Whānau Ora Commissioning Investment Plan

2017/18

Te Pou Matakana

CONTENTS

Executive Summary **3**

1 Overview of activities and strategic direction **5**

2 Identification of opportunities **11**

3 TPM Outcomes Policy - Outcomes Framework and Outcomes Roadmap **15**

4 Priority outcomes **28**

5 Commissioned Programmes And Activities **30**

6 Research, Strategy and Innovation **38**

7 Financial Information **43**

8 Data Collection **47**

9 Performance Measures **53**

10 Reporting **61**

11 Risks **62**

12 Overview of the Commissioning Agency **67**

APPENDICES **71**

Executive Summary

Whānau Ora is about whānau achieving their desired outcomes. The success of the TPM commissioning for outcomes model can be measured by how successful TPM programmes and activities are at supporting whānau to achieve their desired outcomes.

Te Pou Matakana (TPM) as a Whānau Ora commissioning agency is now moving from its establishment phase (the first three years) into its consolidation phase (the next three years). As an organisation, TPM has grown from strength to strength, along with whānau, Whānau Ora partners and the Māori communities it serves. TPM acknowledges the commitment and work of its Whānau Ora partners who continue to support and build on the strengths and assets of whānau and Māori communities to support the achievement of Whānau Ora. As TPM enters its consolidation phase (the three years from 2017/18 to 2019/20), its areas of focus for 2017/18 are as follows:

Commissioning for Outcomes Policy

- TPM will continue to refine and improve its Commissioning for Outcomes Policy (its Outcomes Framework and the Outcomes Roadmap) in line with the ongoing contribution of whānau, Whānau Ora partners and other stakeholders.

Whānau Ora partners

- TPM will continue build stronger relationships with Whānau Ora partners, and improve the capacity and capability of their kaimahi, through the continued development of Whānau Ora Best Practice, data collection and reporting practices and systems, within each TPM region.

Research, Innovation and Strategy

- TPM will continue to produce 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 desired outcomes.

Commissioning activities

- TPM will continue to invest in its commissioning for outcomes programmes (Whānau Direct, Kaiārahi, Collective Impact for Whānau and the Collective Impact Innovation Fund) to help support whānau to achieve their outcomes.

Whānau Tahi

- Whānau Tahi enhancements are planned during 2017/18 and includes the rollout of Whānau Tahi version 5. TPM will also support partners in the deployment of the upgraded solution.

Below is a table of key activities for 2017/18:

Key Activity	Timeframe
• Contracts for Whānau Direct, Kaiārahi, Collective Impact and Collective Impact Innovation commence • Monitor Whānau Direct, Kaiārahi, Collective Impact and Collective Impact Innovation initiatives	Quarter 1

Key Activity	Timeframe
• Design and implement workforce development including 'best practice' modules alongside Whānau Tahi rollout • Commence Research, Strategy and Innovation workstream projects	
• Review of the Outcomes Policy (Outcomes Framework and Outcomes Roadmap, including the outcomes measurement tools). • Monitor Whānau Direct, Kaiārahi, Collective Impact and Collective Impact Innovation initiatives	Quarter 2
• Monitor Whānau Direct, Kaiārahi, Collective Impact and Collective Impact Innovation initiatives	Quarter 3
• Refinement and implementation of the Outcomes Roadmap • Refinement of outcome measurement tools • Monitor Whānau Direct, Kaiārahi, Collective Impact and Collective Impact Innovation initiatives • Complete Research, Innovation and Strategy workstream projects • Planning and negotiations for 2018/19 contracts.	Quarter 4

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 the kaupapa of tikanga Māori to exert and affirm tino rangatiratanga. The Whānau Ora kaupapa provides a shift in paradigm from Government determining which outcomes whānau should achieve (deficit-based programming) to whānau themselves determining which outcomes they wish to achieve (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 to support the achievement of Whānau Ora. TPM does 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 like-minded partners to support whānau.

TPM's Outcomes Policy (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 section 3.

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 services to support success for whānau
- Whānau Ora partners to seek co-investment opportunities to support successful futures for whānau.

The **nature** of TPM's activities which align to this Investment Plan for the period 2017/18 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, short-term, medium-term 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 Policy to whānau

[1] Whānau Ora partners are also referred to as Whānau Ora providers.

- Seeking **co-investment opportunities**: TPM will seek investments from co-investors, including, but not limited to, the Ministry of Health, Ministry of Social Development, Ministry of Education, Ministry of Justice, Te Puni Kōkiri and Housing New Zealand to support whānau to achieve their outcomes[2]
- Enhancing knowledge: TPM will continue to produce 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.

1.3. Commissioned Programmes and Activities

TPM commissions programmes and activities to support whānau to achieve their desired outcomes. The TPM programmes and activities commissioned include Whānau Direct, Collective Impact, Kaiārahi, Collective Impact Innovation fund and other activities that TPM secures with co-investors. The intention is that TPM will continue to extend its coverage across the six TPM regions and hence increase its reach into various communities.

All TPM commissioned programmes and activities are aligned to the TPM Outcomes Policy (its Outcomes Framework and the Outcomes Roadmap). This policy provides that throughout their Whānau Ora journey, a whānau may, at any time, require support to achieve either an immediate, short-term, medium-term, or long-term outcomes. TPM seeks to have an appropriate kaupapa Māori approach, programme or activity to support whānau to achieve their desired immediate, short-term, medium-term, and/or long-term outcomes.

Whānau Direct is designed to support whānau to achieve their immediate outcomes. Kaiārahi is designed to support whānau to achieve their short-term outcomes. Collective Impact is designed to support whānau to achieve their medium-term outcomes, whilst Collective Impact Innovation fund is aimed at supporting whānau to achieve short to medium term outcomes.

In 2017/18, TPM will research and produce a test report and recommendations for the Ngā Tini Whetu, a programme to support whānau to achieve their long-term outcomes. This will inform how TPM progresses the initial test beyond 2017/18.

In 2017/18, TPM will design separate logic models for each TPM commissioning programme (refer to section 6.1.5).

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 resources in a timely way, when it matters most to whānau, with the intention of making a positive difference to whānau, and support them to achieve their immediate outcomes.

Whānau Direct is delivered and distributed through Whānau Ora partners with the aim of incrementally spreading access to resources within locations across Te Ika-a-Māui. Whānau Direct fits within existing provider practice with a focus on cultural practices of engagement and empowerment in working with whānau.

As with previous years, 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, aspirations and desired outcomes

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

- Outline their current situation, needs, aspirations and their proposed solution (i.e. what Whānau Direct resources do they wish to obtain, and reasons for these resources)
- Describe the intended result that the proposed solution will achieve for them. This will require the whānau to identify the immediate impact/outcome, i.e. what will the change or difference to their situation be, and what outcome will the resource support them to achieve
- Identify an indicator to measure the immediate impact/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 whānau position on the continuum of whānau development (crisis, stable, success, future ready)
- Identify the immediate impact/outcome that the resource will support the achievement of 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 impact/outcome was achieved.

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

1.3.2 Collective Impact for Whānau

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 medium-term outcomes for priority whānau. Collective Impact for Whānau (Collective Impact) is the commitment of a group of Whānau Ora partners from different sectors to have a common agenda, engage with whānau, undertake mutually reinforcing activities, agree on a shared measurement approach, engage in continuous communication and resource a backbone organisation to help achieve outcomes for whānau. Partners can be government or non-government, and can cover housing, health, education, justice, iwi or social related aspirations for whānau.

TPM will contract Whānau Ora partnerships to deliver collective impact initiatives across Te Ika-a-Māui to identify and work with priority whānau[3] 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 whānaungatanga
- improve their cultural knowledge.

[3] Priority whānau as defined by each partnership on who they select as 'priority' depending on their own Whānau Ora internal assessments. See also narrative at section 2.3 below.

1.3.3 Kaiārahi (including Pou Hākinakina and Data Analysts)

TPM commissions Kaiārahi positions across TPM's Whānau Ora partners to:

- engage, assess and work alongside priority whānau to develop plans, set goals and support them to achieve their short-term outcomes.
- implement regional action plans for regarding whakapakari tinana
- build outcomes measurement capacity and capability in priority communities in Te Ika-a-Māui as outlined below

Kaiārahi will work alongside priority whānau to develop plans, set goals, and support them to achieve their intended short-term outcomes. An important part of their role is building strong, ongoing relationships of trust and confidence with whānau and navigating whānau access to health and social services. Each Kaiārahi position will engage and assess at least 20 whānau per annum.

Kaiārahi will engage and assess whānau to support them in achieving their whakapakari tinana, health and wellbeing goals and aspirations. These positions will:

a) continue to establish and maintain their 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 TPM regions 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 to identify their strengths needs and aspirations regarding whakapakari tinana
c) implement an action plan that identifies 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).

Data analysts 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 Collective Impact Innovation Fund

TPM operates 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.

1.4. Alignment to key government priority areas

Whānau Ora contributes to achievement across wider government priority areas. Through the TPM commissioning for outcomes programmes and activities, whānau are working towards achievement or are achieving outcomes that align to key government priority areas such as the Better Public Services (BPS) targets.

This alignment is demonstrated through whānau achievement across Collective Impact for Whānau and Kaiārahi. TPM reports quarterly on a number of different government priority indicators, for example, the number of priority whānau working with Whānau Ora Partners / Kaiārahi who have prioritised health who were not enrolled with a GP or up to date with immunisations at the initial engagement who are now **enrolled with a GP and all whānau members are up to date on immunisations.**

In relation to Collective Impact for Whānau, a number of initiatives align to wider government priorities. For example, Te Ngira works with a cohort of priority whānau to increase their household income through education and/or employment. This is aligned to the BPS target to reduce welfare dependence. Other examples of alignment are referenced in the table of Collective Impact for Whānau initiatives at section 5.3.

