BRIEFING

WHĀNAU ORA ACCOUNTABILITY RELATIONSHIPS: ADDITIONAL INFORMATION

Date:	24 November 2014	**Priority**	
Classification		**Tracking Number**	27768

Action sought	**Date action required by**
Note the contents of this briefing; and **Note** that officials are available to provide any further information you may require.	

Contact for telephone discussion (if required)				
Name	**Position**	**Telephone**		**1st contact**
Di Grennell	Deputy Chief Executive	04 819 6147		
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☐ MBIE	☐ MoJ	☐ NZTE	☐ MSD	☐ TEC	☐ MoE
☐ MFAT	☐ MPI	☐ MfE	☐ DIA	☐ Treasury	☐ MoH
☐ Other					

Minister's office to complete:

☐ Approved ☐ Declined

☐ Noted ☐ Needs change

☐ Seen ☐ Overtaken by Events

☐ See Minister's Notes ☐ Withdrawn

Comments:

Te Puni Kōkiri
REALISING MĀORI POTENTIAL

24 November 2014

Te Minita Whānau Ora

WHĀNAU ORA COMMISSIONING AGENCIES ACCOUNTABILITY RELATIONSHIPS: ADDITIONAL INFORMATION

PURPOSE

1. This briefing provides you with additional information in response to your queries regarding the briefing paper titled 'Whānau Ora Commissioning Agencies – Accountability Relationships' delivered to your office on 5 November 2014.

RECOMMENDED ACTION

2. Te Puni Kōkiri recommends that you:
   a. **Note** the contents of this briefing; and
   b. **Note** that officials are available to provide any further information you may require.

Di Grennell
Deputy Chief Executive, Regional Partnerships

NOTED
Hon Te Ururoa Flavell Te Minita Whānau Ora
Date:_____ / _____ / 2014

Purpose

1. This briefing provides you with additional information in response to your queries regarding the briefing paper titled 'Whānau Ora Commissioning Agencies – Accountability Relationships' delivered to your office on 5 November 2014.

Additional information – Whānau Ora accountability relationships

2. The Annual Investment Plan template for Whānau Ora commissioning agencies is attached for your information. Also attached is Appendix 1 Part C of the outcome agreements between Te Puni Kōkiri and the three commissioning agencies, which outlines the Annual Investment Plan development process.

3. The Minister for Whānau Ora and the Chief Executive of Te Puni Kōkiri are expected to provide guidance to commissioning agencies through letters of expectations by 30 November of each year. These letters:

   - Provide feedback on the commissioning agency's performance over the previous financial year;
   - Set out expectations for the commissioning agency for the upcoming financial year by describing the Government's own specific outcomes and priorities for Whānau Ora over that period;
   - Confirm the annual budget for the upcoming financial year, and the quantum and any expectations or criteria to be applied to the incentive payment; and
   - Specify any performance or result measurement criteria for inclusion in the Annual Investment Plan.

4. These letters of expectations are expected to be high-level, and will be drafted by Te Puni Kōkiri according to the direction of the office of the Minister for Whānau Ora.

5. Due to recent developments and priorities within the Whānau Ora portfolio (such as commissioning agencies' establishment activities and the confirmation of Government priorities following the general election), it is expected that this year's letters of expectations will be provided to commissioning agencies later than 30 November 2014.

6. The content of these letters will depend on the nature of the signals you wish to convey to commissioning agencies regarding the intended outcomes and priorities for Whānau Ora over the 2015/16 financial year.

7. These outcomes and priorities may be influenced by the stakeholder engagement hui you have attended over the past month, and may also be informed by discussion between members of the Whānau Ora Partnership Group. The signals you wish to convey to commissioning agencies are entirely at your discretion.

8. You may wish to delay the development of your letter of expectations due to the initial meeting of the Whānau Ora Partnership Group being scheduled for Monday 8 December 2014. Te Puni Kōkiri is able to prepare them earlier should you wish to deliver them to commissioning agencies before this meeting.

9. The Letters of Expectation for the 2014/2015 financial year from the previous Minister for Whānau Ora are attached for your information.

Appendix 1 Part C – Investment Plan

Purpose

The Investment Plan is a key annual planning and accountability document for the Provider and plays an important role in capturing the priorities and execution strategy of the Commissioning Agency and facilitating clear and transparent accountability to the Purchasing Agency. In this context, the Investment Plan:

- provides a mechanism for Te Puni Kōkiri to engage in the process of setting strategic priorities for the Commissioning Agency and developing the commissioning activity plan;
- sets the strategic direction of the Commissioning Agency – in both planning and measurement senses. The Investment Plan will set out the key commissioning outcomes the Commissioning Agency will focus on and that contribute to the overarching Whānau Ora outcomes, and how it intends to commission activities so as to achieve those outcomes;
- documents the Commissioning Agency's activity plan for each year during the contract period, including a high-level description and explanation of the planned commissioning activities, the estimated budget (both for commissioning and the operating costs to support commissioning), resource requirements, and the performance expectations and targets set for the Commissioning Agency; and
- defines the performance measures (short, medium and longer term) against which the Commissioning Agency's performance will be assessed.

