Early Commissioning Annual Investment Plan

Te Pou Matakana

October 2014 – June 2015

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1. Overview of activities and strategic direction

1.1. Strategic direction

The **vision** of Te Pou Matakana ('TPM') is *tautokona te whānau, kia angitū, kia whai hua,* "supporting successful whānau". Underpinning our approach is holding strongly to the kaupapa of tikanga Māori to exert and affirm tino rangatiratanga. The Whānau Ora kaupapa aims to provide a shift in paradigm from deficit-based programming to a strengths-based whānau capability development approach.

The **purpose** of TPM is to work alongside whānau by building on the strengths and assets of whānau and Māori communities. TPM will do this by:

- Commissioning kaupapa to support whānau to achieve their aspirations
- Working with Whānau Ora Partners to deliver services that address whānau needs and build capability
- Seeking co-investment opportunities from Whānau Ora Partners[1] to support whānau.

The name, Te Pou Matakana, means "the Sentinel Tower" in Te Reo. The sentinel tower was the main focus point of a Māori pā. It ensured the safety and oranga (welfare) of the whānau within the pā. All important information passed through it, both from the outside world and within the pā. The sentinels would then ensure that the right information was distributed to the right people and make sure that the welfare of everyone – whānau, hapū, and iwi – was taken into consideration when making decisions.

As the sentinel tower was embedded in the pā site, TPM will be embedded and connected to the communities TPM serves, that is, whānau and families within Te Ika a Māui. TPM will search for new opportunities for whānau and the best and most innovative ways of achieving outcomes. TPM will share this knowledge with Whānau Ora Partners with the goal of assisting whānau to achieve successful futures.

1.2. Nature and scope of activities

Acting as a sentinel tower, TPM will work with:

- Whānau and Whānau Ora Partners to understand what whānau may require to support their successful futures
- Whānau Ora Partners to fund, design and deliver new services to support successful whānau
- Whānau Ora Partners to seek co-investment opportunities to support successful futures of whānau.

The **nature** of TPM's activities which align to this Annual Investment Plan ('AIP') for the 2014/15 year include:

- Working with Whānau Ora Partners: TPM will work with our Whānau Ora Partners (i.e. commissioned entities and other stakeholders committed to achieving positive outcomes for whānau) to help them design and deliver initiatives (including new, innovative services) that are best targeted to meet the long term needs of whānau, as well as their immediate and emergent needs
- Providing funding to Whānau Ora Partners: TPM will provide funding to Whānau Ora Partners to deliver new services
- Seeking investments: TPM will seek investments from Whānau Ora Partners, including the Ministry of Health, Ministry of Education, Ministry of Justice and Housing New Zealand to achieve whānau outcomes
- Enhancing knowledge: TPM will collate and share new research and knowledge with Whānau Ora Partners, helping to create a network of partners with a deeper understanding of how to

[1] Whānau Ora Partners includes providers, funders and any other entity outside of whānau and TPM that is willing to contribute to the achievement of whānau outcomes.

help whānau achieve their aspirations and how they can work together for the benefit of whānau.

The **scope** of the activities for the 2014/15 year will be:

Whānau Direct

The second phase of Whānau Ora sees the shift in focus from the development of provider capability to the development of whānau capability and capacity. Whānau Direct is the specific commissioning approach designed to grow whānau capability and capacity.

Whānau Direct is a kaupapa Māori approach to self-determined support and co-designed at a whānau group level. This is an approach aimed to achieve whānau aspirations. Whānau needs and/or opportunities and specific supports are articulated and co-designed via their existing Whānau Ora provider collective relationships.

Whānau Direct can be described as an approach that will assist whānau to access resource in a timely way, when it most matters to whānau, with the intention of making a positive difference for whānau. Placing whānau at the centre of decision making, alongside known provider kaimahi is not only congruent with the six key philosophical concepts underpinning Whānau Ora[2], but is also at the forefront of new innovative evidence for world class commissioning for better results[3]. Whānau Direct will be delivered and distributed through existing Whānau Ora collective and Whānau Ora provider arrangements. Whānau Direct will fit within existing practice with a focus on cultural practices of engagement and empowerment in working with whānau.

Commissioning Collective Impact Solutions

TPM believes that large scale social change for whānau requires alignment of efforts from a range of organisations, rather than isolated intervention from individual organisations. TPM sees Whānau Ora Partners across multiple sectors engaging in coordinated activities to drive collective impact to full realise benefits to whānau. Collective impact under TPM requires commitment by Whānau Ora Partners from different sectors to a common agenda for achieving positive whānau outcomes, and is characterised by the following:

- Whānau Ora Partners with a common agenda determined by whānau priorities
- Taking a coordinated approach to new and innovative activities
- Supporting providers (as reasonably possible) in the development and implementation of innovative services for whānau.

1.3. Investment strategy

The overarching investment principles and criteria that will be used to guide the development and design of the scope of commissioning activities for 2014/15 takes into account conventional approaches to funding outcomes. It is clear that providing services in the same way while demand increases and resources dwindle, is not a sustainable option. As a result TPM's approaches to commissioning for outcomes is different. The following table outlines the differences in approach to be used by TPM.

[2] Self-managing: determining their own pathways and managing their own affairs; Living healthy life-styles: living lifestyles that can lead to optimal; Participating fully in society; Confidently participating in Te Ao Māori; Economically secure and successfully involved in wealth creation; Cohesive, resilient and nurturing

[3] Bennett, S. 2009. *Working together for change, using person-centred information in commissioning*. London: Department of Health/Putting People First Programme/Personalisation; Boyle, D. Coote, A. Sherwood, C. & Slay, J. (2010). *Right here, right now: Taking co-production into the mainstream*. London: New Economics Foundation and NESTA; Harris, M. & Boyle, D. (2009). *The challenge of co-production*. London: New Economics Foundation and NESTA.

Conventional funding approaches and TPM's commissioning approach

Conventional funding approaches	TPM's commissioning approach
Focused on buying very tightly defined services and activities that are specific to the service.	Focused on commissioning for social outcomes - within the service; and for the wider community and whānau.
Focussed on unit costs and short-term efficiencies which encourages a race to the bottom. Social value often not considered.	Promotes long-term value creation across social and economic costs and benefits and emphasis and the importance of prevention.
A poor level of insight into what works and doesn't. Data requirements are led by needs and deficits, asking only what is wrong with an area/group.	Explores needs and assets to build a picture of what works and current strengths, as well as what support is needed. Uses a range of methods to develop insights and apply this during the commissioning process.
Hierarchical and paternalistic: people who use services are often not part of funding cycles or service delivery, and power is held by professionals.	Has co-production at its heart: the TPM commissioning process is co-produced, and it is expected that providers will begin to co-produce their services.
Closes down space for innovation, because commissioning is highly prescriptive and specifies which activities and outputs should be delivered and what the service should 'look' like.	Promotes innovation by moving away from over-specified services and asking providers and people using services to come up with ideas and activities to meet outcomes.
Rigid and inflexible: bids for services form the basis of contracts and set targets and outputs. Deviation off these is often considered a breach of contract. Very little flexibility exists to adapt to changing local circumstances or ideas.	Iterative and adaptive: required continuous reflection and evaluation and flexibility for services to adapt to the interests, needs and assets of local communities and whanau.
Competitive and in silos: providers are in competition with each other and have little incentive to cooperate or work in partnership,	Collaborative: promotes strong relationships across and between agencies, providers, user led organisations, the voluntary and community sector, local authorities and whānau.

Principles underpinning Commissioning Approach

Most important is that the proposed Whānau Ora commissioning approach of TPM is firmly situated at the kaupapa Māori spectrum of service delivery models to Māori. TPM's model focuses on designing, commissioning and delivering Whānau Ora services for Māori and by Māori which:

- Supports commissioning for Whānau Ora outcomes that contribute to the long term changes that services and other activities achieve for whānau
- Promotes co-production to ensure that services are more effective and brings in new resources, by working in partnership with Whānau Ora partners and their whānau using the services
- Promotes social value by placing social outcomes at the heart of commissioning.