1.5. Summary of approach

Based on TPM's commissioning for outcomes approach, for the next three years, TPM will proceed as follows:

Phase	Approach
Identify Opportunities ***More detail is set out in section 2***	TPM will collect information from its communities through Whānau Direct, Kaiārahi, Collective Impact and Collective Impact Innovation fund. TPM will continue to monitor whānau needs across Te Ika-a-Māui through: • Feedback from whānau, Whānau Direct, Kaiārahi and Collective Impact partners • Transactional data collated from the Whānau Direct, Collective Impact and Kaiārahi programmes • Whānau Direct, Collective Impact and Kaiārahi monitoring reports • Research and evaluation findings.
TPM Outcome Domains ***More detail is set out in section 3***	TPM outcome domains 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.

Phase	Approach
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 whānaungatanga - improve their cultural knowledge • Supporting whānau to work towards achieving outcomes with one or more of the six TPM outcome domains.
Investment areas ***More detail is provided in section 5***	TPM will continue to invest in areas aligned to supporting its vision (supporting whānau success) and its broad outcomes.
Monitoring and Evaluation ***More detail is provided in section 6***	TPM's monitoring and evaluation framework will continue to measure the achievement of its outcomes. The framework identifies the key performance indicators, and information gathering processes to measure Whānau Ora partners' progress in supporting whānau to achieving outcomes. Internal reviews will be undertaken of Whānau Direct, Kaiārahi and Collective Impact services including whether they are meeting the needs of whānau.

2 Identification of opportunities

2.1 Māori Descent Population

Te Ika-a-Māui contains 85% (or around 567,500) of the Māori descent population as at June 2013. For the purposes of distributing funding across Te Ika-a-Māui, TPM divides Te Ika-a-Māui into six regions based on the Māori electoral boundaries. Note that TPM split the North Island part of the Te Tai Tonga Māori electoral boundary in two and assigned half the Māori descent population to Te Tai Hauāuru region and the other half to the Ikaroa-Rāwhiti region.

Table 1 below shows the Māori descent population numbers within each of the six TPM regions. Within these TPM regions, Ikaroa-Rāwhiti contains 19% of the North Island Māori descent population, Te Tai Hauāuru, Te Tai Tokerau, and Hauraki-Waikato each contains 17%, Tāmaki Makaurau contained 16% and Waiariki contained 15% of the North Island Māori descent population.

Table 1 - Distribution of the Māori Descent Population by TPM Region

North Island Māori Descent Population		
TPM Region	Total	%
Ikaroa-Rāwhiti	106,344	19%
Te Tai Hauāuru	97,788	17%
Te Tai Tokerau	96,273	17%
Hauraki-Waikato	94,539	17%
Tāmaki Makaurau	89,160	16%
Waiariki	83,361	15%
Total	567,465	100%

2.2 Our Priority Whānau

TPM Whānau Ora partners continue to work with whānau who are often referred to as 'high needs whānau' by government and other agencies. In line with TPM's vision to support whānau success and its strengths-based whānau capability development approach, TPM identify these whānau as priority whānau. Priority whānau are defined by each partnership based on who they select as 'priority' depending on their own Whānau Ora internal assessments.

Data to date and ongoing evaluation and analysis from projects undertaken by the research, innovation and strategy workstreams confirm priority whānau are 'high needs whānau'. For example, priority whānau that access resources through Whānau Direct have very low household incomes (close to 90% have a household income under $40,000 per annum), have very high rates of unemployment (over half of the main applicants are unemployed), have very low

standards of living, have unsafe transportation options and often live in poor housing conditions which affect their health and wellbeing.[4]

Overall these priority whānau are those most in need of a positive change. Whānau Direct seeks to move whānau from a crisis position into a position where whānau are more stable and hence can begin to address other needs and identify their aspirations and make a plan for the future.

Of whānau who have received Whānau Direct investments the five most commonly reported positive immediate impacts were improved health, improved access to education, improved access to basic amenities, improved living conditions and/or environment and improved access to safe transport options. It is not uncommon for whānau to utilise Whānau Direct to engage with Kaiārahi who work alongside whānau to identify and plan short to medium term goals and aspirations for their future.

TPM will continue to report quarterly on priority whānau engaged with Kaiārahi across priority communities as per table at section 5.2 below.

In 2017/18 and beyond, TPM, through the research, innovation and strategy will be able to provide further detail and analysis of the data to confirm priority whānau across TPM programmes and activities. This may be via outcome reporting similar to the Whānau Direct Outcomes report of 2015/16 data outlined above.

In addition, TPM will provide detail of how priority whānau are achieving their desired outcomes to outcome area level across TPM programmes and activities as reported through the quarterly reporting requirements (as set out in section 9).

2.3 Overview of Needs and Aspirations of Whānau

TPM reviewed all its whānau data from the various sources including partner feedback, data from Whānau Direct providers, the Māori descent population profile of Te Ika-a-Māui, monitoring report data, the Whānau Direct process evaluation and the Collective Impact process evaluation. From this process the following common needs and aspirations were identified:

Table 2 – Whānau needs and aspirations

Whānau Needs and Aspirations					
Improved employment opportunities e.g. obtaining relevant skills that will lead to employment	Improved living conditions, e.g. a safe and warm home	Improved access to education, e.g. enrolment with appropriate educational institutes	Improved whānau relationships, e.g. knowing your whānau and knowing your whakapapa	Increased participation in sports and recreation, e.g. support to participate in regional and national sports teams	Improved overall health and wellbeing e.g. physical health, oral health, etc.

[4] Initial findings from analysis of Whānau Direct outcomes data 2015/16

Whānau Needs and Aspirations					
Improved financial security and management e.g. financial literacy, reduce debt	Improved nutrition and access to kai	Improved access to safe transport options	Increased connection to Māori culture e.g. knowing te reo and te ao Māori	Reduced stress	Improved access to healthcare and services e.g. being able to afford medication, and healthcare
Support to set up or run a business	Improved access to basic amenities e.g. obtaining food, bedding, furniture, household appliances and clothing for school	Improved educational achievement, e.g. obtaining a formal qualification	Improved self-confidence and self-esteem e.g. wanting to feel valued	Participate in local and global communities	Health literacy, e.g. improving their knowledge of management of chronic conditions

2.4 Commissioning activities

All of TPM commissioning activities are based on the four key principles:

a) Exploring needs, aspirations and assets of whānau and designing programmes to help meet the needs and aspirations.

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, refinement and flexibility for services to adapt to the interests, needs, aspirations and assets of whānau.

As a result of these principles, TPM continues to assess whānau needs and aspirations, and it measures whānau 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, of this approach, TPM supports contracted Whānau Ora partners to:

- Develop their own capability and capacity
- Collect their own information/data to assess and identify whānau needs
- Develop best practice around planning and goal setting and measuring 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:

- Access 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. 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 commissioned programmes and activities which identifies how each product achieved outcomes for whānau based on their identified needs, outcomes and goals.

3 TPM Outcomes Policy - Outcomes Framework and Outcomes Roadmap

TPM has two documents that guides its approach of all commissioning activities for whānau – the TPM Outcomes Policy. Firstly, the TPM Outcomes Framework that guides TPM towards a systematic approach:

- To prove that TPM is having the impact it intends to have on whānau; and
- To improve 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 2017/18 and beyond. The Outcomes Roadmap was finalised in November 2015 and all Whānau Ora partners have signed-off on it.

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 Schedule 2) 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
- Measurement and Assessment Approach (including a set of tools and processes to implement).

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 2017/18 period and beyond.

Outcomes Framework for whānau across Te Ika-a-Māui is as follows:

Table 3 – TPM Outcomes Framework

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 partners 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 Schedule 3)		
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 activities

The TPM Outcomes Framework supports the Whānau Ora outcomes planned by 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 is still being considered by TPM on how this fits within the TPM Outcomes Framework.

Table 4 – Whānau Ora Outcomes

#	Whānau Ora Outcomes	TPM Outcomes
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	*TPM Is still considering how this outcome domain fits within the TPM Outcomes Framework*

Outcomes measurement and assessment – definition of success for whānau

For 2017/18 and beyond, TPM continue to define whānau success as whānau being knowledgeable and well informed, whānau being healthy, whānau participating fully in the community, whānau are engaged with Te Ao Māori, whānau enjoy high standards of living, and whānau relationships are cohesive and empowering. TPM has used a theory of change approach to help identify outcome areas and outcomes indicator sets which may be used to measure progress towards success within each TPM outcome domain.

The table below displays the TPM outcome domains, definitions of success and potential indicators sets[5]. This will assist in the measurement of whānau change over time and across the outcome domains and within outcome areas. A more detailed list of potential outcome indicators sets is attached at Appendix 1.

