



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Whānau Ora Annual Summary Report

1 July 2015 – 30 June 2016



Whakataukī

Poipoia te kākano
kia puāwai

Nurture the seed
and it will blossom



Cover photo: Whānau Ora puts whānau at the centre of decision-making about their future. It recognises the collective strength and capability of whānau to achieve better outcomes in areas such as health, education, housing, employment and income levels. Photo courtesy of Pasifika Futures.

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Executive Summary

This report describes the way Whānau Ora (the initiative) was delivered in 2015/16. Its purpose is to understand what activities have occurred across the various components of Whānau Ora and how those activities have contributed to gains for whānau.¹ The report does not compare results between Commissioning Agencies, as their respective approaches, activities and priority outcomes have important differences. However, as this is the second year of commissioning, results at a whānau level can be identified and the wider activities of Commissioning Agencies can be considered.

A year in review

The year 2015/16 was a strengthening year for Whānau Ora. The Commissioning Agencies, Te Pou Matakana, Te Pūtahitanga o Te Waipounamu and Pasifika Futures, expanded and refined their commissioning models and intensified activities. This included growing the number of whānau that engaged with Whānau Ora.

Te Pou Matakana has built on the experience of Phase One collectives by selecting many of them as Whānau Direct and Collective Impact partners, and as a result was able to roll out their activities quickly.

Te Pūtahitanga o Te Waipounamu has focused on its supported procurement process to build whānau enterprise and capability and respond to the emerging needs of whānau.

Pasifika Futures is largely working with new Whānau Ora providers and continues to support these collectives through training and monitoring systems.

Commissioning Agencies undertook research, monitoring and evaluation activities to understand how commissioning activities were impacting on whānau and to identify areas for further development.

Throughout 2015/16, Phase One provider collectives completed their Programmes of Action and all Phase One navigator contracts administered by Te Puni Kōkiri were completed.

¹ 'Whānau' means a group bonded together, usually by kinship, and can include several generations. It is used here as shorthand to also include Pacific families and families of other ethnicities.

The Whānau Ora Partnership Group provided strategic leadership on the direction and priorities of Whānau Ora. It also monitored progress towards achieving Whānau Ora outcomes by Government, Iwi and Commissioning Agencies and approved the Whānau Ora Outcomes Framework. This framework sets the overarching focus for Whānau Ora and takes an aspirational approach to improving whānau wellbeing and self-management. It builds on consultation with whānau undertaken in 2009 by the Taskforce on Whānau-centred Initiatives.

Summary of findings

Commissioning Agencies Key 2015/16 highlights include:

- over 11,500 whānau engaged with the three Commissioning Agencies across New Zealand
- positive outcomes achieved by whānau include improved health outcomes through participation in sport and recreation, uptake of vocational training, up to date immunisation, smoking cessation, drivers licensing, NCEA achievement, reduction in family violence, debt reduction, employment and improved housing.

Te Pou Matakana reported that:

- most whānau who engaged with Whānau Direct completed a review (2,511 out of 2,965). Of these whānau, 98 percent reported achievement of one or more outcomes as a result of Whānau Direct
- whānau who engaged with Whānau Direct completed a review (2,561 out of 2,965), which led to almost all (98 percent) achieving their goals in one or more outcomes
- most whānau goals were achieved across a variety of domains for whānau engaged with Collective Impact including: enrolment with a GP (58 percent), up to date immunisation (75 percent), NCEA achievement (64 percent), reduction in family violence (67 percent), participation in organised sports and recreation activities (65 percent), greater cultural capability by linking in to community networks (94 percent) and 94 percent of whānau are now able to identify their Iwi and hapū
- Kaiārahi (Navigator) support achieved results in the areas of whānau knowledge of their Iwi and hapū (95 percent), community involvement (92 percent), having immunisations up to date (79 percent) and reduction in family violence (71 percent). Whānau also made progress in education or training programmes (66 percent), confidence in speaking te reo Māori (64 percent), participating in an organised sports or recreation activity (63 percent) and decision-making based on a financial plan or budget (60 percent).

Te Pūtahitanga o Te Waipounamu reported that:

- whānau have experienced positive cultural, social and economic outcomes as a result of the Commissioning Pipeline approach such as whānau becoming self-determining, making their own decisions and utilising their own skills and talents in order to achieve their aspirations
- Whānau Ora Navigators supported whānau to develop 201 whānau plans. This resulted in 70 whānau self-managing their own whānau goals and aspirations, and 110 whānau still in contact with a navigator
- the Capability Development initiative provided opportunities for engagement through wānanga, coaching, networking and professional mentors. The “Move our Motu” wānanga worked with 90 whānau, and Whānau Enterprise Coaches supported six coaching contracts to navigate the contract negotiation process with Te Pūtahitanga o Te Waipounamu.

Pasifika Futures reported that:

- families have made progress in prioritising and reducing debt, having bank accounts, enrolling children in early childhood education, and being smoke-free
- most Pacific Health Science Academy students (83 percent) achieved their science internals in the STEM (Science, Technology, Engineering and mathematics) programmes in 2016 and 54 percent achieved University Entrance in 2015
- in 2015/16, 637 families were supported through 12 partner organisations to make progress in health, education, community engagement, employment, budgeting and financial literacy
- families are more active and achieving weight loss, involved in education about healthy eating choices, training to achieve nursing degrees and providing assistance to the wellbeing of Fijian communities through nursing and upskilling
- families have expressed a desire to increase their physical activity and continue to improve their nutritional choices.

Phase One Collectives and Navigators key FY15/16 highlights include:

- 1,954 whānau were activity engaged with whānau-centred services
- 1,435 whānau worked with Navigators
- on average 69 percent of whānau achieved their goals
- 458 (70 percent) of whānau achieved their education/training goals
- 422 (76 percent) of whānau achieved their life/personal skills goals
- 371 (76 percent) of whānau achieved their health/disability goals.



Section 1

Introduction

Supporting whānau to achieve their dreams. Whānau Ora is about supporting whānau aspirations and leveraging off inherent whānau strengths to achieve whānau outcomes. Hāpai Heritage Potatoes, Banks Peninsula is restoring a centuries old reputation as an abundant maara kai region.



1.1 Whānau Ora

Whānau Ora recognises that whānau are best positioned to achieve their goals and aspirations.

Whānau Ora is a whānau-centred approach that aims to achieve better outcomes for whānau. The approach recognises that all whānau have different challenges at different stages in their lives and some have a multiplicity of challenges to overcome and/or aspirations to achieve. The emphasis is on supporting whānau as a whole, addressing individual needs within the context of whānau and realising whānau aspirations. The approach places whānau at the centre of planning and decision-making and tailors solutions relevant to their unique circumstances. It is taking a strengths-based approach rather than a deficit approach to whānau development.

The Whānau Ora Outcomes Framework, agreed to by the Whānau Ora Partnership Group states that Whānau Ora will be achieved when whānau are:

- self-managing and empowered leaders
- leading healthy lifestyles
- participating fully in society
- confidently participating in te ao Māori (the Māori world)
- economically secure and successfully involved in wealth creation
- cohesive, resilient and nurturing
- responsible stewards of their living and natural environment.

There have been two phases of Whānau Ora. Phase One of Whānau Ora (2010-2015) involved Te Puni Kōkiri contracting directly with providers and provider collectives. The purpose of this was to deliver whānau-centred services, and to introduce navigators² to work with whānau to meet their needs and aspirations.³ Phase One also focused on building the capacity of providers to deliver whānau-centred initiatives.

Phase Two of Whānau Ora (2013-present) was established following a 2012 Working Group review and assessment of the delivery of the Whānau Ora approach to identify operational efficiencies and improvements. After considering the recommendations of this Working Group and other future options for the delivery of Whānau Ora, the then Minister for Whānau Ora, Dame Hon Tariana Turia and stakeholders, proposed the development of a devolved⁴ Whānau Ora commissioning model. The proposal for the establishment of three Commissioning Agencies: North Island, South Island and Pasifika families was approved by Cabinet in July 2013.

2 Whānau Ora navigators (Kaiārahi) are practitioners who work closely with whānau in relationships of trust and confidence. Navigators support whānau to identify their needs and aspirations through whānau planning, supporting their achievement of goals. They may include participation in education, primary health and employment, and link and coordinate access to specialist services. Once whānau are past immediate crisis, navigators also work with whānau to build their capability to be self-managing in a range of areas.

3 For a fuller description of the approach and analysis of the results of Phase One of Whānau Ora see: Te Puni Kōkiri (2015). Understanding whānau-centred approaches: Analysis of Phase One Whānau Ora research and monitoring results at <http://www.tpk.govt.nz/documents/download/1025/understanding-whanau-centred-approaches.pdf>

4 Devolved – to transfer or delegate (a duty, responsibility, etc.). The Taskforce on Whānau Ora considered that an independent organisation would have greater flexibility to promote the best outcomes for whānau across sectors. This would ensure that the delivery of Whānau Ora was located closer to whānau and communities.

In 2014, Te Puni Kōkiri contracted the three Commissioning Agencies - Te Pou Matakana (North Island), Te Pūtahitanga o Te Waipounamu (South Island) and Pasifika Futures (Pacific people in New Zealand) to invest in a range of activities to achieve Whānau Ora outcomes and build whānau capability through providers and navigators. The Commissioning Agencies began operating in March, April and July respectively.

Whānau Ora is available to all New Zealanders regardless of ethnicity. It is being administered by Te Puni Kōkiri under the direction of the Minister for Whānau Ora and supported by the Crown/Iwi Whānau Ora Partnership Group.

1.2 Report purpose

This report describes the delivery of Whānau Ora in 2015/16 and the results it achieved. The focus of the report is on:

- the 2015/16 financial year (1 July 2015 to 30 June 2016)
- investment activities of each Commissioning Agency through Phase Two of Whānau Ora and the results of those activities
- assessment of results against the priority outcomes for Commissioning Agencies during 2015/16
- results from Phase One Whānau Ora provider collectives and navigators for 2015/16
- the activities of the Whānau Ora Partnership Group.

1.3 2015/16 Whānau Ora delivery model

During 2015/16, the strengthening and growth of the Whānau Ora commissioning model occurred through the expansion and refinement of Commissioning Agency activities, and all Phase One⁵ navigator and provider contracts were expected to be completed by 30 June 2016. Phase Two of Whānau Ora concentrated more directly on investing in activities to build whānau capability⁶ with a shift to commissioning for outcomes, rather than a conventional purchasing model. Oversight and delivery of the Whānau Ora Commissioning Agency model sits with:

- Minister for Whānau Ora
- Whānau Ora Partnership Group
- Te Puni Kōkiri
- Whānau Ora Commissioning Agencies
- Phase One Whānau Ora navigators and providers.

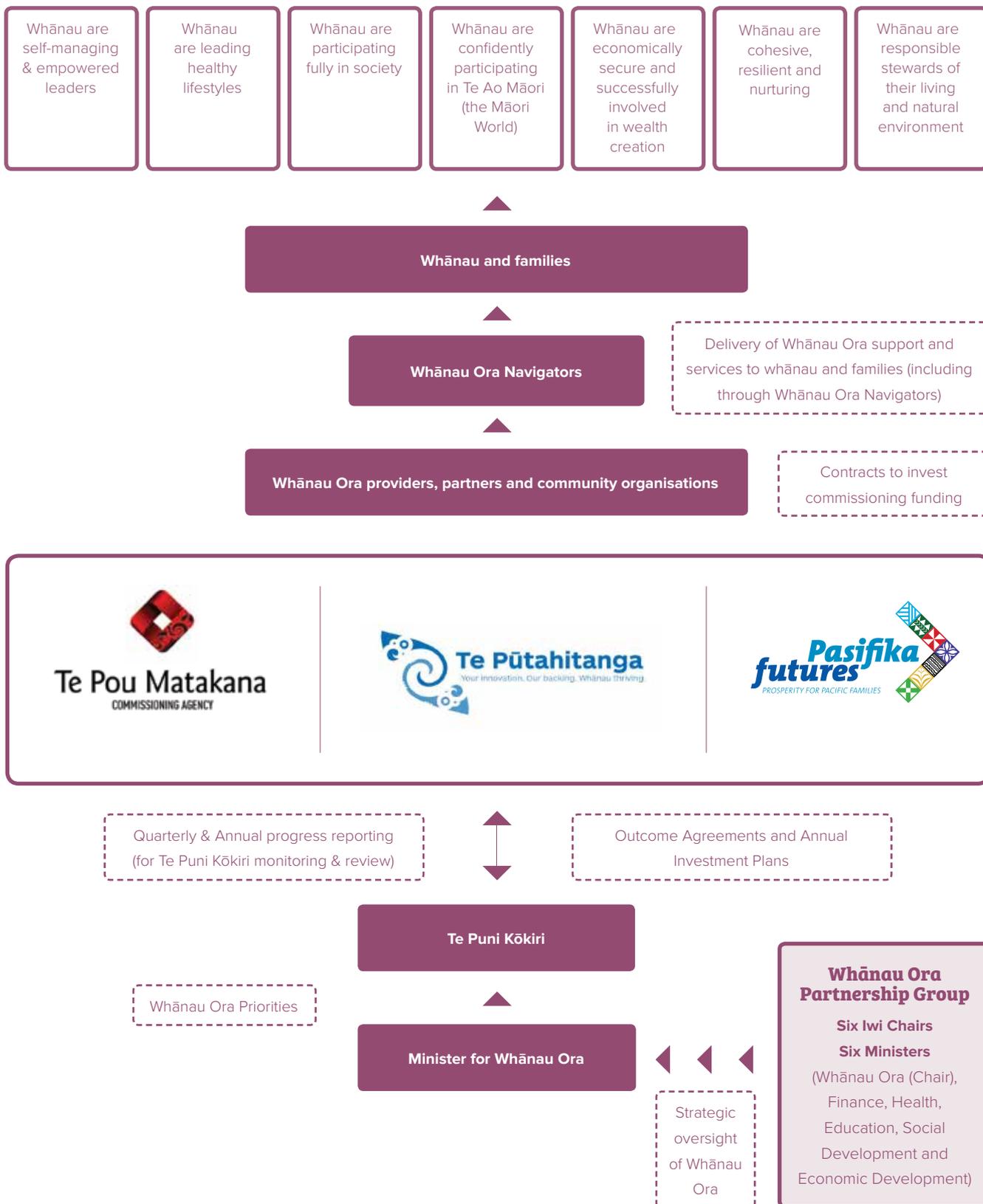
An overview of the Whānau Ora delivery model is shown in Figure One and discussed below.

