

Hon Peeni Henare

Te Minita mō Whānau Ora

Proactive release of Initial Response to the Review of Whānau Ora

Cabinet Social Wellbeing Committee – Minute of Decision

These documents have been proactively released via the Te Puni Kōkiri website

Date: 7 February 2019

Title: Initial Response to the Review of Whānau Ora

Author: Office of Te Minita mō Whānau Ora

Date: 13 February 2019

Title: Minute of Decision: Initial Response to the Review of Whānau Ora

Author: Office of Te Minita mō Whānau Ora

Decision: SWC-19-MIN-0003

This document sought Cabinet's agreement to release the report from the review of Whānau Ora: "Whānau Ora Review: Tipu Matoro ki Te Ao: Final Report to the Minister for Whānau Ora". It also sought to dissolve the Whānau Ora Partnership Group ahead of new governance arrangements.

These documents have been proactively released.

Key to redactions

(No redactions)

Tari o te Minita mō Whānau Ora

Chair

Cabinet Social Wellbeing Committee

INITIAL RESPONSE TO THE REVIEW OF WHĀNAU ORA

Purpose

1. This paper provides an overview of findings from the Whānau Ora Review (the Review), suggests next steps, and seeks to publish the Review Report immediately upon Cabinet agreement.

Executive Summary

2. On 5 November 2018, the Whānau Ora Independent Review Panel (the Panel) presented me with the outcome of the review "*Whānau Ora Review: Tipu Matoro ki Te Ao: Final Report to the Minister for Whānau Ora*" (the Report), attached to this paper.
3. Overall the Report is positive, endorsing and reaffirming the Whānau Ora approach. It concludes the approach is effective in improving whānau wellbeing. The Panel therefore recommends government grow Whānau Ora by
 - increasing investment in, and adoption of, whānau-centred initiatives, and
 - encouraging greater collaboration across government and non-government providers.
4. The Report identifies some challenges and areas for improvement in the current delivery of the Whānau Ora approach and broader operational environment of Whānau Ora. In response to these challenges the Report makes a number of specific recommendations for implementation by myself, as Minister for Whānau Ora, and by government agencies, Whānau Ora commissioning agencies and providers.
5. I agree with the Panel's major findings. They will inform the future development of Whānau Ora in line with Government wellbeing priorities. Further analysis of the Review recommendations is required to ensure that Whānau Ora will achieve greater outcomes in the future.
6. My vision is that Whānau Ora
 - maintains the integrity of the kaupapa, which means that whānau are driving change;
 - is clear in its purpose to be strengths-based and empowering of whānau, beyond a crisis-management focus, and to create lasting, transformational change; and
 - is united, with whānau, providers and government on board.
7. Te Puni Kōkiri has developed a work programme to consider all the recommendations alongside other known issues that were not a particular focus of the review. This requires cross-government collaboration and agencies have identified areas for key involvement. I will report back to the Cabinet Social Wellbeing Committee on the progress of this work in June 2019.

Background

The History of Whānau Ora

8. Whānau Ora first became part of government policy in November 2002 when the Ministry of Health published He Korowai Oranga: Māori Health Strategy. The 2009 Taskforce on Whānau-centred Initiatives expanded the goal of healthy whānau to include outcomes across social, cultural and economic dimensions. As a model of practice, Whānau Ora aims to shift attention from individuals to collectives, from sectoral interventions to cross-sector collaboration, from crisis intervention to capability building, and from process indicators to the measurement of outcomes.
9. The commissioning model was established in 2014. Three commissioning agencies were established under a competitive tender process. The three agencies operate under the governance of their own independent boards. They commission whānau-centred initiatives with providers and directly with whānau.
10. The Whānau Ora Partnership Group became responsible for the strategic governance of Whānau Ora. It comprised six senior Ministers of the Crown and six Iwi Leaders, nominated by the Iwi Leaders Forum and appointed by the Minister for Whānau Ora, as the Chair of the Partnership Group.

