Whānau Ora Commissioning Investment Plan

2018/19

Te Pou Matakana

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Executive Summary

Minister for Whānau Ora expectations

The Minister for Whānau Ora set out his expectations of Te Pou Matakana (TPM) for the 2018/19 financial year to continue to support Whānau Ora by:

- Participating in a Ministerial review of Whānau Ora
- Advancing Whānau Ora
- Evidencing whānau transformation
- Increasing collaboration with other government departments and services
- Demonstrating contributions to improved standards of living
- Continuing to support Whānau Ora partners to build capacity and capabilities.

TPM approach

TPM will continue to support Whānau Ora by meeting the expectations as expressed by the Minister for Whānau Ora.

For 2018/19, TPM will:

- Support the Minister and his representatives to undertake key Government priorities, in particular the *Ministerial review of Whānau Ora*. TPM will consider the work that government departments, Crown entities and other agencies are undertaking in relation to their respective investments in, and commitment to, Whānau Ora. As part of the Ministerial review, TPM will also evidence the benefits of its commissioning for outcomes policy, offering insights into the strengths and weaknesses of the commissioning model, including recommendations for its improvement and providing case studies of the positive changes taking place to some of the most vulnerable whānau. Additionally, TPM will anticipate other Government key priorities including inquiries and reviews (including the mental health and addictions inquiry and state care inquiry) with the provision of policy informed through whānau data
- *Advance Whānau Ora* through its showcasing of innovative approaches to solutions for whānau across a range of sectors, including videos to champion Whānau Ora. Information will also be made available through the provision of TPM's quarterly reporting on whānau outcomes' achievement, social media activities and the convening of the Whānau Ora conference
- *Evidence whānau transformation* through its Whānau Tahi system and research to evidence the progress towards the achievement of Whānau Ora outcomes. Capturing and managing accurate whānau data is critical for the Government and TPM. TPM will continue to prioritise tailored and targeted outcomes and Whānau Tahi training for all Whānau Ora partners. TPM will also produce and share new research and knowledge with Whānau Ora partners, helping to create a network of partners with a deeper understanding of how to support whānau to achieve their desired outcomes
- *Increase collaboration with other government departments* and services through offering learnings, challenges and benefits of Whānau Ora approaches happening at a local level, particularly where Whānau Ora partners are already working with local social service government departments. TPM will continue to be available to co-invest and collaborate with government departments to provide Whānau Ora approaches to achieving outcomes for whānau using the TPM outcomes framework, so that all investments and progress made by whānau can be regularly monitored and measured

- *Demonstrate contributions to improved standards of living* by evidencing how specific outcomes achieved in 2017/18 have contributed to overall whānau wellbeing and improved living standards through further analysis of data from all TPM programmes
- *Continue to support Whānau Ora partners to build capacity and capabilities* (including kaimahi) through the continued development of Whānau Ora best practice, data collection and reporting practices and systems. TPM notes the 'on-the-ground' challenges in every unique community throughout Te Ika-a-Māui. It is therefore important to acknowledge diversity through tailored training programmes for all Whānau Ora partners, while encouraging outcome based results for whānau.

Summary of key TPM activities 2018/19

TPM acknowledges the commitment and work of its Whānau Ora partners who continue to support and build on the strengths and assets of whānau and communities. As TPM enters its consolidation phase, TPM will meet the expectations of the Minister for Whānau Ora throughout the 2018/19 year as follows:

Key Activity	Timeframe
• Contracts for Whānau Direct, Kaiārahi, Collective Impact and Innovation commence • Monitor Whānau Direct, Kaiārahi, Collective Impact and Innovation initiatives • Commence analysis of whānau data for the purposes of Government key priorities including inquiries and reviews • Commence designing and implementing workforce development 'best practice' modules • Commence research and evaluation planning • Complete a Collective Impact initiative case study to showcase learnings, successes and challenges at a local level • Convene a Whānau Ora conference for Whānau Ora partners and stakeholders to advance and champion the Whānau Ora approach • Translate the findings of the commissioning model research project in to a short report for Te Puni Kōkiri that discusses the strengths and weaknesses of the commissioning model and recommendations for its improvement • Review TPM workforce development strategy for all Whānau Ora partners • Publish 2016/17 Kaiārahi Outcomes Report	Quarter 1
• Monitor and report Whānau Direct, Kaiārahi, Collective Impact and Innovation initiatives • Commence review of TPM outcomes policy (outcomes framework and roadmap including the outcomes measurement tools) • Commence implementing TPM workforce development strategy for all Whānau Ora partners • Publish a report on the Whānau Ora conference • Analyse whānau data to determine how outcomes have contributed to overall wellbeing and improved living standards for whānau	Quarter 2

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Key Activity	Timeframe
• Pilot Ngā Tini Whetū service • Develop Whānau Ora partner internships to grow and develop the Whānau Ora workforce	
• Monitor and report Whānau Direct, Kaiārahi, Collective Impact and Innovation initiatives • Publish 2017/18 Whānau Direct Outcomes Report • Evaluate one Collective Impact initiative	Quarter 3
• Monitoring and reporting of Whānau Direct, Kaiārahi, Collective Impact and Innovation initiatives • Internal reviews of TPM programmes • [redacted]	Quarter 4

Withheld under section 9(2)(b)(ii)

1 Overview of activities and strategic direction

1.1. Strategic direction

The **vision** of Te Pou Matakana ('TPM') is *tautokona te whānau, kia angitū, kia whai hua,* "supporting whanau success". Underpinning TPM's approach is the kaupapa of tikanga Māori to exert and affirm tino rangatiratanga. The Whānau Ora kaupapa provides a shift in paradigm from Government determining which outcomes whānau should achieve (deficit-based programming) to whānau self-determining which outcomes they wish to achieve (strengths-based whānau capability development approach).

The **purpose** of TPM is to work alongside Whānau Ora partners[1] to build on the strengths and assets of whānau and Māori communities to support the achievement of Whānau Ora. TPM does this by:

- Commissioning kaupapa to support whānau to achieve their aspirations
- Working with Whānau Ora partners to deliver services that address whānau needs and build capability
- Seeking co-investment, co-design and co-production opportunities from government departments and like-minded partners to support whānau.

TPM's outcomes policy (outcomes framework and outcomes roadmap) forms the basis of all TPM commissioning activities. The TPM outcomes framework expresses the same aspirations and substantial outcomes of the Whānau Ora outcomes framework[2]. Further detail on how the Whānau Ora Outcomes Framework is operationalised through TPM's expression of its outcomes, and through the Outcomes Roadmap, is included in section 3.

1.2. Nature and scope of activities

TPM will work with:

- Whānau and Whānau Ora partners to understand what whānau may require to support their successful futures
- Whānau Ora partners to fund, co-design, co-produce and deliver services to support success for whānau
- Whānau Ora partners, including government departments, to seek co-investment opportunities to support successful futures for whānau.

The **nature** of TPM's activities which align to this Investment Plan for the 2018/19 financial year include:

- Working with Whānau Ora partners: TPM will work with Whānau Ora partners to support them to **co-design** and **co-produce** initiatives (including new, innovative services) that are best targeted to meet the immediate, short-term, medium-term and long-term needs of whānau within their communities
- Providing **funding to Whānau Ora partners**: TPM will provide funding to Whānau Ora partners to deliver services to whānau which are aligned with the TPM outcomes policy

[1] Whānau Ora partners are also referred to as Whānau Ora providers.
[2] As agreed by the Whānau Ora Partnership Group, August 2015

- Seeking **co-investment opportunities**: TPM will seek investments from co-investors, including, but not limited to, the Ministry of Health, Ministry of Social Development, Ministry of Education, Ministry of Justice, Te Puni Kōkiri and Housing New Zealand to co-design and co-produce services to support whānau to achieve positive outcomes
- **Evidence whānau transformation**: TPM will demonstrate the changes that whānau experience through data collated before, after and while accessing Whānau Ora programmes. TPM will also produce and share new research and knowledge with Whānau Ora partners, helping to create a network of partners with a deeper understanding of how to support whānau to achieve their aspirations
- **Build the capacity and capabilities of Whānau Ora partners** through targeted training and development on Whānau Ora best practice, data collection, reporting and systems.

1.3. Commissioned Programmes and Activities

TPM commissions programmes and activities to support whānau to achieve their desired outcomes. The TPM programmes and activities commissioned include Whānau Direct, Collective Impact, Kaiārahi, Innovation Fund and other activities that TPM secures with co-investors. The intention is that TPM will extend its coverage across the six TPM regions and increase its reach into more communities.

All TPM commissioned programmes and activities are aligned to the TPM outcomes policy which includes the outcomes framework and the outcomes roadmap. This policy provides that throughout their Whānau Ora journey, a whānau may, at any time, require support to achieve either an immediate, short-term, medium-term, or long-term outcome. TPM seeks to have an appropriate suite of kaupapa Māori programmes to support whānau to achieve their desired immediate, short-term, medium-term, and/or long-term outcome(s). TPM has the following suite of programmes:

- *Whānau Direct* which is designed to support whānau to achieve their immediate outcomes.
- *Kaiārahi* which is designed to support whānau to achieve their short-term outcomes.
- *Collective impact* which is designed to support whānau to achieve their medium-term outcomes.
- The *innovation fund* which is designed to support whānau to achieve short- to-medium-term outcomes.
- *Ngā Tini Whetū* (currently under construction) which is designed to support whānau to achieve long-term outcomes.

We note that whānau achievement of immediate, short-term, medium-term, and/or long-term outcome(s) may be via the utilisation of single or multiple TPM programmes. For example, whānau who are supported by the Kaiārahi programme may also access Whānau Direct if they need support to achieve an immediate outcome, and whānau who are part of a Collective Impact Initiative may also be referred to Kaiārahi depending on the outcomes whānau seek to achieve, and hence may also be referred by Kaiārahi to Whānau Direct.

1.3.1 Whānau Direct

Whānau Direct is a kaupapa Māori approach to self-determined support that is co-designed at a whānau level. Whānau Direct assists whānau to access resources in a timely way, when it matters most to whānau, and support them to achieve their immediate outcomes.

Whānau Direct is delivered and distributed through Whānau Ora partners with the aim of incrementally spreading access to resources within locations across Te Ika-a-Māui. Whānau Direct fits within existing provider practice with a focus on cultural practices of engagement and empowerment in working with whānau.

Continued investment in Whānau Direct

As with previous years, TPM will continue to deliver Whānau Direct through its Whānau Ora partners due to the results of the:

- independent evaluation
- whānau data collected through whānau check ins
- collated whānau stories
- internal reviews (refer below).

The independent evaluation results, internal reviews and whānau data analysis concludes that the Whānau Direct programme is working well for whānau. In March 2015 an independent evaluation found that Whānau Direct provided a positive impact on whānau and provided insight into the emerging priorities and sought outcomes of whānau. The evaluation found that Whānau Direct is a) an easy process to access and use by whānau as it was non-intrusive, removes barriers and quick; b) it provides an immediate and positive impact on whānau by providing a financial means to i) decrease stress; ii) improve self-confidence; iii) improve health conditions; iv) improve attitude and mindset; and v) improve standard of living. Observations from the evaluator also noted that whānau experienced feelings of inadequacy and embarrassment when making applications for immediate support through government agencies. The application process was intrusive, time consuming and always required a huge amount of documentation evidence. Unlike Whānau Direct, the process was more supportive, non-judgmental, discrete, understanding yet enabled the whānau to:

- Access essential needs for the whānau, e.g. school uniforms, household basic furniture
- Open up about their hardship and the difficult circumstances that they were living in (poor).

Whānau uptake[3] rates reinforces the continued need for immediate support while allowing partners to follow up through whānau check-ins to confirm that outcomes are achieved or followed up.

Every year TPM conducts an internal review of Whānau Direct to assess:

- Applications are correctly completed including needs and aspirations are identified (process focused)
- Applications align with the outcomes identified within the TPM outcomes framework (outcomes focused)
- Outcomes were achieved by whānau (outcomes focused).

Following the internal review, any gaps are followed up with the TPM Helpdesk and Whānau Ora partners including process improvements. This iterative process allows for process improvements and tests whether whānau outcomes are achieved.

Criteria for Whānau Direct

Whānau applying for Whānau Direct must:

- Be supported through a contracted Whānau Direct provider, or its nominated subcontracted provider
- Agree to have a whānau ora assessment to articulate their needs, aspirations and desired outcomes
- Outline their current situation, needs, aspirations and their proposed solution (i.e. what Whānau Direct resources do they wish to obtain, and reasons for these resources)

[3] Over 2,500 whānau access Whānau Direct per annum.

- Describe the intended result that the proposed solution will achieve for them. This will require the whānau to identify the immediate impact/outcome, i.e. what will the change or difference to their situation be, and what outcome will the resource support them to achieve
- Identify an indicator to measure the immediate impact/outcome, this indicator will be measured at check-in with their Whānau Direct provider to evidence the change or difference that was achieved for that whānau
- Identify their whānau position on the continuum of whānau development (crisis, stable, success, future ready)
- Identify the immediate impact/outcome that the resource will support the achievement of for the whānau
- Have a compulsory check-in with the Whānau Direct provider to establish that the resources were utilised for the purposes requested, and whether the immediate impact/outcome was achieved.

The immediate outcomes TPM is seeking to achieve from Whānau Direct are that:

- positive results and measurable gains have been achieved for whānau (including having a positive experience when applying for Whānau Direct)
- and through the interaction with Whānau Direct partners, whānau will derive benefits from engagement with other community institutions.

1.3.2 Collective Impact for Whānau

Large scale social change for whānau requires alignment of the efforts of a range of organisations, rather than isolated intervention from individual organisations. Whānau Ora partners across multiple sectors are engaging in coordinated activities to drive Collective Impact for specific agreed medium and long-term outcomes for priority whānau. Whānau Ora partners work with priority whānau over a period of time to achieve medium or long term outcomes as challenges facing whānau are quite complex, and require a continued investment to achieve the desired outcomes. An example of a Collective Impact project is having a common agenda to 'improve health and wellbeing of priority whānau by tackling obesity'. In this example, priority whānau are taken through steps to understand their health conditions, and the changes in behaviour required to live a healthier life. This example require several Whānau Ora partners from different sectors to work together to facilitate lifestyle changes and monitor whānau towards achieving an improved and healthy lifestyle.

Collective Impact for Whānau (Collective Impact) is the commitment of a group of Whānau Ora partners from different sectors to:

- have a common agenda
- engage with whānau
- undertake mutually reinforcing activities
- agree on a shared measurement approach
- engage in continuous communication; and
- resource a backbone organisation to help achieve outcomes for whānau.

Partners can be government or non-government, and can cover housing, health, education, justice, iwi or social related aspirations for whānau.

Since 2015/16 Collective Impact has been a key investment area of TPM as resources confined to one department will not address all the aspirations and issues for whānau. Whānau have a range of needs, and these needs vary as their

circumstances change. International evidence[4] and the learnings of the Auckland Collective Impact project is that behaviour and system change takes three to five years. International evidence also notes that system changes is an iterative process. While these changes take time we have already seen changes in some of the Collective Impact projects including collaboration of providers from a range of sectors working together for a common purpose.

TPM will contract Whānau Ora partners to deliver Collective Impact initiatives across Te Ika-a-Māui to identify and work with priority whānau[5] to:

- achieve better education outcomes
- achieve better housing outcomes
- achieve better health outcomes
- achieve better social outcomes
- achieve better economic outcomes
- increase their financial literacy
- gain financial security through employment
- improve whanaungatanga
- improve their cultural knowledge.

The place based Ngā Pou te Whare o Waipareira Whānau Centre's #Tātou implemented the recommendations in the 'best practice' Collective Impact toolkit and produced five publications to share its learnings, 'best practice' indicators, performance measures and to help it evaluate the impact of its activities. Overall the emerging trends for #Tātou whānau was positive with 11% of whānau reporting improved management of health issues and conditions, 11% reporting increased knowledge of different programmes to support health goals, and 10% reporting improved access to different services to support their goals. An independent survey of whānau on #Tātou conducted by TPM in 2017 found that 94% of whānau either strongly agreed or agreed that working with #Tātou had been a positive experience and that 83% of whānau either strongly agreed or agreed that #Tātou has helped improve their whānau situation. Also 86% of whānau either strongly agreed or agreed that #Tātou has helped increase their whānau awareness of 'other services' that could help them meet their goals and outcomes, and 81% of whānau either strongly agreed or agreed that #Tātou has helped increase their whānau use of 'other services'. Finally, 84% of whānau either strongly agreed or agreed that they were now more capable to make positive choices for the future, and 78% of whānau either strongly agreed or agreed that they would be able to tackle problems in the future using the tools they have learnt.

