Annual Investment Plan

Te Pou Matakana

2016 – 2017

CONTENTS

1. Overview of activities and strategic direction 3
2. Identification of opportunities 10
3. Te Pou Matakana Outcomes Framework and Outcomes Roadmap 14
4. Priority outcomes 17
5. Research and evaluation 18
6. Commissioned Programmes and Activities 21
7. Data collection 32
8. Performance measures 38
9. Reporting 44
10. Practice approach development 45
11. Risk assessment 46
12. Overview of the Commissioning Agency 51
13. Financial information 2016/17 55

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 provides 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 Ora Partners[1] to build on the strengths and assets of whānau and Māori communities. TPM will do this by:

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

TPM's Outcomes Framework and Outcomes Roadmap form the basis of all TPM commissioning activities. The TPM Outcomes Framework expresses the same aspirations and substantial outcomes of the Whānau Ora Outcomes Framework (agreed by the Whānau Ora Partnership Group in August 2015). Further detail on how the Whānau Ora Outcomes Framework is operationalised through TPM's expression of its outcomes, and through the Outcomes Roadmap, is included in sections 3 and 7.

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, co-design, co-produce and deliver new services to support success for 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 2016/17 year include:

- Working with Whānau Ora Partners: TPM will work with Whānau Ora Partners to support them to **co-design** and **co-produce** initiatives (including new, innovative services) that are best targeted to meet the immediate, medium and long term needs of whānau within their communities
- Providing **funding to Whānau Ora Partners**: TPM will provide funding to Whānau Ora Partners to deliver services aligned to the TPM outcomes framework to whānau
- Seeking **co-investment opportunities**: TPM will seek investments from co-investors, including, but not limited to, the Ministry of Health, Ministry of Social Development ('MSD'), Ministry of Education, Ministry of Justice, Te Puni Kōkiri and Housing New Zealand to support whānau to achieve their outcomes[2]
- 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 to achieve their aspirations.

[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.

[2] Note TPK acknowledges that it does not have authority over any other agency or departmental budget.

1.3. TPM Commissioning Activities 2016/17

In the 2016/17 year, TPM will undertake commissioning activities to achieve outcomes for whānau including Whānau Direct, Collective Impact, Kaiārahi and other activities that TPM secures with co-investors. The intention is to extend its coverage across the six regions to increase its reach into those communities.

1.3.1 Whānau Direct

Whānau Direct is a kaupapa Māori approach to self-determined support that is co-designed at a whānau level. Whānau Direct assists whānau to access resource in a timely way, when it matters most to whānau, with the intention of making a positive difference for whānau.

For the 2016/17 year, Whānau Direct will be delivered and distributed through up to 26 Whānau Ora Partners with the aim of incrementally spreading access to the resource in locations across Te Ika a Māui. Whānau Direct will fit within existing provider practice with a focus on cultural practices of engagement and empowerment in working with whānau.

As in previous years following evaluations (pilot and formative) of Whānau Direct, TPM will continue to deliver Whānau Direct through its Whānau Ora Partners. 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 or needs, and their proposed solution (i.e. what Whānau Direct resources do they wish to obtain, e.g. what are the proposed outputs and immediate or short term outcomes)
- Describe the intended result that the proposed solution will achieve for them. This will require the whānau to identify the immediate or short term outcome, i.e. what the change or difference to their situation will be, and what the resource will support them to achieve
- Identify an indicator to measure the immediate or short term outcome, this indicator will be measured at check-in with their Whānau Direct provider to evidence the change or difference that was achieved for that whānau
- Identify their position on the continuum of whānau development (crisis, stable, success, future ready)
- Identify the immediate or short outcome that the resource will support the achievement of outcomes 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 or short 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.

1.3.2 Commissioning for Collective Impact

Large scale social change for whānau requires alignment of the efforts of a range of organisations, rather than isolated intervention from individual organisations. Whānau Ora Partners across multiple sectors are engaging in coordinated activities to drive collective impact for specific agreed outcomes for priority 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.

TPM will contract with up to 13 Whānau Ora Partnerships to deliver collective impact initiatives across Te Ika a Māui to identify and work with priority whānau[3] to:

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

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

1.3.3 Kaiārahi services

For the 2016/17 year, TPM will commission 209.2 FTE Kaiārahi positions across TPM's Whānau Ora Partners. Additionally, TPM will commission 16.9 FTE to develop an action plan for 2017/2018 regarding whakapakari tinana and 15.0 FTE to build outcomes measurement capacity and capability in priority communities in Te Ika a Māui as outlined below.

209.2 FTE will work alongside priority whānau to develop plans, set goals, support them to achieve their intended outcomes and continue to work alongside them to success. Kaiārahi will engage and assess a total of at least 4,184 whānau, i.e. 20 whānau per Kaiārahi per annum.

16.9 FTE will engage and assess whānau to support them in achieving their whakapakari tinana, health and wellbeing goals and aspirations. For year one, 2016/17, this resource will:

a) seek to establish relationships with the Regional Sports Trusts and other sports and recreational institutions and actively engage with them to identify sports and recreational initiatives across the six regions, and where possible identify how funding is distributed, to:
    - promote whakapakari tinana with whānau particularly hard to reach and vulnerable whānau to improve their wellbeing and encourage positive lifestyle changes;
    - broker relationships so that organisations with a focus on activities promoting whakapakari tinana work together in ways that benefit whānau;
    - leverage expertise on activities promoting whakapakari tinana to strengthen whānau capabilities;
    - demonstrate innovation through a range of local community initiatives that promote Whānau Ora health and wellbeing outcomes; and
    - identify sports and recreational needs across the regions
b) engage with and assess at least 20 whānau per FTE position, (i.e. 338 whānau) to identify their strengths needs and aspirations regarding whakapakari tinana
c) develop an action plan for 2017/18 to identify the region's outcomes and approach that each Māori electorate requires to support whānau to achieve their goals and aspirations regarding whakapakari tinana (based on the findings of the region's needs assessment and whānau needs assessment).

15.0 FTE will provide data and outcome measurement analysis and support across the Lead Whānau Ora Partnerships to improve the quality of whānau data and the progress towards achieving their outcomes. The intended results from these positions are to provide:

- A positive impact on the quality of whānau data collection and outcomes measurement practices
- An increase in data collection and outcomes measurement capacity and capability of Whānau Ora partners
- Improved engagement, assessment, measurement and reporting of whānau and whānau priority outcomes.

1.3.4 Innovation Fund

TPM will establish an 'innovation fund' for TPM contracted Whānau Ora Partners to develop innovative approaches to supporting whānau to achieve one or more of the six TPM outcomes. TPM will begin a procurement process in quarter one inviting proposals. Successful partners will complete these projects by 30 June 2017.

1.3.5 Ministry of Social Development Contracts

TPM will engage and contract providers previously contracted by MSD for delivery in the 2016/17 year as follows:

- stakeholder consultation
- confirming service descriptions and budgets as advised by MSD
- undertaking contract negotiations
- collating relevant data
- confirming reporting activities and period.

1.4. 2016/17 Funding Expansion for Whānau Ora – Reflecting a Total Investment Approach

The funding available to TPM to support commissioning activity during the 2016/17 financial year has been increased through Budget 2016. This new funding is aimed at expanding the coverage and reach of Whānau Ora support and services, as well as enhancing the support available to whānau.

It is expected that the additional funding available to TPM for the 2016/17 financial year will contribute to increased or more effective whānau engagement and the achievement of enhanced outcomes across all TPM's investments, including through the Innovation Fund.

This additional value will be demonstrated through a combination of:

- Increasing engagement of priority whānau through TPM's activities;
- Innovative approaches to achieving more difficult outcomes for whānau, including whānau who are socially and geographically hard to reach;
- Reaching whānau whom Whānau Ora partners may have previously struggled to engage; and/or
- Increasing the presence of Whānau Ora within priority communities.

TPM is directing a portion of this funding expansion towards its Kaiārahi workforce, recognising the significant role that Kaiārahi play in supporting whānau to plan and achieve their goals. TPM is also acknowledging the skills and effort required to collect transactional, outcomes based data. This will enable measurement and reporting against TPM's Outcomes Framework, and ultimately measuring and reporting the impact for whānau. This increase in investment will result in an improved level of whānau engagement and a more effective measurement of whānau outcomes.

TPM anticipates that the overall increase in value will be demonstrated through regularly providing examples of improved results for whānau as a result of this funding. This may be achieved by:

- Proactively producing and releasing communications material to build the public understanding of Whānau Ora;
- Using evaluation resource to examine short-term indications of success; and
- Building evidence of the impact for whānau being achieved through this expansion over the longer term.

TPM and TPK will work together to ensure both parties are well-positioned to demonstrate the additional value achieved for whānau through the funding expansion for Whānau Ora.

1.5. Summary of TPM Approach 2016/17

Based on TPM's commissioning for outcomes 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, Kaiārahi and Collective Impact Whānau Ora Partners. For the 2016/17 year, TPM will continue to monitor whānau needs across Te Ika a Māui through: • Feedback from whānau, Whānau Direct, Kaiārahi and Collective Impact Partners (regularly) • Transactional data collated from the Whānau Direct, Collective Impact and Kaiārahi programmes (quarterly) • Whānau Direct, Collective Impact and Kaiārahi monitoring reports (quarterly and six-monthly) • Reporting information of the MSD contracted services • Research and evaluation findings (annually).
TPM Outcomes ***More detail is set out in section 3***	TPM's outcomes are: • Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities • Whānau are engaged in te ao Māori • Whānau enjoy high standards of living • Whānau relationships are rewarding and empowering.
Priority Outcomes ***More detail is set out in section 4***	TPM's **priority outcomes** for Whānau Direct, Kaiārahi and Collective Impact are: • The wider sector (through Whānau Ora Partners) having a shared vision for supporting whānau to be successful • Being able to respond to an immediate, short, medium and long term whānau need • Identification of priority whānau and their aspirations to: - achieve better education outcomes - achieve better housing outcomes - achieve better health outcomes - achieve better social outcomes - achieve better economic 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 TPM outcomes.

