Whānau Ora Commissioning Investment Plan

2019/20

Whānau Ora Commissioning Agency

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Executive Summary

The Minister for Whānau Ora set out his expectations of the Whānau Ora Commissioning Agency (WOCA) for the North Island for the 2019/20 financial year to continue to support Whānau Ora by:

- Collaboration with other commissioning agencies and government departments to explore other Whānau ora opportunities
- Sharing with whānau and providers on how strategic decisions are made in regards to commissioning activities locally and regionally
- Aligning investments with intervention logic to ensure future investment decisions are effective, efficient, and where available, meet the current needs and aspirations of whānau
- Supporting Whānau Ora Partners and whānau to influence how commissioning activities are targeted and delivered
- Improving systems so that whānau voices are acknowledged in commissioning activities
- Supporting Whānau Ora kaimahi capability.

WOCA approach

WOCA will continue to support Whānau Ora by building on the findings of the 2018/19 Whānau Ora Review, in particular collaborating with government departments to divest resources in communities using a Whānau Ora approach. WOCA recognises the disparity in salaries for kaiārahi compared to their counterparts in other government departments. As a result, WOCA will lift its FTE rate to a more equitable rate[1].

For 2019/20, WOCA will:

- Seek opportunities for Whānau Ora approaches of government funded services (e.g. ACC)
- Undertake research with Whānau ora Partners and whānau so that commissioning activities are relevant and effective
- Develop a more comprehensive outcomes measurement framework (platforms of change)
- Develop a wellbeing standards practitioner accredited framework
- Develop a wellbeing provider accredited framework
- Deliver a comprehensive training package for kaimahi including further training for data analysts to improve their collation, reporting and data sharing
- Develop a Kaiārahi practitioner framework that recognises all facets of working with whānau
- Support kaimahi to gain a diploma in Whānau Ora so that their work is acknowledged and recognised
- Improve the shared measurement framework of Collective Impact outcomes for whānau.

[1] [redacted].

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

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Summary of key WOCA activities 2019/20

WOCA 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. WOCA will undertake the following key activities throughout the 2019/20 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 research and evaluation planning • Commence consultation on Outcome Roadmap Update • Commence consultation with Whānau Ora Partners on the platforms of change • Commence Innovation Fund research project • Commence research on an evidence based co-designed kaupapa Māori kaumātua service prototype • Commence research on exploring the needs and circumstances of Māori youth across Te Ika a Māui • Complete report of the Whānau Survey Results for 2018/19	Quarter 1
• [redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

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

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

Key Activity	Timeframe
• [redacted]	
[redacted]	
[redacted]	

1 Strategic direction and overview of activities

1.1. Strategic direction

The **vision** of the Whānau Ora Commissioning Agency (WOCA) is *tautokona te whānau, kia angitū, kia whai hua,* "supporting whānau success". Underpinning WOCA'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 WOCA is to commission Whānau Ora partners[2] to build on the strengths and assets of whānau and Māori communities to support the achievement of Whānau Ora. WOCA does this by:

a) Having a commissioning model that it is[3]:
   - culturally anchored, whānau centred, and strength based;
   - flexible and allows whānau to be supported on issues that are most important to them;

b) Providing a high-level of support to Whānau Ora partners and providers to deliver services that address whānau needs and build capability;

c) By undertaking research, policy review, and evaluation to improve commissioning and services,

d) Seeking co-investment, co-design and co-production opportunities from government departments and like-minded partners to support whānau.

WOCA has recognised that the complexity and multiplicity of issues facing whānau cannot be solved by one provider or one service in isolation. Instead it requires a collective approach, where like-minded partners (Whānau Ora Partners and others such Government Department and Agenices, and Non-Governement organisations) come together to work towards Whānau Ora (i.e. Whānau Wellbeing). From our learnings as an organisation that has funded 13 different regional Collective Impact Intatitives throughout Te Ika a Maui since 2015, we have come to realisation that WOCA and its network of 80 Whānau Ora Partners can be considered as a Collective Impact Initative with Whānau Ora as the Common Agenda, WOCA as the Backbone Organisation and our Whānau Ora Outcomes Framework is our shared measurement approach. The programmes WOCA commissions, along with all other activities Whānau Ora Partners do can be viewed as our mutually reinforcing activitites. All that is required is better continuous communication hence, it is only natural going forward that our intention to make the Collective Impact principles explicit in our commissioning for outcomes model. The table below displays the five WOCA Collective Impact principles that will explicitly underpin our commissioning for outcomes model. FSG published the five conditions of collective impact in their seminal article *Collective Impact*[4] in 2011,

[2] Whānau Ora partners are also referred to as Whānau Ora providers.
[3] Whānau Ora Review

[4] FSG (2011) *Collective Impact.* Stanford Social Innovation Review. Available at: https://ssir.org/images/articles/2011_WI_Feature_Kania.pdf, accessed 20 June 2019

which remains the core of the approach to Collective Impact. WOCA has adapted the conditions of Collective Impact to their own circumstances as follows:[5]

The Five Collective Impact principles that will underpin our commissioning for outcomes model
1. Kia kotahi te whāinga (*Common Agenda*): All partners have a common shared vision (i.e. Whānau Ora) that contributes to and supports whānau to be successful, including a common understanding of how they will build whānau capacity and capability through agreed upon actions.
2. Kia kotahi te ine (*Shared Measurement*): Collecting data and measuring results consistently ensures that efforts remain aligned to the WOCA Outcome Framework and participants hold each other accountable
3. Kia rere tonu te korero (*Continuous Communication*): Consistent and open communication is needed across the many partners and among external stakeholders to build trust, assure mutual objectives, and create common motivation
4. Kia kotahi te hoe (*Mutually Reinforcing Activities*): Partner activities must be differentiated while still coordinated through a mutually reinforcing plan of action
5. Kia pakari te iwi tuararo (*Backbone Organisation*): Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organisations and agencies

It is our intention that we communicate these Collective Impact principles across our commissioning for outcomes model over the next two years. During 2019/20 we will continue to deliver business as usual along with additional activities. These additional activities will include:

- Communicating nationally the common shared vision of Whānau Ora. In the 2018/19 we began this process by launching a public relations campaign for taking Whānau Ora to the nation called We Dream. We will be following this up over 2019/20 by a work-stream that focuses on rebranding Te Pou Matakana as the Whānau Ora Commissioning Agency (for the North Island).
- Refining our current shared measurement approach across the North Island, with consultation and co-design from our Whānau Ora Partners.
- Continuing to review and refine our currently mutually reinforcing activities (our commissioning programme).
- Continuous communication as part of all activities in year one.

[redacted]

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

[5] Public Health Research. Available at: https://www.waipareira.com/wp-content/uploads/2017/12/TE_POU_MATAKANA_COLLECTIVE_IMPACT_INITIATIVE.pdf, accessed 20 June 2019

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

a) [redacted]

WOCA Organisational logic model

WOCA undertakes several core activities to support better outcomes for whānau across the North Island of New Zealand which are described in more detail in section 1.5 under commissioned programmes and activities. Below is WOCA's organisational logic model[6], which indicates that WOCA aims to achieve outcomes across six impact areas (or outcomes domains) through the activities it undertakes.

[6] WOCA has also developed individual logic models for most commissioning activities.

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[redacted]

All of the activities are mutually reinforcing. The core commissioning programmes are Whānau Direct (immediate term outcomes), Kaiārahi (short to medium term outcomes), Collective Impact (Medium Term Outcomes) which includes Innovation Funding (subject to availability).

Based on consultation with Whānau Ora partners the immediate priority in the core investment programme for 2019/20 is further resourcing to support whānau to achieve short to medium term outcomes (Kaiārahi programme).

WOCA recognises that an investment programme focusing on whānau leadership, that's aspirational and focused on longer term outcomes is currently not in place. However, a two-year research and pilot programme called Ngā Tini Whetū is coming to an end. Undertaken in pilot sites across the North Island, it will provide the evidence and basis for a flourishing whānau leadership programme to be funded in the future.

Other activities

WOCA annually undertakes research and evaluation activities. Research is currently being undertaken on the ageing population of Māori and also on Māori youth. This will continue to be a priority to assist, shape and inform future priorities for commissioning. The most recent evaluation undertaken was a process and outcome evaluation of two Collective Impact initiatives, namely Te Whare Āhuru Ki Ruapehu housing project and Whakakaha Whānau. These evaluations explored how well both sites have implemented their collective impact initiatives and the extent to which WOCA commissioned outcomes have been achieved as outlined in the WOCA CI Outcomes Assessment Framework.

1.2. Whānau Ora Brand Awareness and Communications Activity 2019/20

Creating the space to dream – Prof. Sir Mason Durie said this about Dame Tariana Turia: "Few people are able to deal with pressing problems in the present, and at the same time build platforms that will be relevant to the future. Tariana Turia has shown how both are possible."

In early 2019 Te Pou Matakana rebranded to Whānau Ora Commissioning Agency thereby ingraining Whānau Ora at the centre of its brand identity. Increasing emphasis on the underpinning principles of Whānau Ora policy and practice premised the 'Whānau Ora Awareness' campaign, aimed at raising awareness of the unique value of Whānau Ora to all New Zealanders.

The campaign set a successful platform for the ongoing promotion of Whānau Ora as the way to do things in public service for Aotearoa - from a cultural base, as our unique point of difference. Thereby providing a better understanding of the principles of Whānau Ora with a view to driving all types of investment in Whānau Ora (social, emotional, financial) - as a positively framed way to care for people of Aotearoa New Zealand.

The campaign platform of "We Dream" uses the concept of bringing dreams of a better future into the light of day, thereby taking the first steps toward setting concrete goals toward realising and using 'the Dream' as a driver of change.

The campaign reached 1.5 million New Zealanders, generating conversations and stimulating interest in, and understanding of, Whānau Ora.

Continuing the momentum of this, WOCA will continue to promote the view that Whānau Ora is not just another 'service' but provides guiding principles for the way people are cared for. As a culture of service delivery that takes a systemic, integrated approach to help whānau realise their aspirations - ultimately to the benefit of all New Zealanders.

Whānau are at the core of a healthy and thriving society. Viewing communications through the lens of how well it serves whānau and if it increases opportunities for them to enact and sustain positive change is key to implementing our whānau-centred Communications programme.

A chain of brand and communication (internal and external) activities will take place this year to:

1. Continue to answer the question "What is Whānau Ora and how does it benefit NZ?"
2. Demonstrate whānau transformation.
3. Enact and support a positive mind-shift - whānau viewed as assets being developed, not problems to fix.
4. Support a recognisable and credible Whānau Ora identity as Whānau Ora accreditation and Practitioner competency roll out – providing a cohesive, reliable and trusted identity.
5. Continue to future-proof and clear integrated referral pathways for whānau accessing Kaiārahi and further services.
6. Create a better understanding of Whānau Ora programmes.
7. Promote and increase Whānau Ora ambassador/s to champion whānau aspirations.