Another example of a Collective Impact initiative working well is Ngāti Rangi based in Ōhākune. The project targets whānau living in poor housing conditions. The project requires a number of cross sector organisations to work together (Ruapehu Transformation Trust, Ruapehu REAP, Waimarino Health Clinic, Ruapehu District Council, The Lines Company, NZ Rural Fire Services) to support priority whānau to change their circumstances so that they live in better housing conditions. Community organisations work together to support whānau into warmer houses, address health issues related to poor housing conditions (e.g. respiratory disease). Priority whānau of this initiative report that they are healthier as a result of an insulated and warmer home and their health has improved. The Ngāti Rangi project is an example of the local community owning the issue and working collaboratively to solve that problem.

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[4] *When Collective Impact Has An Impact,* ORS Impact of Seattle, WA and Spark Policy Institute of Denver, CO (2018)

[5] Priority whānau as defined by each partnership on who they select as 'priority' depending on their own Whānau Ora internal assessments. See also narrative at section 2.3 below.

Partners and TPM continue to evidence change through regular whānau surveys, monitoring, whānau stories and partner feedback.

1.3.3 Kaiārahi (including Pou Hākinakina and Data Analysts)

TPM commissions Kaiārahi positions across TPM's Whānau Ora partners to:

- engage, assess and work alongside priority whānau to develop plans, set goals and support them to achieve their short-term outcomes.
- implement regional action plans regarding whakapakari tinana
- build outcomes measurement capacity and capability in priority communities in Te Ika-a-Māui as outlined below.

Kaiārahi will work alongside priority whānau to develop plans, set goals, and support them to achieve their intended short, medium and long-term outcomes. An important part of their role is building strong, ongoing relationships of trust and confidence with whānau and navigating whānau access to health and social services. Each Kaiārahi position will engage and assess at least 20 whānau per annum.

Kaiārahi will engage and assess whānau to support them in achieving their whakapakari tinana, health and wellbeing goals and aspirations. These positions will:

a) continue to establish and maintain their relationships with the Regional Sports Trusts and other sports and recreational institutions and actively engage with them to identify sports and recreational initiatives across the six TPM regions to:
    - Promote whakapakari tinana with whānau particularly hard to reach and vulnerable whānau to improve their wellbeing and encourage positive lifestyle changes;
    - Broker relationships so that organisations with a focus on activities promoting whakapakari tinana work together in ways that benefit whānau;
    - Leverage expertise on activities promoting whakapakari tinana to strengthen whānau capabilities;
    - Demonstrate innovation through a range of local community initiatives that promote Whānau Ora health and wellbeing outcomes; and
    - Identify sports and recreational needs across the regions
b) engage with and assess at least 20 whānau (per year) per FTE position to identify their strengths needs and aspirations regarding whakapakari tinana
c) implement an action plan that identifies each region's priority outcomes and approach that each Māori electorate requires to support whānau to achieve their goals and aspirations regarding whakapakari tinana (based on the findings of the region's needs assessment and whānau needs assessment).

Data analysts will provide data and outcome measurement analysis and support across the lead Whānau Ora partners to improve the quality of whānau data and the progress towards achieving their outcomes. The intended results from these positions are to provide:

- Quality whānau data collection and outcomes measurement practices
- Increased capacity and capability of Whānau Ora partners to collate data and measure whānau outcomes
- Improved engagement, assessment, measurement and reporting of whānau and whānau priority outcome results.

Continued investment in Kaiārahi

The value of Kaiārahi is to build strong, ongoing relationships of trust and confidence with whānau; facilitate whānau to identify whānau aspirations and help them achieve their outcomes. TPM completed research[6] on the Kaiārahi role to better understand their contributions to the wellbeing of whānau, and the change or difference they played in the lives of whānau. The research involved interviewing 37 informants comprising whānau, Kaiārahi and service personnel. The research found that the Kaiārahi are catalysts for whānau success. In particular, the benefits of Kaiārahi include:

- Building authentic and meaningful relationships of trust, confidence and mutual respect with whānau
- Keeping the needs and aspirations of whānau at the centre of service delivery
- Whānau assessments were an important tool for matching whānau needs
- Providing a culturally appropriate service, that is reinforcing tikanga Māori and te reo Māori as part of their approach when interacting with whānau.

The partner monitoring reports reinforce these findings with 9,040 whānau being supported by Kaiārahi between 1 July 2017 and 31 March 2018. In the last quarter of 2017/18 Kaiārahi facilitated whānau access to WINZ support for household items including, beds, draws, washing machines, heating devices and kitchen appliances. It is these connections that Kaiārahi can make that contributes to the wellbeing of whānau.

Based on the research noted above and partner monitoring report feedback, TPM will continue to invest in Kaiārahi positions as they are the 'connectors' between wellness and their current positions and are critical for :

- Making that first connection with whānau
- Undertaking assessments of whānau to understand their situation, needs and aspirations
- Breaking down barriers for whānau to access services whether through issues related to literacy, transport, affordability or confidence
- Following up with whānau to ensure services met their needs
- Staying in touch with whānau as they move towards achievement of their outcomes.

Kaiārahi are the first people that whānau engage with and this is a key stage as it is at this point that whānau commence their Whānau Ora journey towards realising their aspirations.

1.3.4 Innovation Fund

For 2018/19, TPM will continue its innovation fund for TPM contracted lead Whānau Ora partners to develop innovative approaches to supporting whānau to achieve one or more of the six TPM outcomes. In 2017/18 TPM contracted Whānau Ora partners to undertake projects that allowed them to think outside the box, enabling projects to traverse various social sectors to support a Whānau Ora approach. The innovation fund allowed partners to:

- Extend their reach across their respective regions to deliver their Collective Impact initiatives, for example in the Waikato and Hauraki region the lead partner appointed workforce coordinators to support whānau to partner with employers and training institutions to secure steady employment
- Partner with a range of building stakeholders to commence housing solutions for whānau who, before the initiative, had no accommodation
- Work with local businesses to improve housing conditions for whānau.

[6] *Kaiārahi work programme: creating meaningful services for whānau*, Te Pou Matakana (July, 2017)

1.4. Summary of approach

Based on TPM's commissioning for outcomes approach, for the next three years, TPM will proceed as follows:

Section	Approach
Identify Opportunities ***More detail is set out in section 2***	TPM will collect information from its communities through Whānau Direct, Kaiārahi, Collective Impact and the Innovation Fund. TPM will continue to monitor whānau needs and analyse whānau data across Te Ika-a-Māui through: • Feedback from whānau, Whānau Direct, Kaiārahi and Collective Impact partners • Transactional data collated from the Whānau Direct, Kaiārahi and Collective Impact programmes • Whānau Direct, Kaiārahi, Collective Impact and Innovation Fund monitoring reports • Research and evaluation findings.
TPM Outcome Domains ***More detail is set out in section 3***	TPM outcome domains are: • Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities • Whānau are engaged in te ao Māori • Whānau enjoy high standards of living • Whānau relationships are rewarding and empowering
Priority Outcomes ***More detail is set out in section 4***	TPM's **priority outcomes** for Whānau Direct, Kaiārahi and Collective Impact are: • The wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful • Being able to respond to an immediate, short, medium and long term whānau need • Identification of priority whānau and their aspirations to: - achieve better education outcomes - achieve better housing outcomes - achieve better health outcomes - achieve better social outcomes - achieve better economic outcomes - increase their financial literacy - gain financial security through employment - improve whanaungatanga - improve their cultural knowledge • Supporting whānau to work towards achieving outcomes within one or more of the six TPM outcome domains.

Section	Approach
Investment areas ***More detail is provided in section 5***	TPM will continue to invest in areas aligned to supporting its vision (supporting whānau success) and Whānau Ora outcomes.
Monitoring and Evaluation ***More detail is provided in section 6***	TPM's monitoring and evaluation framework will continue to measure the achievement of its outcomes. The framework identifies the key performance indicators, and information gathering processes to measure Whānau Ora partners' progress in supporting whānau to achieve their desired outcomes. Internal reviews of Whānau Direct, Kaiārahi and Collective Impact services will be undertaken including whether they are meeting the needs of whānau.
Financial Information ***More detail is provided in section 7***	TPM will allocate its funding outlined in its budget as set out in the Minister for Whānau Ora Letter of Expectation, and subject to the official announcement of Budget 2018. Reporting on the budget will be undertaken quarterly.
Data Requirements ***More detail is provided in section 8***	TPM will collect data as set out in its Outcome Agreement with Te Puni Kōkiri and the data collecting activities set out in section 8 of this investment plan.
Performance Measures ***More detail is provided in section 9***	TPM will operate according to its performance measures for each of the TPM programmes including the whānau target across each of its six regions, the reporting content, and reporting frequency.
Reporting ***More detail is provided in section 10***	TPM will report to TPK on a quarterly and annual basis in line with the reporting requirements outlined in the Outcome Agreement. Other additional performance measure reporting will also be provided (as set out in section 9)

Section	Approach
Risks ***More detail is provided in section 11***	TPM identified its risks which will be managed, monitored and reported on throughout the financial year. Risks include those relating to its contracts, operations, stakeholder relationships, communications and reputation.
Structure ***More detail is provided in section 12***	In addition to its operational staff, TPM comprises a six member Board. The Board of Directors have a range of expertise with commercial, social and Whānau Ora experience.

2 Identification of opportunities

2.1 Māori Descent Population

Te Ika-a-Māui contains 85% (or around 567,500) of the Māori descent population as at June 2013. For the purposes of distributing funding across Te Ika-a-Māui, TPM divides Te Ika-a-Māui into six regions based on the Māori electoral boundaries. Note that TPM split the North Island part of the Te Tai Tonga Māori electoral boundary in two and assigned half the Māori descent population to Te Tai Hauāuru region and the other half to the Ikaroa-Rāwhiti region. Phase one of Whānau Ora split the funds based on location of providers, with some less populated regions receiving more funds than other regions. During phase one providers carried out needs assessments and whānau surveys that indicated need was high across all regions of Te Ika a Māui, however funding was limited despite the evenly distributed need. Given this, TPM indicated to Te Puni Kōkiri that the most appropriate way to equitably and split the funds, was to base it on population (refer to TPM memo to Te Puni Kōkiri, dated 6 June 2014). This approach also enables the respective electorate Member of Parliament to have visibility over their populations. Ongoing analysis of whānau data across the six Māori electorate regions also indicates that need is relatively equal in all six regions.

Table 1 below shows the Māori descent population numbers within each of the six TPM regions.

Table 1 - Distribution of the Māori Descent Population by TPM Region

North Island Māori Descent Population		
TPM Region	**Total**	**%**
Ikaroa-Rāwhiti	106,344	19%
Te Tai Hauāuru	97,788	17%
Te Tai Tokerau	96,273	17%
Hauraki-Waikato	94,539	17%
Tāmaki Makarau	89,160	16%
Waiariki	83,361	15%
Total	567,465	100%

2.2 Priority Whānau

TPM Whānau Ora partners continue to work with whānau who are often referred to as 'high needs whānau' by government and other agencies. In line with TPM's vision to support whānau success and its strengths-based whānau capability development approach, TPM identify these whānau as priority whānau. Priority whānau are defined by each partnership based on who they select as 'priority' depending on their own Whānau Ora internal assessments.

Data to date, and ongoing evaluation and analysis from projects undertaken by the research, innovation and strategy work-streams confirm priority whānau are 'high needs whānau'. For example, priority whānau that access resources through Whānau Direct have very low household incomes (close to 90% have a household income under $40,000 per annum), have very high rates of unemployment (over half of the main applicants are unemployed), have very low standards of living, have unsafe transportation options and often live in poor housing conditions which affect their health and wellbeing.[7]

Overall these priority whānau are those most in need of a positive change. Whānau Direct seeks to move whānau from a crisis position into a position where whānau are more stable and can begin to address other needs and identify their aspirations and make a plan for the future.

Of whānau who have received Whānau Direct investments, the five most commonly reported positive immediate impacts were improved health, improved access to education, improved access to basic amenities, improved living conditions and/or environment and improved access to safe transport options. It is not uncommon for whānau to utilise Whānau Direct to engage with Kaiārahi who work alongside whānau to identify and plan short to medium term goals and aspirations for their future.

TPM will continue to report quarterly on priority whānau engaged with Kaiārahi across priority communities as per the table at section 5.2 below.

In 2018/19 and beyond, TPM will provide further detailed analysis of whānau data across TPM programmes and activities. This will be done through outcome reporting similar to the *Whānau Ora Performance Story: Whānau Direct Outcomes report of 2015/16* published in November 2017 by TPM. In addition, TPM will provide detail of how priority whānau are achieving their desired outcomes to outcome area level across TPM programmes and activities as reported through the quarterly reporting requirements (as set out in section 9).

2.3 Overview of Whānau Planned Outcomes

TPM reviewed all its whānau data from various sources including partner feedback, data from Whānau Direct and Kaiārahi providers, the Māori descent population profile of Te Ika-a-Māui, monitoring report data and programme evaluations. From this process the following common needs and aspirations were identified:

Table 2 – Whānau Planned and Achieved Outcomes (ordered from in terms of highest regional priorities from left to right)

Te Tai Tokerau					
Improved standards of living through improved access to basic furnishings, amenities and/or clothing	Improved health through increased physical and personal health	Improved standards of living through increased use of safe transport options	Improved knowledge through increased access and participation in education or training	Improved standards of living through reduced debt or fines	Improved standards of living through Increased access to food or food security

[7] Findings from analysis of Whānau Direct outcomes data 2015/16

Tāmaki Makaurau					
Improved standards of living through improved access to basic furnishings, amenities and/or clothing	Improved knowledge through increased access and participation in education or training	Improved standards of living through increased use of safe transport options	Improved health through increased physical and personal health	Improved standards of living through reduced debt or fines	Improved whānau relationships through improved parenting skills, confidence or attitude
Hauraki-Waikato					
Improved health through increased physical and personal health	Improved standards of living through improved access to basic furnishings, amenities and/or clothing	Improved knowledge through increased access and participation in education or training	Improved standards of living through increased use of safe transport options	Improved housing conditions through repairs and maintenance enabling a safer, warmer and drier home	Improved standards of living through reduced debt or fines
Te Tai Hauāuru					
Improved standards of living through improved access to basic furnishings, amenities and/or clothing	Improved health through increased physical and personal health	Improved knowledge through increased access and participation in education or training	Improved standards of living through increased use of safe transport options	Improved housing conditions through repairs and maintenance enabling a safer, warmer and drier home	Improved whānau relationships through improved household relationships
Ikaroa-Rāwhiti					
Improved health through increased physical and personal health	Improved standards of living through improved access to basic furnishings, amenities and/or clothing	Improved standards of living through increased use of safe transport options	Improved knowledge through increased access and participation in education or training	Increased participation in the community through increased possession of legal documentation or birth certificates or passports or ID or driver licences	Improved standards of living through increased whanau employment
Waiariki					

Improved standards of living through improved access to basic furnishings, amenities and/or clothing	Improved health through increased physical and personal health	Improved knowledge through increased access and participation in education or training	Improved housing conditions through repairs and maintenance enabling a safer, warmer and drier home	Improved standards of living through increased use of safe transport options	Increased participation in the community through increased participation in sports and recreation

2.4 Commissioning activities

All TPM commissioning activities are based on the four key principles:

a) exploring needs, aspirations and assets of whānau and designing programmes to help meet these needs and aspirations.
b) promoting innovation by moving away from over-specified services, asking providers and whānau to define their own unique pathways to achieve their own outcomes.
c) having co-production at the heart of commissioning – supporting providers to co-produce their services.
d) having an iterative and adaptive approach – requiring continuous reflection, evaluation, refinement and flexibility for services to adapt to the interests, needs, aspirations and assets of whānau.

In line with these principles, TPM through its contracted Whānau Ora partners continues to assess whānau needs and aspirations, and measures whānau progress and achievement of Whānau Ora outcomes. TPM applies a Kaupapa Māori framework which includes the over-arching themes of Whakapiri (Engagement), Whakamārama (Enlightenment), and Whakamana (Empowerment). As part of this approach, TPM supports contracted Whānau Ora partners to:

- develop their own capability and capacity
- collect their own information/data to assess and identify whānau needs
- develop best practice around planning and goal setting and measuring outcomes with whānau
- monitor and evaluate progress towards the achievement of whānau goals and wider Whānau Ora outcomes.

From this process TPM continues to:

- access monitoring and evaluation information that articulates progress towards the achievement of whānau goals and wider Whānau Ora outcomes.
- build capability and capacity in Whānau Ora partners within each region. Obtain aspirational information/data from Whānau Ora partners within each region based directly on the needs, outcomes and goals of whānau and local communities. In doing so, TPM is building capability and capacity for data collection purposes.
- obtain transactional information/data from Whānau Ora partners within each region for each of TPM's commissioned programmes and activities which identifies how each product supported outcomes for whānau based on their identified needs and goals.

3 TPM Outcomes Policy - Outcomes Framework and Outcomes Roadmap

TPM has two documents that guide its approach to all commissioning activities for whānau, the TPM Outcomes Framework, and the TPM outcomes roadmap. These two documents are referred to as the "TPM outcomes policy". Firstly, the TPM Outcomes Framework guides TPM towards a systematic approach to:

- Prove that TPM is having the impact it intends to have for whānau, and;
- Improve outcomes for whānau.

