

14 December 2023

Minita mō Whānau Ora

HE PĀRONGO | AIDE MEMOIRE

Current Whānau Ora settings

Te Puni Kōkiri contact: Grace Smit, Hautū, Te Puni Rangapū ā-Rohe me Whakahaere | Deputy Secretary, Regional Partnerships and Operations

Phone: 9(2)(a) [REDACTED]
TPK tracking no: 47967

Purpose

1. This briefing provides you with an overview of the current Whānau Ora settings in advance of your receipt of a detailed briefing on Whānau Ora Commissioning Agencies and their current contractual arrangements, due to end on 30th June 2024.

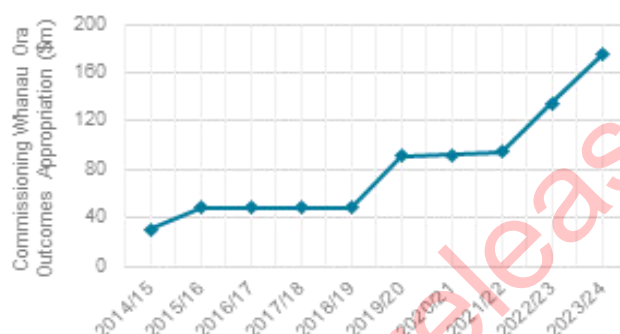
Context

2. Whānau Ora is a devolved commissioning model that is the government's flagship example of whānau-centred delivery. It is locally led, and enabled by government. Whānau Ora services are accessible to all New Zealanders.
3. Whānau Ora was launched in 2010 after the Whānau-centred Initiatives Taskforce provided the then government with a Whānau Ora Framework – an evidence-based tool to underpin and strengthen whānau through an integrated delivery approach.
4. The characteristics of Whānau Ora are that it is nimble (services can be mobilised quickly), it is broad (it can reach those whānau that government struggles to reach) and it is holistic (it deals with multiple overlapping issues).
5. Whānau-centred initiatives were initially commissioned by government through locally based provider collectives. In 2014, these collectives were replaced with three Commissioning Agencies providing government with a mechanism for devolving funding and decision-making to communities at scale and nationwide.
6. Te Puni Kōkiri has agreements with each of the three Commissioning Agencies to deliver outcomes for whānau. The current outcome agreements have been in place since 2014. These were extended for three years in 2017, in 2020 for four years and are due to conclude on the 30th June 2024. Any further extension past that time must be agreed by both parties ninety days prior to the contract end date.
7. The Whānau Ora commissioning model has established itself and is trusted by communities. As it has matured, Whānau Ora has influenced the adoption of whānau centred approaches to policy and services in other government agencies. Cross-agency prototype investment is delivering results and more localised commissioning models have furthered the Whānau Ora reach into more geographically isolated parts of the motu.

Whānau Ora Commissioning

8. **Appendix 1** provides a high level visual of Whānau Ora Commissioning, and a timeline of key points in the Whānau Ora commissioning timeline to date.
9. The Whānau Ora appropriation is made up of \$175,052 million in non-departmental funding and \$10.486 million in departmental funding. The appropriation is contained within Vote Māori Development. The chart below shows the growth in Whānau Ora (non-departmental) funding over the past decade, enabling greater reach for Commissioning Agencies. Funding for Whānau Ora still only represents a very small amount of the overall government spend for health and social services.

Growth in Commissioning Whānau Ora Outcomes Appropriation since FY2014/15*



*note this chart excludes time limited COVID-19 funding to illustrate ongoing baseline funding growth

10. The Whānau Ora commissioning agencies have the capacity to support government to make Whānau Ora and whānau-centred approaches integral to government policies, programmes and services. They provide a model for how whānau-centred services are provided for whānau and are investment-ready for government agencies.
11. Government has built on lessons learnt over the decade of investment in the Whānau Ora commissioning model, and has focussed on proving its efficacy to grow confidence in the model across government. Other organisations, seeing the success of the model, have now begun to express interest in whether there will be opportunities for them to also commission Whānau Ora services in their rohe.
12. Officials will shortly provide you with advice on extending the current Whānau Ora Commissioning Agency contracts, and how this can be managed in the context of planning for longer-term solutions aligned to the Government's commitment to social investment and its intention to devolve more service delivery into local communities.
13. Advice will also cover stewardship and governance considerations for Whānau Ora commissioning and other whānau-centred investments across government.