Table 5 – Outcomes measurement framework

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
Whānau Knowledge	We define whānau success as whānau being knowledgeable and well informed. For example, possible indicators of success may include: • Whānau value education and learning. • Opportunities for new learning and experiences are promoted within the whānau and accessed (e.g. travel, learning new skills, participating in out-of-norm activities). • Whānau have addressed truancy issues • Children are participating in ECE • Tamariki / rangatahi are succeeding at school (primary, intermediate, college).	• Skills/knowledge for employment • Education/training • Financial literacy/Budgeting • Health literacy • Numeracy and/or general literacy • Information Communication and Technology literacy	For example with • Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation

[5] Refer to appendix 1 for examples of potential outcome indicators sets

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• Tamariki, rangatahi are supported by the whānau to attend and achieve at school. • Rangatahi have several options when entering the learning environment and/or workforce. • Whānau are involved in learning networks (school, wananga, university, training courses) • Whānau have acquired skills necessary for employment • Whānau are able to participate in web-based systems of learning • Whānau are engaged in learning networks to further opportunities for employment. • Whānau members are employed. • Whānau members continue to upskill and improve their specialised employment skills.		
Whānau Health	We define whānau success as whānau are healthy. For example: • Whānau have prioritised health and well-being as important for their whānau and are actively working towards improving the current health of individuals within the whānau, and whānau as a whole. • Being informed about relevant health concerns impacting on members in their whānau. • Improved their nutritional knowledge • Commence or increase exercise and recreational activities. • Whānau have address any addiction issues.	• Physical/Personal health • Nutrition • Mental health • Spiritual health • Family/Social Health • Smoking/Tobacco use • Alcohol use • Drug use • Violence/abuse (physical and/or verbal)	• Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• Whānau have taken steps to address health problems • Adopted eating healthy patterns • Whānau are health literate • Whānau have health insurance • Enrolled with GP / PHO/ Dental Service • Whānau take advantage of preventative health services/measure		
Whānau participation in the community	We define whānau success as whānau participating fully in the community. For example: • Whānau are linked to positive networks within their local community, and/or have knowledge of how to access networks if they require. • Whānau have knowledge of services and networks within their local community and know how to access them if required. • Whānau are involved with community resources/ services e.g. marae activities, church, sports groups, recreational activities, libraries • Whānau are accessing current services. • Whānau are able to take advantage of community resources • Whānau participate in sport and recreational activities • Whānau are service literate • Whānau vote in local and national elections • Whānau have appropriate legal documentation	• Connection to community networks • Access to community resources • Engagement in civic affairs • Whānau employment • Participation in sports and recreation • Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence	• Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation
Whānau engagement in Te Ao Maori	We define whānau success as whānau being engaged with Te ao Māori. For example:	• Whakapapa/whānau connections	• Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• Whānau are wanting to increase their cultural knowledge and connection (Whānau, hapū, iwi), and increase their knowledge of Te Reo Maori me ona tikanga. • Pepi / Tamariki attend Kohanga / Puna Reo. • Tamariki / rangatahi attend Kura Kaupapa Maori, Total immersions / bilingual units. • Whānau are engaged in kapa haka groups. • Whānau participate in forums to increase knowledge of te reo me nga Tikanga (Wananga o Aotearoa, Ataarangi, whānau/marae activities. • Whānau increase use of te reo me nga tikanga in their daily activities. • Whānau participate in marae, hapū iwi activities. • Whānau are confident speakers of Te Reo • Whānau are part of a Maori community organisation • Whānau have access to family knowledge including whakapapa, and wider connections • Whānau have information about whenua tupuna	• Connections to Māori community organisations including Education/Kohanga • Marae activities • Te reo Māori • Knowledge about whenua tupuna • Māori lore/knowledge/customs	• Changes in situation
Whānau standards of living	We define whānau success as whānau enjoying high standards of living. For example: • Whānau incomes are sufficient to support their needs • Whānau housing standards are adequate • Whānau are able to afford healthy food and quality clothing • Whānau have safe transport options • Whānau have basic furnishings/amenities • Whānau have adequate insurance	• Whānau/household income • Whānau employment • Financial provisions for the future/Savings/investments • Housing standards including household maintenance • Home ownership • Safe transport options • Basic furnishings/amenities	• Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• Whānau have communication facilities (mobile phones and the internet) • Whānau own their own homes • Whānau have food security	• Adequate insurance • Telecommunication/internet • Reduced debt • Food Security	
Whānau relationships	We define whānau relationships are cohesive and empowering. For example: • Whānau kawa established to guide relationships & behaviours including parenting • Household relationships are positive and mutually rewarding • Relationships between generations are warm and supportive • Relationships are renewed with other whānau members • establishment of beneficial and empowering relationships with positive Māori networks • establishment of beneficial and empowering relationships with social, health, and education service providers (including Government Departments) • Reduction and/or removal of relationship where Violence and/or abuse (physical or verbal) occurs	• Parenting knowledge/skills • Household relationships • Wider whānau relationships • Relationships with Māori networks • Relationships with social, health, and education service providers (including Government Departments) • Relationships involving Violence/abuse (physical or verbal)	• Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation

Milestone indicator framework

The milestone indicator framework is designed to show whānau progression. 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 shown in the Table 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) (i.e. before whānau are enrolled) along the milestone indicator frameworks one (1) to five (5) scale relevant to their milestone goal and priority outcome(s).

Appendix 1 sets out specific potential outcome indicator sets which are used to evidence whānau progress against positions 4 to 6 of the milestone indicator framework.

Table 6 – Milestone Indicator Framework

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
Whānau Knowledge	• Knowledge/skills for employment • Education/training • Financial literacy/Budgeting • Health literacy • Numeracy and/or general literacy • Information Communication and Technology literacy	Whānau have completed a whānaungatanga process, have built a relationship and trust with a Whānau Ora partner, and have engaged their services. *# Whānau enrolled*	Whānau have identified their strengths, needs and aspirations, and have clearly defined their priority outcomes they want to achieve. *# Whānau assessed*	Whānau have a plan and goals to enable achievement of their priority outcomes. They have identified a milestone goal to reflect major progress towards these outcomes. *# Whānau with a plan and goals*	Whānau have completed their milestone goal to progress towards their priority outcome. *# Whānau that have completed milestone goal*	Whānau have achieved their priority outcome. *# Whānau achieving priority outcome as evidenced by whānau outcome indicator*

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
Whānau health	• Physical/Personal health • Nutrition • Mental health • Spiritual health • Family/Social Health • Smoking/Tobacco use • Alcohol use • Drug use • Violence/abuse (physical and/or verbal)	Whānau have completed a whānaungatanga process, have built a relationship and trust with a Whānau Ora partner, and have engaged their services. *# Whānau enrolled*	Whānau have identified their strengths, needs and aspirations, and have clearly defined their priority outcomes they want to achieve. *# Whānau assessed*	Whānau have a plan and goals to enable achievement of their priority outcomes. They have identified a milestone goal to reflect major progress towards these outcomes. *# Whānau with a plan and goals*	Whānau have completed their milestone goal to progress towards their priority outcome. *# Whānau that have completed milestone goal*	Whānau have achieved their priority outcome. *# Whānau achieving priority outcome as evidenced by whānau outcome indicator*
Whānau participation in the community	• Connection to community networks • Access to community resources • Engagement in civic affairs • Whānau employment • Participation in sports and recreation • Legal Documentation/ Birth Certificates/ Passports/ID/ Drivers Licence	Whānau have completed a whānaungatanga process, have built a relationship and trust with a Whānau Ora partner, and have engaged their services. *# Whānau enrolled*	Whānau have identified their strengths, needs and aspirations, and have clearly defined their priority outcomes they want to achieve. *# Whānau assessed*	Whānau have a plan and goals to enable achievement of their priority outcomes. They have identified a milestone goal to reflect major progress towards these outcomes. *# Whānau with a plan and goals*	Whānau have completed their milestone goal to progress towards their priority outcome. *# Whānau that have completed milestone goal*	Whānau have achieved their priority outcome. *# Whānau achieving priority outcome as evidenced by whānau outcome indicator*

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
Whānau engagement in Te Ao Maori	• Whakapapa/whānau connections • Connections to Māori community organisations including Education/Kohanga • Marae activities • Te reo Māori • Knowledge about whenua tupuna • Māori lore/knowledge/customs	Whānau have completed a whānaungatanga process, have built a relationship and trust with a Whānau Ora partner, and have engaged their services. *# Whānau enrolled*	Whānau have identified their strengths, needs and aspirations, and have clearly defined their priority outcomes they want to achieve. *# Whānau assessed*	Whānau have a plan and goals to enable achievement of their priority outcomes. They have identified a milestone goal to reflect major progress towards these outcomes. *# Whānau with a plan and goals*	Whānau have completed their milestone goal to progress towards their priority outcome. *# Whānau that have completed milestone goal*	Whānau have achieved their priority outcome. *# Whānau achieving priority outcome as evidenced by whānau outcome indicator*
Whānau standards of living	• Whānau/household income • Whānau employment • Financial provisions for the future/Savings/investments • Housing standards including household maintenance • Home ownership • Safe transport options • Basic furnishings/amenities • Adequate insurance • Telecommunication/internet • Reduced debt • Food Security	Whānau have completed a whānaungatanga process, have built a relationship and trust with a Whānau Ora partner, and have engaged their services. *# Whānau enrolled*	Whānau have identified their strengths, needs and aspirations, and have clearly defined their priority outcomes they want to achieve. *# Whānau assessed*	Whānau have a plan and goals to enable achievement of their priority outcomes. They have identified a milestone goal to reflect major progress towards these outcomes. *# Whānau with a plan and goals*	Whānau have completed their milestone goal to progress towards their priority outcome. *# Whānau that have completed milestone goal*	Whānau have achieved their priority outcome. *# Whānau achieving priority outcome as evidenced by whānau outcome indicator*

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
Whānau relationships	• Parenting knowledge/skills • Household relationships • Wider whānau relationships • Relationships with Māori networks • Relationships with social, health, and education service providers (including Government Departments) • Relationships involving Violence/abuse (physical or verbal)	Whānau have completed a whānaungatanga process, have built a relationship and trust with a Whānau Ora partner, and have engaged their services. *# Whānau enrolled*	Whānau have identified their strengths, needs and aspirations, and have clearly defined their priority outcomes they want to achieve. *# Whānau assessed*	Whānau have a plan and goals to enable achievement of their priority outcomes. They have identified a milestone goal to reflect major progress towards these outcomes. *# Whānau with a plan and goals*	Whānau have completed their milestone goal to progress towards their priority outcome. *# Whānau that have completed milestone goal*	Whānau have achieved their priority outcome. *# Whānau achieving priority outcome as evidenced by whānau outcome indicator*

