

Executive summary

1. The Government's investment in the Whānau Ora approach has now been in place for over four years. In that time, Whānau Ora has resulted in a broad range of outcomes for whānau and families, including a renewed focus on whānau self-determination and empowerment and the more integrated delivery of whānau-centred social services.
2. I am proud to present to the House this report summarising the achievements of Whānau Ora and outlining the future priorities for Whānau Ora to continue to provide meaningful outcomes for whānau and families in the coming years.
3. Whānau Ora has been developed as an inclusive approach to providing opportunities to whānau in need across New Zealand. Whānau Ora takes a dual approach to achieving goals for whānau through encouraging service providers to empower whānau as a whole rather than focusing separately on individuals, and assisting whānau to identify areas for improvement and draw from their strengths and capabilities to achieve their goals.
4. The Whānau Ora framework is built around whānau aspirational aims, including self-management, healthy whānau lifestyles, full participation in society, confident participation in te ao Māori and Pasifika communities, successful involvement in wealth creation, and cohesive, resilient and nurturing whānau. These gains are strengthened by reciprocal commitments between and across generations, and between individual ambitions and the shared hopes of whānau.
5. Whānau Ora aims to uplift whānau and families by building their capacity and capability to determine their own futures and reduce over time their reliance on government funded services. Whānau Ora achieves this through encouraging social service providers to take a whānau-centred approach, promoting whānau empowerment and transformation through the use of shared knowledge, and commissioning improved outcomes and results for whānau.
6. Whānau Ora has driven a systems change within government and service providers toward a greater focus on whānau-centred methodologies and the integrated delivery of social services for whānau. One practical example of this systems change is the updated focus of many provider collectives on engaging whānau on a range of matters (e.g. budgeting services, encouraging tikanga Māori, parenting programmes, whānau planning) through a single point of interaction, rather than engaging whānau on multiple occasions with different individuals.
7. Since its inception Whānau Ora has been a continually evolving approach. During the four years that Whānau Ora has been operating, we have moved from a focus on building whānau-centred social services and engaging whānau and families to a focus on building whānau and family capability to be self-managing. I expect that the focus of Whānau Ora will continue to evolve over time to suit the changing circumstances of whānau and families.

8. A significant recent development within Whānau Ora has been the decision to pursue a commissioning approach through which the Government would purchase the expertise, networks and knowledge of non-governmental organisations (NGOs) in delivering Whānau Ora. These organisations are tasked with brokering to match the needs and aspirations of whānau and families with initiatives that will assist them to increase their capability.
9. Whānau Ora has been supported through an initial investment of \$134 million in Budget 2010, followed by an additional \$30 million in Budget 2011. In addition to this funding, \$15 million has also been confirmed over three years as part of Budget 2014 to ensure whānau are able to access navigators during the next phase of Whānau Ora. This funding will be provided to the Whānau Ora commissioning agencies, and is necessary to support the sustainability of the whānau navigation approach.
10. Since its inception in 2010, the Government's investment in Whānau Ora has focused on achieving outcomes for whānau and families through service and organisational transformation, and whānau integration, innovation and engagement (the WIIE fund). These investments have involved the following collaborative efforts and outcomes for whānau:
 - The establishment of a national Whānau Ora Governance Group comprising four community-based experts and the chief executives of three partner agencies – Te Puni Kōkiri and the Ministries of Social Development and Health – with support from two government departments: the Ministries of Education and Pacific Island Affairs;
 - The establishment of ten Regional Leadership Groups (RLGs) with a total of 85 community and partner agency representatives from Te Puni Kōkiri, the Ministry of Social Development and District Health Boards;
 - The involvement of thirty-two collectives and two providers representing more than 180 independent Māori, Pacific and health and social services providers as well as tribal rūnanga, marae and Māori trusts;
 - A shared work programme across partner agencies with specific lead responsibilities assigned to each;
 - A network of evaluation and action research practitioners; and
 - Improvements to the well-being of many whānau, including: identifying and responding to whānau health concerns; whānau up-skilling and development; and whānau planning leading to employment opportunities.
11. Key to the success of Whānau Ora has been the strength of community leadership within the Whānau Ora Governance Group. This group was responsible for overseeing the implementation of the first phase of Whānau Ora, and advised the Minister for Whānau Ora on policy settings, priorities and management during this period.
12. The Governance Group also provided leadership and coordination across Government agencies and other stakeholders to encourage involvement in Whānau Ora. The membership comprised the chief executives of Te Puni Kōkiri, the Ministry of Social Development and the Ministry of Health, as well as community members Rob Cooper (inaugural Chair), Professor Sir Mason Durie (interim Chair), Nancy Tuaine, Merepeka Raukawa-Tait and Doug Hauraki. Members of the Governance Group provided valuable

support and strength for the Whānau Ora kaupapa from the very beginning, including during the first series of national Whānau Ora hui in May 2010.

