Annual Investment Plan

Te Pou Matakana

2015 – 2016

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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[1] to deliver services that address whānau needs and build capability
- Seeking co-investment opportunities from Whānau Ora Partners to support whānau.

1.2. Nature and scope of activities

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 2015/16 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 support them to 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, but not limited to, the Ministry of Health, Ministry of Social Development, Ministry of Education, Ministry of Justice, Te Puni Kōkiri 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 support whānau achieve their aspirations and how they can work together for the benefit of whānau.

1.3. TPM Commissioning Activities 2015/16

In the 2015/16 year, TPM will roll-out its two commissioning activities, Whānau Direct and Collective Impact. The intention is to extend its coverage across the six regions.

[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.

Whānau Direct

Whānau Direct is a kaupapa Māori approach to self-determined support and co-designed at a whānau level. Whānau Direct aims to 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.

For the 2015/16 year, Whānau Direct will be delivered and distributed through up to 33 Whānau Ora providers with the aim of incrementally spreading access to the resource in locations not previously covered in the 2014/15 year. Whānau Direct will fit within existing provider practice with a focus on cultural practices of engagement and empowerment in working with whānau.

The 2014/15 year enabled TPM to test and pilot Whānau Direct with 22 providers as an approach to build whānau capacity and capability. The resource, administered through selected providers, sought to support whānau to achieve, or work towards achieving, one of the six broad outcomes to meet their immediate needs. Intentionally, Whānau Direct was not set up to be an emergency fund, or is meant to replace resources that other government departments are obligated to provide. Instead, TPM has rolled out the resource to support whānau aspirations as determined by them.

Following the test, pilot and evaluation of Whānau Direct, TPM will roll out an improved Whānau Direct programme. Whānau applying for Whānau Direct must:

- Be supported through a contracted Whānau Direct provider, or its nominated subcontracted provider
- Agree to have a whānau ora assessment to articulate their needs and aspirations
- Outline their current situation, and their proposed solution (i.e. what Whānau Direct resources do they wish to obtain, i.e. what are the proposed outputs)
- Describe the intended result that the proposed solution will achieve for them. This will require the whānau to identify the immediate outcome, i.e. what the change or difference to their situation will that the resource will support them to achieve
- Identify an indicator to measure the immediate outcome, this indicator will be measured at check-in with their Whānau Direct provider to see the change or difference that was achieved for that whānau
- Identify their position on the continuum of whānau development towards achievement of high level outcomes
- Identify the short, medium or long term outcome result that the resource will provide for the whānau
- Have a compulsory check-in with the Whānau Direct provider to establish that the resources were utilised for the purposes requested, and whether the immediate outcome was achieved.

The outcomes TPM is seeking to achieve from Whānau Direct are that, positive results and measurable gains are achieved for whānau (including having a positive experience when applying for Whānau Direct), and through the interaction with Whānau Direct providers whānau will derive benefits from engagement with other community institutions.

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 a common agenda for achieving Whānau Ora outcomes. Partners can be government or non-government, and can cover housing, health, education, justice, iwi or social related aspirations for whānau.

In 2014/15, TPM contracted 13 Whānau Ora Partnerships to deliver collective impact initiatives across Te Ika a Māui to identify and work with priority whānau[2] to:

- achieve better education outcomes
- achieve better housing outcomes
- achieve better health outcomes
- increase their financial literacy
- gain financial security through employment
- improve whanaungatanga
- improve their cultural knowledge.

Kaiārahi services

For the 2015/16 year, TPM will commission 177.7 FTE Kaiārahi positions across TPM's Whānau Ora Partners. Kaiārahi will work alongside priority whānau to develop plans, support them to achieve their outcomes and continue to work alongside them over time. Kaiārahi will engage and assess a total of at least 3,554 whānau, i.e. 20 whānau per Kaiārahi.

1.4. Summary of TPM Approach 2015/16

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

Phase	Approach
Identify Opportunities *More detail is set out in section 2*	TPM will seek information from its communities through Whānau Direct providers and Collective Impact Partners. For the 2015/16 year, TPM will continue to monitor whānau needs across Te Ika a Māui through: • Feedback from whānau, Whānau Direct providers and Collective Impact Partners (regularly) • Transactional data collated from the Whānau Direct programme (quarterly) • Whānau Direct, Collective Impact and Kaiārahi monitoring reports (quarterly).
TPM Outcomes *More detail is set out in sections 3*	TPM is using the six 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	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

[2] Priority whānau as defined by each Whānau Ora Partner on who they select as 'priority' depending on their own Whānau Ora internal assessments

Phase	Approach
More detail is set out in sections 4	• Being able to respond to an immediate whānau need • Identification of priority whānau and their aspirations across each of the 13 Collective Impact Partnerships to: - achieve better education outcomes - achieve better housing outcomes - achieve better health outcomes - increase their financial literacy - gain financial security through employment - improve whanaungatanga - improve their cultural knowledge • 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 continue to measure the achievement of its outcomes. The framework identifies the 2015/16 key performance indicators, and information gathering processes to measure Whānau Ora Partners' progress in achieving TPM outcomes for whānau.
Investment areas *More detail is set out in section 6*	TPM will continue to invest in areas aligned to supporting its vision (supporting whānau success) and its broad outcomes.
Investment allocation 2015/16	For the 2015/16 year, there is **$20,012,725** assigned to commissioning programmes across Te Ika a Māui, and research and evaluation. The *Whānau Direct* programme is allocated **12% of the total commissioning funds** to contract up to 33 Whānau Ora Partners to deliver the programme across Te Ika a Māui. *Collective impact* is allocated **25% of the total commissioning funds** to contract up to 13 Whānau Ora Partnerships. *Kaiārahi* is allocated **58% of the total commissioning funds** to contract Whānau Ora Partners to deliver navigational services across Te Ika a Māui. *Research and Evaluation* is allocated **5% of the total 2015/16 commissioning funds**.

1.5. Phasing of TPM activities for 2015/16

Key Activity	Timeframe
• Year two Collective Impact Partnerships, Whānau Direct and Kaiārahi contracts commence • Commence collective impact formative evaluation (internal) • Monitor Whānau Direct, Collective Impact and Kaiārahi contracts	Quarter 1
• Commence Whānau Direct process evaluation • Monitor Whānau Direct, Collective Impact and Kaiārahi contracts	Quarter 2
• Monitor Whānau Direct, Collective Impact and Kaiārahi contracts • Test co-production plan	Quarter 3
• Review Whānau Direct contract implementation • Monitor Whānau Direct, Collective Impact and Kaiārahi contracts • Further refine the Social Calculator.	Quarter 4

2. Identification of opportunities

2.1. Whānau needs assessment and measurement of Whānau Ora outcomes

TPM developed a commissioning for outcomes framework to underpin all its commissioning activities which includes four key principles for how the needs assessment and outcomes measurement programme would be applied to its commissioning programmes:

a) Exploring needs and assets to build a picture of what works and current strengths, as well as examining what support may be required, by using a range of methods to develop insights and apply these during the commissioning process.

b) Promoting innovation by moving away from over-specified services and asking providers and whānau to define their own unique pathways to achieve their own outcomes.

c) Having co-production at the heart of commissioning – supporting providers to co-produce their services.

d) Having an iterative and adaptive approach – requiring continuous reflection, evaluation and flexibility for services to adapt to the interests, needs and assets of whānau.

As a result of these principles, TPM is embarking on a new way of undertaking whānau needs assessment and measuring the achievement of Whānau Ora outcomes. TPM applies a Kaupapa Māori framework which includes the over-arching themes of Whakapiri (Engagement), Whakamarama (Enlightenment), and Whakamana (Empowerment). As a result the needs assessment and outcomes measures approach will support contracted providers to:

- Develop their own capability and capacity
- Collect their own information/data to assess and identify whānau needs
- Set goals and outcomes with whānau
- Monitor and evaluate progress towards the achievement of these whānau goals and the wider Whānau Ora outcomes.

Furthermore, this process will enable Whānau Ora Partners to support communities and whānau to define their own unique pathways to achieve their chosen goals and outcomes. The timeline for this programme is three years. Within these three years TPM will expect to have achieved the following objectives:

- Have baseline demographic and social status information/data on the Māori descent population for the North Island, South Island, and for each region.
- Have access to monitoring and evaluation information that articulates progress towards the achievement of whānau goals and wider Whānau Ora outcomes.
- Have established capability and capacity in at least one contracted provider within each region, so that local needs assessment information/data can be collated and analysed.
- Have obtained aspirational information/data from contracted providers within each region based directly on the needs, outcomes and goals of whānau and local communities.
- Have obtained transactional information/data from providers within each region for each of TPM's commissioning products which identifies how each product achieved outcomes for whānau based on their identified needs, outcomes and goals.

The three year phased approach to achieving these objectives is as follows:

Year one (2014/15):

- A baseline demographic and social profile of the Māori descent population providing a snapshot of the population within the North Island, South Island, and for each region. **Completed**
- Demographic and health status (locality) population snapshots for the West Auckland and South Auckland Whānau Direct test area. **Completed**
- An independent formative evaluation of the Whānau Direct pilot, providing TPM with information on how the Whānau Direct programme can better target the achievement of outcomes for whānau, as well as other learnings for the overall programme. **Completed**

Year two (2015/16):

- As part of the capacity and capability development of Collect Impact Partnerships, TPM will develop and test a co-produced and co-designed plan to initially support a test case Collective Impact Partnership to gather, collate, and analyse information on the needs and aspirations of their communities. This analysis will contribute baseline information for indicators relating to particular outcome goals and enable the setting of milestone targets for achieving the goals.
- Analysis of transactional needs assessment information/data through the TPM Whānau Tahi IT system.
- Process evaluation of Whānau Direct, providing TPM with insight into how Whānau Direct implementation can be improved to support whānau and the full rollout of the programme.
- Refine the Social Calculator to support the benefits of Whānau Direct, providing TPM with the demonstrated benefits of Whānau Direct versus the cost of the government interventions.
- Action research to collect whānau data through the 13 Collective Impact Partnerships to measure their success in the achievement of whānau outcomes and help improve internal Whānau Ora Partnership organisational practices.
- Finalise the TPM Outcomes Framework that will be utilised in the 2016/17 year based on whānau data collected in the past two years.
- Develop a paper on 'Shared Outcomes Framework for Māori' to understand the interlinkages between interventions and the achievement of outcomes. The paper will provide more robust evidence to inform service development and policy design going forward.
- Social Value Aotearoa will be established to provide the opportunity for Whānau Ora Partner collaboration, knowledge sharing, training promotion and social value measurement across Aotearoa.