Secondly, the TPM outcomes roadmap is an operational document that outlines a set of practical steps that TPM can take to refine and improve its outcomes framework and measurement and assessment approach going forward. The first iteration of outcomes roadmap was finalised in November 2015 and all Whānau Ora partners have agreed to implementation of the outcomes roadmap overtime. This buy-in allows TPM to work with Whānau Ora partners to continuously refine and improve its outcomes framework and measurement and assessment approach. The TPM outcomes roadmap is a living document that is updated and refined based on further developments in TPM's commissioning approach.

3.1 Outcomes Framework

The TPM outcomes framework guides what commissioning activities will aim to achieve for whānau, as it:

- was co- produced with Whānau Ora partners and whānau
- will be continually informed by ongoing research and evaluation activities.

The TPM outcomes framework allows for whānau, partners, and TPM to agree on indicators that will correlate with desired outcomes, justify expenditure, and lead to sustainable benefits for whānau.

TPM's overall outcomes mission statement is that:

'As a result of Te Pou Matakana Commissioning activities, whānau in Te Ika-a-Māui will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te ao Māori and in wider society'.

This mission statement reflects the purpose of TPM, expressed as a high level wellbeing outcome for whānau. It is primarily concerned with benefits for whānau.

3.2 Outcomes Roadmap

To an extent, TPM operationalises the Whānau Ora Outcomes Framework, agreed by the Whānau Ora Partnership Group, through its outcomes roadmap via its commissioning activities and advocacy, and through its measurement and assessment approach. The TPM outcomes roadmap has been presented to external stakeholders, including the Minister of Finance, the Minister of Education, the Ministry of Education, the Ministry of Health, Department of Corrections, and advisors to the Whānau Ora Partnership Group.

The outcomes roadmap is a robust plan of action that moves TPM from theoretical concepts of outcomes to the actual application of whānau specific outcomes across the board of all of TPM's activities and investments. It is comprised of TPM's:

- organisation logic model;
- commissioning logic model; and
- outcomes measurement and assessment approach (including a set of tools and processes to implement).

It is important to emphasise that this roadmap, as well as all associated actions and innovations, is an iterative process and will continue to undergo revision and refinement in line with the ongoing contribution of stakeholders over the 2018/19 period and beyond.

The outcomes framework for whānau across Te Ika-a-Māui is as follows:

Table 3 – TPM Outcomes Framework

TPM Mission	*'As a result of Te Pou Matakana Commissioning activities, whānau in the North Island will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te ao Māori and in wider society'.*		
Medium to Long-term outcomes for whānau	• Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities • Whānau are engaged in te ao Māori • Whānau enjoy high standards of living • Whānau relationships are rewarding and empowering		
Immediate and Short term Outcomes for whānau	• Whānau determine and achieve their own aspirations and are leaders for others • Whānau live healthy lifestyles that lead to wellbeing • Whānau have skills and knowledge relevant for employment and wealth creation • Whānau participate in the economy and are economically secure • Whānau are secure and confident in tikanga Māori, Mātauranga Māori and te reo Māori • Whānau have adequate and safe housing		
Priority Outcomes	• The wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful • Identification of priority whānau and their aspirations • Being able to respond to an immediate, short, medium and long-term whānau needs • Supporting whānau to work towards achieving one of the six TPM outcomes		
Outcome Goals	Goal 1 TPM partners achieve positive results for whānau	Goal 2 Whānau initiatives lead to demonstrable gains for whānau	Goal 3 Whānau derive benefits from engagement with community institutions
Indicators of whānau success	Indicators chosen by whānau that are appropriate for the proposed intervention and reflect progress towards their goals and the higher level TPM outcomes		
Objectives	Results from specific provider actions that contribute to the goal	Results from goal-oriented whānau initiated actions	Results from specific community programmes to assist whānau

TPM Investments	TPM-funded providers and services	TPM resources direct to whānau	TPM work with Whānau Ora partners not currently providing Whānau Ora activities

The TPM outcomes framework supports the whānau ora outcomes planned by whānau, and the Whānau Ora Outcomes Framework developed by the Whānau Ora Partnership Group, as set out in the table below. Note that the seventh outcome domain is still being considered by TPM on how this fits within the TPM outcomes framework.

Table 4 – Whānau Ora Outcomes

#	Whānau Ora Outcomes	TPM Outcomes
1	Whānau are self-managing & empowered leaders	Whānau are knowledgeable and well informed
2	Whānau are leading healthy lifestyles	Whānau are healthy
3	Whānau are participating fully in society	Whānau actively participate in communities
4	Whānau and families are confidently participating in Te Ao Māori (the Māori World)	Whānau are engaged in te ao Māori
5	Whānau and families are economically secure and successfully involved in wealth creation	Whānau enjoy high standards of living
6	Whānau are cohesive, resilient and nurturing	Whānau relationships are rewarding and empowering
7	Whānau are responsible stewards of their living and natural environments	-

Outcomes measurement and assessment – definition of success for whānau

For 2018/19 and beyond, TPM continue to define whānau success as:

- whānau being knowledgeable and well informed
- whānau being healthy
- whānau participating fully in the community
- whānau are engaged with te ao Māori
- whānau enjoy high standards of living
- whānau relationships are cohesive and empowering.

TPM has used a theory of change approach to help identify outcome areas and outcomes indicator sets which may be used to measure progress towards success within each TPM outcome domain.

The table below displays the TPM outcome domains, definitions of success and potential outcome indicator sets[8]. This will assist in the measurement of whānau change over time and across the outcome domains and within outcome areas. A more detailed list of potential outcome indicator sets are attached at Appendix 1.

Table 5 – Outcomes measurement framework

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
Whānau knowledge	TPM defines whānau success as whānau being knowledgeable and well informed. For example, possible indicators of success may include: • whānau value education and learning. • opportunities for new learning and experiences are promoted within the whānau and accessed (e.g. travel, learning new skills, participating in out-of-norm activities)	• skills/knowledge for employment • education/training • financial literacy/budgeting • health literacy • numeracy and/or general literacy	For example with • Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation

[8] Refer to Appendix 1 for examples of potential outcome indicators sets

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• whānau have addressed truancy issues • children are participating in Early Childhood Education • tamariki / rangatahi are succeeding at school (primary, intermediate, college) • tamariki, rangatahi are supported by whānau to attend and achieve at school • rangatahi have several options when entering the learning environment and/or workforce • whānau are involved in learning networks (school, wānanga, university, training courses) • whānau have acquired skills necessary for employment • whānau are able to participate in web-based systems of learning • whānau are engaged in learning networks to further opportunities for employment • whānau members are employed • whānau members continue to upskill and improve their specialised employment skills • Information communication and technology literacy • Māori lore/knowledge/customs	• information communication and technology literacy	
Whānau Health	TPM defines whānau success as whānau being healthy. For example, possible indicators of success may include: • whānau have prioritised health and well-being as important for their whānau and are actively working towards improving the current health of individuals within the whānau, and whānau as a whole	• physical/personal health • nutrition • mental health • spiritual health • family/social health • smoking/tobacco use • alcohol use • drug use	• Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• whānau have been informed about relevant health concerns impacting on members in their whānau • whānau have improved their nutritional knowledge • commence or increase exercise and recreational activities • whānau have address any addiction issues • whānau have taken steps to address health problems • whānau have adopted eating healthy patterns • whānau are health literate • whānau have health insurance • whānau have enrolled with GP / PHO/ Dental Service • whānau take advantage of preventative health services/measure		
Whānau participation in the community	TPM defines whānau success as whānau participating fully in the community. For example, possible indicators of success may include: • whānau are linked to positive networks within their local community, and/or have knowledge of how to access networks if they require • whānau have knowledge of services and networks within their local community and know how to access them if required • whānau are involved with community resources/ services e.g. marae activities, church, sports groups, recreational activities, libraries • whānau are accessing current services • whānau are able to take advantage of community resources • whānau participate in sport and recreational activities • whānau are service literate • whānau vote in local and national elections • whānau have appropriate legal documentation	• connection to community networks • access to community resources • engagement in civic affairs • whānau employment • participation in sports and recreation • legal documentation/birth certificates/passports/ID/drivers licence	• changes in knowledge • changes in attitude • changes in behaviour • changes in circumstance • changes in situation

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
Whānau engagement in te ao Māori	TPM defines whānau success as whānau being engaged with te ao Māori. For example, possible indicators of success may include: • whānau are wanting to increase their cultural knowledge and connection (whānau, hapū, iwi), and increase their knowledge of te reo Māori me ōna tikanga • pēpi / tamariki attend kōhanga / puna reo • Tamariki / rangatahi attend kura kaupapa Māori, total immersion / bilingual units • whānau are engaged in kapa haka groups • whānau participate in forums to increase knowledge of te reo me ngā tikanga (Te Wānanga o Aotearoa, Ataarangi, whānau/marae activities) • whānau increase use of te reo me ōna tikanga in their daily activities • whānau participate in marae, hapū, iwi activities • whānau are confident speakers of te reo Māori • whānau are part of a Māori community organisation • whānau have access to family knowledge including whakapapa, and wider connections • whānau have information about whenua tūpuna	• whakapapa/whānau connections • connections to Māori community organisations including education/kōhanga • marae activities • te reo Māori • knowledge about whenua tūpuna • Māori lore/knowledge/customs	• changes in knowledge • changes in attitude • changes in behaviour • changes in circumstance • changes in situation
Whānau standards of living	TPM defines whānau success as whānau enjoying high standards of living. For example, possible indicators of success may include: • whānau incomes are sufficient to support their needs • whānau housing standards are adequate • whānau are able to afford healthy food and quality clothing • whānau have safe transport options	• Whānau/household income • Whānau employment • financial provisions for the future/savings/investments • housing standards including household maintenance • home ownership	• changes in knowledge • changes in attitude • changes in behaviour • changes in circumstance • changes in situation

TPM Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• whānau have basic furnishings/amenities • whānau have adequate insurance • whānau have communication facilities (mobile phones and the internet) • whānau own their own homes • whānau have food security	• safe transport options • basic furnishings/amenities • adequate insurance • telecommunication/internet • reduced debt • food security	
Whānau relationships	TPM defines whānau success as whānau having cohesive and empowering relationships. For example, possible indicators of success may include: • whānau kawa established to guide relationships & behaviours including parenting • household relationships are positive and mutually rewarding • relationships between generations are warm and supportive • relationships are renewed with other whānau members • establishment of beneficial and empowering relationships with positive Māori networks • establishment of beneficial and empowering relationships with social, health, and education service providers (including government departments) • reduction and/or removal of relationship where violence and/or abuse (physical or verbal) occurs.	• parenting knowledge/skills • household relationships • wider whānau relationships • relationships with Māori networks • relationships with social, health, and education service providers (including government departments) • relationships involving violence/abuse (physical or verbal)	• changes in knowledge • changes in attitude • changes in behaviour • changes in circumstance • changes in situation

Milestone Indicator Framework

The Milestone Indicator Framework is designed to show whānau progression. TPM Whānau Ora partners will track the progression of whānau along a spectrum of milestone indicators and report to TPM to articulate whānau progress towards achieving short, medium and long term outcomes across the six outcomes domains.

Whānau Ora partners, Kaiārahi and TPM will assess and track the progression of whānau along the spectrum of milestone indicators related to each of the priority outcome areas in the Milestone Indicator Framework shown in the Table below.

Progress towards achieving results for whānau will be demonstrated by the number of whānau who experience a positive shift from a baseline position of zero (0) (i.e. before whānau are enrolled) along the milestone indicator frameworks one (1) to five (5) scale relevant to their milestone goal and priority outcome(s).

Table 6 – Milestone Indicator Framework

Withheld under sections 9(2)(b)(ii)

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
Whānau Knowledge	• knowledge/skills for employment • education/training • financial literacy/budgeting • health literacy • numeracy and/or general literacy • Information communication and technology literacy • Māori lore/knowledge/customs	[redacted]				
Whānau health	• physical/personal health • nutrition • mental health • spiritual health • family/social health • smoking/tobacco use • alcohol use • drug use					

[9] Appendix 1 sets out specific potential outcome indicator sets which are used to evidence whānau progress with examples of position five (5) on the milestone indicator framework.

Withheld under sections 9(2)(b)(ii)

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
		[redacted]				
Whānau participation in the community	• connection to community networks • access to community resources • engagement in civic affairs • whānau employment • participation in sports and recreation • legal documentation/birth certificates/ passports/ID/ drivers licence					
Whānau engagement in te ao Māori	• whakapapa/whānau connections • connections to Māori community organisations including education/kōhanga • marae activities • te reo Māori • knowledge about whenua tūpuna					

Withheld under sections 9(2)(b)(ii)

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
	• Māori lore/knowledge/customs	[redacted]				
Whānau standards of living	• whānau/household income • whānau employment • financial provisions for the future/savings/investments • housing standards including household maintenance • home ownership • safe transport options • basic furnishings/amenities • adequate insurance • telecommunications/internet • reduced debt • food and food security					
Whānau relationships	• parenting knowledge/skills • household relationships • wider whānau relationships • relationships with Māori networks • relationships with social, health, and education service providers (including government departments)					

Withheld under sections 9(2)(b)(ii)

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
	• relationships involving violence/abuse (physical or verbal).	[redacted]				

4 Commissioned Programmes And Activities

The TPM Outcomes Framework states the TPM mission is that as a result of its commissioning programmes and activities, whānau in the North Island will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te ao Māori and in wider society. To help accomplish its mission TPM has chosen to invest in funding Whānau Ora Partners (through its Kaiārahi and Collective Impact programmes), funding resources directly to whānau (through its Whānau Direct programme), into advocacy and research, and by working with Whānau Ora Partners not currently providing Whānau Ora activities (such as DHBs and other Government Departments).

The goals of funding these investments are three-fold, firstly that whānau experience quality care and positive results from TPM funded Whānau Ora Partners, secondly that demonstrable gains for whānau occur as a result of TPM funded whānau initiatives, and thirdly that whānau engagement with societal institutions is rewarding and beneficial for whānau who are referred through TPM networks.

4.1 Whānau Direct

Whānau Direct is a kaupapa Māori approach to self-determined support to whānau that is co-designed at a whānau level. Whānau Direct assists whānau to access resources in a timely way, when it matters most to whānau, and supports them to achieve their immediate outcomes.

For 2018/19 TPM will deliver the Whānau Direct programme through Whānau Ora partners in Te Ika-a-Māui as follows:

Table 8 – Whānau Direct Partners

Region	Whānau Ora Partners
Te Tai Tokerau	Ngāti Hine Health Ki A Ora Ngāti Wai He Iwi Kotahi Tātou Trust Te Hiku Hauora Whakawhiti Ora Pai Te Puna Hauora
Tāmaki Makaurau	Te Whānau o Waipareira Te Rūnanga o Ngāti Whātua Manukau Urban Māori Authority Te Kōtahitanga (Turuki Health Care; Te Kaha o te Rangatahi, Papakura Marae)
Hauraki-Waikato	Te Kōhao Health Kirikiriroa Marae Ngā Miro Health Trust Ngāti Haua Trust Rauawaawa Kaumātua Charitable Trust Te Korowai Hauora o Hauraki Raukura Hauora o Tainui Waahi Whānui Raukawa Maniapoto Alliance (Raukawa Charitable Trust; Maniapoto Marae PACT Trust; Taumarunui Kokiri Community Trust)

Region	Whānau Ora Partners
Waiariki	Te Arawa Whānau Ora Collective Korowai Aroha Trust Mangakino Area School Ngāti Manawa Te Rōpū a Iwi O Te Arawa Charitable Trust Te Rūnanga o Ngāti Pikiao Trust Te Rūnanga o Ngāti Whare Ngā Mātāpuna Oranga Te Pou Oranga o Whakatohea Te Ao Hou Trust (Te Ao Marama) Te Puna Ora O Mataatua Te Whānau a Apanui Health Social Services Tūwharetoa ki Kawerau Whānau Ora ki Tūwharetoa Te Kupenga Trust Te Korowai Rōpū Tautoko Tūwharetoa Health Charitable Trust
Te Tai Hauāuru	Tui Ora Tū Tama Wāhine Ngāti Ruanui Tahua Te Oranganui Iwi Health Authority Te Tihi o Ruahine Ngāti Rangi Trust Te Rūnanga o Toa Rangatira
Ikaroa-Rāwhiti	Te Rūnanganui o Ngāti Porou Te Rōpū Āwhina ki Porirua Tākiri Mai Te Ata Whānau Ora Collective Whaiora Whānui Te Taiwhenua o Heretaunga Te Kupenga Hauora

4.2 Kaiārahi

For 2017/18 TPM will deploy 209.2 Kaiārahi FTE positions across Whānau Ora partners. Kaiārahi will continue to work alongside whānau who seek support to develop plans and support them to achieve their outcomes over time. Kaiārahi will engage and assess a total of at least 4,184 whānau (i.e. 20 whānau per Kaiārahi). Based on the Māori descent population across the regions, the allocation of Kaiārahi will be as follows:

Table 9 – Kaiārahi FTE allocation

Region	FTE
Te Tai Tokerau	34.7

Tāmaki Makaurau	34.0
Waiariki	33.0
Hauraki-Waikato	35.5
Ikaroa-Rāwhiti	38.0
Te Tai Hauāuru	34.0
TOTAL	**209.2**

Coverage of priority communities

The table below indicates TPK's assessment of anticipated levels of whānau engagement in each priority community driven by deprivation and population. TPM will use its best endeavours and take reasonable steps to provide adequate coverage for whānau and families in these priority communities.