13. The significant amount of progress made within Whānau Ora since 2010 would not be possible without the strong leadership of the Governance Group members and the strategic direction of the Regional Leadership Groups. I would like to express my sincere thanks for their efforts.
14. I would also like to recognise the foresight of the original members of the Taskforce on Whānau-Centred Initiatives: Professor Sir Mason Durie, Rob Cooper, Suzanne Snively, Di Grennell and Nancy Tuaine. The success of Whānau Ora over past years is due in large part to their vision.
15. The future challenge for Whānau Ora will be to build upon the efforts of those leaders and practitioners involved over the past years, and to continue to seek out opportunities for whānau and families with the same energy and passion we have seen so far.
16. The announcement in early 2014 of the three Whānau Ora Commissioning Agencies, Te Pou Matakana for the North Island, Te Pūtahitanga o Te Waipounamu for the South Island, and Pasifika Futures for Pacific families, represents a major milestone in the Whānau Ora journey. I have every confidence that through the leadership shown by these three agencies within their communities, whānau and families across Aotearoa will be better encouraged and supported in taking control and ownership of their lives.
17. The establishment of these three agencies fills me with hope for the future of Whānau Ora, and for the future of all of whānau and families working for a better future.
18. My expectation is that the Whānau Ora commissioning approach will continue to lead to broadened investments across multiple sectors in pursuit of whānau well-being. One example of this is the involvement of Te Pou Matakana in administering funding for Māori housing. I am greatly excited about this development, and I expect Te Pou Matakana's leadership in Māori housing will contribute to significantly improved outcomes for whānau.

Tariana Turia.

Hon Tariana Turia

Minister for Whānau Ora

30 / 01 / 2014

Whānau Ora: outcomes

Whānau Ora outcomes framework

19. The Whānau Ora outcomes framework is based on the following domains of whānau impact (as outlined in the Report of the Taskforce on Whānau-Centred Initiatives):

- Goals for whānau and families to be:
 - Self-managing;
 - Living healthy lifestyles;
 - Participating fully in society;
 - Participating confidently in te ao Māori and Pasifika communities;
 - Economically secure and successfully involved in wealth creation; and
 - Cohesive, resilient and nurturing.
- Aspirational aims for whānau, including strengthening whānau through heritage, whakapapa, marae and customary institutions, as well as access to societal institutions;
- A set of underlying foundation principles, including ngā kaupapa tuku iho (the ways in which Māori values, beliefs, obligations and responsibilities are available to guide whānau in their day-to-day lives), whānau opportunity, whānau integrity, coherent service delivery and competent and innovative service provision;
- A whānau-centred approach whereby providers focus on the whānau as a whole, build on whānau strengths and increase their capacity.

Whānau Ora outcomes

20. Whānau Ora is driven by these domains of whānau impact. Based on these principles, Whānau Ora has contributed to real change and development in the way social providers interact with whānau. There are currently 37 Whānau Ora providers and collectives representing more than 180 health and social service providers. These providers are focused on holistic, integrated services to respond to the needs of whānau.

21. Whānau Ora currently delivers whānau-centred outcomes to 8,916 whānau made up of 41,952 whānau members.¹ These whānau are taking steps to achieve their self-identified goals through:

- Improving their wellbeing;
- Strengthening whānau connections and relationships; and
- Improving outcomes in terms of housing, education, and financial well-being.

22. In addition, the whānau integration, innovation and engagement (WIIE) fund has assisted whānau-led development and supports whānau and families to engage with other whānau, communities and service providers. The aim of the WIIE fund has been to build whānau capability, strengthen whānau outcomes, support the development of whānau leadership and enhance best outcomes for whānau.

¹ Most recently available figures as at 8 July 2014.

23. To date, 2,595 whānau and families have set their whānau planning activities in motion through involvement in the WIIE fund. These whānau and families consist of 41,636 individual members. The key themes for whānau arising from these plans have been the need to reconnect with whānau culture; education and career planning; health assessment and screening; whānau safety; and budgeting and housing.

Whānau Ora: Stories of change

24. Whānau Ora has made a tangible difference for the well-being of many whānau. These benefits have been well-documented through the compilation of whānau stories. I would like to share some of these stories.

Identifying and responding to whānau health concerns

25. In one case, WIIE funding assisted a whānau of five generations comprising more than 100 whānau members to be identified by a DHB as the genetic carriers of Familial Dilated Cardiomyopathy, a condition where the heart becomes weakened and enlarged and cannot pump blood efficiently. Whānau used WIIE funding to bring the whole whānau together to wānanga about the disease and to plan for the future. Health experts attended the wānanga, to share information and test whānau for early signs of the disease and helped develop early detection and lifestyle strategies to cope with it.
26. This wānanga assisted the whānau to build their understanding of an important health issue and establish ways of addressing this issue. As a result, the whānau is now more aware of the condition and informed of available testing and support.

Whānau up-skilling and development

27. As a direct result of his involvement in the Whānau Ora kaupapa, a former gang member received an industry accreditation. The certificate was presented by the regional coordinator of the supporting Industry Training Organisation. His whānau was one of the first involved in the Whānau Ora kaupapa in his region. The former gang member has now gone on to complete his first year of a Bachelor of Applied Social Sciences degree. The whānau believe that the skills they learned as a result of their involvement with Whānau Ora have been extremely valuable for them, and they now wish to influence others to following in their positive path.