Growing the Influence of Whānau-Centred Policy Across Government

14. The public sector has taken steps towards supporting and implementing whānau-centred approaches, however much of that work has involved trialling small-scale and time-limited initiatives. Recent reviews by the Office of the Auditor General and the New Zealand Productivity Commission in 2023 highlighted the need for system change across the public sector, the need to remove the system barriers to the adoption of whānau-centred approaches and to identify system levers to encourage their adoption.
15. Following discussions at Cabinet in August 2023 and direction from Ministers, Te Puni Kōkiri is leading work to articulate and strengthen the understanding of whānau-centred approaches across the public service, what is needed by agencies to support their implementation. There is a scheduled report-back to Cabinet in June 2024.
16. This policy work programme includes developing advice on:
 - a. strengthening the use of whānau-centred approaches across those public service agencies that use them for improving Māori and Pacific wellbeing outcomes.
 - b. clarifying where, when and with which whānau public service agencies may wish to adopt whānau-centred approaches or choose to invest in the Whānau Ora Initiative.
 - c. improving the measurement, evidence and reporting of the impacts of the Whānau Ora Initiative.
 - d. exploring appropriate funding and accountability arrangements to better support innovative, cross-agency approaches within the Whānau Ora Initiative, such as Ngā Tini Whetū and Paiheretia te Muka Tāngata, identifying where different policy and funding settings may create opportunities to support holistic wrap-around services; and
 - e. providing advice on the next steps to progress the priorities identified by the National Iwi Chairs Forum within its work on Te Ora o Te Whānau.
17. Key elements of the work programme include identifying any barriers to the continued evolution of whānau-centred approaches across public service agencies. The work programme will include exploring arrangements for a more systematic governance mechanism fit for purpose for an expanded Whānau Ora model across government.
18. The work programme will also be informed by priorities identified by the Iwi Leaders Group on its current Te Ora o Te Whānau work programme.

Next Steps

19. You will receive briefings on Monday 18th December with advice and information on the planning for the Whānau Ora Commissioning Agency contracts, and the required next steps in communications with the agencies.
20. Officials will liaise with your office on timings for providing further Whānau-Centred Approaches reading material, for your consideration.

21. Te Puni Kōkiri officials have met with Social Wellbeing Agency officials to discuss their current work on a social investment framework, and to ensure alignment in future advice and planning for these connected kaupapa.

Note that Te Puni Kōkiri is leading a cross-government work programme on Whānau Centred Approaches policy and that you will shortly receive more detailed information on this work.

Erubunt

Hautū, Te Puni Rangapū ā-Rohe me Whakahaere | Deputy Secretary, Regional Partnerships & Operations

NOTED
Hon Tama Potaka Minita mō Whānau Ora
Date: ____ / ____ / 2023

Whānau Ora Timeline

2009

Taskforce on Whānau-Centred Initiatives recommends Whānau Ora initiative

Phase One

2010

Establishment of Whānau Ora Strengthening provider capability

Phase Two

2014

Establishment of three Whānau Ora Commissioning Agencies

2015

Office of Auditor-General review Whānau Ora: the first four years

2016

Whānau Ora Iwi Leaders Group consultation Hui-Ā-Iwi

Development of Whānau Ora Outcomes Framework by iwi leaders and Ministers

2018

Whānau Ora Ministerial Review: Tipu Matoro ki te Ao

Phase Three

2020 - present

Strengthening existing model and piloting / prototyping new commissioning approaches