Phase	Approach
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 2016/17 key performance indicators, and information gathering processes to measure Whānau Ora Partners' progress in achieving TPM outcomes for whānau. Internal reviews will be undertaken of Kaiārahi and Collective Impact services including whether they are meeting the outcomes of 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 2016/17 ***More detail is set out in section 10***	For the 2016/17 year, there is **$34,517,076** assigned to commissioning programmes across Te Ika a Māui, and research and evaluation. *Whānau Direct* programme is allocated **7% of the total commissioning funds**. *Collective impact* is allocated **22% of the total commissioning funds**. *Kaiārahi* is allocated **49% of the total commissioning funds**. The new *Innovation Fund* for all six regions is allocated **5% of the total commissioning funds.** *MSD Contracted Services* is allocated **14% of the total commissioning funds.** *Research and Evaluation* is allocated **3% of the total commissioning funds**.

1.6. Phasing of TPM activities for 2016/17

Key Activity	Timeframe
• Collective Impact Partnerships, Whānau Direct, Kaiārahi and MSD contracts commence • Commence review of Kaiārahi services • Commence implementation of Outcomes Roadmap • Commence procurement for the Innovation Fund • Monitor Whānau Direct, Collective Impact and Kaiārahi services • Co-design and co-produce outcomes measurement training programme with Whānau Ora Partners • Commence development and testing of Whānau Tahi with alignment to the Outcomes Roadmap	Quarter 1
• Monitor Whānau Direct, Collective Impact, Kaiārahi, Innovation Fund, MSD services • Commence Collective Impact process review • Commence outcomes measurement training programme for Whānau Ora Partners • Commence pilot for Whānau Tahi rollout	Quarter 2
• Monitor Whānau Direct, Collective Impact, Kaiārahi, Innovation Fund, MSD services • Confirm full Whānau Tahi rollout plan	Quarter 3
• Monitor Whānau Direct, Collective Impact, Kaiārahi (including Pou Hākinakina, Data & Outcomes Measurement Analysts), Innovation Fund, MSD services • Completion of Outcomes Roadmap implementation • Completion of Collective Impact process review • Completion of Kaiārahi services review • Planning for year four contracts.	Quarter 4

2. Identification of opportunities

2.1. Whānau needs assessment and measurement of Whānau Ora outcomes

The TPM outcomes framework underpins all its commissioning activities which includes four key principles for how the whānau needs assessment and outcomes measurement programme is applied to all 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 continues to assess whānau needs and measure their progress and achievement of Whānau Ora outcomes. TPM applies a Kaupapa Māori framework which includes the over-arching themes of Whakapiri (Engagement), Whakamārama (Enlightenment), and Whakamana (Empowerment). As a result, the needs assessment and outcomes measures approach will support TPM to contract Whānau Ora Partners 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 whānau goals and the wider Whānau Ora outcomes.

From this process TPM continues to:

- Collate baseline demographic and social status information/data on the Māori descent population for the North Island, and for each region.
- Access to monitoring and evaluation information that articulates progress towards the achievement of whānau goals and wider Whānau Ora outcomes.
- Build capability and capacity in Whānau Ora Partners within each region, so that local needs assessment information/data can be collated and analysed.
- Obtain aspirational information/data from Whānau Ora Partners within each region based directly on the needs, outcomes and goals of whānau and local communities.
- Obtain transactional information/data from Whānau Ora Partners 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.

2.2. Achievement of Whānau Ora outcomes 2015/16

The 2015/16 transactional data and independent evaluations provided quantitative and qualitative information to inform the number of whānau engaged and progress of the achievement of Whānau Ora outcomes. Given that the progress of

the outcomes are still underway for the remainder of the 2015/16 year, these have been omitted from this AIP, and only the number of engaged whānau is set out below (for the past nine month period).

2.2.1 Whānau Direct

a) Qualitative Results

In July 2015 TPM engaged an independent evaluator to undertake a formative evaluation of Whānau Direct to determine the effectiveness of the programme and whether the programme made a difference to the achievement of outcomes for whānau. As well as interviewing TPM staff, the evaluator interviewed whānau and Whānau Ora Partners of Whānau Direct and made the following findings:

Whānau Ora Partners

- Whānau Ora Partners understand Whānau Direct policy intent much more than year one (2014/15).
- Whānau Ora Partners have integrated Whānau Direct into business as usual.
- Whānau Ora Partners are adopting innovative approaches to support both immediate and short-term outcomes for whānau.
- Whānau Direct helped many whānau to accelerate whānau aspirations.

Whānau

- All whānau developed plans, set goals and expressed a strong commitment to achieve these goals for the betterment of themselves and whānau.
- All whānau linked the Whānau Direct support to their specific goals to achieving their short to medium term outcomes.
- All whānau were positive about the Whānau Direct process (e.g. quick turnaround, user-friendly application form, easy follow-up and review of achievement of outcomes).
- All whānau felt 'empowered' and were appreciative of the way kaimahi and kaiārahi worked with them in a positive way.
- All whānau had made a demonstrable shift in their whānau position (in at least one Whānau Ora outcome) as a result of Whānau Direct.

b) Quantitative Results (to 31 March 2016)

	Target		Actuals	
Region	Whānau		Whānau	Whānau Members
	Annual	Cumulative	Cumulative	Cumulative
Te Tai Tokerau	408	306	479	1,356
Tāmaki Makaurau	408	306	263	900
Hauraki-Waikato	408	306	144	481
Waiariki	408	306	303	1,071
Ikaroa-Rāwhiti	408	306	213	616
Te Tai Hauāuru	408	306	274	903
Total	**2,448**	**1,836**	**1,676**	**5,327**

While progress has been slow over the nine month period, with the full year ending, Whānau Ora Partners are ramping up their activity to ensure that the allocated Whānau Direct funds are expended before year end. TPM is on track to meet the annual targets of whānau engaged for the 2015/16 period based on the 30 May 2016 actuals.

2.2.2 Kaiārahi

No evaluations of Kaiārahi services were undertaken during the 2015/16 year due to the phased contracting approach, with the full complement not received until 30 November 2015. However, the number of priority whānau engaged were as follows:

	Target		Actuals	
Region	Priority Whānau		Priority Whānau	Whānau Members
	Annual	Cumulative	Cumulative	Cumulative
Te Tai Tokerau	369	277	345	746
Tāmaki Makaurau	685	514	605	1,355
Hauraki-Waikato	353	265	277	277
Waiariki	453	340	530	1,270
Ikaroa-Rāwhiti	377	283	317	893
Te Tai Hauāuru	432	324	232	606
Total	**2,669**	**2,003**	**2,306**	**5,147**

Collective Impact

a) Qualitative Results

The formative evaluation identified good practice and areas for improvement. A list of Collective Impact quality indicators were developed as part of the formative evaluation based on the TPM Five Conditions of Collective Impact as defined by TPM. The five conditions were *Kia kotahi te whāinga* (Common Agenda), *Kia kotahi te ine* (Shared Measurement), *Kia rere tonu te kōrero* (Continuous Communication), *Kia kotahi te hoe* Mutually Reinforcing Activities), *Kia pakari te iwi tuararo* (Backbone Organisation). The final indicators were a 'modified version' of the original TPM Five Conditions of Collective Impact and additional 'optional' conditions with associated indicators, were also provided. The optional conditions were *Mā muri, ka tika a mua* (Continuous Learning), *Whakawhanaungatanga* (Whānau engagement), and *Mā te Māori, Mō te Māori* (Kaupapa Māori). The plan going forward is to monitor these quality indicators at six-monthly intervals using a Collective Impact Partnership Survey.

The Collective Impact process evaluation also generated a developmental rubric that provided a set of performance measurements that can be used to determine and track the development and progress of the Collect Impact initiative's activities as it 'matures' over time. Phases in the rubric range from development and implementation (Te Pihinga), to innovation and refinement (Te Māhuri) and finally establishment (Te Kōhure). The rubric was then used by the evaluation team to make a determination of the development and progress of the Collect Impact initiative to date. Based on the findings of the evaluation report, the TPM CI will be further refined and changes to the service specific will be updated for the 2016/17 year in regards to the five conditions.

b) Quantitative Results (to 31 March 2016)

	Target		Actuals	
Region	Priority Whānau		Priority Whānau	Whānau Members
	Annual	Cumulative	Quarter	Quarter
Te Tai Tokerau	90	68	103	242
Tāmaki Makaurau	90	68	55	55
Hauraki-Waikato	90	68	136	294
Waiariki	90	68	119	201
Ikaroa-Rāwhiti	90	68	52	120
Te Tai Hauāuru	90	68	76	146
Total	**540**	**408**	**541**	**1,058**

2.3. Overview of Needs and Aspirations of Whānau

TPM reviewed all its whānau data from the various sources including provider feedback, data from Whānau Direct providers, the Māori descent population profile Te Ika a Māui, monitoring report data, Whānau Direct process evaluation and the Collective Impact process evaluation. With the research, monitoring and evaluation activities in 2015/16, whānau needs and aspirations indicated the following needs and aspirations.