5 Many of the Phase One providers were incorporated into, and continued to operate under, the commissioning model.

6 The Commissioning Agencies are working with whānau to increase capability such as income generation, employability, technological literacy, healthy lifestyles and health literacy, engagement in lifelong learning, communication, effective parenting, culture (language and customs and literacy) and community engagement (Te Puni Kōkiri, 2013). Request for Proposals (RFP): Whānau Ora Commissioning Agencies for the North Island and the South Island.

Figure 1: 2015/16 Whānau Ora Commissioning Model

Whānau Ora Commissioning Model



Minister for Whānau Ora

The Minister for Whānau Ora is responsible for all decisions within the Whānau Ora portfolio. This includes a leadership role in determining the shape and future of Whānau Ora. This role is exercised partly through chairing the Whānau Ora Partnership Group, but also directly in his capacity as Minister for Whānau Ora.

Whānau Ora Partnership Group

In July 2014, the Government introduced a new devolved commissioning model for the administration of Whānau Ora under the strategic leadership of the Whānau Ora Partnership Group. This Crown-lwi leadership group sets the strategic direction of Whānau Ora and monitors its success and progress towards the achievement of Whānau Ora outcomes across the system.

The Whānau Ora Partnership Group is comprised of six lwi chairs nominated by the lwi Chairs Forum,⁷ and the Ministers of Finance, Education, Health, Social Development, Economic Development and Whānau Ora. It is chaired by the Minister for Whānau Ora. The Partnership Group acts as a high level forum, which seeks to strengthen efforts to support Whānau Ora across Ministerial portfolios, and identifies opportunities for the Crown and lwi to support shared development, aims and aspirations.

The Whānau Ora Partnership Group is supported by a Strategic Advisory Group made up of Ministerial Advisors representing each Minister, and lwi Advisors representing the six lwi chairs. These advisors provide information and support to their respective Partner on the Whānau Ora Partnership Group. Further support is provided to the Partnership Group by the Whānau Ora Deputy Secretary Group, which is comprised of senior representatives from six Government agencies. Te Puni Kōkiri provides the Secretariat for the Whānau Ora Partnership Group.

Te Puni Kōkiri

Te Puni Kōkiri is the department accountable to Parliament for Whānau Ora funds. It is primarily responsible for ensuring that Commissioning Agencies are delivering on the activities and outcomes agreed through their Annual Investment Plans, by monitoring their performance and administering incentive payments⁸ annually. Te Puni Kōkiri is also responsible for supporting the Whānau Ora Partnership Group to develop and monitor the achievement of Whānau Ora outcomes through its role as the Secretariat.

⁷ The lwi Chairs Forum is a Māori leadership body working in partnership with the Crown on a wide range of national matters. All lwi chairpersons have an open invitation to participate in, and contribute to, this group.

⁸ Incentive payments are negotiated with Commissioning Agencies to incentivise achievement of Whānau Ora outcomes in stretch or priority areas agreed with Te Puni Kōkiri.

Whānau Ora Commissioning Agencies

The three Commissioning Agencies established in March, April and July 2014 (Te Pou Matakana – North Island, Te Pūtahitanga o Te Waipounamu – South Island, and Pasifika Futures – Pacific people in New Zealand) are contracted to fund and support initiatives which deliver Whānau Ora outcomes. They act as brokers to match the needs and aspirations of whānau with initiatives to assist them to increase their capability. Commissioning Agencies contract with a range of providers, whānau entities and community organisations to deliver commissioning initiatives.

Each Commissioning Agency has taken a unique approach to the delivery of Whānau Ora support, based on the needs and priorities identified through research and extensive whānau consultation. The approaches of Te Pou Matakana and Pasifika Futures focus heavily on navigation and planning with whānau, delivered through Whānau Ora providers and a range of community organisations. Te Pūtahitanga o Te Waipounamu has taken a social enterprise approach to their commissioning, investing in whānau-developed, local-level initiatives, while at the same time growing a Whānau Ora Navigation approach to respond to the immediate and longer-term needs of whānau.

Commissioning Agencies have the autonomy to shape their outcomes and approaches according to the needs of their communities. However, these must align with the Whānau Ora Outcomes Framework (see Appendix 1) in order to contribute to the achievement of core Whānau Ora outcomes as outlined in Table 1.

Table 1: Overview of Whānau Ora and Commissioning Agencies' whānau outcomes

Whānau Ora outcomes	Te Pou Matakana	Te Pūtahitanga o Te Waipounamu	Pasifika Futures
Whānau are self-managing and empowered leaders	Whānau are self-managing: determining their own pathways and managing their own affairs	Whānau are self-managing	Leading and caring for families, country and community
Whānau are leading healthy lifestyles	Whānau are living healthy lifestyles	Whānau are living healthy lifestyles	Healthy lives
Whānau are participating fully in society	Whānau are participating fully in society	Whānau are participating fully in society	Succeeding in education
Whānau and families are confidently participating in Te Ao Māori	Whānau are confidently participating in Te Ao Māori	Whānau are confidently participating in Te Ao Māori	
Whānau and families are economically secure and successfully involved in wealth creation	Whānau are economically secure and successfully involved in wealth creation	Whānau are economically secure and successfully involved in wealth creation	Economically independent and resilient
Whānau are cohesive, resilient and nurturing	Whānau are cohesive, resilient and nurturing	Whānau are cohesive, resilient and nurturing	
Whānau and families are responsible stewards of their living and natural environment		Whānau are responsible stewards of their living and natural environment	

Phase One Whānau Ora navigators and providers

In 2015/16, some Phase One Whānau Ora navigators and providers contracted by Te Puni Kōkiri continued to work with whānau to develop plans and build their capability. By 20 July 2016 all Phase One contracts administered by Te Puni Kōkiri were completed.

1.4 Phase Two Whānau Ora research and evaluation

Commissioning Agencies are responsible for undertaking their own monitoring, evaluation and research in relation to the activities they commission and their overall approach. In addition, Te Puni Kōkiri has its own monitoring, evaluation and research work programme that provides a comprehensive picture of the overall implementation and achievement through Whānau Ora. The work programme of Te Puni Kōkiri incorporates four workstreams which examine:

- I. the achievement of gains for whānau
- II. the return on investment from Whānau Ora
- III. how efficiently funds are administered
- IV. the commissioning model and its benefits.

This report is part of workstream I.

Section 2

2015/16 Whānau Ora expectations and achievements

Kaiarahi or Navigators play a pivotal role in Whānau Ora. They support whānau to plan, and then connect them with the support they need to achieve their goals. Whānau Ora kaimahi and whānau, Te Tai Whenua o Heretaunga, Hastings.



2.1 What priorities were set for Whānau Ora in 2015/16?

Through annual letters of expectation to Commissioning Agencies, the Minister for Whānau Ora highlighted that during 2015/16, Commissioning Agencies should:

- make a measurable difference for **whānau and families with high-needs**
- **collect and share information** with stakeholders to show progress for whānau against outcomes
- demonstrate the **benefit of investment** in Whānau Ora
- embed the Whānau Ora Navigator approach and report on **outcomes achieved through Navigator engagement.**

The 2015/16 priority outcomes identified by each Commissioning Agency are described below:

Te Pou Matakana

Te Pou Matakana priorities for 2015/16 were based on:

- having a **shared vision across the wider sector** for supporting whānau success
- whānau being able to **respond to an immediate whānau need**
- **identification of priority whānau**⁹ across Collective Impact Partnership in specific areas
- **articulation of whānau aspirations** within each Collective Impact Partnership
- whānau to work towards **achieving one of the six Whānau Ora outcomes.**

⁹ Priority whānau are defined by each Whānau Ora Partner based on their own Whānau Ora internal assessments.

Te Pūtahitanga o Te Waipounamu

In 2015/16 Te Pūtahitanga o Te Waipounamu focused on supporting Māori aspirations and leveraging off inherent Māori strengths to achieve outcomes for whānau through:

- **engagement and inspiring leadership** within their communities and the wider whānau
- place-based coverage which reflected **depth and reach of whānau locations**
- engagement in all forms of **wealth creation and capability building**
- the development of an **eco-system of whānau initiatives driven by whānau aspirations**
- **responding to the emergent needs of whānau across all seven outcome areas ('pou')**.

Pasifika Futures

Pasifika Futures' priorities were to work with families in 2015/16 to support building capability to achieve family aspirations in a wide range of areas including – health, housing, education and training, economic development and building cultural capital. Driven by the principles of self-determination and a strong Pacific identity, its goal was to see strong Pacific families who are:

- **succeeding in education** through increased participation and qualification achievement
- **living healthy lifestyles**
- **economically independent and resilient**
- **contributing positively to their communities** and the New Zealand society and have a sense of **belonging**.

Phase One Whānau Ora Collectives and Navigators

The expectations for the small number of Phase One provider collectives and navigators still operating were that they would complete the transformation of specified services to a whānau-centred approach. It was also expected that navigators would continue to support whānau to progress towards self-management and/or be referred to other providers for ongoing support.

Whānau Ora Partnership Group

The Whānau Ora Partnership Group's priority was to formalise a shared Iwi/Crown Whānau Ora Outcomes Framework and develop effective strategic working relationships. The framework would provide a mechanism for the Whānau Ora Partnership Group to set the direction for Whānau Ora by making explicit whānau priority outcomes. Further, it would help to monitor progress towards the achievement of improved outcomes for whānau.

2.2 What results were achieved for Whānau Ora in 2015/16?

The following sections outline each Commissioning Agency's approach, their initiatives and the results achieved.

2.2.1 Te Pou Matakana

Te Pou Matakana, the North Island Commissioning Agency, has an innovative approach that moves away from over-specified services and asks providers and whānau to define their own unique pathways to achieve agreed outcomes. Te Pou Matakana has a portfolio of commissioning activities to support whānau to achieve their priority outcomes and measure change. It emphasises a collective impact approach with support from Whānau Ora providers and community organisations.

Te Pou Matakana Initiatives

In 2015/16, Te Pou Matakana provided Whānau Ora support to whānau through:

- **Whānau Direct** – a grants-based funding approach to assist whānau to access resources to meet their own identified immediate needs in a timely way. Whānau access Whānau Direct through existing Kaimahi and Whānau Ora partners, who assist with a whānau assessment and planning goals. In 2015/16, 26 partners provided Whānau Direct across the North Island
- **Collective Impact** – a cross-sector grouping of organisations (known as a Whānau Ora Partnership) working collaboratively to provide initiatives which are focused on local needs and aspirations, identified through community engagement. In 2015/16, Te Pou Matakana contracted 13 Whānau Ora Partnerships involving more than 100 Whānau Ora Partners, to deliver initiatives to support whānau to achieve better outcomes. The focus of these outcomes was in education, housing and health; increasing financial literacy and security through employment; and strengthening whanaungatanga and cultural knowledge.
- **Kaiārahi (Navigators)** – Kaiārahi are positioned throughout the North Island, across Whānau Ora Partners to work alongside priority whānau in high deprivation communities. Kaiārahi support whānau to identify their aspirations and build their capability across whānau-selected outcomes.