TPM will report on whānau engagement in these priority communities and discuss with TPK any significant differences in the actual number of whānau engaged by Kaiārahi in the priority communities against the benchmarks below. **As advised by TPK in the 2016/17 year, the figures in the table below are not performance targets for TPM.**

The reporting requirements for Kaiārahi services are set out in section 9 (below).

Table 10 – Kaiārahi coverage in priority communities[10] Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

Region	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
Te Tai Tokerau	**17,295**	**44,634**	[redacted]			
Kaitāia	1,953	2,442				
Whangārei	4,689	13,857				
Kaikohe	2,397	2,595				
Tāmaki Makaurau	**34,311**	**142,380**				
Glen Innes	813	1,512				
Papakura	2,343	5,328				
Māngere	1,008	3,276				
Manukau East	4,647	9,807				
Hauraki-Waikato	**14,460**	**61,002**				
Hamilton	8,850	33,894				
Ngāruawāhia	1,719	2,790				

[10] The inclusion of this table was stipulated by Te Puni Kōkiri in the 2016/17 year, and requires TPM to report against these priority communities each quarter. Note that TPM supports whānau within these priority communities as well as whānau outside of the priority communities.

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

Region	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
Huntly	2,034	3,033	[redacted]			
Waiariki	**23,160**	**78,312**				
Rotorua	6,960	19,320				
Taupō	801	5,010				
Ōpōtiki	1,536	2,121				
Whakatāne	1,752	5,958				
Tūrangi	981	1,698				
Kawerau	2,049	3,453				
Te Tai Hauāuru	**20,817**	**101,436**				
Southern Taranaki	858	6,000				
Whanganui	3,345	8,205				
Taumarunui	1,467	2,166				
Ikaroa-Rāwhiti	**25,908**	**84,933**				
Northern East Coast	3,102	3,630				
Kaitī	1,110	2,238				
Gisborne	264	1,245				
Wairoa	2,151	2,559				
Camberley	807	900				
Flaxmere	1,098	1,767				
Lower Hutt	2,979	15,759				

4.2.1 Implementation of regional action plans regarding whakapakari tinana

Based on the resource allocation model of TPM (Māori descent population), 16.9 FTE will be deployed across TPM's Whānau Ora partners to implement an action plan that identifies the region's outcomes and approach to support whānau in achieving whakapakari tinana, health or wellbeing outcomes (based on the region's needs and whānau needs assessment). The allocation of this resource across the regions will be as follows:

Table 11 – Whakapakari tinana FTE positions

Region	FTE
Te Tai Tokerau	3.9
Tāmaki Makaurau	2.6
Waiariki	2.6
Hauraki-Waikato	1.3
Ikaroa-Rāwhiti	3.9

Region	FTE
Te Tai Hauāuru	2.6
TOTAL	**16.9**

4.2.2 Building outcomes measurement capacity and capability in priority communities in Te Ika-a-Māui

TPM will deploy 15.0 FTE across TPM's Whānau Ora partners supporting over 80 Whānau Ora partners to improve the quality of whānau data and the measurement of the achievement of their outcomes. This will be achieved through:

- Training workshops including 'train the trainer'
- Ongoing support through a TPM helpdesk for the analysts
- Reporting by Whānau Ora partners that there has been an improved understanding of outcomes measurement.

Based on the Māori descent population, for the 2018/19 year, the allocation of data analyst FTE positions across the regions will be as follows:

Table 12 – Data analyst FTE positions

Region	FTE
Te Tai Tokerau	2
Tāmaki Makaurau	2
Waiariki	3
Hauraki-Waikato	2
Ikaroa-Rāwhiti	3.5
Te Tai Hauāuru	2.5
TOTAL	**15.0**

4.3 Commissioning for Collective Impact

For the 2018/19 financial year, TPM will continue to engage up to 13 Collective Impact partnerships to work with their priority whānau to achieve one of the six TPM outcomes so that:

- Whānau are knowledgeable and well informed
- Whānau are healthy
- Whānau actively participate in communities

- Whānau are engaged in te ao Māori
- Whānau enjoy high standards of living
- Whānau relationships are rewarding and empowering.

Further work is still being undertaken to ensure a Collective Impact project extends to the Tūwharetoa region.

More detail on the specific key performance indicators on how the Whānau Ora partnerships will work with priority whānau to identify and achieve the outcomes sought is set out in section 9 below.

Table 13 – Collective Impact projects

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
1	**Lead: Ngāti Hine Health Trust**, Whakawhiti Ora Pai, Ki A Ora Ngāti Wai, Te Rūnanga o Te Rarawa, Te Pu O Te Wheke, Te Mana O Ngāpuhi Kowhaorau, He Iwi Kotahi Tatou Trust, Te Hauawhiowhio o Otangarei	Oho Ake	Taitamariki in Te Tai Tokerau will get the best start at school	[redacted]	Whānau with tamariki aged 4-6 years	Programmes targeted at whānau including parents and tamariki: • to increase their knowledge of the education system including support services available • to increase their engagement in the education system including support services • to increase their readiness to attend early childhood education and/or primary school • to improve their educational achievement by attending school support programmes e.g. reading recovery, word working and speech and language.	• Whānau are knowledge able and well informed • Whānau are healthy • Whānau actively participate in communiti es	**Region Tai Tokerau:** Tai Tokerau wide - Ruakākā to Te Rerenga Wairua
2	**Lead: Te Whānau O Waipareira Trust**, Te Rūnanga o Ngāti Whātua, Te Puna Hauora, Ngāti Whātua Ōrākei, Manukau Urban	#Tātou	Working with priority whānau to increase their health literacy and decrease obesity	[redacted]	Whānau who present with obesity and related health conditions	Programmes targeted at whānau to: • increase their physical activity e.g. Step challenges, boot-camps, gym sessions • increase their knowledge of nutrition and healthy eating e.g.	• Whānau are knowledge able and well informed	**Region Tāmaki Makaurau:** North Shore, Waitakere, Central

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
	Māori Authority, Kotahitanga Limited (Papakura Marae, Te Kaha o Te Rangatahi and Turuki Health Care)			[redacted]		workshops for whānau to buy, prepare and serve healthy and affordable kai • increase their knowledge of health services available in the community • increase their access to health support and services	• Whānau are healthy • Whānau actively participate in communiti es	Auckland, South Auckland
3	**Lead: Te Kōhao Health**, Te Runanga o Kirikiriroa, Te Korowai Hauora o Hauraki, Raukawa Maniapoto Trust	Te Ngira	Improve whānau economic outcomes through education, employment and training	[redacted]	Whānau not in education, employment	Programmes targeted at whānau to: • increase their readiness for work e.g. work-brokering programmes, CV courses, work-ready programmes, relevant training	• Whānau are knowledge able and well informed • Whānau enjoy high standards of living	**Region Hauraki-Waikato:** Huntly, Hamilton, Ngāruawāhia, Morrinsville, Hauraki
4	**Lead: Raukura Hauora o Tainui Trust**, Ngā Miro Health, Waahi Whaanui Trust, Te Hauora o Ngāti Hauā	Te Tāniko	Supporting Tainui tamariki in state care to be supported in iwi care	[redacted]	Whānau who have tamariki and, due to their lifestyle, have tamariki who are at risk of being	Programmes targeted at whānau to: • Not be dependent on alcohol and drugs • Improve the cultural links of, and between, whānau	• Whānau are healthy • Whānau actively participate in	**Region Hauraki-Waikato:** Huntly, Ngāruawāhia, Morrinsville, Hamilton

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
					cared for by non-related whānau	• Improve the wellbeing of whānau	communities	
5	**Lead: Te Arawa Whānau Ora,** Korowai Aroha Health Centre	Whaimua	Improving health outcomes of whānau by addressing respiratory conditions	[redacted]	Whānau who have respiratory disease or are at risk of having a respiratory condition	Programmes targeted at whānau to: • Improve their knowledge on their disease and the impact of their lifestyles on their conditions • Connect those with respiratory disease with needed services • Reduce the contributing factors that exacerbate respiratory disease	• Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities	**Region Waiariki:** Rotorua, Maketū and surrounding districts
6	**Lead: Ngā Mātāpuna Oranga,** Te Rūnanga o Ngāi Tamawhariua, Waitahahauoranga, Sustainability Options Limited, Tawanui Community Housing Trust, BOP District Health Board	Manawa Ora	Improving health outcomes of whānau by addressing respiratory conditions	[redacted]	Whānau who have respiratory disease	Programmes targeted at whānau to: • Improve their knowledge on their disease and the impact of their lifestyles on their conditions • Connect those with respiratory disease with needed services	• Whānau are knowledgeable and well informed • Whānau are healthy	**Region Waiariki:** Western Bay of Plenty

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
						• Reduce the contributing factors that exacerbate respiratory disease • Improve their housing conditions	• Whānau actively participate in communities • Whānau enjoy high standards of living	
7	**Lead: Ngāti Rangi Trust** Ruapehu Transformation Trust, Ruapehu REAP, Waimarino Health Clinic, Ruapehu District Council, The Lines Company, NZ Rural Fire Services	Te Whare Āhuru ki Ruapehu Housing Project	Ruapehu whānau proudly living in safe, warm homes	[redacted]	Whānau who live in substandard living conditions	Programmes targeted at whānau to: • Assess their living conditions e.g. home assessment • improve their knowledge of keeping houses warm and dry e.g. ventilation, insulation • Improve their financial literacy skills e.g. budgeting programme • improve their living conditions e.g. heating, insulation, dampness through a house assessment and repairs/maintenance	• Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities • Whānau enjoy high	**Region Te Tai Hauāuru:** Ngāti Rangi rohe: Raetihi, Ōhākune, Waiōuru

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
							standards of living	
8	**Lead: Tui Ora –** Department of Conservation, the Next Foundation, the Taranaki Mounga Project, Devon Intermediate, Te Pihipihinga Kakano Mai I Rangiatea, the Health Promotion Agency and Ngāti Ruanui.	He Kawa Ora	Improve the wellbeing of rangatahi through the Taranaki Mounga initiative.	[redacted]	Whānau with rangatahi aged between 10 and 12 years living in the Taranaki, New Plymouth area.	Programmes targeted at whānau to: • increase their knowledge of Taranaki Mounga and its environmental, cultural and spiritual connection to Taranaki whānau, hapū, iwi and community • increase their physical activity by connecting with the environment and Taranaki Mounga • increase their knowledge of kaitiakitanga i.e. how to care for the environment • increase their participation in te ao Māori e.g. reo, tikanga, culture	• Whānau are knowledge able and well informed • Whānau actively participate in communiti es • Whānau are engaged in te ao Māori	**Region Te Tai Hauāuru:** Taranaki Region
9	**Lead: Te Tihi o Ruahine Whānau Ora Alliance** MSD, HNZ, UCOL, Corrections, TPK, City Doctors, Oranga Tamariki, Palmerston	Kāinga Whānau Ora	All whānau live in structurally safe, warm and dry homes.	[redacted]	Whānau who live in substandard living conditions	Programmes targeted at whānau to: • Assess their living conditions e.g. home assessment • improve their knowledge of keeping houses warm and dry e.g. ventilation, insulation	• Whānau are knowledge able and well informed	**Region Te Tai Hauāuru:** Manawatū, Rangitikei, Palmerston North, Dannevirke

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
	North City Council, MOE, Central PHO, Mid-Central DHB, The Palms, SIA			[redacted]		• Improve their financial literacy skills e.g. budgeting programme • improve their living conditions e.g. heating, insulation, dampness through a house assessment and repairs/maintenance	• Whānau are healthy • Whānau actively participate in communities • Whānau enjoy high standards of living	
10	**Lead: Whaiora Whānui**, Ngāti Kahungunu ki Wairarapa, Te Hauora o Wairarapa, Whānau Ora Wairarapa Kaituitui, Masterton Medical, Wairarapa REAP, Wairarapa Schools	Tamariki Tuatahi	To improve whānau wellbeing with a focus on childhood obesity	[redacted]	Whānau with tamariki aged 5-12 years that are obese	Programmes targeted at whānau to: • increase their physical activity during and after school using specialist kaiārahi • increase their knowledge of nutrition e.g. workshops for healthy eating • increase their knowledge of health and oral health services available in the community • increase their access to health and oral health support and services	• Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities	**Region Ikaroa-Rāwhiti:** Wairarapa region

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
11	**Lead: Te Rōpū Āwhina ki Porirua,** Tākiri Mai Te Runanga o Te Atiawa kit e upoko o te ika, Te Rōpū Āwhina, Wainuiomata Intermediate, Pukeatua Primary, Wainuiomata High School, Kokiri Marae Social Services, Police (Youth Aid), MOE, Oranga Tamariki, Hutt City Council.	Te Whānau Whanake	To support whānau to manage the transition from intermediate school (Year 7) to secondary school (Year 9).	[redacted]	Rangatahi in years 7 & 8 at Wainuiomata Intermediate and Pukeatua Primary School transitioning to Wainuiomata High School	Programmes targeted at whānau including parents and tamariki: • to increase their knowledge of the education system including support services available • to increase their engagement in the education system including support services e.g. homework groups for children / groups for parents to help with homework • to increase their readiness for high school • to increase the knowledge of parents to successfully raise a teenager • to increase the confidence and resilience of a teenager • to improve their educational achievement by attending school support programmes	• Whānau are knowledge able and well informed • Whānau are healthy • Whānau actively participate in communiti es •	**Region Ikaroa-Rāwhiti:** Upper Hutt, Lower Hutt, Wellington City, Wainuiomata, Porirua City, Kapiti Coast and Ōtaki
12	**Lead: Te Taiwhenua o Heretaunga**, U Te Wānanga Whare Tāpere o Takitimu, Waimarama Marae,	Rangatahi tū Rangatira	Improve whānau economic outcomes through education, employment and	[redacted]	Whānau with rangatahi not in education, employment and training	Programmes targeted at whānau to: • increase their readiness for work e.g. CV courses, work-ready programmes	• Whānau are knowledge able and	**Region Ikaroa-Rāwhiti:** Heretaunga region

Withheld under sections 9(2)(b)(ii)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
	Whakatū/Whānautahi trust, Whararikí Trust (formerly U-Turn), Ngā Marae o Heretaunga		training with a focus on rangatahi	[redacted]	or who want to engage in education, employment and training with the purpose of increasing their income to meet their household needs	• increase their soft skills e.g. focus on attendance, punctuality, professionalism, oral and written communications, teamwork, critical thinking • increase their access to career opportunities e.g. career workshops • increase their financial literacy skills e.g. budgeting course	well informed **Whānau enjoy** high standards of living	
13	**Lead: Te Rūnanga o Ngāti Porou** Ngāti Porou Hauora, Te Rūnanga o Tūranganui a Kiwa, Te Whare Maire O Tapuwae, Te Aitanga a Hauiti Hauora	Horouta Whānau Ora	Improve the health outcomes of whānau by focusing on tamariki aged 0-4 years with respiratory conditions	[redacted]	Whānau with tamariki aged 0-4 years that suffer or are at risk of suffering from respiratory conditions	**Programmes targeted at whānau to:** • increase their access to health and support services to be able to manage and treat their condition e.g. regular GP visits, health checks, smoking cessation, breathing, • increase their knowledge of their respiratory condition to be able to identify causes and symptoms • increase their knowledge of their respiratory condition to be able to prevent others from	• **Whānau** are knowledge able and well informed • **Whānau** are healthy • **Whānau** actively participate in communiti es	**Region Ikaroa-Rāwhiti:** East Coast from **Ruatōria to** Gisborne and Te Wairoa

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
						within the whānau from contracting the condition • improve their living conditions e.g. heating, insulation, dampness through a house assessment and repairs/maintenance	• Whānau enjoy high standards of living	

4.4 Innovation Fund

Following the success[11] of the projects in 2017/18, TPM will engage with Whānau Ora partners in 2018/19 to implement innovative ways to support whānau to achieve one or more of the TPM outcomes. In 2017/18, this same fund was referred to as the Collective Impact Innovation Fund, though with the variety of innovative projects coming through, the fund will be here on in referred to as the Innovation Fund. The projects in 2017/18 were funded to support the following:

Region	Summary of Initiatives	2017/18 Highlights
Tai Tokerau	Programme design and delivery to achieve the following outcomes: • Improved personal learning in leadership and governance • Improved skills and confidence to engage with education providers • Improved relationships with education providers	As at the end of quarter three 2017/18, the innovation fund supported: • An extension of the Collective Impact project to another region within Tai Tokerau supporting more whānau • Staff undertaking governance training, which has led to staff taking up more senior positions within the Whānau Ora team, and bringing on more staff due to more Te Tai Tokerau regions being serviced • With another region being serviced within Te Tai Tokerau, partners have been able to form relationships with another three education providers, resulting in more whānau being supported to access education services
Tāmaki Makaurau	Community commissioning, programme design and delivery, information technology and workforce development to achieve the following outcomes: • Increased community participation through projects • Improved shared measurement capabilities • Improved outcomes management capacity & capability	As at the end of quarter three 2017/18, the innovation fund supported: • A further 44 staff of partners were training in whānau data analysis, outcomes measurement and outcomes management (i.e. management of whānau data progressing along the milestone indicator framework) • a local initiative that targeted creativity and innovation within communities and whānau. Anyone with a creative idea for making a change in their community had the opportunity to pitch their idea to a 'Dragons Den' style panel of judges this quarter. TPM was looking at the best 30 local innovative initiatives.