While the Investment Plan will be agreed annually, Te Puni Kōkiri does not anticipate that there will be a wholesale rewriting of the plan each year. An important element of the annual review cycle will be refinement and improvement based on the results being achieved and the learning (both positive and negative) from programmes and activities already undertaken by the Commissioning Agency.

Guidance provided by the Minister for Whānau Ora and Te Puni Kōkiri

In November of each year the Minister for Whānau Ora and Te Puni Kōkiri will write to the Commissioning Agency:

- providing feedback on the performance by the Commissioning Agency of the contracted services and results achieved in the previous financial year, as described in the applicable Annual Report;
- setting out expectations of the Commissioning Agency for the upcoming financial year/s (commencing on the following 1 July) by describing the Government's own specific outcomes and priorities for Whānau Ora over that period;
- confirming the annual budget (including for activities to be commissioned and operating costs) for the upcoming financial year (commencing on the following 1 July), and the quantum and any expectations or criteria to be applied to the Incentive payment;
- specifying any performance or result measurement criteria for inclusion in the Investment Plan.

Process and timeframe

The key obligations on the Commissioning Agency and Te Puni Kōkiri in agreeing the Investment Plan on an ongoing basis are as follows:

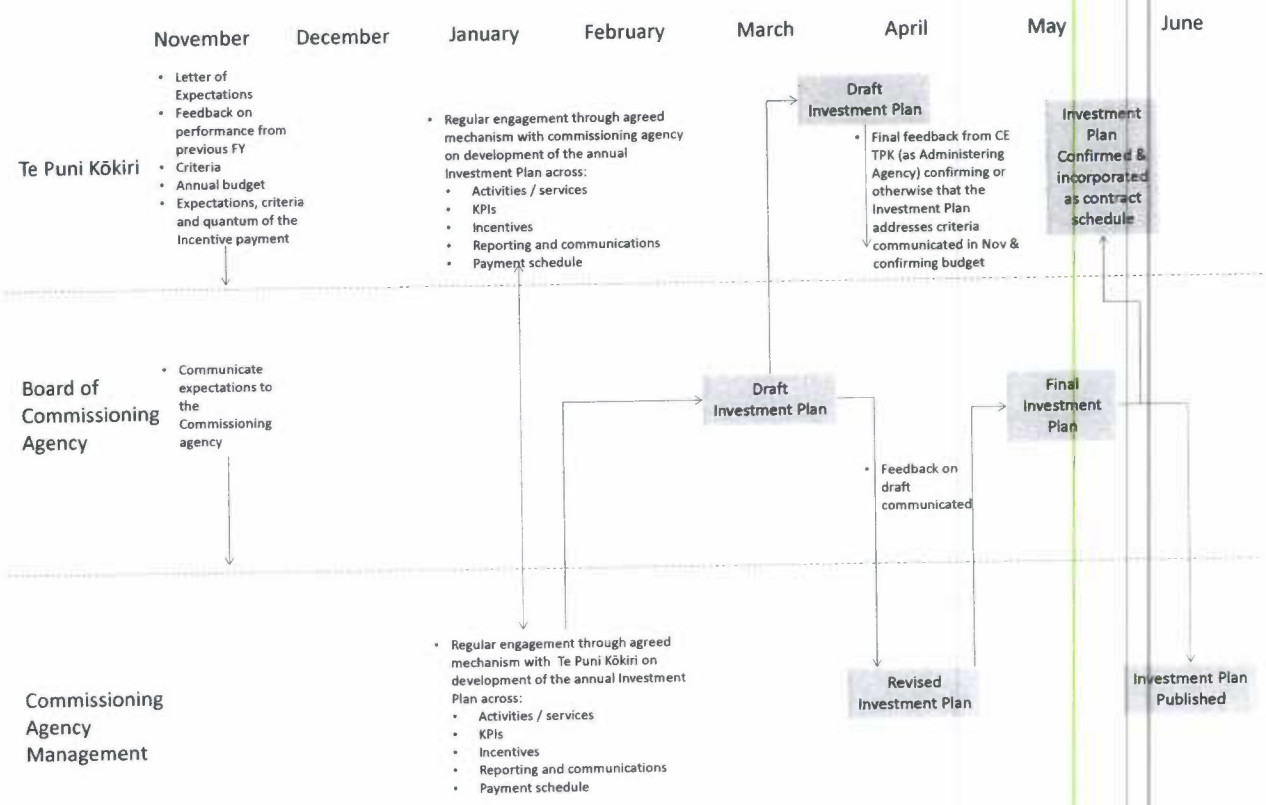
- The Minister and Te Puni Kōkiri will provide guidance to the Commissioning Agency through a Letter of Expectations (referred to above), which will be provided to the Board Chair of the Commissioning Agency by 30 November each year. This guidance should inform the strategic direction the Commissioning Agency adopts in preparing the Investment Plan for the upcoming financial year (commencing on the following 1 July).

- The Commissioning Agency and a nominated Te Puni Kōkiri representative / contract manager will agree a process for engagement throughout the development of the Annual Investment Plan, including the date for submission of the draft Investment Plan to Te Puni Kōkiri (which must be in sufficient time to allow review, feedback and finalisation by the end of May).