4 Priority outcomes

In the past three years TPM has 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 covered the outcomes that whānau sought. The data also enabled TPM to confirm the same priority outcomes used in the 2015/16 and 2016/17 years to guide the development and prioritising of commissioning activities for 2017/18 (and perhaps beyond). Therefore, TPM will continue to target whānau for the next three years 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 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 whānaungatanga** • **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 Commissioned Programmes And Activities

5.1 Whānau Direct Partners

For 2017/18 TPM will deliver the Whānau Direct programme across Whānau Ora partners in Te Ika-A-Māui as follows:

Region	Whānau Ora Partners
Tai Tokerau	Ngāti Hine Health Ki A Ora Ngāti Wai He Iwi Kotahi Tātou Trust Te Hiku Hauora Whakawhiti Ora Pai Te Puna Hauora
Tāmaki Makaurau	Te Whānau o Waipareira Te Rūnanga o Ngāti Whātua Manukau Urban Māori Authority Te Kōtahitanga (Turuki Health Care; Te Kaha o te Rangatahi, Papakura Marae)
Hauraki Waikato	Te Kōhao Health Kirikiriroa Marae Ngā Miro Health Trust Ngāti Haua Trust Rauawaawa Kaumātua Charitable Trust Te Korowai Hauora o Hauraki Raukura Hauora o Tainui Waahi Whānui Raukawa Maniapoto Alliance (Raukawa Charitable Trust; Maniapoto Marae PACT Trust; Taumarunui Kokiri Community Trust)
Waiariki	Te Arawa Whānau Ora Collective Korowai Aroha Trust Mangakino Area School Ngāti Manawa Te Roopū a Iwi O Te Arawa Charitable Trust Te Rūnanga o Ngāti Pikiao Trust Te Rūnanga o Ngāti Whare Ngā Mātāpuna Oranga Te Pou Oranga o Whakatohea Te Ao Hou Trust (Te Ao Marama) Te Puna Ora O Mataatua Te Whānau a Apanui Health Social Services Tūwharetoa ki Kawerau Whānau Ora ki Tūwharetoa Te Kupenga Trust Te Korowai Rōpū Tautoko Tūwharetoa Health Charitable Trust
Tai Hauāuru	Tui Ora Tū Tama Wāhine Ngāti Ruanui Tahua

Region	Whānau Ora Partners
	Te Oranganui Iwi Health Authority Te Tihi o Ruahine Ngāti Rangi Trust Te Rūnanga o Toa Rangatira
Ikaroa Rāwhiti	Te Rūnanganui o Ngāti Porou Te Rōpū Āwhina ki Porirua Tākiri Mai Te Ata Whānau Ora Collective Whaiora Whānui Te Taiwhenua o Heretaunga Te Kupenga Hauora

5.2 Kaiārahi

For 2017/18 TPM will deploy 209.2 Kaiārahi FTE positions across Whānau Ora partners. Kaiārahi will continue to 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 (below).

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

Region	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
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
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

5.2.1 Implementation of regional action plans regarding whakapakari tinana

TPM will deploy 16.9 FTE across TPM's Whānau Ora partners to implement an action plan that identifies the region's outcomes and approach to support whānau in achieving whakapakari tinana, health or wellbeing outcomes (based on the region's needs and whānau needs assessment). 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**

5.2.2 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 over 70 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 2017/18, 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**

5.3 Commissioning for Collective Impact

For the 2017/18, 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 9 below.

Where initiatives may be considered aligned to wider government priorities, this is indicated in the footnotes.

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 Rūnanga o Te Rarawa, Te Pu O Te Wheke, Te Mana O Ngāpuhi Kowhaorau, He Iwi Kotahi Tatou Trust, Te Hauawhiowhio o Otangarei	Te Tai Tokerau Whānau Ora Collective	Improve wellbeing of Taitamariki in Te Tai Tokerau – Whānau Relationships and Whānau Mātauranga	**Region Tai Tokerau:** Tai Tokerau wide - Ruakākā to Te Rerenga Wairua
2	**Lead: Te Whānau O Waipareira Trust**, Te Rūnanga o Ngāti Whātua, Te Puna Hauora, Ngāti Whātua Ōrākei Whai Maia Limited, Manukau Urban Māori Authority, Kotahitanga Limited (Papakura Marae, Te Kaha o Te Rangatahi and Turuki Health Care), Hāpai Te Hauora Tāpui	#Tātou/Te Pae Herenga o Tamaki	Working with priority whānau to increase their health literacy and decrease obesity[6]	**Region Tāmaki Makaurau:** North Shore, Waitakere, Te Atatū, South Auckland
3	**Lead: Te Kōhao Health**, Raukura Hauora o Tainui Trust, Kirikiriroa Marae, Ngā Miro Health, Te Runanga o Kirikiriroa, Te Korowai Hauora o Hauraki, Waahi Whaanui Trust, Rauawaawa Kaumatua Trust	Te Ngira: the needle that binds the thread together	Increasing household income of priority whānau through education and employment[7]	**Region Hauraki-Waikato:** Huntly, Hamilton, Ngāruawāhia, Morrinsville, Matamata, Cambridge
4	**Lead: Te Arawa Whānau Ora**, Ngā marae o Te Arawa, Arohamai Cancer Support, Korowai Aroha, Maketū Health and Social Services, Te Papa Tākaro o Te Arawa, Te	Te Arawa Whānau Ora Collective	Working with priority rangatahi and whānau to secure employment, ongoing education and whānau cohesion[8]	**Region Waiariki:** Rotorua, Maketū and surrounding districts

[6] BPS result 3 - Keeping kids healthy
[7] BPS result 1 & 6 – Reducing long-term welfare dependence and Upskill workforce
[8] BPS result 1 & 6 - Reducing long-term welfare dependence and Upskill workforce

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
	Rōpū ā Iwi o Te Arawa, Te Waiariki Purea, Ngāti Pikiao Rūnanga and other associate partners in the region (Mangakino, Ngāti Manawa and Ngāti Whare).			
5	**Lead: Ngā Mātāpuna Oranga**, Ngā Kākano, Eastern Bay of Plenty partners, Western Bay of Plenty partners, Bay of Plenty DHB, Ministry Social Development, Tauranga Police, April Driving School, Youth Guarantee, Nikora Ngaropo Youth Animators, and other partners	Mauri Tū, Mauri Ora - Whānau Prosperity and Wellbeing	Increasing access to training, education, health and employment opportunities for whānau[9]	**Region Waiariki:** Western & Eastern Bay of Plenty
6	**TBC**			**Region Waiariki:** Ngāti Tūwharetoa rohe including Tarawera River at Matata, to Central Plateau, to Tūrangi and Taupō
7	**Lead: Ngāti Rangi Trust**, partners in the region including Ruapehu District Council, Ngāti Rangi Health, Te Puke Karanga Hauora, Raetihi Primary School, 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	Te Whare Āhuru ki Ruapehu Housing Project	Ruapehu whānau proudly living in safe, warm homes[10]	**Region Te Tai Hauāuru:** Ngāti Rangi rohe: Raetihi, Ōhakune, Waiouru

[9] BPS result 1 &6 - Reducing long-term welfare dependence and Upskill Workforce
[10] BPS result 2 & 3 Healthy mums/babies and Keeping kids healthy

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
8	**Lead: Tui Ora** – Department of Conservation, Health Promotion Agency, Tui Ora, Ngāti Ruanui.	He Kawa Ora	Work to address the wellbeing of rangatahi through connecting to programmes and activities around Mount Taranaki.	**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	Kāinga Whānau Ora	Work with priority whānau to seek housing solutions[11]	**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	Waiora Wairarapa Ake	Increase oral health fitness in Wairarapa	**Region Ikaroa Rāwhiti:** Wairarapa region
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	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

[11] BPS result 3, 4 & 5 – Healthy mums & babies, Keeping kids healthy and Improve lifetime wellbeing of vulnerable children

No	Whānau Ora Partners	Project title	Brief project description	Geographic coverage
13	**Lead: Te Rūnanga o Ngāti Porou** Ngāti Porou Hauora, Te Rūnanga o Tūranganui a Kiwa, Te Whare Maire O Tapuwae, Te Aitanga a Hauiti Hauora	Giving our tamariki the best start in life	To lead the delivery of quality whānau centred service that respond to cultural, social, economic and environmental needs that improves the social outcomes and wellbeing of whānau throughout the Tairawhiti region[12]	**Region Ikaroa Rāwhiti:** East Coast from Ruatōria to Gisborne and Te Wairoa

5.4 Collective Impact Innovation Fund

For 2017/18, TPM will engage with up to 13 Whānau Ora partnerships, through the lead Whānau Ora partners, to implement innovative ways to support whānau to achieve one or more of the six TPM outcomes taking a collective impact approach.

These initiatives will be based on actions plans submitted to TPM and will ensure:

- increased engagement of priority whānau
- achieve outcomes for whānau, including whānau who are socially and geographically isolated
- reach whānau whom Whānau Ora partners may have previously struggled to engage
- increase the presence of Whānau Ora across Māori communities
- information system and data capture of all of the above.

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 9 below.

5.5 Workforce and Training

For 2017/18, TPM will continue to build the capacity and capability of the Whānau Ora workforce. TPM will provide training and resources to support Whānau Ora partners to track and measure the achievement of outcomes for whānau accessing Whānau Direct, Kaiārahi and Collective Impact programmes across Te Ika-a-Māui. This is closely linked to the development of 'best practice' modules outlined in section 6 - Research, Innovation and Strategy and the Managing to Outcomes workstream.

