Office of Hon Te Ururoa Flavell

Mema Pāremata mō Waiariki
Member of Parliament for Waiariki

Te Minita Whanaketanga Māori
Minister for Māori Development

Te Minita Whānau Ora
Minister for Whānau Ora

Te Minita Tuarua Whanaketanga Ohaoha
Associate Minister for Economic Development

- 5 DEC 2016

Merepeka Raukawa-Tait
Chair, Te Pou Matakana
1 Edmonton Road
Henderson
AUCKLAND 0612

Tēnā koe Merepeka

Letter of Expectations: Whānau Ora Commissioning 2017-18

Ō tātou mate tuatini, e takoto mai ai i runga i ō tātou marae maha, i runga i ō tātou papa kāinga, i roto i ō tātou whare, kua uhia rātou ki ngā taumata kōrero e tika ana hei poroporoakī i a rātou. Nā reira, me kī pēnei ake te kōrero, tukuna rātou kia okioki i runga i te moenga roa. Āpiti hono, tātai hono, ko te akaaka o te whenua ki a tātou te hunga ora. Tēnā koe.

I would like to acknowledge the progress and achievements of Te Pou Matakana to date in supporting whānau and families through Whānau Ora to reach the outcomes they aspire to achieve.

The 2016-17 year has been a year of considerable progress, and I wish to recognise the work that Te Pou Matakana has undertaken to respond to the priorities I outlined for Whānau Ora commissioning in my Letter of Expectations for 2016-17. I look forward to seeing this progress continue over the remainder of the year.

With the Whānau Ora commissioning model now in its third year, there is increasing interest in the value of the Whānau Ora approach and in the results that are being achieved for whānau and families. This has been a key consideration for me in setting my expectations for the coming year, and it is vital that we maintain a strong focus on both improving outcomes for whānau and measuring and communicating these outcomes meaningfully.

This letter conveys my priorities and expectations for Whānau Ora commissioning over the 2017-18 financial year.

Priorities for Whānau Ora for the 2017-18 financial year

My priorities within Whānau Ora for the 2017-18 financial year are to:

- Expand the reach of Whānau Ora to continue to support whānau with high needs
- Grow the evidence base to demonstrate the achievement of outcomes through Whānau Ora and to show how Commissioning Agencies set targets and achieve them

Pūrangi Motuhake 18041, Te Whare Pāremata, Te Whanganui-ā-Tara 6160, Aotearoa
Waea 64 4 817 6824 **Waea Whakaahua** 64 4 817 6524
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand
Telephone *64 4 817 6824* ***Facsimile*** *64 4 817 6524*

- Demonstrate how commissioning activities contribute to the achievement of outcomes in the Whānau Ora Outcomes Framework and wider government priorities

- Continue to build confidence in the Whānau Ora approach and commissioning model

- Ensure Commissioning Agency operations are fit-for-purpose.

These priorities are intended to align with the key drivers behind the expansion of Whānau Ora over the past two years. The priorities reflect my expectation that the commissioning model builds on the progress made to date in improving outcomes for whānau and families across Aotearoa.

Expand the reach of Whānau Ora to continue to support whānau with high needs

An ongoing priority for me is to continue to expand the reach of Whānau Ora to support whānau and families with high needs. In 2017-18, I would like to see Te Pou Matakana focusing on actively targeting support to whānau with high needs to help them reach the positive outcomes they aspire to achieve. There is also a need to be able to identify communities and regions of highest need and ensure that Whānau Ora support is available in these areas.

I encourage you to continue to build a clear understanding of the characteristics of whānau who are engaged and supported by your commissioning activities, particularly those with high needs. By understanding the characteristics of these whānau, future investment can be better targeted to support high needs whānau to achieve improved outcomes.

Grow the evidence base to demonstrate the achievement of outcomes through Whānau Ora and to show how Commissioning Agencies set targets and achieve them

Te Pou Matakana should continue to contribute to building a solid evidence base underpinning Whānau Ora by measuring and communicating the outcomes achieved through your commissioning activity. This requires collection of quality data on the results of Whānau Ora investment, including data on the characteristics of whānau supported and the outcomes they have achieved as a result of this support.

This expectation aligns with the wider Government priority of using quality data collection and analysis to ensure investment is targeted where it is most needed and effective.

Te Pou Matakana should work with its provider and community networks to enable collection of detailed and robust data on the characteristics of whānau supported and the outcomes they achieve. I also expect Te Pou Matakana to undertake robust data analysis and to report on outcomes in ways that help to demonstrate the value and impacts of Whānau Ora.

As part of measuring the performance of commissioning activities, I expect Te Pou Matakana to set targets that will focus commissioning activities in 2017-18 and drive exceptional performance. I look forward to receiving information from Te Pou Matakana in the 2017-18 financial year that demonstrates progress towards achieving these targets.