Whānau planning leading to employment opportunities

28. In response to whānau goals to gain employment, Te Oranganui Iwi Health Authority ran pre-employment skills training in Whanganui for 14 whānau in preparation for annual seasonal work with AFFCO. This included partnering with a qualified training organisation and providing pre- and post-employment support. The outcomes for whānau arising from this planning engagement were:

- Eight seasonal full-time placements with AFFCO, one full-time placement with Land Meats, and five whānau members continuing to work with navigators; and
- A Letter of Intent with AFFCO for partnership in 2014 as well as Relationship Agreement with Work and Income.

29. The following table summarises a range of other Whānau Ora success stories:

Whānau Ora success stories: Summary

Issues identified by whānau through whānau planning	Catalyst for change	Results for Whānau
Gang affiliations, drug and alcohol abuse	Grandparents having a plan and working with a whānau worker	Wellbeing for themselves and their mokopuna, developing a safe environment, overcoming stigma of gang affiliations
Isolation and disconnection	Moemoeā to have a stronger connection to te ao Māori, and active engagement in wider society	Engaging in community activities despite disabilities, enhancing and building on their abilities and knowledge to grow and develop, reconnecting and strengthening their whanaungatanga
Lack of ability in dealing with government agencies	Working with a local provider to navigate through agencies for a resolution	Working with a local provider to navigate through agencies for a resolution Resolving issues and building understanding of information and systems
Lack of confidence in attending school	Marae-based rangatahi course	Developing leadership and public speaking skills
Chronic smoking	Provider (although not funded for smoking cessation services) trained staff to work with young mothers to quit smoking	Smoke-free living, healthy lifestyle, improved wellbeing
Lack of access to affordable and meaningful health services	Facilitated planning that focused on whānau connectedness, drawing on whānau knowledge and abilities	Establishing home based care, improved accommodation and quality childcare

Whānau Ora achievements

30. I would now like to present what I consider to be the major achievements of Whānau Ora over the past years.

Whānau empowerment – supporting whānau aspirations

31. At the heart of Whānau Ora is a focus on whānau empowerment and engagement. Whānau Ora involves assisting whānau to define and engage with the issues they face, and to develop solutions tailored to their circumstances which can then be owned by whānau members themselves.
32. Whānau Ora encourages whānau to identify what they want to achieve for themselves, and to use their own resources in achieving their desired outcomes. This is achieved in

part through assisting whānau to develop a more thorough understanding of the social services available to them, and how these can be accessed.

33. The whānau planning process challenges whānau to work collaboratively to identify any problems they may face and then formulate practical solutions to these. Whānau Ora works in a range of ways influenced by the approach a whānau chooses to take. Some whānau will want to come up with ways of improving their own lives and may want to work on this with a hapū, iwi or non-government organisation.
34. Common themes in whānau plans have included:
- Cultural connectedness – many whānau expressed a desire to strengthen cultural connections;
 - Employment – there are regional variations in employment patterns, but a prevailing theme has emerged regarding self-empowerment and independence through wealth creation;
 - Education – All aspects of education were prominent in the whānau planning process;
 - Health concerns – Many plans focus on healthy living and fitness, including family violence awareness, and healthy homes; and
 - Finances – many whānau seek to engage in budgeting activity through whānau plans.
35. Evidence has shown that whānau goals are often achieved through the planning stage, without the implementation stage being necessary – for example, whānau skills may be revealed, or connections to other whānau made immediately. Often, through taking leadership over the planning process, defining their own participants, and setting their own kawa, whānau are able to obtain a better sense of their strengths and priorities, and are better equipped to work towards their self-identified goals without further help from providers. The whānau planning process has also resulted in renewed whānau interest in activities at an iwi level, and has prompted whānau members to connect with their hapū and/or iwi.

Whānau-centred navigation

36. Another major achievement of Whānau Ora I would like to recognise has been the gradual shift in the overall focus of social providers from a focus on individuals to a whānau-centred one. Early in the development of Whānau Ora it was identified that a paradigm shift away from how Government usually influenced or engaged in Māori practices was required in order to achieve more desirable outcomes for whānau.
37. Whānau Ora has contributed to a wider change in the organisational culture of service delivery to a more integrated approach when dealing with whānau. This integrated approach improves services for whānau and reduces duplication by minimising distinctions between health, welfare, education and housing services and not allowing these distinctions to overshadow wider whānau needs.
38. Whānau Ora providers are working to provide for connections between whānau and organisations such as Work and Income New Zealand, as well as banks, schools and

prisons. One practical example of this more integrated approach has been the training of general practitioners and clinical practitioners in how to work with whole whānau groups.

39. Since its inception Whānau Ora has contributed to a more integrated approach in interacting with whānau. However, there is still a lot of room to better coordinate the response to whānau needs across a range of service providers and minimise the duplication of efforts and expenditure.