In addition, TPM will continue the Whānau Ora Diploma across Te Ika-a-Māui and continue to work with and support Whānau Ora partners as Whānau Tahi version 5 is deployed in 2017/18 and beyond.

[12] BPS result 3, 4 & 5 – Healthy mums & babies, Keeping kids healthy and Improve lifetime wellbeing of vulnerable children

6 Research, Strategy and Innovation

TPM prioritises the production of new knowledge and evidence as a vital component not just within our decision making approach, but also as an ongoing commitment to creating, gathering and disseminating new and innovative Māori thought leadership with Whānau Ora partners across Te Ika-a-Māui.

TPM has established work streams within research, evaluation, and strategy and innovation, which aim to look at the broader picture of 'what works', both within the Whānau Ora context, as well as within the Whānau Ora commissioning context. The work streams are designed to focus across platforms that include (but are not limited to) TPM commissioned programmes and activities, partners and whānau on:

- **What** is working/not working?
- **How** and **why** are things working/not working?
- **Who** are the stakeholders?
- **Where** is a new way for Whānau Ora to achieve outcomes?

The implementation of these work streams also facilitates opportunities of relationship building (through the involvement of Whānau Ora partners in research and evaluation) and capability building (through the dissemination of a new knowledge base to Whānau Ora partners).

The Research, Strategy and Innovation projects thereby contribute towards informed and evidence based leadership directions on strategy and investment approaches, and fill a prominent gap in the existing knowledge around 'what works' for whānau, and 'what works' within the commissioning approach.

6.1 Research Work Streams

6.1.1 Commissioning Model

This work stream aims to gather knowledge and evidence of Whānau Ora commissioning in Te Ika-a-Māui, as well as within the broader New Zealand landscape and international indigenous development of commissioning frameworks. This inquiry is based on the fact that commissioning in an indigenous space - and in particular the Whānau Ora space - is a new concept, without a substantial body of knowledge attached to it

For 2017/18, TPM will produce an academic journal paper and report - Commissioning For Change: An Examination of an Indigenous Model in Aotearoa report. This will explore the evolution of commissioning in Aotearoa, within the background of the development of the Whānau Ora framework of Māori service provision. TPM will be analysed as a case study to investigate the impact that it has commissioning has nationally and within the international indigenous commissioning context.

6.1.2 Kaupapa Māori Research

This work stream is focused on creating a new knowledge base that fills existing knowledge 'gaps' in regards to whānau in Te Ika-a-Māui. The approach to filling these knowledge gaps will be focused around developing and applying Kaupapa Māori research methodologies, which reflect from the ground-up the needs and situations of the particular communities in question.

For 2017/18, TPM will produce a Pēperekōutanga, Kaumātua Wellbeing report. Māori are now living longer than at any other time in history. In spite of this, our understanding of these issues, and implications for older Māori, is not well understood. The risk is that strategies designed by Whānau Ora partners to enhance the wellbeing of older Māori are ill-informed, based on outdated concepts or assumptions and ultimately fail to achieve meaningful and enduring outcomes. This research is designed to bridge this significant gap by profiling the needs, realities, and aspirations of older Māori.

It will explore access to services and support, levels of interaction with others and their community, their capacity to plan for the future, to embrace the lives they hope to live in their later years.

6.1.3 Investment Programme Design

This work stream actions TPM's ongoing commitment to investigate and design programmes and activities that facilitate high quality, Whānau Ora based outcomes for the whānau of Te Ika-a-Māui. This development is guided by the focus around short, medium and long-term outcomes for whānau, along the spectrum of helping whānau move from crisis to stability to flourishing.

Collective Impact for Whānau

The Collective Impact work stream is based on supporting the development of the Collective Impact programme by Whānau Ora partners across Te Ika-a-Māui. At a fundamental level, collective impact asks organisations to work collectively and in partnership on a shared and common agenda / goal to make an impact to an identified population. This consists of developing a common understanding of an issue, idea and developing a shared vision for change. This work stream is focused on developing appropriate tools and communications to enable all partners to provide the maximum benefit to Whānau via the act of working collectively towards a shared outcome. For 2017/18, TPM will produce a Collective Impact for Whānau report and toolkit

Ngā Tini Whetu

Ngā Tini Whetu – Building global leaders aims to create aspirational pathways for whānau to become community champions with a global influence. The focus for the first year will be on the research into and development of a long-term outcomes programme, aimed at whānau who are 'stable', yet need support to move to the next stage of taking their whānau to state of self-determination and whānau leadership. The focus of this development will be determining an evidence based aspirational whānau navigational strategy, which will be taken through the test stage.

The focus of the test will be the development of long-term generational planning skills, provision of whānau mentoring and guidance from recognised community champions, expert mentors and specialist navigators. For 2017/18, TPM will produce a Ngā Tini Whetu test report and recommendations and this will inform how TPM will progress the initial test beyond 2017/18.

6.1.4 Investment Programme Evaluations

This work stream will focus on the continuous development of 'best practice' within TPM programmes and commissioning approaches through the cyclical evaluations of Whānau Direct, Collective Impact for Whānau and Kaiārahi. For 2017/18, TPM will produce Whānau Direct outcomes: an outcomes snapshot report based on Whānau Direct year 2 data for 2016/17.

6.1.5 Outcomes Roadmap and Outcomes Framework

This work stream is focused on implementation and revision of TPM Outcomes Roadmap and Outcomes Framework. This work stream also works alongside other TPM work streams to refine the TPM Outcomes Roadmap and Outcomes Framework and the milestone indicator reporting framework. In particular this work stream is involved in co-design of measurement and assessment tools with our Whānau Ora partners, via the testing and piloting of these tools and makes recommendations for the implementation of these tools with Whānau Ora partners and systems. This work stream contributes to the refinement of TPM commissioned programmes and activities so that information collected better aids the measurement, assessment and reporting of Whānau outcomes. For 2017/18, TPM will:

- Review and refine, where necessary, TPM's commissioning logic model by end of quarter 2 2017/18
- Design separate logic models for each TPM commissioned programmes and activities by end of quarter 4 2017/18 (with update on progress at quarter 2 2017/18)
- Analyse data and summarise findings from Collective Impact partner surveys and whānau surveys from 2016/17 by the end of quarter 2 2017/18

- Continue to research and refine data collection methods and reporting by end of quarter 4 2017/18
- Continue to refine the outcomes roadmap by the end of quarter 4 2017/18 (with update on progress at quarter 2 2017/18)
- Administer Collective Impact partner surveys and the annual whānau surveys for 2017/18 at quarter 3 2017/18

6.1.6 Managing to Outcomes

This work stream will focus on the continuous development of 'best practice' modules to support workforce capacity needed for TPM programmes and commissioning approaches. For 2017/18, TPM will develop training modules to support organisational change management across the following areas:

- Managing to Outcomes: Whānau Ora 101, Outcomes 101
- Social Return on Investment (SROI): SROI Snapshot
- Stakeholder Engagement: Survey 101, Stakeholder Engagement Tools 101
- Leadership: Adaptive Leadership 101
- Collective Impact for Whānau 101
- Data Analysis 101
- Social Media 101

6.1.7 Thought Leadership Pioneering new approaches and writing the text book as we go

This work stream is dedicated to writing up and disseminating the new knowledge, approaches and innovations through a range of publications.

Publications

For 2017/18, TPM will produce the following publications:

- Whānau Direct: Development & Implementation of an Immediate Outcomes Investment Programme, The Formative Stage
- Collective Impact: Formative & Process Evaluation and Toolkit for Whānau Ora Partners

Outcomes Reports

For 2017/18, TPM will produce the Whānau Direct Outcomes Report.

For 2017/18 and beyond, Research, Strategy and Innovation will continue to support Whānau Ora partners across Te Ika-a-Māui in their research and evaluation aspirations.

Monitoring and Evaluation Framework

The framework bellows 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 2016/17.

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 3*	**Quarterly / Six-monthly** **Whānau Direct, Collective Impact, Kaiārahi** (including Pou Hākinakina, Data & Outcomes Measurement Analysts)**, 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 2017/18 to prove its impact.

[redacted]

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

7 Financial Information

Funding identified to be rolled over from FY2016/17 into FY2017/18 is due mainly to the different levels of capability and capacity of the Whānau Ora partners. TPM will continue to work closely with Whānau Ora partners and support them to build their capacity and capability through workforce training. TPM expects to provide further investment as partnership evidence their capability across the programmes and activities, especially Collective Impact area. Please also note that the funding identified to roll over to FY2017/18 has been partially allocated for increase Kaiārahi rate from $70,000 to $75,000 and meet increased compliance requirements for collectives.

Activity	**($)**
Whānau Direct	135,000
Collective Impact for Whānau	1,858,416
Kaiārahi (includes Pou Hākinakina and Data Analysts)	371,750
Collective Impact **Innovation** Fund (50% original for initiatives to be rolled out FY17-18)	780,000
Total funding rolled from FY2016/17	**3,145,166**
Commissioning Funding from TPK for FY2017/18	34,563,822
Total Commissioning Funding available for FY2017/18	**37,708,988**

7.1 Commissioning Funding Allocation Summary for FY2017/18

Activity	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Whānau Direct	658,750	658,750	658,750	658,750	**2,635,000**
Collective Impact for Whānau	2,469,122	2,469,122	2,469,122	2,469,122	**9,876,488**
Kaiārahi (includes Pou Hākinakina and Data Analysts)	4,520,625	4,520,625	4,520,625	4,520,625	**18,082,500**
Research and Evaluation	412,500	412,500	412,500	412,500	**1,650,000**
CI Innovation Fund	1,366,250	1,366,250	1,366,250	1,366,250	**5,465,000**
Total funds allocated to commissioning	**9,427,247**	**9,427,247**	**9,427,247**	**9,427,247**	**37,708,988**

The model for allocation or Whānau Ora Commissioning Funds is based on the distribution of Maori decent population by Māori electoral regions, using the Census 2013 data.