Whānau Ora: Current Delivery

11. While the concept of whānau ora has a history predating government intervention, it is widely recognised as the Whānau Ora approach administered by government today. Whānau Ora takes a strengths-based, whānau-centred and kaupapa Māori approach, to empower whānau and create intergenerational improvements in wellbeing.¹ Whānau Ora is designed to meet the needs and aspirations of whānau of any ethnicity.
12. Commissioning agencies are accountable under contracts to 30 June 2020, for whānau achievement of wellbeing outcomes which contribute to overarching outcomes detailed in the Whānau Ora Outcomes Framework.² The system is designed to empower whānau and generate intergenerational change to improve whānau wellbeing. The Whānau Ora outcomes framework is illustrated in figure 1 below.

Whānau Ora fits with the strategic priorities of Government

13. The strengths-based, whānau-centred approach of Whānau Ora is strongly aligned with the Government's strategic wellbeing focus. Whānau Ora specifically focuses on facilitating whānau wellbeing in a wide range of areas that align with the twelve wellbeing domains of the Living Standards Framework developed by Treasury.
14. Figure 1 illustrates the alignment between the Whānau Ora outcomes and the four capitals under the Living Standards Framework.

Whānau Ora outcomes – whānau are...	The Four Capitals
<i>Participating fully in society</i>	Human: Encompasses people's skills, knowledge and mental health
<i>Leading healthy lifestyles</i>	
<i>Self-managing and empowered leaders</i>	
<i>Confidently participating in Te Ao Māori</i>	Social: Describes the norms and values that underpin society
<i>Cohesive, resilient and nurturing</i>	

¹ For more detailed information on Whānau Ora, and its development over time, please see <<https://www.tpk.govt.nz/mi/whakamahia/whanau-ora>>.

² The Whānau Ora Outcomes Framework can be found at <<https://www.tpk.govt.nz/docs/tpk-wo-outcomesframework-aug2016.pdf>>.

<i>Responsible stewards of their living and natural environments</i>	Natural: Refers to aspects of the natural environment
<i>Economically secure and successfully involved in wealth creation</i>	Financial/ physical: Physical and financial assets involved in supporting incomes and material living conditions

Figure 1: Alignment between Whānau Ora Outcomes and the four Capitals of the Living Standards Framework

15. The alignment of Whānau Ora to the Government's wellbeing approach means that other agencies are interested in adopting a similar approach and have been in communication about this with Te Puni Kōkiri officials. The Review findings also support implementing whānau-centred approaches across government.
16. In particular we are working with the Department of Prime Minister and Cabinet on the Child and Youth Wellbeing Strategy as there is recognition that the Whānau Ora approach is a key delivery mechanism that covers all the strategy's wellbeing domains.
17. Currently Whānau Ora acts as a safety net, meeting needs that are otherwise not actively met by current government investment. My vision for the future is to focus more on whānau achieving aspirations. To do this we need to strengthen and grow Whānau Ora in order that it
 - maintains the integrity of the kaupapa, which means that whānau are driving change;
 - is clear in its purpose to be strengths-based and empowering of whānau, beyond a crisis-management focus, and to create lasting, transformational change; and
 - is united, with whānau, providers and government on board to achieve common outcomes.
18. In order to achieve this vision we need government buy-in across agencies. This must support holistic and intergenerational thinking in order to achieve sustainable and effective outcomes for whānau.

The Review

19. I initiated the Review of Whānau Ora in April 2018 to ensure Whānau Ora is delivering meaningful outcomes for whānau [CAB-18-MIN-0120 refers]. I appointed six members to an Independent Panel to undertake the review. Information about the Panel members is attached as Appendix Two to the Report.
20. The Panel was directed to:³
 - i. assess the ability of the commissioning approach to effect sustainable change in the wellbeing and development potential of whānau;
 - ii. explore the extent to which the Whānau Ora service delivery model and commissioning approach is accountable and transparent; and
 - iii. scope the applicability of a whānau-centred approach for improving outcomes for whānau across government.
21. During the consultation phase of the Review, the panel met with 184 whānau, 74 partners and providers, 104 Whānau Ora navigators, 19 whānau entities and 16 government agencies. The panel also received 277 public submissions.