Whānau-centred focus on Pasifika families

40. From late 2012 through to mid-2013 additional efforts were undertaken to expand the whānau-centred approach within Whānau Ora to incorporate a focus on Pacific families, and to develop clearer pathways for engaging Pacific families and communities through Whānau Ora. Consistent with this expanded approach, when the Government decided to refocus Whānau Ora and move to a commissioning model, a commissioning agency was also sought with a focus on Pacific families. It was decided that an NGO with the knowledge, expertise and networks to build capability for Pacific families within Whānau Ora would be selected as one of the three new commissioning entities under the new model (see below under 'Whānau Ora Commissioning').
41. Whānau Ora for Pacific families is about achieving the overall outcome of prosperity for all Pacific families living in New Zealand by supporting and building kopu tangata, vuvale, magafaoa, āiga, family, kāiga, and family capability. In working towards this goal, Whānau Ora has adopted a flexible delivery mechanism to achieve outcomes for Pacific families.
42. This enhanced focus on Pacific family participation and engagement with Whānau Ora has contributed to greater engagement on behalf of Pacific families with Whānau Ora providers, with Pacific family members accounting for 15% of the total number of individual family members engaging with Whānau Ora (as detailed above).

Building relationships with whānau and communities

43. Whānau Ora has directly contributed to the building and strengthening of relationships between providers and whānau, and has contributed to changing attitudes and conceptions of social providers (and Government agencies) amongst whānau. This has been achieved through innovative approaches in dealing with whānau, including adopting comprehensive "wrap-around" approaches in interacting with whānau.
44. Crucial to this integrated approach has been the recruitment of skilled Whānau Ora practitioners who are able to think beyond crisis intervention to help whānau build skills and strategies that will contribute to empowerment and positive outcomes.
45. Evidence collected demonstrates that Whānau Ora has led to increased trust of Government agencies and social services amongst whānau, and greater confidence for whānau in accessing and interacting with these services. For example, information collected from July to December 2013 demonstrated that 74% of whānau engaged with Whānau Ora stated that they had a greater knowledge of the services available to them as a result.
46. Some whānau seek help from Whānau Ora health and social service kaimahi/workers who will offer wrap-around services tailored to their needs. These providers are called 'navigators'. Families will have a Whānau Ora practitioner or 'navigator' to work with

them to identify their needs, help develop a whānau plan to address those needs and broker their access to a range of health and social services. As of mid-May 2014 there were 149.5 FTE navigator positions active across the country.

47. Examples of Whānau Ora navigators in action include the following:

- Te Kupenga Huaora-Ahuriri has piloted a group-wānanga approach to their work with whānau. Services across the organisation provide whānau the opportunity to attend a half-day wānanga to develop plans.
- The National Urban Māori Authority has trained navigators to be accredited budget advisors. As the demand for budgeting services is high, this additional skill set means whānau have more seamless and direct access to budgeters.

48. Due to the success of the navigator model so far, I sought to secure additional funding to support Whānau Ora navigators in future years. As part of Budget 2014 an additional \$15 million has been allocated over three years from the 2015/16 financial year to ensure whānau are able to access navigators into the next phase of Whānau Ora.

49. Whānau Ora has contributed to better outcomes for hard-to-reach whānau and communities through locating services in remote areas where whānau are likely to meet, such as homes and marae, providing for more effective communication and coordination between agencies or providers in remote areas, adapting working hours to suit whānau needs, and offering a variety of ways for whānau to communicate and engage (e.g. kanohi ki te kanohi, email and phone). This has led to improved interactions with whānau residing in remote areas who may have difficulty accessing these support services.

50. Whānau Ora has contributed to positive outcomes for vulnerable whānau by connecting these whānau with providers and collectives. For example, the Whānau Ora approach has identified opportunities for positive provider intervention, such as supporting young men to attend a driver licensing course, working with the whānau of youth offenders, and supporting whānau planning for women and children at Women's Refuge.

51. Action research has demonstrated that remote or marginalised whānau achieve more with facilitated support and coordinated practical resources. Whānau Ora has helped provide these whānau with the opportunities they need to work towards their goals and achieve their aspirations.

Awareness and understanding of whānau-centred services

52. A key challenge for Whānau Ora has been ensuring whānau and communities have an informed understanding of the role of Whānau Ora and the opportunities for whānau in engaging with Whānau Ora. Some providers and agencies have experienced difficulty in fostering relationships with whānau and communities due to an inherent mistrust of Government agencies and social service providers and a lack of awareness of Whānau Ora roles.

53. In responding to this challenge, Whānau Ora providers and practitioners have sought to build strong relationships with whānau and communities through meaningful engagement and gradual encouragement. Some whānau have needed considerable time to understand the opportunities present within Whānau Ora and to take up the chance to work with Whānau Ora providers. This process has reinforced the opinion amongst Whānau Ora providers that a change in approach is required in terms of how

Government and providers usually interact with whānau and communities – providers have had to work harder to establish points of contact with whānau, and have had to adopt a more genuinely collaborative approach with whānau members.