Year three (2016/17):

- Commence analysis of regional needs assessment information/data and monitoring of goals and outcomes.
- Rollout of co-produced and co-designed plan to each TPM region for one Whānau Ora Partnership to gather, collect, and analyse needs assessment information/data from their own communities.
- Outcomes evaluation of Whānau Direct, providing TPM with insight into how the Whānau Direct programme has met its intended Whānau Ora outcomes.

2.2. Activities Year One: overview of the Māori population living in Te Ika a Māui

The demographic and social profile of the Māori descent population was the first step of TPM's needs assessment and outcomes measurement programme. This component utilised the 2013 Census information on the total New Zealand usually resident population who indicated they were of Māori descent. 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 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). The most highly deprived areas in New Zealand with an index of 10 are in Northland (scattered areas), the central North Island (Ruapehu), Hawke's Bay, Bay of Plenty and the East Coast.

The Māori descent population within the North Island differs from the South Island on a number of key demographic and social status variables, including having a much larger population size, having greater proportions who identify with Māori ethnicity and speak te reo, having a much larger proportion of the population living in the high deprivation areas, having males with a lower median personal income, having a higher proportion of the population receiving income support, having proportionally less of the population in the labour force, having a higher proportion of the population being involved in the unpaid activity of helping or looking after someone who is ill or has a disability, having a higher proportion of the population living in two-family households, having a lower proportion of the population living in dwellings that they either own or partly own, having a higher proportion of the population with Housing New Zealand Corporation as their landlord, and having a higher proportion of households with a total household income less than $50,000, and households with less access to telecommunications, and less access to a motor vehicle.

The table below shows the distribution of the Māori Descent Population in Te Ika a Māui and Te Waipounamu by region.

Region	Male	Female	Total	Male	Female	Total
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%
South Is. Part of Te Tai Tonga	50,064	50,838	100,899	16%	15%	15%

The Māori descent population varied across regions in a number of key demographic and social status variables, including population size, the proportions of those who identify with Māori ethnicity and speak te reo, the proportions of Māori living in the high deprivation areas, iwi affiliation, the proportion of Māori who were affiliated with Māori Christian religions, the proportion of Māori families with no dependent children, median personal income, the proportion of Māori population receiving income support, occupation type for employed, proportions of Māori being involved in the unpaid activity of looking after a child, the proportion of the population living in two-family and three or more family households, the proportion of the population living in dwellings that are owned or partly owned, the proportion of the population having the Housing New Zealand Corporation as their landlord, the proportion of households with a total household income of $70,000 or less, the proportion of households with no access to telecommunications, and the proportion of households with no access to a motor vehicle.

2.3. Activities Year One: Whānau Direct Pilot Evaluation and Transactional Data: Emerging Priorities of Whānau

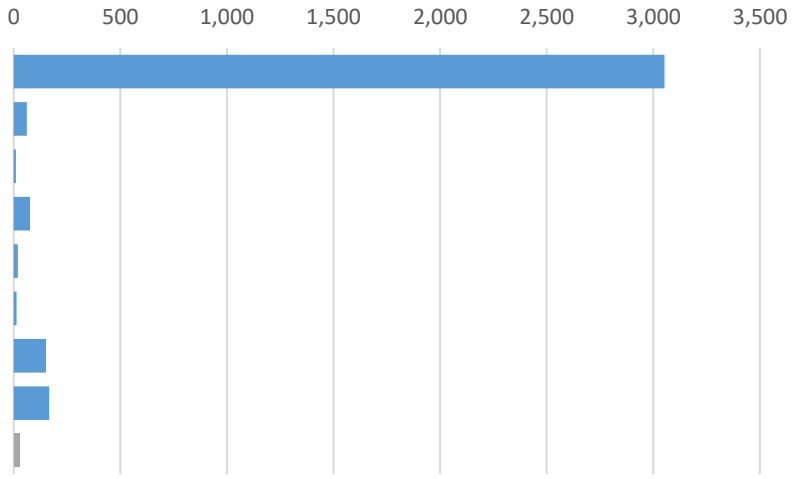
While the independent formative evaluation of the Whānau Direct pilot (March, 2015) will assist TPM to improve the overall design and rollout from June 2015, the evaluation also provided some insight into the emerging priorities and sought outcomes of whānau across Te Ika a Māui. The evaluation looked at a sample of eight of the 22 providers, and of each provider, a sample of whānau were interviewed. The evaluator also had access to all TPM transactional data collated in the Whānau Direct pilot to 31 December 2014.

Individual demographics

As at 31 December 2014, 3,580 individuals received Whānau Direct support. Of these, female recipients represented 56 percent and males 44 percent. In terms of ethnicity, Māori represented over 85 percent of recipients, followed by all Pacific groups combined at 5.1 percent, 'Other' at 4.7 percent and NZ European at 4.2 percent.

Whānau Direct Individual Recipients by Ethnicity

Ethnic Group	Count
Māori	3,053
Cook Island Māori	62
Niuean	11
Samoan	76
Tongan	19
Other Pacific Island	14
NZ European	151
Other	167
Data gap	27
Total	**3,580**



From the Whānau Direct applications paid to 31 December 2014, a total of 3,640 expected outcome connections were made to one of the six Whānau Ora outcomes. The most common expected outcomes were:

- Whānau are living healthy lifestyles (33 percent);
- Whānau are self-managing and empowered leaders (22 percent);
- Whānau are participating fully in society (17 percent);
- Whānau are cohesive and resilient (12 percent);
- Whānau are economically secure (12 percent); and
- Whānau are confidently participating in te ao Māori (4 percent).

Whānau Ora outcomes by region: reviewed and achieved

Of the 3,640 Whānau Ora outcome connections expected to be achieved across all Whānau Ora Partners, 1,742 (48 percent) were reviewed as at 31 December 2014 (timing issue dependent on whether outcome was short, medium or long term). From the reviewed outcomes, a total of 1,366 (78 percent) were achieved, as shown in the table below.

Whānau Direct: Whānau Ora Outcomes Reviewed and Achieved– Numbers and Percentages

Region	Leaders	Healthy	Society	Te Ao Maori	Wealth	Resilient	Total
Te Tai Tokerau	61 (28%)	80 (36%)	22 (10%)	12 (5%)	20 (9%)	26 (12%)	221
Tāmaki Makaurau	67 (15%)	172 (39%)	8 (20%)	6 (1%)	82 (19%)	28 (6%)	442
Hauraki-Waikato	10 (11%)	25 (27%)	27 (29%)	0 (0%)	24 (26%)	7 (7%)	93

Region	Leaders	Healthy	Society	Te Ao Maori	Wealth	Resilient	Total
Waiariki	12 (27%)	7 (16%)	12 (27%)	5 (11%)	5 (11%)	3 (8%)	44
Ikaroa-Rāwhiti	61 (26%)	80 (34%)	37 (16%)	11 (5%)	17 (7%)	27 (12%)	233
Te Tai Hauāuru	64 (19%)	106 (32%)	65 (20%)	13 (4%)	33 (10%)	52 (15%)	333
Total	**275 (20%)**	**470 (34%)**	**250 (18%)**	**47 (3%)**	**181 (13%)**	**143 (12%)**	**1,366**

The evaluation highlighted how whānau were at different stages in their Whānau Ora journey. For example, some whānau required support for unforeseen or reactive situations while other whānau needed support to catapult or accelerate whānau ora aspirations and plans. Overall, Whānau Direct provided support which had an immediate and positive impact. The immediate difference Whānau Direct made was contextual and therefore different for each whānau. However, some of the common themes expressed by whānau were:

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

2.4. 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, the Māori descent population profile Te Ika a Māui, regional hui feedback, stakeholder hui, Whānau Direct pilot evaluation and Te Puni Kōkiri findings from Whānau Ora phase one.

While there was further research and evaluation activities in 2014/15, whānau needs and aspirations did not change dramatically.

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
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

3. Te Pou Matakana 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
- Will be continually informed by ongoing research and evaluation activities.

The TPM outcomes framework allows for whānau, partners, 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 overall outcomes mission statement is that:

'As a result of Te Pou Matakana Commissioning activities, whānau in Te Ika a Māui 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'.

This mission statement reflects the purpose of TPM, expressed as a high level wellbeing outcome for whānau. It is primarily concerned with benefits for whānau.

TPM's outcomes framework supporting the overarching Whānau Ora outcomes

TPM's outcomes framework whānau across Te Ika a Māui is as 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 in specific areas • 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 of whānau success	Indicators chosen by whānau that are appropriate for the proposed intervention and reflect progress towards their goals and the higher level Whānau Ora outcomes (Refer to 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, TPM and its Whānau Ora Partners will identify priority whānau whose aspirations align to the six broad outcomes of the Whānau Ora Results Commissioning Framework. Over the 2014/15 year, TPM reviewed transactional data and information provided by Whānau Ora Partners to drill down to more focused outcomes that better meet the needs of whānau across Te Ika a Māui. The data enabled TPM to better understand the priority outcomes that guide the development and prioritising of commissioning activities. TPM will target whānau as follows:

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. Partnerships will target priority whānau to: • achieve better education outcomes • achieve better housing outcomes • achieve better health outcomes • increase their financial literacy • gain financial security through employment • improve whanaungatanga • improve their cultural knowledge	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 support priority whānau to identify their aspirations.		
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's monitoring and evaluation framework will monitor and measure the achievement of its Whānau Ora 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. The framework has been updated following monitoring and evaluation of its commissioning activities completed in 2014/15.

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, housing 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 in specific areas Articulation of priority whānau aspirations within each Collective Impact Partnership Supporting priority 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*	**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** and **Kaiārahi** monitoring reports (qualitative and quantitative) including tracking and measuring the KPIs **Annual** Whānau surveys (through partners) that are collated to ascertain whether services are meeting needs, and contributing to overall service improvement **Per Programme** Evaluation and Research activities for Whānau Direct and Collective Impact **Ongoing** Research to support the identification of needs and approaches Support to providers to improve provider understanding of programme intent and improved outcomes for priority whānau

TPM's broad research and evaluation aims for 2015/2016 are:

- To reflect on what is being done, how well its being done and what has been achieved;
- To provide evidence for future direction and refinement of products and services;
- To continually refine our understanding of whānau needs and aspirations.