1.3. New Emerging Work Programmes

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[redacted]

1.4. Nature and scope of activities

WOCA 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 WOCA's activities which align to this Investment Plan for the 2019/20 financial year include:

- Working with Whānau Ora partners: WOCA 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**: WOCA will provide funding to Whānau Ora partners to deliver services to whānau which are aligned with the WOCA outcomes policy
- Seeking **co-investment opportunities**: WOCA 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**: WOCA will demonstrate the changes that whānau experience through data collated before, after and while accessing Whānau Ora programmes. WOCA 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.

1.5. Commissioned Programmes and Activities

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

All WOCA commissioned programmes and activities are aligned to the WOCA 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. WOCA 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). WOCA 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-to-medium term outcomes.
- *Collective impact* which is designed to support whānau to achieve their medium-to-long 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 WOCA 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, WOCA 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[7] 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 WOCA 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 WOCA outcomes framework (outcomes focused)
- Outcomes were achieved by whānau (outcomes focused).

Following the internal review, any gaps are followed up with the WOCA 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)
- 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 WOCA 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)

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

- 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 requires 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 WOCA 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[8] 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.

WOCA will contract Whānau Ora partners to deliver Collective Impact initiatives across Te Ika-a-Māui to identify and work with priority whānau[9] to:

- achieve better education outcomes
- achieve better housing outcomes
- achieve better health outcomes
- achieve better social outcomes

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

[9] 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.

- 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 WOCA 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.

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

1.3.3 Kaiārahi (including Pou Hākinakina and Data Analysts)

WOCA commissions Kaiārahi positions across WOCA'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 even 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. [redacted]

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

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 WOCA 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

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

b) [redacted]

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. WOCA completed research[10] 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.

Based on the research noted above and partner monitoring report feedback, WOCA 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

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

- 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 2019/20, WOCA will continue its innovation fund for WOCA contracted lead Whānau Ora partners to develop innovative approaches to supporting whānau to achieve one or more of the six WOCA outcomes. In 2018/19 WOCA 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.

1.6. Summary of approach

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

Section	Approach
Our Whānau and their outcomes ***More detail is set out in section 2***	WOCA will collect information from its communities through Whānau Direct, Kaiārahi, Collective Impact and the Innovation Fund. WOCA will continue to monitor whānau aspirations and outcomes across Te Ika-a-Māui through: • Feedback from whānau and Whānau Orat Partners • Transactional data collated from the Whānau Direct, Kaiārahi and Collective Impact programmes • Whānau Direct, Kaiārahi, Collective Impact and Innovation Fund monitoring reports • Bespoke research and evaluation projects.

Section	Approach
WOCA Outcome Policy ***More detail is set out in section 3***	WOCA 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 WOCA'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 WOCA outcome domains.
Commissioned programmes and activities ***More detail is provided in section 4***	WOCA will invest in areas aligned to supporting its vision (supporting whānau success) and achievement of Whānau Ora outcomes for whānau.

Section	Approach
Research, evaluation, strategy and innovation ***More detail is provided in section 5***	WOCA will undertake a programme of research and evaluation to determine whether and how the commissioning activities are creating change for whānau. WOCA'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 6***	WOCA will allocate its funding outlined in its budget as set out in this AIP. Reporting on the budget will be undertaken quarterly.
Data Collection ***More detail is provided in section 7***	WOCA 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 8***	WOCA will operate according to its performance measures for each of the WOCA programmes including the whānau target across each of its six regions, the reporting content, and reporting frequency.
Reporting ***More detail is provided in section 9***	WOCA 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 8)
Risks ***More detail is provided in section 10***	WOCA 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.
WOCA Structure ***More detail is provided in section 11***	In addition to its operational staff, WOCA comprises a six member Board. The Board of Directors have a range of expertise with commercial, social and Whānau Ora experience.

2 Our whānau and their outcomes

2.1 Our whānau: The 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, WOCA divides Te Ika-a-Māui into six regions based on the Māori electoral boundaries (note, we have 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). Table 1 below shows the Māori descent population numbers within each of the six WOCA regions in 2013.

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

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

2.2 Demand and distribution of funding

The recent Whānau Ora Review, noted that demand for Whānau Ora outstrips the funding and resources available to Commissioning Agencies, Partners, Providers and whānau. Needs assessments and whānau surveys have indicated need was high across all regions of Te Ika a Māui. WOCA indicated to Te Puni Kōkiri that the most appropriate way to split the funds, was based on the distribution of theMāori descent population (refer to WOCA 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.

2.3 Priority Whānau

WOCA 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 WOCA's vision to support whānau success and its strengths-based whānau capability development approach, WOCA 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.[11]

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.

WOCA will continue to report quarterly on priority whānau engaged with Kaiārahi across priority communities as per the table at section 4.2 below.

In 2019/20 and beyond, WOCA will provide further detailed analysis of whānau data across WOCA programmes and activities. This will be done through annual outcome reporting similar to Whānau Direct 2017/18 and Kaiārahi 2017/18 Infographics published in July/August 2019 by WOCA. In addition, WOCA will provide detail of how priority whānau are achieving their desired outcomes to outcome area level across WOCA programmes and activities as reported through the quarterly reporting requirements (as set out in section 9).

2.4 Analysis of Whānau Outcomes Achieved

In 2018/19 WOCA reviewed its 2017/18 whānau outcomes data by Outcome Area from Whānau Direct, Kaiārahi and Collective Impact in a report entitled: Commissioning for Outcomes-contributions to overall whānau wellbeing and improved whānau standards of living. From this report the following were the top 12 most outcomes areas where whānau achieved their outcomes. Table 2 show that top 12 whānau outcomes achieved were all associated with improved whānau health, improved whānau standards of living, improved whānau knowledge, and improved whānau participation in the community.

[11] Findings from analysis of whānau outcomes data across Whānau Direct, Kaiārahi and Collective Impact in 2017/18

Table 2 –The Top 12 Whānau Outcome Area where outcomes were achieved in 2017/18

Top 12 outcome areas, across the three programmes of Whānau Direct, Kaiārahi and Collective Impact
1. Physical and Personal health
2. Housing standards including household maintenance
3. Basic furnishings and amenities
4. Education and training
5. Whānau employment
6. Safe transport options
7. Access to community resources
8. Whānau and Social Health
9. Nutrition
10. Whānau and household income
11. Connections to community networks
12. Financial literacy or budgeting

2.5 Commissioning activities

It is important to note that WOCA funding decisions are made based on the Māori Descent population within WOCA regions and on Whānau Ora Partner performance, and their capability to deliver WOCA commissioned programmes. Service surveys with whānau provide local and regional knowledge that improve delivery and how services can be more targeted.

All WOCA 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 partners 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, WOCA through its contracted Whānau Ora partners continues to assess whānau needs and aspirations, and measures whānau progress and achievement of Whānau Ora outcomes. WOCA applies a Kaupapa Māori framework which includes the over-arching themes of Whakapiri (Engagement), Whakamārama (Enlightenment), and Whakamana (Empowerment). As part of this approach, WOCA 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 WOCA 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, WOCA is building capability and capacity for data collection purposes.
- obtain transactional information/data from Whānau Ora partners within each region for each of WOCA's commissioned programmes and activities which identifies how each product supported outcomes for whānau based on their identified needs, aspirations and goals.

3 WOCA Outcomes Policy - Outcomes Framework and Outcomes Roadmap

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

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

Secondly, the WOCA outcomes roadmap is an operational document that outlines a set of practical steps that WOCA 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 WOCA to work with Whānau Ora partners to continuously refine and improve its outcomes framework and measurement and assessment approach. The WOCA outcomes roadmap is a living document that is updated and refined based on further developments in WOCA's commissioning approach.

3.1 Outcomes Framework

WOCA's overall outcomes mission statement is that:

'As a result of WOCA 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 WOCA, expressed as a high level wellbeing outcome for whānau. It is primarily concerned with benefits for whānau. WOCA's outcomes policy (outcomes framework and outcomes roadmap) forms the basis of all WOCA commissioning activities. The WOCA outcomes framework expresses the same aspirations and substantial outcomes of the Whānau Ora outcomes framework[12]. Further detail on how the Whānau Ora Outcomes Framework is operationalised through WOCA's expression of its outcomes, and through the Outcomes Roadmap, is included in the next section.

Currently the WOCA Outcomes Framework guides WOCA towards a systematic approach to:

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

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

[12] As agreed by the Whānau Ora Partnership Group, August 2015

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

Table 3 – WOCA Outcomes Framework

WOCA Mission	***'As a result of WOCA 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 outcomes within the six WOCA outcomes domains		
Outcome Goals	Goal 1 WOCA 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 WOCA 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
WOCA Investments	WOCA-funded providers and services	**WOCA resources direct to whānau**	WOCA work with Whānau Ora partners not currently providing Whānau Ora activities

The WOCA 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 WOCA on how this fits within the WOCA outcomes framework.

Table 4 – Whānau Ora Outcomes and WOCA Outcomes

#	Whānau Ora Outcomes	WOCA 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	Consultation with Whānau Ora Partners required

Outcomes measurement framework and assessment approach– definition of success for whānau

For 2019/20, WOCA 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.

WOCA 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 WOCA outcome domain. The table below displays the WOCA outcome domains, definitions of success and potential outcome indicator sets[13]. 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

WOCA Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
Whānau knowledge	WOCA defines whānau success as whānau being knowledgeable and well informed. For example, possible indicators of success may include: • whānau value education and learning.	• 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

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

WOCA Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• 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) • 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	WOCA defines whānau success as whānau being healthy. For example, possible indicators of success may include:	• physical/personal health • nutrition • mental health • spiritual health • family/social health	• Changes in knowledge • Changes in attitude • Changes in behaviour • Changes in circumstance • Changes in situation

WOCA Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• 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 • 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	• smoking/tobacco use • alcohol use • drug use	
Whānau participation in the community	WOCA 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	• 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

WOCA Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• whānau are service literate • whānau vote in local and national elections • whānau have appropriate legal documentation		
Whānau engagement in te ao Māori	WOCA 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	WOCA 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/household income • Whānau employment • financial provisions for the future/savings/investments	• changes in knowledge • changes in attitude • changes in behaviour • changes in circumstance

WOCA Outcome Domains	Definition of success and potential indicators of success	Outcome areas	Outcomes indicator sets (examples refer to Appendix 1)
	• whānau housing standards are adequate • whānau are able to afford healthy food and quality clothing • whānau have safe transport options • 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	• housing standards including household maintenance • home ownership • safe transport options • basic furnishings/amenities • adequate insurance • telecommunication/internet • reduced debt • food security	• changes in situation
Whānau relationships	WOCA 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 when being supported by Kaiārahi. WOCA Whānau Ora partners will track the progression of whānau along a spectrum of milestone indicators and report to WOCA to articulate whānau progress towards achieving short, medium and long term outcomes across the six WOCA outcomes domains.