³ For further information on the Review, including the Terms of Reference, please see <<https://www.tpk.govt.nz/mi/whakamahia/whanau-ora-review>>.

The Review Findings

The Review Findings, Recommendations, and Proposed Response

22. The Panel found the Whānau Ora approach, as delivered through the devolved commissioning model, has resulted in positive change for whānau across Aotearoa. It noted that Whānau Ora is presently under-resourced to meet demand, and lacks adequate support across government agencies. The Report has many useful insights and recommendations identifying where we can build on the strengths of the current delivery model to improve Whānau Ora.
23. For the purposes of clarity, I have summarised findings, recommendations and my proposed responses below under the headings used in the Report.

Sustainable Change

24. The Review finds that Whānau Ora generates positive change for whānau. This finding is consistent with previous assessments of Whānau Ora⁴. It also notes that this positive change is a precursor to sustainable change, and that the current model therefore creates the conditions to achieve sustainable change.
25. The Report states that it is too early in the delivery of Whānau Ora to determine whether the approach, and commissioning model in particular, effects long-term sustainable change in the wellbeing of whānau. This is understandable as the commissioning model has only been operational since late 2014, and is intended to deliver positive long-term, inter-generational change in the lives of whānau. It will necessarily take more time before we can properly understand its long-term efficacy. To some extent, results will depend on the investment we make.
26. The Panel identified issues which may impede current Whānau Ora arrangements from delivering sustainable change, including the following.
- Capacity issues for Whānau Ora providers and partners as current funding is insufficient to respond to demand;
 - Difficulties in developing localised solutions which are integral to the whānau-centred approach, when commissioning agencies are responsible for large geographic areas;
 - Distinct administration arrangements and evaluation methodologies between each commissioning agency leading to incomparable data; and
 - The extent of Government 'buy-in' and uptake of Whānau Ora.
27. To address these issues, the Panel recommends:
- Ministers** continue to grow the investment in Whānau Ora delivered through commissioning, including: reinforcing Government's commitment to the approach; considering more localised options for commissioning in the North Island; inviting business cases from commissioning agencies for further investment to better respond to demand for Whānau Ora; and up-scaling successful initiatives.
 - Government Agencies** deliver on their responsibilities to whānau, including: stronger expectations/requirements for their own contracted service delivery to whānau; agree cross-government commitments to Whānau Ora; and reflect commitments and requirements through levers available within the machinery of Government.
 - Commissioning Agencies** focus on the stated intent of Whānau Ora: to support transformational and sustainable positive change for whānau; invest closer to whānau to achieve this; and co-invest in administrative arrangements, such as research, evaluation and professional development.

⁴ For example, the Productivity Commission (2015) report, *More effective social services*

- d. **Te Puni Kōkiri** extend effort to utilise information gathered through Whānau Ora to inform strategic leadership in Whānau Ora; support other agencies to fulfil their responsibilities to whānau; and promote positive results and share lessons from Whānau Ora across government and the wider public.

28. I have sought further advice from officials on commissioning and options for the future, in response to these recommendations. This work will have a particular focus on ways to improve the capacity and capability to deliver localised solutions to support Whānau Ora outcomes.

29. This work will also have a particular focus on the role of Te Puni Kōkiri to collect and share Whānau Ora insights, lift understanding and support for Whānau Ora across government.

30. Some of this work is already underway, and discussed in more detail below. I am pleased to report that I have been discussing opportunities for greater collaboration with my colleagues, including the Minister for Corrections and the Minister for Children.