[11] Success in this instance includes supporting more whānau to access services, extending services to regions (in Tai Tokerau, Thames, north Waikato, Wairoa, other areas of Wairarapa) and upskill staff

Region	Summary of Initiatives	2017/18 Highlights
		The initiatives had to link to the TPM outcomes framework.
Hauraki-Waikato	Programme design and delivery, community commissioning and information technology to achieve the following outcomes: • Increased whānau employment • Increased knowledge and skills for employment • Improved shared measurement capabilities	As at the end of quarter three 2017/18, the innovation fund supported: • Staff to be trained in whānau data analysis and outcomes measurement which has led to improvement in data collection and reporting each quarter • New employment and training coordinators were appointed in the Thames and north Waikato region to enable improved connection of whānau living rurally with employment and training towards employment.
Waiariki	Programme design and delivery and information technology to achieve the following outcomes: • Improved living conditions for whānau • Improved knowledge regarding home maintenance for whānau • Improved shared measurement capabilities	As at the end of quarter three 2017/18, the innovation fund supported: • Supporting more whānau to have their houses repaired to improve safety and warmth • Supporting whānau to upskill themselves to develop new skills to maintain their homes • Staff to be trained in whānau data analysis and outcomes measurement which has led to improvement in data collection and reporting each quarter
Ikaroa-Rāwhiti	Programme design and delivery and information technology to achieve the following outcomes: • Increased employment opportunities for rangatahi • Improved education outcomes for rangatahi • Improved shared measurement capabilities	As at the end of quarter three 2017/18, the innovation fund supported: • Supporting better strategies to engage rangatahi and whānau to support their education, employment and business ownership. The initiative led to identifying leaders to mentor rangatahi and whānau. It also led to improved confidence of rangatahi to go on to training for job opportunities. • Staff to be trained in whānau data analysis and outcomes measurement which has led to

Region	Summary of Initiatives	2017/18 Highlights
		improvement in data collection and reporting each quarter
Te Tai Hauāuru	Programme design and delivery and information technology to achieve the following outcomes: • Improved literacy regarding home maintenance • Improved education outcomes for rangatahi • Improved access to technology for rangatahi • Improved shared measurement capabilities	As at the end of quarter three 2017/18, the innovation fund supported: • Supporting more whānau to have their houses repaired to improve safety and warmth • Supporting rangatahi programme on education and employment training which has led some rangatahi to take up on the job training • Supporting whānau to upskill themselves to develop new skills to maintain their homes • Staff to be trained in whānau data analysis and outcomes measurement which has led to improvement in data collection and reporting each quarter

It is expected that the Innovation Fund 2018/19 will support similar projects to the ones listed above. The 2018/19 initiatives will be based on actions plans submitted to TPM and will ensure:

- increased engagement of priority whānau
- achievement outcomes for whānau, including whānau who are socially and geographically isolated
- reach to whānau whom Whānau Ora partners may have previously struggled to engage
- increase in the presence of Whānau Ora across Māori communities
- improved information system and data capture of all of the above.

More detail regarding the specific key performance indicators on how the Whānau Ora partnerships will work with priority whānau to identify and achieve the outcomes sought is set out in section 9 below.

4.5 Workforce and Training

For 2018/19, TPM will continue to build the capacity and capability of the Whānau Ora workforce. TPM will provide training and resources to support Whānau Ora partners to track and measure the achievement of outcomes for whānau accessing Whānau Direct, Kaiārahi and Collective Impact programmes across Te Ika-a-Māui. This is closely linked to the development of 'best practice' modules outlined in section 6 – 'Research, Evaluation, Innovation and Strategy'.

Additionally, TPM will continue to work with and support Whānau Ora partners as Whānau Tahi version 5 is deployed in 2018/19 and beyond.

TPM also provides Whānau Ora training for participants to gain a Diploma in Whānau Ora. This provides opportunities to gain in-depth skills and knowledge that build on their Whānau Ora employment experience. Learners are equipped with more skills in working with whānau, learning te reo Māori and tikanga Māori. More importantly, the training provides introduction to research skills and the knowledge to practice safely and ethically. There are a range of delivery options for the

Diploma in Whānau Ora including noho marae, kanohi ki te kanohi, online engagement and work-based tutoring. Distance learning is also utilised. There are four modules:

Module 1: Ngā Kaupapa Tuku Iho

- Outcome Domain - Whānau engagement in te ao Māori
- Outcome Area - Whakapapa or whānau connections
- Outcome - Increased knowledge of whakapapa/whānau connections

Module 2 – Mana Whānau – Working with whānau to uphold whānau integrity

- Outcome Domain - Whānau knowledge
- Outcome Area - Skills or knowledge for employment
- Outcome - Increased knowledge or skills acquired through training

Module 3 – Te Maia o Ngā Mahi Hou: Competent and Innovative Delivery of Service

- Outcome Domain - Whānau knowledge
- Outcome Area - Skills or knowledge for employment
- Outcome - Increased knowledge or skills relevant for employment

Module 4 – Ngā Mahi Runga Ora: Ethical and Safe Practice

- Outcome Domain - Whānau relationships
- Outcome Area - Relationships with social, health, and education service providers including government departments
- Outcome - Improved confidence or attitude towards relationships with social, health, and education service providers including government departments

5 Research, Evaluation, Strategy and Innovation

Meeting the expectations of the Minister for Whānau Ora

Using whānau data, TPM will produce new knowledge to demonstrate and evidence what is happening within communities across Te Ika-a-Māui. The approach is to create, gather and disseminate new and innovative Māori thought leadership[12] within Whānau Ora partners.

For the 2018/19 year, TPM will meet the expectations of the Minister for Whānau Ora through targeted research and evaluation activities using a collaborative approach with Whānau Ora partners that is mana[13] enhancing, thought provoking and builds capability. More importantly the proposed research activities provide opportunities to share Whānau Ora success stories, and the learnings they offer to all kaimahi across the spectrum of TPM and its Whānau Ora partners.

Key Government priorities

As the new Government addresses its key priorities, TPM will anticipate these with evidence, as informed through quantitative and qualitative whānau ora data. TPM will prepare policy and information for reviews and inquiries such as, but not limited to:

- Review of Whānau Ora including considering the investment of government departments and Crown entities towards Whānau Ora
- Inquiry into mental health and addiction services
- Inquiry into abuse in state care.

5.1 Reviewing the commissioning model

TPM will gather knowledge and evidence of Whānau Ora commissioning in Te Ika-a-Māui and within the broader New Zealand landscape. Given that there is little research available on commissioning in an indigenous space, and in particular the Whānau Ora space, there is an opportunity to build the body of research in commissioning.

For the 2018/19 year, work related to reviewing the commissioning model will include:

- Participating in the Government's proposed review of Whānau Ora by providing evidence of the strengths and weaknesses of the commissioning model. This will include helping to contribute to the review's development of recommendations for improvement.
- Translating the findings of the commissioning model research project into a short report for Te Puni Kōkiri that discusses the strengths and weaknesses of the commissioning model and recommendations for its improvement

[12] Ideas from a Māori organisation that is a leader in its field
[13] Mana of Whānau Ora provider organisations and their whānau

5.2 Advancing and championing Whānau Ora

TPM will take opportunities to showcase exemplars of Whānau Ora practices and innovative approaches during the 2018/19 year. Many government departments are still unaware of the benefits of Whānau Ora and the advantages of deploying Kaiārahi within vulnerable communities.

For the 2018/19 year, work related to advancing and championing Whānau Ora will include publishing a report on the Whānau Ora conference findings.

5.3 Evidencing whānau transformation

As with all government investments, it is important to provide reliable evidence on how the investment is used, and what changes are made as a result of that investment. As with previous years, TPM is required to validate its programmes through annual reviews and the provision of reports on whānau transformation, i.e. evidence on whānau working towards achieving their outcomes.

For the 2018/19 year, work related to evidencing whānau transformation will include:

- Collective Impact partners sharing information and learnings with other Whānau Ora partners, government departments and key stakeholders
- Publication of the 2017/18 Whānau Direct Outcomes Report
- Publication of the 2016/17 Kaiārahi Outcomes Report.

5.4 Demonstrate contributions to improved standards of living

TPM will demonstrate contributions to improved standards of living by evidencing how specific outcomes achieved in 2017/18 have contributed to overall whānau wellbeing and improved living standards through further analysis of data from all TPM programmes. A report will be produced in quarter two.

5.5 Continue to support Whānau Ora partners to improve capacity and capability

TPM will work alongside Whānau Ora partners to improve their capacity and capability with the aim of building a strong, versatile and resilient Whānau Ora workforce. In addition to data and outcome measurement training, for 2018/19 TPM will:

- Deliver best practice training modules as part of the TPM workforce development strategy (refer below for further details)
- Offer summer internships to Whānau Ora partners who can identify up and coming undergraduates or whānau that could potentially join the future Whānau Ora workforce.

Building on the training modules from the 2017/18 year, TPM will develop best practice training modules to support organisational change management across the following areas in the 2018/19 year:

- Managing to Outcomes: Theory of Change (201), Logic Modelling (202), Outcome Mapping (203)
- Adaptive Workforce: Building a culture of adaptability within Whānau Ora organisations (211), Roles and functions of the backbone for Whānau Ora lead partners (213)

- Collective Impact for Whānau: Organisational readiness for undertaking a Collective Impact from vision to implementation (221), From vision to implementation (222), Development of the Collective Impact backbone (223)
- Data Analysis: Using data to inform practice (231)
- Social Media: Social media platforms as thought leadership tools for Whānau Ora (241).

5.6 Continued improvement of TPM systems and processes

TPM will undertake activities so that the programmes, systems and processes continue to be relevant, of high quality and informed. TPM will continue to work with Whānau Tahi and Whānau Ora partners to ensure ongoing enhancements of the system are developed and deployed to:

- better enable Kaiārahi and other frontline practitioners to support whānau to achieve their outcomes; and
- enable better measurement, monitoring and reporting of outcomes.

TPM will develop logic models for each of its programmes (Collective Impact, Kaiārahi, Whānau Direct) to review the success and/or limitations of these investments.

Ngā Tini Whetū is a whānau leadership programme that helps support whānau to become whānau champions, to progress forward as leaders within their own communities, and towards global participation. This involves providing high level mentors, opportunities and aspirational pathways that will equip whānau with the necessary support, skills and knowledge to navigate towards the achievement of their own self-determined whānau long-term goals and aspirations. This three stage approach and focus on whānau, community and global leadership ensures that whānau are actively progressing forward, by continually building their own whānau leadership capacity and capability beyond their own whānau to a community and global level.

In 2017/18, TPM produced a test report for Ngā Tini Whetū including recommendations on how TPM will pilot the programme. The research looked at the development of a long-term outcomes programme, aimed at whānau who are 'stable', yet need support to move to a state of self-determination and leadership.

For the 2018/19 year, work related to improving systems and processes will include:

- Development of intervention logic for TPM investment in its programmes
- Independent evaluation of a Collective Impact initiative
- Piloting Ngā Tini Whetū.

Monitoring and Evaluation Framework

The framework below identifies indicators, and information gathering processes to measure whether Whānau Ora partners are contributing to the achievement of TPM outcomes for whānau. The framework has been updated following monitoring and evaluation of its commissioning activities completed in 2017/18.

Table 14 - TPM Monitoring and Evaluation Framework

Vision/Mission		Whānau Needs (various)		TPM Outcomes		Priority Outcomes		Commissioning for Whānau		Indicators		Monitoring and Evaluation
Vision Supporting whanau success **Mission** Whānau in Te Ika-a-Māui enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te ao Māori and in wider society		Refer to Table 2 on pages 13-14		Whānau are knowledgeable and well informed Whānau are healthy Whānau actively participate in communities Whānau are actively in te ao Māori Whānau enjoy high standards of living Whānau relationships are rewarding and empowering		The wider sector (through Whānau Ora partners) having a shared vision for supporting whānau to be successful Being able to respond to an immediate, short, medium and long whānau need Identification of priority whānau and their aspirations Supporting priority whānau to work towards achieving one of the six TPM outcomes		**Whānau Direct** Whānau Direct aims to enhance the skills and ability of whānau to grow resilience and respond positively to achieve outcomes for whānau. **Collective Impact for Whānau** Collective Impact aims to proactively work across sectors to support priority whānau to achieve specific outcomes. **Kaiārahi** Kaiārahi work alongside whānau to support them in their journey to achieve their outcomes. Data & Outcomes Measurement resource will support improved quality and measurement of whānau outcomes. **Innovation Fund**		*Refer to Section 3*		**Quarterly / Six-monthly** **Whānau Direct, Collective Impact, Kaiārahi** (including Pou Hākinakina, Data & Outcomes Measurement Analysts)**, Innovation Fund** monitoring reports (qualitative and quantitative) including tracking and measuring of key performance indicators and the achievement of whānau outcomes **Annual** Whānau surveys (through partners) that are collated to ascertain whether services are meeting needs, achieving their outcomes and contributing to overall service improvement **Per Programme** Evaluation and research activities for commissioned programmes as required **Ongoing** Research to support the identification of whānau needs and Whānau Ora approaches

								TPM will support innovative approaches for the achievement of outcomes for whānau.				Support partners to improve the tracking and measurement of the achievement of whānau outcomes.

TPM Commissioning Logic Model

The TPM outcomes roadmap outlines two logic models; an organisational logic model and a Commissioning Logic Model. The Commissioning Logic Model (below) underpins TPM's outcomes framework and outlines the key outcomes (and relevant indicators) TPM will measure over 2018/19 to prove its impact. As referred to in section 5.6 of this AIP, TPM will develop intervention logic models for its programmes to review the success and/or limitations of these programmes.