Complementary to its commissioning activities, in 2015/16 Te Pou Matakana carried out monitoring and evaluation activities in order to understand the impact it is having on whānau. As part of this monitoring and evaluation activity, Te Pou Matakana:

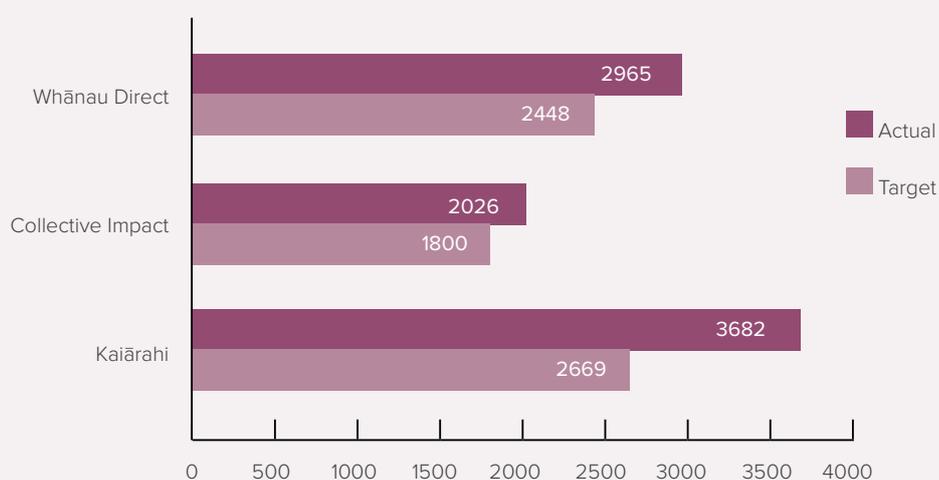
- released ‘A shared outcomes framework for whānau’
- released ‘Te Pou Matakana Outcomes Roadmap’
- completed a formative evaluation of Whānau Direct
- completed a process evaluation of Collective Impact for whānau
- completed a review of the Social Calculator, which computes cost comparisons of the Whānau Direct interventions versus Government interventions for whānau
- completed a review of a Treasury paper on children at risk of poor outcomes
- presented at the Health Services and Policy Research Conference in Melbourne, Australia
- hosted a wānanga on 14 October 2015 in Auckland for Collective Impact providers, kaimahi and key stakeholders to share their ideas and experiences in supporting whānau.

What results were achieved for each initiative?

Overall engagement

Te Pou Matakana exceeded all targets set for whānau engagement in the 2015/16 year (see Figure 2). Whānau Direct engaged with 2,965 whānau, exceeding the target of 2,448 by 21 percent, and Collective Impact engaged with 2,026 whānau, exceeding the target of 1,800 by 12 percent. Importantly, Collective Impact engaged with 726 priority whānau, exceeding the target of 540 priority whānau identified and assessed by 34 percent. Kaiārahi engaged with a total of 3,682 whānau, exceeding the target of 2,669 by 38 percent.

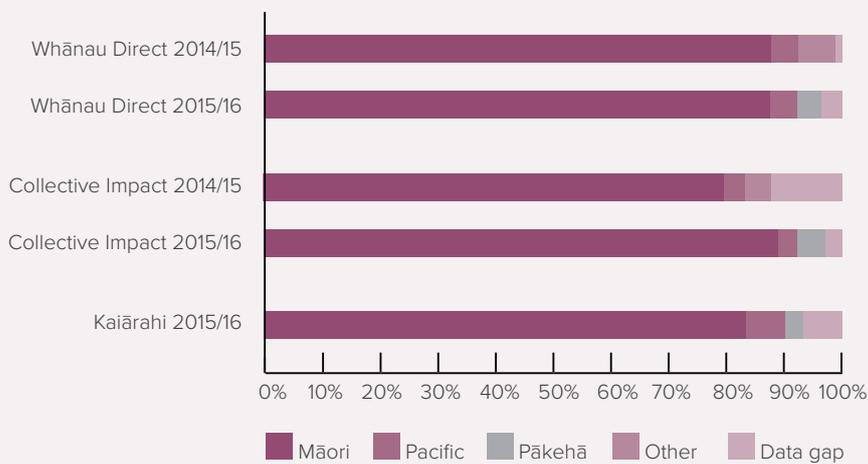
Figure 2: Whānau engaged with Te Pou Matakana in 2015/16



The number of whānau engaged is similar to the previous year. This could be explained by whānau continuing to engage with Whānau Ora providers to progress their longer-term goals and plans, and to provide their tamariki with better opportunities in education, sport and cultural activities. These results can be achieved through continuation of existing relationships with providers and with broadening and deepening engagement.

Ethnicity data were collected for whānau engaged through Whānau Direct, Collective Impact and with Kaiārahi (see Figure 3). Māori represented the majority of participants across all programmes; 88 percent for Whānau Direct, 89 percent for Collective Impact and 84 percent engaged with Kaiārahi. The numbers are similar to 2014/15 where Māori made up 88 percent of people engaged with Whānau Direct and 80 percent for Collective Impact. There is no comparative data for Kaiārahi, as this was implemented in the 2015/16 year.

Figure 3: Ethnicity of whānau engaged with Te Pou Matakana in 2014/15 and 2015/16



Whānau Direct results

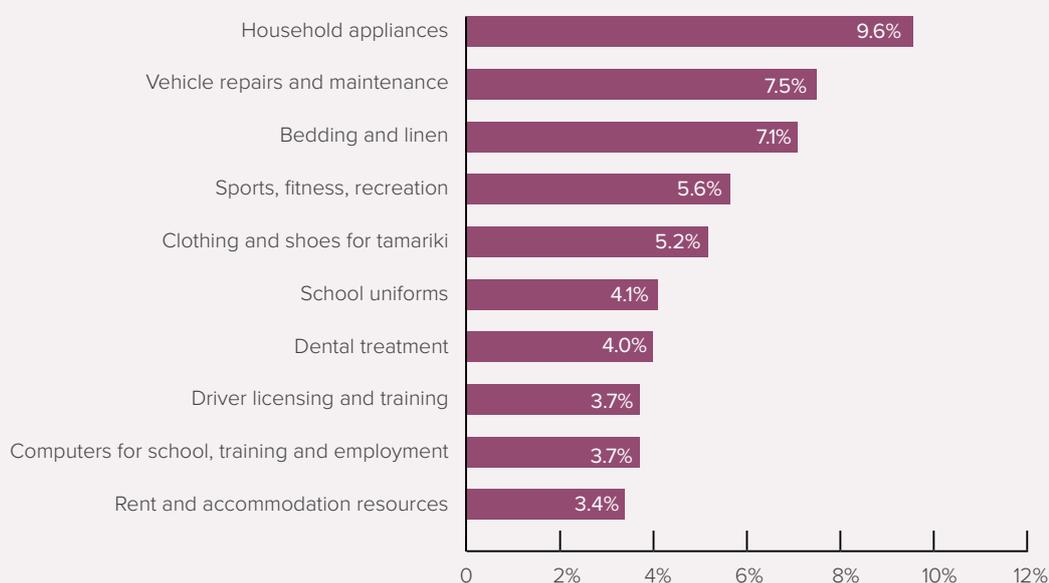
The aim of Whānau Direct is to enhance the skills and ability of whānau to grow resilience and to respond positively by enabling access to resources in times of immediate need. The nature of the fund means whānau are supported to help them address time-sensitive and sometimes unexpected pressures. Whānau may then be supported into other initiatives provided by Te Pou Matakana to plan for longer-term improvement.

Whānau Direct funding assists whānau to achieve immediate or short-term outcomes linked to one of the following Whānau Ora outcome domains: whānau are self-managing and empowered leaders; living healthy lifestyles; participating fully in society; confidently participating in te ao Māori; economically secure; and, cohesive and resilient.

In 2015/16, Whānau Direct funds assisted whānau in the purchase of essential household appliances, vehicle maintenance and driver licensing, clothing and education necessities for tamariki, and health and medical costs. This has contributed to whānau experiencing improved health and hygiene standards. It has allowed tamariki to fully participate in schooling and social activities, and enabled whānau to engage in employment and to have safe and legal transport as needed.

Whānau Direct assistance gives whānau the opportunity to interact more confidently in society, education and employment, achieving the broader aims of Whānau Ora outcomes. Figure 4 shows the top 10 areas in which Whānau Direct funds were allocated.

Figure 4: Top 10 uses of Whānau Direct funds



Whānau Direct engaged 2,965 whānau, of which 2,511 completed a review. Ninety eight percent of whānau who completed the review reported achievement of one or more outcomes as a result of Whānau Direct. Community participation had the lowest achievement rate at 94 percent, and whānau relationships had the highest at 98 percent of outcomes achieved. This shows that a high number of whānau were able to achieve immediate outcomes through Whānau Direct. It also demonstrates that funding addressed the short-term needs of whānau.

The formative evaluation of Whānau Direct focused on changes made to the programme following the pilot phase in 2014/15. Findings showed the approach has achieved its aim and intent and has made an immediate difference for whānau. For whānau, it has filled a space where previously there was no financial support available, and has made it easier for whānau to access resources in a timely manner.

Collective Impact results

Collective Impact differs from Whānau Direct in its delivery by enabling cross-sector agencies to work collaboratively with Whānau Ora Partners and to identify and address the needs of priority whānau across their communities. Whānau accessing assistance for short-term needs through Whānau Direct are likely to continue to engage and be supported through Collective Impact and engagement with Kaiārahi to achieve longer-term outcomes.

As a result of Collective Impact initiatives, all priority whānau made measurable progress towards their priority outcomes, by at least developing a whānau plan. Almost one third of whānau (223 or 30 percent) had progressed from planning to connect to services and resources, to begin achieving their goals. Figure 5 shows the progression of whānau towards the four key milestones.

Figure 5: Number of whānau progressing through each Collective Impact milestone



Te Pou Matakana worked with whānau to plan for aspirational goals and then establish achievable and realistic milestones to achieve them. Where whānau set specific goals and aspirations, Te Pou Matakana found that most whānau goals were achieved across a variety of domains, including: enrolment with a GP (58 percent), up to date immunisation (75 percent), NCEA achievement (64 percent), reduction in family violence (67 percent), participation in organised sports and recreation activities (65 percent), greater cultural capability by linking in to community networks (94 percent) and 94 percent of whānau are now able to identify their Iwi and hapū.

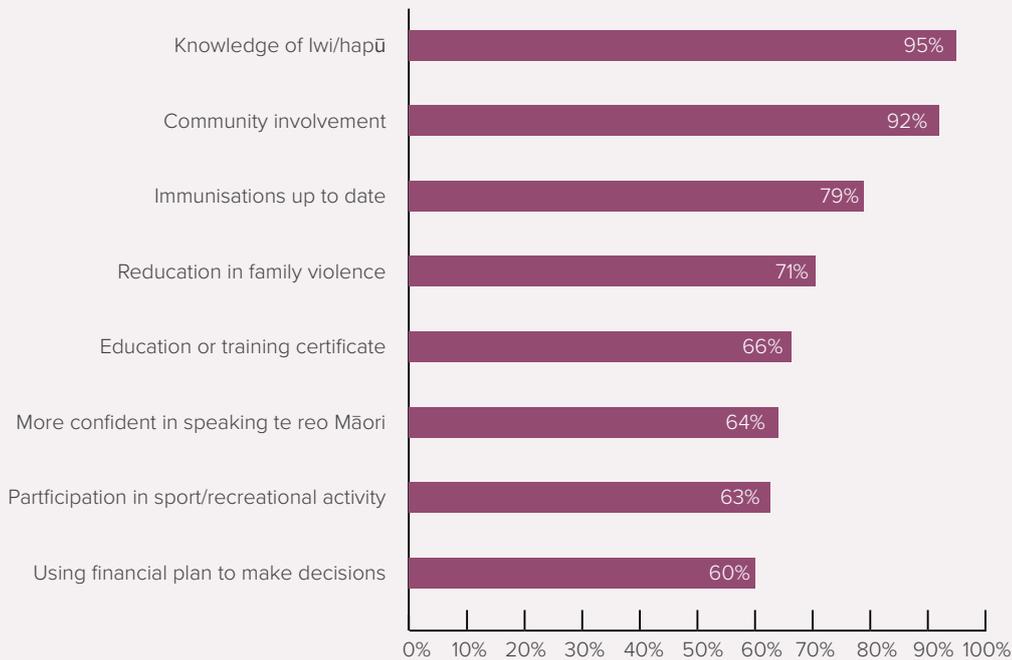
Kaiārahi results

Kaiārahi were introduced to work with priority whānau to identify their needs and aspirations and to build their capability to become self-managing in a range of areas. Where Collective Impact is a cross-sector agency approach focusing on addressing the aspirations in a community, Kaiārahi are individuals allocated across the Whānau Ora Partners to work directly alongside priority whānau. They also work across Whānau Direct and Collective Impact to provide support over a longer time period. Kaiārahi have worked with whānau in the following areas:

- ensuring whānau have essential household items
- developing a CV and applying for employment
- completing health checks, health screening and immunisations
- enrolling in smoking cessation programmes and completing the journey to quit smoking
- participating in kapa haka and dance initiatives
- accessing sport and recreational programmes and facilities, and joining sports teams/clubs
- completing financial literacy programmes and enrolling in budgeting programmes
- enrolment and attendance at primary and secondary schools and tertiary institutions
- developing whānau safety plans
- re-engaging with whānau and extended whānau
- participating in marae activities and attending wānanga
- obtaining information on and learning about whakapapa.