Whānau Direct

In 2014/15 research and evaluation activities have run alongside the various stages of Whānau Direct, including a 'rapid review' of the test trial (Whānau Direct Rapid Review, July, 2014), an internal review of the pilot (Internal Review of Whānau Direct Pilot, December, 2014), and an independent formative evaluation (Whānau Direct Formative Evaluation, March 2015).

TPM's commitment to tracking and evaluating Whānau Direct as part of an ongoing refinement process means that research and evaluation will play a crucial role in the 2015/2016 commissioning cycle. The following research and evaluation activities will be undertaken for Whānau Direct:

a) Whānau Direct post-pilot solution refinement and provider training updates
   - Knowledge and insight from the internal review of Whānau Direct pilot and the Whānau Direct formative evaluation to be applied for product refinement and further provider training

b) Whānau Direct (full product rollout) process evaluation
   - A process evaluation of the new roll-out of Whānau Direct to be designed and undertaken in quarter one 2015/16 and scheduled for completion in quarter four 2015/16.

c) Whānau Direct post product roll-out solution refinement and provider training
   - Knowledge and insight from the Whānau Direct process evaluation (post- product rollout) to be applied for product refinement and further provider training as required.

d) Further refine the Social Calculator to support the benefits of Whānau Direct
   - Knowledge and insight from the Social Calculator to demonstrate the benefits of Whānau Direct versus the cost of the government interventions.

Collective Impact

Collective Impact aims to shift the current paradigm of isolated impact, and instead focus on regional providers across Te Ika a Māui working together on a common agenda to achieve positive whānau outcomes. During the 2014/2015 commissioning cycle the contracted Whānau Ora Partnerships will be in their formative stage, with business plans expected to be done before 30 June 2015. TPM will undertake a formative evaluation of Collective Impact during the 2015/2016, starting in quarter one and concluding in quarter four of 2015/16. TPM will also undertake action research of the 13 Collective Impact to measure their success in the achievement of whānau outcomes and help improve internal Whānau Ora Partnership organisational practices.

In summary, for the 2015/16 year TPM will undertake the following:

a) Evaluation of the Whānau Direct and Collective Impact initiatives

- Whānau Direct process evaluation
- Collective Impact formative evaluation.

b) Monitoring of Whānau Direct, Collective Impact and Kaiārahi activities

TPM will continue to monitor all Whānau Direct Partners through **quarterly** reporting. The monitoring includes the collection of qualitative and quantitative information. The information feeds into the indicators, and learnings for the continued improvement of the programme.

6. Approach to select programmes and activities

In 2014/15, TPM used two procurement approaches in the selection of approved providers to deliver it commissioning products:

- Selective procurement of 22 providers for the pilot of the Whānau Direct programme
- Open tender for collective impact initiatives.

In 2015/16 TPM will invest in:

Whānau Direct, of which **12%** of the total 2015/16 commissioning funds will be allocated. The fund of approximately $2.45 million will be allocated across the six regions.

Collective Impact, of which **25%** of the total commissioning funds will be allocated. The fund of $5 million will be allocated across the six regions.

Kaiārahi, of which **58%** of the total 2015/16 commissioning funds will be allocated. The fund of approximately $11.56 million will be allocated across the six regions.

Research and Evaluation, of which **5%** of the total 2015/16 commissioning funds will be allocated ($1 million).

6.1. Independent Evaluation and Review of the Whānau Direct Pilot

In 2014/15, TPM completed an internal review of the pilot, and found that internal TPM processes such as data collection and application processes could be improved to reduce time and effort by providers. With this in mind, TPM completed an extensive review of its internal processes to provide a more efficient and effective platform for applications.

The independent evaluation of the Whānau Direct pilot (2015[3]) identified some key findings related to the efficiency and effectiveness of the programme:

- Whānau Direct achieved its efficiency performance measures related to payment turnaround and links to Whānau Ora outcomes;
- Pilot delivery delays were due to a range of learning related factors and most were relatively simple to remedy;
- Pilot delivery was time and resource intensive for providers as there was no workforce resource attached to the contracts;
- Whānau Direct achieved its aims and intent;
- Whānau Direct achieved its effectiveness measures related to positive whānau feedback;
- Whānau Direct provided momentary relief and support for some whānau, but these whānau require 'many moments' and access to 'layers of support'; and
- Whānau Direct helped some whānau to accelerate whānau aspirations and build on PATH planning in a positive strengths-based way.

6.2. Whānau Direct Providers 2015/16

Whilst Whānau Direct providers have become accustomed to not having funded FTE positions to implement the programme, the majority are committed to being able to support whānau achieve one of the six Whānau Ora outcomes. In this regard, TPM intends to contract with all of the providers who participated in the pilot of the programme in 2014/15. TPM also identified pockets of communities that were not being serviced through the initial 22 Whānau Direct pilot providers.

[3] *Whānau Direct Pilot: Formative Evaluation, Dr Chelsea Grootveld (March, 2015)*

Following the test and pilot of the Whānau Direct programme, its evaluation and the review in 2014/15, TPM will be contracting with up to 30 providers for the delivery of the refined and improved programme across Te Ika a Māui. In essence, the programme intent and focus is the same as the pilot, however internal process improvements have been implemented to ensure that the programme runs smoothly in the 2015/16 year. For the 2015/16 year, TPM intends to contract all, or a combination of, the following providers:

Region	Whānau Ora Partners	# of Partners
Tai Tokerau	• Ngāti Hine • Ki A Ora Ngāti Wai • Te Puna Hauora *One additional provider may be selected to cover the far North region*	3 *1*
Tāmaki Makaurau	• Te Whānau o Waipareira • Te Rūnanga o Ngāti Whātua • Raukura Hauora o Tainui (South Auckland) • Manukau Urban Maori Authority • Te Kōtahitanga	5
Hauraki Waikato	• Raukura Hauora o Tainui (Hauraki Waikato) • Te Kōhao Health • Waahi Whānui *Two additional providers may be selected to cover the Coromandel, Southern Waikato and King Country regions*	3 *2*
Waiāriki	• Te Arawa Whānau Ora Collective • Ngā Mataapuna Oranga *Two additional providers may be selected to cover the eastern Bay of Plenty and Central regions*	2 *2*
Tai Hauāuru	• Tū Tama Wāhine • Tui Ora • Te Oranganui Iwi Health Authority • Te Tihi o Ruahine *One additional provider may be selected to cover an area of the Rangitāne o Tamaki nui a Rua region*	4 *1*
Ikaroa Rāwhiti	• Te Rūnanganui o Tūranganui a Kiwa • Te Roopu Āwhina ki Porirua • Tākiri Mai Te Ata Whānau Ora Collective • Whaiora Whānui • Te Kupenga Hauora • Te Taiwhenua o Heretaunga *Two additional providers may be selected to cover the wider East Coast and Wairoa regions*	6 *2*
2015/16	**TOTAL WHĀNAU DIRECT PARTNERS**[4] ***POTENTIAL TOTAL WHĀNAU DIRECT PARTNERS***	22 *30*

Workforce and Training

Over the 2015/16 year, TPM will continue to provide training and resources to support Whānau Ora providers implement the full rollout of Whānau Direct across Te Ika a Māui.

[4] Raukura Hauora o Tainui Trust only counted as one provider although delivering in South Auckland and Waikato

6.3. Kaiārahi

Kaiārahi positions will be deployed across TPM's Whānau Ora Partners. For 2015/16 there is $14,437,333 available to support a Kaiārahi workforce of 177.7 FTEs. There are two groups of Kaiārahi funded as follows:

- 45 FTEs funded at $99,644 (inclusive of 20% operating costs); and
- 132.7 FTEs funded at $75,006 (inclusive of 20% operating costs).

Kaiārahi will work alongside priority whānau to develop plans, support them to achieve their outcomes and continue to work alongside them over time.

Kaiārahi will engage and assess a total of at least 3,554 whānau, i.e. 20 whānau per Kaiārahi.

The allocation of Kaiārahi will be as follows:

Region	Number of Kaiārahi
Te Tai Tokerau	26.0
Tāmaki Makaurau	46.1
Waiariki	30.0
Hauraki-Waikato	23.6
Ikaroa-Rāwhiti	25.0
Te Tai Hauāuru	27.0
TOTAL KAIĀRAHI	**177.7**

Coverage of priority communities

The table below indicates TPK's assessment of anticipated levels of whānau engagement in each priority community driven by deprivation and population.

TPK and TPM will use best endeavours / take reasonable steps to provide adequate coverage for whānau and families in these priority communities.

TPM will report on whānau engagement in these priority communities and discuss with TPK any significant differences in the actual number of whānau engaged by Kaiārahi in the priority communities against the benchmarks below.

The figures in the table below are not performance targets for TPM Kaiārahi.

The reporting requirements for Kaiārahi services are set out in section 7. Note TPM's reporting does not capture whānau engagement through Whānau Ora Navigators engaged by TPK.