TPM's approach involves working collaboratively with Whānau Ora partners across each region and their communities so as to co-produce support that meets whānau needs and helps to achieve their aspirations. This aligns with TPM's broader commissioning objectives:

- *Achieving real value for money* - "ensuring TPM achieves outcomes for whānau that both TPM and its communities value in an effective way"

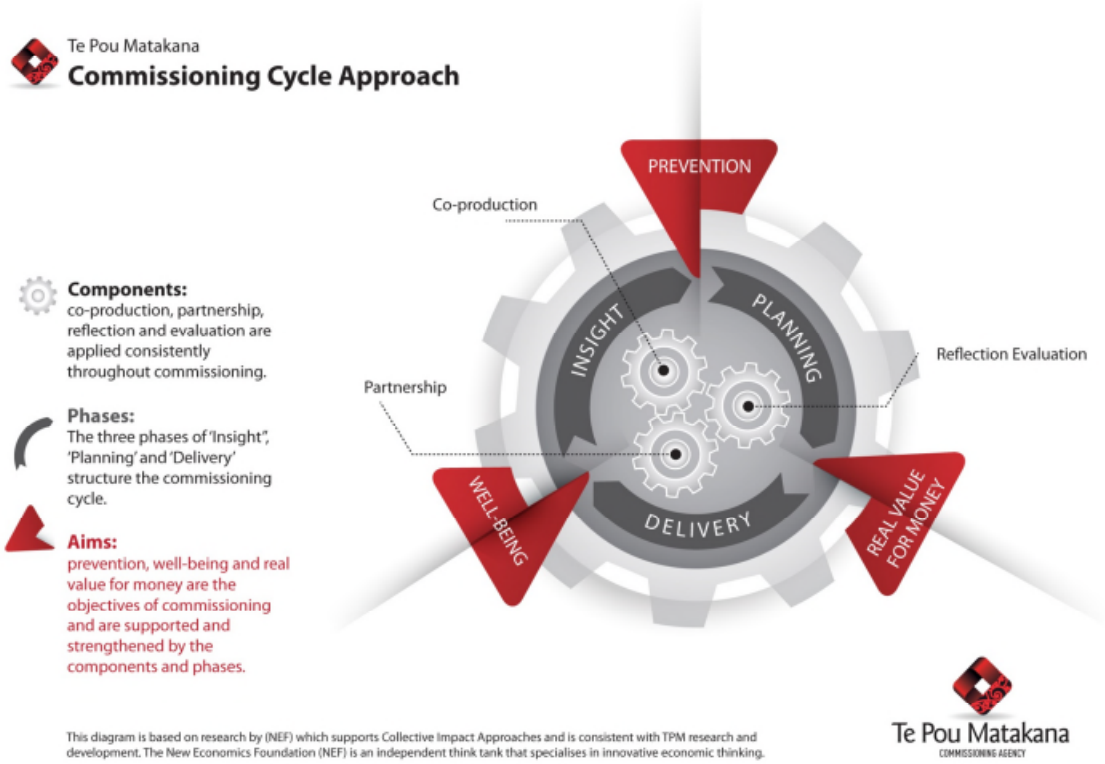
  TPM will use its outcome framework as a basis to ask Whānau Ora partners to work with whānau they support to design the activities that will help support achieve these outcomes. Specifying broad outcomes over specific outputs and services gives Whānau Ora partners the space to be innovative and flexible in shaping services. It affords Whānau Ora partners the freedom to work closely with the people they support to co-produce services around their personal and collective needs, strengths and wishes.

- *Promoting Māori well-being* - "supporting all whānau to feel good in their day to day lives and to flourish in society"

  Wellbeing concerns people's subjective experiences, feelings and perceptions of how their lives are going. It involves two main dimensions: a hedonic dimension which focuses on how happy and satisfied people are with their lives, and a eudemonic dimension, which is best described as people's ability to flourish and function well. TPM's commissioning approach recognises this role and seeks to strengthen and improve it by making Māori well-being the explicit overarching goal of commissioning by TPM. In practice this will be measured through the outcomes framework.

- *Encouraging Prevention*– "planning over the long-term, investing upstream and taking early action to prevent social harm"

  Prevention entails using public resources to prevent harm rather than coping with acute needs and problems that could have been avoided. TPM's approach to prevention recognises that these types of challenges need to be tackled by government both national and local as well as TPM. TPM acknowledges the role it will play in incentivising Whānau Ora partners it contracts with to shift thinking and practice upstream. A combination of directly provided services alongside other partnerships with key stakeholders create the conditions for prevention.



This diagram shows how the components, phases and aims of TPM's commissioning approach comes together.

The three core components (co-production, partnership and reflection and evaluation) are located in the middle of the diagram and represent continuous parts of the commissioning cycle. The components are essential within each commissioning phase and are designed to bring new insights and resource into commissioning, to tackle silos and ensure that commissioning is an iterative process, continually reflecting and adapting as it progresses.

The three phases (Insight, planning and delivery) are discrete, sequenced and involve more specific activities such as needs assessments, service design or procurement, although there are likely to be overlaps between the phases.

The three aims around the outside of the circle are the objectives of TPM's commissioning approach. They are reinforced by the core components and can be used to focus on the long term systemic impact the commissioning approach can achieve. The three aims are mutually reinforcing.

1.4. Summary of TPM Approach 2014/15

Based on TPM's commissioning approach, TPM will proceed as follows:

Phase	Approach
Identify Opportunities *More detail is set out in section 2*	Using a reverse metric approach, TPM is not predetermining what the needs of the communities are in its commissioning approach. Instead, TPM is seeking this information from its communities. For the 2014/15 year, TPM has identified whānau needs across Te Ika a Māui from: • Feedback from the Whānau Ora conference • Feedback from regional and individual hui • Whānau Direct test • Māori descent population profile • Transactional data collated from the Whānau Direct pilot • EOI responses on the Collective Impact procurement process.
TPM Outcomes *More detail is set out in sections 3*	TPM is using the broad Whānau Ora outcomes as follows: • Whānau are self-managing • Whānau are living healthy life-styles • Whānau are cohesive, resilient and nurturing • Whānau are participating fully in society • Whānau are confidently participating in te ao Māori • Whānau are economically secure and successfully involved in wealth creation.
Priority Outcomes *More detail is set out in sections 4*	TPM's **priority outcomes** for both Whānau Direct and Commissioning for Collective Impact are: • The wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful • Being able to respond to an immediate whānau need • Identification of priority whānau across each collective impact partnership • Articulation of whānau aspirations within each collective impact partnership • Supporting whānau to work towards achieving one of the six Whānau Ora outcomes
Monitoring and Evaluation *More detail is provided in section 5*	TPM's monitoring and evaluation framework will measure the achievement of its outcomes. The framework identifies key performance indicators, and information gathering processes to measure Whānau Ora partners' progress in achieving TPM outcomes for whānau.
Investment	TPM will invest in areas aligned to supporting its vision (supporting whānau success)

Phase	Approach
areas *More detail is set out in section 6*	and its broad outcomes.
Investment allocation 2014/15	*Whānau Direct* is allocated **35% of the total commissioning funds**. The funds are evenly allocated across the six Māori electorates, $3.6m for the 2014/15 year, or $600,000 per electorate. For the 2014/15 financial year, TPM will collate transactional data during the test and pilot phases. This information will be analysed in quarter three to determine whether the equal allocation to electorates and outcome areas will be changed so that investment priorities can be better realised. *Collective Impact* is allocated **65% of the total commissioning funds**. Using an EOI process, TPM sought investment proposals that provide collective impact for whānau opportunities that will seek to address TPM's outcomes. Using an independent evaluation panel, selected EOIs will proceed to a contract from quarters two and three.

1.5. Phasing of TPM activities for 2014/15

Key Activity	Timeframe
• Needs assessment activities • Develop outcomes • Whānau direct test review • Commence procurement for collective impact for whānau	Quarter 1
• Whānau direct pilot live • Develop evaluation framework for TPM commissioning products • Formative evaluation of Whānau Direct pilot commences • Collective impact contract negotiations commences • Internal Whānau Direct pilot review complete	Quarter 2
• Whānau Direct pilot continues (extension period) • Whānau direct pilot evaluation/contract review complete • Revise and design Whānau Direct rollout • Commence collective impact contracts	Quarter 3
• Enhanced Whānau Direct rollout • Monitor and evaluate commissioning activities.	Quarter 4

1.6. Update on activities for quarters one and two 2014/15

TPM undertook a number of commissioning activities in the first quarter of 2014/15, focussing on:

- Whānau Direct test
- Whānau Direct pilot.

Whānau Direct Test

In June 2014, TPM conducted a six week test trial of Whānau Direct in West and South Auckland with the intent to refine the Whānau Direct programme. This test of 60 Whānau Direct applications distributed funds to 54 whānau involving 225 individuals.

The Whānau Direct test enabled TPM to refine the Whānau Direct process in preparation for the pilot including the application form. The learnings included:

- Ensuring that kaimahi clearly communicated the Whānau Direct purpose, that it was a hand up, and not a hand out
- Whānau Direct is not an emergency fund, and targets whānau aspirations aligned to the Whānau Ora outcomes framework
- Processing of applications takes up to three hours to complete, and this should be built into the overall time with the whānau
- Ensuring that all applications clearly link with short, medium or long term Whānau Ora outcomes.

Whānau Direct Pilot

For quarter one, TPM prepared for the pilot of Whānau Direct with rollout from 1 September 2014. The selection of the Whānau Ora partners for the provision of Whānau Direct was based on:

- Relationship with its immediate community
- Geographic reach
- Track record in performance and meeting contractual obligations
- Ability to integrate with other services within its portfolio
- Maturity.