Whānau Ora partners, Kaiārahi and WOCA 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 section 9(2)(b)(ii) and 9(2)(ba)(i)

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					

[14] 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 section 9(2)(b)(ii) and 9(2)(ba)(i)

Outcome Domain	Outcome Areas	Whānau position along the milestone indicator framework				
		1	2	3	4	5
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	[redacted]				
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 • Māori lore/knowledge/customs					

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

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

3.2 Outcomes Roadmap

Background

The WOCA outcomes roadmap is an operational document that outlines a set of practical steps that WOCA can take to refine and improve its outcomes measurement framework and assessment approach over time. The first iteration of the WOCA outcomes roadmap was finalised in November 2015 and all Whānau Ora partners agreed to implementation of the outcomes roadmap overtime. This buy-in allowed WOCA to work with Whānau Ora partners to continuously refine and improve its outcomes framework and measurement and assessment approach.

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

- organisation logic model;
- commissioning logic model; and
- Outcomes measurement framework 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, are an iterative process and will continue to undergo revision and refinement in line with the ongoing contribution of stakeholders over the 2019/20 period and beyond.

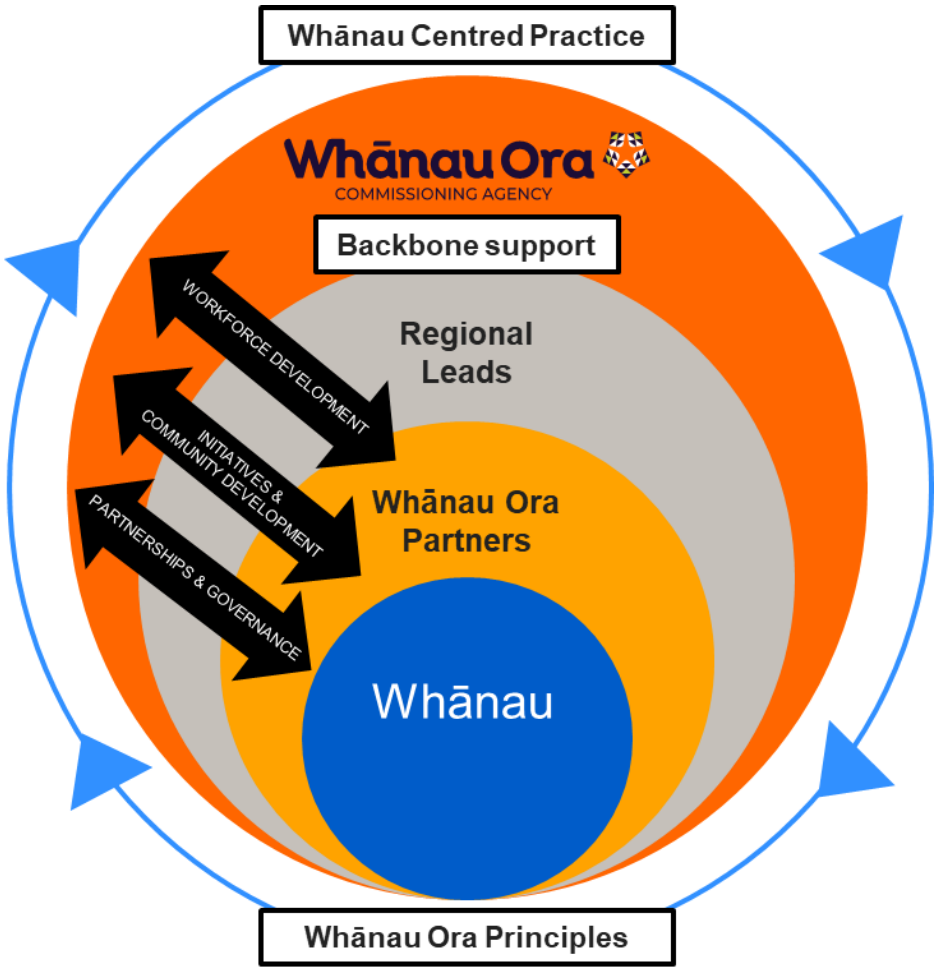
Purposed update

It is our intention that we update the WOCA outcomes measurement framework and assessment approach over FY2019/20 and beyond and hence purpose new Outcomes Roadmap for this process. We wish to move to a new outcomes measurement framework and assessment approach over FY2019/20 and beyond that articulates key enablers or platforms for change that measure the broader systemic change that is being undertaken by WOCA in support of sustained whānau wellbeing at both the regional and national level.

Capturing and managing data and information is a critical function to partners, stakeholders, Government and WOCA to inform continuous improvement, policy development, and investment decisions. WOCA commenced a review of our current outcomes measurement framework in 2018/19. The intent in 2019/20 is to refine parts of our outcomes measurement framework to give effect to the demonstration of concerted regional leadership capability and collaboration.

The current thinking around the updated outcomes measurement framework articulates four platforms for change (as shown in the table below); Whānau, Whānau Ora Partners, Regional Hubs, and WOCA. We will continue to measure whānau wellbeing outcomes achieved via Whānau Tahi (as business as usual). And will be introducing and consultanting on in 2019/20 three new platforms for change (Whānau Ora Partners, Regional Hubs, and WOCA) to measure progress and success i.e. the broader systemic impacts and improvements locally and regionally in contribution to long term whānau wellbeing.

Table 1: Platforms for change outcomes measurement framework and approach



Below we outline the roadmap phases for 2019/20 FY and 2020/21 FY that will give us direction as we refine and improve our outcomes measurement framework and assessment approach going.

Timeline and activities for Roadmap update

To ensure the transition to the updated outcomes measurement framework and assessment approach demonstrates rigour we are planning to undertake the following Outcome Roadmap activities as per below:

2019/20 FY

Quarter 1: Begin consultation and co-design phase

- Communicate with Whānau Ora Partners that it is our intention to update our outcomes measurement framework and assessment approach and the proposed timelines

- Begin consultantion with Whānau Ora Partners on our thinking around introducing the platforms of change outcomes measurement framework and assessment approach
- Consult with Whānau Ora Partners –on the 7th Outcome Domain: Whānau are responsible stewards of their living and natural environment to the WOCA outcomes framework

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

[redacted]

4 Commissioned Programmes and Activities

The WOCA Outcomes Framework states the WOCA 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 WOCA 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 WOCA funded Whānau Ora Partners, secondly that demonstrable gains for whānau occur as a result of WOCA funded whānau initiatives, and thirdly that whānau engagement with societal institutions is rewarding and beneficial for whānau who are referred through WOCA 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 2019/20 WOCA 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)
Waiariki	Te Arawa Whānau Ora Collective Korowai Aroha Trust

Region	Whānau Ora Partners
	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

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

[redacted] Kaiārahi will continue to work alongside whānau who seek support to develop plans and support them to achieve their outcomes over time. [redacted] 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	[redacted]
Tāmaki Makaurau	
Hauraki-Waikato	

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

Region	FTE	
Waiariki	[redacted]	
Ikaroa-Rāwhiti		
Te Tai Hauāuru		
TOTAL		

Coverage of priority communities

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

WOCA 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 Te Puni Kōkiri in the 2016/17 year, the figures in the table below are not performance targets for WOCA.**

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

Table 10 – Kaiārahi coverage in priority communities[15] Withheld under section 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				
Huntly	2,034	3,033				
Waiariki	**23,160**	**78,312**				

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

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

Region	Deprived population	Māori population	Weighting	FTE allocation	Resource proportion	Whānau engaged
Rotorua	6,960	19,320	[redacted]			
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 Building outcomes measurement capacity and capability in priority communities in Te Ika-a-Māui

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

[redacted] WOCA's Whānau Ora partners supporting over [redacted] 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 WOCA 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 2019/20 year, the allocation of data analyst FTE positions across the regions will be as follows:

Table 12 – Data analyst FTE positions

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

Region	FTE
Te Tai Tokerau	[redacted]
Tāmaki Makaurau	
Hauraki-Waikato	

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

Region	FTE
Waiariki	[redacted]
Ikaroa-Rāwhiti	[redacted]
Te Tai Hauāuru	[redacted]
TOTAL	[redacted]

4.3 Commissioning for Collective Impact

For the 2019/20 financial year, WOCA will continue to engage up to 15 Collective Impact partnerships to work with their priority whānau to achieve outcomes in one or more of the six WOCA outcomes domians tbelow:

- 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.

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 8 below.

Table 13 – Collective Impact projects

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

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	Moko I Te Puna	Tamariki in Te Tai Tokerau will get the best start at school.	[redacted]	Tamariki aged 4-6 years Focus on non-engaged early childhood care and transition to primary 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 • 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 knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities	**Region Tai Tokerau:** Tai Tokerau wide - Ruakākā to Te Rerenga Wairua

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

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
2	**Lead: Te Whānau O Waipareira Trust,** Kotahitanga Limited (Papakura Marae, Te Kaha o Te Rangatahi and Turuki Health Care)	Lean-In Whanau	Supporting whānau to achieve a healthy lifestyle.	[redacted]	Whānau located in the South-Auckland area from Mangere and Papakura Whānau who want to improve their health and wellbeing.	Activities targeted at tamariki (Turuki Healthcare), rangatahi (Te Kaha o te Rangatahi) and whānau accessing services at Papakura Marae. Activities include health assessments and goal setting, regular physical activities for whānau to access, joint events, information workshops to understand conditions and nutrition.	Key outcomes identified that align to activities include: - Increased weekly physical activity - Increased nutrition knowledge - Increased whānau health literacy	South Auckland from Mangere, Papatoetoe, Otahuhu, Otara, Manurewa to Papakura.
3	**Lead: Te Whānau O Waipareira Trust,** Manukau Urban Māori Authority, Manurewa Marae, Aotearoa Credit Union	He Ararau	Working with whānau to connect to Te Ao Māori.	[redacted]	Whānau located in the Manurewa and Mangere areas who have identified an aspiration to be culturally confident, and who show a	Activities include: Whānau planning and goal setting - Linking whānau to identified cultural networks - Forming specific cultural groups for CI participants	• Increased access to cultural networks • Increased cultural knowledge	**Mangere, Otahuhu**

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

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
				[redacted]	commitment to increasing their knowledge and participation in Te Ao Maori.			
4	**Lead: Te Kōhao Health**, Te Runanga o Kirikiriroa, Te Korowai Hauora o Hauraki, Raukawa Maniapoto Trust	Te Ngira	To improve whānau economic outcomes through education, employment and training	[redacted]	Whānau located across the Hauraki-Waikato region. Whānau not in education, employment or training.	Programmes targeted at whānau to: increase their readiness for work e.g. work-brokering programmes, CV courses, work-ready programmes, relevant training	• Whānau are knowledgeable and well informed • Whānau enjoy high standards of living	**Region Hauraki-Waikato:** Huntly, Hamilton, Ngāruawāhia, Morrinsville, Hauraki
5	**Lead: Raukura Hauora o Tainui Trust**, Ngā Miro Health, Waahi Whaanui Trust, Te Hauora o Ngāti Hauā	Te Tāniko	To improve tamariki wellbeing by providing safe environments for whanau.	[redacted]	Whānau who based in the Hamilton district. Whānau will be referred internally and from Oranga Tamariki as	Programmes targeted at whānau to: • Not be dependent on alcohol and drugs • Improve the cultural links of, and between, whānau • Improve the wellbeing of whānau	• Whānau are healthy • Whānau actively participate in communities	**Region Hauraki-Waikato:** Huntly, Ngāruawāhia, Morrinsville, Hamilton

