



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Kāwanatanga o Aotearoa

Advance Notice

Whānau Ora Commissioning Agency Services

GETS Reference: 30170434



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1. Introduction

In 2009, the Taskforce on Whānau-Centred Initiatives presented a report to Government. That report provided the framework for Whānau Ora development throughout Aotearoa.

Whānau Ora is a whānau-centred approach to wellbeing, focused on whānau as a whole, and addressing individual needs within the context of the whānau. Shifting the focus from 'services for individuals' to 'wrapping services around whānau' is at the heart of the Whānau Ora approach.

Whānau are supported to identify the aspirations they have to improve their lives and build their capacity to achieve their goals.

Using a devolved service delivery model, Whānau Ora is a strong example of a whānau-centred, locally led and government enabled solution. The key to this model being effective is the use of Commissioning Agencies. Delivering Whānau Ora through a commissioning model allows community-based providers to address the needs of whānau within their communities. This is particularly relevant for those whānau that might otherwise be hard for central agencies to reach and positively connect with.

The Whānau Ora commissioning model is agile and well-placed to complement the Government's social investment approach. The devolved commissioning model delivers through communities and can be continually responsive to the needs of whānau.

Commissioning Agencies play a crucial role in organising navigator services and contracting and coordinating with health, social, and other service providers within the community who work directly with whānau. The holistic approach has been central to the success of Whānau Ora over the last decade, enabling families to lead their own journeys toward improved wellbeing.

In 2018, the Whānau Ora Review Report | Tipu Mātoro ki te Ao validated the positive outcomes being achieved for whānau and the potential for whānau-centred approaches to be applied more widely across government. Since then, Whānau Ora has demonstrated value, including in crisis situations supporting whānau and vulnerable yet resilient communities through COVID-19 and extreme weather events such as Cyclone Gabrielle.

Since 2014, Te Puni Kōkiri has contracted three Whānau Ora Commissioning Agencies through high level Outcome Agreements. Te Puni Kōkiri administers funding under those outcome agreements, and monitors Commissioning Agency performance. The agreements have been extended multiple times and will expire on 30 Pipiri | June 2025. The total value of these agreements in 2023/24 was \$157M.

With a solid foundation in place, Te Puni Kōkiri is now looking to further strengthen the role Whānau Ora plays in our communities. While maintaining the fundamental components of Whānau Ora, Te Puni Kōkiri will be working to strengthen how we measure and report on the impact for whānau.

Given the changes that are being sought, and in line with the Government Procurement Rules and best practice, it is timely and appropriate that Te Puni Kōkiri goes back to the market for the next round of contracts.

Therefore, Te Puni Kōkiri is providing advance notice that it intends to undertake a competitive procurement process to identify, select and engage commissioning services for Whānau Ora. The procurement will be for four regions. It is intended that there will be two regions in Te Ika-a-Māui | North Island and one in Te Waipounamu | South Island. A fourth 'region' will meet the needs of Pasifika across Aotearoa New Zealand. Across the four regions, Whānau Ora providers can be better positioned and supported to meet the needs of whānau, now and into the future.

Te Puni Kōkiri will be looking across Aotearoa New Zealand for Commissioning Agencies interested in commissioning better outcomes for whānau in their rohe.



2. Purpose of the Advance Notice

The purpose of this advance notice is to:

- provide potentially interested respondents with some early information on the procurement for the Whānau Ora Commissioning Agency Services, and the outcomes Te Puni Kōkiri is seeking,
- help you decide if you are interested in responding,
- enable you to begin preparing for the upcoming procurement, and
- provide information to aid you in developing any collaborative partnerships needed.

The procurement process is expected to be completed across two stages. The first stage will seek Registrations of Interest (ROI), through which a shortlist of suitably capable respondents will be invited to respond to a closed Request for Proposals (RFP).

Te Puni Kōkiri will issue the opportunity through the Government Electronic Tender Services (GETS). The ROI is expected to be published in early October 2024.

Any organisation interested in being a commissioning agency for Whānau Ora services, including current Whānau Ora commissioning agencies, are encouraged to respond.

No information is being asked for from you at this time. By subscribing to this notice on GETS at www.gets.govt.nz, (reference number: 30170434) you will automatically be notified when the ROI is released.

Further communications specific to this procurement notice will also be managed via GETS.

General queries related to this procurement can be emailed to: RFP-WhanauOra@tpk.govt.nz

This is an exciting opportunity for organisations with experience in delivering whānau-focused services, who have strong community relationships and a commitment to advancing the aspirations of whānau across Aotearoa New Zealand.

Te Puni Kōkiri looks forward to engaging with organisations that are passionate about improving outcomes for whānau and contributing to the future success of Whānau Ora.



3. What is needed

This procurement opportunity will enable the adoption of Whānau Ora as a public service model for improving outcomes for New Zealanders with distinct needs. A key element of this is consideration of how Whānau Ora can complement social investment and support the movement of more services to the 'frontline'. Scope for this procurement will be discussed in the ROI and RFP when they are released.

While retaining the fundamental components of Whānau Ora, one of the shifts being sought through this procurement process is improved data, results measurement, and reporting. This shift is to complement the Government's social investment approach to public services and to potentially increase the investment in Whānau Ora.

Te Puni Kōkiri aims to procure commissioning services in four regions, three specific geographical regions, and one nationwide 'region' to support Pasifika communities.

Commissioning Agencies will focus solely on the commissioning function. Commissioning Agencies will not be able to also deliver services directly to whānau.