Twenty two providers were selected to pilot Whānau Direct across Te Ika a Māui, of which one is subcontracted to another provider to cover the North Auckland area. The pilot will finish at the end of quarter 3. Approval of applications for Whānau Ora rests with providers discretion, however all approved applications must be linked to the achievement of Whānau Ora outcomes. The achievement of these will be monitored over the period of the pilot through monthly reporting.

The test and pilot phases will also inform TPM priority outcomes for Whānau Direct for the remainder of 2014/15.

Collective Impact for Whānau

TPM released an expression of interest (EOI) on collective impact for whānau through email, radio, television, newspapers, regional hui, and a helpdesk. Following the closing date, TPM received 79 EOI responses requesting funding of $62m, of which only $18m is available.

The Independent Evaluation Panel (Panel) assessed the EOI responses against four criteria including:

a) Kaupapa Māori: Demonstrate ability to provide culturally appropriate services that reflect the kaupapa of Whānau Ora, Te Tiriti o Waitangi and tikanga Māori.
b) Collective Impact: Demonstrate ability to develop and implement Collective Impact for Whānau by working with a range of Whānau Ora Partners.
c) Whānau Capacity and Capability: Demonstrate ability to maximise whānau capacity and capability.
d) Measuring Impact Against Defined Outcomes: Demonstrate ability to measure impact against defined outcomes.

Following a rigorous scoring process, the Panel ranked the EOI responses and recommended a shortlist of responses to TPM. Following a thorough due diligence process on shortlisted responses, TPM confirmed a final shortlist of Whānau Ora partnerships. Contracts are being negotiated in quarter two, with services commencing in quarter three.

2. Identification of opportunities

2.1. Mixed Method approach to ascertain Te Ika a Māui Whānau Needs

Given the realignment of TPM's commissioning approach in May 2014, TPM has also reviewed its needs assessment strategy that was originally proposed in its October 2013 proposal. As a result, TPM has identified that needs assessment is a corner stone of its commissioning cycle. This includes developing:

- A critical appreciation of current service provision
- An understanding of what future support needs and aspirations are
- An emerging picture of the regional and local resources and assets that can be used to help achieve outcomes for whānau

Using a reverse metric approach, TPM completed a needs assessment process using information gained from Te Ika a Māui stakeholders through:

- Findings from Phase one of the Whānau Ora approach
- Learnings from Whānau Direct test
- Feedback on whānau need from the Whānau Ora Conference
- Regional and individual hui with providers
- Demographic Profile of South and West Auckland (for Whānau Direct planning)
- Data from the Whānau Direct test and pilot including need, aspirations, outcomes as informed by whānau
- Māori descent population profile (Census data).

2.2. Overview of the Māori population living in Te Ika a Māui

TPM has considered whānau data, provider feedback, data from Whānau Direct providers, Census data, regional hui feedback, stakeholder hui and TPM desktop research.

Demographic and social status profile of the Māori descent population noted:

- Sixteen percent (668,721) of the total New Zealand usually resident population indicated they were of Māori descent. The North Island was home to 84.9% (567,453) of the Māori descent population
- More than half (52%) the North Island Māori descent population were female. Six out of ten (61%) members of the North Island Māori descent population were aged 18 years and over. The median age of the North Island Māori descent population was 24.5 years.
- The New Zealand Māori descent population identified with multiple ethnic groups, with more than eight out of ten (84%) identified with Māori ethnicity, more than half (55%) identified with European ethnic groups, a further 8% identified with Pacific ethnic groups, a further 2% identified with Asian ethnic groups, and a further 1% identified with Other ethnic groups
- The North Island Māori descent population identified with multiple ethnic groups. More than eight out of ten (85%) identified with Māori ethnicity, more than half (53%) identified with European ethnic groups, a further 9% identified with Pacific ethnic groups, a further 2% identified with Asian ethnic groups, and a further 1% identified with other ethnic groups.

- For the North Island Māori descent population four out of ten (40% or 228,000) of the usually resident population live in the most highly deprived areas (NZDep2013 index 9 & 10 areas) compared with four out of twenty-five (16% or 16,000) of the usually resident Māori descent population of the South Island.
- The most highly deprived areas in New Zealand with an index of 10 are in Northland (scattered areas), central North Island (Ruapehu), Hawke's Bay, Bay of Plenty and the East Coast.
- The New Zealand Māori descent population can speak multiple languages with close to one in five (18%) speaking Te Reo Māori, more than nine out of ten (96%) speaking English, and 3% speaking other languages. The North Island Māori descent population had almost twice the proportion of Te Reo Māori speakers, compared with their South Island counterparts.

Distribution of the Māori Descent Population by Māori Electoral Region

Electoral Region	Male	Female	Total	Male	Female	Total
South Is. Part of Te Tai Tonga	50,064	50,838	100,899	16%	15%	15%
Te Tai Hauāuru	47,061	50,727	97,788	15%	15%	15%
Te Tai Tokerau	46,026	50,244	96,273	14%	14%	14%
Hauraki-Waikato	45,006	49,530	94,539	14%	14%	14%
Tāmaki Makaurau	41,961	47,199	89,160	13%	14%	13%
Ikaroa-Rāwhiti	40,374	44,925	85,299	13%	13%	13%
Waiariki	39,663	43,698	83,361	12%	13%	12%
North Is. Part of Te Tai Tonga	10,110	10,935	21,045	3%	3%	3%
New Zealand	320,457	348,267	668,721	100%	100%	100%

2.3. Overview of Needs and Aspirations of Whānau

TPM reviewed all its whānau data from the various sources including provider feedback, data from Whānau Direct providers, Te Ika a Māui Māori descent profile, regional hui feedback, stakeholder hui, TPM research and Te Puni Kōkiri findings from Whānau Ora phase one. Broadly, whānau needs and aspirations include:

Needs and Aspirations					
Financial security, particularly having a job	A safe and warm home	Having an education	Knowing your whānau and knowing your whakapapa	Support to participate in regional and national sports teams	Support to access healthcare
Financial literacy	Kai	Transport to get children to school, and to work	Knowing te reo and te ao Māori	Increase participation in healthy lifestyles, e.g. cross-fit, Iron Māori	Being able to afford medication, healthcare

Needs and Aspirations					
Support to set up or run a business	Sufficient clothing for school	Education achievement	Wanting to feel valued	Participate in local and global communities	Health literacy

The data from the regional hui, provider hui, Whānau Ora conference feedback, Whānau Direct test and pilot indicates that:

- Whānau need a safe, stable and secure platform to succeed
- Shelter and warmth is a basic necessity
- Transport is a means to securing employment
- Knowing who you are and where you come from is important
- Te Ao Māori, whakapapa, tikanga Māori and Mātauranga Māori are highly valued by whānau
- Whānau want to feel valued
- Financial security is important including financial literacy, job security, education achievement and a means to acquire assets.

3. Te Pou Matakana Outcomes Framework

Over the first quarter, TPM commenced Whānau Direct using the outcomes in the Whānau Ora Results Commissioning Framework[4]. The recently completed outcomes framework that TPM will use is based on its needs assessment in 2014.

The outcomes framework will not apply to every individual commissioning product, rather, each individual commissioning product will contribute to the overall outcomes framework. Collectively, the commissioning products will contribute to the achievement of the outcomes in the TPM outcomes framework.

3.1. Outcomes Framework

TPM's outcomes framework guides what commissioning activities will aim to achieve for whānau, as it:

- Was co- produced with Whānau Ora partners and whānau
- Be continually informed from ongoing needs assessment activities.

The TPM outcomes framework allows for whānau, providers, and TPM to agree on indicators that will correlate with desired outcomes, justify expenditure, and lead to sustainable benefits for whānau. The TPM outcomes framework supports the six broad outcomes of the Whānau Ora Results Commissioning Framework.

TPM's mission statement is:

'As a result of Te Pou Matakana Commissioning activities, whānau in the North Island will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te Ao Māori and in wider society'.

The mission statement reflects the purpose of TPM, expressed as a high level wellbeing outcome for whānau. It is primarily concerned with benefits for whānau. Underlying the mission statement are six key indicator sets derived from the various sources of information collated on whānau across Te Ika a Māui:

- Whānau are knowledgeable and well informed
- Whānau are healthy
- Whānau actively participate in communities
- Whānau are engaged in te ao Māori
- Whānau enjoy high standards of living
- Whānau relationships are rewarding and empowering.

