

## Executive summary

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

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

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

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

*Tariana Turia.*

Hon Tariana Turia

Minister for Whānau Ora

30 / 01 / 2014

## **Whānau Ora: outcomes**

### *Whānau Ora outcomes framework*

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

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

### *Whānau Ora outcomes*

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

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

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

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

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<sup>1</sup> Most recently available figures as at 8 July 2014.

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

### **Whānau Ora: Stories of change**

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

#### *Identifying and responding to whānau health concerns*

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

#### *Whānau up-skilling and development*

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

#### *Whānau planning leading to employment opportunities*

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

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

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

Whānau Ora success stories: Summary

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

### **Whānau Ora achievements**

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

#### *Whānau empowerment – supporting whānau aspirations*

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



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

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

#### *Whānau-centred navigation*

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

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

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

#### *Whānau-centred focus on Pasifika families*

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

#### *Building relationships with whānau and communities*

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