Region	Maori Pop	Whānau Direct $	Collective Impact $	CI-Innovation $	Kaiārahi (includes Pou Hākinakina and Data Analysts) $	Research and Evaluation $	Total $	Total %
Te Tai Tokerau	96,273	447,040	1,878,022	927,162	3,045,000		**6,297,224**	18%
Tāmaki Makaurau	89,160	414,011	1,507,927	858,660	2,895,000		**5,675,598**	16%
Hauraki-Waikato	94,539	438,988	1,495,810	910,463	2,910,000		**5,755,261**	16%
Waiariki	83,361	387,083	1,487,087	802,812	2,895,000		**5,571,982**	15%
Ikaroa-Rāwhiti	106,344	493,804	1,748,949	1,024,151	3,405,000		**6,671,904**	19%
Te Tai Hauāuru	97,788	454,074	1,758,692	941,752	2,932,500		**6,087,018**	16%
Research and Evaluation						1,650,000	**1,650,000**	
Total	**567,465**	**2,635,000**	**9,876,488**	**5,465,000**	**18,082,500**	**1,650,000**	**37,708,988**	

7.2 Operational Funding

Item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Personnel Costs	667,330	667,330	667,330	667,330	**2,669,320**
Governance	41,875	41,875	41,875	41,875	**167,500**
Office Expenses (incl. rent and utilities)	48,762	48,762	48,762	48,762	**195,049**
Professional services	1,149,000	1,149,000	1,149,000	1,149,000	**4,596,000**
Technology and Training Costs	65,650	65,650	65,650	65,650	**262,600**
Communication and promotions	139,912	139,912	139,912	139,912	**559,647**
Other operating costs	47,710	47,710	47,710	47,710	**190,840**
Total Operation Costs	**2,160,239**	**2,160,239**	**2,160,239**	**2,160,239**	**8,640,956**

The TPM operational budget for FY2017/18 covers the 30 FTEs plus Professional services (see TPM Organisational structure at paragraph 5.3). Costs related to Professional services includes Finance (3,936 hours), Strategic and Innovation (1,248 hours), Branding and Design (1,920 hours), Helpdesks (3,840 hours), Digital and Contents (960 hours), Human Resources (960 hours), Data and Performance (3,456 hours), ICT (2,400 hours), Supervision (480 hours), Quality (960 hours) and Public Relationships (960 hours). It is to provide support for collectives in meeting with increased compliance requirements.

During FY2017/18, TPM will:

- Establish an office based in Wellington
- Manage the Whānau Ora conference 2017
- Enhance the Whānau Tahi system
- Facilitate regional workshops to support the Whānau Ora workforce development
- Advance further research publications.

7.3 Commissioning FY2017/18 payment schedule

Commissioning activity	Period 1 ($)	Period 2 ($)	Period 3 ($)	Period 4 ($)	Total ($)
Payment date	**1 July 2017**	**1 October 2017**	**1 January 2018**	**1 April 2018**	
Commissioning Funds	8,640,955.50	8,640,955.50	8,640,955.50	8,640,955.50	**34,563,822**
Operating funding	2,160,239.00	2,160,239.00	2,160,239.00	2,160,239.00	**8,640,956**
Incentive payment	-	-	-	-	**987,974.00**
Total	**10,801,194.50**	**10,801,194.50**	**10,801,194.50**	**10,801,194.50**	**44,192,752**

7.4 Incentive Payment

The incentive payment mechanism for 2017/18 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.

8 Data Collection

8.1 Overview of data collection activities

Through 2017/18 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
- providing ongoing training and support around the Milestone Indicator Framework.

TPM will continue to review and refine the data collection tools within Whānau Tahi in the 2017/18 year, and provide ongoing training and support to our Whānau Ora partners 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 will continue to review and refine these survey tools in the 2017/18 year.

To support the engagement, assessment, measurement and reporting on whānau outcomes TPM is commissioning Data and Outcomes Measurement analysts in 2017/18 to train and support Whānau Ora partners to use the tools and improve their data capture.

8.2 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.
   TPM will continue to review and refine this tool with Whānau Ora partners in 2017/18. See Figure 1 below as an example of possible outcome areas 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.
   TPM will continue to review and refine this tool (including the Whānau Outcomes Menu) with Whānau Ora partners in 2017/18.
   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. TPM will continue to review and refine this tool with Whānau Ora partners in 2017/18. 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. TPM will continue to review and refine this tool with Whānau Ora partners in 2017/18. 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.

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

[redacted]

8.3 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 7 – Milestone Indicator Framework Withheld under section 9(2)(b)(ii)

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					
Whānau enjoy high standards of living					

8.4 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.

8.5 Whānau Tahi

The Whānau Tahi version 5 upgrade is now available for Whānau Ora partners. The upgraded solution delivers a significant improvement in the interface for kaimahi, better enabling them to work with whānau, providing

Whānau Ora partners with integrated capabilities and tools to track and measure whānau progress towards their outcomes.

The key features enabling this are:

- Streamlined, automated whānau engagement
    - Automated whānau membership and address management with inbuilt location services (eg. google maps) supporting whānau engagement
    - Streamlined, automated referral pathway supporting whānau navigation to services/programmes
- Integrated whānau plans and definition of outcomes
    - Automated creation of plans with pre-defined outcomes and activities (configurable for each partner/service).
    - One screen for kaimahi to operate from allows easier data entry
    - Manages whānau level outcomes and individual whānau member outcomes linked to relevant services/programmes
    - Manages all activities contributing to the achievement of whānau outcomes
- Outcomes management
    - Tracks whānau progress against milestone indicator framework (allows multiple goals and milestone goals to be tracked)
    - Built-in outcomes measurement functions:
        - configurable assessment/measurement/survey tools (eg. Tool A and C above or the providers equivalent) to collect relevant baseline and follow up data
        - outcomes can be linked to specific questions/fields within these tools or can be customised for each unique outcome to measure whānau progress
        - outcomes are linked to TPM outcomes framework (via Tool B, the outcomes menu) to enable consolidated reporting
        - built-in dashboards/charts track and monitor whānau progress using their defined indicators of success
    - Supports SROI analysis with activity costings and outcomes linked to financial proxies

Over the 2017/18 and 2018/19 years, TPM will work with Whānau Ora partners to support them in deploying the upgraded solution.

8.6 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 8 sets out the sources of data and data collection method for each of the types of targets.

Table 8 – 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:	*'How much' targets*
	TPM will record the regional spread of Whānau Direct funding recipients.
	'How well' targets

Data Source	Data Collection
• 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.	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 9 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 9 – 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 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: • 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

Data Source	Data Collection
• Reporting on implementation of Collective Impact Action Plans (Collective Impact only). • Whānau survey.	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.

9 Performance Measures

Whānau Direct

	Target	Reporting frequency
	"How much?" measures	
WD1	At least 2,635 priority whānau[13] will have been supported by Whānau Direct funding in FY17/18, as follows: • Te Tai Tokerau: 443 • Tāmaki Makaurau: 432 • Hauraki Waikato: 443 • Waiariki: 411 • Ikaroa-Rāwhiti: 474 • Te Tai Hauāuru: 432	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 2,370 Whānau Direct applications are distributed within two working days of TPM's receipt of approved applications that are complete and accurate in FY17/18. *(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	2,100 priority whānau report a positive experience in FY17/18. *(This equates to 80% of whānau supported)*	Quarterly on the number of whānau reporting a positive experience.
	"Better off" measures	
WD4	2,370 priority whānau report that an immediate change has been achieved through Whānau Direct in FY17/18. *(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	2,370 priority whānau report a positive impact on the whānau situation as a result of the intervention in FY17/18. *(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.

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

Collective Impact

	Target	Reporting frequency
	"How much?" measures	
CI1	1,200 priority whānau are supported in FY17/18 as below: • Te Tai Tokerau: 200 • Tāmaki Makaurau: 200 • Hauraki Waikato: 200 • Waiariki: 200 • Ikaroa-Rāwhiti: 200 • Te Tai Hauāuru: 200	Quarterly on the quarterly and cumulative number of priority whānau (and whānau members) who have been supported, including a regional breakdown.
CI2	1,200 priority whānau have been assessed to identify their strengths, needs and aspirations in FY17/18. *(This equates to 100% of priority whānau)*	Quarterly on the quarterly and cumulative number of priority whānau who have been assessed.
CI3	1,200 priority whānau have developed plans with goals in FY17/18. *(This equates to 100% of priority whānau)*	Quarterly on the quarterly and cumulative number of priority whānau who have plans and goals.
CI4	1,200 priority whānau have been referred to relevant services/programmes to contribute to their priority outcomes in FY17/18. *(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	240 priority whānau report that the initiative has identified and responded to their priorities and needs in FY17/18. *(This equates to 80% of a 25% 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	210 priority whānau report a positive experience in FY17/18. *(This equates to 70% of a 25% 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 in FY17/18. *(This equates to 100% of CI partnerships)*	Annually 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.

	Target	Reporting frequency
	"Better off" measures	
CI8	240 priority whānau report improvements in ability to plan and achieve goals in FY17/18. *(This equates to 80% of a 25% 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.
CI9	480 priority whānau in FY17/18 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 40% of priority whānau supported)*	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework.
CI10	240 priority whānau in FY17/18 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 20% of priority whānau supported)*	Six-monthly on the cumulative number of whānau who have achieved milestone 5 on the milestone indicator framework.
CI11	120 priority whānau in FY17/18 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 25% of priority whānau achieving milestone 4 in 1 outcome, ie. 25% of CI9 target)*	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes.