Kaiārahi have supported whānau to achieve results (see Figure 6) in the areas of knowledge of their lwi and hapū (95 percent), community involvement (92 percent), having immunisations up to date (79 percent) and reduction in family violence (71 percent). Whānau also made progress in having one or more whānau members achieve a relevant certificate in an education or training programme (66 percent), having more confidence in speaking te reo Māori (64 percent), participating in an organised sport or recreation activity (63 percent) and having developed a financial plan or budget and using that budget to make decisions (60 percent).

Figure 6: Percentage of whānau achieving set goals through Kaiārahi engagement



The similarity of results between Collective Impact and Kaiārahi, shows that Kaiārahi worked alongside Whānau Ora Partners to assist whānau in achieving their outcomes. Overall, 81 percent of whānau surveyed reported that the Kaiārahi initiative identified and responded to their specific priorities and needs.

In 2015/16, a significant number of whānau engaged through Whānau Direct, Collective Impact and Kaiārahi services which led to measurable progress towards achieving their identified outcomes. Whānau were most likely to prioritise ‘whānau standards of living’ and ‘whānau health’ and were least likely to prioritise ‘whānau engagement with te ao Māori’ across the priority outcomes. Similarly, 2014/15 saw ‘living healthy lifestyles’ as the main priority for whānau and ‘participating in te ao Māori’ as the lowest priority. This reflects that whānau engaged with Te Pou Matakana are prioritising health and economic independence and the achievement of short-term outcomes, which contribute to the overall wellbeing and quality of life for whānau.

Is Te Pou Matakana on track to achieve priority outcomes?

The results for Te Pou Matakana commissioning activities indicate that whānau are achieving across all outcome domains, particularly in the areas of education, health and participation in communities and te ao Māori. Whānau are achieving qualifications through training programmes and in NCEA and are utilising funds to ensure tamariki have school necessities and equipment. Success in education and training will lead to higher employment, financial stability and ultimately, whānau achieving the goal of becoming self-managing. Whānau are prioritising health by participating in sporting activities, attending smoking cessation courses and visiting medical practitioners, and are on the journey to leading healthier lifestyles. Engagement within communities and participation in

te ao Māori is important to whānau who are in the process of reconnecting to their identity, which often leads to holistic wellbeing and a sense of belonging. These results are echoed by positive evaluation findings for both Whānau Direct and Collective Impact.

A key activity for 2015/16 was the introduction of Kaiārahi to work closely with whānau to identify and create plans and goal-setting. The benefits of engaging with one representative can lead to building a trusting relationship, and can lead whānau to experience growth through engaging in the Whānau Ora initiative. The results seen for priority whānau demonstrate the impact of this role.

Te Pou Matakana is on track with its commissioning activities, having exceeded its performance targets for whānau engagement, and clearly demonstrating progress towards their priority outcomes as described earlier. Whānau Direct has enabled 2965 whānau to access funds to respond to an immediate need. Collective Impact Partners and Kaiārahi have supported whānau to identify and achieve their desired aspirations, including for 726 priority whānau. These two initiatives have also supported the achievement of specific outcomes for priority whānau, such as NCEA achievement (90 whānau), reduction in family violence (469 whānau), and employment (153 whānau).

The intent of Te Pou Matakana commissioning initiatives is to support whānau on a journey from meeting immediate needs to reaching aspirations and becoming self-managing. This means a number of the same whānau are engaged in each Te Pou Matakana commissioning initiative. The next step for Te Pou Matakana research and evaluation of whānau outcomes could include a more comprehensive understanding of what this journey between initiatives looks like, in order to determine the unique role of each commissioning initiative.

Te Pou Matakana Whānau Success Story

The Whānau Ora approach is best illustrated through whānau stories which capture how the different components of Whānau Ora work together to support whānau wellbeing, as demonstrated in the following story.

The whānau includes a single mum aged 27 with two tamariki aged 2 and 5 years old. She also provides full time care for her 16 year old sister. Mum is fluent in te reo Māori and actively participates in weekly scheduled activities with her tamariki. She is unemployed and has casual work for one day per week. Mum made a self-referral to a Kaiārahi who worked with her to develop a Whānau Ora plan. She wanted to use te reo Māori to support the kura and kōhanga reo her tamariki attend. Mum wanted to improve her health and wellbeing through increased physical activity and better nutrition in order to lose weight. In the longer term she wants to complete a degree in primary school teaching.

Mum took immediate action in relation to achieving goals outlined in the plan. Her Kaiārahi helped her to develop a simple yet practical nutrition plan. Mum started walking, jogging and doing activities around the home during the day while her tamariki were at school. She attended the University of Waikato open day and immediately enrolled for their wānanga block course held in the weekend. Extended whānau looked after her tamariki and sister while she attended the course.

More recently Mum started teaching te reo Māori and waiata at the kura and kōhanga reo her tamariki attended, once a week. She started an indoor netball team that led to two further teams being established and she manages all three teams. She has enrolled in a Bachelor of Teaching through the University of Waikato in 2017. Whānau have increased their knowledge. Mum is healthy and well.¹⁰

2.2.2 Te Pūtahitanga o Te Waipounamu

Te Pūtahitanga o Te Waipounamu, the South Island Commissioning Agency, is a partnership supported by the nine Iwi¹¹ of Te Waipounamu through a Shareholders Council known as Te Taumata. Te Taumata has appointed an independent governance board which is responsible for the investment strategy.

Te Pūtahitanga o Te Waipounamu takes a social entrepreneurial enterprise approach to Whānau Ora by supporting the creation of whānau-developed initiatives through an open and supported procurement process. This approach is based on a Whānau Ora eco-system, driven by a focus on the seven Whānau Ora outcomes. The model places priority on the aspirations and development of whānau, rather than replicating a service delivery approach or relying on traditional providers to provide interventions for whānau to participate in. The approach is a high-touch¹², whānau-driven model which places particular priority on reach and coverage.

Te Pūtahitanga o Te Waipounamu Initiatives

The 2015/16 commissioning workstreams of Te Pūtahitanga o Te Waipounamu were:

- **Commissioning Pipeline** – which provides open tender funding rounds that enable whānau to submit their ideas, projects and initiatives for funding, coaching and other support. The open tender process supports innovative solutions; sustainable enterprise and programmes; whānau capability and capacity building; whānau transformation; and te reo Māori me ōna tikanga development.
- **Whānau Enhancement** – this approach uses navigators to support whānau to develop and implement a whānau plan to achieve their aspirations across a range of outcomes.

10 Source: Te Pou Matakana Quarterly Progress Report (4), Jul 2016: p.11

11 Ngāi Tahu, Ngāti Rārua, Ngāti Tama, Ngāti Kuia, Ngāti Koata, Rangitāne o Wairau, Ngāti Apa ki te Rā Tō, Ngāti Toa Rangatira, and Te Ātiawa o Te Waka-a-Māui.

12 High touch means that Te Pūtahitanga o Te Waipounamu ensures close cooperation and support during the progress of an initiative. It means that they are in constant contact with whānau, with regular feedback; to be helpful in their approach rather than 'hands-off'.

- **Capability Development** – focuses on investment to support the growth and development of initiatives that create social impact for whānau; a leadership programme; accelerator programming to grow ideas that create far-reaching change; and whānau enterprise coaches and mentors.
- **Te Punanga Haumarū** – is an investment stream to help communities and whānau to create safe and nurturing environments for children and young people.

Te Pūtahitanga o Te Waipounamu also initiated a number of research and evaluation activities in 2015/16, including:

- development of a results-based accountability framework for commissioned initiatives and performance of Te Pūtahitanga o Te Waipounamu
- an evaluation of 23 Wave One¹³ initiatives to ascertain the effectiveness in achieving the intended outcomes
- a research partnership with the University of Canterbury with the purpose of collaborating on research that is relevant to current and future commissioning
- the commissioning of a scoping analysis to explore rangatahi development, succession and engagement with marae.

What results were achieved for each initiative?

Overall engagement

Te Pūtahitanga o Te Waipounamu prioritises investment in whānau innovation and enterprise to achieve Whānau Ora outcomes. Due to this method of investment, Te Pūtahitanga o Te Waipounamu has taken an in-depth qualitative approach to evaluating outcomes during the formative stage, supported by some descriptive numerical data. An outcomes-based monitoring system for tracking further progress has since been designed and is undergoing trial, in tandem with further work around infrastructure and capacity development.

An approach grounded in building whānau innovation and enterprise resulted in a longer start-up period than other Commissioning Agencies, as Te Pūtahitanga o Te Waipounamu needed to develop its infrastructure and build the capability of whānau-developed initiatives prior to engaging whānau. As a result, the number of whānau engaged in Wave One of commissioned initiatives in 2014/15 was small. However, the comprehensive roll-out of commissioned initiatives during 2015/16 resulted in growth of engagement in whānau-developed activities.

¹³ 'Waves' refer to funding rounds. Wave One occurred in the 2014/15 financial year; Wave Two in 2015/16; Wave Three was approved in 2015/16; Waves Four and Five will occur through 2016/17.

Commissioning Pipeline results

At the beginning of the 2015/16 year, 22 pipeline initiatives were approved for investment in a second wave of funding. Fifteen of these projects were underway by 30 June 2016, with the remaining seven still in their set-up phase. A total of 185 milestones were contracted in the first wave of initiatives commissioned, with 94 percent of the milestones completed at 30 June 2016. An additional 26 initiatives were approved in June 2016,¹⁴ selected from 64 applications received across Te Waipounamu for the third funding round.

Of the 23 initiatives funded in Wave One during 2014/15, three have been completed, 10 are still in progress and 10 are in the post-investment stage as at 30 June 2016. These initiatives operate in a broad range of areas including: strengthening whānau and cultural connectedness; enhancing education; training and employment opportunities for rangatahi; and health and wellbeing.

Evaluation of the first wave of investment was completed during 2015/16, reporting on the activity and outcomes of the first 23 projects in the commissioning pipeline. Findings show that whānau have experienced positive cultural, social and economic outcomes as a result of the investment approach. The whānau-led approach has enabled whānau to become self-determining, making their own decisions and utilising their own skills and talents in order to achieve their aspirations. It offered the opportunity to change the way providers work with whānau and created a collective movement with a shared understanding of Whānau Ora. Engaged whānau have demonstrated commitment to inter-generational outcomes in order to sustain whānau for many generations to come.

Examples of successful commissioned initiatives include “Pā Ora, Pā Wānanga” at Omaka Marae in Blenheim. It aimed to transform the marae into a learning living village through a range of initiatives that engage whānau, rangatahi and tamariki. Marae initiatives include Pā Kids, an after-school programme for tamariki, a marae-based gym sports club, a Māori kai enterprise and the future establishment of a Kura Māori. Whānau commented that the success of the initiative is shown by the ability to learn together as a whānau, having tamariki learning their tikanga and aspects of kaupapa Māori and the development of their physical and spiritual wellbeing.

Another example is the 1000 Days Trust in Invercargill. Te Pūtahitanga o Te Waipounamu has invested in the 1000 Days Trust to establish specialised support for at-risk Southland babies and families during the first 1000 days of the child’s life. The Trust has developed a true early intervention model to promote early healthy parent/infant relationships, and assists with the prevention of secondary problems that may arise from a broad range of early risk factors. The 1000 Days model consists of a residential service, and a comprehensive follow-on programme for whānau. It is a parent-child relationship that buffers a child from adversity and builds resilience. The intended outcome of the 1000 Days model is to empower mothers and/or fathers to establish healthy and positive relationships with their children, using the tools learnt to nurture them to reach their full potential.

¹⁴ Funded applications were approved in the following unique funds for Wave Three: Move our Motu - Whirinaki Fund, targeted at increasing health and wellbeing through a medium of physical and cultural activity; Anahera Fund, designed to help whānau to develop and implement self-designed initiatives; Maara Kai Fund, supports ideas that nourish and sustain whānau through a focus on community gardens and nutritious kai.

Te Pūtahitanga o Te Waipounamu hosted wānanga throughout 2015/16, with a view to providing fora for whānau to share knowledge, create and collaborate with potential new networks and develop sustainable practices for continued growth. These wānanga included:

- **Move our Motu: Whirinaki Fund** – a two-day event attended by approximately 90 participants, focusing on the dual importance of physical and cultural wellbeing
- **Maara Kai Fund** - an event supporting collaboration among participants currently engaged with Te Pūtahitanga o Te Waipounamu, looking to increase the health and wellbeing of the whānau through sustainable gardening practices.