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 and Outcomes Roadmap

TPM has two documents that guides its approach of all commissioning activities for whānau. Firstly, the TPM Outcomes Framework is a set of tools and processes for whānau that enable TPM to collect the data needed:

- To prove that TPM is having the impact it intends to have on whānau; and
- To improve its outcomes for whānau.

Secondly, the TPM Outcomes Roadmap is an operational document that outlines a set of practical steps that TPM can take to refine and improve its Outcomes Framework over 2016/17 and beyond. The Outcomes Roadmap was finalised in November 2015, and will be rolled out to Whānau Ora Partners throughout 2016/17.

3.1. Outcomes Framework

The 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 (as set out in section 8) that will correlate with desired outcomes, justify expenditure, and lead to sustainable benefits for whānau.

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.

3.2. Outcomes Roadmap

To an extent, TPM operationalises the Whānau Ora Outcomes Framework, agreed by the Whānau Ora Partnership Group, through its Outcomes Roadmap. The Outcomes Roadmap has been presented to external stakeholders, including the Minister of Finance, the Minister of Education, the Ministry of Education, the Ministry of Health, Department of Corrections, and advisors to the Whānau Ora Partnership Group.

The Outcomes Roadmap is a robust plan of action that moves TPM from theoretical concepts of outcomes to the actual application of whānau specific outcomes across the board of all of TPM's activities and investments. It is comprised of TPM's:

- Organisation Logic Model;
- Commissioning Logic Model; and
- Measurement Approach (including four tools to implement the approach, discussed further in Section 7).

It is important to emphasise that this roadmap, as well as all associated actions and innovations, is an iterative process and will continue to undergo revision and refinement in line with the ongoing contribution of stakeholders over the 2016/17 period and beyond.

TPM's Outcomes Framework for 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 knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities • Whānau are engaged in te ao Māori • Whānau enjoy high standards of living • Whānau relationships are rewarding and empowering.		
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 Māori • Whānau are economically secure		
Priority Outcomes	• The wider sector (through Whānau Ora Partners) having a shared vision for supporting whānau to be successful • Identification of priority whānau and their aspirations • Being able to respond to an immediate, short, medium and long whānau need • Supporting whānau to work towards achieving one of the six TPM 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 TPM outcomes (Refer to section 8)		
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 work with Whānau Ora Partners not currently providing Whānau ora services

The TPM Outcomes Framework supports the Whānau Ora outcomes sought for whānau in the Whānau Ora Outcomes Framework developed by the Whānau Ora Partnership Group, as set out in the table below. Note that the seventh outcome domain requires further analysis by TPM to determine how this fits within TPM's Outcomes Framework. This will be reviewed over FY16/17.

#	Whānau Ora Outcomes Framework	TPM Outcomes Framework
1	Whānau are self-managing & empowered leaders	Whānau are knowledgeable and well informed
2	Whānau are leading healthy lifestyles	Whānau are healthy
3	Whānau are participating fully in society	Whānau actively participate in communities
4	Whānau and families are confidently participating in Te Ao Māori (the Māori World)	Whānau are engaged in te ao Māori
5	Whānau and families are economically secure and successfully involved in wealth creation	Whānau enjoy high standards of living
6	Whānau are cohesive, resilient and nurturing	Whānau relationships are rewarding and empowering
7	Whānau and families are responsible stewards of their living and natural environments	*Further analysis required to determine how this fits within TPM's Outcomes Framework.*

4. Priority outcomes

Over the 2015/16 year, TPM reviewed transactional data, the results of the evaluations and information provided by Whānau Ora Partners to determine whether the outcomes were meeting the needs of whānau across Te Ika a Māui. The six TPM outcome domains were covering the outcomes that whānau sought. The data also enabled TPM to confirm the same priority outcomes used in 2015/16 for the 2016/17 year to guide the development and prioritising of commissioning activities for 2016/17. Therefore, TPM will target whānau as follows:

Priority Outcomes	Supporting TPM's outcomes	TPM outcomes 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, Tāriana Turia (July 2014)*	• Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities • Whānau are engaged in te ao Māori • Whānau enjoy high standards of living • Whānau relationships are rewarding and empowering.	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 TPM's outcomes 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, short, medium and long 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 priorities and their whānau to: • **achieve better education outcomes** • **achieve better housing outcomes** • **achieve better health outcomes** • **achieve better social outcomes** • **achieve better economic 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	Whānau Ora Partners need to support priority whānau to identify their aspirations.		
Supporting whānau to work towards achieving one of the six TPM 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 TPM 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 2015/16. Furthermore, TPM's logic model (refer to next page) sets out the commissioning programmes, the TPM outcomes sought and the intended impact for whānau.

Vision/Mission	Whānau Needs (various)	TPM 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 4 out of 10 (40%) live in highest deprived areas More Māori population live north of Taupō (68%) 24 is the median age 21.2% 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 knowledgeable and well informed Whānau are healthy Whānau actively participate in communities Whānau are actively in te ao Māori Whānau enjoy high standards of living Whānau relationships are rewarding and empowering	The wider sector (through Whānau Ora Partners) having a shared vision for supporting whānau to be successful Being able to respond to an immediate, short, medium and long whānau need Identification of priority whānau and their aspirations Supporting priority whānau to work towards achieving one of the six TPM outcomes	**Whānau Direct** Whānau Direct aims to enhance the skills and ability of whānau to grow resilience and respond positively to achieve outcomes for whānau. **Collective Impact for Whānau** Collective Impact aims to proactively work across sectors to support priority whānau to achieve specific outcomes. **Kaiārahi** Kaiārahi work alongside whānau to support them in their journey to achieve their outcomes. Data & Outcomes Measurement resource will support improved quality and measurement of whānau outcomes. **Innovation Fund** TPM will support innovative approaches for the achievement of outcomes for whānau.	*Refer to Section 8*	**Quarterly / Six-monthly** **Whānau Direct, Collective Impact, Kaiārahi** (including Pou Hākinakina, Data & Outcomes Measurement Analysts)**, MSD** and **Innovation Fund** monitoring reports (qualitative and quantitative) including tracking and measuring of key performance indicators and the achievement of whānau outcomes **Annual** Whānau surveys (through partners) that are collated to ascertain whether services are meeting needs, achieving their outcomes and contributing to overall service improvement **Per Programme** Evaluation and Research activities for commissioned programmes as required **Ongoing** Research to support the identification of whānau needs and Whānau Ora approaches Support Partners to improve the tracking and measurement of the achievement of whānau outcomes.

TPM COMMISSIONING LOGIC MODEL: The TPM Outcomes Roadmap outlines two logic models; an Organisational Logic Model and a Commissioning Logic Model. The Commissioning Logic Model (below) underpins TPM's Outcomes Framework and outlines the key outcomes (and relevant indicators) TPM will measure over 2016/17 to prove its impact.

[redacted]

Withheld under section 9(2)(b)(ii)

5.1 Evaluation and Research Activities 2016/17

As mentioned previously, in 2015/16 TPM engaged independent researchers to complete a formative evaluation of Whānau Direct (pilot and year one rollout) and a formative evaluation of Collective Impact. The evaluation findings will contribute to the refinement of both Whānau Direct and Collective Impact during rollout of them in the 201617 year.

TPM's broad research and evaluation aims for 2016/17 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.

For the 2016/17 year, TPM will undertake the following research, evaluation and monitoring activities:

a) Rollout of support and training to each TPM region for the Lead Whānau Ora Partner to gather, collect, and analyse transactional data from their own partnerships.

b) Implement the TPM Outcomes Roadmap.

c) Review of Collective Impact services to improve systems and processes so that services support whānau to achieve their outcomes and the benefits can be documented and implemented in 2017/18.

d) Review of Kaiārahi services to improve systems and processes so that services support whānau to achieve their outcomes and the benefits can be documented and implemented in 2017/18.

e) Review of monitoring reports of Whānau Direct, Collective Impact, Kaiārahi and Innovation Fund activities.

TPM will continue to monitor all Whānau Direct Partners through **quarterly** and **six monthly** reporting. The monitoring includes the collection of qualitative and quantitative information. The information feeds into the indicators (refer section 8), and learnings for the continued improvement of the programme.

6. Commissioned Programmes and Activities

6.1. Whānau Direct Providers 2016/17

Based on the findings of the 2015/16 monitoring reports and the recent process evaluation of the Whānau Direct programme, TPM will directly contract with **26** providers for the delivery of the Whānau Direct programme across Te Ika a Māui in 2016/17 year as follows:

Region	Whānau Ora Partners	# of Partners
Tai Tokerau	• Ngāti Hine • Ki A Ora Ngāti Wai • Te Whānau o Waipareira (subcontract Te Puna Hauora for North Shore and parts of West Auckland)	3
Tāmaki Makaurau	• Te Whānau o Waipareira • Te Rūnanga o Ngāti Whātua • Manukau Urban Māori Authority • Te Kōtahitanga	4
Hauraki Waikato	• Raukura Hauora o Tainui (Hauraki Waikato) • Te Kōhao Health • Waahi Whānui • Raukawa Maniapoto Alliance	4
Waiariki	• Te Arawa Whānau Ora Collective • Ngā Mātāpuna Oranga • Whānau Ora ki Tūwharetoa	3
Tai Hauāuru	• Tū Tama Wāhine • Tui Ora • Te Oranganui Iwi Health Authority • Te Tihi o Ruahine • Ngāti Rangi Trust • Te Rūnanga o Toa Rangatira	6
Ikaroa Rāwhiti	• Te Rūnanganui o Tūranganui a Kiwa • Te Rōpū Āwhina ki Porirua • Tākiri Mai Te Ata Whānau Ora Collective • Whaiora Whānui • Te Kupenga Hauora • Te Taiwhenua o Heretaunga	6
2016/17	**TOTAL WHĀNAU DIRECT PARTNERS**	26

Workforce and Training

Over the 2016/17 year, TPM will continue to provide training and resources to support Whānau Ora providers track and measure the achievement of outcomes for whānau using the Whānau Direct, Kaiārahi and Collective Impact programmes across Te Ika a Māui.