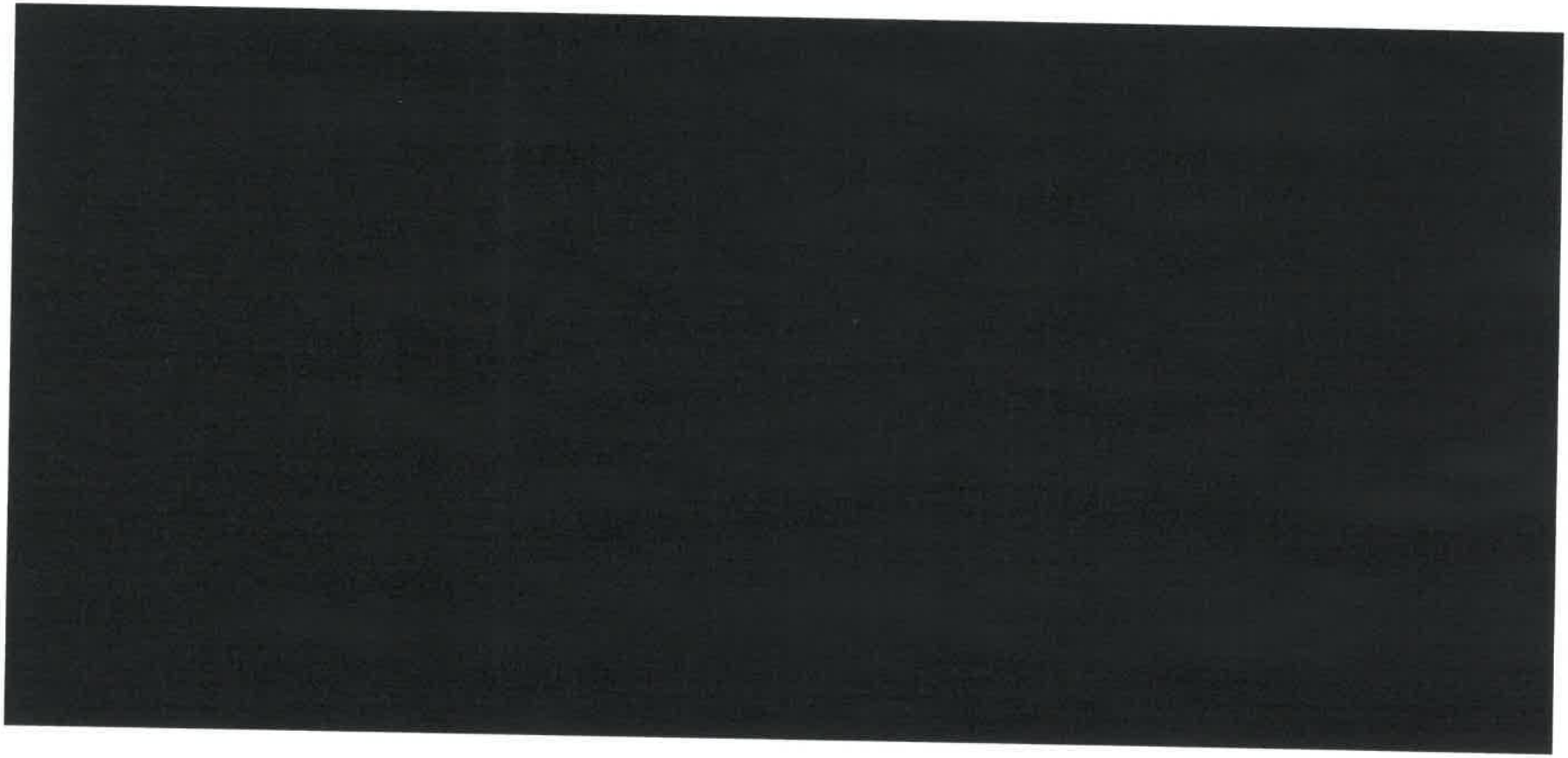
Figure 1 - TPM Commissioning Logic Model

Withheld under sections 9(2)(b)(ii)

[redacted]

Figure 2 TPM Organisational Logic Model

Withheld under sections 9(2)(b)(ii)



6 Financial Information

6.1 Commissioning Funding Allocation Summary for FY2018/19

Activity	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Whānau Direct	625,000	625,000	625,000	625,000	**2,500,000**
Collective Impact for Whānau	2,004,518	2,004,518	2,004,518	2,004,518	**8,018,072**
Kaiārahi (includes Pou Hākinakina and Data Analysts)	4,822,000	4,822,000	4,822,000	4,822,000	**19,288,000**
Research and Evaluation	300,000	300,000	300,000	300,000	**1,200,000**
Innovation Fund	889,437	889,437	889,437	889,439	**3,557,750**
Total funds allocated to commissioning	**8,640,955**	**8,640,955**	**8,640,955**	**8,640,957**	**34,563,822**

The model for allocation of Whānau Ora Commissioning Funds is based on the distribution of Māori decent population by Māori electoral regions, using the Census 2013 data.

Region	Māori Pop	Whānau Direct $	Collective Impact $	Innovation $	Kaiārahi (includes Pou Hākinakina and Data Analysts) $	Research and Evaluation $	Total $	Total %
Te Tai Tokerau	106,344	468,505	1,502,602	666,729	3,632,000		**5,885,835**	18%
Tāmaki Makaurau	97,788	430,811	1,381,709	613,087	3,128,000		**5,513,606**	17%
Hauraki-Waikato	96,273	424,136	1,360,302	603,588	3,248,000		**5,476,027**	16%
Waiariki	94,539	416,497	1,335,801	592,717	3,104,000		**5,449,015**	16%
Ikaroa-Rāwhiti	89,160	392,800	1,259,798	558,993	3,088,000		**5,843,591**	18%
Te Tai Hauāuru	83,361	367,252	1,177,860	522,636	3,088,000		**5,195,748**	16%
Research and Evaluation						1,200,000	**1,200,000**	

Region	Māori Pop	Whānau Direct $	Collective Impact $	Innovation $	Kaiārahi (includes Pou Hākinakina and Data Analysts) $	Research and Evaluation $	Total $	Total %
Total	**567,465**	**2,500,000**	**8,018,072**	**3,557,750**	**19,288,000**	**1,200,000**	**34,563,822**	

6.2 **Operational Funding**

Item	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
Personnel Costs	559,430	559,430	559,430	559,430	**2,237,720**
Governance	45,325	45,325	45,325	45,325	**181,300**
Office Expenses (incl. rent and utilities)	42,624	42,624	42,624	42,623	**170,495**
Professional services	1,269,509	1,269,509	1,269,509	1,269,507	**5,078,034**
Technology and Training Costs	78,000	78,000	78,000	78,000	**312,000**
Communication and promotions	133,551	133,551	133,551	133,551	**534,204**
Other operating costs	31,800	31,800	31,800	31,803	**127,203**
Total Operation Costs	**2,160,239**	**2,160,239**	**2,160,239**	**2,160,239**	**8,640,956**

During the 2018/19 year, TPM will:

- Continuously enhance its IT system to meet data requirements
- Increase regional engagements
- Enhance in-house capability
- Build in-time communication materials
- Convene one national conference.

6.3 Commissioning FY2018/19 payment schedule

Commissioning activity	Period 1 ($)	Period 2 ($)	Period 3 ($)	Period 4 ($)	Total ($)
Payment date	**1 July 2018**	**1 October 2018**	**1 January 2019**	**1 April 2019**	
Commissioning Funds	8,640,955	8,640,955	8,640,955	8,640,957	**34,563,822**
Operating funding	2,160,239	2,160,239	2,160,239	2,160,239	**8,640,956**
Incentive payment					**987,974**
Total	**10,801,194**[14]	**10,801,194**	**10,801,194**	**10,801,196**	**44,192,752**

6.4 Incentive Payment

The incentive payment mechanism for 2018/19 will be confirmed in Quarter 1.

The Incentive Payment mechanism forms part of a partial Payment by Results performance regime, which rewards the Commissioning Agency for progress against Whānau Ora outcomes in stretch or priority areas agreed with Te Puni Kōkiri.

TPM will receive the incentive payment once there is confirmation of achievement of the results-based performance measures included in the incentive regime.

The performance measures linked to an incentive payment will be designed taking into consideration the need for them to be:

- Results-based
- Measurable
- Specific to a programme(s) commissioned by TPM and to the whānau engaged in the programme(s)
- Reasonably attributable to the programme or activity with which the indicator is associated

[14] TPM pays Whānau Ora partners in equal quarterly payments in advance which are confirmed in the annual agreements with partners. Whānau Direct spending by partners may vary over the course of the year depending on whānau needs and processing times for applications. Any underspend will be reported to Te Puni Kōkiri in quarterly progress reports.

- Aligned to a priority outcome area
- Realistic (both in terms of the degree of control and degree of achievability) yet sufficiently challenging to incentivise excellent performance.

7 Data Collection

8.1 Overview of data collection activities

Through 2018/19 TPM is enhancing its data collection by:

- improving standard data collection tools and processes within Whānau Tahi and refining TPM's Reporting Workbook;
- collecting additional (non-transactional) data, through whānau surveys and Whānau Ora partner surveys;
- supporting Whānau Ora partners to improve their engagement, assessment, measurement and reporting on whānau outcomes through the deployment of dedicated Data and Outcomes Measurement resource to train and assist the Whānau Ora partners; and
- providing ongoing training and support around the Milestone Indicator Framework, the Whānau Outcomes Menu (refer to potential outcome indicator sets in Appendix 1) and outcomes measurement practices.

TPM will continue to review and refine the data collection tools within Whānau Tahi in the 2018/19 year, and provide ongoing training and support to Whānau Ora partners to support the measurement and reporting of whānau outcomes.

Surveys of whānau and Whānau Ora partners will give TPM a picture of the impact of its commissioning activities at both the whānau and Whānau Ora partners' level. TPM will continue to analyse these findings and review and refine these survey tools over the 2018/19 year.

As in 2017/18, TPM will deploy data outcome and measurement analysts to support the engagement, assessment, measurement and reporting on whānau outcomes in 2018/19. These analysts will work within the lead Whānau Ora partners and work across all their respective Whānau Ora partners, training the latter to use the tools to improve their data capture, and report on these at least quarterly.

8.2 Implementing a consistent assessment and measurement approach

TPM will continue to move towards a measurement and assessment approach that is consistent across all commissioning programmes, by drawing on four key tools:

1. Tool A: a whānau engagement, planning and outcomes assessment tool.
   This tool will allow whānau to self-report their wellbeing levels across outcome areas within each of TPM's six outcome domains. Whānau Ora partners will use TPM's assessment tool directly, or will use their own assessment tools they have developed and map these to TPM's tool. TPM will work with Whānau Ora partners on this mapping to ensure alignment with TPM's Outcomes Framework. TPM will continue to review and refine this tool with Whānau Ora partners in 2018/19. See Figure 2 below as an example of possible outcome areas with a suggested seven point rating scale.

2. Tool B: a flexible whānau outcomes reporting tool.
   This tool will allow whānau to prioritise one or more outcomes and enable Whānau Ora partners to link whānau outcomes to one of TPM's six outcome domains, via the Whānau Outcomes Menu. Whānau and Whānau Ora partners will identify and agree an outcome indicator to measure progress and achievement of each whānau outcome.
   TPM will continue to review and refine this tool (including the Whānau Outcomes Menu) with Whānau Ora partners in 2018/19. See Figure 3 below as an example of how this tool could look.

3. Tool C: a whānau survey.
   This tool will allow Whānau Ora partners and TPM to understand the levels of whānau satisfaction, confidence levels and experiences. TPM will continue to review and refine this tool with Whānau Ora partners in 2018/19. The survey will primarily be used to measure the following outcomes:

a. whānau have increased/improved engagement with partners;
b. whānau have improved ability to plan and set goals; and
c. whānau have increased confidence and self-empowerment.

4. Tool D: a Whānau Ora partner survey.
This tool will allow Whānau Ora partners and TPM to understand the quality of whānau engagement and levels of collaboration with Whānau Ora partners to achieve whānau outcomes. TPM will continue to review and refine this tool with Whānau Ora partners in 2018/19. The survey will be primarily used to measure the following outcomes:
   a. partners have increased/improved engagement with priority whānau;
   b. partners have a common agenda for achieving whānau outcomes; and
   c. increased interest and capacity to partner and work collaboratively.

Withheld under sections 9(2)(b)(ii)

[redacted]

8.3 Milestone Indicator Framework

Description of the Milestone Indicator Framework

TPM Whānau Ora partners will track the progression of whānau along a spectrum of milestone indicators and report to TPM to articulate whānau progress towards achieving short, medium and long term outcomes across the six outcomes domains.

Whānau Ora partners, Kaiārahi and TPM will assess and track the progression of whānau along the spectrum of milestone indicators related to each of the priority outcome areas in the milestone indicator framework below.

Progress towards achieving results for whānau will be demonstrated by the number of whānau who experience a positive shift from a baseline position of zero (0) along the milestone indicators relevant to their priority outcome(s).

Table 15 – Milestone indicator framework Withheld under sections 9(2)(b)(ii)

Priority outcome area	1	2	3	4	5
Whānau are knowledgeable and well informed	[redacted]				
Whānau are healthy					
Whānau relationships are empowering					
Whānau actively participate in communities					
Whānau are engaged in te ao Māori					
Whānau enjoy high standards of living					

8.4 Deployment of Data and Outcomes Measurement resource

TPM is deploying 15.0 FTE across its Whānau Ora partners. This is specialist resource at the regional level to support Whānau Ora partners to build outcomes measurement capacity and capability in priority communities of Te Ika-a-Māui. Regional workshops will be delivered, and Whānau Ora partners will also receive additional 1:1 training sessions. As a result of deploying this resource, it is intended that Whānau Ora partners will:

- have a good understanding of whānau data;
- know how to identify priority whānau through more informed data analysis practices; and
- have a better understanding on how to measure and report on outcomes.

In turn, TPM and Whānau Ora partners will support Kaiārahi and other members of the Whānau Ora workforce to implement good practices to better understand the progress of whānau towards the achievement of their outcomes.

8.5 Whānau Tahi

The Whānau Tahi version 5 upgrade is now available for Whānau Ora partners. The upgraded solution delivers a significant improvement in the interface for kaimahi, better enabling them to work with whānau, providing Whānau Ora partners with integrated capabilities and tools to track and measure whānau progress towards their outcomes.

The key features enabling this are:

- Streamlined, automated whānau engagement
    - Automated whānau membership and address management with inbuilt location services (e.g. google maps) supporting whānau engagement
    - Streamlined, automated referral pathway supporting whānau navigation to services/programmes
- Integrated whānau plans and definition of outcomes
    - Automated creation of plans with pre-defined outcomes and activities (configurable for each partner/service).
    - One screen for kaimahi to operate from allows easier data entry
    - Manages whānau level outcomes and individual whānau member outcomes linked to relevant services/programmes
    - Manages all activities contributing to the achievement of whānau outcomes
- Outcomes management
    - Tracks whānau progress against milestone indicator framework (allows multiple goals and milestone goals to be tracked)
    - Built-in outcomes measurement functions:
        - configurable assessment/measurement/survey tools (e.g. Tool A and C above or the providers equivalent) to collect relevant baseline and follow up data
        - outcomes can be linked to specific questions/fields within these tools or can be customised for each unique outcome to measure whānau progress
        - outcomes are linked to TPM outcomes framework (via Tool B, the outcomes menu) to enable consolidated reporting
        - built-in dashboards/charts track and monitor whānau progress using their defined indicators of success
    - Supports SROI analysis with activity costings and outcomes linked to financial proxies.

Over the 2018/19 financial year, TPM will continue to work with Whānau Tahi and Whānau Ora partners to ensure ongoing enhancements of the system are developed and deployed to better enable Kaiārahi and other frontline practitioners to support whānau to achieve their outcomes, and enable better measurement, monitoring and reporting of outcomes.

8.6 Whānau Ora partners' reporting to TPM

Collecting data for reporting on Whānau Direct targets

All information relevant to Whānau Direct targets will be captured in the Whānau Direct Whānau Tahi system. Table 16 sets out the sources of data and data collection method for each of the types of targets.

Table 16 – Data collection for Whānau Direct targets

Data Source	Data Collection
Whānau Direct applications received, paid and reviewed with whānau. Applications submitted to TPM will include: • the region where the whānau is based; • payment details for the funds requested; • information about the whānau situation; and • information about the outcome that each whānau is seeking to achieve.	*'How much' targets*
	TPM will record the regional spread of Whānau Direct funding recipients.
	'How well' targets
	TPM will record the length of the process time taken to distribute funds. Providers will complete a review with the whānau to determine whether their experience was positive.
	'Better off' targets
	As part of their review with whānau, providers will determine: • whether the expected immediate change was achieved; and • whether the intervention had a positive impact on the whānau situation.

Collecting data for reporting on Collective Impact and Kaiārahi targets

Table 17 sets out the sources of data and data collection method for each of the types of targets. Data source and collection methods apply to both programmes, except where noted in the table.

Table 17 – Data collection for Collective Impact and Kaiārahi targets

Data Source	Data Collection
'How much' targets	
Data will be sourced from: • reporting from providers, captured through Whānau Tahi and the TPM reporting workbook.	TPM Whānau Ora partners will collect and report to TPM data on: • whānau enrolments, including a breakdown of whānau members; • numbers of whānau active each quarter, new whānau enrolled, whānau who exited each quarter and cumulative number of whānau engaged; • whānau assessments, including the priority outcomes sought; • whānau priority outcomes; • whānau plans and goals; and • services / programmes whānau have been referred to.
'How well' targets	

Data Source	Data Collection
Data will be sourced from: • reporting from providers, captured through Whānau Tahi and the TPM Reporting Workbook. • reporting on implementation of Collective Impact action plans (Collective Impact only). • whānau surveys.	TPM Whānau Ora partners will collect and report to TPM: • survey data on whānau reporting whether the initiative has identified and responded to their priorities and needs; • survey data on whānau reporting a positive experience; • on the implementation of the Collective Impact action plans, specifically how they have built upon existing activities and improved the Whānau Ora practices of partner organisations to support priority whānau. (Collective Impact only).
'Better off' targets	
Data will be sourced from: • whānau surveys. • reporting from providers, captured through Whānau Tahi and the TPM reporting workbook.	TPM Whānau Ora partners will collect and report to TPM: • survey data on whānau reporting improvements in their ability to plan and achieve goals; • data on priority outcomes, whānau plans and goals, including outcome indicators and indicator results; and In relation to the milestone indicator framework targets, Whānau Ora partners and Kaiārahi will collect and report to TPM quarterly: • number of priority whānau engaged and assessed • outcome area(s) prioritised by each priority whānau • baseline positions of each priority whānau against the milestone indicator framework following initial assessment • number and type of shifts along the milestone indicator framework of each priority whānau • for each priority outcome area, number of whānau who have prioritised that outcome area who have experienced a positive shift on the milestone indicator framework.