Whānau Enhancement results

The 2015/16 year saw an increase in Whānau Ora Navigators, with the funding of 31 navigators at June 2016, which is an increase of 22 navigators compared to the previous year. Navigators assist whānau to develop plans, access services and develop leadership internally, increasing the capability of whānau to lead their own transformation rather than becoming dependent on navigators. Te Pūtahitanga o Te Waipounamu supports 26 Whānau Navigators and from April 2016, five specialist navigators called Whānau Ora Navigators – Resilience, who are based in Christchurch and focus specifically on building whānau resilience in the wake of the 2011 Canterbury earthquakes.¹⁵ One role was dedicated to co-ordinating the navigator workforce across the South Island.

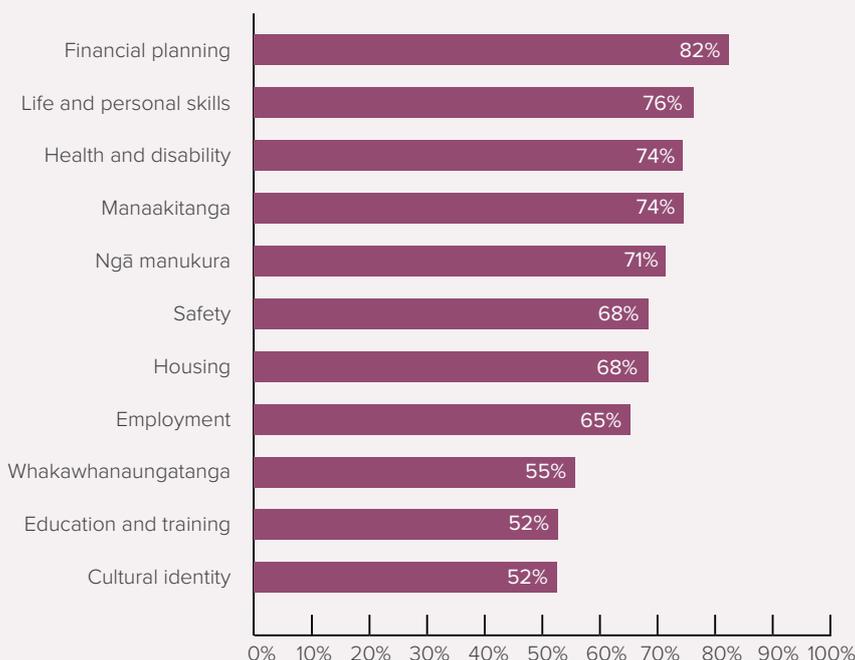
Whānau Ora Navigators supported whānau to have a total of 201 whānau plans created and underway by 30 June 2016, with an additional 36 plans initiated in the final quarter of 2015/16. Of the 201 whānau plans developed, 70 whānau have reached the point where they are self-managing their own whānau goals and aspirations, and 110 whānau with a developed plan are still in contact with a navigator.¹⁶

Alongside these achievements, more than two thirds of whānau made significant progress on their whānau plans, as demonstrated in Figure 7. The top three areas where whānau achieved their goals were in financial planning, life and personal skills, health and disability and manaakitanga.

15 Negotiations are underway for an additional navigator to support whānau in Arowhenua (South Canterbury).

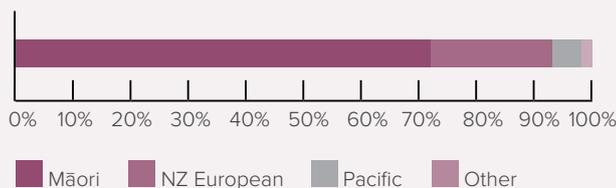
16 There is no available information relating to the remaining 21 whānau with developed plans.

Figure 7: Percentage of whānau goals achieved by outcome domain



Whānau Ora Navigators - Resilience, engaged with 462 individuals from 119 whānau. As shown in Figure 8, of those 119 whānau engaged with Te Pūtahitanga o Te Waipounamu through its navigators, the majority identify as Māori (72 percent), followed by New Zealand European (21 percent), Pacific (5 percent) and Other (2 percent).

Figure 8: Ethnicity of whānau engaged with Te Pūtahitanga o Te Waipounamu Navigator - Resilience



Te Pūtahitanga o Te Waipounamu undertook a Rū Whenua review, incorporating findings from a quality of life survey conducted with whānau affected by the 2011 Canterbury earthquakes. Whānau reported a diminished quality of life which included, anxiety and depressive states as a result of being displaced and being made vulnerable by the earthquakes. The review supported continuation of the navigator role to work with whānau wellbeing, post-recovery. Te Pūtahitanga o Te Waipounamu will promote Whānau Ora outcomes, in particular the outcome that ‘whānau are cohesive, resilient and nurturing’, and will develop an approach towards regular assessment of the complex needs and challenges faced by whānau after events such as this. This type of approach is key to improving the outcomes of whānau who continue to be affected by the 2011 Canterbury earthquakes. It could be an effective model for use in other areas due to continued earthquake activity in Te Waipounamu.

Whānau Capability

Through the Navigation service, whānau have been supported in the following specific ways:

- securing rental accommodation
- furnishing their home
- entering drug and alcohol rehabilitation
- accessing healthcare support
- finding employment
- supporting new members of a community
- finding social connectedness for young and old
- accessing budgeting advice
- accessing parenting skills workshops
- engaging in counselling
- managing childcare
- reconnecting with tūrangawaewae and tribal support structures
- developing understanding of tikanga Māori
- engaging in training courses
- petrol vouchers to attend job interviews
- preparing funding applications
- accessing legal advice and attending court
- document preparation
- driver licensing
- re-integration into the community, post-release from prison
- moving away from gang affiliations
- co-ordinating community events, e.g. exercise classes for kaumātua.

Particular forms of support have developed capabilities within whānau through:

- ongoing mentoring and advocacy
- building resilience of selected individuals with flow-on effects to the rest of the whānau
- intergenerational engagement, where whānau are supported to navigate the multiplicity of issues which span three generations of whānau members
- supporting whānau to articulate for themselves what their needs are and plan a pathway towards achieving their whānau goals.

Capability Development results

Through this commissioning activity, Te Pūtahitanga o Te Waipounamu seeks to nurture emerging leaders that are recognised by their whānau as future champions of Whānau Ora. For this reason it has initiated opportunities for engagement through wānanga, coaching, networking and professional mentors. Capability Development increases the ability of whānau to be self-managing and self-reliant by providing access to tools that will strengthen whānau and lessen dependency on Government assistance over time.

In 2015/16 Te Pūtahitanga o Te Waipounamu organised a range of networking programmes for whānau to create networks, share ideas and generate discussion on strategies to achieve Whānau Ora outcomes. They included:

- Te Kākano o te Tōtara: Leadership Development, is a programme created by Te Pūtahitanga o Te Waipounamu to nurture emerging leaders who are recognised by their whānau or communities as future champions of Whānau Ora. The wānanga had 16 participants from across Te Waipounamu who also assisted in the running of the Move our Motu event by supporting delegates and mentors
- Te Pāpori Whakatere: The Accelerator programme offers the opportunity to support the growth and development of innovative social impact initiatives for whānau through wānanga, networking, coaching and mentoring. Preliminary selection of participants occurred in 2015/16, with the programme to be implemented in the 2016/17 financial year
- Symposium: Te Aho Mutunga Kore / The Eternal Thread provided an opportunity to share Whānau Ora success stories and best practice strategies to achieve Whānau Ora outcomes. It also provides participants with networking opportunities to create connections and to expand the eco-system of Te Pūtahitanga o Te Waipounamu by developing partnerships, establishing a presence and promoting their profile. The Symposium was organised through 2015/16 but was held outside of the reporting period due to a lack of suitable venues.

Whānau Enterprise coaches are available to assist newly engaged whānau to navigate the contract negotiation process with Te Pūtahitanga o Te Waipounamu and support the creation of a collection of initiated ventures. Six coaching contracts were negotiated in 2015/16,¹⁷ with over 100 hours of Whānau Enterprise Coaches' time spent with 16 entities supporting the development of whānau initiatives. A survey of engaged whānau identified building confidence, validation of ideas, practical skills and tools to progress initiatives, and, access to additional relationships, support and resources as the most valuable services delivered through coaches.

¹⁷ The six contracts were negotiated in Invercargill, Dunedin, Christchurch and Te Tau Ihu.

Te Punanga Haumarū results

Te Punanga Haumarū is a new fund introduced in the 2015/16 year, aimed at commissioning a whānau-centred approach to enable whānau, families and communities to create safe and nurturing environments for children and young people. A total of five new initiatives¹⁸ were commissioned through Te Punanga Haumarū in 2015/16, to provide whānau with strength and support to deal with the aftermath of suicide, violence and harm committed in the home.

Tū Pono: Te Mana Kaha o te Whānau is a community engagement initiative aiming to have a collective impact on family violence in Te Waipounamu, by building capacity to foster kaupapa Māori and Whānau Ora in inter-agency responses to family violence. It aims to strengthen the workforce and volunteers who deal with family violence on a daily basis and create change in addressing family harm through the prevention of family violence. Over 200 participants attended four consultation hui and four community engagement workshops across Te Waipounamu, showing strong support for the prevention and elimination of harm to whānau. A 15 member advisory group was established and key relationships were developed between Te Pūtahitanga o Te Waipounamu, Te Rūnanga o Ngai Tahu, Te Puna Oranga and Te Whare Hauora.

Is Te Pūtahitanga o Te Waipounamu on track to achieve priority outcomes?

Whānau involved in commissioned initiatives are experiencing healthier lifestyles due to increased awareness of the benefits of nutritional and physical wellbeing promoted through Maara Kai, Māori-inspired food traditions, Whare Tapa Whā, community-based activities and a health promotion service hub. Whānau are seeing an improvement in their cultural development and are connecting to each other and to the whenua and marae to share their history and for the transmission of their knowledge. Great effort is being put into the development and aspirations of rangatahi and tamariki as future leaders, as whānau consider the impact of their actions on tamariki, and work to inspire and instil kaupapa Māori and tikanga into rangatahi and tamariki through participation in various initiatives.

A distinct feature of the approach Te Pūtahitanga o Te Waipounamu has taken is its emphasis on whānau enterprise and innovation, supporting whānau to gain skills and capacity in enterprise development through the Commissioning Pipeline. Its evaluation of this pipeline has illustrated the gains made by whānau in the pipeline, as well as the whānau supported through pipeline initiatives. This demonstrates a whānau-led approach to Māori development.

¹⁸ The five initiatives are: Ngā Kete Mātauranga Pounamu Charitable Trust; Waihopai Rūnanga Incorporated Society; Abel Tasman/Whenua Iti; He Waka Kotua Charitable Trust; Te Tai o Marokura Charitable Trust.

Te Pūtahitanga o Te Waipounamu has demonstrated progress towards its priority outcomes, namely supporting Māori aspirations and achieving outcomes for whānau. Through funding of creative ideas which utilise Māori knowledge and experience to promote wellbeing for whānau, it has built leadership, engaged in wealth creation and has been active in cultural kaupapa. Successful initiatives have contributed to Whānau Ora outcomes by being committed to a kaupapa Māori approach, prioritising the development of rangatahi and tamariki, strengthening culture and communities, and changing mindsets that open whānau to the possibility of a positive future for themselves and their tamariki.

Whānau have clearly demonstrated progress across the eco-system. The extent of progress is expected to be more accurately measured and determined with gradual improvements in outcomes-based monitoring data, and with new initiatives in 2015/16 beginning to yield outcomes for whānau. The eco-system of initiatives is ambitious, and Te Pūtahitanga o Te Waipounamu is committed to continual improvement with implementation.

Te Pūtahitanga o Te Waipounamu Successful Investment Initiative

Throughout New Zealand many rangatahi have disengaged with secondary schooling, been excluded from mainstream education or have opted out. Often, the main reasons for exclusion are due to cultural and wider socioeconomic circumstances within a whānau setting. These impact upon rangatahi behaviour, attitude and ability to fit into a conventional schooling system. Rangatahi who are disengaged with mainstream education often lack literacy and numeracy skills, resulting in a cycle of under-achievement.

Tiramarama Mai is an alternative education initiative aimed at filling a gap within the mainstream education options available for young people in the Wairau area. Tiramarama Mai takes a kaupapa Māori approach that focuses not only on the rangatahi, but also aims to work with whānau as a whole to identify barriers and collectively work toward achieving their desired outcomes. The approach results in an education and whānau plan.

Throughout this programme, Tiramarama Mai works toward achieving literacy and numeracy, with a tikanga, music and arts influence. The initiative takes a strengths-based approach with each ākonga, so no single programme is the same. This involves identifying with each individual their key strengths, their passions, their aspirations for the future and working with these strengths toward attaining individual-specific goals.

One ākonga had a passion for art and had been excluded from school for 18 months before engaging with Tiramarama Mai. The individualised 'korowai' approach staff took, using his passion for art, saw this tāne build up the confidence and the desire to go back into mainstream education. After four months, he was invited back to participate fully within his old school. This was the first time the school had ever accepted back a student who had previously been excluded.

Another tāne came to the group with a story of whānau violence and a strained father-son relationship. Tiramarama Mai was able to help restore the father/son dynamic, and by helping the whānau aspect the tāne was able to work toward his education goals and is now transitioning back into mainstream education. The individualised approach taken by the staff at Tiramarama Mai was tailored to suit the specific situation with a therapy-based and physical-based approach. The young man is now back living with his father.