	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
Te Tai Tokerau	**17,295**	**44,634**	**100.00%**	**26.0**	**100.00%**	**520**
Kaitāia	1,953	2,442	10.13%	2.6	10.13%	53
Whangārei	4,689	13,857	27.90%	7.3	27.90%	145
Kaikohe	2,397	2,595	12.25%	3.2	12.25%	64
Tāmaki Makaurau	**34,311**	**142,380**	**100.00%**	**46.1**	**100.00%**	**922**
Glen Innes	813	1,512	2.11%	1.0	2.11%	19

	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
Papakura	2,343	5,328	6.21%	2.9	6.21%	57
Māngere	1,008	3,276	2.81%	1.3	2.81%	26
Manukau East	4,647	9,807	12.21%	5.6	12.21%	113
Hauraki-Waikato	**14,460**	**61,002**	**100.00%**	**23.6**	**100.00%**	**472**
Hamilton	8,850	33,894	60.08%	14.2	60.08%	284
Ngāruawāhia	1,719	2,790	10.43%	2.5	10.43%	49
Huntly	2,034	3,033	12.25%	2.9	12.25%	58
Waiariki[5]	**23,160**	**78,312**	**100.00%**	**30.0**	**100.00%**	**600**
Rotorua	6,960	19,320	28.98%	8.7	28.98%	174
Taupō	801	5,010	4.05%	1.2	4.05%	24
Ōpōtiki	1,536	2,121	5.85%	1.8	5.85%	35
Whakatāne	1,752	5,958	7.57%	2.3	7.57%	45
Tūrangi	981	1,698	3.82%	1.1	3.82%	23
Kawerau	2,049	3,453	7.96%	2.4	7.96%	48
Te Tai Hauāuru	**20,817**	**101,436**	**100.00%**	**27.0**	**100.00%**	**540**
Southern Taranaki	858	6,000	4.48%	1.2	4.48%	24
Whanganui	3,345	8,205	14.47%	3.9	14.47%	78
Taumarunui	1,467	2,166	6.06%	1.6	6.06%	33
Ikaroa-Rāwhiti[6]	**25,908**	**84,933**	**100.00%**	**25.0**	**100.00%**	**500**
Northern East Coast	3,102	3,630	10.43%	2.6	10.43%	52
Kaitī	1,110	2,238	3.95%	1.0	3.95%	20
Gisborne	264	1,245	1.11%	0.3	1.11%	6
Wairoa	2,151	2,559	7.24%	1.8	7.24%	36
Camberley	807	900	2.70%	0.7	2.70%	14
Flaxmere	1,098	1,767	3.81%	1.0	3.81%	19
Lower Hutt	2,979	15,759	12.91%	3.2	12.91%	65

[5] Ngāti Tūwharetoa Whānau Ora Collective is contracted by Te Puni Kōkiri to provide 3 Whānau Ora Navigator FTEs until 30 June 2016 – these Navigators cover Taupō and Tūrangi.

[6] Te Whare Maire o Tapuwae is contracted by Te Puni Kōkiri to provide 5 Whānau Ora Navigators FTEs until 30 April 2016 – these Navigators cover Wairoa; Te Rūnanga o Taranaki Whānui ki te Upoko o Te Ika a Māui Inc is contracted by Te Puni Kōkiri to provide 2 Whānau Ora Navigator FTEs until 30 June 2016 – these Navigators cover Lower Hutt; Kōkiri Seaview Keriana Olsen Trust is contracted by Te Puni Kōkiri to provide 1 Kaitoko Whānau FTE until 30 June 2016 – this Navigator covers Lower Hutt.

6.4. Commissioning for Collective Impact

For the 2015/16 year, TPM will contract 13 Collective Impact Partnerships to work with their priority whānau to achieve one of the six outcomes so that:

- 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.

More detail on the specific key performance indicators on how the Whānau Ora Partnerships will work with priority whānau to identify and achieve the outcomes sought is set out in section 7 below.

The table on the next page sets out the 13 Collective Impact Partnerships across Te Ika a Māui that TPM will look to engage in the 2015/16 year.

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
1	**Lead: Ngāti Hine Health Trust**, Whakawhiti Ora Pai, Ki A Ora Ngātiwai, Te Hauora O Te Hiku O Te Ika, Te Rūnanga o Te Rarawa	Whānau Ora - Whānau Rangatiratanga	• Improve educational outcomes for whānau, to support their wealth creation and whānau literacy and learning • Partners will coordinate and manage multiple relationships to maximise buy in from other potential partners e.g. ECEs, schools	**Region Tai Tokerau:** Tai Tokerau wide - Ruakākā to Te Rerenga Wairua
2	**Lead: Te Whānau O Waipareira Trust**, Te Rūnanga o Ngāti Whātua, Te Puna Hauora, Ngāti Whātua Ōrākei Whai Maia Limited, Manukau Urban Māori Authority, Kotahitanga Limited (Papakura Marae, Te Kaha o Te Rangatahi and Turuki Health Care), Hāpai Te Hauora Tāpui	Te Pae Herenga o Tamaki	• Moving from co-located services to integrated services: integrating multiple partners and services within a single facility to reduce cost and access barriers to enable whānau to access a multitude of services	**Region Tāmaki Makaurau:** North Shore, Waitākere, Te Atatū, South Auckland
3	**Lead: Te Kōhao Health**, Raukura Hauora, Kirikiriroa, Ngā Miro Health	Te Ngira: the needle that binds the thread together	• Leveraging partner services and utilising strong information technology systems to support whānau aspirations in health, housing, education and social services	**Region Hauraki-Waikato:** Huntly, Hamilton, Ngaruawāhia, Morrinsville, Matamata, Cambridge
4	**Lead: Te Arawa Whānau Ora**, Ngā marae o Te Arawa ki Rotorua, Arohamai Cancer Support, Korowai Aroha, Maketū Health and Social Services, Te Papa Tākaro o Te Arawa, Te Roopu ā Iwi o Te Arawa, Te Waiariki Purea, WERA Aotearoa, and other partners in the region	Te Arawa Whanau Ora Collective	• Working with whānau, identifying whānau champions, identifying universal needs, addressing those needs through regional level initiatives • Moving from a range of providers to one streamlined service to work with priority whānau, particularly men and rangatahi	**Region Waiariki:** Rotorua, Maketū and surrounding districts

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
5	**Lead: Nga Mataapuna Oranga**, Pirirakau Hauora, Te Rūnanga o Ngāi Tamawharuia, Te Manu Toroa, Te Puna Hauora ki Uta ki Tai, Waitaha Hauoranga, Kimioranga Primary Health services	Ngā Mataapuna Oranga	• Whānau empowerment through enterprise facilitators, tele-health, mobile clinics, Wifi access, whānau and whakapapa programmes	**Region Waiariki:** Western & Eastern Bay of Plenty
6	**Lead: Whānau Ora ki Tūwharetoa**, Ngāti Tūwharetoa Whānau Ora Ltd, Tongariro Whānau Support Trust, Te Kupenga Trust, Te Korowai Roopu Tautoko, Tūwharetoa Health Charitable Trust, Netcor Education and Training, Global Housing NZ, Fidelis Capital Investments, Home Renovations	He Kāinga Ora	• Working with a range of providers to support whānau into house ownership, mortgage management and affordability • Construction of affordable homes, support to develop papakāinga, social support in education, training, employment, financial literacy and budgeting to develop and enhance living conditions	**Region Waiariki:** Ngāti Tūwharetoa rohe including Tarawera River at Matatā, to Central Plateau, to Tūrangi and Taupō
7	**Lead: Ngāti Rangi Trust**, partners in the region including Ruapehu District Council, Ngāti Rangi Health, Te Puke Karanga Hauora, Raetihi Primary School, Ohākune Primary School, Te Kura Kaupapa Māori o Ngāti Rangi, local NZ Defence Force, local NZ Police, New World Ohākune, Ruapehu Alpine Lifts (RAL), Nancy Winter Early Childhood Centre, Raetihi Community Charitable Trust, Ohākune 2000, Ruapehu College, Catholic, Anglican and LDS Churches, the Garage Youth Centre Trust, Winstone Pulp International, Atihau Trust, Te Oranganui Health Authority, Ruapehu REAP	Ruapehu Whānau Transformation	• Training, development, work placements, recruitment leading to employment with whānau	**Region Te Tai Hauāuru:** Ngāti Rangi rohe: Raetihi, Ohākune, Waiouru
8	**Lead: Tū Tama Wahine o Taranaki**, Community Taranaki, Taranaki Pasifika services, Ngāti Tawhirikura, Spotswood College, Ngā Manu Ora o Taranaki,	Tū Ka Ora	• Innovative strategic pathways with partners and new initiatives	**Region Te Tai Hauāuru:** Taranaki Region

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
	Kaumatua CommUNITY, and other partners in the region		• Active citizenship: educate, empower and inspire organisations to cooperate and collaborate • Whānau ora schools: connect whānau and rangatahi to career pathways, learning sector, resources, support and industry • Māori health practices: enhance whānau and community capacity to heal themselves • Iwi impact: whānau, hapū and iwi leadership and development	
9	**Lead: Te Tihi o Ruahine Whānau Ora Alliance** - Te Rōpū Hokowhitu Trust (Ngā Iwi o Te Reu Reu), Ngā Kaitiaki o Ngāti Kauwhata Incorporated, Rangitāne o Tāmaki Nui a Rua (Te Kete Hauora), BestCare (Whakapai Hauora) Charitable Trust, He Puna Hauora, Te Wakahuia Manawatū Trust, Māori Womens Welfare League (Rangitane, Ngati Kauwhata branches), Raukawa Māori Wardens	Te Hōkai Nuku, Te Hōkai Rangi	• Streamline clinical, non-clinical, social and educational services to build a one-stop shop for priority whānau with high needs • Strengthen cross-sector with health, education, justice, council, iwi and crown agencies	**Region Te Tai Hauāuru:** Manawatū, Rangitikei, Palmerston North, Dannevirke
10	**Lead: Whaiora Whānui**, Ngāti Kahungunu ki Wairarapa, Te Hauora o Wairarapa, Whānau Ora Wairarapa Kaituitui, Masterton Medical, Wairarapa REAP, Wairarapa Schools	Whānau Ora Wairarapa	• Collaborative approach to providing kaupapa Māori support programme for at risk rangatahi in Wairārapa to engage with education and stay connected to whānau • Positive parenting with whānau to manage and stay connected with rangatahi • Support for schools to strengthen relationships with rangatahi and whānau	**Region Ikaroa Rāwhiti:** Wairārapa region

