresses the gaps seen in current models of social delivery, notably:</p> <ul style="list-style-type: none"> <li>• Assessing a family's circumstances against all domains of wellbeing, with a focus on moving the family to a position of security</li> <li>• Agreeing on a shared set of goals and aspirations between the family and all relevant agencies, and on how progress will be measured</li> <li>• Stopping, starting or re-sequencing programmes or interventions for the family based on a shared set of goals and aspirations</li> <li>• Providing purchasing power on behalf of the family to fill service gaps.</li> </ul>
<p><b>What are the key lessons?</b></p>	<p><b>Participation</b> in the programme was dependent on the family providing permission for their information to be shared among relevant agencies, which proved to have minimal effect on families' willingness to participate.</p> <p>Every municipality that has implemented this model has seen significant <b>improvements in educational and workforce participation – two key measures of success</b> – among participating families. It has achieved these outcomes while simultaneously reducing costs, finding that many of the interventions previously in place for families were operating at cross-purposes to one another.</p> <p>The evidence of success in the Danish family-by-family approach is compelling and suggests that enhancing our Whānau Ora models is a feasible and desirable path forward. It can be delivered within the existing envelope of social services budgets by spending money in a more client-led way. It delivers the benefits of social service integration for families in crisis, without requiring significant structural changes to the existing social service system. It leverages the strengths that lie in communities and families, and thus builds resilience, which reduces the likelihood of a return to dysfunction and builds social and human capital.</p>

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