8 Performance Measures

8.1 Whānau Direct

Table 18 - Whānau Direct Performance Measures

	Target	Reporting frequency
	"How much?" measures	
WD1	At least 2,500 priority whānau[15] will have been supported by Whānau Direct funding in FY18/19, as follows: • Te Tai Tokerau: 424 • Tāmaki Makaurau: 393 • Hauraki Waikato: 416 • Waiariki: 367 • Ikaroa-Rāwhiti: 469 • Te Tai Hauāuru: 431	Quarterly on the quarterly and cumulative number of whānau (and whānau members) who have received Whānau Direct funding, including a regional breakdown.
	"How well?" measures	
WD2	90% of Whānau Direct applications are distributed within two working days of TPM's receipt of approved applications that are complete and accurate in FY18/19.	Quarterly on the cumulative proportion of Whānau Direct applications received that are paid within two working days.
WD3	80% of priority whānau report a positive experience in FY18/19.	Quarterly on the number of whānau reporting a positive experience.
	"Better off" measures	
WD4	90% of priority whānau report that an immediate change has been achieved through Whānau Direct in FY18/19.	Quarterly on the number of whānau reporting that an immediate change has been achieved, including a breakdown of the outcomes achieved by TPM Outcome Domain.
WD5	90% of priority whānau report a positive impact on the whānau situation as a result of the intervention in FY18/19.	Quarterly on the number of whānau reporting a positive impact on the whānau situation, including a breakdown of the outcomes achieved by TPM Outcome Domain.

[15] These priority whānau may also be reflected in whānau engagement numbers reported through Collective Impact and Kaiārahi programmes.

8.2 Collective Impact

Table 19 – Collective Impact Performance Measures

	Target	Reporting frequency
	"How much?" measures	
CI1	990 priority whānau are supported in FY18/19 as below: • Te Tai Tokerau: 165 • Tāmaki Makaurau: 165 • Hauraki Waikato: 165 • Waiariki: 165 • Ikaroa-Rāwhiti: 165 • Te Tai Hauāuru: 165	Quarterly on the quarterly and cumulative number of priority whānau (and whānau members) who have been supported, including a regional breakdown.
CI2	100% of priority whānau have been assessed to identify their strengths, needs and aspirations in FY18/19.	Quarterly on the quarterly and cumulative number of priority whānau who have been assessed.
CI3	100% of priority whānau have developed plans with goals in FY18/19.	Quarterly on the quarterly and cumulative number of priority whānau who have plans and goals.
CI4	100% of priority whānau have been referred to relevant services/programmes to contribute to their priority outcomes in FY18/19.	Quarterly on the quarterly and cumulative number of priority whānau who have been referred to necessary services/programmes to contribute to whānau priority outcomes.
	"How well?" measures	
CI5	80% of priority whānau surveyed report that the initiative has identified and responded to their priorities and needs in FY18/19.	Six-monthly on the cumulative number of priority whānau reporting that the initiative has identified and responded to their priorities and needs.
CI6	70% of priority whānau surveyed report a positive experience in FY18/19.	Six-monthly on the cumulative number of priority whānau reporting a positive experience.
CI7	100% of CI partnerships have built upon existing activities and improved Whānau Ora practices of partner organisations to support priority whānau in FY18/19.	Annually on the cumulative number of CI partnerships that have built upon existing activities and improved Whānau Ora practices of partner organisations to support priority whānau, with narrative reporting on how this has been achieved.
	"Better off" measures	
CI8	80% of priority whānau surveyed report improvements in ability to plan and achieve goals in FY18/19.	Six-monthly on the cumulative number of priority whānau reporting improvements in their ability to plan and achieve goals.

	Target	Reporting frequency
CI9	40% of priority whānau in FY18/19 engaged by Whānau Ora partners through Collective Impact across Te Ika-a-Māui experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 4 on the milestone indicator framework.	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework.
CI10	20% of priority whānau in FY18/19 engaged by Whānau Ora partners through Collective Impact across Te Ika-a-Māui experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 5 on the milestone indicator framework.	Six-monthly on the cumulative number of whānau who have achieved milestone 5 on the milestone indicator framework.
CI11	25% of priority whānau in FY18/19 engaged by Whānau Ora partners through Collective Impact across Te Ika-a-Māui experience measurable progress towards achieving multiple priority outcomes, as evidenced by a positive shift to (at least) milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes.	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes.

8.3 Additional "Better off" measures for Collective Impact

This information will be sourced from Whānau Ora partners via data captured in Whānau Tahi, the TPM Reporting Workbook and narratives. Whānau Ora partners are required to collect evidence to verify whānau improvements and TPM may request the evidence used to assess whānau improvements in order to verify reporting for each whānau.

TPM intends to extend additional measures over other Collective Impact initiatives when specific measures are agreed with lead Whānau Ora partners over 2018/19. These will be added to the table below once confirmed.

TPM will report on the six-monthly and annual performance of specific Collective Impact partners as per the following table. For reference, actual results from FY2017/18 have been included.

Table 20 – Additional "Better off" measures for Collective Impact

#	Collective Impact Partner	Indicator	Progress Milestone	FY17/18 Result	Outcomes Achieved	FY17/18 Result
		Reporting 1 July 2018 – 30 June 2019				
1	Te Whānau O Waipareira	# of whānau who report improved nutrition and/or increased physical activity levels	# / % of whānau completing relevant milestone goal	128 84%	# / % of whānau making relevant improvement	108 71%
2	Te Kōhao Health	# of whānau unemployed at the initial engagement who become employed	# / % of whānau completing relevant milestone goal	68 100%	# / % of whānau making relevant improvement	68 100%

#	Collective Impact Partner	Indicator	Progress Milestone	FY17/18 Result	Outcomes Achieved	FY17/18 Result
3	Ngāti Rangi	# of whānau with improved housing standards through better insulation	# / % of whānau completing relevant milestone goal	14 33%	# / % of whānau making relevant improvement	14 33%

8.4 Kaiārahi

Table 21– Kaiārahi performance measures

	Target	Reporting frequency
	"How much?" measures	
K1	4,184 priority whānau are exclusively[16] supported in FY18/19 as below: • Te Tai Tokerau: 694 • Tāmaki Makaurau: 680 • Hauraki Waikato: 710 • Waiariki: 660 • Ikaroa-Rāwhiti: 760 • Te Tai Hauāuru: 680	Quarterly on the quarterly and cumulative number of whānau (and whānau members) who have been supported, including a regional breakdown.
K2	100% of priority whānau (exclusively[16] supported by Kaiārahi) have been assessed to identify their strengths, needs and aspirations in FY18/19.	Quarterly on the quarterly and cumulative number of whānau who have been assessed.
K3	100% of priority whānau (exclusively[16] supported by Kaiārahi) have developed plans with goals in FY18/19.	Quarterly on the quarterly and cumulative number of whānau who have plans and goals.
K4	100% of priority whānau (exclusively[16] supported by Kaiārahi) have been referred to relevant services/programmes to contribute to their priority outcomes in FY18/19.	Quarterly on the quarterly and cumulative number of whānau who have been referred to necessary services / programmes to contribute to whānau priority outcomes.
K5	338 priority whānau are engaged to support their strengths, needs and aspirations regarding whakapakari tinana in FY18/19 as below: • Te Tai Tokerau: 78 • Tāmaki Makaurau: 52 • Hauraki Waikato: 26 • Waiariki: 52 • Ikaroa-Rāwhiti: 78 • Te Tai Hauāuru: 52	Six-monthly on the quarterly and cumulative number of whānau (and whānau members) who have been engaged, including a regional breakdown.
K6	TPM Lead partners have established relationships and are working collaboratively with 10 of the Regional Sports Trusts and/or other sports and recreational institutions to enable the implementation of whakapakari tinana initiatives across the six regions in FY18/19.	Six-monthly on the quarterly and cumulative number of Regional Sports Trusts or other institutions where Kaiārahi have established relationships.

[16] Exclusively refers to whānau that are only supported by Kaiārahi and not through Collective Impact. Kaiārahi may still support whānau that are supported through a Collective Impact initiative, however, these whānau will not be counted against this target.

	Target	Reporting frequency
K7	15.0 FTE data and outcomes measurement resources are deployed across Te Ika-a-Māui in FY18/19 as below: • Te Tai Tokerau: 2.0 • Tāmaki Makaurau: 2.0 • Hauraki Waikato: 2.0 • Waiariki: 3.0 • Ikaroa-Rāwhiti: 3.5 • Te Tai Hauāuru: 2.5	Quarterly on the quarterly and cumulative number of FTE deployed.
K8	60 Whānau Ora partners have been engaged in training workshops (including ongoing guidance) to continue to build outcomes measurement capacity and capability in priority communities in Te Ika-a-Māui in FY18/19, providing them with the relevant support to engage, assess, measure and report on whānau outcomes.	Quarterly on the quarterly and cumulative number of providers trained and supported, with narrative reporting on the difference TPM has observed as a result of the training and support. TPM and TPK will together assess the impact on data quality through the incentive payment verification process.
	"How well?" measures	
K9	80% of priority whānau (exclusively[16] supported by Kaiārahi) surveyed report that the initiative has identified and responded to their priorities and needs in FY18/19.	Six-monthly on the cumulative number of whānau reporting that the initiative has identified and responded to their priorities and needs.
K10	70% of priority whānau (exclusively[16] supported by Kaiārahi) surveyed report a positive experience in FY18/19.	Six-monthly on the cumulative number of whānau reporting a positive experience.
K11	80% of priority whānau surveyed report that the initiative regarding whakapakari tinana has identified and responded to their priorities and needs in FY18/19.	Six-monthly on the cumulative number of whānau reporting that the initiative has identified and responded to their priorities and needs.
K12	70% of priority whānau surveyed report a positive experience through the engagement regarding whakapakari tinana in FY18/19.	Six-monthly on the cumulative number of whānau reporting a positive experience.
K13	45 Whānau Ora partners engaged in the training workshops report that the training material was easy to understand and that the training workshops were good quality, providing them with the relevant support to engage, assess, measure and report on whānau outcomes in FY18/19.	Six-monthly on the cumulative number of partners reporting that the training material was easy to understand and that the training workshops were good quality.

	Target	Reporting frequency
	"Better off" measures	
K14	80% of priority whānau (exclusively[16] supported by Kaiārahi) surveyed report improvements in ability to plan and achieve goals in FY18/19.	Six-monthly on the cumulative number of whānau reporting improvements in their ability to plan and achieve goals.
K15	75% of priority whānau exclusively[17] supported through Kaiārahi, experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 4 on the milestone indicator framework in FY18/19.	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework.
K16	50% of priority whānau exclusively[17] supported through Kaiārahi, experience measurable progress towards achieving their priority outcomes, as evidenced by a positive shift to milestone 5 on the milestone indicator framework in FY18/19.	Six-monthly on the cumulative number of whānau who have achieved milestone 5 on the milestone indicator framework.
K17	35% of priority whānau exclusively[17] supported through Kaiārahi experience measurable progress towards achieving multiple priority outcomes, as evidenced by a positive shift to (at least) Milestone 4 in 2 or more of their priority outcomes in FY18/19.	Six-monthly on the cumulative number of whānau who have achieved milestone 4 on the milestone indicator framework in 2 or more of their priority outcomes.
K18	45 Whānau Ora partners report improvements in their knowledge and understanding of outcomes measurement, data collection and reporting.	Six-monthly on the cumulative number of partners reporting improvements in their knowledge and understanding of outcomes measurement, data collection and reporting.

8.5 Additional "Better off" measures for Kaiārahi

This information will be sourced from Whānau Ora partners via data captured in Whānau Tahi, the TPM Reporting Workbook and narratives. Whānau Ora partners are required to collect evidence to verify whānau improvements and TPM may request the evidence used to assess whānau improvements in order to verify reporting for each whānau.

The table below outlines the top three outcome areas prioritised ('planned') for each of the six outcome domains by whānau engaged through Kaiārahi in FY2017/18 and the actual results for each outcome area. TPM will report six-monthly against the top three outcomes areas for each domain.

Due to regional variation, these benchmarks are only applicable at a Te Ika-a-Māui level.

[17] Exclusively refers to whānau that are only supported by Kaiārahi and not through Collective Impact. Kaiārahi may still support whānau that are supported through a Collective Impact initiative, however, these whānau will not be counted against this target.

Table 22 – Additional "Better off" measures for Kaiārahi

Outcome Domain	Outcome Area	Outcomes Planned FY2017/18	Outcomes Achieved FY2017/18	Achieved % FY2017/18
Whānau standards of living	Housing standards including household maintenance	1,184	583	49%
	Basic furnishings or amenities or clothing	495	285	58%
	Whānau employment	464	181	39%
Whānau health	Physical/personal health	1,251	669	53%
	Whānau or social health	689	310	45%
	Mental health	304	112	37%
Whānau knowledge	Education or training	1,271	514	40%
	Financial literacy or budgeting	596	283	47%
	Skills or knowledge for employment	417	212	51%
Whānau participation in the community	Access to community resources	691	385	56%
	Connection to community networks	499	179	36%
	Legal Documents incl birth certificates, passports	322	70	22%
Whānau relationships	Parenting knowledge or skills	287	98	34%
	Whānau or Household relationships	221	56	25%
	Wider whānau relationships	185	50	27%
Whānau engagement in te ao Māori	Whakapapa or whānau connections	180	66	37%
	Te Reo Māori	152	96	63%
	Connections to Māori organisations incl Kōhanga or Kura	136	102	75%

The above table outlines the top three outcome area's planned and achieved within each outcome domain for FY2017/18, and provides an indicative benchmark within each area. TPM will continue to report six-monthly on the top 3 outcome areas per outcome domain in FY2018/19 in the same manner.

9 Reporting

For 2018/19, TPM will report to TPK on a quarterly and annual basis in line with the reporting requirements outlined in the Outcome Agreement[18]. Reporting on 2018/19 performance will focus on:

1. Reporting on progress against the performance measures outlined in section 9 (above);
2. Populating tables to show whānau positions on the milestone indicator framework, including by region and by TPM outcome area;
3. Reporting on engagement and results achieved through the Innovation Fund; and
4. Reporting to TPK on TPM's analysis of providers' narrative reporting on trends, whānau goals and outcomes being achieved by whānau. This will include providing detail on:
    - progress towards outcomes sought through Collective Impact initiatives;
    - which goals whānau are commonly setting and achieving;
    - where whānau achievement contributes to achieving Government priorities so as to demonstrate the contribution of Whānau Ora to the achievement of Government priorities; and
    - where whānau are achieving multiple and interrelated outcomes, demonstrating a holistic Whānau Ora approach.

[18] Refer to pages 29 and 30 of the Outcome Agreement.

10 Risks

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

Withheld under sections 9(2)(b)(ii) and 9(2)(ba)(i)

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

11 Overview of the Commissioning Agency

11.1 TPM Governance Board

TPM is governed by an independent board. Members are selected for their expertise in commercial business and Whānau Ora. Board members' profiles are provided below.

Merepeka Raukawa-Tait Te Arawa **Chair**		Merepeka Raukawa-Tait has dedicated her working life to supporting and bringing out the best in people. A tireless champion for the rights and aspirations of women, particularly Māori women, she has held a succession of challenging managerial roles within the public, private and NGO sectors. She holds an MBA in International Management and is perhaps best known as the outspoken former CEO of New Zealand Women's Refuge. Merepeka is a current Rotorua District Councillor, as well as being an elected member of the Lakes District Health Board. She is a regular contributor to the Daily Post newspaper and frequently appears as a guest on current affairs shows, on both television and radio.
Robin Hapi CNZM Ngāti Kahungunu Board Executive		Former Chief Executive of Aotearoa Fisheries and Treaty of Waitangi Fisheries Commission, Robin Hapi was Chairman of Sealord Group from 2007-2011 and is a Director of New Zealand Trade and Enterprise. He sits on a number of boards, including Callaghan Innovation, NZTE and is Chair of Te Wānanga O Raukawa. He is a long-time advocate for Māori education and holds an MBA with Distinction from Massey University, where he was awarded a Massey Medal as one of its distinguished alumni.
Pahia Turia Ngā Wairaki, Ngāti Apa, Ngā Rauru, Whanganui, Tūwharetoa Board Executive		Māori health development consultant, teacher and iwi negotiator, Pahia Turia has been a passionate advocate for the principles of Whānau Ora having spent two decades in iwi and Māori health. Pahia sits on the Iwi Chairs Forum and on a number of boards across a range of sectors. Pahia's very successful Māori development consultancy has spearheaded projects and has become a leader in the Whānau Ora, Māori health and social service sectors. He is the chairman of his iwi and is passionate about whānau.

