Whānau Ora
COMMISSIONING AGENCY

Quarter Three Progress Report
Whānau Ora Commissioning Agency

Date issued	20 May 2019	**Issued to**	Te Puni Kōkiri
Overall project status	Green	**Issued by**	Whānau Ora Commissioning Agency
Period start	1 July 2018	**Period end**	31 March 2019

Executive Summary

The Whānau Ora Commissioning Agency (WOCA) continues to work with Whānau Ora partners across Te Ika a Māui to operationalise our commissioning for outcomes policy. This is the second quarter report of the 2018/19 year. This report highlights key information in relation to commissioning activities across Te Ika a Māui. It also provides success stories on how our commissioning activities have positively changed the lives of whānau.

Whānau Direct

- A total of 639 whānau were supported through Whānau Direct this quarter and a total of 1,988 whānau (including 5,572 whānau members) have been engaged since 1 July 2018.
- A total of 3,523 outcomes (an average of 1.8 outcomes per whānau) have been planned so far this financial year with 3,069 (87%) of these outcomes confirmed as achieved through the 'check-in' process.
- The most common outcomes sought (as a percentage of total outcomes planned) were within the domains of whānau standards of living (44%), followed by whānau health (27%) and whānau participation in the community (13%).
- Cumulative summary tables of whānau engagement and outcomes planned vs achieved for this quarter are below:

Region	Whānau Engaged	Whānau Members
Te Tai Tokerau	348	1,079
Tāmaki Makaurau	337	909
Hauraki-Waikato	222	706
Waiariki	432	1,119
Ikaroa-Rāwhiti	306	854
Te Tai Hauāuru	343	905
Total	**1,988**	**5,572**

Outcome Domain	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau standards of living	1,543	1,336	87%
Whānau health	945	835	88%
Whānau participation in the community	467	393	84%
Whānau knowledge	398	354	89%
Whānau relationships	131	113	86%
Whānau engagement in Te Ao Māori	39	38	97%
Total	**3,523**	**3,069**	**87%**

Kaiārahi

- A total of 3,818 whānau have been engaged by Kaiārahi this quarter and a total of 4,713 whānau (including 11,831 whānau members) have been engaged since 1 July 2018.
- A total of 8,362 outcomes (an average of 1.8 outcomes per whānau) were planned over this quarter with 2,777 (33%) of these outcomes achieved since 1 July 2018.
- The most common outcomes (as a percentage of total outcomes planned) were within the domains of whānau standards of living (28%), followed by whānau health (24%) and whānau knowledge (21%)
- Cumulative summary tables of whānau engagement and outcomes planned vs achieved for this quarter are below:

Region	Whānau Engaged	Whānau Members
Te Tai Tokerau	1,056	2,650
Tāmaki Makaurau	655	1,240
Hauraki-Waikato	642	1,329
Waiariki	896	2,773
Ikaroa-Rāwhiti	853	2,442
Te Tai Hauāuru	611	1,397
Total	**4,713**	**11,831**

Outcome Domain	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau standards of living	2,335	765	33%
Whānau health	2,006	671	33%
Whānau knowledge	1,729	518	30%
Whānau participation in the community	1,182	414	35%
Whānau relationships	725	234	32%
Whānau engagement in Te Ao Māori	385	175	45%
Total	**8,362**	**2,777**	**33%**

Collective Impact for Whānau

- 1,128 whānau have been engaged through Collective Impact this quarter and a total of 1,167 whānau (including 2,480 whānau members) have been engaged since 1 July 2018.
- A total of 2,318 outcomes (an average of 2.0 outcomes per whānau) were planned this quarter with 341 (15%) of these outcomes achieved since 1 July 2018.
- The most common outcomes (as a percentage of total outcomes planned) were within the domains of Whānau Health (27%), followed by Whānau Knowledge (27%) and Whānau Participation in the Community (20%).
- Cumulative summary tables of whānau engagement and outcomes planned vs achieved for this quarter are below:

Region	Whānau Engaged	Whānau Members
Te Tai Tokerau	172	372
Tāmaki Makaurau	212	374
Hauraki-Waikato	167	317
Waiariki	174	472
Ikaroa-Rāwhiti	225	395
Te Tai Hauāuru	217	550
Total	**1,167**	**2,480**

Outcome Domain	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau health	625	103	16%
Whānau knowledge	619	78	13%
Whānau participation in the community	455	47	10%
Whānau standards of living	433	79	18%
Whānau engagement in Te Ao Māori	118	31	26%
Whānau relationships	68	3	4%
Total	**2,318**	**341**	**15%**

Innovation Fund

Innovation Funding for 2018/19 has been commissioned across the partner network in the following areas:

- Programme Design/Delivery
  Partner innovations programmes to support whānau to achieve immediate to short-term outcomes
- Commissioning for Community Development
  Investment in community organisations/groups to strengthen their capacity/capabilities to work with whānau and other organisations for collective impact
- Commissioning for Community Programmes
  Investment in fostering collaboration in community organisations/groups to support whānau to achieve immediate to short-term outcomes
- Information Technology and Shared Measurement
  Developing partner capacity/capabilities for shared measurement and outcomes management through investment in technology
- Workforce Development
  Workforce development initiatives to build capacity/capabilities of kaimahi to support and manage outcomes for whanau.

1.0 Commissioning Activity

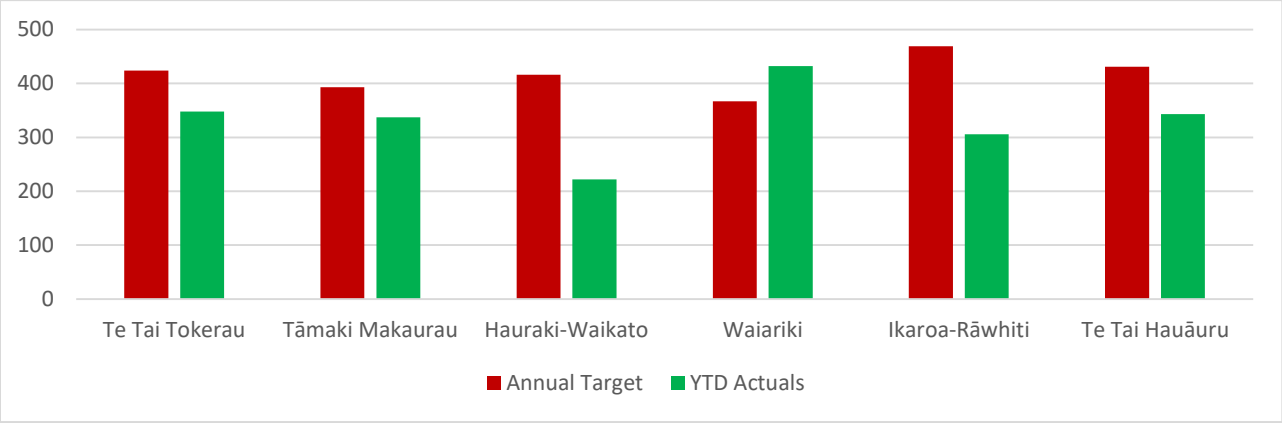
1.1 Commissioning Programmes

1.1.1 Whānau Direct

1.1.1.1 Whānau Engagement

The following table outlines the number of whānau supported by Whānau Direct across the six regions.