6.2. Kaiārahi

For 2016/17, TPM will deploy 209.2 Kaiārahi FTE positions across Whānau Ora Partners. As in 2015/16, 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 4,184 whānau (i.e. 20 whānau per Kaiārahi). The allocation of Kaiārahi will be as follows:

Region	FTE
Te Tai Tokerau	34.7
Tāmaki Makaurau	34.0
Waiariki	33.0
Hauraki-Waikato	35.5
Ikaroa-Rāwhiti	38.0
Te Tai Hauāuru	34.0
TOTAL	**209.2**

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. TPM will use its best endeavours and 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.**

The reporting requirements for Kaiārahi services are set out in section 9.

Region	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
Te Tai Tokerau	**17,295**	**44,634**	**100.00%**	**34.7**	**100.00%**	**694**
Kaitāia	1,953	2,442	10.13%	3.5	10.13%	70
Whangārei	4,689	13,857	27.90%	9.7	27.90%	194
Kaikohe	2,397	2,595	12.25%	4.3	12.25%	85
Tāmaki Makaurau	**34,311**	**142,380**	**100.00%**	**34.0**	**100.00%**	**680**
Glen Innes	813	1,512	2.11%	0.7	2.11%	14
Papakura	2,343	5,328	6.21%	2.1	6.21%	42
Māngere	1,008	3,276	2.81%	1.0	2.81%	19
Manukau East	4,647	9,807	12.21%	4.2	12.21%	83
Hauraki-Waikato	**14,460**	**61,002**	**100.00%**	**35.5**	**100.00%**	**710**
Hamilton	8,850	33,894	60.08%	21.3	60.08%	427
Ngāruawāhia	1,719	2,790	10.43%	3.7	10.43%	74
Huntly	2,034	3,033	12.25%	4.3	12.25%	87
Waiariki	**23,160**	**78,312**	**100.00%**	**33.0**	**100.00%**	**660**
Rotorua	6,960	19,320	28.98%	9.6	28.98%	191
Taupō	801	5,010	4.05%	1.3	4.05%	27

Region	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
Ōpōtiki	1,536	2,121	5.85%	1.9	5.85%	39
Whakatāne	1,752	5,958	7.57%	2.5	7.57%	50
Tūrangi	981	1,698	3.82%	1.3	3.82%	25
Kawerau	2,049	3,453	7.96%	2.6	7.96%	53
Te Tai Hauāuru	**20,817**	**101,436**	**100.00%**	**34.0**	**100.00%**	**680**
Southern Taranaki	858	6,000	4.48%	1.5	4.48%	30
Whanganui	3,345	8,205	14.47%	4.9	14.47%	98
Taumarunui	1,467	2,166	6.06%	2.1	6.06%	41
Ikaroa-Rāwhiti	**25,908**	**84,933**	**100.00%**	**38.0**	**100.00%**	**760**
Northern East Coast	3,102	3,630	10.43%	4.0	10.43%	79
Kaitī	1,110	2,238	3.95%	1.5	3.95%	30
Gisborne	264	1,245	1.11%	0.4	1.11%	8
Wairoa	2,151	2,559	7.24%	2.8	7.24%	55
Camberley	807	900	2.70%	1.0	2.70%	21
Flaxmere	1,098	1,767	3.81%	1.4	3.81%	29
Lower Hutt	2,979	15,759	12.91%	4.9	12.91%	98

6.2.1 Development of regional action plans regarding whakapakari tinana

TPM will deploy 16.9 FTE across TPM's Whānau Ora Partners to engage and assess at least 338 whānau (i.e. 20 whānau per FTE) to support them in achieving whakapakari tinana, health or wellbeing outcomes. The allocation of this resource across the regions will be as follows:

Region	FTE
Te Tai Tokerau	3.9
Tāmaki Makaurau	2.6
Waiariki	2.6
Hauraki-Waikato	1.3
Ikaroa-Rāwhiti	3.9
Te Tai Hauāuru	2.6
TOTAL	**16.9**

6.2.2 Building outcomes measurement capacity and capability in priority communities in Te Ika a Māui

TPM will deploy 15.0 FTE across TPM's Whānau Ora Partners supporting 60 Whānau Ora partners to improve the quality of whānau data and the measurement of the achievement of their outcomes. This will be achieved through:

- Training workshops including 'train the trainer'
- Ongoing support through a TPM helpdesk for the analysts
- Reporting by Whānau Ora partners that there has been an improved understanding of outcomes measurement.

For 2016/17, the allocation of this resource across the regions will be as follows:

Region	FTE
Te Tai Tokerau	2
Tāmaki Makaurau	2
Waiariki	3
Hauraki-Waikato	2
Ikaroa-Rāwhiti	3.5
Te Tai Hauāuru	2.5
TOTAL	**15.0**

6.3. Commissioning for Collective Impact

For the 2016/17 year, TPM will continue to engage up to 13 Collective Impact Partnerships to work with their priority whānau to achieve one of the six TPM outcomes so that:

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

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.

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
1	**Lead: Ngāti Hine Health Trust**, Whakawhiti Ora Pai, Ki A Ora Ngāti Wai, Te Hauora O Te Hiku O Te Ika, Te Rūnanga o Te Rarawa	Whānau Ora - Whānau Rangatiratanga	Improve educational outcomes for priority whānau	**Region Tai Tokerau:** Tai Tokerau wide - Ruakākā to Te Rerenga Wairua

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
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	Working with priority whānau to increase their health literacy and decrease obesity	**Region Tāmaki Makaurau:** North Shore, Waitakere, Te Atatū, South Auckland
3	**Lead: Te Kōhao Health**, Raukura Hauora, Kirikiriroa, Ngā Miro Health	Te Ngira: the needle that binds the thread together	Increasing household income of priority whānau	**Region Hauraki-Waikato:** Huntly, Hamilton, Ngāruawāhia, 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 Rōpū ā Iwi o Te Arawa, Te Waiariki Purea, WERA Aotearoa, and other partners in the region	Te Arawa Whanau Ora Collective	Working with priority rangatahi whānau to secure employment	**Region Waiariki:** Rotorua, Maketū and surrounding districts
5	**Lead: Nga Mātāpuna Oranga**, Pirirākau Hauora, Te Rūnanga o Ngāi Tamawharuia, Te Manu Toroa, Te Puna Hauora ki Uta ki Tai, Waitaha Hauoranga, Kimioranga Primary Health services	Ngā Mātāpuna Oranga	Working with priority rangatahi whānau to secure employment	**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 Rōpū 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 priority whānau into house ownership, mortgage management and affordability	**Region Waiariki:** Ngāti Tūwharetoa rohe including Tarawera River at Matata, to Central Plateau, to Tūrangi and Taupō

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
7	**Lead: Ngāti Rangi Trust**, partners in the region including Ruapehu District Council, Ngāti Rangi Health, Te Puke Karanga Hauora, Raetihi Primary School, Ōhakune Primary School, Te Kura Kaupapa Māori o Ngāti Rangi, local NZ Defence Force, local NZ Police, New World Ōhakune, Ruapehu Alpine Lifts (RAL), Nancy Winter Early Childhood Centre, Raetihi Community Charitable Trust, Ōhakune 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, Ōhakune, Waiouru
8	TPM will confirm the Lead Whānau Ora Partner and the project by the end of quarter one 2016/17			**Region Te Tai Hauāuru:** Taranaki Region
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 Women's Welfare League (Rangitāne, Ngāti Kauwhata branches), Raukawa Māori Wardens	Te Hōkai Nuku, Te Hōkai Rangi	Work with priority whānau to seek housing solutions	**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	Providing kaupapa Māori support programme for at risk priority rangatahi to engage with education and stay connected to whānau	**Region Ikaroa Rāwhiti:** Wairarapa region

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
11	**Lead: Te Rōpū Āwhina ki Porirua**, Tākiri Mai te Ata, Ngāti Kahungunu ki Poneke Community Services, Te Paepae Trust	Te Whānau Whanake	Working with priority rangatahi to engage in education	**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, Waimārama Marae, Ngā Kairauhī Trust	Tākitimu Ora – Ko Tākitimu te waka	Whānau Ora Partners working together to produce a kaupapa Māori service that works holistically with priority rangatahi and whānau	**Region Ikaroa Rāwhiti:** Heretaunga region
13	**Lead: Te Rūnanga o Ngāti Porou**, Ngāti Porou Hauora, Te Rūnanga o Tūranganui a Kiwa, Te Whare Maire O Tapuwae	Te whakapūmau i tō mana motuhake o ngā whānau Mana whānau, mana hapori, mana motuhake	Integrating multiple services to reduce cost and access barriers to support priority whānau with health and education aspirations	**Region Ikaroa Rāwhiti:** East Coast from Ruatōria to Gisborne and Te Wairoa

6.4. Innovation Fund

The purpose of the Whānau Ora Innovation Fund is to invite one-off innovative and local solutions to meeting whānau needs and supporting whānau to achieve their outcomes. Dictated solutions are not always best, so the Innovation Fund is about empowering local communities to be creative about how to support whānau.