- The CE of Te Puni Kōkiri will write to the Commissioning Agency (addressed to the Board Chair) confirming or otherwise that the draft Investment Plan adequately addresses the expectations communicated in the Letter of Expectations and any other mutually agreed criteria or content requirements, and will confirm the budget and payment amounts for the following financial year.

The Investment Plan (reflecting any requirements arising from the process described above and consistent in all other respects with the requirements of this Appendix) must be finalised by the Commissioning Agency, approved by its Board and provided to Te Puni Kōkiri by no later than the end of May each year and will be deemed to be incorporated as a schedule to the Outcome Agreement for the purposes of describing the Services, Outcomes and performance measures to apply during the financial year to which the Investment Plan relates. Once incorporated into the contract (by way of a supplement to any prior year plans), the Commissioning Agency may wish to publish the Annual Investment Plan. These key activities are presented in Figure 1 below.

Figure 1: Investment Plan development process



The Commissioning Agency must submit the first Annual Investment Plan to Te Puni Kōkiri as a draft by (date to be inserted), with a final plan approved by its Board and provided to Te Puni Kōkiri for incorporation as a contract schedule by (date to be inserted). The Commissioning Agency must provide Te Puni Kōkiri with a draft Investment Plan no later than (date to be inserted) from FY (to be inserted) onward. These dates are summarised in Table 1 below.

Table 1: Investment Plan Development Timeframes

Deliverable	Description	Draft Due	Final Due
Annual Investment Plan and budget FY14/15	As described in Table 2 of this Appendix	Date to be inserted	Date to be inserted
Annual Investment Plan and budget FY15/16	As described in Table 2 of this Appendix	Date to be inserted	Date to be inserted
Annual Investment Plan and budget FY16/17	As described in Table 2 of this Appendix	Date to be inserted	Date to be inserted

Overview of the content of the Annual Investment Plan

The Investment Plan must:

- be consistent with any formal and reasonable directions from the Minister or Te Puni Kōkiri, it being acknowledged that the Commissioning Agency is primarily responsible for setting its priorities and execution strategy which will contribute to the overarching Whānau Ora outcomes;

- be consistent with Government policy previously advised to the Commissioning Agency to the extent reasonably practicable given the Commissioning Agency's own stated priorities and execution strategy, it being acknowledged that the Letter of Expectations is intended to be the primary mechanism for advising of such policy matters;

- contain any particular information agreed with Te Puni Kōkiri; and

- cover the specified year, but in the context of the overall term of the contract.

The Investment Plan must include the following content:

- the commissioning Outcomes Framework and the Commissioning Agency's own key commissioning outcomes it will focus on and that contribute to the overarching Whānau Ora Outcomes;

- the portfolio of activities that the Commissioning Agency will undertake and an explanation of how these activities link to the commissioning Outcomes Framework;

- outputs based performance measures that will be used to assess the performance of the Commissioning Agency in respect of each of its programmes of activity (how many, where and how much);

- results based performance measures that will be used to assess the performance of the Commissioning Agency in respect of each of its programmes of activity (how well and the difference made), and which performance measures may be applied by the Commissioning Agency itself to those that it commissions programmes of activity from;

- the schedule (based on quarterly payments during the financial year to which the plan relates, or such other frequency as Te Puni Kōkiri may agree) of funding the Commissioning Agency requires to execute its commissioning plan (commissioning funds and operating costs). This cannot exceed the level of funding for the financial year communicated by Te Puni Kōkiri and is expected to correlate with the actual costs and expenses to be incurred during the quarter (or other period) to which it relates.

Incentive payment

- 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 Kōriki.

- From FY (date to be inserted) onwards, guidance on the quantum of the available Incentive, and any expectations and criteria for how the Incentive may be earned, will be provided by Te Puni Kōkiri as part of the broader guidance on funding provided in November preceding the start of the applicable financial year.

- The Investment Plan will identify specific commissioning activities (these may be defined projects or funding types) that are eligible for the Commissioning Agency to

earn an Incentive. The Investment Plan will specify, for each eligible commissioning activity, how the Incentive arrangement will operate including defining the relevant results-based KPIs and the quantum of Incentive funding to be paid if the KPIs are achieved.

- Unless otherwise specified in the Investment Plan, the Commissioning Agency has discretion on how Incentive payments are used.

Table 2 below describes the minimum detail to be included in the Investment Plan.

Table 2: Investment Plan requirements

Item	Description
Statement of strategic direction	Describes the vision / mission of the Commissioning Agency.
Context / background to the opportunities / challenges facing whānau and families	Builds the rationale for the interventions proposed in the Investment Plan.
Outcomes framework	Inclusion of the relevant Whānau Ora Commissioning Outcomes Framework.
Priority outcomes for the period of the Investment Plan	Statement of the particular Whānau Ora Outcomes that have been prioritised by the Commissioning Agency with supporting rationale and the continuous application of the "commissioning cycle" areas of activity, engagement and feedback.
Programmes and activities	• Description of the programmes and activities that will be commissioned to make progress towards the Outcome – with an increasing focus over time on innovation and making a difference for 'hard to reach' whānau and families; • Description of the intervention logic to be applied in selecting commissioned activities (selection criteria to be applied in a fair and consistent manner); • Outputs focused performance measures that will be used to assess the performance of the Commissioning Agency in respect of each of its programmes of activity (how many, where and how much); • Results focused performance measures that will be used to assess the performance of the Commissioning Agency in respect of each of its programmes of activity (how well and the difference made), including measures linked to any available Incentive for the programme of activity; • Procurement approach to source the commissioned activities (i.e. competitive or selective purchase).