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
11	**Lead: Te Roopu Awhina ki Porirua**, Takiri Mai te Ata, Ngāti Kahungunu ki Poneke Community Services, Te Paepae Trust	Te Whānau Whanake	• To build synergies that support innovation and grow potential for whānau ora services across Wellington	**Region Ikaroa Rāwhiti:** Upper Hutt, Lower Hutt, Wellington City, Wainuiomata, Porirua City, Kapiti Coast and Ōtaki
12	**Lead: Te Taiwhenua o Heretaunga**, U-Turn Trust, Ngā Marae o Heretaunga representing 18 marae in Heretaunga, Whakatū Community - Whānautahi Trust, Te Whare Tapere O Tākitimu, Waimarama Marae, Ngā Kairauhi Trust	Tākitimu Ora – Ko Tākitimu te waka	• Whānau Ora Partners working together to produce a kaupapa Māori service that works holistically with rangatahi and whānau • Early engagement plan targeting rangatahi to address underlying issues and needs (kaupapa Māori empowerment programme; increase access to key services including health, education, employment)	**Region Ikaroa Rāwhiti:** Heretaunga region
13	**Lead: Te Rūnanga o Tūranganui a Kiwa**, Te Rūnanga o Ngāti Porou, Ngāti Porou Hauora And **Lead: Te Whare Maire O Tapuwae**	Te whakapūmau i tō mana motuhake o ngā whānau Mana whānau, mana hapori, mana motuhake	• Integrating multiple education providers and services to reduce cost and access barriers to support whānau education aspirations • Sharing exemplars of best practice that have generated proven whānau centred outcomes • Leveraging combined institutional knowledge and organisational resources	**Region Ikaroa Rāwhiti:** East Coast from Ruatoria to Gisborne And Te Wairoa

7. Programmes and activities: Whānau Direct, Collective Impact and Kaiārahi

7.1. Whānau Direct

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 to 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 approved 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 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 applications that are complete and accurate. 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, or before, 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.	**WD 1** Funds are distributed within 24-48 hours of TPM's receipt of approved Whānau Direct applications that are complete and accurate.	78% (based on 2014/15 pilot)	Funds for 80% 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 approved 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 time 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	Whānau are supported by Whānau Direct.	**WD 2** Number of whānau and families supported by Whānau Direct.	N/A. The engagement targets have been set based on the Whānau Direct funding allocated to each region.	At least 2,448 whānau will have been supported by Whānau Direct funding, as follows: • Tai Tokerau: 408 • Tāmaki Makaurau: 408 • Hauraki Waikato: 408 • Waiariki: 408 • Te Tai Hauāuru: 408 • Ikaroa-Rāwhiti: 408.	Whānau Direct applications received and paid. Whānau Direct providers' reports.	Providers will submit all approved Whānau Direct applications to TPM. This will include the region where the whānau is based. TPM will record the regional spread of Whānau Direct funding recipients. For reconciling, providers will also report to TPM on the number of Whānau Direct recipients in their regions.	TPM will report to TPK the quarterly and cumulative number of whānau who have received Whānau Direct funding, including the total number of whānau members supported and a regional breakdown, in its Quarterly 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.	**WD 3** Funds are distributed for whānau who seek to achieve at least one of the six Whānau Ora outcomes.	100% (based on 2014/15 pilot)	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 approved 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 Quarterly 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.	**WD 4** Whānau recipients of Whānau Direct identify a positive impact from the intervention.	80% (based on 2014/15 pilot)	**80**% of whānau who receive Whānau Direct funding for requests with a review date within FY15/16 report a positive impact from 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.	TPM will report progress on whether positive impact was achieved or a summary of the reasons why a positive impact was not achieved, 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.	**WD 5** 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-FY15/16 to establish a profile of Whānau Direct applications and the outcomes attributable to Whānau Direct. This will enable TPM to articulate how the Whānau Direct interventions support the achievement of outcomes for whānau.	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.

7.2. 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 including: – 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

Activity	Results	Indicator	Baseline	Target	Data source	Data collection and reporting
• Whānau assessment • Whānau engagement • Service provision	Whānau are engaged by Whānau Ora Partners and supported to identify their priority outcomes	**CI 1** Number of whānau and families engaged by Whānau Ora Partners	1,000 whānau engaged in 2014/15	1,800 whānau will be engaged by Whānau Ora Partners across TPM's six regions by the end of 2015/16, as evidenced by registrations with Whānau Ora Partners over 2014/15 and 2015/16	All contracted Whānau Ora Partnerships will collect detailed data on: • Number of whānau engagements / registrations • Number of whānau members in each whānau (i.e. number of individuals engaged) • Number and characteristics of priority whānau identified • Engagements and assessments of priority whānau • The priority outcomes sought by each priority whānau	In relation to these indicators, Whānau Ora Partners will collect and TPM will report quarterly on: • the quarterly and cumulative number of whānau and whānau members engaged and registered in the Collective Impact initiatives with a Whānau Ora Partner across Te Ika a Māui and on a per region basis • the characteristics that constitute priority whānau on a per region (or per Partnership, if more appropriate) basis as determined by each Partnership • the quarterly and cumulative number of priority whānau and whānau members who have been assessed and have identified their priority needs on a per region basis
		CI 2 Number of priority whānau and families identified and assessed by Whānau Ora Partners	300 existing priority whānau in 2014/15	Of the 1,800 whānau engaged, 540 priority whānau will have been identified and assessed by Whānau Ora Partners and will have identified their priority needs by the end of 2015/16 , as follows: • Tai Tokerau: 90 • Tāmaki Makaurau: 90 • Hauraki Waikato: 90 • Waiariki: 90 • Te Tai Hauāuru: 90 • Ikaroa-Rāwhiti: 90		

7.3. Kaiārahi

Programme: Kaiārahi	Result	Priority outcomes
177.7 Kaiārahi FTE positions will be deployed across TPM's Whānau Ora Partners. Kaiārahi will work alongside priority whānau to develop plans, support them to achieve their outcomes and continue to work alongside them over time. Kaiārahi will engage and assess a total of at least 3,554 whānau, i.e. 20 whānau per Kaiārahi.	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 through Whānau Direct and Collective Impact. TPM and Whānau Ora Partners: • have good working relationships • support Kaiārahi to operationalise Whānau Direct and Collective Impact.	• The wider sector (through Whānau Ora Partners) having a shared vision for supporting whānau to be successful • Being able to respond to whānau needs and aspirations • Identification of priority whānau across each contracted Whānau Ora Partner • Articulation of whānau aspirations within each Whānau Ora Partner • Supporting whānau to work towards achieving one of the six Whānau Ora outcomes.

Activity	Results	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
Kaiārahi • Whānau engagement • Priority Whānau assessment • Priority Whānau plan development • Whānau support	Priority whānau are engaged by Kaiārahi to identify their priority outcomes and develop plans with defined goals	**K 1** Number of priority whānau engaged by Kaiārahi	900 whānau (20 per FTE x 45 FTE) 2,654 whānau (20 per FTE x 132.7 FTE)	3,554 priority whānau will be engaged by Kaiārahi across TPM's six regions by the end of FY15/16, as evidenced by new registrations with Kaiārahi	All contracted Kaiārahi will collect detailed data on: • Number of priority whānau engagements/registrations	In relation to this indicator, Kaiārahi will collect and TPM will report on: • the quarterly and cumulative number of priority whānau engaged by Kaiārahi of Whānau Ora Partners across Te Ika a Māui, including the total whānau members supported This will be reported on a total, per region and per priority community basis.	Quarterly, with an additional interim report due on 17 December (refer section 10.3)
		K 2 Number of priority whānau assessments completed by Kaiārahi	900 whānau assessments (20 per FTE x 45 FTE) 2,654 whānau assessments (20 per FTE x 132.7 FTE)	3,554 priority whānau assessments identifying whānau priority outcomes will be completed by the end of FY15/16 by Kaiārahi	All contracted Kaiārahi will collect detailed data on: • Number of priority whānau assessments • The priority outcomes sought by each priority whānau	In relation to this indicator, Kaiārahi will collect and TPM will report on: • the quarterly and cumulative number of priority whānau assessments completed by Kaiārahi • the number of priority outcomes identified by each whānau This will be reported on a total, per region and per priority community basis.	Quarterly, with an additional interim report due on 17 December

Activity	Results	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
		K 3 Number of priority whānau plans developed	900 priority whānau plans developed (20 per FTE x 45 FTE) 2,654 priority whānau plans (20 per FTE x 132.7 FTE)	3,554 priority whānau plans developed by the end of FY15/16 by Kaiārahi	All contracted Kaiārahi will collect detailed data on: • Number of priority whānau plans developed • The goals for action by each priority whānau	In relation to this indicator, Kaiārahi will collect and TPM will report on: • the number of priority whānau plans developed by Kaiārahi on a quarterly and cumulative basis • the number of goals for action by each priority whānau This will be reported on a total, per region and per priority community basis.	Quarterly, with an additional interim report due on 17 December
Kaiārahi • Whānau engagement • Priority Whānau assessment • Priority Whānau plan development • Whānau support	Priority whānau who are engaged by Kaiārahi are supported to implement their plans and achieve their goals	**K 4** Number of priority whānau who have developed plans who complete the activities specified by the end of FY15/16	Baseline to be established in FY15/16 data collection	1,777 priority whānau who have developed plans who complete the activities specified by the end of FY15/16	All contracted Kaiārahi will collect detailed data on: • Activities undertaken by whānau to implement their whānau plans • Number of whānau who complete all activities specified for FY15/16	In relation to this indicator, Kaiārahi will collect and TPM will report on: • the number of whānau who have completed the activities identified in the whānau plan for FY15/16, including an aggregated report on the types of activities undertaken	Quarterly

Activity	Results	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
Kaiārahi • Whānau engagement • Priority Whānau assessment • Priority Whānau plan development • Whānau support	Priority whānau who are engaged by Kaiārahi are satisfied with the engagement	**K 5** Number of priority whānau working with Kaiārahi who report the initiative has identified and responded to their specifics priorities and needs	Baseline to be established in FY15/16 data collection	2,488 priority whānau working with Kaiārahi who report the initiative has identified and responded to their specific priorities and needs	All contracted Kaiārahi will collect detailed data on: • the number of priority whānau working with Kaiārahi • the number of those whānau who report the initiative has identified and responded to their specific priorities and needs	In relation to this indicator, Kaiārahi will collect and TPM will report on: • the number of priority whānau working with Kaiārahi who report the initiative has identified and responded to their specifics priorities and needs	Annually