Tiramarama Mai is showing huge promise in the alternative education system and has helped rangatahi to identify their strengths and goals, and importantly, to make their goals real. This approach is aimed at giving rangatahi the hand up they need to realise their full potential. Tiramarama Mai has helped rangatahi back into the mainstream education system, and has brokered them into work experience and trades, as well as community college courses.¹⁹

2.2.3 Pasifika Futures

Pasifika Futures supports Pacific families to achieve their aspirations in a range of areas including health, housing, education, training and economic development by working with regionally-based providers and partners to build the capability and capacity of Pacific families. Pasifika Futures commissioning programmes are centred on family-driven plans and innovation; working collaboratively with partners to support families to achieve their goals, aspirations and outcomes; demonstrating effectiveness through research, monitoring and evaluation; and advocating for the needs of Pacific families and communities.

Pasifika Futures Initiatives

To support Pacific families, Pasifika Futures delivers its commissioning activities through three mechanisms. These mechanisms are centred on social services and providing navigational support to families, alongside funding to meet specific family or community priorities and include:

- **Core Commissioning** – involves working with partners to support Pacific families across New Zealand to achieve their dreams and aspirations. Core commissioning utilises a navigation model where families work alongside a navigator to develop a family plan which focuses on the priorities the family identify. Families are supported by the navigator to connect with the resources they need to succeed.
- **Innovation Funding** – involves working with partners to invest in innovative approaches supporting families to achieve their aspirations in one or more of the key outcome areas – succeeding in education, healthy lives, becoming economically independent and resilient, and leadership, culture and community. This commissioning approach focuses on identified areas of concern for families and allows Pasifika Futures to be flexible and responsive to opportunities that may arise in the future. For example, areas of focus include a think tank incubator to develop employment and business opportunities, education success through creating pathways from school to trades, strengthening cultural capital and financial literacy for families with a member with a disability.

¹⁹ Source: Te Pūtahitanga o Te Waipounamu, Quarterly Report (4); 1 April – 30 June 2016: p.41

- **Small Grants** – enables small community organisations who leverage a largely volunteer community to support Pacific families. Examples of these include: workshops on healthy eating and exercise, a barber training school, mentoring programmes for youth centred around cultural competencies, and education for families on education and employment pathways.

In addition to delivering its portfolio of commissioning activities in 2015/16, Pasifika Futures undertook extensive work to improve its quality of data to enhance understanding and reporting of outcomes. Pasifika Futures also reviewed and revised reporting templates, developed resources and tools for reporting and data collection, shifted from a manual to electronic method of data collection, provided partners with ongoing feedback and support and provided training on software use. The data enabled Pasifika Futures to understand what is working for families and identify where the greatest support is needed.

What results were achieved for each initiative?

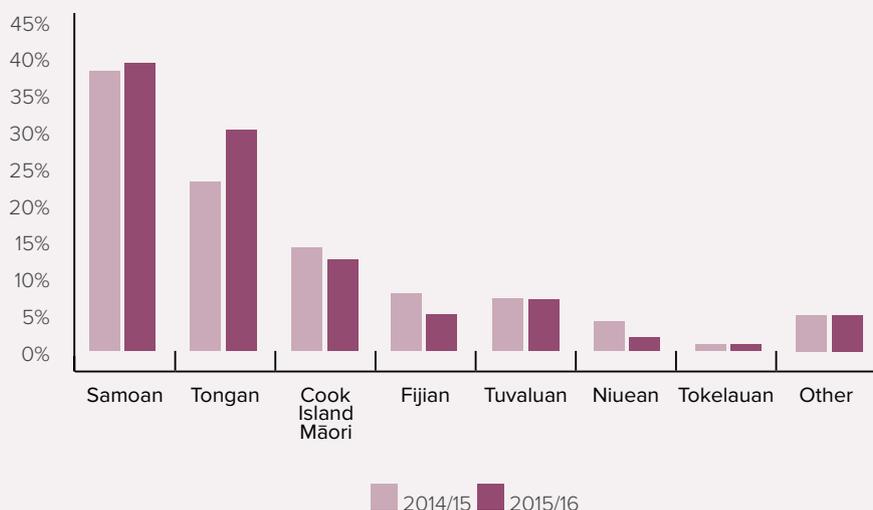
Overall engagement

In 2015/16, Pasifika Futures engaged a total of 5,433 families – 2,953 through Core Commissioning, 1,843 through nine Innovation programmes and 637 through 12 Small Grants programmes. This represents achievement of the target number of families for engagement through Core Commissioning and Innovation Programmes (2,940 and 1,808 respectively). In comparison, in 2014/15 Pasifika Futures engaged with a total of 2,659 families – 1,980 through core navigator support, 469 families engaged in Innovation programmes and 210 engaged through Small Grants. The fact that more than twice as many families were engaged with Pasifika Futures this year indicates that families are now more aware of the services and support that exists through Whānau Ora and can see the far-reaching effects of making small and positive changes towards achieving greater outcomes and goals.

Pasifika Futures funded 33 partner organisations in the 2015/16 year with a focus on improving partners' navigation services and enhancing data collection and monitoring carried out by the organisations.

Ethnicity data was collected for the Core Commissioning and Innovation Programmes. The most common ethnicity of families engaged in these activities was Samoan (39 percent), followed by Tongan (30 percent) and Cook Island Māori (12 percent). This aligns with the 2014/15 year where the most common ethnicity of families was Samoan (38 percent), followed by Tongan (23 percent) and Cook Island Māori (14 percent) (Figure 9).

Figure 9: Ethnicity of families engaged with Pasifika Futures in 2014/15 and 2015/16



Core Commissioning results

Based on the aspirations of families, in 2014/15 Pasifika Futures set five short and medium-term outcomes, which remained the focus of core commissioning for the 2015/16 year. These outcome-based measures were centred on being economically independent and resilient; succeeding in education; healthier lifestyles; cultural competency; and community connectedness. Pasifika Futures set ten outcome indicators and ambitious targets to ‘stretch’ providers’ performance in supporting families to achieve outcomes.

The achievement of these families’ goals can be seen in Table 3, which highlights that a number of families made progress in these key outcome indicators. For 2015/16 Pasifika Futures was able to exceed its targets in four out of ten indicators. These were related to: families prioritising and reducing debt; families having bank accounts; families enrolling children in early childhood education (ECE); and families becoming smoke-free. These achievements align with 2014/15 where targets were exceeded in these four areas, as well as families having a health plan in place and families being more informed of ECE options for their children.

Although targets are still to be achieved for six of the ten indicators based on 2015/16 family plans, families are on track, with significant progress being made against each target (see Table 2). Furthermore, the addition of more families to Whānau Ora later in the reporting year provides some explanation as to why some targets were not met, as targets are based on the percentage of total families. Achievement percentages are also impacted by the time required for families to achieve set goals.

Table 2: Key performance indicator targets for 2014/15 and 2015/16

Key Performance Indicator Targets	Target	Result 2014/15	Result 2015/16
Families who have prioritised debt reduction and completed a budget/debt assessment	70%	46%	54%
Families who have prioritised debt reduction and have started to reduce their debt	5%	29%	23%
Families have bank accounts	70%	85%	74%
Families with children of Early Childhood Education (ECE) age know about the range of ECE options	80%	90%	50%
Families with children of ECE age have a plan to enrol children in ECE	60%	37%	38%
Families whose children were not enrolled in ECE but are now enrolled in ECE	15%	36%	21%
Families who have prioritised health have a health plan	60%	77%	41%
Families who were smokers are now smoke-free	10%	27%	10%
Families who have prioritised culture are participating in cultural and language programmes	60%	33%	33%
Families who were not connected to their communities are now connected	50%	25%	31%

Bolded areas indicate where target was achieved.

The key performance indicator targets (Table 2) shows that target results for 2015/16 have reduced in some areas compared to 2014/15. This is due to the significant increase in the number of families engaged with Pasifika Futures from 2014/15 to 2015/16 where the number of engaged families increased from 2,918 to 5,338. While the rates of outcomes achieved have decreased in some areas, more families have achieved positive results overall.

Innovation Funding results

Innovation partners report substantial progress by families in all outcome areas. Families have achieved goals by participating in programmes which provide the tools and support to enable success. With Cook Islands Development Agency New Zealand (CIDANZ), families have set up ten business start-ups through One Community Shed (known as oneCOMMUNITY S.H.E.D.), 15 emerging leaders have been identified and are either in progress or have completed management and business training, and 44 new jobs have been created. Vaka Tautua engaged 113 families which participated in programmes to reduce debt, with 60 percent of families beginning to reduce levels of debt and 50 percent of families with a goal and pathway to increase their income. Collective performance results show four families now own their own homes and 125 are saving towards home ownership.

Families have seen gains in STEM²⁰ subject participation in 2016 and University Entrance achievement in 2015, where 83 percent of Pacific Health Science Academy students achieved their science internals in STEM programmes and 54 percent achieved University Entrance. A total of 532 families participated in the initiative.

Families previously disconnected with their culture participated in programmes emphasising the importance of connecting with family. They are now benefitting from participating in language and cultural programmes and being connected to community groups.

Results for 2015/16 show that across key performance indicators of innovation partners, a large number of families engaged in innovation programmes made progress against their goals. This shows that having access to the programme and the support provided by partners is key to enabling families to reach their goals. It also speaks to the determination of families to make overall improvements to their standard of living and their future ambitions.

In 2014/15, innovation programmes were in the developmental phase and therefore presented fewer results than in 2015/16. An example of results shows the One Community Shed had four pilot businesses set up and identified two young leaders to work with in 2015/16. The STEM programme had a total of 462 families participating. There was a 29 percent achievement rate for families prioritising debt reduction and beginning to reduce their debt. Innovation programmes are contracted from 1 April 2015 to 30 June 2017. The results show that the programmes are strengthening over time and could be expected to be stronger towards the completion of the contracts.

Small Grants results

This fund is allocated to small community organisations with largely volunteer teams to support initiatives focused on specific family groups. In 2015/16, 637 families were supported through 12 partner organisations to make progress in health, education, community engagement, employment, budgeting and financial literacy.

Initiatives relating to health are the largest number funded. Health gains for families include being more active and achieving weight loss, education on healthy eating choices, training to achieve nursing degrees and providing assistance for the wellbeing of Fijian communities through nursing and upskilling. Education is increasing through mentoring and supporting young Pacific men on a pathway to training and employment, a computer literacy programme, assisting parents to navigate pathways for their children's education and a weekly study hub.

As a result of participation in funded initiatives, families have expressed the desire to increase their physical activity and continue to improve their nutritional choices. They have the opportunity to become computer literate and take advantage of having access to technology and learning that was not previously available. The success of initiatives has resulted in others showing an interest in programmes and considering participation in the coming year. Families have been given the confidence to apply for senior roles in employment and to aim towards tertiary study.

²⁰ A commonly used acronym for Science, Technology, Engineering and Mathematics – subjects associated with high-demand, high-paying professions in the industrial and corporate world.

Results for the Small Grants programme demonstrate that participation in smaller community initiatives can produce greater outcomes and, where successful, can have positive effects through the wider community. They support the achievement of longer-term outcomes of families and can encourage an optimistic outlook which can be passed down through generations.

Is Pasifika Futures on track to achieve priority outcomes?

Pasifika Futures describes families as becoming stronger, healthier, educated, more connected, financially aware and future-focused as a result of engaging in Whānau Ora activities. Families are more aware of services that exist and are encouraged to see what possibilities are available with continued engagement with Pasifika Futures. While many families may require support to continue their journey towards self-management, they have made significant progress by taking the first steps to improve their situations and are moving on to achieving long-term results for their overall wellbeing.

Pasifika Futures is on track towards its priority outcomes described previously, assisting Pacific families to become independent and self-managing, as shown by the number of families engaged and making substantial progress towards key outcome areas. Pasifika Futures realises that the journey may take longer for some families, but is ensuring that programmes are available across the country that families can access whether they have short or long-term goals. The notable extent of progress in education and health outcomes demonstrates the efforts that Pasifika Futures has placed in these areas.

Pasifika Futures Family Success Story

The family is a Tongan/Cook Island family of four comprised of a single mother, her two children aged 14 and 12 and her elderly father who suffers from severe asthma attacks. The family's Measurement Assessment and Scoring Tool (MAST) scores render the family as high needs scoring particularly high in the economic domain. The family often runs out of food and lives in a small house where the grandfather sleeps on a mattress on the floor.

The family set three short term goals at initial engagement with the Whānau Ora navigator. The first goal was for mum to complete her security guard course and gain her certificate of authenticity (COA) licence. Mum was able to achieve this goal within six months and currently works part-time as a security guard. They now have a casual income to support the family but are still working towards their second goal which is to find full-time employment. The family is grateful for the current support given by Whānau Ora in getting mum's drivers licence and support in obtaining her COA licence for her current job.