[4] Whānau Ora: Report of the Taskforce on Whānau-Centred Initiatives (2008)

TPM's outcomes framework supporting the overarching Whānau Ora outcomes

Based on TPM needs assessment (refer section 2.3), TPM's outcomes for whānau across Te Ika a Māui is follows:

TPM Mission	*'As a result of Te Pou Matakana Commissioning activities, whānau in the North Island will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te Ao Māori and in wider society'.*		
Medium to Long-term outcomes for whānau	• Whānau are self-managing: determining their own pathways and managing their own affairs • Whānau are living healthy life-styles • Whānau are cohesive, resilient and nurturing • Whānau are participating fully in society • Whānau are confidently participating in te ao Māori • Whānau are economically secure and successfully involved in wealth creation		
Immediate and Short term Outcomes for whānau	• Whānau determine and achieve their own aspirations and are leaders for others • Whānau live healthy lifestyles that lead to wellbeing • Whānau have skills and knowledge • Whānau participate in the economy • Whānau are secure and confident in tikanga Māori, Mātauranga Māori and Te reo • Whānau are economically secure		
Priority Outcomes	• The wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful • Being able to respond to an immediate whānau need • Identification of priority whānau across each collective impact partnership • Articulation of whānau aspirations within each collective impact partnership • Supporting whānau to work towards achieving one of the six Whānau Ora outcomes		
Outcome Goals	**Goal 1** TPM service providers achieve positive results for whānau	**Goal 2** Whānau initiatives lead to demonstrable gains for whānau	**Goal 3** Whānau derive benefits from engagement with community institutions
Indicators	Refer section 7		
Objectives	Results from specific provider actions that contribute to the goal	Results from goal-oriented whānau initiated actions	Results from specific community programmes to assist whānau
TPM Investments	TPM-funded providers and services	TPM resources direct to whānau	TPM influence with community institutions

4. Priority outcomes

Following the identification of needs across Te Ika a Māui communities and in consideration of TPM's outcomes framework and the Whānau Ora Results Commissioning Framework, TPM applied a reverse metric approach enabling whānau to select their own priority outcomes. Whānau selected priorities, however, must be aligned to the six broad outcomes of the Whānau Ora Results Commissioning Framework.

Over the 2014/15 year, the intention is to drill down to more focused outcomes that better meet the needs of whānau across Te Ika a Māui. This approach was intentional in order to capture transactional data on whānau to inform and refine the TPM outcomes, together with Whānau Ora partners and whānau:

- Collecting transactional data (e.g. Whānau Direct outcomes, aspirational information, assessments)
- Analysing transactional data (e.g. trends, behaviours).

4.1. Whānau Direct

The overarching aim of Whānau Direct is to build whānau strengths. Whānau Direct is a resource to support whānau to achieve on of the six broad outcomes to meet immediate needs. Provided they meet the criteria, whānau can directly access resources when they most need it. Whānau Direct is not an emergency fund, or is meant to replace resources that other government departments are obligated to provide. Instead, it's a resource to support whānau aspirations.

The eligibility and decision making in determining who will receive Whānau Direct resourcing, rests with providers. Many Whānau Ora collectives and providers are accustomed to following service specifications that detail how and why they make financial decisions. Accountability will be managed and monitored through the application process using Whānau Tahi.

Whānau applying for Whānau Direct must:

- identify the short, medium or long term whānau ora outcome result that resource will provide to them
- specify the change statement i.e. what difference has the intervention made to them
- have a compulsory check-in with the Whānau Direct provider to establish that the resources were utilised for the purposes requested, and whether the outcome was achieved
- Agree to have a whānau ora assessment to articulate their needs and aspirations
- Outline their current situation
- Outline the opportunity that the Whānau Direct resource will provide for them
- Describe the change or difference that the resource will support them to achieve.

The result TPM is seeking to achieve for the Whānau Direct pilot is the 'immediate impact for whānau to have a positive outcome'.

4.2. Commissioning for Collective Impact

TPM believes that large scale social change for whānau requires alignment of the efforts of a range of organisations, rather than isolated intervention from individual organisations. TPM envisions Whānau Ora partners across multiple sectors engaging in coordinated activities to drive collective impact for whānau futures.

TPM recognises that in order to support whānau success, solutions must go beyond a single programme or provider. Whānau have multiple and complex needs which requires a commitment from a range of different providers across sectors to come together to support successful change for whānau.

Collective Impact is the commitment of a group of Whānau Ora partners from different sectors, to be known as a Whānau Ora partnership, to a common agenda for achieving Whānau Ora outcomes.

4.3. Priority Outcomes

The priority outcomes and how they support TPM's outcomes and the Whānau Direct Results Framework is outlined below. TPM will target whānau as follow

Priority Outcomes	**Supporting TPM's outcomes**	**TPM outcomes framework and Whānau Ora Results Framework**	**Targeting Priority Whānau**
Wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful	*"Everyone has a role to support whānau achieve their outcomes, whether they are the CEO, Manager, key worker or administrator….it's not just one navigator's job, it's everyone…."* *Former Minister for Whānau Ora, Tariana Turia (July 2014)*	• Whānau are self-managing: determining their own pathways and managing their own affairs • Whānau are living healthy life-styles • Whānau are cohesive, resilient and nurturing • Whānau are participating fully in society • Whānau are confidently participating in te ao Māori • Whānau are economically secure and successfully involved in wealth creation	The Priority Outcomes will be used to: • Target and select priority whānau by Whānau Ora partnerships • Focus Whānau Ora partners' activities, to ensure that those whānau with immediate or high needs are prioritised. Linking these priorities to the Results Framework will ensure that a comprehensive suite of needs are assessed and that a more comprehensive approach to Whānau Ora is applied by all Whānau Ora partnerships.
Being able to respond to an immediate whānau need	Whānau are not going to wait around for things to happen in the next few years, they also have immediate needs to support them to achieve bigger aspirations		
Identification of priority whānau across each collective impact partnership	TPM's resource is limited, and can only support a limited number of whānau – therefore we need to prioritise		
Articulation of whānau aspirations within each collective impact partnership	Whānau Ora partners need to identify the aspirations of priority whānau		
Supporting whānau to work towards achieving one of the six Whānau Ora outcomes.	Whānau need to be supported to reach their goals – it is about their interests and supporting them to be successful		

5. Research and evaluation

TPM has developed a monitoring and evaluation framework to measure the achievement of its outcomes. The framework identifies indicators, and information gathering processes to measure whether Whānau Ora partners are contributing to the achievement of TPM outcomes for whānau.

Vision/Mission	Whānau Needs (various)	Whānau Ora Outcomes	Priority Outcomes	Commissioning for Whānau	Indicators	Monitoring and Evaluation
Vision Supporting successful whānau **Mission** Whānau in Te Ika a Māui enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te ao Māori and in wider society	85% of total Māori reside in Te Ika a Māui Multiple and complex needs 4 out of 25 live in deprivation More Māori population live north of Taupō (68%) 24 is the median age 20% speak te reo Māori Median income of $24,000 53% Māori do not own their premises/house Financial security, house needs, kai, education, te ao Māori, access to health services	Whānau are self-managing: determining their own pathways and managing their own affairs Whānau are living healthy life-styles Whānau are cohesive, resilient and nurturing Whānau are participating fully in society Whānau are confidently participating in te ao Māori Whānau are economically secure and successfully involved in wealth creation	The wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful Being able to respond to an immediate whānau need Identification of priority whānau across each collective impact partnership Articulation of whānau aspirations within each collective impact partnership Supporting whānau to work towards achieving one of the six Whānau Ora outcomes	**Whānau Direct** Whānau Direct is a resource to build whānau capability. Whānau Direct aims to enhance the skills and ability of whānau to grow resilience and respond positively in situations enable whānau to access resources directly in 'moments that matter'. **Collective Impact for Whānau** Collective Impact is where the all Whānau Ora partners are working together to achieve the same goal or goals to achieve Whānau Ora outcomes for whānau. Whānau Ora partners will measure the same outcomes and proactively work across sectors to co-ordinate actions targeted to support whānau. This approach requires moving beyond working in isolated ways – as individual organisations pursing single point interventions, to working collectively to align and co-ordinate multiple efforts and interventions against clearly defined goals to maximise whānau capacity and capability.	*Refer to Section 7*	**Monthly/Quarterly** Whānau Direct providers' monitoring reports (qualitative and quantitative) including tracking the achievement of outcomes (through mandatory provider check-ins with whānau). TPM monitors the completion of whānau check ins Collective impact monitoring reports (qualitative and quantitative) including tracking and measuring the KPIs **Annual** Whānau surveys (through providers/partners) that are collated to ascertain whether services are meeting needs, and contributing to overall service improvement **Per Programme** Evaluations (Whānau Direct, quarter three) Process and Achievement of Whānau Outcomes Review (Whānau Direct pilot, quarters two and three) **Ongoing** Research to support the identification of needs and approaches Direct programme feedback via phone and website

5.1. Update on Research, Monitoring and Evaluation Activities 2014/15

For the 2014/15 year, TPM currently has the following underway:

a) Evaluation of the Whānau Direct pilot

The evaluation commenced in quarter two, with eight out of the 22 Whānau Direct providers being engaged. The evaluation considers the intent of the programme, progress of whānau to achieve their outcomes and other factors to determine its effectiveness. Dr Chelsea Grootveld, of Aiko Consultants Limited, is the lead researcher. The evaluation report will be completed in quarter three to inform the full rollout of Whānau Direct in quarter four.

b) Monitoring of Whānau Direct pilots

TPM monitors all of the 22 Whānau Direct pilot providers through monthly reporting. The monitoring includes the collection of qualitative and quantitative information. The information feeds into the indicators, and learnings for the full rollout in quarter four.

c) Reviews of Whānau Direct pilots

TPM will complete an initial pilot review in quarter two to assess whether the 22 providers are meeting the intent and purpose of the Whānau Direct pilot. The information will be used to inform the extension of the pilot in quarter three, including working with providers to meet the intent and measuring the achievement of the six Whānau Ora outcomes. A more comprehensive review will be undertaken in quarter three, with the results informing the full rollout of the programme in quarter four.

d) Collective Impact monitoring and evaluation

It is expected that the monitoring and evaluation approach will be developed with the successful Whānau Ora partners in quarters three and four and be aligned to the outcomes framework and their reporting requirements.