Collective Impact and Kaiārahi: Reporting on results

Programme: Collective Impact and Kaiārahi	Indicators
Collective Impact and Kaiārahi services share similar priorities and aims. They are both whānau-driven initiatives that aim to support whānau and families to achieve their priority outcomes. TPM will use a consistent approach to tracking, measuring, verifying and reporting on outcomes achieved through both Collective Impact and Kaiārahi services. The monitoring and evaluation approach has two components: • tracking the progression of whānau along a spectrum of milestone indicators related to each of the priority outcome areas • collecting evidence and reporting on KPIs for whānau who have prioritised the relevant outcome area and who demonstrate the characteristics specific to the indicator. The combination of these components will enable TPM to articulate whānau progress towards achieving long term outcomes and will support TPM to be able to apply social return on investment principles and cost-benefit analysis to the outcomes achieved through its activities. The two-pronged monitoring and evaluation approach also accommodates the fact that the outcomes achieved will vary between whānau, depending on what their specific priorities are. The first component will capture progress on a whānau-by-whānau basis, while the second will enable TPM to articulate a selection of aggregated results achieved for whānau.	**Progression of whānau along a spectrum of milestone indicators** Whānau Ora Partners, Kaiārahi and TPM will assess and track the progression of whānau along the spectrum of milestone indicators related to each of the priority outcome areas in the milestone indicator framework below. Over Quarter 1 of 2015/16, TPM will work with its Whānau Ora Partners and Kaiārahi to further define the milestone indicators across TPM's priority outcome areas in the framework below, if required. By 30 September 2015, Te Puni Kōkiri and TPM will agree the final milestone indicators specific to its 2015/16 activities, and attach the final milestone indicator framework as an addendum to the 2015/16 Annual Investment Plan. Progress towards achieving results for whānau will be demonstrated by the number of whānau who experience a positive shift from a baseline position of 0 or higher along the milestone indicators relevant to their priority outcome(s). This indicator will have four targets, set out in the 'Targets and KPIs' table below. **KPIs to track whānau achievement** Whānau Ora Partners, Kaiārahi and TPM will collect evidence and report quarterly on a selection of KPIs related to each of TPM's priority outcome areas. The KPIs (set out in the 'Targets and KPIs' table below) will not have set targets; rather, TPM will simply track the percentage of whānau who achieve the indicator. The indicators will only apply to whānau who have prioritised the relevant outcome area and who demonstrate the characteristics specific to the indicator.

Data collection and reporting

Indicator	Data collection and reporting
Progression of whānau along a spectrum of milestone indicators	In relation to this target, **Whānau Ora Partners and Kaiārahi will collect and report to TPM quarterly** on the following data: • Number of priority whānau engaged and assessed • Outcome area(s) prioritised by each priority whānau • Baseline positions of each priority whānau against the milestone indicator framework following initial assessment • Number and type of shifts along the milestone indicator framework of each priority whānau • For each priority outcome area, number of whānau who have prioritised that outcome area who have experienced a positive shift (including by either 1 or 2+ milestone indicators) on the milestone indicator framework. As indicated above, Whānau Ora Partners and Kaiārahi should report on a **whānau-by-whānau basis**, differentiating between whānau with a unique identifier. This will require submitting one milestone indicator framework table for each whānau showing the baseline position and improvements (or fall backs) of that whānau. Whānau Ora Partners and Kaiārahi will also be required to **collect evidence to verify whānau improvements**, e.g. whānau financial plans, attendance records, employment records, etc. (note the evidence will be driven by the definitions of the milestone indicators). TPM may request the evidence used to assess whānau improvements in order to verify reporting for each whānau. TPM will **report separately** on the progress achieved for whānau engaged through Collective Impact and those engaged by one of the 177.7 Kaiārahi. For each cohort of whānau, TPM will **report quarterly to Te Puni Kōkiri** on the following data: • Quarterly and cumulative number of priority whānau engaged and assessed on an aggregate and per region basis • Cumulative number of priority whānau who have prioritised each outcome area on an aggregate and per region basis • For each priority outcome area, the number of whānau who have prioritised that outcome area who have experienced a positive shift (including by either 1 or 2+ milestone indicators) on the milestone indicator framework on an aggregate and per region basis • Aggregated view of the baseline positions of whānau on the milestone indicator framework as at their initial assessment • Aggregated view of the number and types of shifts along the milestone indicator framework • Aggregated view of the positions of priority whānau against the milestone indicator framework.

Indicator	Data collection and reporting
	Te Puni Kōkiri reserves the right to request anonymised whānau-by-whānau reporting to verify reporting. **Refer reporting templates below** for TPM's reporting. Note in addition to quarterly reporting, TPM will submit an additional interim report on whānau engagement through Kaiārahi services on 17 December 2015 to trigger the release of the second Kaiārahi payment instalment in December 2015 (refer section 10.3).
KPIs to track whānau achievement	Whānau Ora Partners, Kaiārahi and TPM will **collect evidence and report quarterly** on the KPIs set out in the 'Targets and KPIs' table below. These KPIs will not have set targets; rather, TPM will simply track and report on the percentage of whānau who achieve the KPI. Whānau Ora Partners, Kaiārahi and TPM will also need to track and report on the number of whānau or individuals who fall into the target cohort for each KPI. This will require capturing baseline data in relation to each of the KPIs for each whānau through the whānau assessment and planning process. The evidence required to verify achievement will be driven by the specific KPIs but may include information such as: • Whānau assessment records, whānau plans and whānau priorities • Registration / enrolment forms • Employment records • Achievement certificates • Whānau financial plans / budgets • Bank statements • Descriptions of whānau situations / crises • Whānau survey results. As above, in addition to quarterly reporting, TPM will submit an additional interim report on whānau engagement through Kaiārahi services on 17 December 2015 to trigger the release of the second Kaiārahi payment instalment in December 2015 (refer section 10.3).

Targets and KPIs[7]

Priority outcome area	Results sought	Targets	KPIs
Whānau are self-managing, determining their own pathways and managing their own affairs	• Education	• **405** priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui in 2014/15 and 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **1 or more milestone indicators** on the milestone indicator framework • **324** priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui in 2014/15 and 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **2 or more milestone indicators** on the milestone indicator framework • **2,665** priority whānau engaged by Kaiārahi across Te Ika a Māui in 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **1 or more milestone indicators** on the milestone indicator framework • **2,132** priority whānau engaged by Kaiārahi across Te Ika a Māui in 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **2 or more milestone indicators** on the milestone indicator framework	• % of tamariki in priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised whānau are self-managing and who are not currently enrolled have tamariki who are enrolled and attend an education institution (ECE, primary or kura) by the end of 2015/16 • % of rangatahi in priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised education achieve NCEA at the typical level or above by the end of 2015/16[8] • % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised whānau are self-managing report that one or more whānau members achieve the relevant certification in an education/training programme by the end of 2015/16
Whānau are living healthy life-styles	• Health • Housing		• % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised living healthy life-styles report that they are health literate by the end of 2015/16 as evidenced by (but not limited to) being physically active, up to date with immunisations and screenings, non-smokers, and/or having no drug or alcohol addictions • % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised health who are not enrolled with a GP or up to date on immunisations enrol with a GP and all whānau members are up to date on immunisations by the end of 2015/16 • % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised housing report that they are living in a warm, dry and non-over crowded home by the end of 2015/16 as a result of the intervention

[7] Note: Achievements against these targets will be measured on a pro rata basis depending on when the Kaiārahi workforce is operational. For example, if the Kaiārahi workforce is operational by the start of the third quarter of 2015/16, the relevant targets will be halved as the workforce will only be operational for two quarters instead of the full four. This will be considered on a region-by-region basis.

[8] For a Year 11 student, typical level or above is defined as NCEA Level 1, 2 or 3. For a Year 12 student, this is defined as Level 2 or 3, and for a Year 13 student, Level 3 or above

Priority outcome area	Results sought	Targets	KPIs
Whānau are cohesive, resilient and nurturing	• Whanaunga tanga	• **405** priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui in 2014/15 and 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **1 or more milestone indicators** on the milestone indicator framework • **324** priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui in 2014/15 and 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **2 or more milestone indicators** on the milestone indicator framework • **2,665** priority whānau engaged by Kaiārahi across Te Ika a Māui in 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **1 or more milestone indicators** on the milestone indicator framework • **2,132** priority whānau engaged by Kaiārahi across Te Ika a Māui in 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **2 or more milestone indicators** on the milestone indicator framework	• % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised improving whanaungatanga will report that whānau relationships are positive and safe by the end of 2015/16 as a result of the intervention, as evidenced by (but not limited to) a reduction in / no instances of domestic violence/violent offences by the end of 2015/16 • % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised improving whanaungatanga and with members under the age of 18 at risk of being removed from the home are no longer at risk of being removed by the end of 2015/16
Whānau are participating fully in society	• Financial security through employmen t		• % of individuals in priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised employment report that whānau incomes are sufficient to support family needs by the end of 2015/16 as evidenced by (but not limited to) income exceeding expenditure and/or the ability to save 10% of income • % of individuals in priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised employment and who are unemployed at the initial engagement who secure employment of any type by the end of 2015/16 • % of priority whānau working with Whānau Ora Partners / Kaiārahi who receive the job seekers benefit at the time of initial engagement and who have prioritised employment come off the job seekers benefit by the end of 2015/16
Whānau are confidently participating in te ao Māori	• Cultural knowledge		• % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised improving their cultural knowledge are confident speakers of te reo Māori by the end of 2015/16 as a result of the intervention • % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised improving their cultural knowledge know their iwi and hapū by the end of 2015/16 as a result of the intervention

Priority outcome area	Results sought	Targets	KPIs
Whānau are economically secure and successfully involved in wealth creation	• Financial literacy	• **405** priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui in 2014/15 and 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **1 or more milestone indicators** on the milestone indicator framework • **324** priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui in 2014/15 and 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **2 or more milestone indicators** on the milestone indicator framework • **2,665** priority whānau engaged by Kaiārahi across Te Ika a Māui in 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **1 or more milestone indicators** on the milestone indicator framework • **2,132** priority whānau engaged by Kaiārahi across Te Ika a Māui in 2015/16 experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift of **2 or more milestone indicators** on the milestone indicator framework	• % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised financial literacy and who do not have a financial plan or budget have developed a financial plan or budget and report consistently using the budget to make decisions by the end of 2015/16 • % of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised financial literacy have made financial provisions for future generations by the end of 2015/16 as evidenced by (but not limited to) saving 10% of annual income levels and/or enrollment in and contribution to Kiwi Saver