54. Whānau Ora has led to the better coordination of critical information amongst agencies interacting with whānau, and the development of a repository of key information that can assist agencies to provide better, more responsive services to whānau.
55. The effective monitoring and evaluation of Whānau Ora outcomes is crucial in understanding and measuring the difference Whānau Ora has made for whānau. A network of evaluation and action research practitioners has been established to assist with the monitoring and review of developments within Whānau Ora and help report on Whānau Ora outcomes. This network conducts and gathers research about Whānau Ora, communities and whānau, shares it with a broader audience, and creates a hub for researchers, iwi and community organisations to share their ideas. Among other things, this network will promote the understanding and awareness of Whānau Ora, and will assist agencies and providers to adopt a whānau-centric approach in interacting with whānau.

Whānau Ora commissioning approach

56. The 2008 relationship accord and confidence and supply agreement between the National Party and the Māori Party noted the Māori Party's pursuit of "significant outcomes in whānau ora, though eliminating poverty, advocating for social justice, and advancing Māori social, cultural, economic and community development in the best interests of the nation".
57. In 2010 the Taskforce on Whānau-Centred Initiatives issued its report, which recommended the establishment of an independent Whānau Ora entity to provide an independent, stable and transparent foundation for the implementation of Whānau Ora.
58. As part of the relationship accord and confidence and supply agreement formalised in December 2011, the National Party and the Māori Party agreed to support the evolving focus and ongoing implementation of Whānau Ora. In particular, the National Party agreed with the Māori Party to actively work towards the introduction of the Whānau Ora commissioning approach, and the establishment of a stand-alone Whānau Ora commissioning agency.
59. In July 2013, as part of the on-going development of Whānau Ora, I secured Cabinet's agreement to broaden the scope of Whānau Ora to focus on more direct support for whānau capability-building. Building on the progress made to support whānau-centred service delivery, this phase of Whānau Ora focuses on directly enhancing whānau and family capability to be self-managing in order to achieve Whānau Ora outcomes.
60. The new focus for Whānau Ora required a different delivery mechanism located closer to whānau and families. To test the approaches for this, I established an Independent Whānau Ora Working Group and consulted with a range of stakeholders, most notably the 2012 planning workshop *Pūao Te Ata Tū* which brought together 350 Māori and Pacific stakeholders, to review the Whānau Ora approach and to consider options for the future delivery of Whānau Ora.

61. With support from advisors including members of the Whānau Ora Governance Group and the 10 Regional Leadership Groups, as well as Whānau Champions and representatives of 34 provider collectives, I examined a range of options for the types of entities that would best support building whānau and family capability.
62. This led to the decision to pursue a commissioning approach through which the Government would purchase the expertise, networks and knowledge of non-governmental organisations (NGOs). These organisations would act as brokers to match the needs and aspirations of whānau and families with initiatives that will assist them to increase their capability.
63. This commissioning model provides for a clear performance focus and allows for flexible and innovative approaches to commissioning, as the NGOs sit outside central government and have greater reach into the community of potential providers.
64. I obtained Cabinet agreement to a 'commissioning-for-results' approach as the best mechanism to deliver improved outcomes and results for whānau and families, and approved Te Puni Kōkiri's procurement of three NGO commissioning agencies: one focusing on North Island whānau; one focusing on South Island whānau; and one focusing on Pacific families. In March and April 2014 I announced the appointment of three Whānau Ora commissioning agencies:
- Te Pou Matakana, responsible for the commissioning of Whānau Ora activity in the North Island;
 - Te Pūtahitanga o Te Waipounamu, responsible for the commissioning of Whānau Ora activity in the South Island; and
 - Pasifika Futures, responsible for the commissioning of Whānau Ora activity for Pacific families in New Zealand.
65. These NGOs are contracted to fund and support initiatives which complement or achieve the Government's stated Whānau Ora outcomes.
66. A set of outcomes were developed based on goals identified in the Taskforce on Whānau-Centred Initiatives' report, which were then refined during the procurement process for the commissioning agencies with assistance from Professor Sir Mason Durie. Pasifika Futures also developed a set of outcomes in consultation with Pacific families and communities. These outcomes include high-level goals in a range of capability domains, including:
- Health;
 - Economic independence and wealth creation;
 - Leadership and empowerment;
 - Participation in and contribution to society;
 - Education; and
 - Participation in te ao Māori and Pacific communities.
67. The commissioning agencies are now in the early stages of working with whānau and families to increase capability through a range of mechanisms and will commission innovative local-level programmes that best meet the needs of whānau and families from

a range of organisations (e.g. iwi, marae, education providers, church groups, land trusts, community organisations or sports groups). The commissioning agencies will invest in a portfolio of interventions (e.g. services, programmes, activities or direct funding) to deliver progress against the Whānau Ora outcomes described above.