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

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
				[redacted]	"hard to reach whānau".			
6	**Lead: Te Arawa Whānau Ora,** Korowai Aroha Health Centre	#Whaimua	Improving health outcomes of whānau by addressing respiratory conditions	[redacted]	Whānau living in the central Rotorua area who have a 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
7	**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 reside in the Te Rereatukahia Pa, in Tauranga West, and 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 • Whānau actively	**Region Waiariki:** Western Bay of Plenty

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

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
				[redacted]		• Reduce the contributing factors that exacerbate respiratory disease • Improve their housing conditions	participate in communities • Whānau enjoy high standards of living	
8	**Lead: Ngā Mātāpuna Oranga**, Te Rūnanga o te whānau	Apanui Hikitia	To improve whānau Relationships.	[redacted]	Whānau who reside in the Te Kaha, EBOP area and have a desire to improve whanau relationships in the whare.	•	•	**Region Waiariki:** Eastern Bay of Plenty
9	**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 Raetihi, Ōhākune and Waiōuru 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	• Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities	**Region Te Tai Hauāuru:** Ngāti Rangi rohe: Raetihi, Ōhākune, Waiōuru

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

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
						• improve their living conditions e.g. heating, insulation, dampness through a house assessment and repairs/maintenance	• Whānau enjoy high standards of living	
10	**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]	Rangatahi living in the Taranki region aged between 10 and 12 years.	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 knowledgeable and well informed • Whānau actively participate in communities • Whānau are engaged in te ao Māori	**Region Te Tai Hauāuru:** Taranaki Region
11	**Lead: Te Tihi o Ruahine Whānau Ora Alliance** MSD, HNZ, UCOL, Corrections, TPK, City Doctors, Oranga	Kāinga Whānau Ora	All whānau live in structurally safe, warm and dry homes.	[redacted]	Whānau central Manawatu and Palmerston North area	Programmes targeted at whānau to: • Assess their living conditions e.g. home assessment • improve their knowledge of keeping houses warm and	• Whānau are knowledgeable and well informed	**Region Te Tai Hauāuru:** Manawatū, Rangitikei, Palmerston

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

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
	Tamariki, Palmerston North City Council, MOE, Central PHO, Mid-Central DHB, The Palms, SIA			[redacted]	who live in substandard living conditions	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 healthy • Whānau actively participate in communities • Whānau enjoy high standards of living	North, Dannevirke
12	**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]	Tamariki aged 5-12 years currently enrolled at Te Kura Kaupappa Maori o Wairarapa	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 section 9(2)(b)(ii) and 9(2)(ba)(i)

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
13	**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 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 knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities •	**Region Ikaroa-Rāwhiti:** Upper Hutt, Lower Hutt, Wellington City, Wainuiomata, Porirua City, Kapiti Coast and Ōtaki
14	**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 in the Hastings area with rangatahi not in education,	Programmes targeted at whānau to: increase their readiness for work e.g. CV courses, work-ready programmes	• Whānau are knowledgeable and well informed	**Region Ikaroa-Rāwhiti:** Heretaunga region

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

No	Whānau Ora Partners	Project title	Common Agenda	Brief description	Target population	Activities	Outcomes pursued	Geographic coverage
	Whakatū/Whānautahi trust, Whaririki Trust (formerly U-Turn), Ngā Marae o Heretaunga		training with a focus on rangatahi	[redacted]	employment and training 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	Whānau enjoy high standards of living	
15	**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 in the Gisbourne area 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 within the whānau from contracting the condition	• Whānau are knowledgeable and well informed • Whānau are healthy • Whānau actively participate in communities • Whānau enjoy high standards of living	**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
						• improve their living conditions e.g. heating, insulation, dampness through a house assessment and repairs/maintenance		

4.4 Innovation Fund

Following the success[16] of the projects in 2018/19, WOCA will engage with Whānau Ora partners in 2019/20 to implement innovative ways to support whānau to achieve one or more of the WOCA outcomes. The projects in 2018/19 were funded to support the following:

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
Tai Tokerau	*Commissioning for Community Development seeks to:* • Increased community participation through projects • Improved shared measurement capabilities • Improved outcomes management capacity & capability	Ngāti Hine will work with whānau to set up locally-run parent, tamariki and whānau 'learning puna'. This initiative will be used as a pilot programme to expand the reach of their Collective Impact initiative `Moko i te Puna', focussed on whānau relationships and the role that parents play in their tamariki learning pathway. Whānau will be supported to co-design whānau focused and community driven solutions, tools and resources. Whānau outcomes will be identified by whānau for whānau.	• Two Puna established to improve access for tamariki to access early education opportunities in the far north • Whānau are more involved with their tamariki and more engaged in their education • Whānau reported improved whānaungatanga
Tāmaki Makaurau	*Commissioning for Community Development seeks to:* • Increased community participation through projects • Improved shared measurement capabilities • Improved outcomes management capacity & capability Programme design and delivery and information technology to achieve the following outcomes:	Te Paeherenga o Tāmaki will invest further into social innovation projects established in 2017/2018. New investment will include a focus on leadership growth building for rangatahi, internal workforce development and outcomes measurement capacity. Te Paeherenga o Tāmaki collaboration initiatives: • Reinvest and extend projects and outcomes established through the first phase of Pitch Local • Contestable funding pool to expand Te Paeherenga o Tāmaki relationships and increase reach to whānau and communities alike • Whānau Ora leadership capacity.	Rollout of Pitch Local to support local led initiatives that lead to improved outcomes for whānau: • Afterschool boxing programme focused on youth aged 13 to 18 years old to teach them startegies to deal with suicide prevention, self-confidence, resilience, self-worth and improving mind-sets through health and fitness • Building portable gardens and teaching whānau to grow organic kai for self-sufficiency and affordability to improve independence • Supporting tamariki to learn about the importance of tikanga Māori and te Ao Māori, in particular matariki • Supporting tamariki with homework and learning to support education achievement

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

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
	• Increased employment opportunities for rangatahi • Improved education outcomes for rangatahi • Improved shared measurement capabilities	Te Paeherenga o Tāmaki Individual partner innovation programmes include: • Enabling educational achievement by connecting kura to the global technology environment • Rangatahi leadership programmes through cultural connection • Whānau champion leadership programmes.	• Supporting the teaching of local Māori history through wānanga to improve whānau understanding of mātauranga Māori • Supporting papakāinga development on ancestral land for whānau to renegerate their ancestral links • Creating employment pathways for whānau to increase household income and their ongoing security • Supporting a local hub for whānau to meet and connect to increase whanaungatanga and self-confidence • Supporting rangatahi leadership programmes to improve self-confidence, rangatahi voice and stronger rangatahi leadership.
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	Te Ngira collective will deliver a number of programmes aligned to their collective impact initiative 'Improving whānau economic outcomes through education, employment and training'. This initiative will support Te Ngira partners to create innovative programmes that contribute to increasing economic outcomes for whānau in Thames, Hamilton, Taumarunui, Te Kuiti and Tokoroa. Initiatives include: • Maara Kai programme supporting whānau to get started in developing their own maara kai. Whānau will also gain entry into the Maara Kai course (20 weeks) at Taratahi Tertiary Institute. • Bubba Kitchen Rules – A cooking school for parents with pēpi learning how to cook nutritional meals, and manage kai budgets by creating sustainable food source. • Te Puna Tikanga - Empowering kaumātua to be advisors to local business companies and government agencies	• Rangatahi completed a carving course to improve their skills • The course is supported by the truancy service who attend the classes to provide support to the kaiārahi to assist monitoring the behaviour of the rangatahi to ensure their safety is paramount. • Kaiārahi report that the rangatahi who participate in the programme are able to re-connect to their cultural identity, be proud of who they are and improves their whānau relationships • Taumaranui Marakai - Kaiārahi appointed to roll out and promote the programme to whānau. Whānau are engaged and have completed comprehensive whānau plans • Kaiarahi report improved whānau engagement and participation in Te Ao Māori through karakia, pepeha and whakawhanaungatanga. • Improved whānau health - Kaumatua are practicing meditation techniques to assist with stress relief, are recognising the therapeutic benefits of Marakai for their hinengaro and strengthening their cognitive and physical movements by

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
		• Hiki Whānau Te Hauora - Kai Māori, Rongoā Māori, a programme for those interested in growing, manufacturing/cooking, packaging, marketing and selling their own products. • Rangatahi Labour Pool – A network of key stakeholders to support rangatahi into employment while undertaking tertiary education. This programme aims to introduce Rangatahi and students to future employers and potential work experience opportunities.	• Conducted healthy kai workshops that teach whānau how to cook healthy kai on a budget • Te Tomokanga Programme – Work placement programme for Year 11-13 commenced • Internship Programme – intern programme rolled out across their business groups to provide an opportunity for rangatahi to experience a professional and culturally responsive work environment • Partner completed a robust and comprehensive planning sessions across their business groups for their internship programme. Internship will continue next quarter • Kaiārahi reported that rangatahi who participated in the Te Tomokanga programme uncovered a number of career pathways within the health industry
Waiariki	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	*Te Arawa Whānau Ora (Āwhi)* Āwhi will collaborate with an existing drivers licencing programme run by Te Rōpū a Iwi and Rotorua Police. Much like a second-chance initiative to avoid traffic infringements and court appearances, drivers are offered 20 days to rectify the issue. This triggers a referral to the TRAI drivers licencing programme. Awhi will pilot an extension of this programme for those whānau identified through the drivers licencing programme, that have identified more complex needs. Āwhi will use a Whānau Ora approach to support those whānau.	Āwhi worked with whānau to attain their drivers licence including four clients having to do resits. The programme is supported by Automotive Association and Vehicle Testing New Zealand. Kaiārahi continue to provide ongoing support for theory tests particularly for whānau who struggle with literacy. Kaiārahi also support whānau with obtaining the required documentation. The tutor was able to modify the delivery of the programme for whānau to have better understanding of the course content. Kaiārahi also provide advocate support to whānau to help with reducing fines. The Āwhi programme has supported whānau to gain employment as a result of passing their drivers licences.