Tureia Moxon Ngāti Pāhauwera, Ngāti Kahungunu, Ngāi Tahu Board Executive		He is a graduate of Waikato University with a major in Screen and Media Studies and a minor in Aotearoa Studies. As a protégé of Te Kōhao Health Ltd a large Health, Education, Social and Whānau Ora service provider in Hamilton he leads the monitoring and performance team for the organisation and the Hauraki, Waikato, Maniapoto and Raukawa Whānau Ora Collective. Tureia is a strong advocate for Whānau Ora and believes that positive change can be achieved by empowering Māori to fulfil their aspirations
Tatiana Greening Ngāti Kahungunu, Ngāti Kauwhata, Tainui, Tūwharetoa Board Executive		Tatiana comes with vast governance experience representing her iwi in the local council and holding governance positions within the district health board, Māori development area and economic development area. With a background in teaching, she has worked 15 years consulting in project management, evaluation, research, policy and organisational development. She currently leads the planning funding and performance portfolio for Manukau Urban Māori Authority. As a mother of seven tamariki, Tatiana was able to recognise the whānau ora kaupapa as a way for whānau to work towards their own goals in their own way for their own priorities.
Suzanne Snively ONZM Board Executive		Company director, farm owner and economic strategist, Suzanne Snively was awarded the New Zealand Order of Merit for her commitment to women and business. She was a partner of PricewaterhouseCoopers for 15 years, sits as an independent director of the New Zealand Army Leadership Board and is a tireless patron of the arts, having supported New Zealand Opera for many years. Suzanne is also a ministerial appointed Director on the Health Research Council.

11.2 Independent Advisory Group

Composition

TPM has an Independent Advisory Group that comprises members to provide expert and specialist advice to TPM as required. For the 2018/19 year, Advisory Group members will provide expert advice to TPM on all aspects of commissioning and Whānau Ora.

Members have specialty expertise in one or a range of areas that may include (but are not limited to) Whānau Ora, Māori/iwi development, economic development, research, outcomes, Collective Impact, social development, housing and investment.

The Independent Advisory Group will meet on an 'as needs required' basis.

Conflicts of Interest

Members must perform their functions in good faith, honestly, and impartially and avoid situations that might compromise their integrity or otherwise lead to conflicts of interest. Proper observation of these principles will help protect the Members and will ensure they retain public confidence.

Members attend meetings and undertake activities as independent persons responsible to the Advisory Group. Members are not appointed as representatives of professional organisations and groups.

When Members believe they have a conflict of interest on a subject that will prevent them from reaching an impartial decision or undertaking an activity consistent with Group's functions, they must declare that conflict of interest and withdraw themselves from the discussion and/or activity. Conflict of Interest Declaration Forms and TPM Conflict of Interest Policy documents will be provided to the Board and Panel members.

Confidentiality

All information that a Member receives or communicates as part of their role on the Group must remain confidential to the Group and TPM.

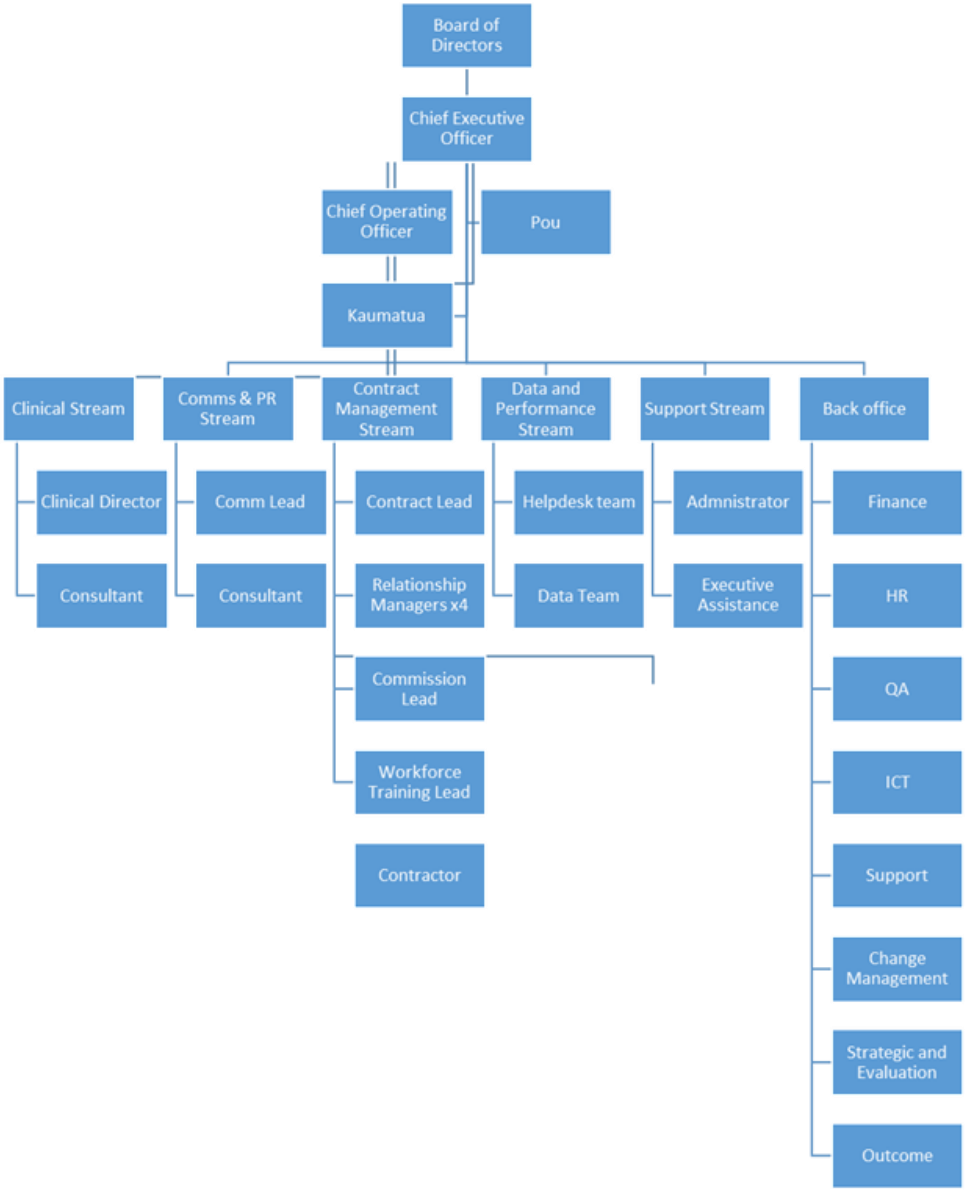
Group Members are responsible for maintaining adequate security measures to safeguard the confidential information from access or use by unauthorised persons. Group members are to use the information available to them in their role as a Group member only for the intended purpose.

At the completion of the work of the Group, Members will return to TPM all information and all other property of TPM that Members have in their possession. Members must destroy or erase any information of TPM held in any documents or electronic systems of Members.

Media

Queries from, or contact with, the media regarding the proceedings of the Group must be referred to the Relationships and Communications Manager of TPM who will act as spokesperson for the Board or Panel in consultation with any external body or person/s.

11.3 TPM Organisational structure



APPENDICES

Appendix 1

Potential Outcome Indicators Sets

The table below displays examples of potential outcome indicators sets (by areas of change) for each outcome area within each TPM outcome domain as referred to in table 3, section 3 – Outcomes Framework and Outcomes Roadmap. These indicators are examples of what whānau may want to achieve as a priority outcome (Milestone 5) which is reflected in their plan. These examples are based on theoretical concepts and analysis of TPM's existing datasets.

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	TPM Outcome Area	Change in Knowledge/Skills	Change in Behaviour/Attitude	Change in situation (access to resources /opportunities)	Change in whānau circumstances
Whānau knowledge	Skills/knowledge for employment	Increased knowledge/skills relevant for employment	Improved confidence around employment	Improved access to employment opportunities	Improved employment and/or income
	Education/training	Increased knowledge/skills acquired through education/training	Improved confidence around education/training	Improved access to education/training courses/programmes	Improved qualifications and/or employment
	Financial literacy/Budgeting	Increased financial literacy and/or budgeting skills	Improved confidence around Financial literacy/Budgeting	Improved access to literacy/budgeting courses/programmes	Better financial management and/or budgeting/Reduced Debt
	Health literacy	Increased knowledge around health and wellbeing	Improved confidence around health and wellbeing	Improved access to health literacy courses/programmes	Better management of health conditions/Better Health
	Numeracy and/or general literacy	Increased numeracy and general literacy	Improved confidence around numeracy and general literacy	Improved numeracy and general literacy courses/programmes	Improved numeracy and general literacy/Improved employment/Increased income
	Information Communication and Technology literacy	Increased knowledge of Information Communication and Technology	Improved confidence around Information Communication and Technology	Improved access to Information Communication and Technology	Improved ability in use of Information Communication and Technology/Improved employment/Increased income
	Other (specified)				

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	TPM Outcome Area	Change in Knowledge/Skills	Change in Behaviour/Attitude	Change in situation (access to resources /opportunities)	Change in whānau circumstances
Whānau health	Physical/Personal health	Increased knowledge/skills regarding physical/personal health	Improved confidence around management of physical/personal health	Improved access to physical/personal health services	Improved physical/personal health
	Nutrition	Increased knowledge/skills regarding nutrition	Improved confidence around better nutrition	Improved access to nutrition services	Improved nutrition
	Mental health	Increased knowledge/skills regarding mental health	Improved confidence around managing mental health	Improved access to mental health services	Improved mental health
	Spiritual health	Increased knowledge/skills regarding family/social health	Improved confidence/attitude around spiritual health	Improved access to spiritual health services	Improved spiritual health
	Family/Social Health	Increased knowledge/skills regarding spiritual health	Improved confidence/attitude around family/social health	Improved access to family/social health services	Improved family/social health
	Smoking/Tobacco use	Increased knowledge/skills regarding smoking/tobacco cessation	Improved confidence/attitude around smoking cessation	Improved access to smoking cessation services	Reduced smoking or are now smoke free
	Alcohol use	Increased knowledge/skills regarding negative effects of alcohol use	Improved confidence/attitude around alcohol rehabilitation	Improved access to alcohol rehab services	Reduced alcohol use
	Drug use	Increased knowledge/skills regarding negative effects of drug use	Improved confidence/attitude around drug rehabilitation	Improved access to drug rehab services	Reduced drug use
	Violence/abuse (physical and/or verbal)	Increased knowledge/skills regarding prevention of violence/abuse (physical or verbal)	Improved confidence/attitude around prevention of violence/abuse (physical or verbal)	Improved access to violence/abuse prevention services	Reduced violence/abuse (physical or verbal) or violence/abuse (physical or verbal) free
	Other (specified)				
Whānau relationships	Parenting knowledge/skills	Increased parenting knowledge/skills	Improved confidence/attitude towards parenting	Improved access to parenting courses	Improved parenting

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	TPM Outcome Area	Change in Knowledge/Skills	Change in Behaviour/Attitude	Change in situation (access to resources /opportunities)	Change in whānau circumstances
	Household relationships	Increased knowledge/skills regarding improving household relationships	Improved confidence/attitude towards household relationships	Improved access to more empowering and rewarding household relationships	Improved household relationships
	Wider whānau relationships	Increased knowledge/skills regarding improving wider whānau relationships	Improved confidence/attitude towards wider whānau relationships	Improved access to more empowering and rewarding wider whānau relationships	Improved wider whānau relationships
	Relationships with Māori networks	Increased knowledge/skills regarding improving relationships with Māori networks	Improved confidence/attitude towards relationships with Māori networks	Improved access to more empowering and rewarding relationships with Māori networks	Improved relationships with Māori networks
	Relationships with social, health, and education service providers (including Government Departments)	Increased knowledge/skills regarding improving relationships with social, health, and education service providers (including Government Departments)	Improved confidence/attitude towards relationships with social, health, and education service providers (including Government Departments)	Improved access to more empowering and rewarding relationships with social, health, and education service providers (including Government Departments)	Improved relationships with social, health, and education service providers (including Government Departments)
	Violence/abuse (physical or verbal)	Increased knowledge/skills regarding the prevention of violence/abuse (physical or verbal)	Improved confidence/attitude towards the prevention of violence/abuse (physical or verbal)	Improved access to services for the prevention of violence/abuse (physical or verbal)	Prevention of violence/abuse (physical or verbal)
	Other (specified)				
Whānau participation in the community	Connection to community networks	Increased knowledge/skills regarding connections to community networks	Improved confidence/attitude regarding connecting to community networks	Improved access to community networks	Increased Connection to community networks
	Access to community resources	Increased knowledge/skills regarding access to community resources	Improved confidence/attitude regarding accessing community resources	Improved access to community resources	Increased access to community resources
	Engagement in civic affairs	Increased knowledge/skills regarding engagement in civic affairs	Improved confidence/attitude towards engagement in civic affairs	Improved access to engagement in civic affairs	Increased engagement in civic affairs

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	TPM Outcome Area	Change in Knowledge/Skills	Change in Behaviour/Attitude	Change in situation (access to resources /opportunities)	Change in whānau circumstances
	Whānau employment	Increased knowledge/skills regarding whānau employment	Improved confidence/attitude towards whānau employment	Improved access to whānau employment	Increased whānau employment
	Participation in sports and recreation	Increased knowledge/skills regarding participation in sports and recreation	Improved confidence/attitude towards participation in sports and recreation	Improved access to sports and recreation	Increased participation in sports and recreation
	Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence	Increased knowledge/skills regarding applying for legal documentation/Birth Certificates/Passports/ID/Drivers Licence	Improved confidence/attitude towards Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence	Improved access to Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence	Increased possession of Legal Documentation/Birth Certificates/Passports/ID/Drivers Licence
	Other	Other	Other	Other	Other
Whānau engagement in Te Ao Māori	Whakapapa/whānau connections	Increased knowledge of whakapapa/whānau connections	Improved confidence/attitude towards Whakapapa/whānau connections	Improved access to whakapapa/whānau connections	Increased whakapapa/whānau connections
	Connections to Māori community organisations including Education/Kohanga	Increased knowledge regarding Māori community organisations including Education/Kohanga	Improved confidence/attitude towards accessing Māori community organisations including Education/Kohanga	Improved access to Māori community organisations including Education/Kohanga	Increased connections Māori community organisations including Education/Kohanga
	Marae activities	Increased knowledge regarding participation in Marae activities	Improved confidence/attitude participation in Marae activities	Improved access to Marae activities	Increased participation in Marae activities
	Te reo Māori	Increased knowledge regards the ability to speak te reo Māori	Improved confidence/attitude towards speaking Te reo Māori	Improved access to te reo Māori courses	Increased use of Te reo Māori
	Knowledge about whenua tupuna	Increased knowledge about whenua tupuna	Improved confidence/attitude towards accessing knowledge about whenua tupuna	Improved access to Knowledge about whenua tupuna	Increased Knowledge about whenua tupuna
	Māori lore/knowledge/customs	Increased knowledge regarding Māori lore/knowledge/customs	Improved confidence/attitude towards Māori lore/knowledge/customs	Improved access to Māori lore/knowledge/customs	Increased use of Māori lore/knowledge/customs

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	TPM Outcome Area	Change in Knowledge/Skills	Change in Behaviour/Attitude	Change in situation (access to resources /opportunities)	Change in whānau circumstances
	Other (specified)				
Whānau standards of living	Whānau/household income	Increased knowledge regarding increasing whānau/household income	Improved confidence/attitude towards increasing Whānau/household income	Improved access to Whānau/household income	Increased whānau/household income
	Whānau employment	Increased knowledge regarding increasing whānau employment	Improved confidence/attitude towards Whānau employment	Improved access to employment for Whānau	Increased whānau employment
	Financial provisions for the future/Savings/ investments	Increased knowledge regarding financial provisions for the future/Savings/ investments	Improved confidence/attitude towards Financial provisions for the future/Savings/ investments	Improved access to Financial provisions for the future/Savings/ investments	Increased financial provisions for the future/Savings/ investments
	Housing standards including household maintenance	Increasing knowledge regarding housing standards including household maintenance	Increased confidence/attitude towards improving Housing standards including household maintenance	Improved access to increasing Housing standards including household maintenance	Increased housing standards including completed household maintenance
	Home ownership	increased knowledge regarding Home ownership	Improved confidence/attitude towards home ownership	Improved access to Home ownership	Increased home ownership
	Safe transport options	Increased knowledge regarding safe transport options	Improved confidence/attitude towards safe transport options	Improved access to Safe transport options	Increased use of safe transport options
	Basic furnishings/amenities	Increased knowledge regarding basic furnishings/amenities	Increased confidence/attitude regarding improving basic furnishings/amenities	Improved access to Basic furnishings/amenities	Increased Basic furnishings/amenities
	Adequate insurance	Increased knowledge regarding adequate insurance	Improved confidence/attitude regarding adequate insurance	Improved access to Adequate insurance	Adequate insurance
	Telecommunication/ internet	Increased knowledge regarding Telecommunication/ internet	Increased confidence/attitude regarding improved Telecommunication/ internet	Improved access to Telecommunication/ internet	Improved Telecommunication/ internet use
	Reduced Debt	Increased knowledge regarding debt reduction	Increased confidence/attitude regarding debt reduction	Improved access to income to reduce debt	Reduced debt

TPM Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
TPM Outcome Domain	TPM Outcome Area	Change in Knowledge/Skills	Change in Behaviour/Attitude	Change in situation (access to resources /opportunities)	Change in whānau circumstances
	Food/Food Security	Increased knowledge regarding Food/Food Security	Increased confidence/attitude towards food/food security	Improved access to food	Improved food security
	Other (specified)				