Region	Target			Actuals			
	Whānau			Whānau		Whānau members	
	Annual	Quarter	Cumulative	Quarter	Cumulative	Quarter	Cumulative
Te Tai Tokerau	424	106	318	110	348	340	1,079
Tāmaki Makaurau	393	98	295	96	337	299	909
Hauraki-Waikato	416	104	312	64	222	224	706
Waiariki	367	92	275	108	432	270	1,119
Ikaroa-Rāwhiti	469	117	352	149	306	426	854
Te Tai Hauāuru	431	108	323	112	343	304	905
Total	**2,500**	**625**	**1,875**	**639**	**1,988**	**1,863**	**5,572**



A total of 639 whānau were supported through Whānau Direct this quarter and a total of 1,988 whānau (including 5,572 whānau members) have been engaged since 1 July 2018. For this quarter, the highest volume was processed in Ikaroa-Rāwhiti (23%) and the lowest volume was processed in Hauraki-Waikato (10%).

Whānau members supported through Whānau Direct were mostly female (57%) vs male (41%) and reflect a young population with the majority of whānau members being aged 24 years and under (62%). The main ethnic group that whānau identify with (allowing up to three responses) is NZ Māori (86%), followed by NZ European/Pākehā (6%) and Pasifika peoples (5%). A breakdown of whānau members receiving support through Whānau Direct this financial year is below:

Gender	Cumulative
Female	3,163
Male	2,306
Data Gap	103
Total	**5,572**

Age Band	Cumulative
0 - 9 years	1,805
10 - 17 years	1,126
18 - 24 years	498
25 - 44 years	1,253
45 - 64 years	654
65+ years	217
Data Gap	19
Total	**5,572**

Ethnic Group	Cumulative
NZ Maori	4,793
Pasifika peoples	288
NZ Euro / Pakeha	314
Other	81
Data Gap	96
Total	**5,572**

1.1.1.2 Whānau Outcomes

The following table outlines the outcomes planned and achieved by whānau by outcome domain this year.

Outcome Domain	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau standards of living	1,543	1,336	87%
Whānau health	945	835	88%
Whānau participation in the community	467	393	84%
Whānau knowledge	398	354	89%
Whānau relationships	131	113	86%
Whānau engagement in Te Ao Māori	39	38	97%
Total	**3,523**	**3,069**	**87%**

A total of 3,523 outcomes (an average of 1.8 outcomes per whānau) have been planned so far this financial year with 3,069 (87%) of these outcomes confirmed as achieved through the 'check-in' process. The most common outcomes sought (as a percentage of total outcomes planned) were within the domains of whānau standards of living (44%), followed by whānau health (27%) and whānau participation in the community (13%).

A breakdown of the most common outcome areas prioritised by whānau within each outcome domain is below:

Outcome Domain	Outcome Area	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau standards of living	Basic furnishings/amenities	443	385	87%
	Housing standards including household maintenance	393	361	92%
	Safe transport options	331	254	77%
Whānau health	Physical/Personal health	632	557	88%
	Family/Social Health	141	124	88%
	Nutrition	123	108	88%
Whānau participation in the community	Access to community resources	124	117	94%
	Legal Documents incl birth certificates, passports	122	85	70%
	Connection to community networks	79	69	87%
Whānau knowledge	Financial literacy/Budgeting	238	223	94%
	Education/training	118	108	92%
	Skills/knowledge for employment	13	2	15%
Whānau relationships	Household relationships	55	47	85%
	Relationships with service providers incl govt. depts.	32	27	84%
	Wider whānau relationships	25	21	84%
Whānau engagement in te ao Māori	Connections to Māori organisations including Kohanga etc	20	19	95%
	Māori lore/knowledge/customs	8	8	100%
	Te reo Māori	8	8	100%

1.1.1.3 Whānau Resources

The top 15 resource categories funded through Whānau Direct made up 70% of the total investment this quarter. The most common resources purchased contributed to over 31% of the investment including household appliances (13%), vehicle repairs and maintenance (11%) and Beds, cots, mattresses and linen (7%).

Resource Category	% of Investment
Household appliances	13%
Vehicle repairs and maintenance	11%
Beds, cots, mattresses and linen	7%
Driver licensing	6%
Adult's clothes/shoes	4%
School, education and tuition fees	4%
Dental services/resources	3%
Other household contents/items	3%
Specialist health & social services/resources	3%
Children's clothes/shoes	3%
School uniforms	3%
Rent and accommodation expenses	3%
Electricity and gas	3%
Dining and lounge furniture	2%
Baby supplies/equipment	2%

Partners reported that whānau required support for their tamariki returning to school. Resources included school uniforms, stationery, school and sports fees. Whānau reported a positive impact, with tamariki having everything they needed for school.

Whānau Direct had a positive impact on a whānau who required urgent repairs to their homes. Repairs included floors, doors, windows and bathrooms. The repairs improved homes in preparation for the winter months.

Kaimahi reported an increase in the number of hard working whānau who struggled to make ends meet. Working whānau received resource for rent arrears, utility bills, household items, groceries and clothing.

Whānau Direct continued to support whānau to pass their drivers licence. This allowed whānau to drive legally without the risk of fines. Licenses also provided identification required for work opportunities.

1.1.1.4 Whānau Success

Withheld under section 9(2)(a)

[redacted]

1.1.1.5 Partner and Workforce Development

Please refer to the narrative in section 1.2.2 for an update regarding our Workforce Development programme.

1.1.1.6 Other Performance Measures

The following table outlines the other performance measures that were accomplished this quarter (targets vs actuals).

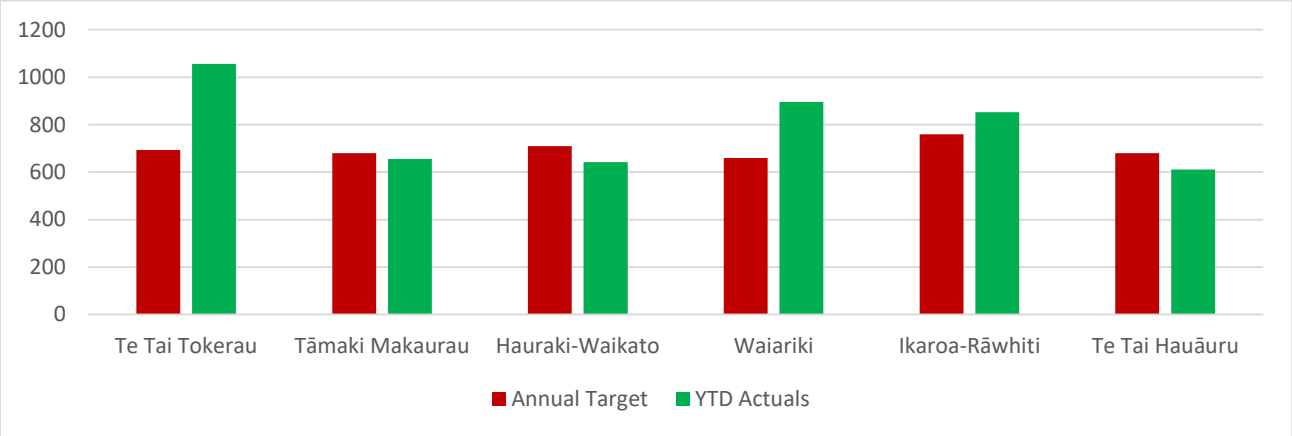
KPI	Indicator	Target	Actual
WD2	90% of funds are distributed within two working days of WOCA's receipt of approved applications	90%	99.7% (1,982 out of 1,988)
WD3	80% priority whānau report a positive experience	80%	99.4% (1,716 out of 1,726)
WD4	90% of priority whānau report that an immediate change has been achieved through Whānau Direct	90%	99.5% (1,718 out of 1,726)
WD5	90% of priority whānau report a positive impact on the whānau situation as a result of the intervention	90%	99.6% (1,719 out of 1,726)

1.1.2 Kaiārahi

1.1.2.1 Whānau Engagement

The following table outlines the number of whānau supported by Kaiārahi across the six regions.