Sample milestone indicator framework

Priority outcome area	Collective Impact / Kaiārahi priority outcome	1	2	3	4	5
Whānau are self-managing, determining their own pathways and managing their own affairs	• Education	Whānau have developed a 'kawa' / plan for education	Whānau have access to the required resources to attend education/ training programmes, including (but not limited to) funding, transport, clothing and/or equipment	Whānau includes one or more whānau members who have enrolled in an education/training programme who were not previously enrolled	Whānau includes one or more whānau members who have completed at least 50% of the required modules/ coursework towards achieving the relevant certification, including (but not limited to) NCEA, trades / tertiary qualification and/or unit standards	Whānau includes one or more whānau members who have achieved the relevant certification in an education/training programme, including (but not limited to) NCEA, trades / tertiary qualification and/or unit standards
Whānau are living healthy life-styles	• Health	Whānau have developed a 'kawa' / plan for healthy living	Whānau includes one or more whānau members who have enrolled with a health provider who were not previously enrolled	Whānau have taken steps to address health issues, including (but not limited to) attending doctors visits, smoking cessation courses, drug and alcohol rehabilitation, receiving immunisations	Whānau health conditions have been stabilised, including (but not limited to) the management of long-term or chronic conditions	Whānau are health literate, including (but not limited to) being physically active, up to date with immunisations and screenings, non-smokers, and/or having no drug or alcohol addictions
	• Housing	Whānau have developed a 'kawa' / plan for living in and maintaining a healthy home	Whānau have enrolled with a housing service provider who were not previously enrolled	Whānau have taken steps to address housing issues, including (but not limited to) sorting a mortgage, accessing support to improve insulation / heating and/or securing long-term housing	Whānau housing conditions have been stabilised, including (but not limited to) securing a mortgage and/or living in the same housing situation for six months or more	Whānau are living in a warm, dry and non-over crowded home

Priority outcome area	Collective Impact / Kaiārahi priority outcome	1	2	3	4	5
Whānau are cohesive, resilient and nurturing	• Whanaungatanga	Whānau have developed a 'kawa' / plan to guide relationships at home and in other situations	Whānau relationships with education, health and social service providers are strong and reflect partnership	Whānau household relationships are positive and mutually rewarding, including (but not limited to) holding whānau wānanga and/or reporting a reduction in occurrences of domestic abuse	Whānau relationships between generations are warm and supportive, including (but not limited to) reporting an increase in instances of whānau-based care-giving	Whānau relationships between extended whānau are positive, including (but not limited to) reporting no instances of domestic violence or abuse
Whānau are participating fully in society	• Financial security through employment	Whānau have a 'kawa' / plan for employment	One or more whānau members are involved in learning networks including school, wānanga and training courses with a focus on upskilling for employment	One or more whānau members have acquired skills and knowledge necessary for employment, including (but not limited to) trades training certificate and/or unit standards	One or more whānau members enjoy full or part-time employment, or have come off the job seekers benefit	Whānau income from employment is sufficient to support family needs, including (but not limited to) income exceeding expenditure and/or the ability to save 10% of income
Whānau are confidently participating in te ao Māori	• Cultural knowledge	Whānau have a 'kawa' / plan for cultural knowledge	One or more whānau members have enrolled in a te reo Māori or tikanga Māori programme (or other similar initiative) who were not previously enrolled	One or more whānau members have access to whānau information including whakapapa, whenua tūpuna and wider whānau connections as evidenced by (but not limited to) knowledge of pepeha, tauparapara, whaikōrero, whakatauākī and/or waiata	One or more whānau members participate in Marae activities or are part of a Māori community organisation as evidenced by (but not limited to) active participation in hui, wānanga and/or tangihanga at their marae	One or more whānau members are confident speakers of te reo Māori as evidenced by (but not limited to) speaking at mihi whakatau, pōwhiri or taking on other leadership roles in wānanga, hui or marae settings

Priority outcome area	Collective Impact / Kaiārahi priority outcome	1	2	3	4	5
Whānau are economically secure and successfully involved in wealth creation	• Financial literacy	One or more whānau members have enrolled in a financial literacy programme (or other similar initiative) who were not previously enrolled	One or more whānau members have developed a financial plan or budget	Whānau use the financial plan / budget for making financial decisions, i.e. income is not exceeding expenditure or a plan for debt reduction is in place	Whānau have decreased debt and / or have increased financial and / or material assets (Note the whānau situation will determine what an appropriate threshold for this indicator will be)	Whānau have made financial provisions for future generations including (but not limited to) saving 10% of annual income levels and/or enrolment in and contribution to Kiwi Saver

Reporting template for progression of whānau along a spectrum of milestone indicators per region[9]

Whānau Ora region	Cumulative whānau engagement [10]	No. of whānau who have not experienced a positive shift	No. of whānau who have experienced a positive shift of 1 milestone indicator	No. of whānau who have experienced a positive shift of 2+ milestone indicators
Tai Tokerau				
Tāmaki Makaurau				
Hauraki Waikato				
Waiariki				
Ikaroa Rāwhiti				
Te Tai Hauāuru				

[9] As noted above, TPM will report separately on whānau engaged through Collective Impact and those whānau engaged by Kaiārahi. That is, TPM will need to submit one version of this table for Collective Impact whānau and a second version showing the progress of whānau engaged by Kaiārahi.

[10] Note the total number of whānau who have not experienced a positive shift and the total number of whānau who have experienced a positive shift of 1 milestone indicator should equal the total cumulative whānau engagement figure (i.e. whānau who have experienced a positive shift of 1 milestone indicator in multiple outcome areas should only be counted once, with the same for shifts of 2 or more).

Reporting template for progression of whānau along a spectrum of milestone indicators per outcome area[11]

Whānau Ora Partnership	Priority outcome area	No. of priority whānau who have prioritised outcome[12]	No. of whānau who have experienced a positive shift of 1 milestone indicator	No. of whānau who have experienced a positive shift of 2+ milestone indicators
Aggregated view • XX priority whānau engaged and assessed in Quarter XX • XX priority whānau engaged and assessed to date (including in 2014/15)	Self-managing			
	Living healthy life-styles			
	Cohesive, resilient and nurturing			
	Participating fully in society			
	Participating in te ao Māori			
	Economically secure			
Whānau Ora Tai Tokerau • XX priority whānau engaged and assessed in Quarter 1 • XX priority whānau engaged and assessed to date (including in 2014/15)	Self-managing			
	Living healthy life-styles			
	Cohesive, resilient and nurturing			
	Participating fully in society			
	Participating in te ao Māori			
	Economically secure			
Whānau Ora Tāmaki Makaurau	Self-managing			

[11] As noted above, TPM will need to submit one version of this table for Collective Impact whānau and a second version showing the progress of whānau engaged by Kaiārahi.

[12] Note the sum of the total cumulative number of whānau who have prioritised each outcome area may exceed the total cumulative number of whānau engaged and assessed, as whānau may prioritise more than one outcome area.

Whānau Ora Partnership	Priority outcome area	No. of priority whānau who have prioritised outcome[12]	No. of whānau who have experienced a positive shift of 1 milestone indicator	No. of whānau who have experienced a positive shift of 2+ milestone indicators
• XX priority whānau engaged and assessed in Quarter 1 • XX priority whānau engaged and assessed to date (including in 2014/15)	Living healthy life-styles			
	Cohesive, resilient and nurturing			
	Participating fully in society			
	Participating in te ao Māori			
	Economically secure			
Whānau Ora Hauraki Waikato • XX priority whānau engaged and assessed in Quarter 1 • XX priority whānau engaged and assessed to date (including in 2014/15)	Self-managing			
	Living healthy life-styles			
	Cohesive, resilient and nurturing			
	Participating fully in society			
	Participating in te ao Māori			
	Economically secure			
Whānau Ora Waiariki • XX priority whānau engaged and assessed in Quarter 1 • XX priority whānau engaged and assessed to date (including in 2014/15)	Self-managing			
	Living healthy life-styles			
	Cohesive, resilient and nurturing			
	Participating fully in society			
	Participating in te ao Māori			
	Economically secure			

Whānau Ora Partnership	Priority outcome area	No. of priority whānau who have prioritised outcome[12]	No. of whānau who have experienced a positive shift of 1 milestone indicator	No. of whānau who have experienced a positive shift of 2+ milestone indicators
Whānau Ora Ikaroa Rāwhiti • XX priority whānau engaged and assessed in Quarter 1 • XX priority whānau engaged and assessed to date (including in 2014/15)	Self-managing			
	Living healthy life-styles			
	Cohesive, resilient and nurturing			
	Participating fully in society			
	Participating in te ao Māori			
	Economically secure			
Whānau Ora Te Tai Hauāuru • XX priority whānau engaged and assessed in Quarter 1 • XX priority whānau engaged and assessed to date (including in 2014/15)	Self-managing			
	Living healthy life-styles			
	Cohesive, resilient and nurturing			
	Participating fully in society			
	Participating in te ao Māori			
	Economically secure			

Aggregated view of shifts along the milestone indicator frameworks (Quarterly)[13] [14]

Priority outcome area	1	2	3	4	5	No progress	Negative shift
Whānau are self-managing, determining their own pathways and managing their own affairs	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]		
	[Number of priority whānau who have achieved milestone 1 in the quarter]	[Number of priority whānau who have achieved milestone 2 in the quarter]	[Number of priority whānau who have achieved milestone 3 in the quarter]	[Number of priority whānau who have achieved milestone 4 in the quarter]	[Number of priority whānau who have achieved milestone 5 in the quarter]	[Number of priority whānau that did not shift in the quarter]	[Number of priority whānau who had a negative shift in the quarter]
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							

[13] As noted above, TPM will need to submit one version of this table for Collective Impact whānau and a second version showing the progress of whānau engaged by Kaiārahi.

[14] Note this table should only capture new milestone achievements in the quarter, not whānau assessed as having already achieved a particular milestone on their baseline assessment. The actual positions of whānau along the milestone indicator framework are captured in the following tables.