This Fund will not support existing programmes, but new programmes. These programmes must align to the TPM outcomes, and must focus on one or more of the six TPM outcomes, while demonstrating alignment with the holistic Whānau Ora approach to achieving whānau wellbeing. As the funding for the Innovation Fund is from non-committed one off MSD funds, projects must be completed by 30 June 2017, and achieve short term outcomes (less than 12 months) for whānau.

The timetable for the procurement process is:

- Quarter 1: planning, tender process, contract negotiations
- Quarter 2: contracts commence
- Quarters 3-4: monitoring and reporting.

6.5. MSD Contracts

As agreed with MSD and TPK, TPM will contract with 23 providers previously contracted by MSD using the same MSD service descriptions. TPM will put in place regular monitoring reporting processes to

capture progress on service delivery, targets and risks. As the service descriptions do not align with the TPM Outcomes Framework, TPM will review the services over quarters one and two of the 2016/17 year. TPM will provide quarterly status reports to TPK on provider engagement and providers' activities as set out in section 9. The 23 providers and the service details are as follows:

No	Provider	Region	Service Description	Ex GST ($)	Target (whānau)
1	Aupōuri Youth Trust	Tai Tokerau	**Family Support Services** provide support services that will improve the lives of people in the community who experience various social, health and educational challenges.	14,254.50	50
2	Dargaville Medical Centre	Tai Tokerau	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to 6 years, particularly those who are vulnerable by improving access to services by strengthening service coordination.	116,501.00	50
3	Te Ora Hou Northland	Tai Tokerau	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to 6 years, particularly those who are vulnerable by improving access to services by strengthening service coordination.	120,377.92	52
4	C.A.R.E Waitakere	Tāmaki Makaurau	**Family Support Services** provide support services that will improve the lives of people in the community who experience various social, health and educational challenges.	16,046.64	24
5	Franklin Family Support Trust	Hauraki-Waikato	**Early Years Services Hubs** aim to improve outcomes for high needs families with children pre-birth to 6 years by improving access to services through effective service coordination.	114,666.00	200
6	Manurewa Parenting Hub	Tāmaki Makaurau	**Youth Gangs Parenting** are weekly sessions to build community capability, supporting parents as leaders for families encouraging positive parenting and health lifestyles.	79,999.50	150 sessions
7	Papakura Marae Society Inc	Hauraki-Waikato	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to 6 years, particularly those who are vulnerable by improving access to services by strengthening service coordination.	124,436.64	48
8	STRIVE Community	Tāmaki Makaurau	**Family Support Services** provide support services that will improve the lives of people in the community who	557,753.22	19

No	Provider	Region	Service Description	Ex GST ($)	Target (whānau)
			experience various social, health and educational challenges.		
			Community Youth Workers provide prevention and early intervention services for those youth at risk.		900
			Integrated Case Management provides case co-ordination and support to youth at risk.		36
9	Taonga Education Trust	Tāmaki Makaurau	**Family Support Services** provide support services that will improve the lives of people in the community who experience various social, health and educational challenges.	36,349.02	27
10	Te Whānau o Waipareira Trust	Tāmaki Makaurau	**Youth at Risk of Re-offending** and **Wraparound Services** develop and provide community based wraparound programmes for Māori youth and their whānau in the 10-17 age group who are at risk of offending.	1,076,582.90	11 programmes 110 whānau
			Community Youth Workers provide prevention and early intervention services for those youth at risk.		150
			Integrated Case Management provides case co-ordination and support to youth at risk.		18
11	Waikōwhai Community Trust	Tāmaki Makaurau	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to school entry from vulnerable families by improving access to services by strengthening service coordination.	120,794.00	40
12	Whānau O Tūmanako Charitable Trust	Tāmaki Makaurau	**Community Youth Workers** provide prevention and early intervention services for those youth at risk.	540,000.00	900
			Integrated Case Management provides case co-ordination and support to youth at risk.		36
13	Genesis Youth Trust	Tāmaki Makaurau	**Community Youth Workers** provide prevention and early intervention services for those youth at risk.	515,000.00	750

No	Provider	Region	Service Description	Ex GST ($)	Target (whānau)
			Integrated Case Management provides case co-ordination and support to youth at risk.		54
			Youth Gangs Parenting are workshops to youth at risk and their whānau		120 workshops
14	Great Potentials	Hauraki-Waikato	**Early Years Services Hubs** support continued service provision of young children and their caregivers.	411,001.08	20
			Family Support Services provide support services that will improve the lives of people in the community who experience various social, health and educational challenges.		78
			Family Support Centres provide integrated family support services for parents and children through a one-stop shop.		2200
15	Te Manu Toroa	Waiariki	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to 6 years, particularly those who are vulnerable by improving access to services by strengthening service coordination.	124,435.92	56
16	Te Pou Oranga O Whakatohea (Te Wheke Atawhai)	Waiariki	**Family Support Centres** provide integrated family support services for parents and children through a one-stop shop.	331,303.50	230
17	Eastbay Rural Education Activities	Waiariki	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to 6 years, particularly those who are vulnerable by improving access to services by strengthening service coordination.	124,435.92	56
18	Great Start Taitā	Te Tai Rāwhiti	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to 6 years, particularly those who are vulnerable by improving access to services by strengthening service coordination.	124,365.50	50
19	Pahiatua Community Services Trust	Te Tai Rāwhiti	**Early Years Services Hubs** aim to improve outcomes for children pre-birth to 6 years, particularly those who	124,472.50	50

No	Provider	Region	Service Description	Ex GST ($)	Target (whānau)
			are vulnerable by improving access to services by strengthening service coordination.		
20	He Huarahi Tamariki Trust	Te Tai Hauāuru	**Family Support Services** provide support services that will improve the lives of people in the community who experience various social, health and educational challenges.	30,347.00	50
21	Whānau Family Support Services Trust	Te Tai Rāwhiti	**Family Support Services** provide support services that will improve the lives of people in the community who experience various social, health and educational challenges.	12,141.15	31
22	Young Men's Christian Association of Taranaki	Te Tai Hauāuru	**Family Support Services** provide support services that will improve the lives of people in the community who experience various social, health and educational challenges.	14,547.40	20
23	Camellia House Trust	Te Tai Hauāuru	**Family Support Services** provide effective and affordable emergency and temporary accommodation for women 17 years and over.	36,847.20	30

7. Data collection

7.1. Overview of data collection activities

Through 2016/17 TPM is enhancing its data collection by:

- implementing standard data collection tools and processes within Whānau Tahi and refining TPM's Reporting Workbook;
- collecting additional (non-transactional) data, through whānau surveys and Whānau Ora Partner surveys;
- supporting Whānau Ora Partners to improve their engagement, assessment, measurement and reporting on whānau outcomes through the deployment of dedicated Data and Outcomes Measurement resource to train and assist the Whānau Ora Partners; and
- refreshing its Milestone Indicator Framework.

TPM intends to pilot the data collection tools within Whānau Tahi with one lead partner in Q2. The tools and the system will be refined over this quarter, and a full rollout plan will be implemented from Q3.

TPM will further refine the TPM Reporting Workbook to collect additional data to support the measurement and reporting of whānau outcomes.

Surveys of whānau and Whānau Ora Partners will give TPM a richer picture of Priority Outcomes achievement than is possible through transactional data alone. TPM intends to finalise these survey tools over Q1 and roll out the survey tools from Q2.

TPM's refreshed Milestone Indicator Framework will:

- support the roll out of the standard data collection tools;
- further tailor the milestones to the whānau experience; and
- simplify the reporting of whānau goal achievement.

TPM will work with Whānau Ora Partners over Q1 and will expect all partners to use the refreshed Milestone Indicator Framework in their Q2 reporting.

To support the implementation of these tools TPM is commissioning Data and Outcomes Measurement Analysts to train and support Whānau Ora Partners to use the tools and improve their data capture. Further information on their activities is included in section 7.4 below.

7.2. Implementing a consistent assessment and measurement approach

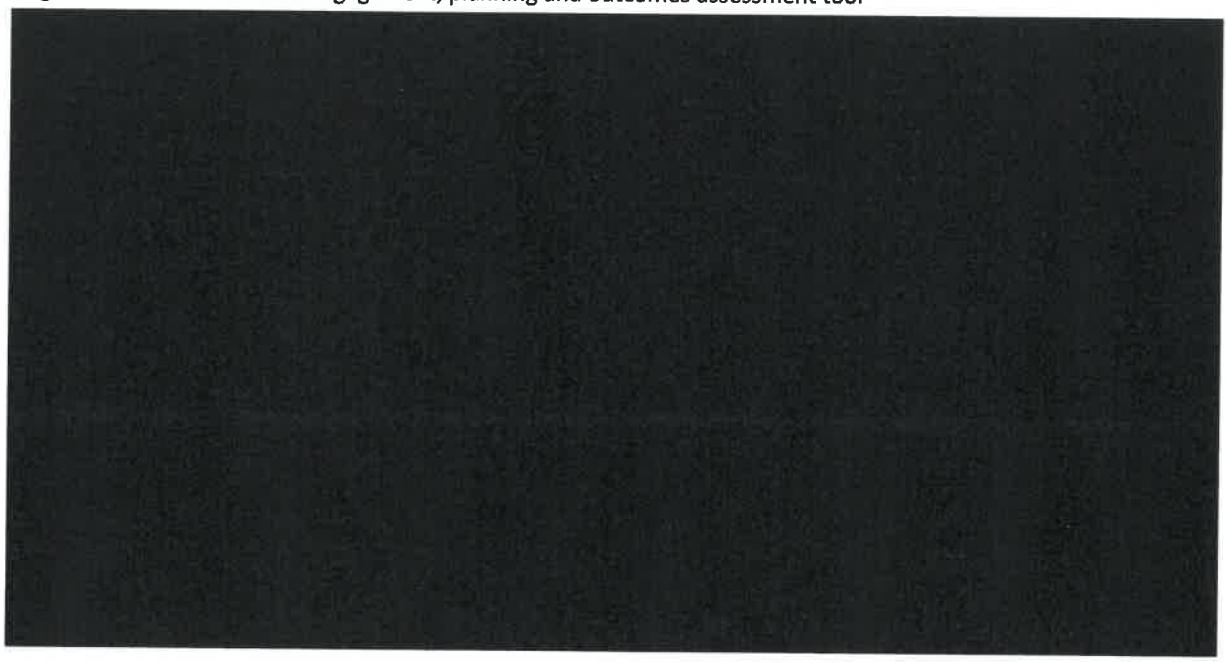
TPM will continue to move towards a measurement and assessment approach that is consistent across all commissioning programmes, by drawing on four key tools:

1. Tool A: a whānau engagement, planning and outcomes assessment tool.
   This tool will allow whānau to self-report their wellbeing levels across outcome areas within each of TPM's six outcome domains. Whānau Ora partners will use TPM's assessment tool directly, or will use their own assessment tools they have developed and map to TPM's tool. TPM will work with Whānau Ora partners on this mapping to ensure alignment with TPM's Outcomes Framework.
   This tool will be refined over Q1 and will be piloted with at least one lead partner in Q2. TPM intends to engage with all lead partners to map relevant assessment tools by the end of Q4. See Figure 1 below as an example of possible outcome area's with a suggested 7 point rating scale.
2. Tool B: a flexible whānau outcomes reporting tool.
   This tool will allow whānau to prioritise one or more outcomes and enable Whānau Ora partners to link whānau outcomes to one of TPM's six outcome domains, via a Whānau

Outcomes Menu. Whānau and Whānau Ora partners will identify and agree an outcome indicator to measure progress and achievement of each whānau outcome.
This tool (including the Whānau Outcomes Menu) will be refined over Q1 and will be piloted with at least one lead partner in Q2. TPM intends to engage with all lead partners to establish an agreed Whānau Outcomes Menu by the end of Q4.
See Figure 2 below as an example of how this tool could look.

3. Tool C: a whānau survey.
   This tool will allow Whānau Ora partners and TPM to understand the levels of whānau satisfaction, confidence levels and experiences. This tool will be finalised over Q1 and will be rolled out from Q2. The survey will primarily be used to measure the following outcomes:
   a. whānau have increased/improved engagement with Partners;
   b. whānau have improved ability to plan and set goals; and
   c. whānau have increased confidence and self-empowerment.
4. Tool D: a Whānau Ora partner survey.
   This tool will allow Whānau Ora partners and TPM to understand the quality of whānau engagement and levels of collaboration with Whānau Ora partners to achieve whānau outcomes.
   This tool will be finalised over Q1 and will be rolled out from Q2. The survey will be primarily used to measure the following outcomes:
   a. Partners have increased/improved engagement with priority whānau;
   b. Partners have a common agenda for achieving whānau outcomes; and
   c. increased interest and capacity to partner and work collaboratively.

Figure 1 – Tool A: Whānau engagement, planning and outcomes assessment tool



Withheld under section 9(2)(b)(ii)

Figure 2 – Tool B: Flexible whānau outcomes reporting tool.

Whānau Priority Outcome	Whānau Outcomes	Outcome Domain	Possible Indicators
Eat healthy kai more regularly and become more active	Improved Diet & Healthier Lifestyles	Whānau Health	• Whānau are involved in sports and fitness activities • Whānau are eating 5+ fruit and vegetables per day • Whānau have reduced takeaways consumption to once per week

7.3. Refresh of the Milestone Indicator Framework

Description of the Milestone Indicator Framework

TPM Whānau Ora partners will track the progression of whānau along a spectrum of milestone indicators and report to TPM to articulate whānau progress towards achieving short, medium and long term outcomes across the six outcomes domains.

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.

Progress towards achieving results for whānau will be demonstrated by the number of whānau who experience a positive shift from a baseline position of zero (0) along the milestone indicators relevant to their priority outcome(s).

Table 1 – Refreshed Milestone Indicator Framework

Priority outcome area	1	2	3	4	5
Whānau are knowledgeable and well informed	[redacted]				
Whānau are healthy					
Whānau relationships are empowering					
Whānau actively participate in communities					
Whānau are engaged in te ao Māori					

Withheld under section 9(2)(b)(ii)

Priority outcome area	1	2	3	4	5
Whānau enjoy high standards of living					

Rationale for the refresh of the Milestone Indicator Framework

The Milestone Indicator Framework has been refreshed to more closely reflect the whānau journey, and to provide more meaningful measurement of achievement. In practice, this has meant:

- re-ordering or reframing the first three milestones to better reflect 'common' whānau journeys; and
- reframing the fourth milestone away from a percentage of goals achieved, to focus on a single critical milestone goal identified by whānau. This reduces the risk that achieving a '4' misstates how close whānau are to achieving their priority outcome (by using a criticality, rather than volumes-based, approach).

TPM considers that through the refresh of the Milestone Indicator Framework, whānau goals and outcomes achievement will remain broadly comparable to the framework used in 2015/16. To ensure this, TPM will work with its Whānau Ora Partners to ensure meaningful milestone goals are selected to reflect the significance of their contribution towards achieving whānau priority outcomes. This milestone goal will provide an indication that the whānau have completed at least 50% of their journey towards achieving their priority outcome.

TPM and TPK will examine the nature of a sample of milestone goals set and achieved on an anonymised basis. This will consider whether milestone goals reflect changes experienced by whānau, and will enable further understanding of results. This will also consider the comparability of 2016/17 results in relation to the refreshed Milestone Indicator Framework with 2015/16 results.

7.4. Deployment of Data and Outcomes Measurement resource

TPM is deploying 15.0 FTE across its Whānau Ora Partners. This is specialist resource at the regional level to support Whānau Ora partners to build outcomes measurement capacity and capability in priority communities of Te Ika a Māui. Regional workshops will be delivered, and Whānau Ora partners will also receive additional 1:1 training sessions. As a result of deploying this resource, it is intended that Whānau Ora Partners will:

- have a good understanding of whānau data;
- know how to identify priority whānau through more informed data analysis practices; and
- have a better understanding on how to measure and report on outcomes.

In turn, TPM and Whānau Ora Partners will support Kaiārahi and other members of the Whānau Ora workforce to implement good practices to better understand the progress of whānau towards the achievement of their outcomes.

7.5. Whānau Ora Partners' reporting to TPM

Collecting data for reporting on Whānau Direct targets

All information relevant to Whānau Direct targets will be captured in the Whānau Direct Whānau Tahi system. Table 2 sets out the sources of data and data collection method for each of the types of targets.

Table 2 – Data collection for Whānau Direct targets

Data Source	Data Collection
Whānau Direct applications received, paid and reviewed with whānau. Applications submitted to TPM and will include: • the region where the whānau is based; • payment details for the funds requested; • information about the whānau situation; and • information about the outcome that each whānau is seeking to achieve.	*'How much' targets*
	TPM will record the regional spread of Whānau Direct funding recipients.
	'How well' targets
	TPM will record the length of the process time taken to distribute funds. Providers will complete a review with the whānau to determine whether their experience was positive.
	'Better off' targets
	As part of their review with whānau, providers will determine: • whether the expected immediate change was achieved; and • whether the intervention had a positive impact on the whānau situation.

Collecting data for reporting on Collective Impact and Kaiārahi targets

Table 3 sets out the sources of data and data collection method for each of the types of targets. Data source and collection methods apply to both programmes, except where noted in the table.

Table 3 – Data collection for Collective Impact and Kaiārahi targets

Data Source	Data Collection
'How much' targets	
Data will be sourced from: • Reporting from providers, captured through Whānau Tahi and the TPM Reporting Workbook.	TPM Whānau Ora Partners will collect and report to TPM data on: • whānau enrolments, including a breakdown of whānau members; • numbers of whānau active each quarter, new whānau enrolled, whānau who exited each quarter and cumulative number of whānau engaged; • whānau assessments, including the priority outcomes sought; • whānau priority outcomes; • whānau plans and goals; and • services/programmes whānau have been referred to.
'How well' targets	

Data Source	Data Collection
Data will be sourced from: • Reporting from providers, captured through Whānau Tahi and the TPM Reporting Workbook. • Reporting on implementation of Collective Impact Action Plans (Collective Impact only). • Whānau survey.	TPM Whānau Ora Partners will collect and report to TPM: • survey data on whānau reporting whether the initiative has identified and responded to their priorities and needs; • survey data on whānau reporting a positive experience; • on the implementation of their Collective Impact Action Plans, specifically how they have built upon existing activities and improved the Whānau Ora practices of partner organisations to support priority whānau (Collective Impact only).
'Better off' targets	
Data will be sourced from: • Whānau survey. • Reporting from providers, captured through Whānau Tahi and the TPM Reporting Workbook.	TPM Whānau Ora Partners will collect and report to TPM: • survey data on whānau reporting improvements in their ability to plan and achieve goals; • data on priority outcomes, whānau plans and goals, including outcome indicators and indicator results; and In relation to the Milestone Indicator Framework targets, Whānau Ora Partners and Kaiārahi will collect and report to TPM quarterly: • 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 on the Milestone Indicator Framework.