Additional "Better off" measures for Collective Impact

This information will be sourced from Whānau Ora partners via data captured in Whānau Tahi, the TPM Reporting Workbook and narratives.

Whānau Ora partners are required to collect evidence to verify whānau improvements and TPM may request the evidence used to assess whānau improvements in order to verify reporting for each whānau.

TPM intends to extend additional measures over other Collective Impact initiatives when specific measures are agreed with lead Whānau Ora partners before the end of Q2 2017/18 and TPM will update progress through quarterly reporting from Q3 2017/18.

TPM will report on the quarterly and annual performance of specific Collective Impact partners in the following manner:

Collective Impact Partner	Engagement	Progress Milestone	Outcomes Achieved
Reporting 1 July 2017 – 30 June 2018			
Ngāti Hine	# of whānau engaged who have prioritised improved attendance at school	# / % of whānau engaged who have prioritised improved attendance at school that have completed their milestone goal	# / % of whānau engaged who have evidenced improved attendance at school
Te Whānau o Waipareira	# of whānau engaged who have prioritised increased physical activity and/or improved diet	# / % of whānau engaged who have prioritised increased physical activity and/or	# / % of whānau engaged who have evidenced increased physical activity and/or improved diet

		improved diet that have completed their milestone goal	
Te Kōhao Health	# of whānau engaged who have prioritised employment that are unemployed at the initial engagement	# / % of whānau engaged who have prioritised employment that are unemployed at the initial engagement that have completed their milestone goal	# / % of whānau engaged who were previously unemployed become employed (either part-time or full time)
Ngāti Rangi	# of whānau engaged who have prioritised improved housing standards through better insulation	# / % of whānau engaged who have prioritised improved housing standards through better insulation that have completed their milestone goal	# / % of whānau engaged who have evidenced improved housing standards through better insulation
Activity and Outcomes TBC by 31 December 2017 – Reporting 1 January 2018 – 30 June 2018			
Te Tihi o Ruahine Whānau Ora Alliance	TBC	TBC	TBC
Te Taiwhenua o Heretaunga	TBC	TBC	TBC
Whaiora Whānui	TBC	TBC	TBC

Kaiārahi

	Target	Reporting frequency
	"How much?" measures	
K1	4,184 priority whānau are exclusively[14] supported in FY17/18 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[14] supported by Kaiārahi) have been assessed to identify their strengths, needs and aspirations in FY17/18. *(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[14] supported by Kaiārahi) have developed plans with goals in FY17/18. *(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[14] supported by Kaiārahi) have been referred to relevant services/programmes to contribute to their priority outcomes in FY17/18. *(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 are engaged to support their strengths, needs and aspirations regarding whakapakari tinana in FY17/18 as below: • Te Tai Tokerau: 78 • Tāmaki Makaurau: 52 • Hauraki Waikato: 26 • Waiariki: 52 • Ikaroa-Rāwhiti: 78 • Te Tai Hauāuru: 52	Six-monthly on the quarterly and cumulative number of whānau (and whānau members) who have been engaged, including a regional breakdown.
K6	TPM Lead partners have established relationships and are working collaboratively with 10 of the Regional Sports Trusts and/or other sports and recreational institutions to enable the implementation of whakapakari tinana initiatives across the six regions in FY17/18.	Six-monthly on the quarterly and cumulative number of Regional Sports Trusts or other institutions where Kaiārahi have established relationships.

[14] 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
K7	15.0 FTE data and outcomes measurement resources are deployed across Te Ika-a-Māui in FY17/18 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.
K8	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 FY17/18, 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	
K9	837 priority whānau (exclusively[14] supported by Kaiārahi) report that the initiative has identified and responded to their priorities and needs in FY17/18. *(This equates to 80% of a 25% 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.
K10	732 priority whānau (exclusively[14] supported by Kaiārahi) report a positive experience in FY17/18. *(This equates to 70% of a 25% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of whānau reporting a positive experience.
K11	68 priority whānau report that the initiative regarding whakapakari tinana has identified and responded to their priorities and needs in FY17/18. *(This equates to 80% of a 25% 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.
K12	59 priority whānau report a positive experience through the engagement regarding whakapakari tinana in FY17/18. *(This equates to 70% of a 25% sample of priority whānau anticipated to be engaged)*	Six-monthly on the cumulative number of whānau reporting a positive experience.
K13	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 in FY17/18.	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	
K14	837 priority whānau (exclusively[14] supported by Kaiārahi) report improvements in ability to plan and achieve goals in FY17/18. *(This equates to 80% of a 25% 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.
K15	3,138 priority whānau exclusively[15] 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 in FY17/18. *(This equates to 75% of whānau supported)*	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework.
K16	2,092 priority whānau exclusively[15] 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 in FY17/18. *(This equates to 50% of whānau supported)*	Six-monthly on the cumulative number of whānau who have achieved milestone 5 on the milestone indicator framework.
K17	1,464 priority whānau exclusively[15] 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 in FY17/18. *(This equates to 35% of priority whānau supported)*	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes.
K18	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.

Additional "Better off" measures for Kaiārahi

Kaiārahi targets in the table below are based on the top 10 outcome areas prioritised by whānau engaged through Whānau Direct in FY15/16 using the respective percentages for each outcome area.

TPM has taken a conservative view to estimate the percentage of whānau that will present with the same or similar needs and aspirations in FY17/18 to determine indicative Kaiārahi targets.

A 20% weighting has been applied across the target population for Kaiārahi to determine these targets. ie. 1 in 5 whānau are expected to present with same or similar needs and aspirations.

Due to regional variation, these targets are only applicable at a Te Ika-a-Māui level.

[15] 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.

Outcome Domain	Outcome Area	Outcome	Indicator Definition	# Numerator # Denominator	Result %
Whānau knowledge	Education/ training	Improved access to education or training courses/programmes	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
Whānau health	Mental Health	Improved mental health	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
	Nutrition	Improved nutrition	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
	Physical/ Personal health	Improved physical health	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
Whānau participation in the community	Whānau employment	Improved employment opportunities	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
Whānau relationships	Whānau/ Household relationships	Improved whānau or household relationships	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
Whānau engagement in Te Ao Māori	Connections to Māori community organisations	Improved access to Māori community organisations	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
Whānau standards of living	Basic furnishings/ amenities/ clothing	Increased basic furnishings, amenities or clothing	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
	Safe transport options	Improved access to safe transport options	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		
	Housing standards including household maintenance	Improved housing standards incl household maintenance	Numerator: # of whānau that evidenced improvement Denominator: # of whānau that prioritised this outcome		

In addition to the "Better off" measures above, TPM will provide an additional level of reporting to outcome area level as referred to and listed in Appendix 1. This additional reporting will be provided six-monthly.

10 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 2017/18 performance will focus on:

1. Reporting on progress against the performance measures outlined in section 9 (above);
2. Populating tables to show whānau positions on the Milestone Indicator Framework, including by region and by TPM outcome area;
3. Reporting on engagement and results achieved through the Innovation Fund; and
4. 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:
    - Progress towards outcomes sought through Collective Impact initiatives;
    - Which goals whānau are commonly setting and 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.

11 Risks

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]					

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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. Members are 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 a current 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.

Tureia Moxon Ngāti Pāhauwera, Ngāti Kahungunu, Ngāi Tahu Board Executive		He is a graduate of Waikato University with a major in Screen and Media Studies and a minor in Aotearoa Studies. As a protégé of Te Kōhao Health Ltd a large Health, Education, Social and Whānau Ora service provider in Hamilton he leads the monitoring and performance team for the organisation and the Hauraki, Waikato, Maniapoto and Raukawa Whānau Ora Collective. Tureia is a strong advocate for Whānau Ora and believes that positive change can be achieved by empowering our people to fulfil their aspirations
Tatiana Greening Ngāti Kahungunu, Ngāti Kauwhata, Tainui, Tūwharetoa Board Executive		Tatiana comes with vast governance experience representing her iwi in the local council, the district health board, Māori development and economic development. With a background in teaching she has worked 15 years consulting in project management, evaluation and research, policy and organisational development and currently leads the planning funding and performance portfolio for Manukau Urban Māori Authority. As a mother of seven tamariki, Tatiana was able to recognise the whānau ora kaupapa as way for whānau to work towards their own goals in their own way for their own priorities.
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 2017/18 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

APPENDICES

Appendix 1

Potential Outcome Indicators Sets

The table below displays examples of potential outcome indicators sets (by areas of change) for each outcome area within each TPM outcome domain as referred to in table 3, section 3 – Outcomes Framework and Outcomes Roadmap. These indicators are examples of what whānau may want to achieve as a priority outcome (Milestone 5) which is reflected in their plan. These examples are based on theoretical concepts and analysis of our existing datasets.