Region	Target	Actuals				
	Priority whānau	Priority whānau and whānau members				
	4,184 priority whānau supported in FY18/19	# new priority whānau enrolled this quarter	# priority whānau exited this quarter	# of active priority whānau this quarter	# priority whānau engaged since 1 July 2018	# priority whānau members engaged since 1 July 2018
Te Tai Tokerau	694	115	129	845	1,056	2,650
Tāmaki Makaurau	680	86	58	439	655	1,240
Hauraki-Waikato	710	83	35	595	642	1,329
Waiariki	660	156	59	680	896	2,773
Ikaroa-Rāwhiti	760	205	88	758	853	2,442
Te Tai Hauāuru	680	125	71	501	611	1,397
Total	**4,184**	**770**	**440**	**3,818**	**4,713**	**11,831**



A total of 3,818 whānau have been engaged by Kaiārahi this quarter and a total of 4,713 whānau (including 11,831 whānau members) have been engaged since 1 July 2018.

Whānau members supported through Kaiārahi were mostly female (57%) vs male (43%) with the majority of whānau members aged 24 years and under (52%). The main ethnic group that whānau identify with (allowing up to three responses) is NZ Māori (85%), followed by NZ European / Pākehā (5%) and Pasifika peoples (5%). A breakdown of whānau members receiving support through Kaiārahi this financial year is below:

Gender	Cumulative
Female	6,714
Male	5,068
Data Gap	49
Total	**11,831**

Age Band	Cumulative
0 - 9 years	2,662
10 - 17 years	2,082
18 - 24 years	1,455
25 - 44 years	2,903
45 - 64 years	1,822
65+ years	854
Data Gap	53
Total	**11,831**

Ethnic Group	Cumulative
NZ Māori	10,010
Pasifika peoples	574
NZ Euro / Pakeha	649
Other	464
Data Gap	134
Total	**11,831**

Kaiārahi engagement in priority communities

The following table outlines the number of whānau engaged through Kaiārahi since 1 July 2018 across Te Puni Kōkiri defined priority communities, benchmark vs actuals.

Region	Priority Community	Benchmark	Actuals
Te Tai Tokerau	Kaitāia	70	153
	Whangārei	194	244
	Kaikohe	85	187
Region total		**349**	**584**
Tāmaki Makaurau	Glen Innes	14	89
	Papakura	42	25
	Māngere	19	78
	Manukau East	83	45
Region total		**158**	**237**
Hauraki-Waikato	Hamilton	427	220
	Ngāruawāhia	74	86
	Huntly	87	92
Region total		**588**	**398**
Waiariki	Rotorua	191	373
	Taupō	27	2
	Ōpōtiki	39	135
	Whakatāne	50	61
	Tūrangi	25	2
	Kawerau	53	25
Region total		**385**	**598**
Ikaroa-Rāwhiti	Northern East Coast	79	54
	Kaitī	30	82
	Gisborne	8	107
	Wairoa	55	109
	Camberley	21	16
	Flaxmere	29	44
	Lower Hutt	98	51
Region total		**320**	**463**
Te Tai Hauāuru	Southern Taranaki	30	8
	Whanganui	98	165
	Taumarunui	41	8
Region total		**169**	**181**
Total		**1,969**	**2,461**

Whilst WOCA policy is permissive and does not confine Kaiārahi engagement to specific locations within each community, Kaiārahi do engage whānau within the above defined priority communities (52.0% of total whānau engaged) across Te Ika a Māui.

Due to our policy, there will be communities where whānau engagement does not reach benchmark levels, as per the above table.

As part of the ongoing work by Data Analysts to ensure accurate data is maintained within Whānau Tahi, we anticipate that a number of partners may reclassify the community that whānau reside in throughout the financial year.

Kaiārahi priority whānau engagement re: whakapakari tinana

The following table outlines the number of whānau supported by Pou Hākinakina across the six regions.

Region	Target	Actuals				
	Priority whānau	Priority whānau and whānau members				
	338 priority whānau supported in FY18/19	# new priority whānau enrolled this quarter	# priority whānau exited this quarter	# of active priority whānau this quarter	# priority whānau engaged since 1 July 2018	# priority whānau members engaged since 1 July 2018
Te Tai Tokerau	78	0	6	62	94	125
Tāmaki Makaurau	52	0	0	29	29	31
Hauraki-Waikato	26	35	0	36	36	36
Waiariki	52	2	0	71	75	102
Ikaroa-Rāwhiti	78	13	0	63	96	106
Te Tai Hauāuru	52	3	5	81	82	195
Total	**338**	**53**	**11**	**342**	**412**	**595**

Partners reported that the ongoing relationship with regional sports organisations had an important role within their region and was an opportunity for Pou Hākinakina to participate in developing strategy for Māori.

Pou Hākinakina within Tāmaki Makaurau facilitated a kaumātua hauora event, Kaumātua Olympics. The event gained support from Sport Waitakere and Harbour Sport who offered their time and resource on the day. The event was successful and the region aim to host the event annually.

Whānau in Waiariki engaged their Pou Hākinakina to provide support at a whānau touch tournament held in January. The tournament was a huge success with approximately 300 whānau attending the event as a participant or supporter.

Pou Hākinakina in the Western Bay of Plenty conducted an extensive survey that identified 23 kaupapa Māori sporting hubs that co-ordinate, promote and provide opportunities for whānau to participate in physical activity. As a result, the Pou Hākinakina was able to connect the sporting hubs to their regional sports organisation. The sport trust will continue to provide ongoing support.

Whānau in Tairāwhiti participated in a wellbeing programme that focused on managing and preventing chronic conditions through exercise and healthy lifestyle education. Eke Tū is a wraparound programme that included gym sessions, yoga, swimming, aqua fitness, nutrition and educational sessions. The programme targets whānau living in isolated rural areas to equip them with the tools to continue their hauora journey when they return home.