The family's third goal was to enrol the children in sports as part of mum's leadership and community goals – both children are now enrolled in their selected sports of rugby and netball. The family has also received food parcels during the Christmas period and school uniforms at the start of the year to relieve mum's financial stress. In addition, the grandfather has a bed to sleep on and has his medical bills cleared with the help of Whānau Ora. The family is extremely grateful for the support they have received and we look forward to seeing more progress from this family in the next quarter.²¹

²¹ Source: Pasifika Futures Ltd, Annual Report 2015/2016; 20 July 2016: p.24

2.2.4 Phase One Whānau Ora Collectives and Navigators

Phase One of Whānau Ora contracted providers and provider collectives to deliver whānau-centred services and to introduce navigators to work with whānau to meet their needs and aspirations. It also focused on building the capacity of providers to provide whānau-centred initiatives. This was done through the completion of Programme of Action²² agreements and Navigator agreements through provider collectives and specialist navigator providers. Whānau were also supported to access Whānau Ora initiatives through Commissioning Agencies.

Phase One provider collectives and navigators continued to operate during 2015/16, however, by 20 July 2016 all Phase One contracts and agreements were completed. As part of this completion phase, and in line with previous years' practice, some provider collectives spent time in 2015/16 engaging with Whānau Ora Commissioning Agencies, including sharing whānau priorities, passing on whānau-centred approaches that had been successful and tendering for commissioning initiatives. During 2015/16, a number of providers in collectives were funded to implement commissioning initiatives through Commissioning Agencies.

Table 3 highlights that from June 2015 – June 2016 the number of whānau supported through Phase One funding decreased as contracts were completed. This was a significant decrease compared with those engaged with provider collectives and navigators as at June 2015. However, most providers were receiving funding from other sources to support whānau. Furthermore, as Phase One Whānau Ora contracts were completed, to ensure whānau continued to be supported and receive the services they required, whānau were referred to other appropriate Whānau Ora providers and services.

Table 3: Number of whānau supported through Phase One

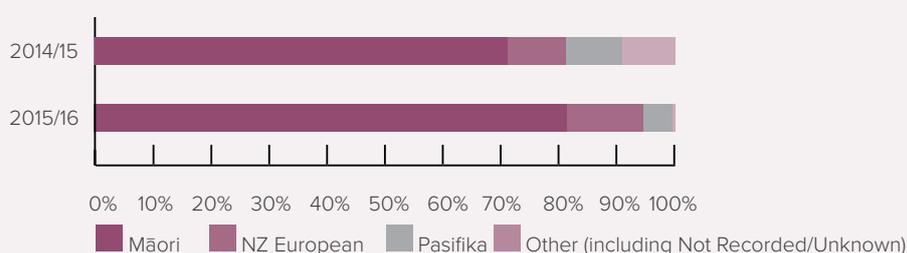
Quarter Ending	June 2015	September 2015	December 2015	March 2016	June 2016
Number of whānau actively engaged with whānau-centred services	4,856	681	615	298	360
Number of individuals in these whānau	39,810	2,373	1,659	704	821
Number of whānau working with navigators	2,609	407	598	228	202
Number of whānau plans progressed	2,206	273	274	132	91

²² The Programme of Action seeks to guide the way whānau, providers and agencies work together to achieve the best outcomes for whānau by providing a set of principles/criteria to identify the types of actions that should be taken by the parties both individually and collectively. Source: Te Puni Kōkiri Whānau Ora Programme of Action Framework Report: p.7

Of those whānau engaged in Whānau Ora Phase One from July 2015-June 2016, the majority identified as Māori (59 percent), followed by New Zealand European (13 percent) and Pasifika (5 percent). The remaining 23 percent consists of whānau of 'Other' ethnicities (including Not Recorded / Unknown).

Fourth quarter engagement in 2015/16 consisted of 81 percent Māori, 13 percent New Zealand European, 5 percent Pasifika and 1 percent 'Other'. This aligns with the previous year (2014/15) where the fourth quarter engagement consisted of 71 percent Māori, 10 percent New Zealand European, 10 percent Pasifika and 9 percent 'Other', and is represented in Figure 10.

Figure 10: Ethnicity of whānau in fourth quarter engagement with Phase One collectives and navigators

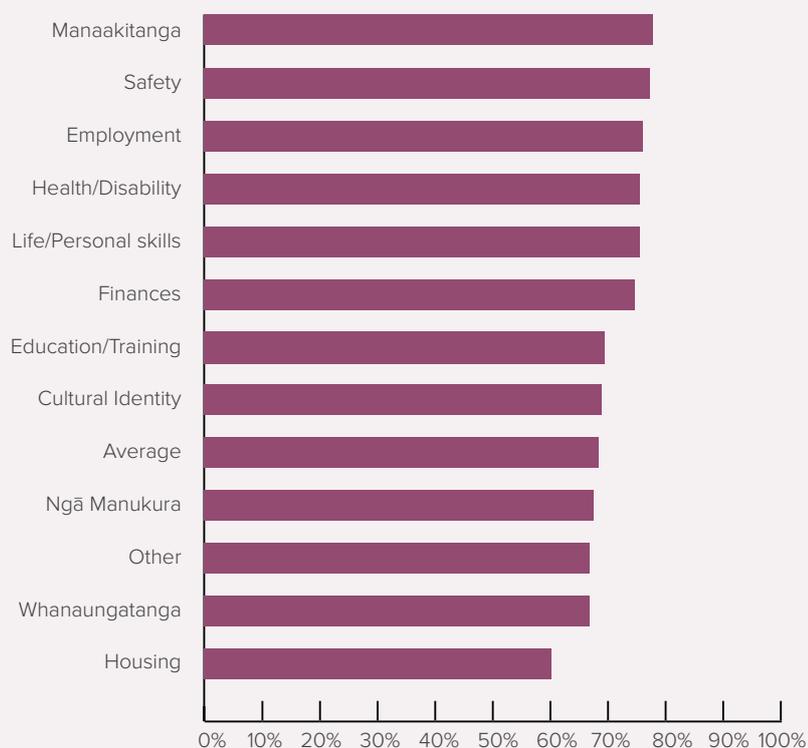


Whānau engaged with Phase One collectives and navigators continued to experience positive improvements across a range of outcome areas in 2015/16. Progress reports showed that whānau set an array of goals in the April to June 2016 quarter. The most common goals set by whānau related to education/training (19 percent) followed by life/personal skills (12 percent). The least common goals set related to safety and 'other' (3 percent each). This contrasts with quarter four of 2014/15 where whānau goals were most commonly in life/personal skills (13 percent) and health/disability (13 percent). What the different prioritisation of goals between the two periods highlights is the whānau-driven nature of Whānau Ora and how whānau are responsible for deciding what is most important to them.

Overall, achievement rates in the April to June 2016 quarter were down across most goal areas, and 16 percent overall since March 2016 or 3 percent over 2015/16. The decrease in overall goal achievement in the final quarter may be related to all agreements ending by July 2016, and the inability of providers and collectives to achieve all goals before this time, especially when the long-term nature of some of these goals are considered.

Figure 11 highlights where the highest goal achievement was on average for the 2015/16 year. Goal achievement was highest in manaakitanga (78 percent), followed by safety (78 percent) and employment (76 percent).

Figure 11: Goal achievement rate by domain outcome in 2015/16



Phase One Whānau Success Story

Whānau A comprised a young couple and their four young children. The whānau lived in a small, cold and damp two bedroom Housing New Zealand (HNZ) home. It had no insulation or carpet, and was infested with cockroaches and fleas. The father worked full-time and the children attended a local school. The couple had requested that HNZ consider transferring the whānau to a bigger and warmer house. However, all their requests had been declined because, as they understood, the father earned too much to warrant a change.

The whānau, in particular the children, were always sick and this caused the whānau much stress. The youngest child was often in and out of hospital. The mother did not drive which meant they were dependent on the father taking the day off work to go to hospital. This often resulted in loss of wages, leading to financial hardship and unhappiness. Furthermore, it meant that the whānau had trouble coping with day-to-day activities like school attendance, providing lunch for the children and keeping immunisations up to date. The father was also a smoker which impacted on the health, wellbeing and financial situation of the whānau.

The whānau was referred to the provider through the youngest child (who was referred by a Well-child Nurse). After undertaking a cultural assessment, the navigator worked with the whānau to understand what they needed in terms of support. As a priority, the whānau wanted support to undertake face-to-face negotiations with HNZ. The whānau also wanted the navigator to facilitate discussions with hospital staff and other providers regarding ways to help improve their health and wellbeing.

HNZ explained the parameters of their policies and it was clear that the whānau was not eligible for a larger house. The navigator talked with HNZ about the quality of the house and the problems this was causing to the health of the children. The navigator also facilitated discussions with health professionals so that they would better understand the situation.

Although HNZ was unable to shift the whānau in to a new home, they were able to undertake improvements to the house to make it warmer. In addition to undertaking work to treat and prevent pests, HNZ organised for the house to be re-carpeted. The whānau then went about looking at ways of making better use of the space they had, including decluttering and improving ventilation.

The alterations to the house significantly improved its living condition and the overall health of the whānau. The youngest child's health has improved immensely and he is no longer having to visit the hospital. The whānau also reported that the communication with health professionals had improved. This culminated in the father participating in a smoking cessation programme and giving up smoking. He stated that he was not aware of the impact of second-hand smoke. The whānau also reported that their lives are a lot less stressful and far more manageable. The parents are now saving towards a deposit for their own home, something they didn't think was possible prior to receiving the navigator's support. The mother has expressed a desire to find a part-time job or undertake study once all of the children are at school.

2.2.5 Whānau Ora Partnership Group

In July 2014, the Government introduced a new devolved commissioning model for the administration of Whānau Ora under the strategic leadership of the Whānau Ora Partnership Group. This Crown-lwi leadership group sets the strategic direction of Whānau Ora and monitors its success. Like other aspects of the model, the operation of this group continues to mature.

This past year has seen the operationalising of the business processes of this newly formed group, the consolidation of lwi and Government officials groups to support the work of the Partnership Group, and the Partnership Group's approval of the Whānau Ora Outcomes Framework. This Framework takes an aspirational approach to improving whānau wellbeing and self-management. It provides the mechanism for the Partnership Group to set the direction for Whānau Ora by making explicit whānau priority outcomes and to monitor progress towards the achievement of improved outcomes for whānau.

The 2015/16 financial year concluded with a nationwide strategic consultation Hui-a-lwi by the Whānau Ora lwi Leaders Group. This consultation took place between April and June 2016 and was undertaken so that the lwi Leaders could obtain an insight into, and understanding of the current realities of Whānau Ora experiences across the country. The recommendations of the report from this consultation will contribute to the strategic direction of the Whānau Ora Partnership Group and will inform its work over the next financial year.

Section 3

Making sense of the results

Working together towards a better future. Whānau Ora Kaimahi and whānau, Te Tai Whenua o Heretaunga, Hastings.



3.1 Are Commissioning Agencies on track?

Over 2015/16, Commissioning Agencies have responded to the 2015/2016 priorities articulated by the Minister for Whānau Ora.

Commissioning Agencies have consolidated their commissioning models, with each developing a different approach to their systems and processes, and the way they work with commissioned groups, and whānau. Te Pou Matakana has built on the experience of Phase One collectives by selecting many of them as Whānau Direct and Collective Impact partners, and was able to roll out their activities quickly as a result. Te Pūtahitanga o Te Waipounamu has focused on its supported procurement process to build whānau enterprise and capability and respond to the emerging needs of whānau. Pasifika Futures is largely working with new Whānau Ora providers, and continues to support these collectives through training and monitoring systems.

Commissioning Agencies are gathering evidence and tracking the effectiveness of their model with established monitoring and evaluation systems. They have demonstrated clear progress towards their priority outcomes, although evidence to support the extent of progress varies. Te Pou Matakana has primarily tracked whānau achievement towards their aspirations, and over 2015/16 has begun to monitor progress against a specific set of social, economic and cultural indicators. Te Pūtahitanga o Te Waipounamu has relied more on qualitative evidence of progress towards Whānau Ora outcomes, while developing a Results-Based Accountability framework for measurement of progress against outcomes. Pasifika Futures are tracking progress against a specific set of indicators aligned with their priority outcomes.

Commissioning Agencies have embedded a Navigator approach. Te Pou Matakana allocate their Kaiārahi across the North Island to work with high-priority whānau in high deprivation communities to assist with planning, the achievement of goals and to access services through its commissioning activities. Te Pūtahitanga o Te Waipounamu expanded its Navigator workforce by resourcing five specialist Rū Whenua Navigators based in Christchurch to assist whānau severely impacted by the 2011 Canterbury Earthquakes. Pasifika Future Navigators work with families across the country to develop plans which focus on family-identified priorities and to support families to connect to resources which will assist them in achieving their goals.

Commissioning Agencies are targeting and making a measurable difference for whānau with high needs. Each agency has been able to define high-needs according to population characteristics.