31. I expect whānau-centred approaches to be considered more broadly across government. I will also work to ensure Whānau Ora is described and promoted in a way which supports government priorities. I will report back to the Social Wellbeing Committee on these matters in mid-2019.

Accountability and Transparency

32. The Panel considered accountability and transparency in respect of the wider context of reporting on outcomes, and the challenges inherent in measuring the achievement of outcomes. The Panel found that there is a significant accountability regime for Whānau Ora commissioning, with a formalised chain of accountability through all parts of the Whānau Ora system.

33. The Panel were largely positive about the accountability and transparency arrangements for Whānau Ora. They make a number of recommendations to improve the accountability and transparency of Whānau Ora. These recommendations aim to address the following issues:

- an acknowledgement of the importance of iwi partnership in Whānau Ora governance,
- the perceived 'highly bureaucratic arrangements' for Whānau Ora reporting mechanisms;
- a concern that accountability requirements are more heavily focussed on process than outcomes; and
- suggestions that commissioning agencies are not always transparent in their decision-making and may be disconnected from some of the communities they serve.

34. To improve accountability and transparency, the Panel makes recommendations that the Minister for Whānau Ora and Te Puni Kōkiri actively promote Whānau Ora and share information and learnings across government to inform leadership, policy and investment.

35. The Panel also recommends:

- a. **the Minister for Whānau Ora** consider strategic leadership arrangements for Whānau Ora; and
- b. **Commissioning agencies** examine and strengthen processes for greater transparency to whānau and providers, including considering how these key stakeholders might play a greater role in decision-making.

36. I have directed officials to establish working groups which will include a broad range of agencies, in order to implement the findings of the Review. Part of this work will involve examining options for the development of a centralised Whānau Ora data repository and other ways of strengthening transparency. The success of this work will rely on the

cooperation of other agencies. Agencies will be involved in determining what information and lessons are most relevant to their respective mahi.

37. For strategic leadership arrangements, I note the Panel emphasises the importance of the Whānau Ora Partnership Group to ensure Māori-Crown partnership in the oversight of Whānau Ora. The Partnership Group has not met since the commencement of the Review. I am seeking options for the strategic governance of Whānau Ora which appropriately recognises the partnership between Māori and the Crown. I will work closely with the Minister for Māori-Crown Relations to support this work. I will also seek to ensure Pasifika people are represented in leadership arrangements.
38. The Panel also suggests I establish an independent reference group to provide me advice on the operations of Whānau Ora. I have accepted this recommendation and inter-agency consultation will soon occur on a paper to the Appointments and Honours Committee for the constitution of this group. In line with the body of the Report, Pasifika voice will also be represented on this reference group.
39. I note that while current Whānau Ora contracts are in place until 2020, Letters of Expectation are formulated annually. These are one of the key levers in the current Whānau Ora commissioning model for setting outcomes and influencing commissioning agencies. Therefore I will emphasise, in my annual Letter of Expectations to commissioning agencies (to be sent in February), the importance of developing new systems and processes to ensure whānau and provider voices are heard in investment decision-making.
40. I have met commissioning agencies a number of times already to discuss the Review findings. As responsible agents for delivery of the Whānau Ora approach, it is incumbent on Commissioning Agencies to ensure they are addressing the needs of whānau in their strategic decision-making and commissioning activities at both regional and local levels.
41. While the Whānau Ora review was underway the Partnership Group was inactive. Many of the terms of membership have expired and there is only one remaining iwi chair's representative on the panel, Olivia Hall.
42. Due to the work I am undertaking, and as we will require policy advice on future governance arrangements, I propose that we agree to disestablish the Whānau Ora Partnership Group effective immediately. This is a technical change and until new arrangements are in place I will continue to consult with my Ministerial colleagues who were on the Partnership Group on the contents of the annual letter of expectations.