8. Performance measures[4]

8.1. Whānau Direct

	Target	Reporting frequency
	"How much?" measures	
WD1	At least 2,500 priority whānau[5] will have been supported by Whānau Direct funding in FY16/17, as follows: • Te Tai Tokerau: 420 • Tāmaki Makaurau: 410 • Hauraki Waikato: 420 • Waiariki: 390 • Ikaroa-Rāwhiti: 450 • Te Tai Hauāuru: 410	Quarterly on the quarterly and cumulative number of whānau (and whānau members) who have received Whānau Direct funding, including a regional breakdown.
	"How well?" measures	
WD2	Funds for 2,250 Whānau Direct applications are distributed within two working days of TPM's receipt of approved applications that are complete and accurate. *(This equates to 90% of whānau supported)*	Quarterly on the cumulative proportion of Whānau Direct applications received that are paid within two working days.
WD3	1,800 priority whānau report a positive experience. *(This equates to 80% of whānau supported)*	Quarterly on the number of whānau reporting a positive experience.
	"Better off" measures	
WD4	2,250 priority whānau report that an immediate change has been achieved through Whānau Direct. *(This equates to 90% of whānau supported)*	Quarterly on the number of whānau reporting that an immediate change has been achieved, including a breakdown of the outcomes achieved by TPM Outcome Domain.
WD5	2,250 priority whānau report a positive impact on the whānau situation as a result of the intervention. *(This equates to 90% of whānau supported)*	Quarterly on the number of whānau reporting a positive impact on the whānau situation, including a breakdown of the outcomes achieved by TPM Outcome Domain.

[4] Whānau Ora partners will undertake surveys to determine whether the indicator is achieved as a result of the Whānau Ora programme or intervention. The targets for Collective Impact and Kaiārahi provide for 40% of priority whānau being surveyed with an 80% and 70% target (respectively) against each relevant performance measure.

[5] These priority whānau may also be reflected in whānau engagement numbers reported through Collective Impact and Kaiārahi programmes.

8.2. Collective Impact

	Target	Reporting frequency
	"How much?" measures	
CI1	990 priority whānau are supported in FY16/17 as below: • Te Tai Tokerau: 165 • Tāmaki Makaurau: 165 • Hauraki Waikato: 165 • Waiariki: 165 • Ikaroa-Rāwhiti: 165 • Te Tai Hauāuru: 165	Quarterly on the quarterly and cumulative number of priority whānau (and whānau members) who have been supported, including a regional breakdown.
CI2	990 priority whānau have been assessed to identify their strengths, needs and aspirations. *(This equates to 100% of priority whānau)*	Quarterly on the quarterly and cumulative number of priority whānau who have been assessed.
CI3	990 priority whānau have developed plans with goals. *(This equates to 100% of priority whānau)*	Quarterly on the quarterly and cumulative number of priority whānau who have plans and goals.
CI4	990 priority whānau have been referred to relevant services/programmes to contribute to their priority outcomes. *(This equates to 100% of priority whānau supported)*	Quarterly on the quarterly and cumulative number of priority whānau who have been referred to necessary services/programmes to contribute to whānau priority outcomes.
	"How well?" measures	
CI5	317 priority whānau report that the initiative has identified and responded to their priorities and needs. *(This equates to 80% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of priority whānau reporting that the initiative has identified and responded to their priorities and needs.
CI6	277 priority whānau report a positive experience. *(This equates to 70% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of priority whānau reporting a positive experience.
CI7	13 CI partnerships have built upon existing activities and improved Whānau Ora practices of partner organisations to support priority whānau. *(This equates to 100% of CI partnerships)*	Six-monthly on the cumulative number of CI partnerships that have built upon existing activities and improved Whānau Ora practices of partner organisations to support priority whānau, with narrative reporting on how this has been achieved.
	"Better off" measures	
CI8	317 priority whānau report improvements in ability to plan and achieve goals. *(This equates to 80% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of priority whānau reporting improvements in their ability to plan and achieve goals.

	Target	Reporting frequency
CI9	743 priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 4 on the milestone indicator framework. *(This equates to 75% of priority whānau supported)*	Quarterly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework, as per the FY16/17 reporting format to be agreed with TPK (refer section 9).
CI10	495 priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 5 on the milestone indicator framework. *(This equates to 50% of priority whānau supported)*	Quarterly on the cumulative number of whānau who have achieved milestone 5 on the milestone indicator framework, as per the FY16/17 reporting format to be agreed with TPK (refer section 9).
CI11	347 priority whānau engaged by Whānau Ora Partners through Collective Impact across Te Ika a Māui experience measurable progress towards achieving multiple priority outcomes, as evidenced by a positive shift to (at least) milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes. *(This equates to 35% of priority whānau supported)*	Quarterly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes, as per the FY16/17 reporting format to be agreed with TPK (refer section 9).

8.3. Kaiārahi

	Target	Reporting frequency
	"How much?" measures	
K1	4,184 priority whānau are exclusively[6] supported in FY16/17 as below: • Te Tai Tokerau: 694 • Tāmaki Makaurau: 680 • Hauraki Waikato: 710 • Waiariki: 660 • Ikaroa-Rāwhiti: 760 • Te Tai Hauāuru: 680	Quarterly on the quarterly and cumulative number of whānau (and whānau members) who have been supported, including a regional breakdown.
K2	4,184 priority whānau (exclusively[6] supported by Kaiārahi) have been assessed to identify their strengths, needs and aspirations. *(This equates to 100% of priority whānau)*	Quarterly on the quarterly and cumulative number of whānau who have been assessed.
K3	4,184 priority whānau (exclusively[6] supported by Kaiārahi) have developed plans with goals. *(This equates to 100% of priority whānau)*	Quarterly on the quarterly and cumulative number of whānau who have plans and goals.
K4	4,184 priority whānau (exclusively[6] supported by Kaiārahi) have been referred to relevant services/programmes to contribute to their priority outcomes. *(This equates to 100% of whānau supported)*	Quarterly on the quarterly and cumulative number of whānau who have been referred to necessary services / programmes to contribute to whānau priority outcomes.
K5	338 priority whānau (in addition to the 4,184 referenced above) are engaged and assessed to identify their strengths, needs and aspirations regarding whakapakari tinana in FY16/17 as below: • Te Tai Tokerau: 78 • Tāmaki Makaurau: 52 • Hauraki Waikato: 26 • Waiariki: 52 • Ikaroa-Rāwhiti: 78 • Te Tai Hauāuru: 52	Quarterly on the quarterly and cumulative number of whānau (and whānau members) who have been engaged, including a regional breakdown.
K6	Relationships with 10 of the Regional Sports Trusts or other sports and recreational (whakapakari tinana) institutions have been established to identify sports and recreational initiatives across the six regions.	Quarterly on the quarterly and cumulative number of Regional Sports Trusts or other institutions where Kaiārahi have established relationships.
K7	An action plan for each of the six regions has been developed for FY17/18 identifying whānau priority outcomes regarding whakapakari tinana and how whānau will be supported to achieve these.	Annually in the quarter four report.

[6] Exclusively refers to whānau that are only supported by Kaiārahi and not through Collective Impact. Kaiārahi may still support whānau that are supported through a Collective Impact initiative, however, these whānau will not be counted against this target.

	Target	Reporting frequency
K8	15.0 FTE data and outcomes measurement resources are deployed across Te Ika a Māui in FY16/17 as below: • Te Tai Tokerau: 2.0 • Tāmaki Makaurau: 2.0 • Hauraki Waikato: 2.0 • Waiariki: 3.0 • Ikaroa-Rāwhiti: 3.5 • Te Tai Hauāuru: 2.5	Quarterly on the quarterly and cumulative number of FTE deployed.
K9	60 Whānau Ora partners have been engaged in training workshops (including ongoing guidance) to continue to build outcomes measurement capacity and capability in priority communities in Te Ika a Māui in FY16/17, providing them with the relevant support to engage, assess, measure and report on whānau outcomes.	Quarterly on the quarterly and cumulative number of providers trained and supported, with narrative reporting on the difference TPM has observed as a result of the training and support. TPM and TPK will together assess the impact on data quality through the incentive payment verification process.
	"How well?" measures	
K10	1,339 priority whānau (exclusively[6] supported by Kaiārahi) report that the initiative has identified and responded to their priorities and needs. *(This equates to 80% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of whānau reporting that the initiative has identified and responded to their priorities and needs.
K11	1,172 priority whānau (exclusively[6] supported by Kaiārahi) report a positive experience. *(This equates to 70% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of whānau reporting a positive experience.
K12	108 priority whānau report that the action plan regarding whakapakari tinana has identified and responded to their priorities and needs. *(This equates to 80% of a 40% sample of priority whānau anticipated to be engaged)*	Annually in quarter four on the cumulative number of whānau reporting that the action plan has identified and responded to their priorities and needs.
K13	95 priority whānau report a positive experience through the engagement regarding whakapakari tinana. *(This equates to 70% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of whānau reporting a positive experience.
K14	45 Whānau Ora partners engaged in the training workshops report that the training material was easy to understand and that the training workshops were good quality, providing them with the relevant support to engage, assess, measure and report on whānau outcomes.	Six-monthly on the cumulative number of partners reporting that the training material was easy to understand and that the training workshops were good quality.