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
	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	*Eastern Bay of Plenty Collective, Te Rūnanga o Te Whānau* The EBOP collective recognises the need to strengthen the capacity and capability of community groups, whānau, Hapū and small businesses to overcome the rurality of their region. These organisations already play a pivotal role in their communities. Led by Te Rūnanga o Te Whānau, this initiative will establish a grant programme that will push resource closer to whānau at the grassroots level. Partners within the collective are able to propose for funding to develop and deliver programmes. Each organisation will develop their own criteria and process for dissemination of the funds but the initiatives will increase engagement with whānau and have a positive impact on a community.	The EBOP Collective established a grant programme to support whānau confidence and resilience in te taha wairua, taha tinana, taha hinengaro and taha whānau. This includes weekly life skill classes to increase whānau understanding of basic life skills and tools to assist with their day-to-day life. The programme helped whānau living in the rural areas of the eastern Bay of Plenty.
		Ngā Mātāpuna Oranga NMO will pilot a mobile healthcare team to service rurally isolated communities in the Western Bay of Plenty (WBOP). Despite outstanding results and learnings gained through the CI initiative, whānau in rurally isolated communities continue to struggle with the necessities of health management and whānau self-care. This initiative aims to: • Provide opportunities for whānau to access regular health checks to reduce incidence of avoidable health issues	NMO completed a health survey reaching over 700 whānau. Preliminary results show that access to health care is a priority for whānau and telephone and online services are important to whānau. NMO secured a healthlink setup with the local PHO to address issues with medical records. The web-based health evaluation tool is still a work in progress. The tool will be used to pilot a mobile healthcare team to service whānau in rural areas. Other key achievements through the innovation fund project were: • Rangatahi Whānau Day promoted youth health, resilience and self-confidence • Whānau Wellness Wednesdays to connect whānau to health services

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
		• Provide opportunities for whānau to obtain the 'tools and know how' to address their current health needs • Provide opportunities for whānau to take advantage of preventative medicine in their communities In addition, NMO will also use the healthcare mobile unit as a vehicle to embed an agile methodology to project management that promotes sustainable development in the health care by collaboration model. This will create an integrated approach for rapid implementation of workforce tools and training.	• Working with the Ministry of Education to establish an education unit at the local pā • Marae documenting their stories digitally to share their history with rangatahi and future generations.
Ikaroa-Rāwhiti	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	*KETE (Kreate Enterprise, Tautoko Entrepreneurs), Te Taiwhenua o Heretaunga* An initiative to support social and whānau enterprises, joint ventures, partnerships or similar. Embedded in KETE is whānau ora aspirational planning which is used to align business goals with other whānau goals such as health, wellbeing and culture to help address challenges and barriers faced by whānau. This is an initiative to access business coaching and development support, especially regarding start-up for Māori enterprise. Currently there are no Māori business support programmes available locally. KETE is supported by Te Kāhui Ōhanga, the regional Māori economic development group.	• KETE supported whānau into small businesses following their completion of business coaching. • KETE extended the training to whānau in Waipukurau, an area that is generally under served. • Following attendance at the tax clinics, whānau knowledge and confidence increased to better understand their tax obligations when setting up a business. • Whānau learnt how to develop business plans using simple concepts but making them relevant to their proposed business • Marketing clinics have been well received as it supports whānau to identify their customer base and consider methods to expand them.

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
	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	*Dream Big Expo, Whaiora Whānui* Building capacity and thinking with rangatahi to plan and deliver programmes in their community. To support this, a collaborative will be established to implement an expo involving multiple stakeholders/partners with a focus on further training and employment opportunities for Rangatahi. *Eke Tū, Te Rūnanganui o Ngāti Porou* A health and fitness programme to work with isolated communities on the east coast. Health information sessions and fitness group programmes are held in their own environment and community. The programme is currently run in Gisborne and Te Karaka. The Innovation Fund will extend the programme to Te Wairoa and remote pockets of the East Coast. By applying a Whānau Ora/kaiārahi approach, whānau will achieve short/med-term outcomes in relation to their health and fitness, while at the same time working toward prevention of chronic illness.	• Increased rangatahi confidence in planning and delivering large scale events • Increased opportunity for rangatahi to connect with employers for training and potential jobs. • A health and fitness programme was set up to specifically target those whānau affected by chronic disease • More than 25 whānau participated in the programme with a combined loss of more than 60kg • Whānau are aware of healthy eating habits to reduce their weight and prevent their condition becoming worse • Whānau are more health literate, with better understanding of their medication and the effects of medication for their condition
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	*Te Rōpū Āwhina ki Porirua* TRA aim to increase the employability of priority whānau living in the Porirua rohe. The ability to gain employment, maintain employment, and obtain new employment is described by whānau as 'being capable of getting, keeping and being successful in a job, and	Rangatahi reported an increase in confidence, and work readiness to move towards the training and career aspirations of whānau through their innovation fund project. There was an increased engagement with priority whānau to improve their employability. Other activities to support employability of whānau included sitting their driver licence tests with a high

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
	• Improved access to technology for rangatahi • Improved shared measurement capabilities	more importantly, getting fulfilment out of what you do'. For TRA it is about building whānau resilience. This initiative will provide a kaupapa Māori led programme, to support hard-to-reach Māori youth from 18-24 years to develop a set of transferable skills, knowledge, understanding and personal attributes to increase their employability, and resilience. In addition Rangatahi will be supported to strengthen their cultural connection and capacity. *Tui Ora Health* Tui Ora are focussed on building Whānau Centric Services to its whānau and community. This initiative aims to improve whānau engagement through workforce development programmes, and organisational structures and processes. Tui Ora will deliver a number of training modules and activities to embed the Whānau Ora approach across the organisation. A contestable fund will be made available to whānau to achieve short to medium term outcomes. Whānau goals will be aligned and reported against the Whānau Ora outcomes framework. Through mentoring and	success and pass rate from whānau. Other initatives for the employmentt project included providing priority whānau with: • Onsite First Aid Training. All participants achieved their Workplace First Aid certificate • Site Safe Training. All participants achieved their Foundation Passport for the Building Construction sector. Rangatahi were taken to Mana Island to meet, engage and bond as a group, engage in te ao Māori and learn about the significance of Mana Island for local iwi. Rangatahi reported an increased understanding of Te Ao Māori and an appreciation of the significance of Mana island. Tui Ora launched a Mana Wāhine programme to improve the health and confidence of mums in Taranaki. The eight week health and fitness initiative aimed at supporting confident, capable and healthy mothers who did not always have this opportunity. The programme was run in conjunction with the Māori Women's League and Sport Taranaki. Kaiārahi engaged a number of priority wāhine to increase their health through weekly yoga , boxing and leadership classes.

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
	Community commissioning, programme design and delivery, information technology and workforce development to achieve the following outcomes:	support through a whānau plan, whānau will be able to propose for the fund *Fusion Gen H, Te Tihi o Ruahine Whānau Ora* *Programme design and delivery* Fūsion Gen H is the next phase of Fūsion, which was delivered in 2018. This phase will broaden the scope of participants for 11-18 year olds and have an added focus on Te Ao Hangarau. Fūsion Gen H will have two streams: **Stream 1: Fūsion 2.2** Moving into phase two our rohe will use their data and evaluation from Fūsion to re-scope, enhance and deliver another programme alongside their partners. Outcomes in this stream are rohe specific and currently cover: • Rangatiratanga - Whānau are knowledgeable and well informed • Tuakiritanga - Whānau are engaged in te ao Māori (It is intended that this mahi will provide a core component of Fūsion Hangarau) **Stream 2: Fūsion Hangarau** Fūsion Hangarau will be a high leverage activity that will sit across all rohe, contributing to the common agenda of Rangatahi Ora. Fūsion Hangarau will provide exposure and access for rangatahi to the tech sector. *Te Ara Whānau Ora, Raukawa Whānau Ora*	Fusion Te Papaioeā Whakapai Hauora, have sustained partnerships with Roslyn School to deliver kaupapa to rangatahi between the ages of 11-13 years old within an Ira Tane, Ira Wahine framework. Fusion Te Papaioea deliverd 6 Modules that covered: Anti-bullying, Healthy relationships, Self-Awareness, Effective communication, Te Taiao and Te Apiti (Okatia local pūrakau). These modules were delivered in a variety of formats, which included games, waiata and group-learning activities facilitated by Whakapai Hauora kaimahi and an external facilitator from Massey University for specific modules. They visited the Te Taiao exhibition at Te Papa, Wellington to increase their understanding of Te Ao Maori, their connection to the Whenua and responsibilities as Kaitiaki. Rangatahi delved further into the idea that 'We are more than just our pepeha' and how this applies to them Fusion Tamakinui-a-rua Te Whare Tapere delivered Kapa Haka based wananga to rangatahi between the ages of 13-15-years-old, ending in a final performance for whānau and the wider community. Te Whare Tapere, built their overall capacity to deliver sustainable kaupapa and displayed outstanding innovation in reporting by merging their newly developed Visual Media capabilities into a comprehensive video report; increasing their capacity for self-management through the growth of new data capture, coordination, partnership and scheduling skills Fusion Rangitikei-Oroua Te Kapa o Te Reureu leveraged off the many relationships they have with their members and local hapū and marae and deliver a Hui Rangatahi framework to rangatahi between the ages of 11-18 years old. This covered whakapapa, ngā mahi o ō tatou tipuna, whakawhanaungatanga, te reo rangatira, mihimihi, waiata and moteatea; culminating in a kai for local kaumatua, pakeke and whanau

Region	Innnovation Focus	Summary of Initiatives	2018/19 Highlights
	• Increased community participation through projects • Improved shared measurement capabilities • Improved outcomes management capacity & capability	RWO will focus on whānau living in Foxton and supporting them to develop their skills and capacity to be self-managing. Foxton is a small town in the Horowhenua and has experienced many challenges over time however they are a resilient community who are well connected. The withdrawing of services from their community over a period of time presents accessibility issues when whānau require professional services. Through resilience and strong community spirit RWO will embed the Te Ara Whānau Ora tool in the community for whānau to self-assess, plan and manage their needs and aspirations. This initiative also aims to bridge and strengthen relationships and access to services and volunteers still available in the community for whānau.	Fusion Hangarau fostered new relationships with Tai Wananga Tu Toa and created new community and whānau engagement in the kaupapa through social media channels. Fusion Hangarau saw rangatahi strengthen their relationship with Te Ao Hangarau through knowledge transfer specifically around coding and the development of their own app; gaining critical skills that continue to change their relationship with technology. From users to Māori innovators and creators
	Workforce development initiatives to build capacity/capabilities of kaimahi to support and manage outcomes for whānau	*Whare Facts, Ngāti Rangi* Working with a range of partners to deliver financial literacy for home ownership. Ngāti Rangi will also design and produce a short information video to support whānau in their aspiration for healthy homes, aptly titled Whare Facts.	Whānau completed home ownership workshops. Workshops were supported by NZR Real Estate, BNZ & Moore Law who provided additional resources Home repairs and maintenance completed for a number of whānau. Installation of fireplaces and heat pumps have made a significant change in the health and wellbeing of whānau. Whānau report that their homes are warmer and drier.Regional partners met to share information, training tips and database system configuration for utilising Whānau Tahi. Ongoing training has been identified

It is expected that the Innovation Fund 2019/20 will support similar projects to the ones listed above and will be based on actions plans submitted to WOCA and will ensure the projects meet one or more of the following:

- 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 8 below.

4.5 Workforce development and Training

Workforce development remains an ongoing work stream across Whānau Ora Commissioning Agency partners. The Commissioning Agency will continue to support the development of partner capability with the aim of building an agile, resilient Whānau Ora workforce that is able to serve the evolving needs of whānau.