Wider applicability of approach

43. The panel was asked to consider wider applicability of whānau-centred approaches, and concluded there is merit in this approach. The Panel acknowledged that there was a significant limitation in this part of their inquiry. It was outside the scope of the terms of reference to undertake a comparative analysis of Whānau Ora with alternative approaches.
44. Nevertheless, they formed the view that Whānau Ora, and whānau-centred approaches generally, have the features of effective social service delivery, are relevant to all New Zealand families, and that there is significant scope for the wider application of these approaches across the public sector.
45. To build on the strengths of the whānau-centred approach, the Panel recommends:
 - a. I seek to embed whānau-centred approaches through levers available in the machinery of government, including: influencing the Living Standards Framework to value whānau-centred approaches and outcomes; embedding requirements for the broader social sector through wellbeing strategies and legislative reform; developing a cross-Government Policy; completing a whānau-centred policy framework; and embedding whānau-centred approaches within the wider NGO sector; and
 - b. **Te Puni Kōkiri** work with Government agencies to identify opportunities and address barriers to success it considers evident in the Whānau Ora system.

46. I am pleased to report that I and Te Puni Kōkiri have already been working hard to embed Whānau Ora and whānau-centred frameworks across government. We have been working with the Ministry of Health, Oranga Tamariki—Ministry for Children, and the Department of Corrections and the Child Wellbeing Unit at the Department of Prime Minister and Cabinet to explore opportunities for collaboration and adoption of whānau centred approaches. I will be looking for more opportunities for the uptake of whānau-centred approaches across government.
47. As part of this work, a Whānau Development Summit is planned for March 2019 which will bring together officials from across key agencies. The focus of this summit is to assist officials across agencies to understand and implement whānau-centred approaches, thereby helping to embed them across the machinery of government.

Next Steps

48. I will report back to the Social Wellbeing Committee by mid-2019 on work to: refine information collection and sharing practices; explore supply and demand for Whānau Ora; and understand the need for more localised commissioning as reflected in the recommendations of the Report in the table at Annex 1.
49. I will also examine the best way of describing and promoting the Whānau Ora approach to ensure it continues to reflect Government wellbeing priorities.
50. I will establish an independent reference group to advise me on Whānau Ora and to support the strategic governance of Whānau Ora.
51. My annual Letters of Expectations to commissioning agencies, for the 2019/20 financial year, will highlight the importance of developing new systems and processes to ensure commissioning agencies' decision-making is transparent to whānau and providers.
52. I am presently developing key messages in anticipation of the Report's publication, which will be distributed to stakeholders who participated in the Review. I will issue a press release to accompany the release of the review, and develop a video explaining the development of Whānau Ora.
53. I propose publication of the Review Panel Report take place immediately after Cabinet approval.

Consultation

54. Te Puni Kōkiri prepared this Cabinet paper. The following agencies were consulted in its preparation: the Ministries of Health, Education, Justice, Social Development, Pacific Peoples, Women, Department of Corrections, Social Investment Agency, Oranga Tamariki, the Joint Venture Family Violence and Sexual Violence, Te Arawhiti and Treasury. The Department of the Prime Minister and Cabinet and State Services Commission were informed.
55. Overall, agencies were supportive of the paper and welcomed the opportunity to participate in officials working groups and stated that they support whānau-centred practice and investments including Whānau Ora. The critical challenge will be the degree to which mainstream agencies can come to grips with the concept and adjust their own service delivery approach to one that better meets the needs of whānau.

Financial Implications

56. There are no financial implications arising directly from the proposals in this paper. Any further work resulting from the Review will be underpinned by an analysis at the relevant point in time.

Human Rights

57. The proposals in this paper align with New Zealand's statement of support for the United Nations Declaration on the Rights of Indigenous Peoples (the Declaration), and in my view, are concrete measures demonstrating New Zealand's progress on the rights and aspirations for indigenous peoples contained in the Declaration.