Item	Description
Financial information	• Total funding allocated at a programme / activity level; • Result areas that have an Incentive linked to them, the mechanism for calculating whether the Incentive has been earned, the amount and timing of payment of the Incentive and the agreed proportion or value of overall commissioned activities that will be the subject of Incentive arrangements (and corresponding measures); • Annual management / operating costs.
Risk management	Describes how the Commissioning Agency will manage identified or reasonably anticipated risks for the period of the Investment Plan.

Performance measures for inclusion in the Investment Plan

This section describes the principles that will be applied by the Commissioning Agency and Te Puni Kōkiri in determining and agreeing the performance measures that are required to be included in the Investment Plan. These measures will enable the Commissioning Agency to demonstrate its performance against agreed results for each programme it commissions, and show how they link to achieving the outcomes described in the Whānau Ora Outcomes Framework.

Table 3 sets out what the performance metrics used are expected to cover.

Table 3: Performance measures overview

Measure	Description
How much	The 'how much' measures capture the number of whānau (and corresponding family members) engaged in the initiative, a description of who these whānau are (e.g. iwi, location, age group, hard-to-reach), and a description of the type of engagement occurring (e.g. whanau planning, church-based engagement, community event).
How well	The 'how well' measures capture the type and quality of engagement with whānau, family progress with the activities, participation and completion rates, and family satisfaction around the engagement. Some of the 'how well' measures should capture the principles of Whānau Ora (i.e. that activities are based around family priorities; are whānau -driven; focused on building family capability; holistic and comprehensive; and operate within appropriate cultural contexts).
Better off	The 'better off' measures capture real and notable changes to whānau capability for each initiative. They relate to the outcomes that the funded activity seeks to achieve, as well as to whanau priorities. The measures to be reported for each initiative may change over reporting periods to reflect the move from immediate to medium-term changes.

Performance measures design principles

The performance measures will be designed taking into consideration the need for them to be:

- Specific – to the programme or activity that is agreed in the Investment Plan (region, cohort).
- Aligned – to the outcomes set out in the Whanau Ora Outcomes Framework.
- Describable – what precisely is the desired/expected benefit? When will it arise? In describing a performance measure for a benefit, distinguish between output and outcomes-based performance metrics.
- Observable – what verifiable differences should be noticeable before and after the programme or activity? For an improvement to be acknowledged, it must be possible to clearly observe it.
- Contribution – what is the contribution of the programme or activity to achieving the outcomes described in the Whanau Ora Outcomes Framework?
- Measurable – how and when will the achievement of benefits be measured? Best practice is that measurement against the proposed performance indicator will occur prior to the activity or programme (baseline) and at regular intervals after the activity or programme. Measured improvement against the indicator will be the objective proof that the benefit is delivered.
- Realistic – both in terms of the degree of control and degree of achievability.
- Reflective of an appropriate time horizon for measuring the results and able to be reported on in the contract timeframe.

As part of developing the Investment Plan the Commissioning Agency and Te Puni Kōkiri will agree which programmes and results will have an Incentive payment linked to them.