There are multiple workforce development strategies across different levels that will be implemented in 2019/20. We will work with an external Change and Transformation team experienced in working with Whānau Ora partners. A dedicated Change and Transformation trainer will solely focus on working with regional providers to nominate potential candidates as trainers within their workplaces or organisations. This, in turn, creates a collective pool of regional Change and Transformation trainers across the regions, growing to a Change and Transformation community of practice. The team will then work with them to build their capacity via train the trainer workshops, mentoring and co-facilitating workshops where needed. This leads to a more cost effective, more responsive and more regional approach to training. Through the Change and Transformation community of practice a regional voice can feed into ongoing workforce development plans.

Identifying Whānau Ora Organisational Areas of Strength and Development

The Whānau Ora Accreditation Framework provides an opportunity for Whānau Ora partners to identify their areas of strength in implementing a whole organisation systemic to Whānau Ora.

By the end of June 2020 all partners will:

- Have engaged and completed the self-assessment tool and reviewed their results to help inform areas for development; and
- Finalise timelines for moving from self-assessment to validation and accreditation.

An online support platform will be rolled out in 2019/2020 providing partners with access to best practice resources, training modules and tools and forums. This online platform will help to build a community of practice across the different commissioning programmes and support in their Whānau OraAccreditation process.

Kaiārahi Practitioner Research and Certificate

Kaiārahi are crucial to engaging and supporting whānau transformation. Therefore, workforce development for this particular group is critical.

In 2018/2019 research was conducted with over 50 Kaiārahi across several partners. The purpose of this research was to explore how partners have developed and implemented the Kaiārahi role and also understand fundamental competencies and attributes of a Kaiārahi from a Kaiārahi perspective. This research has been valuable in identifying workforce needs for Kaiārahi.

In 2019/2020 we will begin to progress this research into action and develop and solidify a Kaiārahi practitioner framework by 30 June 2020 for implementation in 2020/2021 onwards.

Standard Workforce Development Activities

In addition to the above strategies WOCA will continue to grow and embed workforce strategies by continuing to:

- Build on the workforce development steering group activities across the different partners. Through the lens of the various steering group members there will be visibility on trends and needs of partners helping to inform gaps, along with training and support needed throughout the year.
- Train regional champions and trainers to improve regional capacity and access to training. Train the trainer workshops will continue to be held on the best practice training modules developed enabling more cost effective training options for partners.

- Developing new levels of training modules which will include:
  - Managing to Outcomes (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)
- Provide training and development opportunities for Data Analysts and outcomes measurement.

Whānau Ora Diploma

WOCA 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.

The current cohort of students will complete their Diploma at the calendar year end of 2019.

Along with the practices, best practice tools and resources developed during the last year, through working with key partners, this year's strategy is aimed at devolving to a more regional approach to enable partners easier access to these resources and training. The key elements enabling this approach are:

WFD Steering Committee – collaborative and cohesive approach with representatives from across the various roles of the backbone, including the Relationship Managers, enables visibility to trends and needs of partners.

Whānau Ora Accreditation Framework – self-reflection tool from partners lens being able to self-identify at an organisational level and choose areas to focus on. Analysis from this will also feed into the WFD Steering Group to help prioritise training and support needed.

Online Support Platform – partners can sign on and access the 'best practice' modules, webinars, resources, and upcoming training opportunities.

Kaiārahi Practitioner Research – consultation with partners has informed this research and will also inform training resources and support required

Train the Trainer – As we continue to offer train the trainer workshops, identifying more regional champions to train as trainers will enable easier access and more cost-effective training options for partners.

Understanding that we work closely with all Whānau Ora Commissioning workstreams and our need to be responsive to partners' needs, workloads and current priorities, the table below outlines what WOCA will undertake to monitor progress against this 12 month strategy.

Quarter	*Project*	**Description and Timing**
Quarter 1	***WFD Steering Meeting*** • Set priorities for coming quarter as per trends, focus and partners ***Whānau Ora Accreditation*** – • Phase One – complete self-assessment	Monthly Identify four Regional lead partners *(aka WHOA Focus group)* to commit to work through Self-Assessment,

Quarter	*Project*	**Description and Timing**
		Review Results and gain Validation/ Accreditation by end of year
		Socialise self-assessment tool with other lead partners
	Online Support Platform • Engagement with platform	All lead partners have the ability to log in online support platform and can access the resources available on it
	Capacity Building Regional Champions	*WHOA Focus group* identify Regional Champions Once a quarter
	• Train the Trainer Workshops	Once a quarter
	• Webinar –on Best Practice Modules and/or priorities as identified by WFD Steering Committee available to all and stored in online support platform	Once a quarter
	• Workshop – Outcomes team through Webinar or Regional Workshop	Confirmation of training modules development priority
	• Training Modules	
	Kaiārahi Practitioner Research – Action Plan	Action plan developed for moving from research to framework
Quarter 2	[redacted]	

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

Quarter	*Project*	Description and Timing
	[redacted]	
Quarter 3		

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Quarter	*Project*	Description and Timing
	[redacted]	
Quarter 4		

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Quarter	*Project*	Description and Timing
	[redacted]	

5 Research, Evaluation, Strategy and Innovation

5.1 2018/19 FY Research Programme Summary

In 2018/19, WOCA completed a research programme that informed the commissioning model approach to ensure it remained up to date and evolved according to changes within the communities WOCA supports. Below provides a summary of the research projects and its summarised findings. Going forward, the findings will be used to inform best practice with whānau, refine partner tools and improve back office functions to support what is happening on the ground.

A: Reviewing the commissioning model

This stream focused on gathering knowledge and evidence of the WOCA approach. As part of this, TPK was provided a short report based on a research project conducted by WOCA in the 17/18 FY. This research reviewed WOCAs approach to commissioning Whānau Ora for North Island whānau given that there is little research available on commissioning in an indigenous space. The short report summarised key learnings from the research as well as highlighting the strengths and weaknesses of the WOCA approach. This report also provided evidence for the WOCA response to the governments Whānau Ora review and contributed to the continuous development of the WOCA approach.

B: Advancing and championing Whānau Ora

The purpose of this research stream was to showcase examples of Whānau Ora practice and innovation during the 18/19 FY. To achieve this, a conference proceedings was published of the 2018 Whānau Ora conference. This publication provided transcripts of all keynote speakers at the conference and also summarised the conference workshops. Finally, the publication outlined examples of what Whānau Ora partners were delivering and showcased the uniqueness of different Whānau Ora partners.

C: Evidencing whānau transformation

As with previous years, WOCA 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. Work related to evidencing whānau transformation included:

- 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.

D: Demonstrate contributions to improved standards of living

In the 2017/18 fiscal year alone more than 10,000 whānau and over 25,000 whānau members have been supported towards achieving outcomes that have contributed to their overall whānau wellbeing and improved their whānau standard of living. Data collected from the Whānau Direct, Kaiārahi and Collective Impact programmes showed that 90% of whānau outcomes achieved were related to overall whānau wellbeing and whānau standards of living. In particular theses outcome were related to the areas of physical and personal health; housing standards including household maintenance; basic furnishings and amenities including clothing; safe transport options; education and training; whānau employment; access to community resources; whānau and social health; nutrition; and whānau and household income.

E: Continue to support Whānau Ora partners to improve capability

WOCA worked alongside Whānau Ora partners to improve their capability with the aim of building a strong, versatile and resilient Whānau Ora workforce. This included:

- Supporting Whānau Ora partners in the Tāmaki region in developing specifically their research capacity (Te Kaha o te Rangatahi and Manukau Urban Māori Authority).
- Supported a student intern who was assigned to Te Whānau o Waipareira, a Whānau Ora partner. This intern worked with the social innovation team and assisted on various projects including in the co-design of a rangatahi employment programme.

F: Continued improvement of WOCA systems and processes

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

- The evaluation of two collective impact initiatives (Te Kohao Health and Ngāti Rangi Trust) helped to identify how successfully these initiatives were in 1) delivering outcomes for whānau and 2) implementing a Collective Impact approach. Key findings from the evaluation indicate that:
    - Both initiatives were achieving a high rate of outcomes for their whānau
    - Both initiatives were identified as being in the developmental phase (as indicated in the CI evaluation conducted in 2016) and in both cases were even achieving at a higher phase of CI evolution.

5.2 2019/20 FY Research Programme

A: WOCA commissioning stream: Innovation

In FY 2018/19 conference proceedings were published of the 2018 Whānau Ora Conference. This publication provided transcripts of all keynote speakers for the event and also provided a summary for all of the breakout workshops. The publication also highlights some of the innovations that have occurred in the WOCA space for the 17/18 FY, and in particular those innovations which originated from Collective Impact. Further exploration of these innovations across the WOCA partner network was identified by the research team as a key opportunity to highlight the uniqueness that the WOCA Whānau Ora Commissioning approach has helped foster.

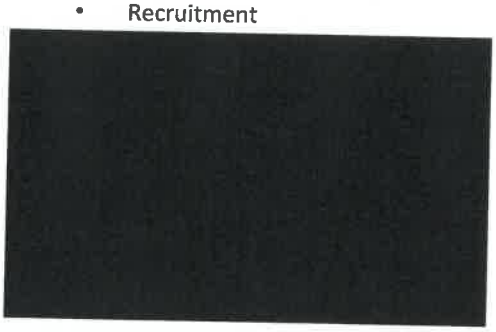
Duration: 12 months

Research Aim: *To investigate the ways in which the innovation fund is being used by provider partners around the North Island – investigate: examples of projects, aims of projects, outcomes of projects. (Match this to the WOCA outcomes domains)*

Outcomes of project: Evidence of adaptation of innovation fund; insight into "innovation" as a concept and practice within a WOCA partner provider context; demonstration of snapshots of outcomes (within practice) and how/whether they align to WOCA outcomes domains; conclusions about role of (fostering) innovation within a Whānau Ora context.

Quarter 1:

- Scoping; Ethics
- Schedule development
- Recruitment



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B: Kia Poipoi ake te Hauora o ta tatau Kaumātua: Building Health and Wellbeing of Older Māori'

In the 2017/18 FY, the scoping report ""Kaumātuatanga: The Needs and Wellbeing of Older Māori" (2108) was released. This report explored the diverse needs and aspirations of kaumātua across the North Island. The 18/19 FY saw this research be disseminated across New Zealand and internationally and sparked discussion regarding the next steps for this research and how to shift the findings of the original report towards tangible outcomes for kaumātua.

Duration: 12 months

Research Aim: *The aim of the proposal is to produce an evidence based, co-designed kaupapa Māori Kaumātua service prototype.*

This research will build on WOCA's scoping report "Kaumātuatanga: The Needs and Wellbeing of Older Māori" (2108) to explore the idea of taking a life-course approach to planning, policy and service implementation around Māori ageing. The project will look at what stakeholder partnerships and connections are necessary to achieve a holistic and sustainable approach to Māori ageing, and also what a Māori wellbeing outcomes framework for ageing should look like.

Research Objectives:

Q1: Reviewing aspirational indigenous ageing:

- Review of models, services and instances where ageing needs are appropriately supported for Māori (and other indigenous peoples)

Q1: Reviewing the system:

- Review of 'barriers' – systemic or otherwise – to appropriate ageing care for Māori that exist within the current New Zealand context

[redacted]

C. Māori Youth Needs/ Assessment/ Snapshot Withheld under section 9(2)(b)(ii) and 9(2)(ba)(i)

At the present time, Māori youth are at a critical stage facing complex problems. With the growing focus to solve these problems, it is essential to understand the factors and circumstances contributing to the range of problems.