58. There are no other human rights implications arising from the proposals in this paper.

Legislative Implications

59. There are no legislative implications arising from this paper.

Regulatory Impact Analysis

60. No regulatory impact analysis is required.

Proactive Release

61. Subject to Cabinet approval please note my intention to release this Cabinet paper on Te Puni Kōkiri website.

Gender Implications

62. The majority of whānau and family members engaged with Whānau Ora support are women. Whānau Ora supports the identification of the particular needs of women, within the context of their whānau, and has been successful in promoting the wellbeing of women across a range of outcomes. Women play an important leadership role within whānau, and this role will be acknowledged and supported in the future development of Whānau Ora support.

Disability Perspective

63. There is over-representation of Māori in the disability population. Whānau Ora aligns with government strategies to improve outcomes for disabled people.

Released by the Minister for Whānau Ora

Recommendations

64. I recommend that Cabinet Social Wellbeing Committee:

- a. **note** that Whānau Ora is a strengths-based approach to whānau wellbeing that can be beneficial for all whānau and families in New Zealand.
- b. **note** the major findings of the Review that the Whānau Ora commissioning approach:
 - i. results in positive change for whānau;
 - ii. creates the conditions for that change to be sustainable;
 - iii. operates within, and meets the requirements of, a structured accountability system; and
 - iv. operates in a generally transparent manner.
- c. **note** that the Report recommends greater cross-government collaboration, including policy and investment in support of Whānau Ora.
- d. **note**, after further assessment of the detailed findings and recommendations of the Review, and consultation with key stakeholders, I will report back to the Social Wellbeing Committee by 30 June 2019 on:
 - i. work to respond to the detailed findings and recommendations of the Review with regards to governance;
 - ii. greater information collection and sharing across government and the NGO sector;
 - iii. supply and demand for Whānau Ora support, geographic reach and the need for more localised options for commissioning; and
 - iv. the best way of giving effect to Whānau Ora to ensure that it continues to reflect Government wellbeing priorities.
- e. **note** that I intend to establish a reference group to provide independent advice on Whānau Ora in line with the Report recommendations.
- f. **note** that I intend to indicate, in my 2019/20 Letters of Expectations to commissioning agencies the importance of collaboration and developing new systems, and to ensure that the criteria, rationale and processes for decision making are visible to providers and whānau.
- g. **agree** to disestablish the Whānau Ora Partnership Group
- h. **agree** to the publication of the report immediately upon Cabinet agreement.

Authorised for lodgement

Hon Peeni Henare
Minita mō Whānau Ora
_____/_____/2018

Annex 1: Review Recommendations

Para	Panel's recommendation to
	Ministers
51.	<p>Continue and grow the investment in Whānau Ora delivered through the commissioning approach; that is, they should:</p> <ul style="list-style-type: none"> i. Reconfirm and reinforce government's commitment to the Whānau Ora commissioning approach; ii. Consider options for more localised commissioning in the North Island, including: <ul style="list-style-type: none"> - New commissioning agencies that are more locally focused; - Regional hubs based on existing provider collectives with the lead partner acting as the commissioner; - Newly formed regional hub arrangements outside of the current Whānau Ora practising community; and/or - A function-based commissioning arrangement (eg, a shopfront to integrate social service delivery); iii. Invite Commissioning Agencies to develop business cases for further investment to enable them to better meet the demand for Whānau Ora. Those business cases should include: <ul style="list-style-type: none"> - An assessment of the demand for the Whānau Ora, and the extent to which the Commissioning Agency is able to meet that demand; - Confirmation or amendment of the commissioning activities undertaken through the Commissioning Agency; and - Full costings of the complexities of working with whānau experiencing high levels of deprivation, and of providing support in rural areas; and iv. Consider up-scaling successful initiatives; <p>Ensure that government agencies deliver on their own set of responsibilities to whānau, and commit to engaging in Whānau Ora; that is, they should:</p> <ul style="list-style-type: none"> i. Establish a stronger set of expectations that government agencies will meet their own service delivery responsibilities; ii. Agree on what form of commitment government agencies provide to Whānau Ora; and iii. Reflect these requirements through levers available within the machinery of government, including: <ul style="list-style-type: none"> - Letters of Expectations to social sector Crown entities; - Chief Executive Performance Agreements; and - Agency Statements of Performance Expectations; and <p>Ensure that Commissioning Agencies focus on the stated intent of Whānau Ora.</p>
	The Minister for Whānau Ora
142.	<p>Consider the strategic leadership arrangements for Whānau Ora; that is, he should:</p> <ul style="list-style-type: none"> i. Note that the iwi partner has expressed concern that the Partnership Group is currently inactive;