68. To make its investment decisions, the commissioning agencies will continue to engage with whānau and families, wider stakeholders and communities to understand their aspirations and determine on-going whānau and family priorities.
69. In order to understand whether the initiatives that have been commissioned are delivering against the expected results, the commissioning agencies will monitor and manage performance of commissioned entities and work with Te Puni Kōkiri to evaluate the success of the commissioned initiatives against the results agreed.
70. By devolving investment decisions to NGOs that are closer to whānau and family and have experience working with communities and have a better understanding of their communities' aspirations than Government the commissioning model offers the potential to achieve more impactful results for whānau and families. Moreover, the devolved commissioning approach opens opportunities for the commissioning agencies to try new and innovative ways to empower whānau and families to achieve their goals and become self-managing.
71. The Whānau Ora commissioning model also presents the opportunity to trial new mechanisms for incentivising the achievement of results in the health and social services sectors. The contracts with the commissioning agencies include an incentive payment component that will reward the commissioning agencies for the achievement of results in priority or hard-to-reach areas above and beyond the outcomes agreed. These and similar payment-by-results mechanisms are gaining interest among other Government departments and internationally, and Whānau Ora provides a platform to test these mechanisms in practice.
72. Another significant development in the Whānau Ora commissioning model is the recent decision to contract Te Pou Matakana to administer funding for the Kainga Whenua Infrastructure Grant and the Māori Housing Fund allocated in Budget 2014. This follows the 2012 recommendation of the Productivity Commission that Whānau Ora was the "best fit" for progressing Māori housing aspirations.
73. Given the importance of safe, healthy and affordable housing to improving outcomes for whānau, I am confident the leadership of Te Pou Matakana in Māori housing will contribute greatly to housing outcomes for Māori.

Whānau Ora: future priorities

74. I am excited about the opportunities for progress in building whānau capability available through commissioning agencies, and about the skills and expertise present within each of these agencies that will allow each of them to take up these opportunities in delivering meaningful outcomes for their communities.
75. The future priority for Whānau Ora will be to build on the successes achieved through the approach so far and allow Whānau Ora to continue to adapt in response to the needs of communities and stakeholders. A significant element here is the need to continue to build upon the change in focus for Whānau Ora from achieving the best outcomes for

whānau through the integrated delivery of social services to building whānau capability to achieve these outcomes themselves. The recent introduction of the commissioning approach is an important step in this process.

76. Another key step in this process is the establishment of a Whānau Ora Partnership Group as part of the new institutional arrangements supporting the commissioning approach. The Partnership Group will include stakeholder ministers and iwi with particular interest in the outcomes of Whānau Ora. The Partnership Group will be a high-level forum to identify complementary efforts across ministerial portfolios and to identify opportunities between the Crown and iwi to support iwi development aims and aspirations as well as their whānau and hapū membership.
77. The Whānau Ora Partnership Group will enhance the focus on effective service provision within Whānau Ora by leveraging investment in whānau-centred services and navigation, as well as increasing investments in commissioning to achieve whānau outcomes.
78. The confirmation of an additional \$15 million funding over three years as part of Budget 2014 to ensure whānau are able to access navigators during the next phase of Whānau Ora is another key step in supporting future Whānau Ora priorities. This funding will be provided to the Whānau Ora commissioning agencies, and is necessary to support the sustainability of the whānau navigation approach.
79. The decision to involve Te Pou Matakana in the administration of Māori housing funding is another key milestone in the development of Whānau Ora. By strengthening the connection between Whānau Ora and Māori housing developments, this involvement will allow for Māori housing aspirations to be more effectively realised through the leadership of Te Pou Matakana.
80. Te Pou Matakana's future success in the Māori housing area will help strengthen the case for Whānau Ora commissioning agencies to be involved in a broader range of activities seeking the best possible outcomes for whānau.
81. An essential component of ensuring the future success of Whānau Ora is the commitment to measuring Whānau Ora results, including monitoring whānau-level information to track outcomes and results for whānau. Evaluation, monitoring and reviewing developments within Whānau Ora will help ensure Whānau Ora outcomes are measured effectively.
82. I believe that through the continued efforts of Whānau Ora practitioners to empower and enable whānau and communities to take control and ownership of their lives, Whānau Ora will continue to help whānau in need across New Zealand to strive for a better future. I believe whānau potential is greater than ever before, and that Whānau Ora will continue to bring better opportunities for whānau gains in the years to come.