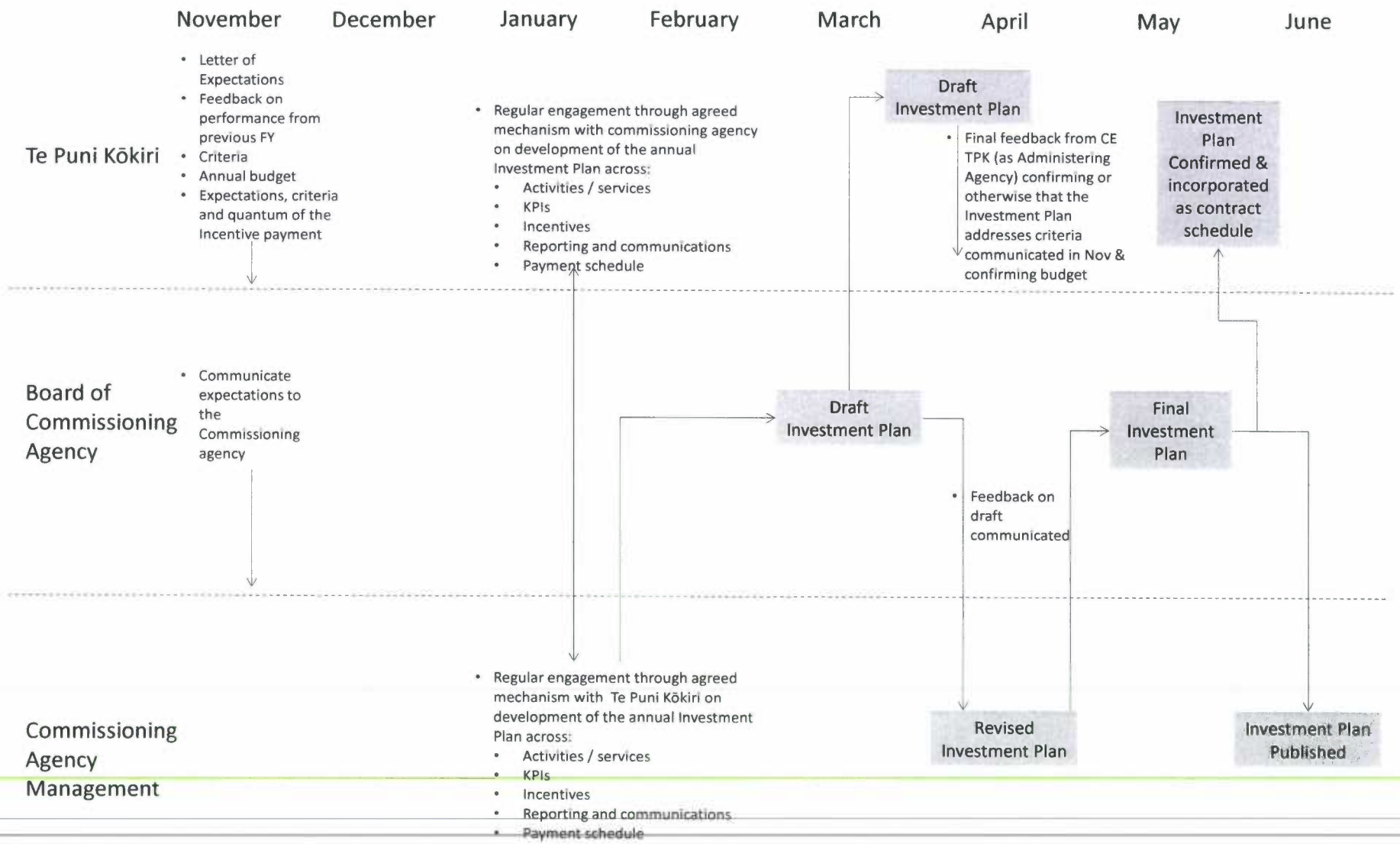
Supporting records

In support of the Investment Plan, the Commissioning Agency will maintain the following programme/activity records:

- description of activity or programme (if activity – then where does this fit within that programme);
- the reason or purpose of the activity or programme, including a description of how the activity or programme aligns to the Whānau Ora Outcomes Framework, the identified whānau need / opportunity and an overview of the current state;
- description of the intervention logic, including:
    - any evidence base for the approach and programme options considered;
    - description of the target population (size, location and/or social indicators);
    - expected benefits and, if applicable, dis-benefits;

- high level investment appraisal;
- brief summary of procurement activity to select third party provider(s) that will perform the commissioned activity;
- evidence to demonstrate conflict of interest check completed and any conflict of interest management/mitigation plan (if required) has been implemented;
- estimated budgets;
- timeframe for delivery of the activity or programme;
- feedback mechanism – setting out the process that makes whānau feedback available;
- source and collection method for performance measures;
- risk assessment.

Figure 2: Investment Plan development process



09 MAY 2014

Office of Hon Tariana Turia
Minister for Whanau Ora
Minister for Disability Issues
Associate Minister of Health
Associate Minister of Housing
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Lisa Tumahai
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C/O Te Pūtahitanga o Te Waipounamu GP Limited
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Tēnā koe Lisa, i ngā āhuatanga o te wā

Letter of Expectations Whānau Ora Commissioning 2014-2015

I would like to congratulate you and your team on the selection of Te Pūtahitanga o Te Waipounamua as the Whānau Ora Commissioning Agency for the South Island.

As you turn your attention to the year ahead and the strategic direction you intend to take, this letter conveys my expectations, and those of the Government for Whānau Ora Commissioning over the 2014/15 financial year.

Priorities

Building whānau capability

This is the first year of the new focus for Whānau Ora. The policy reforms were about moving from the initial focus on building whānau-centred services to building whānau capability.

My key expectation is that in everything that you do whānau come first and that their aspirations and needs are recognised.

Whānau Ora is an approach, not a programme or service, and I expect the commissioning agencies to identify and invest in innovative ways of building whānau capability.

Recognising, strengthening and utilising whakapapa connections will be integral to supporting whānau self-management and autonomy.

Keeping the focus on whakapapa connections and whānau capability front of mind is a priority for me as you establish Te Pūtahitanga o Te Waipounamu, develop your Investment Plan and commence commissioning

Stakeholder engagement

You have already embarked on the challenge of engaging with stakeholders throughout Te Waipounamu, and set a high standard of expectation that the well-being of whānau will be your key focus. This is a view that I share, and ask that you hold to.

I understand that you will continue to work closely with Te Puni Kōkiri around communications to ensure that stakeholders are kept well informed and I am supportive of this approach.

A priority for me is ensuring that whānau do not fall through the gaps as commissioning agencies establish and commence operations. To that end Ministers have agreed to some continued investment in navigation resources through existing provider collectives, and Te Puni Kōkiri is implementing this. I expect however that any future navigation resources will be directed via the commissioning agencies.