	Target	Reporting frequency
	"Better off" measures	
K15	1,339 priority whānau (exclusively[6] supported by Kaiārahi) report improvements in ability to plan and achieve goals. *(This equates to 80% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of whānau reporting improvements in their ability to plan and achieve goals.
K16	3,138 priority whānau exclusively[7] supported through Kaiārahi, experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 4 on the milestone indicator framework. *(This equates to 75% of whānau supported)*	Quarterly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework as per the FY16/17 reporting format to be agreed with TPK (refer section 9).
K17	2,092 priority whānau exclusively[7] supported through Kaiārahi, experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 5 on the milestone indicator framework. *(This equates to 50% of whānau supported)*	Quarterly on the cumulative number of whānau who have achieved milestone 5 on the milestone indicator framework as per the FY16/17 reporting format to be agreed with TPK (refer section 9).
K18	1,464 priority whānau exclusively[7] supported through Kaiārahi experience measurable progress towards achieving multiple priority outcomes, as evidenced by a positive shift to (at least) Milestone 4 in 2 or more of their priority outcomes. *(This equates to 35% of priority whānau supported)*	Quarterly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes as per the FY16/17 reporting format to be agreed with TPK (refer section 9).
K19	95 priority whānau report an increase in knowledge regarding sports and recreational activities/initiatives promoting whakapakari tinana in their region. *(This equates to 70% of a 40% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of whānau reporting an increase in knowledge regarding sports and recreational activities/initiatives promoting whakapakari tinana in their region.
K20	45 Whānau Ora partners report improvements in their knowledge and understanding of outcomes measurement, data collection and reporting.	Six-monthly on the cumulative number of partners reporting improvements in their knowledge and understanding of outcomes measurement, data collection and reporting.

[7] Exclusively refers to whānau that are only supported by Kaiārahi and not through Collective Impact. Kaiārahi may still support whānau that are supported through a Collective Impact initiative, however, these whānau will not be counted against this target.

9. Reporting

TPM will report to TPK on a quarterly and annual basis in line with the reporting requirements outlined in the Outcome Agreement. Reporting on 2016/17 performance will focus on:

1. Reporting on progress against the performance measures outlined in section 8;
2. Populating tables to show whānau positions on the Milestone Indicator Framework, including by region and by TPM outcome area;
3. Status reporting on TPM's engagements with providers previously contracted by MSD and providers' activities, including:
    - An overview of engagements between TPM and providers during the period;
    - Descriptions of each provider's activities / services contracted;
    - Engagement volumes of each provider (and an indication of results achieved if available); and
    - Any relevant risks, issues or delays;
4. Reporting on engagement and results achieved through the Innovation Fund; and
5. Reporting to TPK on TPM's analysis of providers' narrative reporting on trends, whānau goals and outcomes being achieved by whānau. This will include providing detail on:
    - Trends and indications of longer-term impacts achieved through Whānau Direct;
    - Progress towards outcomes sought through Collective Impact initiatives;
    - Which goals whānau are commonly setting;
    - Which goals whānau are commonly achieving;
    - Where whānau achievement contributes to achieving Government priorities, to demonstrate the contribution of Whānau Ora to achievement of Government priorities; and
    - Where whānau are achieving multiple and interrelated outcomes demonstrating a holistic Whānau Ora approach.

10. Practice approach development

10.1. Consistency of a Whānau Ora approach

TPM acknowledges the importance of offering whānau-centred, holistic support for whānau and families engaged through its initiatives. This includes:

- Empowering whānau to prioritise the outcomes they want to achieve in order to realise their aspirations;
- Building on the capability within whānau to address multiple needs and become self-managing;
- Encouraging aspirational goals to enable whānau to achieve their priority outcomes; and
- Supporting whānau to achieve outcomes in multiple, interrelated outcome areas, as prioritised by the whānau.

TPM will continue to offer a range of support and services flexible enough to adapt to whānau priorities. For example, Collect Impact offers targeted initiatives driven by the needs and priority outcomes of the community. Whānau in those communities wishing to work towards other priority outcomes can access support through Kaiārahi services, where Kaiārahi support whānau to achieve their goals across multiple priority outcome areas.

In FY15/16, TPM's Whānau Ora Partners emphasised the importance of ongoing improvement of consistent Whānau Ora practice. TPM will continue to work with its Partners and providers to improve consistency in the use of a Whānau Ora approach and to share and promote best practice across Partners.

This will include providing ongoing support, guidance and training to Partners to improve consistency in their use of TPM's whānau assessment, data collection and reporting tools and frameworks as they are rolled out over the course of FY16/17. TPM will also work with its Whānau Ora Partners to ensure whānau are supported to set meaningful milestone goals, to reflect the significance of their contribution towards achieving whānau priority outcomes and to reflect changes experienced by whānau.

10.2. Identifying and supporting priority whānau

TPM's initiatives are available to all whānau and families; however, as Whānau Ora resources are limited, Collective Impact Partners and Kaiārahi target their support to whānau and families who need it most, identified as priority whānau.

For example, TPM's Kaiārahi workforce has been distributed to provide access to support for whānau and families with high needs levels in areas of high deprivation.

While priority whānau engaged across TPM's commissioning programmes share some common characteristics, priority whānau may differ between programmes depending on the focus of the initiative (e.g. priority whānau for Collective Impact initiatives focusing on increasing health literacy may differ from priority whānau for initiatives focusing on increasing household income). Characteristics of priority whānau may also differ between regions, reflective of regional needs and aspirations.

TPM collects information about the characteristics of whānau engaged through its commissioning programmes, including information about whānau circumstances. TPM's common whānau engagement, planning and outcomes assessment tool will also enable TPM and Partners to describe the characteristics and circumstances of priority whānau across commissioning programmes in a more standardised way, in relation to whānau scores across outcome domains. This tool is being rolled out across providers over the course of FY16/17 (refer section 7 on data collection).

Alongside the roll-out of this tool, TPM will work with its Partners to improve the consistency with which they identify and target priority whānau and to ensure the intended target cohort is being reached.

11. 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]					

12. Overview of the Commissioning Agency

12.1. 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**		Merepeka Raukawa-Tait has dedicated her working life to supporting and bringing out the best in people. A tireless champion for the rights and aspirations of women, particularly Māori women, she has held a succession of challenging managerial roles within the public, private and NGO sectors. She holds an MBA in International Management and is perhaps best known as the outspoken former CEO of New Zealand Women's Refuge. Merepeka is currently serving her second term as a Rotorua District Councillor, as well as being an elected member of the Lakes District Health Board. She is a regular contributor to the Daily Post newspaper and frequently appears as a guest on current affairs shows, on both television and radio.
Robin Hapi CNZM 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, NZTE and is Chair of Te Wānanga O Raukawa. He is a long-time advocate for Māori education and holds an MBA with Distinction from Massey University, where he was awarded a Massey Medal as one of its distinguished alumni.
Pahia Turia Ngā Wairaki, 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 the Iwi Chairs Forum and 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.

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.

12.2. 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 2016/17 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.

12.3. TPM Organisational structure

13. Financial information 2016/17

13.1. Commissioning funds (Whānau Direct, Collective Impact, Kaiārahi, Pou Hākinakina, Data & Outcomes Measurement Analysts and MSD Transfer)

Programme/activity/cost item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Whānau Direct	625,000	625,000	625,000	625,000	**2,500,000**
Collective Impact	1,903,354	1,903,354	1,903,354	1,903,354	**7,613,416**
Kaiārahi (includes Pou Hākinakina and Data Analysts)	4,219,250	4,219,250	4,219,250	4,219,250	**16,877,000**
Research and Evaluation	300,000	300,000	300,000	300,000	**1,200,000**
MSD Transfer – Committed Contracts	1,191,665	1,191,665	1,191,665	1,191,665	**4,766,660**
MSD Transfer - Innovation Fund	390,000	390,000	390,000	390,000	**1,560,000**
Total funds allocated to commissioning	**8,629,269**	**8,629,269**	**8,629,269**	**8,629,269**	**34,517,076**

13.2. Operating costs

Cost item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Personnel Costs	604,109	604,109	604,109	604,109	**2,416,436**
Governance	63,752	63,752	63,752	63,752	**255,008**
Office Expenses (incl. rent and utilities)	37,407	37,407	37,407	37,407	**149,628**
Professional services[8]	1,125,000	1,125,000	1,125,000	1,125,000	**4,500,000**
Technology and Training Costs	50,000	50,000	50,000	50,000	**200,000**
Communication and promotions	28,125	28,125	28,125	28,125	**112,500**

[8] This includes communications and administrative support, finance, human resources, quality assurance, systems development and training, funding and contracting, digital contents specialist, project management and legal support.

Cost item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Other operating costs	98,386	98,386	98,386	98,388	**393,546**
Total Operation Costs	**2,006,779**	**2,006,779**	**2,006,779**	**2,006,781**	**8,027,118**

13.3. Commissioning activity FY16/17 payment schedule

Commissioning activity	Period 1 ($)	Period 2 ($)	Period 3 ($)	Period 4 ($)	Total ($)
Payment date	**1 July 2016**	**1 October 2016**	**1 January 2017**	**1 April 2017**	
General commissioning funding	3,772,650.75	3,772,650.75	3,772,650.75	3,772,650.75	**15,090,603.00**
Navigator funding	3,394,553.50	3,394,553.50	3,394,553.50	3,394,553.50	**13,578,214.00**
Pou Hākinakina	270,400.00	270,400.00	270,400.00	270,400.00	**1,081,600.00**
Transfer from Vote Social Development – To support contracting providers	1,191,664.75	1,191,664.75	1,191,664.75	1,191,664.75	**4,766,659.00**
Operating funding (ongoing)	1,887,613.00	1,887,613.00	1,887,613.00	1,887,613.00	**7,550,452.00**
One-off operating funding	-	-	476,666.00	-	**476,666.00**
Incentive payment	-	-	-	-	**987,974.00**
Total	**10,516,882.00**	**10,516,882.00**	**10,993,548.00**	**10,516,882.00**	**43,532,168.00**

13.4. Incentive Payment

The incentive payment mechanism for 2016/17 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.