Priority outcome area	1	2	3	4	5	No progress	Negative shift
Whānau are economically secure and successfully involved in wealth creation							

Aggregated view of whānau baseline positions on the milestone indicator framework (Cumulative)[15] [16]

Priority outcome area	1	2	3	4	5	No progress
Whānau are self-managing, determining their own pathways and managing their own affairs	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	
	[Cumulative number of priority whānau who were assessed as having achieved 1 at the initial engagement]	[Cumulative number of priority whānau who were assessed as having achieved 2 at the initial engagement]	[Cumulative number of priority whānau who were assessed as having achieved 3 at the initial engagement]	[Cumulative number of priority whānau who were assessed as having achieved 4 at the initial engagement]	[Cumulative number of priority whānau who were assessed as having achieved 5 at the initial engagement]	[Cumulative number of priority whānau who were assessed as having not having achieved any milestone at the initial engagement]
Whānau are living healthy life-styles						
Whānau are cohesive, resilient and nurturing						
Whānau are participating fully in society						

[15] As noted above, TPM will need to submit one version of this table for Collective Impact whānau and a second version showing the progress of whānau engaged by Kaiārahi.

[16] Note this table will only need to be updated to reflect the baseline assessments of new whānau engaged in the quarter. The baseline positions of currently engaged whānau will not change.

Priority outcome area	1	2	3	4	5	No progress
Whānau are confidently participating in te ao Māori						
Whānau are economically secure and successfully involved in wealth creation						

Aggregated view of whānau positions on the milestone indicator framework (Cumulative)[17] [18]

Priority outcome area	1	2	3	4	5	No progress
Whānau are self-managing, determining their own pathways and managing their own affairs	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	[Insert milestone indicator]	
	[Cumulative number of priority whānau who have achieved milestone 1]	[Cumulative number of priority whānau who have achieved milestone 2]	[Cumulative number of priority whānau who have achieved milestone 3]	[Cumulative number of priority whānau who have achieved milestone 4]	[Cumulative number of priority whānau who have achieved milestone 5]	[Number of priority whānau assessed but have not yet achieved milestone 5]
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						

[17] As noted above, TPM will need to submit one version of this table for Collective Impact whānau and a second version showing the progress of whānau engaged by Kaiārahi.

[18] Note whānau should only be counted once per outcome area in relation to the highest milestone achieved (i.e. a whānau who has achieved milestone 2 should not also be counted in the total number of whānau who have achieved milestone 1).

Priority outcome area	1	2	3	4	5	No progress
Whānau are economically secure and successfully involved in wealth creation						

8. Risk assessment

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[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 15 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 2015/16 year, Advisory Group members will 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.

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 Advisory Group. 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 Group'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 Group must remain confidential to the Group and TPM.

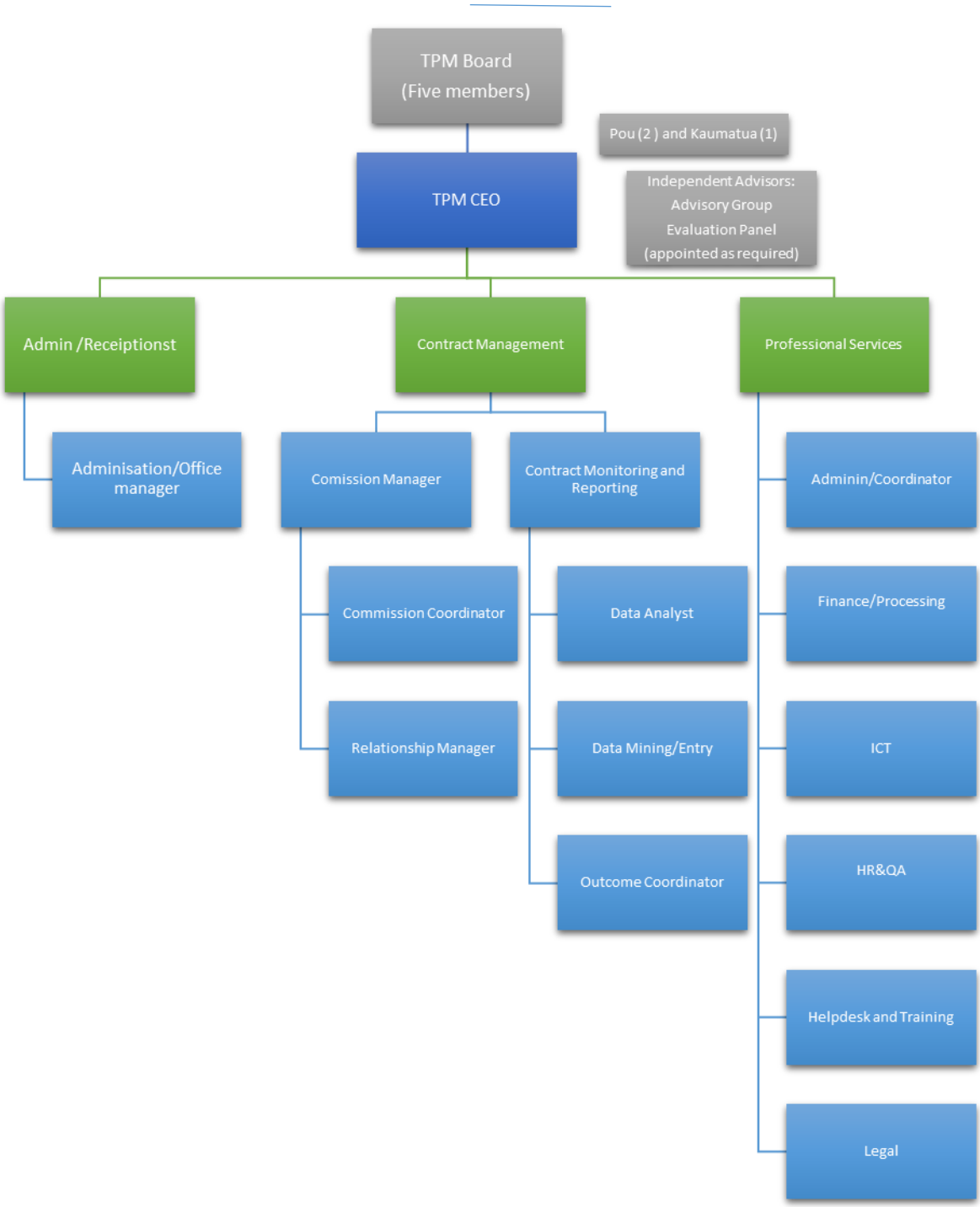
Group Members are responsible for maintaining adequate security measures to safeguard the confidential information from access or use by unauthorised persons. Group members are to use the information available to them in their role as a Group member only for the intended purpose.

At the completion of the work of the Group, 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 Group 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.

9.3. TPM Organisational structure



10. Financial information

10.1. Commissioning funds (Whānau Direct, Collective Impact and Kaiārahi)

Programme/activity/cost item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Whanau Direct	**612,179**	**612,179**	**612,179**	**612,179**	**2,448,716**
Tamaki Makaurau	117,179	117,179	117,179	117,179	**468,716**
Ikaroa Rawhiti	110,000	110,000	110,000	110,000	**440,000**
Te Tai Tokerau	107,500	107,500	107,500	107,500	**430,000**
Hauraki-Waikato	92,500	92,500	92,500	92,500	**370,000**
Waiariki	95,000	95,000	95,000	95,000	**380,000**
Te Tai Hauauru	90,000	90,000	90,000	90,000	**360,000**
Collective Impact	**1,250,502**	**1,250,502**	**1,250,502**	**1,250,502**	**5,002,008**
Tamaki Makaurau	424,252	424,252	424,252	424,252	**1,697,008**
Ikaroa Rawhiti	200,000	200,000	200,000	200,000	**800,000**
Te Tai Tokerau	170,000	170,000	170,000	170,000	**680,000**
Hauraki-Waikato	175,000	175,000	175,000	175,000	**700,000**
Waiariki	137,500	137,500	137,500	137,500	**550,000**
Te Tai Hauauru	143,750	143,750	143,750	143,750	**575,000**
Kaiarahi	**2,890,500**	**2,890,500**	**2,890,500**	**2,890,500**	**11,562,000**
Research and Evaluation	**250,000**	**250,000**	**250,000**	**250,001**	**1,000,001**
Total funds allocated to commissioning	**5,003,181**	**5,003,181**	**5,003,181**	**5,003,182**	**20,012,725**

10.2. Operating costs

Cost item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Personnel Costs	803,469	803,469	803,469	803,469	**3,213,876**
Governance	83,457	83,457	83,457	83,457	**333,828**
Office Expenses (incl. rent and utilities)	36,116	36,116	36,116	36,116	**144,464**
Professional services	77,742	77,742	77,742	77,742	**310,968**
Technology and Training Costs	188,700	188,700	188,700	188,700	**754,800**
Communication and promotions	101,250	101,250	101,250	101,250	**405,000**
Other operating costs	77,587	77,587	77,587	77,584	**310,345**
Total Operation Costs	**1,368,321**	**1,368,321**	**1,368,321**	**1,368,318**	**5,473,281**

10.3. Commissioning activity FY15/16 payment schedule

Commissioning activity	Period 1 ($)		Period 2 ($)	Period 3 ($)		Period 4 ($)	Total ($)
Payment date	*1 July 2015*	*20 July 2015*	*1 October 2015*	*23 December 2015*	*4 January 2016*	*1 April 2016*	
Commissioning funds	2,112,681.25		2,112,681.25		2,112,681.25	2,112,681.25	**8,450,725.00**
Kaiārahi funds		5,781,000.00		5,781,000.00			**11,562,000.00**
Operating funds	649,487.00	718,833.25	1,368,320.25		1,368,320.25	1,368,320.25	**5,473,281.00**
Incentive Payment							**633,804.00**
Total	**2,762,168.25**	**6,499,833.25**	**3,481,001.50**	**5,781,000.00**	**3,481,001.50**	**3,481,001.50**	**26,119,810.00**

The payments of Kaiārahi funds to TPM will be paid semi-annually at the beginning of period. The second semi-annual payment will be triggered by the submission of an additional interim report on Kaiārahi services on 17 December. Subject to Te Puni Kōkiri's acceptance of the report, the second Kaiārahi payment instalment will be released on 23 December 2015, as per the payment schedule above.

The 17 December report on Kaiārahi activities will include summary whānau engagement figures, including but not limited to:

- Whānau engagement targets, including reporting on priority communities where specified
- Any significant risks regarding the delivery of Kaiārahi services and activities.

10.4. Incentive Payment

The incentive payment mechanism for 2015/16 will be confirmed in Quarter 1.

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.