Appendix One: Whānau Ora Key developments and achievements

16 November 2008	The Māori Party signs a relationship accord and confidence and supply agreement with the National Party noting the Māori Party's pursuit of "significant outcomes in whānau ora, through eliminating poverty, advocating for social justice, and advancing Māori social, cultural, economic and community development in the best interests of the nation."
June 2009	Cabinet approves the establishment of the Taskforce on Whānau-Centred Initiatives charged with developing a framework for a whānau-centred approach to whānau wellbeing and development
March – April 2010	Government announces the appointment of the Minister Responsible for Whānau Ora, releases the report of the Taskforce on Whānau-Centred Initiatives and the Government's response to this report
April 2010	Establishment of Whānau Ora Governance Group to oversee the implementation of Whānau Ora
May 2010	Minister for Whānau Ora hosts a series of twelve regional hui to provide information and guidance regarding Whānau Ora
June 2010	Expressions of Interest sought from potential Whānau Ora providers, first opportunity for providers to express interest in adopting Whānau Ora approach
July 2010	Ten Whānau Ora Regional Leadership Groups established to provide regional strategic leadership to ensure whānau-centred initiatives contribute in positive and realistic ways to local communities
3 November 2010	Twenty-five successful Whānau Ora collectives announced at Takapūwāhia Marae – these collectives represent more than 150 health and social service providers from throughout the country, and were selected to help develop whānau-centred services
November 2010	Whānau Integration, Innovation and Engagement Fund established
March 2011	Cabinet approves funding to expand Whānau Ora to further localities as part of Budget 2011
Achievements: Year 1 July 2010 – June 2011	<ul style="list-style-type: none"> • 25 provider collectives developing and delivering Whānau Ora, including the development of initial Programmes of Action • Some providers trialling the role of Whānau Ora navigators • 1,550 whānau representing 15,000 family members have set whānau planning activities in motion • 10 Regional Leadership Groups established to provide regional leadership on Whānau Ora within their communities with whānau and stakeholders • 1,059 whānau representing 9,260 whānau members engaged in WIIE fund activities

	<ul style="list-style-type: none"> • 1,113 WIIE fund plans developed or implemented
15-16 August 2011	National Urban Māori Authority hosts national Whānau Ora hui
December 2011	Relationship accord and confidence and supply agreement between the National Party and the Māori Party includes the commitment to actively work towards the establishment of a stand-alone commissioning agency over the next 12 months
Achievements: Year 2 July 2011 – June 2012	<ul style="list-style-type: none"> • 333 whānau representing 1,301 whānau members receiving whānau-centred services • 674 whānau plans being prepared or progressed through provider collectives • 333 whānau working with Whānau Ora navigators • 863 whānau representing 17,745 whānau members engaged in WIIE fund activities • 939 WIIE fund plans developed or implemented
August 2012	Pacific community members appointed to the three Regional Leadership Groups (Tāmaki Makaurau, Te Whanganui ā Tara and Te Waipounamu)
August 2012	Four Whānau Ora champions (including one Pacific community champion) appointed by Minister for Whānau Ora, charged with building support and visibility for Whānau Ora
November 2012	Te Anga Mua: Whānau Ora Research Seminar held in Wellington to promote discussion of 'real-life' stories of whānau moving to a better space in their lives with the help of Whānau Ora
November 2012	Minister for Whānau Ora hosts Pūao Te Atatū hui to discuss building the capacity of Whānau Ora
Achievements: Year 3 July 2012 – June 2013	<ul style="list-style-type: none"> • Pacific community members appointed to three Regional Leadership Groups with Pacific Whānau Ora collectives in their region (Tāmaki Makaurau, Te Whanganui ā Tara, and Te Waipounamu) • Four Whānau Ora Champions (including one Pacific Community Champion) appointed • 5,176 whānau representing 25,558 whānau members receiving whānau-centred services • 1,339 whānau plans being prepared or progressed through provider collectives • 2116 whānau working with Whānau Ora navigators • 296 whānau representing 7,679 whānau members engaged in WIIE fund activities • 296 WIIE fund plans developed or implemented
July 2013	Cabinet approves commissioning model for the future delivery of Whānau Ora, commissioning model announced by the Minister for Whānau Ora

August 2013	Request for Proposals open for three Whānau Ora commissioning agencies
March – April 2014	<p>Appointment of three Whānau Ora commissioning agencies charged with commissioning Whānau Ora activities through their own regional networks and capabilities:</p> <ul style="list-style-type: none"> • Te Pou Matakana, responsible for the commissioning of Whānau Ora activity in the North Island • Te Pūtahitanga o Te Waipounamu, responsible for the commissioning of Whānau Ora activity in the South Island • Pasifika Futures, responsible for the commissioning of Whānau Ora activity for Pacific families in New Zealand
Achievements: Year 4 July 2013 – June 2014	<ul style="list-style-type: none"> • Introduction of Commissioning Model • Commissioning Agency procurement process • Selection of Commissioning Agencies • Development of Commissioning Agencies' Investment Plans • Whānau Ora Champions' achievements • Successes of Whānau Ora Navigators • 8,916 whānau representing 41,952 whānau members receiving whānau-centred services • 3,424 whānau plans being prepared or progressed through provider collectives • 4,138 whānau working with Whānau Ora navigators • 377 whānau representing 6,952 whānau members engaged in WIIE fund activities • 619 WIIE fund plans developed or implemented

Appendix Two: Whānau Ora engagement figures

Overall, a total of 11,511 whānau, representing 83,588 individuals, have engaged with Whānau Ora, as shown in table 1. This total is made up of almost 9,000 whānau (representing 42,000 individuals) who have received whānau-centred services with provider collectives and almost 2,600 whānau (representing over 41,000 individuals) who have engaged with the WIIE fund.