- Te Pou Matakana identifies high needs or priority whānau through information gathered about the whānau and their circumstances. Priority whānau may present with similar characteristics, however the characteristics may differ across initiatives and regions depending on their identified priority, the initiative they are engaged in and regional needs and aspirations.

- Te Pūtahitanga o Te Waipounamu defines high needs as a deprivation of material conditions that adversely affects whānau wellbeing. The conditions include income and wealth, employment, housing, education and capability and health.
- Pasifika Futures has developed and uses the MAST to measure outcomes for all Pacific families engaged in Whānau Ora and to categorise families into high, medium and low needs. The completion of a MAST assessment alongside Navigators results in families being given an overall score based on their circumstances, placing them into the category most suited to their situation. Families with a score of five are classified as having high needs.

Autonomy and self-determination underpin the Whānau Ora approach – for both Commissioning Agencies and for whānau. The commissioning model gives Commissioning Agencies the autonomy to identify their priorities, activities and commissioned entities; likewise, commissioned initiatives are designed to support whānau in identifying and achieving their own aspirations, rather than meeting Government or provider-identified priorities.

Commissioning Agencies also have high accountability to enable this autonomy to take place. They must have a number of functions in place to enable an outcomes-focused, whānau-driven approach to occur, including: rigorous strategic planning; service specifications and development; strong networks and stakeholder management; a contracting framework; and research and monitoring. During 2015/16, a formative evaluation of the commissioning model, commissioned by Te Puni Kōkiri, explored to what extent these and other functions were in place.²³ The evaluation identified progress associated with each of these functions by each agency.

One of the key findings of the evaluation was the difficulties associated with measuring whānau outcomes. Highlighting that the goal and pathways of each whānau are unique, the evaluation concluded that there is not a fixed set of whānau outcomes, indicators and measures, nor do whānau outcomes necessarily occur within a pre-defined period. Te Puni Kōkiri and Commissioning Agencies have collaborated to develop data and reporting systems that capture whānau autonomy and progress, while also ensuring that the information and accountability needs of Ministers and Te Puni Kōkiri are met. While a tension between whānau autonomy and government information needs exists and will remain, all parties are committed to working together to advance analytical capability and systems to better understand the results of Whānau Ora.

In 2016/17, Te Puni Kōkiri will continue to explore these matters with Commissioning Agencies. Commissioning Agencies will also prioritise implementation of their commissioning initiatives, support in building whānau capability, and deeper analysis of the features of their models that are contributing to outcomes for whānau.

²³ Te Puni Kōkiri. (2016). Formative evaluation of the Whānau Ora commissioning agency model: an independent evaluation report.

3.2 Commissioning Agency highlights 2015/16

Figure 12: Highlights of progress made by each Commissioning Agency and the Phase One Collectives and Navigators in 2015/16.



Appendix 1

The Whānau Ora Outcomes Framework

Whānau Ora is an innovative approach to improving whānau wellbeing that puts whānau at the centre of decision-making. The Whānau Ora approach focuses on the whānau as a whole, and addresses individual needs within the context of the whānau.

Whānau are supported to identify the aspirations they have to improve their lives and build their capacity to achieve their goals. Iwi and the Crown have agreed to a shared Whānau Ora Outcomes Framework to guide their work to improve outcomes for whānau.

Whānau Ora Outcomes Framework

The Outcomes Framework builds on the work of the Taskforce on Whānau Centred Initiatives that carried out extensive consultation in 2009. An additional element has been added to recognise the importance of the natural and living environments. The Outcomes Framework confirms that Whānau Ora is achieved when whānau are:

- self-managing
- living healthy lifestyles
- participating fully in society
- confidently participating in Te Ao Māori
- economically secure and successfully involved in wealth creation
- cohesive, resilient and nurturing
- responsible stewards of their natural and living environments.

The framework recognises the long-term and progressive change required for whānau to achieve these aspirational goals by including short, medium and long-term outcomes.

Short-term outcomes are the improvements in quality of life for whānau that can be achieved within 1-4 years. Medium-term outcomes focus on what can be achieved in 5-10 years. Long-term outcomes focus on 11-25 years.

Whānau Ora Outcomes Framework Empowering Whānau Into The Future

Whānau Ora Outcomes	Whānau are self-managing & empowered leaders	Whānau are leading healthy lifestyles	Whānau are participating fully in society
<p>Long term outcomes</p> <p>11-25 years</p>	<p>Whānau exercise rangatiratanga on a daily basis by being self-managing, independent, and making informed decisions.</p> <p>Whānau recognise they are repositories of knowledge about themselves and their communities, and they contribute to their communities' understanding of them.</p> <p>Whānau determine the nature of their own leadership according to their own traditions. They value and grow their leadership that represents their notions of a leader.</p> <p>Whānau are self-determining in the management, control and aims they determine for their collective assets and resources.</p>	<p>Whānau have a quality of life that meets their health needs and goals across their lifespan.</p> <p>Whānau members enjoy positive and functional relationships with others to meet their health needs and goals across their lifespan.</p> <p>Whānau are health literate and they have access to evidence-based information to make decisions about their health needs and goals.</p> <p>Whānau have timely access to exemplary and culturally adept health and disability services to meet their health needs and goals.</p>	<p>Whānau can demonstrate educational success by an increase in the number of Māori entering higher learning and professional careers.</p> <p>Whānau have opportunities for formal learning that equips them with the skills and knowledge to follow their chosen path to employment, advanced learning or self-fulfilment.</p> <p>Whānau are enjoying educational success across all ages.</p> <p>Whānau recognise, value and nurture leadership that supports and enables them.</p> <p>Whānau leaders actively engage with community leaders and institutions for collective good.</p>
<p>Medium term outcomes</p> <p>5-10 years</p>	<p>Whānau are supported and enabled to take responsibility for their own lives and wellbeing.</p> <p>Whānau are making informed choices about the support they require and who they access support from.</p> <p>Whānau are able to draw on the skills of their own members to advance their collective interests.</p> <p>Whānau are actively participating in the management and growth of assets held in common.</p> <p>Whānau with disabilities participate equally in society.</p> <p>Whānau use, and understand the point of using, data both quantitative and qualitative to inform their decision making.</p>	<p>Whānau can model to other whānau members their ability to take personal responsibility for their own health and wellbeing by making choices about:</p> <ul style="list-style-type: none"> • Living drug free and smoke free. • Maintaining a healthy weight for their age and height. • Achieving exercise and fitness regimes for heart health. • Monitoring regularly the efficacy of their prescribed medicines or medical devices in conjunction with health professionals. • Engaging in health screening programmes. • The quality of the interpersonal relationships they have. 	<p>Whānau identify the added value they bring to a school community.</p> <p>Whānau can articulate the importance of early childhood education to the preparation of their children's future.</p> <p>Whānau choose and access culturally adept schools for their children's learning.</p> <p>Whānau can articulate and implement healthy living habits in the home that will support their children's educational success.</p> <p>Rangatahi are achieving the knowledge, skills sets and qualifications to pursue training and employment that provides them with financial security and career options.</p> <p>More whānau members are trained and serving as public, community & cultural leaders.</p> <p>Whānau have access to quality and timely services that are fully responsive to whānau priorities and whānau values.</p>
<p>Short term outcomes</p> <p>1-4 years</p>	<p>More whānau develop pathways to independence, including from government assistance and intervention in their whānau life.</p> <p>Whānau are knowledgeable about the capability that exists in their whānau network, and begin to tap into it.</p> <p>Whānau decision-making and planning is informed by timely access to personal information and data which is held about them by government or other agencies.</p> <p>Whānau are aware of their interests in assets held in common and knowledgeable about their rights and responsibilities in regards to those assets.</p> <p>Whānau are planning for emergencies, and taking appropriate action such as having insurance and plans for asset replacement.</p>	<p>Increased number of whānau are setting and achieving personal health goals for their physical, emotional, spiritual and mental wellbeing.</p> <p>Increased number of whānau are improving their knowledge and practice in healthy eating and physical activity.</p> <p>Whānau are managing chronic health conditions, including eczema, asthma and diabetes. And know when and how to access support to manage their conditions.</p>	<p>Rangatahi Māori are achieving NCEA level 2 as a minimum qualification and increasing numbers are achieving level 3.</p> <p>Increased number of tamariki and mokopuna enrolled and attending early childhood education.</p> <p>Increased number of whānau entering tertiary education or other advanced areas of learning and leaving with qualifications.</p> <p>Increased number of whānau exercising their right to vote in national and local council elections.</p> <p>Increased number of whānau engaged in sport and/or clubs or other community groups including kapa haka and waka ama.</p> <p>Whānau are choosing the services they wish to access, on the basis of good information. Whānau are confident to access services and advocate in their own right.</p> <p>Successfully rehabilitate and reintegrate whānau who have had contact with the corrections system back into communities.</p>

Whānau and families are confidently participating in Te Ao Māori (the Māori World)	Whānau and families are economically secure and successfully involved in wealth creation	Whānau are cohesive, resilient and nurturing	Whānau and families are responsible stewards of their living and natural environments
<p>Whānau are secure in their cultural identity as Māori and actively participate in activities and events that celebrate their cultural make-up.</p> <p>Whānau are confident and proud that they are at least bi-lingual in Te Reo Māori and English/Te Reo Māori and NZ Sign, and able to transfer that knowledge to their members.</p> <p>Whānau access opportunities to be immersed in their culture and language in their communities.</p> <p>Whānau are major contributors to the cultural vibrancy and development of their own communities.</p>	<p>Whānau business leaders are innovative, entrepreneurial and successful.</p> <p>Whānau are active participants in research and development that advances their prosperity.</p> <p>Whānau are employed in occupations and positions that provide them with the income to achieve the standard of living they aspire to.</p> <p>Whānau have the knowledge and skills to manage their assets that enable them to achieve their life long aspirations.</p>	<p>Whānau relationships are positive, functional and uplifting of all members.</p> <p>Interpersonal skills between whānau members have improved and whānau conduct positive relationships and demonstrate good parenting.</p> <p>Whānau experience and contribute to the development and maintenance of safe and nurturing environments for themselves and their communities.</p> <p>Whānau access communication technology to sustain engagement with each other.</p> <p>All members of a whānau are valued.</p>	<p>Whānau exercise mana whakahaere (authority and control) and mana-kaitiaki over their natural environment.</p> <p>Whānau lead sustainable management of their natural environment.</p> <p>Whānau cultural, physical and spiritual wellness is nurtured by their access to, and engagement with, their natural environment.</p> <p>Whānau have choices about their living arrangements and in all cases, their living environment is safe, secure, warm, dry.</p>
<p>Whānau participate in their community using their language of choice.</p> <p>Whānau access cultural knowledge, engage in knowledge creation, and transfer that knowledge amongst themselves.</p>	<p>Increasing numbers of whānau are engaged in business, entrepreneurship, and innovation.</p> <p>Increasing numbers of whānau own their own businesses or benefit from the improved productivity and prosperity of their businesses.</p> <p>Whānau see improvements in the value of business they own.</p> <p>Whānau have increased financial literacy, improved access to capital and a practice of saving for key 'life' milestones.</p> <p>Whānau achieve at least a living wage.</p>	<p>Whānau live in homes that are free from abuse and violence.</p> <p>Whānau transform their lives through support from rehabilitation services (when needed).</p> <p>Whānau are confident to address crises and challenges.</p> <p>Whānau are stable, organised, and provide their tamariki with the best possible start in life.</p> <p>Whānau understand the importance of school attendance and support and encourage their tamariki and mokopuna to attend school.</p> <p>Rangatahi are supported and nurtured in their transition to adulthood.</p>	<p>Whānau are active participants and contributors to responsible and sustainable environmental management.</p> <p>Whānau access a range of housing options and the support required to pursue those options.</p> <p>Whānau are increasingly satisfied with their housing situation.</p> <p>Whānau increase the use of their land to provide housing, sustenance and food for themselves.</p>
<p>Increased numbers of whānau take up Te Reo Māori programmes.</p> <p>Increased number of whānau participating in iwi or cultural events or activities.</p> <p>Increased number of whānau registered with their iwi are exercising their democratic right in tribal elections.</p>	<p>Increased uptake by whānau in business training, skills acquisition, education and professional development.</p> <p>Increased numbers of whānau are self-employed, and whānau businesses are growing.</p> <p>Increased number of whānau improving their financial literacy.</p> <p>Whānau are engaged in savings and investment.</p>	<p>Parents build skills and strategies to nurture and care and provide for their children.</p> <p>Where necessary, whānau address violence, addiction, substance abuse, and risk of self-harm through increased uptake of affordable and culturally appropriate support services.</p> <p>Increase the number of tamariki from vulnerable whānau who are attending school on a regular basis.</p> <p>Relationships between partners are strong and supportive.</p> <p>Whānau are developing nurturing environments that provide for their physical, emotional, spiritual and mental wellbeing.</p>	<p>Increased opportunity for whānau to participate in environmental management practices.</p> <p>Increased number of whānau accessing services to improve the health of their homes.</p>



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