Demonstrate how commissioning activities contribute to the achievement of outcomes in the Whānau Ora Outcomes Framework and wider government priorities

I note that the commissioning activities of Te Pou Matakana have contributed to the outcomes in the Whānau Ora Outcomes Framework approved by the Whānau Ora Partnership Group. I wish to see this contribution continue throughout 2017-18, with commissioning activities closely aligning with, and contributing to, the outcomes in the Framework. Progress achieved against the indicators in the Whānau Ora Outcomes Framework will need to be measured and clearly communicated as part of demonstrating the value of Whānau Ora.

It is also important to demonstrate how Te Pou Matakana commissioning activities contribute to wider Government priorities. These priorities include relevant Better Public Services results and the Government's overall focus on providing comprehensive support to New Zealand whānau and families in need. I encourage Te Pou Matakana to consider how its activities contribute to these wider Government priorities and how to communicate its impacts against these.

Continue to build confidence in the Whānau Ora approach and commissioning model

With increasing public interest in the value and results achieved through Whānau Ora and the devolved commissioning model, it is important that Commissioning Agency reporting is able to clearly articulate and evidence the positive results achieved for whānau and families. This is a key part of enhancing public confidence in Whānau Ora.

I encourage Te Pou Matakana to consider how it can proactively release information on its commissioning activities and on the outcomes that these activities have achieved for whānau and families.

Te Pou Matakana should also continue to build and maintain relationships with stakeholders in the Whānau Ora community. This should include Te Pou Matakana working alongside Iwi to develop strategic partnerships, both regionally and nationally.

Where appropriate, I encourage you to consider opportunities to collaborate with other Commissioning Agencies and to align communications on Whānau Ora outcomes as part of supporting an aligned approach to demonstrating the success of Whānau Ora.

Ensure Commissioning Agency operations are fit-for-purpose

I am pleased with the expansion of resources available for Whānau Ora commissioning over the past two years. In 2017-18, Te Pou Matakana should continue to ensure that its operations are fit-for-purpose for the commissioning model. In particular, I encourage you to regularly consider how best to support your organisational capacity in line with the increases in the scale of funding and commissioning activity that have occurred in recent years.

It is important to ensure that commissioning funding continues to be used in an efficient and effective manner. Given recent increases in commissioning funding, I expect to see the realisation of efficiencies in the administration of commissioning activities over the coming years.

I also encourage a continued effort to build and enhance the organisational capabilities necessary for collecting data and information on commissioning activity and measuring the outcomes achieved for whānau as a result. This is vital to ensuring that Commissioning Agencies are well-positioned to measure and articulate the value of Whānau Ora and the impacts of their investments.

Annual Budget

This letter sets out indicative annual budget information for Te Pou Matakana for the 2017-18 financial year as follows:

Funding type	**Quantum for 2017-18**
General commissioning funding	$24,745,901.00
Navigation funding	$16,957,600.00
Pou Hākinakina funding	$1,352,000.00
Total	**$43,055,501.00**

Each funding type above includes an operating funding component. I understand you are currently discussing with Te Puni Kōkiri officials the extension of your Outcome Agreement, and that the precise quantum of operating funding will be confirmed through discussions on the extension of the Outcome Agreement and the development of your Annual Investment Plan for 2017-18.

In addition, the incentive payment mechanism for 2017-18 will be negotiated as part of the Investment Planning process with Te Puni Kōkiri. The amount of funding assigned to an incentive payment mechanism will be reallocated from the quantum of general commissioning funding indicated above. In line with 2016-17, I would like Commissioning Agencies' incentive payment mechanisms to continue to reflect my focus on achieving outcomes for high needs whānau and families.

General performance

I am pleased with the positive impact Te Pou Matakana has generated for whānau through its commissioning activities. I believe that this progress gives Te Pou Matakana a strong foundation to further enhance the outcomes achieved by whānau in 2017-18.

As noted above, measuring and communicating the results achieved by whānau through Te Pou Matakana activities is vital for expressing the value of Whānau Ora. I recognise the work of Te Pou Matakana to date in measuring and articulating the changes whānau are experiencing as a result of Te Pou Matakana activities, and I expect this to be an ongoing area of focus in 2017-18.

I acknowledge the increases in scale that Te Pou Matakana has experienced in relation to its activities and provider network over the past year. In 2017-18, I expect Te Pou Matakana to continue to maintain relationships with this network and other Whānau Ora stakeholders in a way that enhances confidence in Whānau Ora. I also encourage Te Pou Matakana to continue to embed the Whānau Ora approach throughout its Whānau Ora partners, offering a whānau-centred and holistic approach to enable whānau to achieve their priority outcomes.

I thank you again for the contribution you have made to supporting whānau and families to achieve positive outcomes through Whānau Ora. I look forward to the ongoing success of Te Pou Matakana in 2017-18. Ngā mihi nui ki a koe.

Nāku noa, nā

Hōnore Te Ururoa Flavell
Te Minita Whānau Ora

CC: John Tamihere
Chief Executive Officer
Te Pou Matakana