	<ul style="list-style-type: none"> ii. Raise with the Partnership Group the concerns that have been expressed about a lack of Pasifika participation in the strategic leadership of Whānau Ora; and iii. Invite the Partnership Group to decide whether to make any changes to its arrangements.
143.	<ul style="list-style-type: none"> i. Consider establishing a reference group to provide independent advice to him on Whānau Ora.
211.	<p>Seek to embed whānau-centred approaches through levers available in the machinery of government, that is, he should:</p> <ul style="list-style-type: none"> i. Commission a programme of work to embed whānau-centred approaches through levers currently available in the machinery of government, including by: <ul style="list-style-type: none"> - Influence the Living Standards Framework, including through Treasury's Budget instructions and guidance for the 2019 Wellbeing Budget; - Embedding requirements for the social sector to apply whānau-centred approaches through strategies and legislation that are currently being developed to support the wellbeing of New Zealanders; - Completing a whānau-centred policy framework for use across government; - Embedding whānau-centred approaches within the wider NGO sector; and - Improving the quality and availability of data about whānau.
Te Puni Kōkiri	
52.	<p>Extend its effort in Whānau Ora; that is, it should:</p> <ul style="list-style-type: none"> i. Aggregate and better utilise the lessons and information gathered through Whānau Ora, to better inform: <ul style="list-style-type: none"> - The leadership (by Ministers and the Partnership Group), and strategic thinking around whānau-centred services; and - Policy, investment decisions and services provided by other agencies; ii. Identify more specifically where and why other agencies are failing in supporting whānau, and work with agencies to establish what advice, information and support they require to deliver on their responsibilities to whānau; and iii. Provide more specific and targeted comments and policy advice to other agencies, to improve their services and approaches to and for whānau; and iv. Promote the positive results of and lessons learned through Whānau Ora across government and to the wider public.
222.	<ul style="list-style-type: none"> i. Work with other government agencies to capitalise on the opportunities and address the perceived barriers it considers to be evident in the Whānau Ora system.
The Minister and Te Puni Kōkiri	
144.	<p>Actively promote Whānau Ora and a whānau-centred approach across governments; that is, they should:</p> <ul style="list-style-type: none"> i. Use learnings and information from Whānau Ora to better inform other agencies': <ul style="list-style-type: none"> - Strategic leadership and thinking on whānau-centred approaches and service delivery; - Policy design and development; and - Investment decisions; and

	ii. Distribute data and information collected from Commissioning Agencies by Te Puni Kōkiri to other agencies on a regular basis.
145.	Commissioning Agencies
	<p>Focus on shared effort: that is, they should:</p> <p>i. Co-invest in management and administrative arrangements for which they have common requirements, such as:</p> <ul style="list-style-type: none"> - Collective purchasing; - Research; - Evaluation; and - Professional development; and <p>Invest in getting closer to whānau; that is, they should:</p> <p>i. Increase opportunities for whānau to influence decision-making, including through regular consultation with whānau on refining outcome priorities and commissioning activities; and</p> <p>ii. Ensure that Whānau Ora partners and providers similarly enable whānau into the design of service specifications.</p>
53.	<p>1 Examine and strengthen processes for greater transparency to whānau and to</p> <p>4 partners and providers; that is, they should:</p> <p>5 i. Consider how whānau can play a stronger role in strategic decision-making, including</p> <p>. determining commissioning priorities;</p> <p>ii. Consider how partners and providers can play a stronger role in strategic decision-making and delivery of commissioning of activities to whānau; and</p> <p>iii. Support partners and providers to consider how whānau can have a stronger role in determining commissioning activities at a local or regional level.</p>
	Whānau Ora partners and providers
	i. Strengthen their focus on building whānau resilience and capability to be self-managing.