6. Approach to select programmes and activities

Investment allocation 2014/15

TPM will invest in:

Whānau Direct is allocated **35%** of the total commissioning funds, and is evenly allocated across the six Māori electorates ($3.6m for the 2014/15 year, or $600,000 per electorate). For the 2014/15 financial year, TPM will collate transactional data during the test and pilot phases. This information will be analysed in quarter three to determine whether the equal allocation to electorates and outcome areas will be changed so that investment priorities can be better realised.

Collective Impact is allocated **65%** of the total commissioning funds ($6m), and will be allocated across the six Māori electorates based on the success of Whānau Ora partners' proposals to provide collective impact that will seek to address its broad Whānau Ora outcomes. TPM used its guiding principles and evaluation criteria to select the final contracted Whānau Ora partners.

6.1. Selection of Whānau Direct Providers

In July 2014, TPM completed a review of the Te Ika a Māui Whānau Ora Collectives to select 'preferred providers' who would be able to administer and allocate Whānau Direct funding to their respective communities for a four-month pilot period from 1 September 2014. Given the limited amount of annual funding, it was agreed to select high performing, low risk and mature providers who had the ability to reach as many people as possible.

In summary, the preferred provider selection process was premised on the following criteria:

[redacted]

- [redacted] Withheld under section9(2)b(ii)
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

Contracts and Training

Providers were offered access to the actual programme without any additional resource for overheads or workforce. This was a strict condition of the offer to participate in Whānau Direct. Of the 22 providers who were approached, all of them agreed to participate in the pilot. Of the annual $3.6m allocated to Whānau Direct, $2.68m will be allocated for the pilot period from 1 September 2014 to 31 March 2015. Any surplus will be absorbed for the remaining quarter.

Engagement with whānau

Whānau Direct supports providers to make their own decisions regarding approval of Whānau Direct whānau applications, including:

- Which whānau are engaged, and the reasons behind that decision

- The amount of funding that whānau is approved provided it is within the maximum amount
- How whānau are engaged.

One provider has proceeded to invite other Whānau Ora providers to share in their allocated sum for the pilot period. Again, this decision rests with the contracted providers as it is still required to meet contractual obligations including funding and reporting requirements.

Workforce and Training

As echoed by the Minister for Whānau Ora at the July 2014 conference, everyone has a role in implementing a Whānau Ora approach. In this regard, Whānau Direct providers are being encouraged to use their full workforce to implement Whānau Direct as there is no available Kaiārahi funding for many providers in quarters two, three and four.

In August 2014, the providers and their kaimahi have undertaken Whānau Direct training on the programme, application process and software supporting the management of the applications. Over 100 kaimahi attended Whānau Direct training with TPM. Follow-up support training is occurring over September 2014, with a further 75 kaimahi being trained in Auckland, Hamilton and Wellington.

Evaluation and Review of Whānau Direct Pilot

A review of the pilot will be undertaken in quarters two and three, to determine the composition and approach going forward, including:

- Ensuring the intent and purpose of Whānau Direct is being followed
- Supporting the providers to meet the intent and purpose
- The achievement of outcomes for whānau is being tracked, and/or achieved
- Learnings for the rollout of the programme.

Findings from the independent evaluation of the pilot will also provide context for this approach. It is expected that full implementation will occur from quarter four of this financial year.

6.2. Commissioning for Collective Impact

The purpose of TPM Commissioning is to ensure that there are services being delivered to whānau in Te Ika a Māui that meet their needs and help these whānau to be:

- Self-managing
- Living healthy life-styles
- Cohesive, resilient and nurturing
- Participating fully in society
- Confidently participating in te ao Māori
- Economically secure and successfully involved in wealth creation.

Following a public announcement in October 2014 for Collective Impact for Whānau, TPM received 79 Expression of Interest (EOI) responses requesting funding of $62m of which only $18m is available over three years.

Managing potential conflicts of interest, an Independent Evaluation Panel (Panel) was appointed to assess the EOI responses in their selected community/ies in November 2014. The composition of the Panel is outlined in section 9.3 of this document. A public announcement of the Panel membership was also made in November 2014.

The 79 EOI responses were assessed against four criteria including:

e) Kaupapa Māori: Demonstrate ability to provide culturally appropriate services that reflect the kaupapa of Whānau Ora, Te Tiriti o Waitangi and tikanga Māori.

f) Collective Impact: Demonstrate ability to develop and implement Collective Impact for Whānau by working with a range of Whānau Ora partners.
g) Whānau Capacity and Capability: Demonstrate ability to maximise whānau capacity and capability.
h) Measuring Impact Against Defined Outcomes: Demonstrate ability to measure impact against defined outcomes.

TPM carried out due diligence on the shortlisted responses and a final shortlist was confirmed, and approved by the TPM Board in quarter two.

Contracts with Lead Whānau Ora partners

TPM is contracting with selected Lead Whānau Ora partners within their communities representing over 80 Māori organisations spread across all six Māori electorates within Te Ika a Māui. Of the $6m annually allocated to Commissioning, approximately $1m will be allocated to each of the six Māori electorates based on:

- Findings from the needs assessment process
- Focus to organise commissioning activities towards meeting the TPM outcomes
- Maximising impact to meet the multiple and complex needs of whānau
- Information collated within the individual EOI responses on needs in their communities.

Contract negotiations with the selected partnerships will commence in quarter two.

7. Programmes and activities

Programme: Whānau Direct	Result	Priority outcomes
Whānau Direct is a resource to build whānau capability. Whānau Direct aims to enhance the skills and ability of whānau to grow resilience and respond positively in situations enable whānau to access resources directly in 'moments that matter'. Whānau Direct will offer investments of up to $1,000 aimed to achieve outcomes in the following areas: • Whānau are self-managing • Whānau are living healthy life-styles • Whānau are cohesive, resilient and nurturing • Whānau are participating fully in society • Whānau are confidently participating in Te Ao Māori • Whānau are economically secure and successfully involved in wealth creation Whānau will access Whānau Direct through existing Kaiārahi and Whānau Ora service providers, who will assist with a whānau assessment and application form to identify the need, support requested and results sought. The application will also outline the timeframe expected for the results sought, at which point the Kaiārahi/Kaimahi will follow up with recipients to assess the impact of the intervention. TPM will pay the vendor offering the support or item requested directly, within 24-48 hours of receipt of the approved application. In the event that suppliers require payment first, providers may choose to pay for the support or item (e.g. driver license) and TPM will reimburse the provider on the 20th of the month. The eligibility and decision making in determining who will receive Whānau Direct resourcing, rests with providers. Providers will also determine how the programme rolls out in their respective communities.	Whānau are able to address an immediate, one-off need to ensure a positive Whānau Ora outcome. The Whānau Direct application form and assessment will identify the support requested and the specific results sought by each whānau.	TPM recognises that sometimes what will provide the greatest support to whānau is the ability to respond quickly to an immediate need that can make a real difference to that whānau. The offer of this one off need is linked to that whānau being able to achieve one of the six Whānau Ora outcomes. The Whānau Direct application form and assessment will map the specific results sought for each whānau application to the relevant outcomes in the Whānau Ora Results Commissioning Framework.

Activity	Result	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
Application for and distribution of Whānau Direct funding in the following regions: • Tāmaki Makaurau • Ikaroa Rāwhiti • Te Tai Tokerau • Hauraki-Waikato • Waiariki • Te Tai Hauāuru	Immediate impact for whānau to have a positive outcome.	Funds are distributed within 24-48 hours of TPM's receipt of approved Whānau Direct applications that are complete and accurate.	N/A. TPM will establish a baseline for the distribution of funds during FY14/15. This can be used as a baseline for future years.	Funds for 75% of Whānau Direct applications are distributed within 24-48 hours of TPM's receipt of approved applications that are complete and accurate.	Whānau Direct applications received and TPM records.	Providers will send Whānau Direct Applications to TPM, which will include an invoice and payment details for the funds requested. TPM will record details of the receipt of whānau applications and the length of the process taken to distribute funds.	TPM will report to TPK the cumulative proportion of Whānau Direct applications received that are paid within 24-48 hours in its Quarterly Progress Reports to TPK.