Table 1: Overall number of whānau and whānau members engaged in Whānau Ora:

Whānau Ora provider collectives	2010/11	2011/12	2012/13	2013/14	Running total²
Number of whānau receiving whānau-centred services	-	333	5,176	8,916	8,916
Individuals within these whānau	-	1,301	25,558	41,952	41,952
Number of whānau working with navigators <i>(This is a subset of whānau receiving whānau-centred services)</i>	-	333	2,116	4,138	4,138
WIIE fund					
	2010/11	2011/12	2012/13	2013/14	Cumulative total
Number of whānau engaged in WIIE fund activity	1,059	863	296	377	2,595
Number of individuals within whānau engaged in WIIE fund activity	9,260	17,745	7,679	6,952	41,636
Provider collective and WIIE fund totals					
Total number of whānau engaged					11,511
Total number of individuals engaged					83,588

² Note: The totals presented for whānau engaged with provider collectives are running totals, whereas the totals presented for the WIIE fund are cumulative totals of year-by-year figures. This difference is due to different data collection and reporting requirements between the WIIE fund and Whānau Ora provider collectives.

Of the whānau receiving whānau-centred services, 4,138 whānau have worked intensively with Whānau Ora navigators, often on whānau planning. Table 2 shows that 5,437 whānau plans have been progressed by whānau through provider collectives, and 2,967 whānau plans have been developed or implemented through the WIIE fund.

Table 2: Whānau planning activity and results:

	2010/11	2011/12	2012/13	2013/14	Cumulative total
Number of whānau plans prepared or progressed (provider collectives)	-	674	1,339	3,424	5,437
Number of WIIE fund plans developed or implemented	1,113	939	296	619	2,967
Percentage of whānau taking steps to improve the wellbeing of whānau members (reported through whānau planning)					67%
Percentage of whānau taking steps to improve whānau connections (reported through whānau planning)					73%
Percentage of whānau taking steps to improve education, employment or housing outcomes (reported through whānau planning)					60%

Table 3 provides a regional breakdown of whānau engaged with Whānau Ora and whānau plans progressed. This table shows a significant spread in Whānau Ora engagement amongst the regions.

Table 3: Regional breakdown of Whānau Ora activity:

	Number of whānau receiving whānau-centred services	Number of whānau actively engaged with Whānau Ora navigators	Total number of whānau plans progressed
Te Tai Tokerau	674	358	796
Tāmaki Makaurau	5,107	1,369	1,912
Waikato	892	736	567
Te Moana ā Toi	680	712	902
Te Arawa	136	131	199
Tākitimu	146	447	191
Te Tairāwhiti	13	13	39
Te Tai Hauāuru	291	198	530
Whanganui ā tara	143	143	233
Te Waipounamu	834	31	68
Totals	8,916	4,138	5,437

Table 4 summarises the improvements achieved for whānau as a result of Whānau Ora. These results are taken from a survey conducted amongst 377 participating whānau representing 2,011 whānau members conducted from June 2012 – December 2013. The results of this survey demonstrate significant self-identified improvements for whānau as a result of engagement with Whānau Ora.

Table 4: Significant improvements for whānau as a result of Whānau Ora:

Results area	Percentage of whānau experiencing significant improvements as a result of Whānau Ora (survey)
Education/training	63%
Healthy eating/exercise	50%
Early childhood education	45%
Income	40%
Housing	43%
Employment	31%
Smoking	29%
Knowledge of accessing services	71%
Motivation to improve wellbeing	66%
New skills to achieve goals	60%
Positive whānau relationship	69%
Happiness	66%
Treating each other with respect	62%
Confidence in parenting	64%
Connectedness	57%
Confidence in cultural values	52%
Knowledge of whakapapa	44%

Table 5 provides a breakdown by ethnicity of whānau members engaging with Whānau Ora. This shows a broad level of engagement with Whānau Ora on behalf of different ethnic groups.

Table 5: Breakdown by ethnicity of whānau members engaging with Whānau Ora:

Ethnicity	Percentage of whānau members engaging with Whānau Ora
Māori	64%
Pacific	15%
NZ European	10%
Other	11%

Glossary

- Āiga: Family
- Hapū: Kinship group, tribe, subtribe – section of a large kinship group
- Iwi: Extended kinship group, tribe
- Kāiga: Family
- Kaimahi: Worker, employee
- Kanohi ki te kanohi: Face to face
- Kaupapa: Topic, programme, policy, matter for discussion or action
- Kaupapa tuku iho: Guiding values, beliefs, obligations and responsibilities
- Kawa: Marae protocol
- Kopu tangata: Family
- Magafaoa: Family
- Marae: Open area in front of the meeting house, where formal greetings and discussions take place
- Moemoeā: Dream, vision
- Mokopuna: Grandchild
- Rangatahi: Younger generation, youth
- Rūnanga: Council, tribal council, assembly, board
- Te Ao Māori: The Māori World
- Tikanga: Custom, lore, correct procedure
- Vuvale: Family
- Wānanga: To meet and discuss
- Whakapapa: Genealogy, lineage
- Whānau: Family group
- Whanaungatanga: Relationship, kinship, sense of family connection