You have a wide range of whānau and communities to engage with, but I have confidence that you will undertake this engagement effectively to inform your work and develop your Investment Plan.

General performance

There is significant public interest in how the devolved commissioning model will work. Ministers expect Te Pūtahitanga o Te Waipounamu to execute its responsibilities efficiently and effectively and with due regard to the proper management of public funds and operate within your agreed funding levels.

Given the rigorous procurement process, I am confident you have established the systems and processes to do this.

Ultimately the true measure of performance will be meaningful change for whānau and this will take time to demonstrate. I expect however that you will ensure quality information is made available in an ongoing way, so that Ministers will maintain confidence that whānau are being well engaged with and are benefiting from commissioning activity.

The inclusion of a payment by results component in contracts is an indicator of the importance Ministers are placing on a results focussed approach.

Implications

Through the procurement, negotiations and announcements we have worked on ensuring a no-surprises approach. I ask that you continue to take into consideration any possible implications of your decisions and actions for wider government and the Whānau Ora brand and reputation.

Te Puni Kōkiri is aware that I expect to be informed of any matters that require my attention.

The next year promises to be both rewarding and challenging, and I am excited about the opportunities Te Pūtahitanga o Te Waipounamu presents for whānau.

Heoi anō

nā, Hon Tariana Turia
Minister for Whānau Ora

09 MAY 2014

Office of Hon Tariana Turia
Minister for Whanau Ora
Minister for Disability Issues
Associate Minister of Health
Associate Minister of Housing
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Tēnā koe John, i ngā āhuatanga o te wā

Letter of Expectations Whānau Ora Commissioning 2014-2015

I would like to congratulate you and your team on the selection of Te Pou Matakana as the Whānau Ora Commissioning Agency for the North Island.

As you turn your attention to the year ahead and the strategic direction you intend to take, this letter conveys my expectations, and those of the Government for Whānau Ora Commissioning over the 2014/15 financial year.

Priorities

Building whānau capability

This is the first year of the new focus for Whānau Ora. The policy reforms were about moving from the initial focus on building whānau-centred services to building whānau capability.

My key expectation is that in everything that you do whānau come first and that their aspirations and needs are recognised.

Whānau Ora is an approach, not a programme or service, and I expect the commissioning agencies to identify and invest in innovative ways of building whānau capability.

Recognising, strengthening and utilising whakapapa connections will be integral to supporting whānau self-management and autonomy.

Keeping the focus on whakapapa connections and whānau capability front of mind is a priority for me as you establish Te Pou Matakana, develop your Investment Plan and commence commissioning.

Stakeholder engagement

You have already embarked on the challenge of engaging with stakeholders throughout Te Ika-a-Māui, and set a high standard of expectation that the well-being of whānau will be your key focus. This is a view that I share, and ask that you hold to.

I understand that you will continue to work closely with Te Puni Kōkiri around communications to ensure that stakeholders are kept well informed and I am supportive of this approach.

A priority for me is ensuring that whānau do not fall through the gaps as commissioning agencies establish and commence operations. To that end Ministers have agreed to some continued investment in navigation resources through existing provider collectives, and Te Puni Kōkiri is implementing this. I expect however that any future navigation resources will be directed via the commissioning agencies.

You have a wide range of whānau and communities to engage with, but I have confidence that you will undertake this engagement effectively to inform your work and develop your Investment Plan.

General performance

There is significant public interest in how the devolved commissioning model will work. Ministers expect Te Pou Matakana to execute its responsibilities efficiently and effectively and with due regard to the proper management of public funds and operate within your agreed funding levels.

Given the rigorous procurement process, I am confident you have established the systems and processes to do this.

Ultimately the true measure of performance will be meaningful change for whānau and this will take time to demonstrate. I expect however that you will ensure quality information is made available in an ongoing way, so that Ministers will maintain confidence that whānau are being well engaged with and are benefiting from commissioning activity.

The inclusion of a payment by results component in contracts is an indicator of the importance Ministers are placing on a results focussed approach.

Implications

Through the procurement, negotiations and announcements we have worked on ensuring a no-surprises approach. I ask that you continue to take into consideration any possible implications of your decisions and actions for wider government and the Whānau Ora brand and reputation.

Te Puni Kōkiri is aware that I expect to be informed of any matters that require my attention.

The next year promises to be both rewarding and challenging, and I am excited about the opportunities Te Pou Matakana presents for whānau.

Heoi anō

Tariana Turia

nā, Hon Tariana Turia
Minister for Whānau Ora

09 MAY 2014

Office of Hon Tariana Turia
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Tēnā koe, Dr Maoate i ngā āhuatanga o te wā

Letter of Expectations Whānau Ora Commissioning 2014-2015

I would like to congratulate you and your team on the selection of Pasifika Futures as the Whānau Ora Commissioning Agency for Pacific families.

As you turn your attention to the year ahead and the preparation of your investment plan, this letter conveys my expectations, and those of the Government for Whānau Ora Commissioning over the 2014/15 financial year.

Priorities

Building family capability

This is the first year of the new focus for Whānau Ora. The policy reforms were about moving from the initial focus on building family-centred services to building family capability.

My key expectation is that in everything that you do families come first and that their aspirations and needs are recognised.