The 2018/19 FY saw the government shift their focus to youth development, with multiple RFPs and funding tranches being released in the youth development space. Given this, it would be useful to get a better understanding of the needs and aspirations of Māori youth in the WOCA region in so that we

can provide an evidenced response to the government in how to best support youth development for Māori.

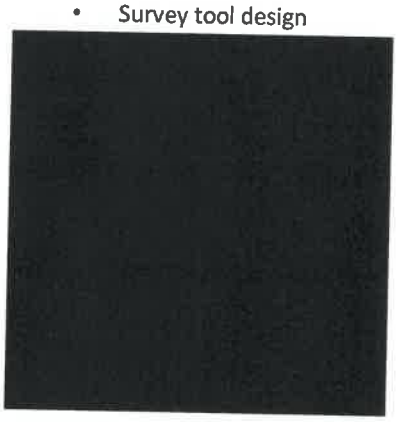
Duration: 12 months

Research Aim: *A general survey exploring the needs and circumstances of Māori youth across the North Island*

This research will give a better understanding of issues affecting Māori youth which will help inform and design solutions and policies for them.

Quarter 1:

- Ethics
- Survey tool design



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5.3 Policy Stream

In the 2018/19 FY, WOCA formally established a policy unit to advocate and influence change with research informed policy. The unit is undertaking community and policy focussed research with the ambition to translate it to influence/inform advocacy and policy. It also recognizes the importance of engagement in state and national policies to bring about change for Māori.

In 2018/19 FY, with the changing political landscapes, WOCA has been a proactive participant in the various proposed government policies ranging across social, health and systems spheres. Amongst these, WOCA has been committed in informing the **Child Poverty Reduction Bill and Child health and Well Being Strategy headed by The Department of Prime Minister's Cabinet.** The Crown obligations to the Treaty of Waitangi were restated to ensure the inclusion and consideration of wellbeing of Māori children and their whānau, who are often subject to more complex and adverse factors over period/s of time as compared to others.

The policy unit have also been instrumental in informing the **Royal Commission of Inquiry into historic abuse in state care**, headed by Sir Anand Satyanand. Furthermore, recommendations were made to **Reform the State Sector Act**, reflecting the interests and experiences of the community. An equitable and outcomes focussed lens, with considerations to Māori participation and service delivery were among the significant recommendations put forward to the Reform of the Act.

Our robust research and evidence outlining the experiences and systems in place for whānau facing mental health problems, was shared and put on table to the **National Mental Health Inquiry**. The research showcased the ground reality of the national issue and has been key to design and inform new models of practice and programs along with objective research towards Māori Mental Health. This policy work is also trickled to inform regional and community practices and models.

Supporting the **New Zealand Treasury** vision to promote higher living standards for all New Zealanders, a Māori wellbeing framework has been advocated to be recognised and synchronised with the **Government Living Standards Framework**. The current government framework fails to reflect the status of Māori as the indigenous population of New Zealand and as partners of the Treaty of Waitangi. The research, policy and advocacy presents an inclusive and innovative platform and a guide – from a Māori world view – for collecting, analysing and using data for whānau wellbeing. This sets an example of the array of efforts at multiple levels to influence change via research and policy for Urban Māori.

In addition to written submissions, we have had meetings on other relevant policy areas; these include – Tackling homelessness with Auckland Council, Data policy and Investment for Social wellbeing with Social Investment Agency / Ministry of Social Development.

The Policy Unit will continue to engage and advocate for Māori wellbeing in the next financial year as well through independent policy briefs, participation in public submissions and hui in areas of utmost importance and bringing whānau voices to the discussion table.

Duration: 12 months

The policy unit will provide at least three policy brief papers on pressing issues of concern and relevance over the year. In addition, it will respond actively to submissions and call for responses from the government and state agencies.

Quarter 1:

- Scoping of Policy Briefs

[redacted]

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

5.4 Outcomes Measurements Stream

In the previous 12 months a number of outcomes reports were produced. These include the contributions to overall whānau wellbeing and improved standards of living; the Whānau Direct Outcomes report; and the Kaiārahi Outcomes Report. All these reports show the WOCA is making a positive effect to the lives of whānau.

Duration: 12 months

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, WOCA 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 2019/20 year, work related to evidencing whānau transformation will include:

- [redacted]
- [redacted]

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

- [redacted]
- [redacted]

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

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 WOCA outcomes for whānau. The framework does not require an update from the 2017/18 and 2018/19 years.

Table 14 - WOCA Monitoring and Evaluation Framework

Vision/Mission	Whānau Aspirations	WOCA Outcomes	Priority Outcomes	Commissioning for Whānau	Indicators	Monitoring and Evaluation
Vision Supporting whānau 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	Whānau seek increased physical and personal, and whānau and social health, increased housing standards including household maintenance, increased basic furnishings and amenities including clothing, safe transport options, improved knowledge through education and training, increased participation in the community through whānau employment, and access to community resources, and increased whānau income.	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 WOCA 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** WOCA will support innovative approaches for the achievement of outcomes for whānau.	*Refer to Table 5 and Appendix 1 for examples of potential outcome indicators sets*	**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 Support partners to improve the tracking and measurement of the achievement of whānau outcomes.

WOCA Commissioning Logic Model

The WOCA has a number of logic models including an organisational logic model (as shown in Section 1.1) and the Commissioning Logic Model as below which underpins WOCA's outcomes framework and outlines the key outcomes (light green boxes) and their relevant indicators (blue boxes) that WOCA will continue to measure over 2019/20 to prove its impact. In tandem, WOCA will be consulting on and developing additional measurement areas as detailed in the proposed Platforms of Change thinking outlined in section 3.2 of this AIP.

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

[redacted]

Narrative to support the WOCA Commissioning Logic Model (Figure 1 above)

The WOCA Commissioning logic model is intended to show:

Focus	Evidence
The whānau needs WOCA is intending to address, i.e. the evidence of whānau needs	Monitoring data, and ongoing evaluation and analysis from WOCA projects 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.[17] 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 outside of their immediate needs met by the Whānau Direct programme. WOCA completed an analysis of 2017/18 data to inform the top 12 outcomes areas identified by whānau. This included: • Improved physical and personal health • Improved housing solutions including bond and rent affordability, house repairs and maintenance • Affordability of basic home furnishings • Improved education and training opportunities • Access to employment • Access to safe transport options • Access to community resources • Improved whānau and social health • Improved nutrition • Increased whānau and household income • Connections to community networks • Improved financial literacy and budgeting.

[17] Findings from analysis of Whānau Direct outcomes data 2015/16, 2016/17 and 2017/18

Focus	Evidence
The interventions in place to meet those needs, i.e. the programmes and rationale for these programmes	Whānau have differing needs and aspirations and these change as different circumstances are presented. In analysing whānau data as noted above, programmes need to be fluid enough so that whānau are not restricted by rules and barriers that prevent their immediate access to much needed support. Barriers, as WOCA sees in whānau surveys, leads to a rise in hardship, frustration and, in some cases, violence. WOCA has deliberately designed and refined (over the last three years) programmes to be agile, flexible and adaptable to meet needs, particularly desperate needs observed by many whānau. WOCA has designed a suite of interventions so that throughout their Whānau Ora journey, a whānau may, at any time, access different types of support to achieve their desired outcomes. Some support is time limited, while other support is substantial and requires ongoing support by kaiārahi to walk the journey alongside whānau. WOCA offers a suite of kaupapa Māori programmes to support whānau to achieve their desired immediate, short-term, medium-term, and/or long-term outcome(s). these programmes: • *Whānau Direct* is designed to support whānau to achieve their immediate outcomes such as access to household furnishings, housing maintenance, transport options and access to better childcare. In many cases this involves whānau with desperate needs (e.g. basic furnishings or clothes to improve their housing situation and health outcomes), or involves whānau with limited support to achieve an outcome, e.g. driver license to secure employment. While short term fixes, Whānau Direct is intended to support whānau in 'moments that matter', and in these circumstances whānau usually face other issues that require longer term support. In this regard, WOCA invests less in this programme than in other programmes • *Kaiārahi* is designed to support whānau to achieve their short-to-medium term outcomes. Kaiārahi, as whānau have continually advised WOCA, are critical to the solution, e.g. support to attend job interviews or support to access hospital services. Kaiārahi are critical from moving whānau towards their medium to long term outcomes. WOCA recognises this and, as a result, continue to heavily invest in Kaiārahi[18] • *Collective Impact* is designed to support whānau to achieve their medium-to-long term outcomes and provides opportunities for communities to grow and develop their own solutions in partnership with whānau. Partners to a Collective Impact project work together to address an issue, e.g. increasing household income, developing housing solutions for whānau to address respiratory disease conditions. While limited funding for Collective Impact for partners in the 2019/20 year[19], the fund is intended to be a contribution towards investments by other partners within the Collective Impact project. • *Innovation Fund* which is designed to support whānau to achieve short- to-medium-term outcomes by investing in new approaches to achieve these outcomes. Projects from the 2018/19 year provided an impetus for community innovation such as trialling new business ideas within communities and extending job security opportunities in the Hauraki region. As such, the Innovation Fund sees

[18] Refer to financial section **Error! Reference source not found.**, where the majority of commissioning funds are invested in Kaiārahi (54%)
[19] 18% of the commmissioning funds

Focus	Evidence
	a slight increase of funding to provide new communities with opportunities to trial innovative approaches to achieving outcomes for whānau, e.g. Eastern Bay of Plenty. 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 WOCA 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.

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

6 Financial Information

6.1 Funding Allocation Summary for FY2019/20

Activity	Quarter 1 ($)	Quarter 2 ($)	Quarter 3 ($)	Quarter 4 ($)	Total
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

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

Notes to accompany section 6.1 (above) relating to WOCA commissioning and operational funding allocation for 2019/20

Costs	Explanation
[redacted]	

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

Costs	Explanation
[redacted]	

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

Costs	Explanation
[redacted]	

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

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

Region	[redacted]
Te Tai Tokerau	
Tāmaki Makaurau	
Hauraki-Waikato	
Waiariki	
Ikaroa-Rāwhiti	
Te Tai Hauāuru	
Research & Evaluation	
Total	

[20] There is commission fund of $1,406,255 rolled over from 2018/19 to invest in workforce capability

6.2 Commissioning FY2019/20 payment schedule

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

Commissioning activity	Period 1 ($)	Period 2 ($)	Period 3 ($)	Period 4 ($)	Total ($)
[redacted]					

6.3 Incentive Payment

The incentive payment mechanism for 2019/20 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. WOCA 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 WOCA and to the whānau engaged in the programme(s)
- Reasonably attributable to the programme or activity with which the indicator is associated
- 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

7.1 Overview of data collection activities

Through 2019/20 WOCA is enhancing its data collection by:

- improving standard data collection tools, including the design and development of a generic Whānau Ora Assessment Tool;
- continuing to improve workflows and configurations within Whānau Tahi and extending system capabilities for data collection on mobile devices
- refining WOCA's Reporting Framework and respective reporting workbooks;
- collecting additional (non-transactional) data, through whānau surveys and Whānau Ora partner surveys;
- continuing to support 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.
- Connecting our partner Data Analysts and other key kaimahi with data analytics and outcomes measurement training programmes

WOCA will continue to review and refine the data collection tools within Whānau Tahi in the 2019/20 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 WOCA a picture of the impact of its commissioning activities at both the whānau and Whānau Ora partners' level. WOCA will continue to analyse these findings and review and refine these survey tools over the 2019/20 year.