3.1 Design principles

A set of design principles consistent with social investment will underpin the future model for Whānau Ora Commissioning. To enable future expansion, the design principles reflect a whānau-centred, locally led government-enabled approach to devolved service delivery, building on past successes and fostering holistic well-being for whānau.

Table 1: Whānau Ora commissioning model design principles

Whānau Ora will build on the previous successes of the model and its learnings, underpinning social services with a social investment approach

The procurement will provide the opportunity to dial up key elements for success and refresh the underpinning ways of working.

Government-enabled

Government enables effective commissioning and delivery through clear outcomes, flexible funding, streamlined administration and transparent governance and decision rights. Government operates a high-trust, relationship-based model

Locally-led

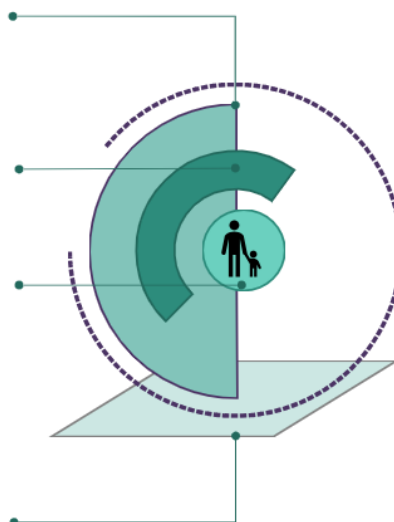
Local partnerships and organisations who best understand whānau needs, community and stakeholders set commissioning outcomes and strategy.

Whānau-centred

Whānau outcomes and wellbeing are at the centre of. Whānau are the decision-makers who determine their goals and aspirations. Holistic approaches focus on improving the wellbeing of whānau as a group as well as individuals.

Underpinned by Social Investment

Evidence-informed, outcomes-focused investment to deliver innovative and holistic solutions to meet whānau needs and deliver long-term benefits. Evaluation and performance insight supports increased investment in solutions that work.



Evidence and learning

A shared view of what works (and what doesn't), and sharing best practice and lessons learned across the system to facilitate continuous learning and improvement

Sustainable provider and commissioner sector

Whānau Ora supports a healthy and thriving ecosystem of providers with the social and economic resources to be resilient and responsive to whānau need.

Fit for purpose process and controls

Responsive governance supported by robust risk assessment and mitigation processes appropriate to the scale, innovation and complexity of the model

Flexible for the future

Anticipate future needs, challenges and development of the model through flexible and responsive governance and scalable enablers, including data, process and technology.

- The **whānau-centred** approach places the well-being of whānau at its heart. Whānau determine their own goals and aspirations, and there is a holistic focus on both individual and collective wellbeing. This supports whānau to shape their own futures.
- **Locally led** service provision will occur through providers who have trusted relationships with whānau. The model will be grounded in local knowledge, ensuring that services are tailored to meet the unique requirements of each community.



- Whānau Ora will be **government enabled**. Government ensures that the Whānau Ora ecosystem has clear outcomes and flexible funding mechanisms for efficient commissioning. The use of enhanced data, results measurement and reporting will inform Government's social investment priorities.
- The model is aligned to social investment, emphasising evidence-informed, **outcomes-focused investments** to foster innovative and sustainable solutions. Evaluation and performance insights ensure that resources are directed toward interventions that deliver measurable long-term benefits.
- The model will reinforce **evidence and learning**, creating a system where best practices and lessons learned are shared across the network to drive continuous improvement.
- A **sustainable provider and commissioner sector** is supported, ensuring the ecosystem is resilient and responsive to the evolving needs of whānau. The **fit for purpose process and controls** ensure that governance is robust, adaptable, and appropriate for managing risk.
- Finally, the model's **flexibility for the future** enables it to anticipate future challenges, scale and adapt through flexible governance, scalable technology, and data-driven processes. These principles collectively create a robust, adaptable system that supports long-term social outcomes for whānau.

3.2 Roles and responsibilities in the Whānau Ora model

- **Te Puni Kōkiri:** Acts as an administrator, delegates responsibilities to Commissioning Agencies. It retains oversight of the model, provides funding to and undertakes performance monitoring of the Commissioning Agencies. Part of Te Puni Kōkiri's role is to enable a thriving ecosystem for providers and to support evidence-based learning across the system.
- **Commissioning Agencies:** Commissioning Agencies identify needs and resources, meet performance indicators and measure service delivery to their communities. They source and manage service providers, monitor outcomes, and share data and learnings. Their activities are overseen by Te Puni Kōkiri. Commissioning Agencies will not deliver services directly to whānau.
- **Service Providers:** Deliver the services directly to whānau. Service providers will be responsible for designing and delivering services for the Commissioning Agencies. They use their own approaches to service delivery and are monitored by the relevant Commissioning Agency.

The anticipated roles and responsibilities of the Commissioning Agencies in the new model will be further refined and discussed at different stages of the procurement process.

3.3 The regions Commissioning Agencies will service will change

Te Puni Kōkiri aims to procure Whānau Ora commissioning services in four regions. It is intended that there will be two regions in Te Ika-a-Māui | North Island and one in Te Waipounamu | South Island. A fourth 'region' will meet the needs of Pasifika across Aotearoa New Zealand.

The ROI documentation will confirm the detail of regional boundaries.

3.4 The services Te Puni Kōkiri will procure from Commissioning Agencies

Whānau Ora commissioning will work to a new operating model ("target state") that continues some of the services already being provided, refines other services and allows for increased reporting, measurement, and collaboration.

Further information on this will be shared through the procurement process.