Whānau Ora is an approach, not a programme or service, and I expect the commissioning agencies to identify and invest in innovative ways of building family capability.

I note the importance of your early engagement with Pacific families and communities to develop and test an outcomes framework that is grounded in their experiences and reflective of their aspirations. This framework will be a key to informing the priorities you identify in your investment plan, and I look forward to seeing it when it is completed.

Keeping the focus on family connection and capability front of mind is a priority for me as you establish Pasifika Futures, develop your investment plan and commence commissioning.

Stakeholder engagement

You have already embarked on the challenge of engaging with stakeholders, and set a high standard of expectation that historic differences or personal conflicts be put aside in the interests of families. This expectation, expressed in your original proposal as sector reconciliation is one that I share, and ask that you hold to.

I understand that you will continue to work closely with the Ministry of Pacific Island Affairs and Te Puni Kōkiri (where appropriate) around communications to ensure that stakeholders are kept well informed and I am supportive of this approach.

A priority for me is ensuring that families do not fall through the gaps as commissioning agencies establish and commence operations. To that end Ministers have agreed to some continued investment in navigation resources through existing provider collectives, and Te Puni Kōkiri is implementing this. I expect however that any future navigation resources will be directed via the commissioning agencies.

You have a wide range of families and communities to engage with, but I have confidence that you will undertake this engagement effectively to inform your work.

General performance

There is significant public interest in how the devolved commissioning model will work. Ministers expect Pasifika Futures to execute its responsibilities efficiently and effectively and with due regard to the proper management of public funds and operate within your agreed funding levels.

Given the rigorous procurement process, I am confident you have established the systems and processes to do this.

Ultimately the true measure of performance will be meaningful change for families and this will take time to demonstrate. I expect however that you will ensure quality information is made available in an ongoing way, so that Ministers will maintain confidence that families are being well engaged with and are benefiting from commissioning activity.

The inclusion of a payment by results component in contracts is an indicator of the importance Ministers are placing on a results focused approach.

Implications

Through the procurement, negotiations and announcements we have worked on ensuring a no-surprises approach. I ask that you continue to take into consideration any possible implications of your decisions and actions for wider government and the Whānau Ora brand and reputation.

Te Puni Kōkiri is aware that I expect to be informed of any matters that require my attention and I will liaise with the Minister for Pacific Island Affairs as required.

The next year promises to be both rewarding and challenging, and I am excited about the opportunities Pasifika Futures presents for Pacific families.

Heoi anō

Tariana Turia

nā, Hon Tariana Turia
Minister for Whānau Ora

Annual Investment Plan

[Commissioning Agency]

[Investment Plan period]

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Introduction and instructions

Introduction

This document provides a standardised template, which can be adopted and used for the development of Whānau Ora Commissioning Agency annual Investment Plans. This template is intended as a guide and can be tailored to the specific needs of the Commissioning Agency as appropriate.

The annual Investment Plan is the key planning and accountability document between Te Puni Kōkiri and each Whānau Ora Commissioning Agency. The purpose of the Investment Plan is to document the priorities, funding profile and execution strategy of the Commissioning Agency.

Instructions

This template provides guidance for the Whānau Ora Commissioning Agencies on how to structure the core content of their Investment Plan and clarifies what Te Puni Kōkiri expects to be included in each section.

This template is supported by the 'Investment Plan Guidance' document and should be read in conjunction with the requirements specified in the Commissioning Agency Outcome Agreement contract (in particular Appendix 1 Part C).

When developing your Investment Plan, complete the relevant section in the template by inputting your information. Please note:

- *The sections, tables and headings in this document are provided as a guide. You are welcome to edit, delete or add sections and headings as required. For consistency of information, you are asked to use the table formats set out in sections 5, 6 and 7.*
- *There is no word limit for the document, and you are encouraged to insert graphics and charts.*
- *You should include as much detail and evidence as you think appropriate.*

When the Investment Plan template has been completed, please ensure:

- *The introduction and instructions table and sectional guidance tables (content in italics) are deleted.*
- *The content page is updated.*

1. Overview of activities and strategic direction

Guidance

This section should:

- *Provide a short description of the nature and scope of the Commissioning Agency's activities.*
- *Define the Commissioning Agency's vision / mission in a short declarative statament.*
- *Briefly describe the activities the Commissioning Agency has completed in the previous period.*

1.1. Nature and scope of activities

1.2. Strategic direction

1.3. Update on activities

2. Identification of opportunities

Guidance

The purpose of this section is to build the rationale for the interventions proposed in the Investment Plan. It should set the context for the priority outcomes.

This section should:

- *Provide an overview of, and discuss the findings from, any needs assessment and market analysis.*
- *Provide an overview of the needs and aspirations of whānau and families as identified though the needs analysis, as well as opportunities for investment in family capability that will contribute towards the identified needs and aspirations.*
- *Provide an overview of the performance of activities undertaken in the previous period and how this has been used to refine commissioning activities in this period.*

Refer section 2 of the Investment Plan Guidance.

3. Whānau Ora Results Commissioning Framework

Guidance

The Whānau Ora Results Commissioning Framework sets the overarching focus for the Whānau Ora commissioning model and defines the broad outcomes to which all Whānau Ora commissioning activity should seek to contribute.