Whānau Success Story for Pou Hākinakina: Withheld under section 9(2)(a)

[redacted]

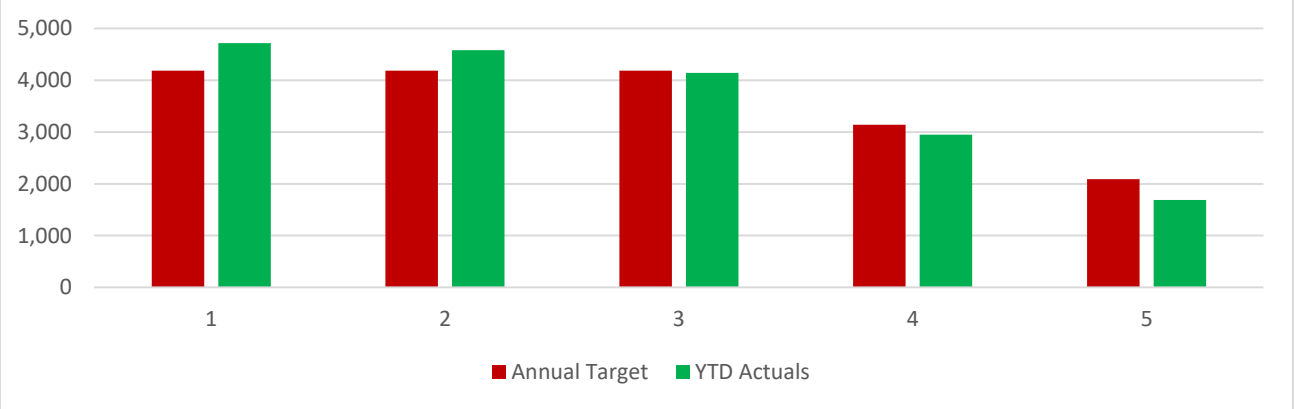
1.1.2.2 Whānau Progress

The following table outlines the unique priority whānau highest end positions by region on the Milestone Indicator Framework:

Region	1	2	3	4	5
Te Tai Tokerau	38	64	311	428	215
Tāmaki Makaurau	11	33	149	176	286
Hauraki-Waikato	21	164	120	36	301
Waiariki	24	22	128	287	435
Ikaroa-Rāwhiti	25	67	256	261	244
Te Tai Hauāuru	16	88	227	73	207
Total unique whānau	**135**	**438**	**1,191**	**1,261**	**1,688**

The total milestones completed by priority whānau are:

	1	**2**	**3**	**4**	**5**
Annual Target	4,184	4,184	4,184	3,138	2,092
Year-to-date Actuals	4,713	4,578	4,140	2,949	1,688



Of the 4,713 whānau engaged through Kaiārahi since 1 July 2018, 4,578 (97%) have completed assessments to identify their needs and aspirations, and 4,140 (88%) have developed a plan with goals.

2,949 whānau (63%) have completed a milestone goal, making significant progress towards their priority outcomes, and 1,688 whānau (36%) have achieved one or more of their priority outcomes. We expect these volumes will increase over quarter four, as whānau are supported to achieve their outcomes.

1.1.2.3 Whānau Outcomes[1]

The following table outlines the outcomes planned and achieved by whānau by outcome domain this year.

Outcome Domain	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau standards of living	2,335	765	33%
Whānau health	2,006	671	33%
Whānau knowledge	1,729	518	30%
Whānau participation in the community	1,182	414	35%
Whānau relationships	725	234	32%
Whānau engagement in Te Ao Māori	385	175	45%
Total	**8,362**	**2,777**	**33%**

A total of 8,362 outcomes (an average of 1.8 outcomes per whānau) were planned over this quarter with 2,777 (33%) of these outcomes achieved since 1 July 2018. The most common outcomes (as a percentage of total outcomes planned) were within the domains of whānau standards of living (28%), followed by whānau health (24%) and whānau knowledge (21%). This prioritisation of outcome domains is consistent with last year, and is the same when comparing across all six domains.

A breakdown of the most common outcome areas prioritised by whānau within each outcome domain is below:

Outcome Domain	Outcome Area	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau standards of living	Housing standards including household maintenance	703	261	37%
	Basic furnishings or amenities or clothing	394	172	44%
	Access to safe transport options	352	94	27%
Whānau health	Whānau or social health	541	146	27%
	Physical health	512	212	41%
	Mental health	220	98	45%
Whānau knowledge	Education or training	811	303	37%
	Financial literacy or budgeting	379	128	34%
	Skills or knowledge for employment	214	43	20%
Whānau participation in the community	Access to community resources	499	245	49%
	Connection to community networks	403	121	30%
	Legal documents incl birth certificates, passports	150	38	25%
Whānau relationships	Parenting knowledge or skills	210	81	39%
	Whānau or household relationships	130	41	32%
	Wider whānau relationships	100	35	35%
Whānau engagement in te ao Māori	Whakapapa or whānau connections	174	71	41%
	Marae activities	67	62	93%
	Te reo Māori	56	21	38%

Whānau have continued to prioritise outcomes consistent with last year, with the top three outcome areas within each domain remaining the same across the majority of outcome areas.

[1] We are continuing to work with Whānau Ora partners on linking whānau outcomes to the Outcomes Framework (via the Outcomes Menu), and we expect outcomes may be reclassified at the domain/area level as the coding protocols are refined within this framework

Lack of warm and adequate housing continued to be an issue this quarter. Kaiārahi in Tairawhiti worked with the Warmer Kiwi Home Project who provide free insulation for homes. Kaiārahi identified 146 whānau on the East Coast who have uninsulated homes and qualify for insulation through the project.

Kaiārahi in the Eastern Bay of Plenty identified future employment opportunities for whānau living in the region. Major industry and infrastructure projects have been identified that will bring significant economic and employment opportunities to the region. Kaiārahi worked with a number of government entities involved in the project to ensure whānau are at the forefront of these opportunities. The first step prepared whānau to be in a position for the upcoming jobs.

There was an increase of referrals this quarter from whānau who have mental health and addiction issues. Kaiārahi found it challenging to navigate access to mental health services. Through building relationships with District Health Boards, Kaiarahi were able to facilitate whānau access to a weekly drop in community mental health service.

Kaiārahi engaged rangatahi to workshop ideas and identify areas of education to support their future career paths. A workshop was organised with the support of educational institutions including Auckland University, AUT, Te Wananga o Aotearoa and Te Whare Wananga o Awanuiarangi to provide information on courses and course requirements. The workshop was a success with rangatahi enrolling in part time and full time courses.

Kaiārahi collaborated with external agencies to provide a community wraparound service that will support whānau who are due to be released from prison. Kaiārahi worked with a range of agencies to provide workshops in parenting, mindfulness, safe decision making, consequences and safe thinking. Whānau reported a positive impact on their health and wellbeing after the workshops.

1.1.2.4 Whānau Success

Withheld under section 9(2)(a)

[redacted]

1.1.2.5 Partner and Workforce Development

Please refer to the narrative in section 1.2.2 for an update regarding our Workforce Development programme.

1.1.2.6 Data Analysts

Data Analysts across our partner network continue to support kaimahi with data collection and data management. One of the key focus areas for this quarter was the Collective Impact refinement work undertaken by WOCA and our partners. Our Data Analysts worked closely with our WOCA Outcomes Measurement and Data Systems, Analytics and Performance teams to reaffirm the outcomes measurement and reporting framework, tools and processes for performance reporting for FY19/20. Part of this refinement programme was to re-confirm the logic model, outcomes, indicators and outcomes measurement tools for each of the initiatives, and support the configuration of their Whānau Tahi system.
Both WOCA teams will continue to work closely with WOCA partners over the next financial year.

1.1.2.7 Other Performance Measures

The following table outlines the other performance measures for Kaiārahi, targets versus actuals.