Activity	Result	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
Application for and distribution of Whānau Direct funding in the following regions: • Tāmaki Makaurau • Ikaroa Rāwhiti • Te Tai Tokerau • Hauraki-Waikato • Waiariki • Te Tai Hauāuru	Immediate impact for whānau to have a positive outcome.	Funds are distributed for 'whānau' who seek to achieve at least one of the six Whānau Ora outcomes.	N/A. This is the first year Whānau Direct has been implemented. TPM will establish a baseline for the distribution of funds to 'whānau' who are seeking to achieve at least one of the six Whānau Ora outcomes FY14/15.	The intention that 100% of Whānau Direct funds are distributed for whānau seeking to achieve at least one of the six Whānau Ora outcomes	Whānau Direct applications received and TPM records.	Providers will submit all Whānau Direct applications to TPM. This will include information about the outcome that each whānau is seeking to achieve.	TPM will confirm on a quarterly basis the number of whānau who received Whānau Direct funding and a breakdown of the outcomes they are seeking to achieve to TPK in its Quarter Progress Reports.

Activity	Result	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
Application for and distribution of Whānau Direct funding in the following regions: • Tāmaki Makaurau • Ikaroa Rāwhiti • Te Tai Tokerau • Hauraki-Waikato • Waiariki • Te Tai Hauāuru	Immediate impact for whānau to have a positive outcome.	Whānau recipients of Whānau Direct support identify a positive impact from the intervention.	N/A. TPM will establish a baseline for whānau-reported positive impacts from grants-based support during FY14/15. This can be used as a baseline for future years.	Whānau who receive Whānau Direct funding for requests with a review date within FY14/15 report a positive impact from the funding.	Whānau Direct reporting on outcomes based on information received from whānau at providers' compulsory check-ins / reviews.	Through application information, documented follow-up visits by providers and progress reporting on achievement.	Providers / Kaiārahi will follow up with each whānau who receives Whānau Direct funding in line with the results timeframes indicated in the application, at which time the whānau will be asked to complete a survey to document the follow-up visit and assess whānau satisfaction. Providers will report survey results to TPM, and TPM will report progress towards this target in its Quarterly Progress Reports to TPK.

Activity	Result	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
Application for and distribution of Whānau Direct funding in the following regions: • Tāmaki Makaurau • Ikaroa Rāwhiti • Te Tai Tokerau • Hauraki-Waikato • Waiariki • Te Tai Hauāuru	Immediate impact for whānau to have a positive outcome.	TPM will measure and report on ex-post indicators measuring the impact on the whānau engaged by Whānau Direct and linked to the outcomes framework.	N/A. TPM will use the information collected over FY14/15 to establish a profile of Whānau Direct applications. This will enable TPM to anticipate the specific outcomes achievable through Whānau Direct in future years.	N/A.	Whānau Direct applications and documented follow-up visits by providers / kaiārahi.	TPM will aggregate the needs identified / results sought in each Whānau Direct application into results areas that align with the outcomes in the Whānau Ora Results Commissioning Framework. TPM will compare these trends to the surveys collected by providers / Kaiārahi at follow-up visits to determine the impact of the intervention.	TPM will report to TPK on the trends identified through Whānau Direct in its Annual Report. This will include a description of the aggregated results and the impact of the interventions.

Commissioning for Collective Impact

Programme: Collective Impact	Result	Priority outcomes
TPM believes that large scale social change for whānau requires alignment of efforts from a range of organisations, rather than isolated intervention from individual organisations. TPM sees Whānau Ora partners across multiple sectors engaging in coordinated activities to drive collective impact to fully realise benefits to whānau. Collective impact under TPM requires commitment by Whānau Ora partners from different sectors to a common agenda for achieving positive whānau outcomes, and is characterised by the following: • Whānau Ora partners with a common agenda determined by whānau priorities • Taking a coordinated approach to new and innovative activities for whānau • Supporting providers (as reasonably possible) in the development and implementation of innovative services for whānau. Whānau will access collective impact initiatives through Whānau Ora partners (providers/organisations), who will undertake a whānau ora outcome assessment to identify their needs, priorities and aspirations. Whānau Ora partners across communities will come together on a shared vision for supporting these priority whānau to be successful, including a common understanding of how they will build whānau capacity and capability through agreed upon actions. Whānau Ora partners can articulate how they will provide culturally appropriate services to whānau that reflect the kaupapa of Whānau Ora, Te Tiriti o Waitangi, tikanga Māori and tino rangatiratanga.	Whānau Ora partners: • have a good understanding of whānau needs and aspirations • identify priority whānau • work with priority whānau to identify and achieve their outcomes sought. TPM and Lead Whānau Ora partners: • have good working relationships • support each other to understand and support the collective impact initiatives' goals	• The wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful • Being able to respond to an immediate whānau need • Identification of priority whānau across each collective impact partnership • Articulation of whānau aspirations within each collective impact partnership • Supporting whānau to work towards achieving one of the six Whānau Ora outcomes.

"Whānau are more self-managing and empowered"	"Whānau wellbeing is enhanced"	"Whānau are more cohesive and connected"	"Whānau have acquired knowledge that will better enable them to flourish"	"Whānau have improved access to cultural institutions are services"	"Whānau are more economically secure , are better able to manage their finances and explore economic opportunities"
Whanau Ora Partners					
Whānau Ora Partner Outcomes • Whānau are aware of what services are provided • Whānau and families are aware of how these services can be accessed • Whānau and families are accessing services which allow them to better control and direct their lives	Whānau Ora Partner Outcomes • Initiatives and services are able to contribute to the wellbeing of whānau and families • The wellbeing of whānau and families is enhanced by these initiatives and services	Whānau Ora Partner Outcomes • Whānau and families are better connected to each other • Whānau and families are better connected to society and its institutions	Whānau Ora Partner Outcomes • Whānau and families have acquired knowledge which is able to enhance their lives • Whānau and families are able to use this knowledge and transmit it to other family members	Whānau Ora Partner Outcomes • Whānau and families are able to better engage with cultural institutions • Whānau and families are able to embrace te ao Māori • Whānau and families are able to develop cultural skills in areas that are meaningful and relevant to them	Whānau Ora Partner Outcomes • Whānau and families are more economically secure • Whānau and families are more financially literate • Whānau and families are better able to explore economic development opportunities
Key accountability measure (Year 1) • Initiatives are able to demonstrate high levels of engagement and delivery • Initiatives are able to demonstrate that whānau and families are better able to manage their lives	Key accountability measure (Year 1) • Initiatives are able to demonstrate and quantify how they have made a measureable impact on the wellbeing of whānau and families	Key accountability measure (Year 1) • Initiatives are able to demonstrate and quantify how they have made a measureable impact on the ability of whānau and families to better engage with each other and with society	Key accountability measure (Year 1) • Initiatives are able to demonstrate and quantify how they have engaged with whānau and families and how this knowledge has been used to enhance their lives	Key accountability measure (Year 1) • Initiatives are able to demonstrate how they have accessed the cultural needs of whānau and families and what measureable mechanisms have been put in place to assist whānau and families with these aspirations	Key accountability measure (Year 1) • Initiatives are able to demonstrate how they have considered the economic circumstance of whānau and what measures have been put in place to address outstanding concerns or issues

Performance metrics/targets (Year 1)	Performance metrics/targets (Year 1)	Performance metrics/targets (Year 1)	Performance metrics/targets (Year 1)	Performance metrics/targets (Year 1)	Performance metrics/targets (Year 1)
• 30% of all priority whānau will report that the initiative has identified their priority needs, and outcomes • 30% of Whānau Ora partnerships have identified their priority whānau in relation to self-managing and being empowered needs • 30% of Whānau Ora partners evidence that they have a shared vision for supporting priority whānau to be self-managing and empowered • 30% of priority whānau report that they have been engaged with Whānau Ora partners • 30% of priority whānau will report that the initiative has allowed them to better manage their lives • 30% of priority whānau and families will report that the initiative takes a whānau centric approach	• 30% of all priority whānau will report that the initiative has identified their specific priority needs, and outcomes • 30% of Whānau Ora partnerships have identified their priority whānau in relation to health and wellbeing needs • 30% of Whānau Ora partners evidence that they have a shared vision for supporting priority whānau to be healthy • Health and wellbeing services are engaged by 30% of priority whānau • 30% of priority whānau will report that the initiative takes a whānau centric approach • Five hauora wānanga will be held • 30% of the wānanga attendees will report that the hauora wānanga has supported their health and wellbeing	• 30% of all priority whānau will report that the initiative has identified their specific needs, and outcomes • 30% of Whānau Ora partnerships have identified their priority whānau who seek to be more cohesive and connected • 30% of priority whānau and families will report that the initiative takes a whānau centric approach • Information on levels of priority whānau connectedness will be used to enhance the delivery of five key provider initiatives.	• 30% of all priority whānau and families will report that the initiative has identified their education needs, and outcomes • 30% of Whānau Ora partnerships have identified their priority whānau who want to acquire more educational opportunities • 30% of priority whānau and families will report that the initiative takes a whānau centric approach • Information is provided on the number of priority whānau who have been referred to education services.	• 30% of all priority whānau and families will report that the initiative has identified their cultural needs, and outcomes • 30% of Whānau Ora partnerships have identified their priority whānau who want to acquire more cultural opportunities • 30% priority whānau report that initiatives match their cultural realities • 30% of priority whānau who report needing cultural development will be provided with information and direction on how this can be achieved. • 30% of priority whānau and families will report that the initiative takes a whānau centric approach • Five Tikanga and reo Wānanga will be held	• 30% of all priority whānau and families will report that the initiative has identified their employment and financial needs, and outcomes • 30% of Whānau Ora partnerships have identified their priority whānau who want to acquire more financial and employment opportunities • Information is provided on the number of priority whānau who have been referred to budgeting, employment or other financial support services. • 30% of priority whānau and families will report that the initiative takes a whānau centric approach
Whānau Outcomes					
Whānau have the skills and resources to be self-empowered	Whānau are taking the steps needed to support their well-being	Whānau and families are connected and live free from violence and abuse	Whānau are actively participating in training and educational opportunities	Whānau and families play an active role in their community, iwi (tribe) and hapū (sub-tribe)	Whānau have the resources to become economically secure

