

Whānau Ora Review

Terms of Reference

1 CONTEXT

- 1.1. The Government is committed to understanding how best to improve and grow outcomes for whānau.
- 1.2. This review of the Whānau Ora service delivery model and Commissioning Agency approach will help identify which aspects of the approach would lead to sustainable outcomes and improve lifetime opportunities for whānau.

2. BACKGROUND

- 2.1. Whānau Ora is a whānau-centred approach with the single overarching aim of getting the best outcomes for whānau and families. The approach recognises that all whānau and families have different challenges at different stages of their lives and some have a multiplicity of challenges to overcome.
- 2.2. Whānau Ora focuses on whānau and families as a whole and addresses individual needs within the context of whānau and families.
- 2.3. This approach supports whānau and families to identify the aspirations they have to improve their lives, and builds their capacity to achieve their goals.
- 2.4. The Whānau Ora Outcomes Framework agreed to by the Whānau Ora Partnership Group builds on the whānau goals identified through the Whānau Ora Taskforce Report. Whānau Ora is achieved when whānau and families are:
 - self-managing
 - living healthy lifestyles
 - confidently participating in society
 - confident in language & culture
 - economically secure & wealth creating
 - cohesive, resilient and nurturing
 - responsive to living & natural environments
- 2.5. The Whānau Ora Outcomes Framework recognises the long-term and progressive change required for whānau and families to achieve their aspirational goals by including short and medium-term outcomes. Short-term outcomes are the improvements in quality of life for whānau that can be achieved within one to four years. Medium-term outcomes focus on what can be achieved in five to ten years, while long-term outcomes focus on 11 to 25 years.
- 2.6. There have been two phases in the development of Whānau Ora since April 2010:
 - 2.6.1. The first phase of Whānau Ora (2010-2015) focused on building a whānau-centred approach and provider capability to design and deliver whānau-centred services.
 - 2.6.2. The second phase of Whānau Ora (2014 onwards) concentrated on initiatives designed to build whānau capability using non-government agencies

(Commissioning Agencies) to commission activities to support whānau and family capability.

- 2.7. Three Commissioning Agencies were established in 2014 under the second phase of Whānau Ora;
 - Te Pou Matakana in the North Island;
 - Te Pūtahitanga o Te Waipounamu in the South Island; and
 - Pasifika Futures who engage Pasifika families across New Zealand.
- 2.8. Te Puni Kōkiri contracts each Commissioning Agency to fund a range of activities and supports them to build whānau and family capability.
- 2.9. Each Commissioning Agency has developed and is implementing its own commissioning model based on the priorities of the communities, whānau and families they serve. They have a high degree of autonomy to determine the nature and quantum of commissioning, provided they meet the targets specified in their Outcome Agreements and annual Investment Plans.

3. PURPOSE

- 3.1. The primary purpose of the Whānau Ora Review is to;
 - 3.1.1. scope the applicability of a whānau-centred approach as a useful exemplar for improving outcomes for whānau across government with an emphasis on the social sector;
 - 3.1.2. assess the ability of the Whānau Ora commissioning approach to effect sustainable change in the wellbeing and development potential of whānau; and
 - 3.1.3. explore the extent to which the Whānau Ora service delivery model and commissioning approach is accountable and transparent in the achievement of outcomes for whānau.
- 3.2. The recommendations of the Review will help inform:
 - Government policy as it relates to whānau development including future commissioning and funding approaches;
 - Government thinking about collective impact for social investment;
 - How to evidence effectiveness of an integrated system; and
 - The funding considerations for Whānau Ora arrangements.

4. SCOPE

- 4.1. The scope of this Review will focus on the second phase of Whānau Ora (2014 onwards). The Review will identify opportunities, issues and make recommendations on the following:
 - 4.1.1. The wider service delivery and operational environment within which Whānau Ora operates;
 - 4.1.2. The achievement, accountability and transparency of measurable outcomes;
 - 4.1.3. The best practice monitoring and evaluation arrangements; and

4.1.4. The efficacy of the overall Whānau Ora system, as it operates at national, regional, and local levels.

4.2. The Review will not assess:

4.2.1. The performance of individual Commissioning Agencies;

4.2.2. The impact of outcomes for individual whānau within the current system; and

4.2.3. Decisions already taken in relation to historic financial arrangements, or historic practice in relation to Whānau Ora (unless these matters are of direct relevance to Phase 2 of Whānau Ora).

5. PRINCIPLES

5.1. The Review will:

- Reflect a strengths-based, whānau-centred approach in recommending system changes;
- Use a whole of system approach to identify opportunities to enhance collective impact that will lead to better outcomes for whānau;
- Focus on opportunities to improve the efficacy of the Whānau Ora system to drive better outcomes for whānau; and
- Be based on the best available evidence and robust practice.

6. MEMBERSHIP AND CHAIR

6.1. The Review will be undertaken by an independent panel of six people, inclusive of a Chair, who have expertise or knowledge in:

- Whānau development;
- The Whānau Ora system as it has evolved since 2010;
- Frameworks for managing and monitoring the performance of outcomes;
- Quality management and assurance; and
- The contract and purchasing arrangements of the New Zealand Government and the non-government sector.

6.2. The Minita mō Whānau Ora, following consideration by Cabinet's Social Wellbeing Committee, will appoint the Chair and members of the panel.

6.3. Members shall be appointed for a period determined by the Minita mō Whānau Ora. Members may be reappointed at the discretion of the Minita mō Whānau Ora.

6.4. The Minita mō Whānau Ora may remove the chair or member of the panel from that role by issuing written notice stating the date from which the removal of the member is effective.

7. REPORTING TIMELINE

7.1. The panel will have six months to undertake the Review. They will then report to the Minita mō Whānau Ora in writing no later than mid-November 2018.

8. SECRETARIAT

- 8.1 The panel will be supported by a dedicated secretariat, to be resourced by Te Puni Kōkiri. The Secretariat is directly responsible to the Review Panel. All data and information handled by the Secretariat will be managed ensuring privacy and independence of the Review Process is maintained at all times.