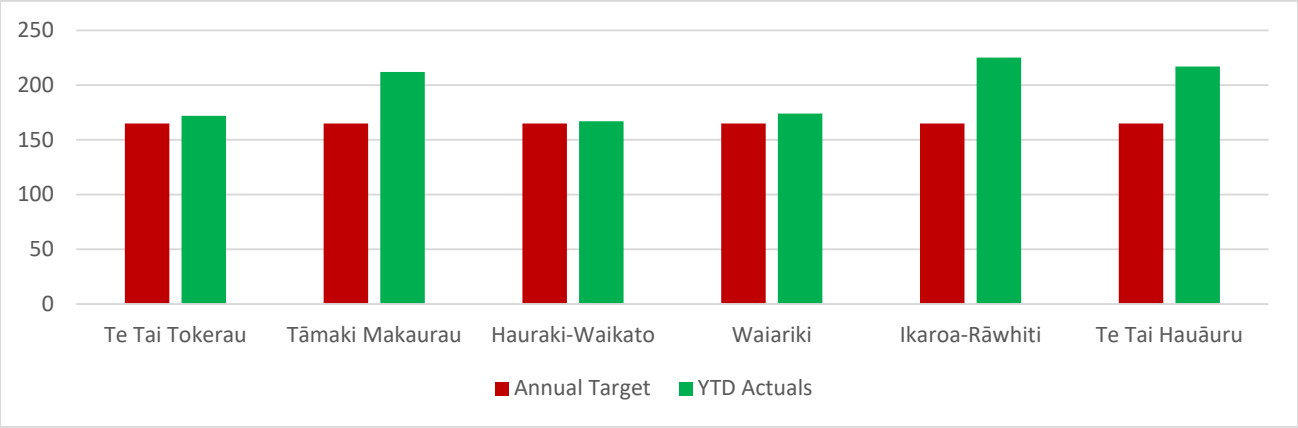
KPI	Indicator	Target	Actual
Kaiārahi			
K4	Priority whānau have been referred to relevant services/programmes.	4,184	4,257 out of 4,713 90%
K9	Priority whānau report that the initiative has identified and responded to their priorities and needs.	80%	81% 1,724 out of 2,128
K10	Priority whānau report a positive experience.	70%	94% 1,535 out of 1,640
K14	Priority whānau report improvements in ability to plan and achieve goals.	80%	83% 1,645 out of 1,989
K17	Priority whānau 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.	35%	20% 929 out of 4,713
Pou Hākinakina			
K11	Priority whānau report that the initiative regarding whakapakari tinana has identified and responded to their priorities and needs.	80%	73% 70 out of 96
K12	Priority whānau report a positive experience through the engagement regarding whakapakari tinana.	70%	92% 65 out of 71
K6	WOCA 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.	13	10
Data Analysts			
K7	15.0 FTE data and outcomes measurement resources are deployed across Te Ika a Māui.	15	15 (100%)
K8	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, providing them with the relevant support to engage, assess, measure and report on whānau outcomes.	60	57 (95%)
K13	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.	45	49
K18	Whānau Ora partners report improvements in their knowledge and understanding of outcomes measurement, data collection and reporting.	45	49

1.1.3 Collective Impact for Whānau

1.1.3.1 Whānau Engagement

The following table outlines the number of whānau supported by Collective Impact across the six regions.

Region	Target	Actuals				
	Priority whānau	Priority whānau and priority whānau members				
	990 priority whānau supported in FY18/19	# new priority whānau enrolled this quarter	# priority whānau exited this quarter	# of active priority whānau this quarter	# priority whānau engaged since 1 July 2018	# priority whānau members engaged since 1 July 2018
Te Tai Tokerau	165	72	2	161	172	372
Tāmaki Makaurau	165	129	0	212	212	374
Hauraki-Waikato	165	69	3	167	167	317
Waiariki	165	17	6	169	174	472
Ikaroa-Rāwhiti	165	79	5	212	225	395
Te Tai Hauāuru	165	27	13	207	217	550
Total	**990**	**393**	**29**	**1,128**	**1,167**	**2,480**



1,128 whānau have been engaged through Collective Impact this quarter and a total of 1,167 whānau (including 2,480 whānau members) have been engaged since 1 July 2018.

Whānau members supported through Collective Impact were mostly female (55%) vs male (45%) with the majority of whānau members aged 24 years and under (57%). The main ethnic group that our whānau identify with (allowing up to three responses) is NZ Māori (81%), followed by other ethnicities (7%) and Pasifika peoples (7%). A breakdown of whānau members receiving support through Collective Impact this financial year is below:

Gender	Cumulative
Female	1,354
Male	1,113
Data Gap	13
Total	**2,480**

Age Band	Cumulative
0 - 9 years	585
10 - 17 years	541
18 - 24 years	286
25 - 44 years	593
45 - 64 years	329
65+ years	124
Data Gap	22
Total	**2,480**

Ethnic Group	Cumulative
NZ Māori	2,020
Pasifika peoples	180
NZ Euro/Pākehā	68
Other	181
Data Gap	31
Total	**2,480**

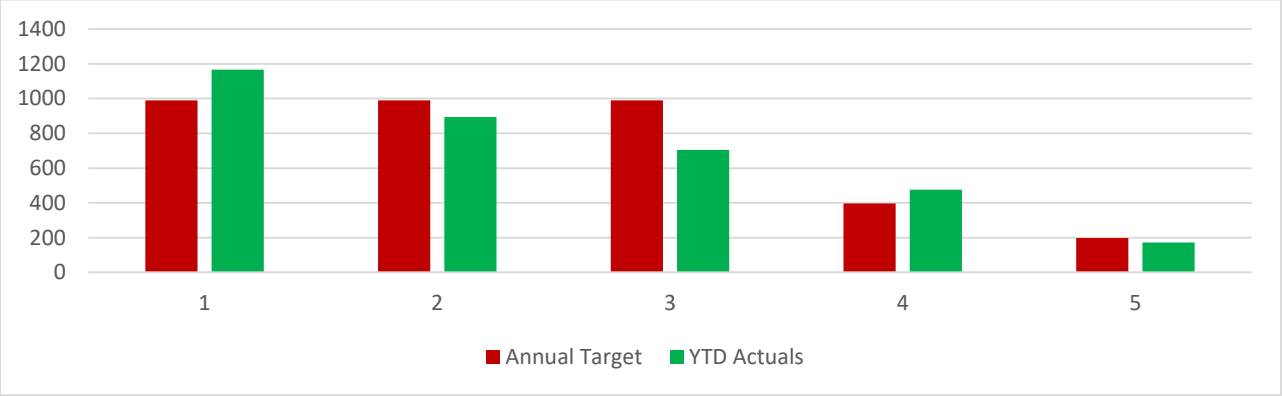
1.1.3.2 Whānau Progress

The following table outlines the unique priority whānau highest end positions by region on the Milestone Indicator Framework:

Region	1	2	3	4	5
Te Tai Tokerau	45	22	74	31	0
Tāmaki Makaurau	15	109	6	31	51
Hauraki-Waikato	67	18	8	11	63
Waiariki	25	0	55	89	5
Ikaroa-Rāwhiti	83	36	62	26	18
Te Tai Hauāuru	38	4	24	116	35
Total unique whānau	**273**	**189**	**229**	**304**	**172**

The total milestones completed by priority whānau are:

	1	2	3	4	5
Annual Target	990	990	990	396	198
Year-to-date Actuals	1,167	894	705	476	172



Of the 1,167 whānau engaged through Collective Impact since 1 July 2018, 894 (77%) have completed assessments to identify their needs and aspirations, and 705 (60%) have developed a plan with goals.