Whānau Impact	Whānau Impact	Whānau Impact	Whānau Impact	Whānau Impact	Whānau Impact
• Increase in whānau and families engaged by Whānau Ora partners participating in training courses and other capability building activities. • Increase in number of whānau and families engaged by Whānau Ora partners using technology to self-manage (e.g. planning, job searching, whānau connectedness). • Increase in whānau and families engaged by Whānau Ora partners reporting new skills to achieve goals. • Increase in whānau and families engaged by Whānau Ora partners entering training and education.	• Increase in whānau and families engaged by Whānau Ora partners accessing insulation and housing improvement schemes. • Increase in number of whānau and families engaged by Whānau Ora partners who are aware of or know how to respond to their health or disability issues. • Increase in the number of whānau and families enrolled in their PHO • Increase in number of whānau and families engaged by Whānau Ora partners reporting improved eating and exercise.	• Increase in whānau engaged by Whānau Ora partners participating in parenting courses and similar initiatives. • Increase in number of whānau and families engaged by Whānau Ora partners with improved relationships and respect. • Increase in number of manaakitanga goals achieved within whānau plans implemented with support from Whānau Ora partners. • Increase in whānau engaged by Whānau Ora partners that have participated in stopping violence programmes. • Increase in number of whānau and families engaged by Whānau Ora partners taking steps to keep whānau and family members safe.	• Increase in number of whānau and families engaged by Whānau Ora partners reporting improved access to early childhood education. • Increase in whānau with young children engaged by Whānau Ora partners have enrolled their children into early childhood education in. • Increase in whānau and families engaged by Whānau Ora partners have participated in community and cultural activities. • Increase in whānau engaged by Whānau Ora partners that have participated in initiatives to promote rangatahi leadership and achievement. • Increase in number of whānau and families engaged by Whānau Ora partners experiencing improvements in education and training.	• Increase in whānau and families engaged by Whānau Ora partners have participated in Māori language initiatives in FY14/15. • Increase in number of whānau and families engaged by Whānau Ora partners with improved whānau connections. • Increase in number of whānau and families engaged by Whānau Ora partners with improved confidence in tikanga (culture) and knowledge of whakapapa (genealogy). • Increase in number of whānau and families engaged by Whānau Ora partners with access to papakāinga (original homes) or kaumātua (elder) housing.	• Increase in number of employment and financial goals achieved within whānau plans implemented with support from Whānau Ora partners. • Increase in number of whānau and families engaged by Whānau Ora partners who have reported development of skills necessary to secure employment (e.g. driver licences, CV writing, job training). • Whānau engaged by Whānau Ora partners have participated in activities to improve financial literacy. • Increase in the number of whānau and families engaged by Whānau Ora partners reporting improvements in employment and income.

In FY 2014/15 Te Pou Matakana expects to engage with a total of 1,000 whānau across its six regions. The 30% target set out in the year 1 performance metrics and targets represents 30% of the whānau and families accessing services from Whānau Ora Partners related to that outcome area and therefore the total number of whānau reached will vary by outcome.

The performance indicators set out under 'Whānau Impact' in the table above are examples measures only and will be finalised as part of the contracting arrangements with the Whānau Ora Partners in January 2015.

8. Risk assessment

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

[redacted]

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

[redacted]

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

[redacted]

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

[redacted]

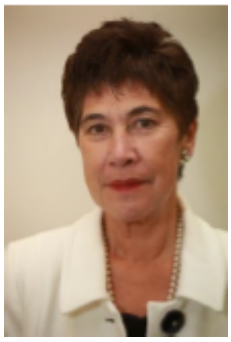
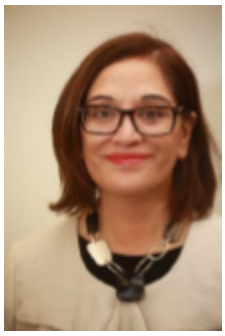
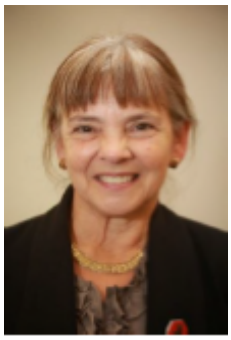
Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

[redacted]

9. Overview of the Commissioning Agency

9.1. TPM Governance Board

TPM is governed by an independent board, carefully selected for their expertise in commercial business and Whānau Ora. Board members' profiles are provided below.

Merepeka Raukawa-Tait Te Arawa Chair		Rotorua District Councillor and an elected member of the Lakes District Health Board, Merepeka Raukawa-Tait is well known as the former outspoken CEO of Women's Refuge. She holds an MBA in International Management and now spends much of her time encouraging Māori women into leadership positions. She is a sought-after inspirational speaker.
Tania Rangiheuea Te Arawa, Ngāti Awa and Ngāti Raukawa Board Executive		Academic, author and mad keen gardener, Tania Rangiheuea is a champion for a Māori voice in politics. Her PhD thesis investigates Māori Voter Turnout and her book Māori Women and the Vote was used as the basis of a resource by the Ministry of Women's Affairs to mark Suffrage Day in 2010. She has lectured in Māori Politics and Research at Victoria University and contributed to the business development of the Manukau Urban Māori Authority.
Suzanne Snively ONZM Board Executive		Company director, farm owner and economic strategist, Suzanne Snively was awarded the New Zealand Order of Merit for her commitment to women and business. She was a partner of PricewaterhouseCoopers for fifteen years, sits as an independent director of the New Zealand Army Leadership Board and is a tireless patron of the arts, having supported New Zealand Opera for many years. Suzanne is also a Ministerial Appointed Director on the Health Research Council.

Robin Hapi Ngāti Kahungunu Board Executive		Former Chief Executive of Aotearoa Fisheries and Treaty of Waitangi Fisheries Commission, Robin Hapi was Chairman of Sealord Group from 2007-2011 and is a Director of New Zealand Trade and Enterprise. He sits on a number of boards, including Callaghan Innovation and is Chair of Te Wānanga O Raukawa. He is a passionate advocate for Māori education and holds an MBA with Distinction from Massey University, which earned him a Massey Medal as one of its distinguished alumni.
Pahia Turia Ngā Wairiki, Ngāti Apa, Ngā Rauru, Whanganui, Tūwharetoa Board Executive		Māori health development consultant, teacher and iwi negotiator, Pahia Turia has been a passionate advocate for the principles of Whānau Ora having spent two decades in iwi and Māori health. Pahia sits on a number of boards across a range of sectors. Pahia's very successful Māori development consultancy has spearheaded projects and has become a leader in the Whānau Ora, Māori health and social service sectors. He is the chairman of his iwi and is passionate about whānau.

9.2. Independent Advisory Group

Composition

TPM has an Independent Advisory Group that comprises members to provide expert and specialist advice to TPM as required. For the 2014/15 year, the Advisory Group provide expert advice to TPM on all aspects of commissioning and Whānau Ora.

Members have specialty expertise in one or a range of areas that may include (but not limited to) Whānau Ora, Māori/iwi development, economic development, research, outcomes, collective impact, social development, housing and investment.

The Independent Advisory Group will meet on an 'as needs required' basis.

9.3. Independent Evaluation Panel

TPM established an Independent Evaluation Panel that comprised six members to consider the commissioning for Collective Impact applications by Whānau Ora partners. Panel members had expertise in one or more of the following areas: Whānau Ora, needs of communities, Māori/iwi development, economic development, tikanga Māori, reo Māori, education, social services, housing, understanding of collective impact, government and knowledge of how to influence to make positive changes for Māori.

The role of the Panel was to:

- Review and assess EOIs submitted to TPM

- Provide advice and make recommendations to the TPM Board.