Released by the Minister for Whānau Ora



Cabinet Social Wellbeing Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Initial Response to the Review of Whānau Ora

Portfolio **Whānau Ora**

On 13 February 2019, the Cabinet Social Wellbeing Committee (SWC):

- 1 **noted** that in April 2018, Cabinet:
 - 1.1 noted that te Minita mō Whānau Ora intends to conduct a review of Whānau Ora;
 - 1.2 agreed that the the purpose of the Review is to:
 - 1.2.1 assess the ability of the current Whānau Ora commissioning approach to effect sustainable change in the wellbeing and development potential of whānau;
 - 1.2.2 scope the applicability of a whānau-centred approach as a useful exemplar for improving outcomes for whānau across government;
 - 1.2.3 explore the extent to which the Whānau Ora service delivery model and the commissioning approach is accountable and transparent in the achievement of outcomes for whanau;
 - 1.3 invited te Minita mō Whānau Ora to report to SWC on the outcome of the Review;

[CAB-18-MIN-0120]
- 2 **noted** that Whānau Ora is a strengths-based approach to whānau wellbeing that can be beneficial for all whānau and families in New Zealand;
- 3 **noted** that the major findings of the Review are that the Whānau Ora commissioning approach:
 - 3.1 results in positive change for whānau;
 - 3.2 creates the conditions for that change to be sustainable;
 - 3.3 operates within, and meets the requirements of, a structured accountability system; and
 - 3.4 operates in a generally transparent manner;

- 4 **noted** that the Review's Report recommends greater cross-government collaboration, including policy and investment in support of Whānau Ora;
- 5 **noted** that, after further assessment of the detailed findings and recommendations of the Review, and consultation with key stakeholders, te Minita mō Whānau Ora will report to SWC by 30 June 2019 on:
- 5.1 work to respond to the detailed findings and recommendations of the Review with regards to governance;
 - 5.2 greater information collection and sharing across government and the NGO sector;
 - 5.3 supply and demand for Whānau Ora support, geographic reach and the need for more localised options for commissioning; and
 - 5.4 the best way of giving effect to Whānau Ora to ensure that it continues to reflect the government's wellbeing priorities;
- 6 **noted** that te Minita mō Whānau Ora intends to establish a reference group to provide independent advice on Whānau Ora in line with the Report's recommendations;
- 7 **noted** that that te Minita mō Whānau Ora intends to indicate, in his 2019/20 Letters of Expectations to commissioning agencies the importance of collaboration and developing new systems, and to ensure that the criteria, rationale and processes for decision making are visible to providers and whanau;
- 8 **agreed** to disestablish the Whānau Ora Partnership Group;
- 9 **noted** that te Minita mō Whānau Ora intends to publish the Report, attached to the submission under SWC-19-SUB-0003.

Gerrard Carter
Committee Secretary

Present:

Rt Hon Jacinda Ardern
Rt Hon Winston Peters
Hon Kelvin Davis
Hon Phil Twyford
Hon Andrew Little
Hon Carmel Sepuloni (Chair)
Hon Dr David Clark
Hon Nanaia Mahuta
Hon Stuart Nash
Hon Jenny Salesa
Hon Peeni Henare
Hon Willie Jackson
Hon Aupito William Sio
Jan Logie, MP

Officials present from:

Office of the Prime Minister
Office of the Chair
Officials Committee for SWC

Hard-copy distribution:

Minister for Whānau Ora