476 whānau (41%) have completed a milestone goal, making significant progress towards their priority outcomes, and 172 whānau (15%) have achieved one or more of their priority outcomes.

1.1.3.3 Whānau Outcomes[2]

The following table outlines outcomes planned and achieved by whānau by outcome domain for this financial year.

Outcome Domain	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau health	625	103	16%
Whānau knowledge	619	78	13%
Whānau participation in the community	455	47	10%
Whānau standards of living	433	79	18%
Whānau engagement in Te Ao Māori	118	31	26%
Whānau relationships	68	3	4%
Total	**2,318**	**341**	**15%**

[2] We are continuing to work with Whānau Ora partners on linking whānau outcomes to the Outcomes Framework (via the Outcomes Menu), and we expect outcomes may be reclassified at the domain/area level as the coding protocols are refined within this framework

A total of 2,318 outcomes (an average of 2.0 outcomes per whānau) were planned this quarter with 341 (15%) of these outcomes achieved since 1 July 2018.

The most common outcomes (as a percentage of total outcomes planned) were within the domains of Whānau Health (27%), followed by Whānau Knowledge (27%) and Whānau Participation in the Community (20%).

A breakdown of the most common outcome areas prioritised by whānau within each outcome domain is below:

Outcome Domain	Outcome Area	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau health	Physical/personal health	384	72	19%
	Nutrition	132	11	8%
	Whānau/social health	54	11	20%
Whānau knowledge	Health literacy	270	22	8%
	Education/training	247	41	17%
	Financial literacy/Budgeting	52	7	13%
Whānau participation in the community	Access to community resources	230	18	8%
	Connection to community networks	145	18	12%
	Legal Doc's/Passports/Peronsal ID/Drivers License	54	6	11%
Whānau standards of living	Housing standards including household maintenance	180	14	8%
	Whānau employment	67	41	61%
	Whānau/household income	60	5	8%
Whānau engagement in te ao Māori	Tikanga Māori/lore/customs	63	23	37%
	Involvement with Māori community organisations including Education or Kohanga or Kura	27	6	22%
	Te Reo Māori	25	2	8%
Whānau relationships	Whānau/Household relationships	23	2	9%
	Wider whānau relationships	21	1	5%
	Parenting knowledge/skills	13	0	0%

1.1.3.4 Collective Impact Whānau Success Indicators

The following table outlines the additional "better off" measures for Collective Impact:

Collective Impact Partner	Engagement	#	Progress Milestone	# / %	Outcomes Achieved	# / %
Te Whānau o Waipareira	# of whānau engaged who have prioritised improved nutrition and/or increased physical activity levels	120	# / % of whānau engaged who have prioritised improved nutrition and/or increased physical activity levels that have completed their milestone goal	67 56%	# / % of whānau who report improved nutrition and/or increased physical activity levels	47 39%
Te Kōhao Health	# of whānau engaged who have prioritised employment that are unemployed at the initial engagement	88	# / % of whānau engaged who have prioritised employment that are unemployed at the initial engagement that have completed their milestone goal	37 42%	# / % of whānau engaged who were previously unemployed become employed (either part-time or full time)	17 19%
Ngāti Rangi	# of whānau engaged who have prioritised improved housing standards through better insulation	7	# / % of whānau engaged who have prioritised improved housing standards through better insulation that have completed their milestone goal	3 43%	# / % of whānau engaged who have evidenced improved housing standards through better insulation	0 0%

Collective Impact initiatives continued to be implemented across Te Ika a Māui. Significant work took place delivering outcome measurement workshops. The workshops covered four key areas:

- Whānau Outcomes and Logic Models - Unpacking whānau activities to appreciate the greater outcomes that are achieved with and by whānau, and more importantly how
- Partner Insights - Dedicated space to discuss logic modelling and outcomes, also Collective Impact as a whole
- Systemic Outcomes - Deep-dive of where systemic change has occurred as a result of Collective Impact
- Moving forward - Commissioning Agency will continue to support partners with this work through ongoing engagement and communications.

Workshops have been completed with nine of the Partners. The remaining six workshops will be completed in quarter four.

Region	Initiative	Action
Tai Tokerau	Moko I te puna	The team continued to engage whānau. A number of new partners joined the Collective including one who is fully resourced to provide access to services such as vision and hearing testing, psychological and counselling services. Early Childcare Education (ECE) and Schools remained active. Partners will continue to change in accordance with the aspirations of participating whānau
Tamaki Makaurau	#tatou	#tātou recruited whānau and worked with them on their health goals along with other partners. Seventy six whānau signed up for the health challenge with the goal of completing Round the Bays. #tātou took a holistic approach to the event by providing access to health knowledge, with access to a range of nutrition workshops and exercise plans
Hauraki Waikato	Te Taaniko	Kaiārahi attended home visits that required advocacy and support. Some of the issues included domestic violence and safety of the tamariki.

		Some whānau have drug and alcohol issues and require access to kaupapa Māori rehabilitation centres. This is an area the Collective will continue to advocate for within the region
Waiariki	#whaimua	Kaiārahi continued to support whānau achieve their plans with a focus on respiratory conditions. Health assessments and respiratory management plans were completed and follow up appointments booked. Some whānau suffer from a range of conditions including anxiety, depression and mental health
Ikaroa Rāwhiti	Ta Te Manawa	Kaiārahi continue to support whānau achieve their plans. Poor housing continues to have an impact on tamariki health and wellbeing. The Collective facilitated a hui with regional housing stakeholders to discuss and address housing issues. One of the major issues identified was damp and cold houses. The group plan to meet again to explore options for addressing this.
	ManaTaiohi	The new school year is a good time to engage tamariki and their whānau, review plans and goals. Some tamariki have low numeracy and literacy levels. Kaiārahi worked with teachers and schools to identify support within the school as well as support that can be offered by whānau at home. Whānau were offered strategies and games to use at home.

1.1.3.5 Whānau Success

Māmā is 30 years old and has seven tamariki, ranging in ages from under one to 11 years old. Her previous partner was killed in a car accident. Her current partner has been incarcerated leaving her to raise her tamariki on her own. She lives a three hour drive from her whānau and the support of her parents and siblings. She did not finish school and has no qualifications.

She completed an assessment, plan and took immediate action. She implemented the Whānau Income Action Plan (WIAP) to manage her finances. As part of her parenting plan she put support in place for her tamariki at school and with sports. The specialist Kaiārahi connected her to a range of community services including budgeting, food bank, Family Start and low cost health services. With the support of the Kaiārahi she gained her learners licence and attends a course in literacy and numeracy.

Recently she made a decision to enrol in a small business management course, which would support her overall goal to establish her own business. She was supported to complete the reenrolment process, which was approved. Māmā acknowledges this has been a life changing six months. She continues to grow from strength to strength and is excited about the future for her and her tamariki.

1.1.3.6 Partner and Workforce Development

Please refer to the narrative in section 1.2.2 for an update regarding our Workforce Development programme.

1.1.3.7 Other Performance Measures

The following table outlines the other performance measures, targets versus actuals.