TPM Outcome Domains and Outcome Areas		**Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))**			
TPM Outcome Domain	**TPM Outcome Area**	**Change in Knowledge/Skills**	**Change in Behaviour/Attitude**	**Change in situation (access to resources /opportunities)**	**Change in whānau circumstances**
Whānau knowledge	Skills/knowledge for employment	Increased knowledge/skills relevant for employment	Improved confidence around employment	Improved access to employment opportunities	Improved employment and/or income
	Education/training	Increased knowledge/skills acquired through education/training	Improved confidence around education/training	Improved access to education/training courses/programmes	Improved qualifications and/or employment
	Financial literacy/Budgeting	Increased financial literacy and/or budgeting skills	Improved confidence around Financial literacy/Budgeting	Improved access to literacy/budgeting courses/programmes	Better financial management and/or budgeting/Reduced Debt
	Health literacy	Increased knowledge around health and wellbeing	Improved confidence around health and wellbeing	Improved access to health literacy courses/programmes	Better management of health conditions/Better Health
	Numeracy and/or general literacy	Increased numeracy and general literacy	Improved confidence around numeracy and general literacy	Improved numeracy and general literacy courses/programmes	Improved numeracy and general literacy/Improved employment/Increased income
	Information Communication and Technology literacy	Increased knowledge of Information Communication and Technology	Improved confidence around Information Communication and Technology	Improved access to Information Communication and Technology	Improved ability in use of Information Communication and Technology/Improved employment/Increased income
	Other (specified)				

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	**TPM Outcome Area**	**Change in Knowledge/Skills**	**Change in Behaviour/Attitude**	**Change in situation (access to resources /opportunities)**	**Change in whānau circumstances**
Whānau health	Physical/Personal health	Increased knowledge/skills regarding physical/personal health	Improved confidence around management of physical/personal health	Improved access to physical/personal health services	Improved physical/personal health
	Nutrition	Increased knowledge/skills regarding nutrition	Improved confidence around better nutrition	Improved access to nutrition services	Improved nutrition
	Mental health	Increased knowledge/skills regarding mental health	Improved confidence around managing mental health	Improved access to mental health services	Improved mental health
	Spiritual health	Increased knowledge/skills regarding family/social health	Improved confidence/attitude around spiritual health	Improved access to spiritual health services	Improved spiritual health
	Family/Social Health	Increased knowledge/skills regarding spiritual health	Improved confidence/attitude around family/social health	Improved access to family/social health services	Improved family/social health
	Smoking/Tobacco use	Increased knowledge/skills regarding smoking/tobacco cessation	Improved confidence/attitude around smoking cessation	Improved access to smoking cessation services	Reduced smoking or are now smoke free
	Alcohol use	Increased knowledge/skills regarding negative effects of alcohol use	Improved confidence/attitude around alcohol rehabilitation	Improved access to alcohol rehab services	Reduced alcohol use
	Drug use	Increased knowledge/skills regarding negative effects of drug use	Improved confidence/attitude around drug rehabilitation	Improved access to drug rehab services	Reduced drug use
	Violence/abuse (physical and/or verbal)	Increased knowledge/skills regarding prevention of violence/abuse (physical or verbal)	Improved confidence/attitude around prevention of violence/abuse (physical or verbal)	Improved access to violence/abuse prevention services	Reduced violence/abuse (physical or verbal) or violence/abuse (physical or verbal) free
	Other (specified)				
Whānau relationships	Parenting knowledge/skills	Increased parenting knowledge/skills	Improved confidence/attitude towards parenting	Improved access to parenting courses	Improved parenting

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	**TPM Outcome Area**	**Change in Knowledge/Skills**	**Change in Behaviour/Attitude**	**Change in situation (access to resources /opportunities)**	**Change in whānau circumstances**
	Household relationships	Increased knowledge/skills regarding improving household relationships	Improved confidence/attitude towards household relationships	Improved access to more empowering and rewarding household relationships	Improved household relationships
	Wider whānau relationships	Increased knowledge/skills regarding improving wider whānau relationships	Improved confidence/attitude towards wider whānau relationships	Improved access to more empowering and rewarding wider whānau relationships	Improved wider whānau relationships
	Relationships with Māori networks	Increased knowledge/skills regarding improving relationships with Māori networks	Improved confidence/attitude towards relationships with Māori networks	Improved access to more empowering and rewarding relationships with Māori networks	Improved relationships with Māori networks
	Relationships with social, health, and education service providers (including Government Departments)	Increased knowledge/skills regarding improving relationships with social, health, and education service providers (including Government Departments)	Improved confidence/attitude towards relationships with social, health, and education service providers (including Government Departments)	Improved access to more empowering and rewarding relationships with social, health, and education service providers (including Government Departments)	Improved relationships with social, health, and education service providers (including Government Departments)
	Violence/abuse (physical or verbal)	Increased knowledge/skills regarding the prevention of violence/abuse (physical or verbal)	Improved confidence/attitude towards the prevention of violence/abuse (physical or verbal)	Improved access to services for the prevention of violence/abuse (physical or verbal)	Prevention of violence/abuse (physical or verbal)
	Other (specified)				
Whānau participation in the community	Connection to community networks	Increased knowledge/skills regarding connections to community networks	Improved confidence/attitude regarding connecting to community networks	Improved access to community networks	Increased Connection to community networks
	Access to community resources	Increased knowledge/skills regarding access to community resources	Improved confidence/attitude regarding accessing community resources	Improved access to community resources	Increased access to community resources
	Engagement in civic affairs	Increased knowledge/skills regarding engagement in civic affairs	Improved confidence/attitude towards engagement in civic affairs	Improved access to engagement in civic affairs	Increased engagement in civic affairs

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	**TPM Outcome Area**	**Change in Knowledge/Skills**	**Change in Behaviour/Attitude**	**Change in situation (access to resources /opportunities)**	**Change in whānau circumstances**
	Whānau employment	Increased knowledge/skills regarding whānau employment	Improved confidence/attitude towards whānau employment	Improved access to whānau employment	Increased whānau employment
	Participation in sports and recreation	Increased knowledge/skills regarding participation in sports and recreation	Improved confidence/attitude towards participation in sports and recreation	Improved access to sports and recreation	Increased participation in sports and recreation
	Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence	Increased knowledge/skills regarding applying for legal documentation/Birth Certificates/Passports/ID/Drivers Licence	Improved confidence/attitude towards Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence	Improved access to Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence	Increased possession of Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence
	Other	Other	Other	Other	Other
Whānau engagement in Te Ao Māori	Whakapapa/whānau connections	Increased knowledge of whakapapa/whānau connections	Improved confidence/attitude towards Whakapapa/whānau connections	Improved access to whakapapa/whānau connections	Increased whakapapa/whānau connections
	Connections to Māori community organisations including Education/Kohanga	Increased knowledge regarding Māori community organisations including Education/Kohanga	Improved confidence/attitude towards accessing Māori community organisations including Education/Kohanga	Improved access to Māori community organisations including Education/Kohanga	Increased connections Māori community organisations including Education/Kohanga
	Marae activities	Increased knowledge regarding participation in Marae activities	Improved confidence/attitude participation in Marae activities	Improved access to Marae activities	Increased participation in Marae activities
	Te reo Māori	Increased knowledge regards the ability to speak te reo Māori	Improved confidence/attitude towards speaking Te reo Māori	Improved access to te reo Māori courses	Increased use of Te reo Māori
	Knowledge about whenua tupuna	Increased knowledge about whenua tupuna	Improved confidence/attitude towards accessing knowledge about whenua tupuna	Improved access to Knowledge about whenua tupuna	Increased Knowledge about whenua tupuna
	Māori lore/knowledge/customs	Increased knowledge regarding Māori lore/knowledge/customs	Improved confidence/attitude towards Māori lore/knowledge/customs	Improved access to Māori lore/knowledge/customs	Increased use of Māori lore/knowledge/customs

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	**TPM Outcome Area**	**Change in Knowledge/Skills**	**Change in Behaviour/Attitude**	**Change in situation (access to resources /opportunities)**	**Change in whānau circumstances**
	Other (specified)				
Whānau standards of living	Whānau/household income	Increased knowledge regarding increasing whānau/household income	Improved confidence/attitude towards increasing Whānau/household income	Improved access to Whānau/household income	Increased whānau/household income
	Whānau employment	Increased knowledge regarding increasing whānau employment	Improved confidence/attitude towards Whānau employment	Improved access to employment for Whānau	Increased whānau employment
	Financial provisions for the future/Savings/ investments	Increased knowledge regarding financial provisions for the future/Savings/ investments	Improved confidence/attitude towards Financial provisions for the future/Savings/ investments	Improved access to Financial provisions for the future/Savings/ investments	Increased financial provisions for the future/Savings/ investments
	Housing standards including household maintenance	Increasing knowledge regarding housing standards including household maintenance	Increased confidence/attitude towards improving Housing standards including household maintenance	Improved access to increasing Housing standards including household maintenance	Increased housing standards including completed household maintenance
	Home ownership	increased knowledge regarding Home ownership	Improved confidence/attitude towards home ownership	Improved access to Home ownership	Increased home ownership
	Safe transport options	Increased knowledge regarding safe transport options	Improved confidence/attitude towards safe transport options	Improved access to Safe transport options	Increased use of safe transport options
	Basic furnishings/amenities	Increased knowledge regarding basic furnishings/amenities	Increased confidence/attitude regarding improving basic furnishings/amenities	Improved access to Basic furnishings/amenities	Increased Basic furnishings/amenities
	Adequate insurance	Increased knowledge regarding adequate insurance	Improved confidence/attitude regarding adequate insurance	Improved access to Adequate insurance	Adequate insurance
	Telecommunication/ internet	Increased knowledge regarding Telecommunication/ internet	Increased confidence/attitude regarding improved Telecommunication/ internet	Improved access to Telecommunication/ internet	Improved Telecommunication/ internet use
	Reduced Debt	Increased knowledge regarding debt reduction	Increased confidence/attitude regarding debt reduction	Improved access to income to reduce debt	Reduced debt

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	**TPM Outcome Area**	**Change in Knowledge/Skills**	**Change in Behaviour/Attitude**	**Change in situation (access to resources /opportunities)**	**Change in whānau circumstances**
	Food/Food Security	Increased knowledge regarding Food/Food Security	Increased confidence/attitude towards food/food security	Improved access to food	Improved food security
	Other (specified)				