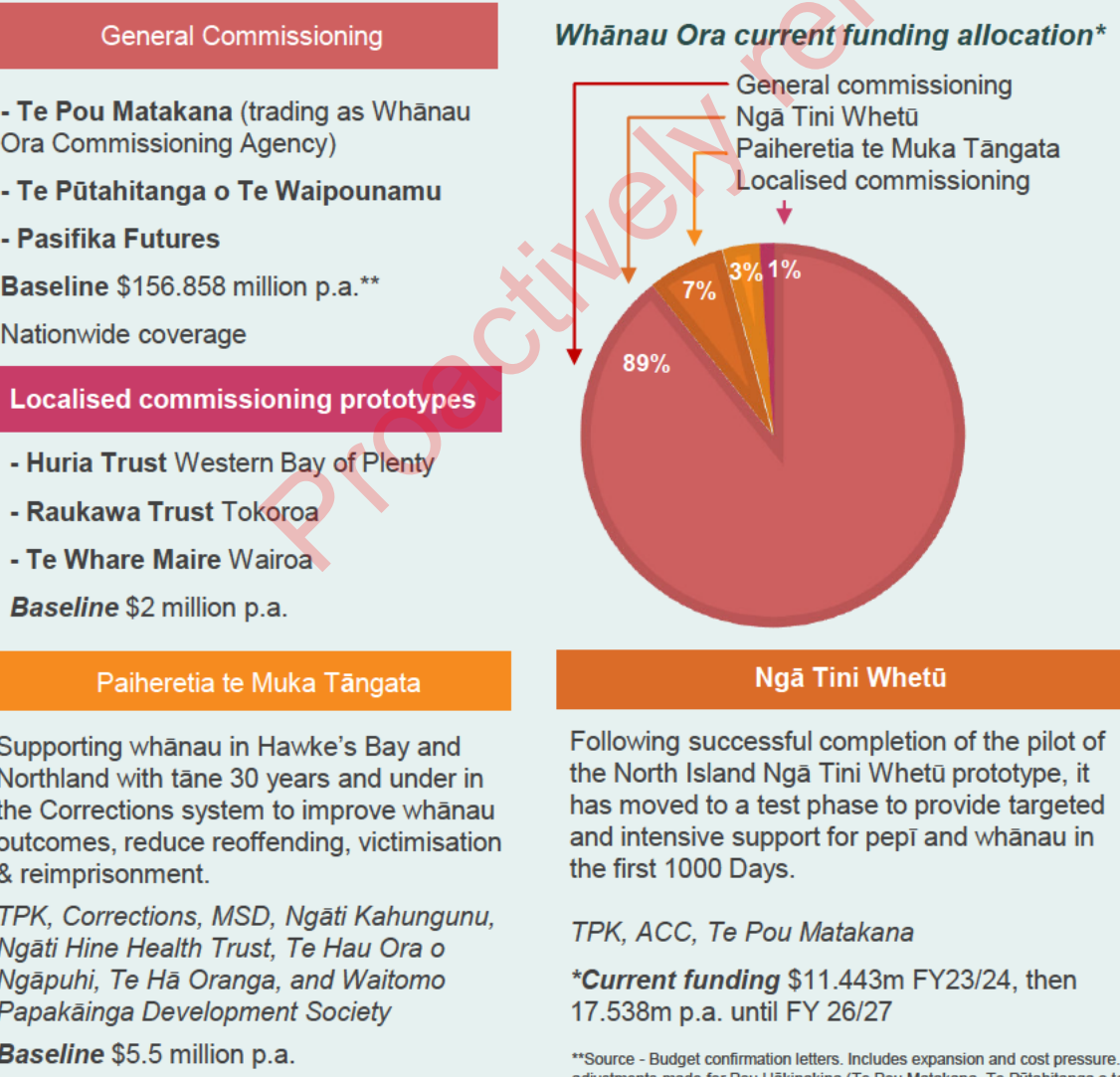
2023

Office of Auditor-General review of public sector support for Whānau Ora and whānau-centred approaches

What is Whānau Ora and why it works

- Whānau Ora is the government's flagship whānau-centred initiative.
- Whānau Ora puts whānau at the centre of decision-making about their future.
- The characteristics of Whānau Ora are that it is nimble (services can be mobilised quickly), it is broad (can reach whānau that government otherwise struggles to reach) and it is holistic (it deals with multiple overlapping issues).
- Whānau Ora recognises the collective strength and capability of whānau to achieve better outcomes in areas such as health, education, housing employment, and income.
- Independent reviews and agency reporting consistently demonstrate that Whānau Ora delivers immediate positive impacts for whānau and creates the foundations required for sustained, long term change.

Whānau Ora is diverse, adaptable and growing in strength



The Whānau Ora Outcomes Framework 2016

Whānau are...	Self-managing and empowered leaders	Leading healthy lifestyles	Participating fully in society
Confidently participating in Te Ao Māori (the Māori World)	Economically secure and successfully involved in wealth creation	Cohesive, resilient and nurturing	Responsible stewards of their living and natural environments

Future opportunities

Review the Commissioning Model and procurement approach

Grow the investment in new commissioning agencies and approaches

Integrate government's whānau-centred investments into the approach

Clarify policy settings and reduce barriers for Whānau Ora across government

Strengthen iwi/hapū/local leadership of Whānau Ora

Strengthen Pasifika leadership of Whānau Ora

**Source - Budget confirmation letters. Includes expansion and cost pressure. Includes adjustments made for Pou Hākinakina (Te Pou Matakana, Te Pūtahitanga o te Waipounamu).