KPI	Indicator	Target	Actual
CI4	Priority whānau have been referred to relevant services/programmes.	990	829 out of 1,167 (71%)
CI5	Priority whānau report that the initiative has identified and responded to their priorities and needs.	80%	82% 213 out of 259
CI6	Priority whānau report a positive experience.	70%	92% 170 out of 184
CI7	CI partnerships have built upon existing activities and improved Whānau Ora practices of partner organisations to support priority whānau.	100%	80% 12 out of 15
CI8	Priority whānau report improvements in ability to plan and achieve goals.	80%	81% 167 out of 206
CI11	Priority whānau 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.	25%	16% 188 out of 1,167

1.1.4 Innovation Fund

Whānau Ora partners continue to meet whānau needs and support them to achieve outcomes by taking an innovative approach. A summary of innovation projects during quarter three is below.

Region	Initiative	Action
Te Tai Tokerau	Puna Ora Commissioning for Community Development	Whānau attended workshops to discuss their aspirations for tamariki and their learning pathway. Whānau also established two Puna within the region. They utilised the local hall and facilities after school to provide games, activities, arts and crafts and sport for tamariki. Following the activities whānau were invited to attend a number of workshops
Tamaki Makaurau	Pitch Local Commissioning for Community Development Programme Design and Delivery	A joint Pitch Local took place with sub-partners. Over 14 groups presented their innovative ideas to 150 people. Some of the successful initiatives included boxing for rangatahi, portable gardening to support drug and alcohol addicts and a Matariki celebration in West Auckland
Hauraki Waikato	Te Ngira Collective Programme Design and Delivery	A range of initiatives were implemented across the region. The carving course engaged whānau this quarter. Kaumatua begun producing and marketing rongoa. Mara kai recycled materials to make planted boxes to grow kai
Waiariki	Awhi Commissioning for Community Programmes	Whānau obtained their learner, restricted and full license this quarter. Some of the key challenges for whānau included poor eye sight, inability to read and understand the road code and unable to complete the appropriate paperwork required for a license
	Ngā Mataapuna Oranga Programme Design and Delivery	Kaumātua attended a workshop to explore the current Whānau Ora model and opportunities for improvement. Whānau also attended healthy nutrition workshops and registered on the driver license programme
	Eastern Bay of Plenty Collective Commissioning for Community Development	Completed the foundation work for the programme and launched the social media grant programme. The programme aims to empower whānau, hapu and community groups to be self-managing, foster innovation and creativity, foster ideas that create opportunity for whānau engagement and advance unique outcome domains. Four proposals were received which focus on hauora and tamariki/rangatahi.

		Other initiatives included supporting wahine to reach their potential and a communications/marketing campaign to showcase services within the region
Ikaroa Rāwhiti	KETE (Kreate Enterprise Tautoko Entrepreneurs) Commissioning for Community Programmes	**KETE** was implemented this quarter. KETE coaching took place, workshops were delivered in the community along with six clinics. The KETE tradeshow is planned for next quarter
	Eke Tū Programme Design and Delivery	Whānau engaged in the Eke Tū programme. Whānau are actively involved in physical activity and nutrition workshops that focused on their health and wellbeing
	Whaiora Whānui Commissioning for Community Development Commissioning for Community	The inaugural ranagtahi hui was held this quarter. Rangatahi were supported to attend the World Vision Youth Conference on 15 March 2019. The conference provided international speakers, leadership development and interactive sessions
	Te Rōpū Āwhina ki Porirua Programme Design and Delivery	Rangatahi seeking employment attended a trip together to develop relationships and build confidence. Following the trip rangatahi identified a number of areas for support including curriculum vitae workshop, driver licensing, first aid training and site safe training. These areas will be addressed in quarter four
Te Tai Hauāuru	Whare Facts Commissioning for Community Programmes	Workshops focusing on financial literacy and home ownership begun. At the same time Whare Facts, a series of six Do It Yourself videos commenced. Kaimahi will be supported to attend a housing conference next quarter
	Fusion Gen H Programme Design and Delivery	
	Raukawa Whānau Ora Commissioning for Community Development	Kamahi attended Te Ara Whānau Ora training this quarter. Te Ara Whanau Ora aims to increase Maoti participation in self-determining their own destiny and taking control of their own wellbeing
	Tui Ora Programme Design and Delivery	Roll out of the initiatives occurred this quarter

1.2 Other Commissioning Activities

1.2.1 Research and Evaluation

Collective Impact Evaluation

Wai Research was contracted by the Commissioning Agency to conduct a process and outcome evaluation of two Collective Impact initiatives, namely Te Whare Āhuru Ki Ruapehu Housing Project (Ngāti Rangi covering the rohe of Waiouru, Ohākune and Raetihi) and Whakakaha Whānau (Te Ngira Collective, Hauraki-Waikato). The purpose of this evaluation was to assess how well two lead Whānau Ora partners have implemented their initiatives (i.e. process evaluation) and the extent to which commissioned outcomes have been achieved (as outlined in the Outcomes Framework). This evaluation also builds on previous findings from a formative and process evaluation commissioned by the Commissioning Agency in 2016, by providing an update on the initiatives, particularly in terms of the progress, and any new learnings to date.

The evaluators of this project conclude that both Collective Impact sites have successfully implemented their Collective Impact initiatives in accordance with the quality indicators developed from the 2016 formative evaluation. Furthermore both partner organisations in fact are exemplars of Collective Impact practice within the Whānau Ora space but from different perspectives. Ngāti Rangi already had an established high level collaboration across their local communities with all Collective Impact practices in train. On the other hand, Te Kōhao Health was a well-established Whānau Ora partner with well-established partnerships (Te Ngira) across the wide geographical region encompassed by Tainui waka.

This evaluation also looked at the extent to which the two sites were facilitating the commissioned outcomes through their initiatives. The qualitative data collected from both sites indicates that they were highly successful in the facilitation of these outcomes, both in outcomes directly related to their activities (such as whānau living standards and whānau participation in the community), but especially in their ability to facilitate and enhance foundational outcomes (whānau relationships and whānau knowledge).

The evaluators have observed two partner practice exemplars that each have different approaches, yet operate comfortably in the Collective Impact space supported by a Whānau Ora approach which integrates cultural expectations of practice in a New Zealand context, and while the respective initiatives differed in their approaches to, and implementation of Collective Impact - both sites similarly achieved in supporting and enabling their whānau to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.

The following recommendations have been made based on the findings of this report:

- Develop a standardised reporting template for all partners which makes explicit any quality and success measures for each CI initiative, and that any necessary data capability is provided to ensure high quality data collection and consistency in reporting across all Collective Impact partners
- A review of the current Commissioning Agency outcomes framework, success indicators and measures to ensure that 'what matters' is actually being measured
- An assessment of the return on investment to better understand the social, cultural and financial value created using a Collective Impact approach
- More explicit promotion of Collective Impact best practice is needed to better support partners in the delivery of their initiative.

The final report is with brand and design and will be produced next quarter.

Whānau Direct Outcomes Report 2017/18

This publication is the annual report that detail the outcomes achieved by whānau who used the Whānau Direct programme. Whanau outcomes achieved that were collected from the Whānau Direct programme are cleaned, coded and analysed using the whānau outcomes menu. Whanau outcomes achieved are then reported and descriptive analysis is provided by outcome domain, outcome area and whānau outcome for the North Island as a whole and for each region.

The full report is almost 50 pages and contains numerous tables of data relating to the 3,256 whānau applications and the 4,928 outcomes achieved. To aid reader who want a quick summary, a two-page infographic executive summary of the full report has been designed.