9.4. Other Terms and Conditions of the Advisory Group and Evaluation Panel Members

Conflicts of Interest

Members must perform their functions in good faith, honestly, and impartially and avoid situations that might compromise their integrity or otherwise lead to conflicts of interest. Proper observation of these principles will help protect the Members and will ensure they retain public confidence.

Members attend meetings and undertake activities as independent persons responsible to the Board or Panel as a whole. Members are not appointed as representatives of professional organisations and groups.

When Members believe they have a conflict of interest on a subject that will prevent them from reaching an impartial decision or undertaking an activity consistent with the Board or Panel's functions, they must declare that conflict of interest and withdraw themselves from the discussion and/or activity. Conflict of Interest Declaration Forms and TPM Conflict of Interest Policy documents will be provided to the Board and Panel members.

Confidentiality

All information that a Member receives or communicates as part of their role on the Board or Panel must remain confidential to the Board or Panel and TPM.

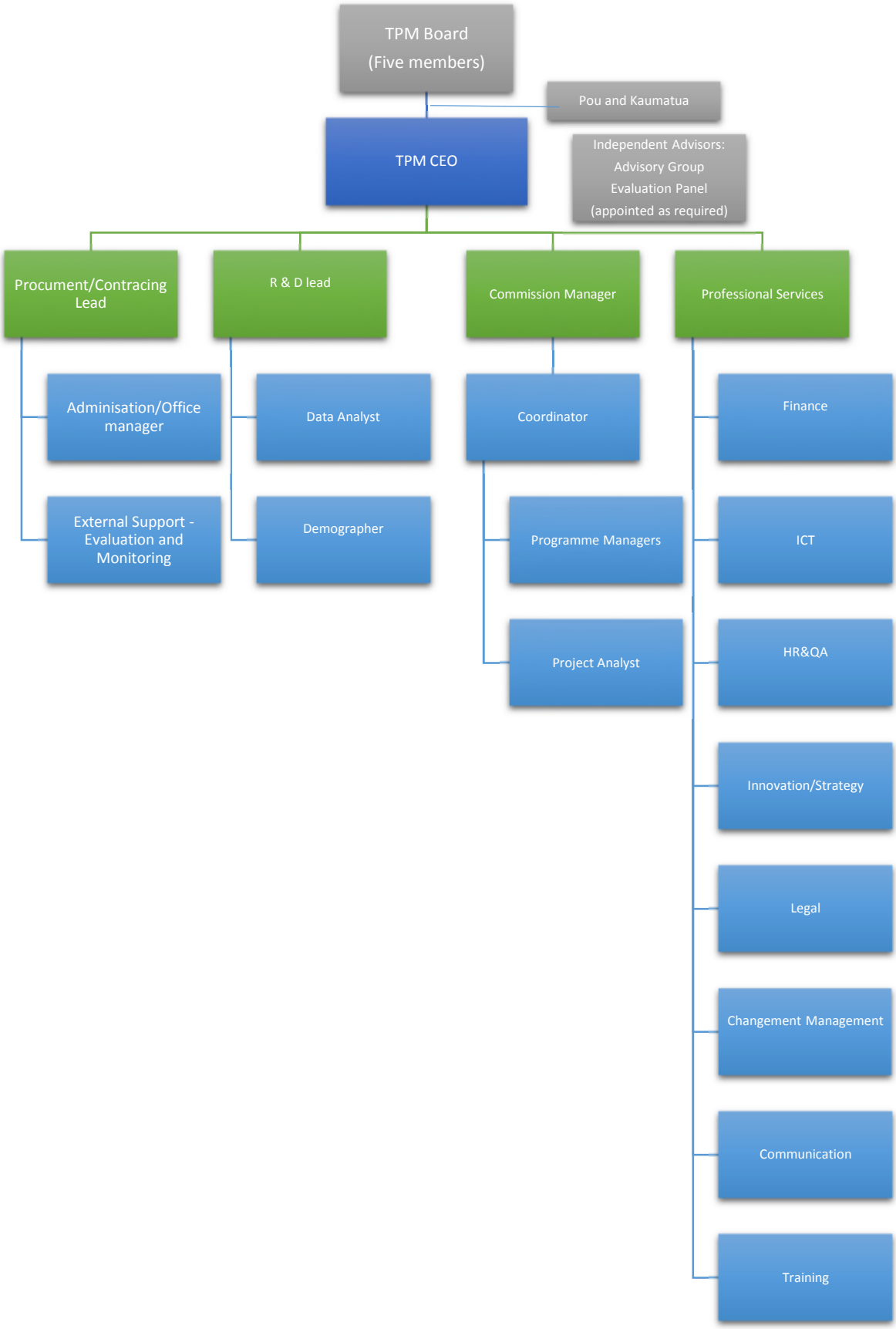
Board and Panel Members are responsible for maintaining adequate security measures to safeguard the confidential information from access or use by unauthorised persons. Board and Panel members are to use the information available to them in their role as a Board or Panel member only for the intended purpose.

At the completion of the work of the Board or Panel, Members will return to TPM all information and all other property of TPM that Members have in their possession. Members must destroy or erase any information of TPM held in any documents or electronic systems of Members.

Media

Queries from, or contact with the media regarding the proceedings of the Board or Panel must be referred to the Relationships and Communications Manager of TPM who will act as spokesperson for the Board or Panel in consultation with any external body or person/s.

TPM Organisational structure



10. Financial information

10.1. Commissioning funds (Whānau Direct and Collective Impact)

Programme / activity / cost item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total ($)
Whānau Direct	40,000	1,470,000	1,170,000	1,170,000	**3,850,000**
Tāmaki Makaurau	0	260,000	170,000	170,000	600,000
Ikaroa Rāwhiti	0	260,000	170,000	170,000	600,000
Te Tai Tokerau	0	240,000	180,000	180,000	600,000
Hauraki-Waikato	0	220,000	190,000	190,000	600,000
Waiariki	0	160,000	220,000	220,000	600,000
Te Tai Hauāuru	0	260,000	170,000	170,000	600,000
Operating support for providers (Helpdesk, IT, Additional Administration, On-site technical support)	40,000	70,000	70,000	70,000	250,000
Commissioning		260,000	2,751,582	3,011,582	**6,023,164**
Collective Impact in Te Tai Tokerau	0	20,000	480,000	500,000	1,000,000
Collective Impact in Tāmaki Makaurau	0	20,000	480,000	500,000	1,000,000
Collective Impact in Waiariki	0	60,000	451,582	511,582	1,023,164

Collective Impact in Ikaroa-Rāwhiti	0	80,000	420,000	500,000	1,000,000
Collective Impact in Te Tai Hauāuru	0	60,000	440,000	500,000	1,000,000
Research and evaluation	250,000	250,000	250,000	250,000	**1,000,000**
Outcomes Incentive Payment					
Total funds allocated to commissioning	290,000	**1,980,000**	**4,171,582**	**4,431,582**	**$10,873,164**

10.2. Operating costs

Cost item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total ($)
Personnel costs	318,018	318,018	318,018	318,018	**1,272,072**
Governance	77,250	77,250	77,250	77,250	**309,000**
Office expenses (incl. rent and utilities)	34,104	34,104	34,104	34,104	**136,416**
Professional services	167,041	167,041	167,041	167,041	**668,164**
Travel	25,500	25,500	25,500	25,500	**102,000**
Communications and promotions	20,875	20,875	20,875	20,875	**83,500**
Other operating costs	6,699	6,699	6,699	6,699	**26,796**
Total operating costs	**649,487**	**649,487**	**649,487**	**649,487**	**2,597,948**

10.3. Commissioning activity FY14/15 payment schedule

Commissioning activity	Period 1 ($)	Period 2 ($)	Period 3 ($)	Period 4 ($)	Total ($)
Payment date	*1 July 2014*	*1 October 2014*	*1 January 2015*	*1 April 2015*	
Commissioning funds	2,805,791	2,805,791	2,630,791	2,630,791	**10,873,164**
Operating funds	649,487	649,487	649,487	649,487	**2,597,948**
Incentive Payment					**350,002**
Total	**3,455,278**	**3,455,278**	**3,280,278**	**3,280,278**	**13,821,114**

10.4. Incentive Payment

The incentive payment mechanism will be confirmed in Quarter 3.

The Incentive Payment mechanism forms part of a partial Payment by Results performance regime, which rewards the Commissioning Agency for progress against Whānau Ora outcomes in stretch or priority areas agreed with Te Puni Kōkiri.

TPM will receive the incentive payment once there is confirmation of achievement of the results-based performance measures included in the incentive regime.

The performance measures linked to an incentive payment will be designed taking into consideration the need for them to be:

- Results-based
- Measurable
- Specific to a programme(s) commissioned by TPM and to the whānau engaged in the programme(s)
- Reasonably attributable to the programme or activity with which the indicator is associated
- Aligned to a priority outcome area
- Realistic (both in terms of the degree of control and degree of achievability) yet sufficiently challenging to incentivise excellent performance.