As in 2018/19, WOCA will deploy data outcome and measurement analysts to support the engagement, assessment, measurement and reporting on whānau outcomes in 2019/20. 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.

7.2 Implementing a consistent assessment and measurement approach

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

1. [redacted]

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

2. [redacted]

3. [redacted]

4. [redacted]

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

Figure 2 – Tool A: Whānau engagement, planning and outcomes assessment tool

[redacted]

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

Figure 3 – Tool B: Flexible whānau outcomes reporting tool.

[redacted]

7.3 Milestone Indicator Framework

Description of the Milestone Indicator Framework

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

Whānau Ora partners, Kaiārahi and WOCA 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).

Whānau working towards multiple outcomes will be tracked between milestones 3, 4 and 5 on the milestone indicator framework (once the 'plan developed' milestone has been achieved) relevant to their progress for each unique outcome.

Table 15 – Milestone indicator framework Withheld under section 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					

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

Priority outcome area	1	2	3	4	5
participate in communities	[redacted]				
Whānau are engaged in te ao Māori					
Whānau enjoy high standards of living					

7.4 Deployment of Data and Outcomes Measurement resource

[redacted]. 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 where required. [redacted]

- [redacted]
- [redacted]
- [redacted]

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

In turn, WOCA 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.

7.5 Whānau Tahi

Whānau Tahi is the outcomes management system utilised by our partners to collect transactional, outcomes based, data to track and monitor whānau progress against their priority outcomes. Over 2019/20, workflows and configurations within Whānau Tahi will continue to be enhanced, and the system will be extended to enable data collection via mobile devices. Ongoing training and support for the system will be provided by WOCA's Data Systems, Analytics and Performance Team and Whānau Tahi, and will include Advanced User Training for specific kaimahi (eg. Data Analysts) where required. The key features of Whānau Tahi enabling our partners 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 WOCA 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.

7.6 Whānau Ora partners' reporting to WOCA

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 WOCA 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*
	WOCA will record the regional spread of Whānau Direct funding recipients.
	'How well' targets
	WOCA 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 WOCA reporting workbook.	WOCA Whānau Ora partners will collect and report to WOCA 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 will be sourced from: • reporting from providers, captured through Whānau Tahi and the WOCA Reporting Workbook. • reporting on implementation of Collective Impact action plans (Collective Impact only). • whānau surveys.	WOCA Whānau Ora partners will collect and report to WOCA: • 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 WOCA reporting workbook.	WOCA Whānau Ora partners will collect and report to WOCA: • 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 WOCA quarterly: • number of priority whānau engaged and assessed

Data Source	Data Collection
	• 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

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

Table 18 - Whānau Direct Performance Measures

Target	Reporting frequency
"How much?" measures	
[redacted]	
"How well?" measures	
[redacted]	
"Better off" measures	
[redacted]	

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

8.2 Kaiārahi

Table 19– Kaiārahi performance measures Withheld under section 9(2)(b)(ii) and 9(2)(ba)(i)

Target	Reporting frequency
"How much?" measures	
[redacted]	
"How well?" measures	

[22] 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.

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

Target	Reporting frequency
[redacted]	

"Better off" measures
[redacted]

[23] 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.

8.3 Additional "Better off" measures for Kaiārahi

This information will be sourced from Whānau Ora partners via data captured in Whānau Tahi, the WOCA Reporting Workbook and narratives. Whānau Ora partners are required to collect evidence to verify whānau improvements and WOCA 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 FY2018/19 and the actual results for each outcome area. WOCA 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.

Table 20 – Additional "Better off" measures for Kaiārahi

Outcome Domain	Outcome Area	Outcomes Planned	Outcomes Achieved	Achieved %
Whānau standards of living	[redacted]			
Whānau health				
Whānau knowledge				
Whānau participation in the community				
Whānau relationships				
Whānau engagement in te ao Māori				

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

[redacted]

8.4 Collective Impact

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

Table 21 – Collective Impact Performance Measures

Target	Reporting frequency
"How much?" measures	
[redacted]	
"How well?" measures	
[redacted]	
"Better off" measures	
[redacted]	

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

Target	Reporting frequency
[redacted]	

8.5 Additional "Better off" measures for Collective Impact

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

WOCA intends to extend additional measures over Collective Impact initiatives when specific measures are agreed with lead Whānau Ora partners by the end of 2019/20. These will be added to the table below once confirmed.

WOCA will report on the six-monthly and annual performance of Collective Impact partners using specific outcome measures as per the following table.

Table 22 – Additional "Better off" measures for Collective Impact

#	Collective Impact Partner	Outcome Measures
[redacted]		

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

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

#	Collective Impact Partner	Outcome Measures
[redacted]		

9 Reporting

For 2019/20, WOCA will report to TPK on a quarterly and annual basis in line with the reporting requirements outlined in the Outcome Agreement[24]. Reporting on 2019/20 performance will focus on:

1. Reporting on progress against the performance measures outlined in section 8 (above);
2. Populating tables to show whānau positions on the milestone indicator framework by region;
3. Reporting on engagement and results achieved through the Innovation Fund; and
4. Reporting to TPK on WOCA's analysis of providers' narrative reporting on trends and outcomes being achieved by whānau. This will include providing detail on:
   - progress towards outcomes sought through Collective Impact initiatives;
   - which outcomes whānau are commonly planning and achieving by reporting on the top 3 outcome areas for each outcome domain;
   - 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.

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

10 Risks

WOCA will identify and manage risks as part of its commissioning activities under the 2019/20 Annual Investment Plan. Risks will be regularly identified and reported to the Board. The Board reviews the risks at its Audit and Risk subcommittee, and any exceptions will be reported to the full Board. A risk register is managed by the Chief Financial Officer.

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

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

Risk category	Description	Impact	Likelihood	Mitigation	Status
[redacted]					

11 Overview of the Whānau Ora Commissioning Agency

11.1 WOCA Governance Board

WOCA 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

WOCA has an Independent Advisory Group that comprises members to provide expert and specialist advice to WOCA as required. For the 2019/20 year, Advisory Group members will provide expert advice to WOCA 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 WOCA 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 WOCA.

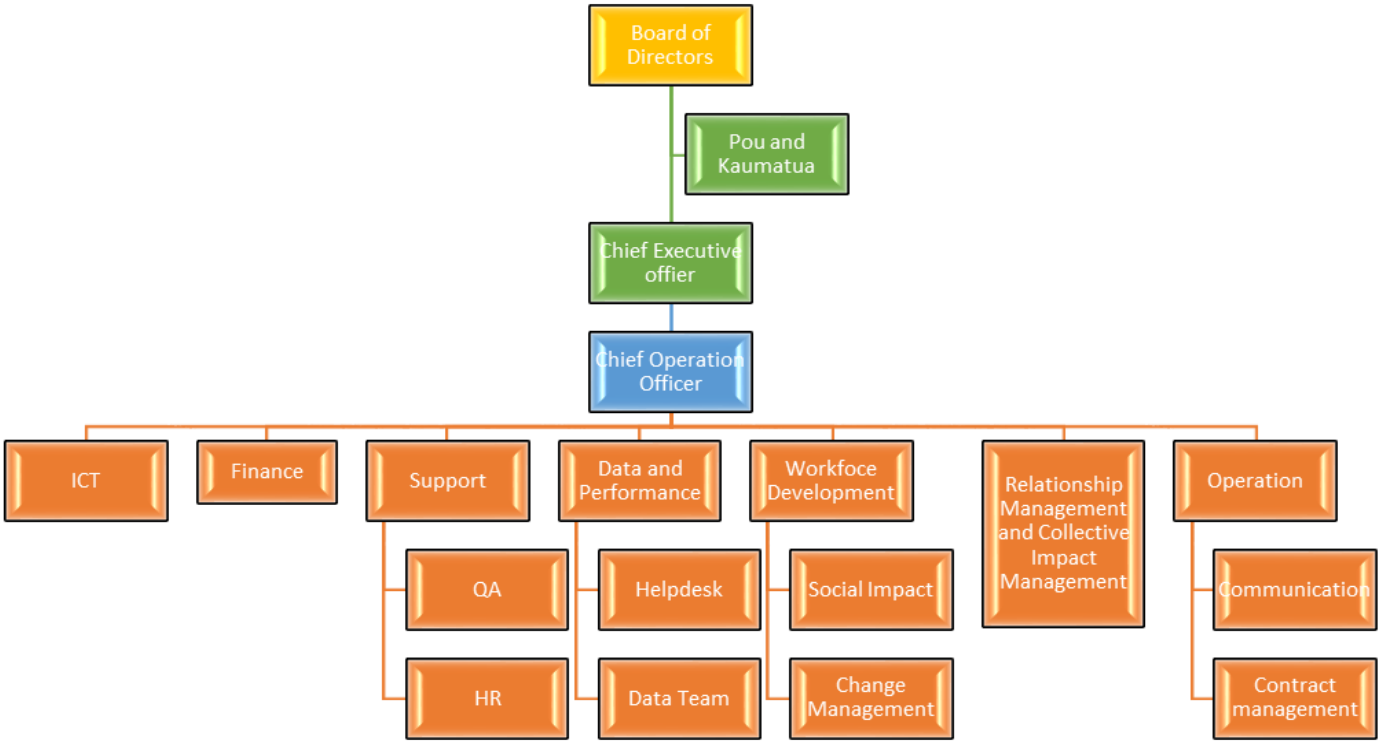
Group Members are responsible for maintaining adequate security measures to safeguard the confidential information from access or use by unauthorised persons. Group members are to use the information available to them in their role as a Group member only for the intended purpose.

At the completion of the work of the Group, Members will return to WOCA all information and all other property of WOCA that Members have in their possession. Members must destroy or erase any information of WOCA 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 WOCA who will act as spokesperson for the Board or Panel in consultation with any external body or person/s.

11.3 WOCA 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 WOCA 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 WOCA's existing datasets.

WOCA Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
WOCA Outcome Domain	WOCA 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)				

WOCA Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
WOCA Outcome Domain	**WOCA 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

WOCA Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
WOCA Outcome Domain	**WOCA 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

WOCA Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
WOCA Outcome Domain	**WOCA 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

WOCA Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
WOCA Outcome Domain	WOCA 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

WOCA Outcome Domains and Outcome Areas		Potential Outcome Indicator Sets by areas of change (examples of priority outcomes (Milestone 5))			
WOCA Outcome Domain	WOCA 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)				