The findings show that most whānau who use Whānau Direct are Māori whānau that survive on an annual household income of $40,000 or less. The applicant is most likely to be female, aged between 25 and 64 years, and be unemployed.

Across the Te Ika ā Maui 86% of outcomes achieved were associated with whānau standards of living, whānau health and whānau participation in the community. The top whānau outcomes achieved were related to improving their physical or personal health, accessing basic furnishings or amenities, improving housing standards, accessing safer transport options and improved access to community resources or networks.

Within each of the six regions the patterns of outcomes achieved were mainly similar to the above. However, in several regions instead of access to community resources or networks, whānau prioritised and achieved outcomes associated with whānau or social health, whānau employment, and better financial management and literacy.

1.2.2 Workforce Development

The Commissioning Agency continued build and roll out the workforce development strategy. The activities this quarter were:

- Workforce Development (WFD) steering committee continued to meet monthly to build a collective understanding of what type of WFD activities are being shared with partners, leveraging off opportunities and sharing trends and needs
- Continued updating of the shared WFD calendar to improve the visibility of meetings, wānanga and trainings across the regions with a view to enable Whānau Ora partners to have more opportunity to engage in scheduled training
- Socialising and sharing of the central online platform with Relationship Managers, WFD Steering Committee and Whānau Ora partners, which hosts the workforce development tools, resources, best practice guides, and community of practice forums. Partners are being set up with their log in and taken through how to access the resources as our WFD Trainer engages them around the Whānau Ora Accreditation
- Tested the use of an online forum as a tool for sharing best practice. Due to other priority commitments for partners there was low engagement and interest. We are currently engaging with partners around how or if this strategy will be useful for them
- Relationship Managers and the Workforce Development Trainer have been visiting and engaging with Whānau Ora lead partners to identify potential trainers/champions within their organisations who can be the key contact and through this network we will mentor and build our pool of trainers and also encourage access to and usage of the online platform
- Three additional series 200 change training modules have been co-designed and will be tested next quarter - i) Best Practices of Collective Impact Backbones ii) Collective Impact – Vision to Implementation iii) Using Data to Inform Practice
- Production of three of the video modules to support the series 100 change modules have been completed. i) Research 101 and ii) Logic Modelling 101 iii) Outcomes 101.

1.2.3 Whānau Tahi

Whānau Tahi have initiated a review of their system roadmap this quarter, and as part of this programme, have begun meeting with WOCA and our partners to get feedback on current improvements and future requirements for the system.

We will be working closely with Whānau Tahi to ensure the system continues to meet our commissioning needs, and ensure it continues to better enable our workforce to support whānau to achieve their outcomes.

We expect to receive an update on this refinement programme over the next quarter and this will be included in our quarter report.

1.2.4 Whānau Ora Accreditation Framework

Consultation with an additional three Whānau Ora sub-partners has now been completed. Like the lead partners in the previous quarter, they were supportive of the efforts and thinking behind a quality framework to protect the integrity of Whānau Ora.

These partners are currently working alongside the Workforce Trainer to complete this first stage of the accreditation which is the self-assessment of their organisations, along with feedback about the self-assessment tool itself. As these are not lead partners their insight into some of the sections in the self-assessment will be helpful for the ongoing development of the tool and once completed their feedback will be presented to the Steering Committee.

1.2.5 Whānau Ora Practitioner Framework

The draft report for the Whānau Ora Practitioner Framework is complete. The report has been distributed to participating partners for feedback.

The next step is an internal workshop with the Commissioning Agency next quarter to go through the findings and work through how we operationalise the new framework as an organisation.

This will inform the Workforce Development strategy outlined above.

1.2.6 Te Pou Matakana Rebrand to Whānau Ora Commissiong Agency

Prior to the release of *Tipu Mātoro ki te Ao* there was uncertainty around the status of Whānau Ora due to:

- The Whānau Ora Partnership Group no longer in session
- The government's review of Whānau Ora
- Whānau Ora not receiving the additional $20 million in funding promised in the last budget.

This uncertainty paired with the eventual positive findings of the Whānau Ora Review made this an ideal time to promote the basis and benefits of Whānau Ora. The launch of a nationwide Whānau Ora Awareness Campaign happened alongside the rebrand to the Whānau Ora Commissioning Agency.

The campaign aimed to:

- Lift the understanding and awareness of Whānau Ora to everyday New Zealanders
- Demonstrate the importance of Kaiārahi in supporting whānau development, to realise the self-determined aspirations of whanau
- Assist a shift from a deficit-focus of whānau facing challenges or trapped in a cycle of dependency.

Leading out the awareness campaign under the identity of Whānau Ora Commissioning Agency gave a clear pathway to socialise the Whānau Ora approach, the vital role of Kaiārahi and whānau aspirations.

The campaign sought to win the hearts and minds of New Zealanders and drive investment in Whānau Ora. It supports the view that Whānau Ora is not just another 'service' but provides a guiding principle for the way people are cared for. It is a culture of service delivery that takes a systemic, integrated approach to support whānau to realise their aspirations - ultimately this is to the benefit of all New Zealanders.

Whānau Ora was the primary focus of the campaign, rather than organisations or services. This was to ensure that a traditional marketing exercise was not undertaken to drive demand for services. Therefore putting an already stretched workforce under more pressure. Instead, focus was on the aspirational aspects of Whānau Ora and the vital role of Kaiārahi in working with whānau to support their aspirations and outcomes.

Many Māori-based initiatives have been casualties of differing government agendas. The campaign was a move to safeguard the range of work that has taken place to develop and refine the policy and practice of Whānau Ora in Te Ika a Māui. As well as provide a visual identity for Whānau Ora as we move toward Whānau Ora accreditation for our Partners, and embedding the Practitioner Competency Framework.

1.3 Progress against Investment Plan

1.3.1 Activities completed this quarter

Key Activity	Quarter	Status
Monitor and report Whānau Direct, Kaiārahi, Collective Impact and Innovation initiatives	Quarter three	Complete
Publish 2017/18 Whānau Direct Outcomes Report	Quarter three	Complete
Evaluate one Collective Impact initiative	Quarter three	Complete

1.3.2 Activities planned next quarter

Key Activity	Quarter
Monitoring and reporting of Whānau Direct, Kaiārahi, Collective Impact and Innovation initiatives	Quarter four
Internal reviews of WOCA programmes	Quarter four
Planning and negotiations for 2019/20 contracts	Quarter four

1.3.3 Activities/timeframes modified for next quarter

No activities have been modified for next quarter.

2.0 Spending Profile

2.1 Operating costs and commissioning funds

Please see the attached financial report.

2.2 Cost escalation / underspend issues

Please see the attached financial report for any underspend or cost escalation.

3.0 Key Risks / Issues

3.1 Key Risks

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

3.2 Expected delays

There are no delays this quarter.

4.0 Operating Policies

Vulnerable Children Act 2014 and Health and Safety at Work Act 2015
Confirmation of compliance received from all partners in relation to policies and processes in place for both Vulnerable Children Act 2014 and Health and Safety at Work Act 2015.

By checking this box, I confirm that the operating policies in place satisfy the principles and mandatory requirements as set out in Clause 4 of Appendix 11 to the Outcome Agreement.	Y

Acknowledgement

By signing below, I confirm that the information contained in this report is true and correct to the best of my knowledge.

Signed **John Tamihere**

Date **20 May 2019**