This section should provide a description of the relevant Whānau Ora Results Commissioning Framework and, as appropriate, include a description of its development and/or refinement.

Refer section 2 of the Investment Plan Guidance.

4. Priority outcomes

Guidance

The purpose of this section is to describe the outcomes prioritised by the Commissioning Agency. The priority outcomes should link to the results sought by the commissioning programmes and activities set out in the Investment Plan.

This section should:

- *Describe the outcomes prioritised by the Commissioning Agency for the Investment Plan period.*
- *Describe how the priority outcomes contribute to the Whānau Ora Results Commissioning Framework and the needs and aspirations of whānau and families.*

In some instances, the Commissioning Agency may establish additional guiding principles to inform the development of localised or focused programmes or initiatives. These should also be referenced in this section.

Refer section 2 of the Investment Plan Guidance.

5. Programmes and activities

Guidance

This section should provide a description of the portfolio of programmes and activities that the Commissioning Agency expects to commission over the Investment Plan period.

- *A programme is a series of activities that aims to achieve a specified result and supports progress in one or more priority outcome areas.*
- *Activities are the specific commissioning activities that will be undertaken to support the delivery of a programme. The description of each activity should include a description of what will be commissioned, the result sought, the KPIs that will be used to measure performance and how the activity will be procured (the delivery model).*

The table below provides a standardised format for this information to be provided. Replicate the table as required.

Refer sections 3 and 4 of the Investment Plan Guidance.

Programme	Result	Priority outcomes
Description of programme.	*What is the programme aiming to achieve?*	*To which priority outcome(s) will the programme contribute?*

Activity	Result	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
Description of the activity, including what will be commissioned and how it will be commissioned.	*What is the activity aiming to achieve?*	*Description of the indicator.*	*Indicator value prior to commencing activity (if applicable).*	*Indicator value the Commissioning Agency is aiming to achieve.*	*Information that will be used to calculate the indicator.*	*Method of data collection (e.g. survey, provider to collect, provider to produce, etc.).*	*Monthly / quarterly / annually.*
		[Better off]					
		[How well]					
		[How much]					
		Add rows as required.					

Programme	Result	Priority outcomes
Description of programme.	*What is the programme aiming to achieve?*	*To which priority outcome(s) will the programme contribute?*

Activity	Result	Indicator	Baseline	Target	Data source	Data collection	Reporting frequency
		Description of the indicator.	*Indicator value prior to commencing activity (if applicable).*	*Indicator value the Commissioning Agency is aiming to achieve.*	*Information that will be used to calculate the indicator.*	*Method of data collection (e.g. survey, provider to collect, provider to produce, etc.).*	*Monthly / quarterly / annually.*
Description of the activity, including what will be commissioned and how it will be commissioned.	*What is the activity aiming to achieve?*	*[Better off]*					
		[How well]					
		[How much]					
		Add rows as required.					

6. Risk assessment

Guidance

The purpose of this section is to provide an overview of the risks facing the Commissioning Agency and the mitigation strategies that have been adopted.

The table below provides a standardised format for this information to be provided. Add rows as required.

Risk category	Description	Impact	Likelihood	Mitigation	Status
E.g. strategic, resources, data, stakeholder relationships, communications, etc.	*Description of the risk.*	*E.g. negligible, minor, medium, major, substantial.*	*E.g. rare, unusual, unlikely, common, likely, definite.*	*Mitigation strategy.*	*Status of the risk and mitigation strategy.*
Add rows as required.					

7. Overview of the Commissioning Agency

Guidance
Provide an overview of the Commissioning Agency's Board and Management Team. *If appropriate, also provide a description of the establishment team and the status of establishment activities.*

8. Financial information

Guidance

This section should set out:

- *The quantum of funding required for each commissioning programme and activity, and a schedule of when these funds need to be paid to the Commissioning Agency. Programme costs must be broken down to the activity level (or an explanation provided as to why this is not possible). A breakdown of activity costs is not required.*
- *The quantum and timing of receipt of operating cost funding. A breakdown of operating costs by broad cost category should be included.*
- *The programmes and activities that are eligible for an incentive payment, the relevant results based KPIs and the quantum of incentive funding to be paid if the KPIs are achieved.*

The sections and tables below provide a standardised format for this information to be provided.

The Incentive Payment section has been left blank – the format for this section will be clarified through discussions between Te Puni Kōkiri and each Commissioning Agency.

Refer sections 5 and 6 of the Investment Plan Guidance.

8.1. Commissioning funds

Activity	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Activity 1					
Activity 2					
Insert more rows as required					
Total funds allocated to commissioning					

8.2. Operating costs

Cost item	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Personnel costs					
Governance					
Office expenses (incl. rent and utilities)					
Professional services					
Travel					
Communications and promotions					
Other operating costs					
Total operating costs					

8.3. Commissioning activity [*insert Investment Plan period*] payment schedule

Commissioning activity	Period 1	Period 2	Period 3	Period 4	Total
Payment date	*1 July 2014*	*1 October 2014*	*1 January 2015*	*1 April 2015*	
Commissioning funds					
Operating funds					
Total					

8.4. Incentive Payment