

HEI WHAKATAU | BRIEFING

Strategic Review of Whānau Ora

Date:	21 March 2024	Priority	Medium
Classification	In Confidence	Tracking Number	48367

Action sought	Date action required by
<p>It is recommended that you:</p> <div style="background-color: black; color: red; font-size: 48px; text-align: center; padding: 20px;">9(2)(g)(i)</div> <p>4. Agree given your ongoing discussions on Whānau Ora and a Social Investment approach, that you will forward a copy of this briefing to the Minister for Social Investment.</p>	28 March 2024

Contact for telephone discussion (if required)				
Name	Position	Telephone	Mobile	1 st contact
Grace Smit	Deputy Secretary, Regional Partnerships and Operations		9(2)(a)	<input checked="" type="checkbox"/>
Paula Rawiri	Deputy Secretary, Policy Partnerships		9(2)(a)	

Other Agencies Consulted					
<input type="checkbox"/> MBIE	<input type="checkbox"/> MoJ	<input type="checkbox"/> NZTE	<input type="checkbox"/> MSD	<input type="checkbox"/> TEC	<input type="checkbox"/> MoE
<input type="checkbox"/> MFAT	<input type="checkbox"/> MPI	<input type="checkbox"/> MfE	<input type="checkbox"/> DIA	<input type="checkbox"/> Treasury	<input type="checkbox"/> MoH
<input type="checkbox"/> MHUD	<input checked="" type="checkbox"/> Other	Social Wellbeing Agency			

Minister's office to complete:

- | | |
|---|--|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Declined |
| <input type="checkbox"/> Noted | <input type="checkbox"/> Needs change |
| <input type="checkbox"/> Seen | <input type="checkbox"/> Overtaken by Events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn |

Comments:



21 March 2024

Minita mō Whānau Ora

Strategic Review of Whānau Ora

Purpose

1. This paper sets out relevant strategic considerations for you to advance this work, and a significant work programme with tight time constraints to deliver on your portfolio priority.

Background

2. In December 2023 (TPK 48020), Te Puni Kōkiri advised of a significant opportunity to shape the future direction of Whānau Ora and whānau-centred approaches and noted that you are invited to report back to Cabinet in June 2024 on proposed actions to strengthen Whānau Ora.
3. In February 2024, you advised the Prime Minister that your priority for the Whānau Ora portfolio is to “enable the adoption of Whānau Ora as a public service model for improving outcomes for New Zealanders with distinct needs.”

Strategic Considerations

4. Since 2014, Whānau Ora commissioning has achieved positive results for whānau in need. It is because of these positive outcomes, which have been both externally verified and publicly demonstrated during the COVID pandemic, that Whānau Ora has become an exemplar of the value of devolved services; supported by government, but locally led within communities.
5. The present challenge relates to extending the use of Whānau Ora methodologies to other agencies to better serve more people, and to ensure that commissioned services maintain their relevance, reach and nimbleness for the decade ahead. We consider there are four improvement pivots required:
 - a. resetting Whānau Ora commissioning
 - b. advancing Whānau Ora data management and investment methodologies
 - c. developing Whānau Ora standards and extending scope across agencies; and
 - d. resetting agency oversight of Whānau Ora.

A. Commissioning

6. Since 2010, three Whānau Ora commissioning agencies have been continuously funded. Over the years each has been offered multi-year contractual extensions, in a non-contested environment. This has provided stability during turbulent times, such as during the pandemic. Ultimately the approach benefited the Crown, the Whānau Ora network and whānau by allowing for stable stewardship of the circa \$156 million per annum invested in the three agencies.
7. The Secretary for Māori Development holds delegations from you which include the authority to negotiate and agree contracts for Whānau Ora commissioning. The Secretary for Māori Development considers it is now timely to re-examine the approach to ensure services

purchased remain fit for purpose, fiscally efficient, and aligned with the Government's social wellbeing objectives. On this basis, the possibility of one-year contract extensions has been raised with the three commissioning agencies to maintain their existing service offering until 30 June 2025. The commissioning agencies have not been formally offered an extension of their existing contracts beyond the current end date of 30 June 2024.

8. During a one-year extension period, Te Puni Kōkiri would run an open procurement process for future Whānau Ora commissioning services. Given that the Whānau Ora network was largely derived from Māori health sector service providers, and much has changed in the structure of Māori social entities since 2010, Te Puni Kōkiri expects procurement interest from a broad range of entities, such as iwi-based groups and entities with backgrounds in social sectors such as criminal justice, housing, and education.

9(2)(g)(i)

Next Steps and Your Role

11. Following your feedback, Te Puni Kōkiri would need to immediately commence the detailed design of an open procurement process which would both test the innovation in the market and ensure transparency. The three commissioning agencies would be able to participate in the procurement process.

9(2)(g)(i)

B. Social Investment and Data Management

14. With a reset of commissioning in 2025, there are opportunities to advance social investment and data management methodologies. There are two distinct aspects: within government and within the Whānau Ora network.

Within Government

15. As advised in February, Te Puni Kōkiri and the Social Wellbeing Agency, consider an opportunity exists to better quantify long-term Whānau Ora impacts and more fully understood long-term Whānau Ora impacts alongside other social sector initiatives. This aligns with this Government's desire to develop a stronger basis for social investment decisions (Ref TPK 48201). Current cross-agency governance arrangements e.g. Social Wellbeing Board, and an ongoing mainstream misunderstanding of Whānau Ora, however, constrain us from making progress as quickly as we would otherwise.

9(2)(g)(i)

Within the Whānau Ora network

17. Over the last decade, data roles and responsibilities have emerged as an important area. For Whānau Ora – at whānau level – who knows what, and who needs to know what about social needs, has not yet been fully clarified. This is likely to become increasingly important to ensure safeguards for vulnerable whānau members are strengthened across society, while rights to whānau information privacy and protection are appropriately upheld. Safeguards for navigators are also needed.

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23. One of the critical strengths of Whānau Ora has been that it fosters locally led devolved services. Based on the evidential base we consider this is a better way to effectively deliver many social services to whānau – as opposed to direct government services, or services focused on a singular type of need, or individual person. Despite the positive evidence base, including returns on investment and recommendations from the Auditor-General for agencies to engage further, Whānau Ora has not been extended across the public sector and remains almost solely within the remit of Te Puni Kōkiri.
24. Outside of these activities, other agencies and sectors have developed their own whānau-centric approaches, and professional practise standards that reflect the importance of whānau engagement and on occasion describe these as being a form of ‘whānau ora’, even when services are delivered in-house

9(2)(g)(i)

Next Steps and Your Role

9(2)(g)(i)

Agency Oversight

30. Te Puni Kōkiri has been the sole department overseeing Whānau Ora commissioning entities since the inception. This is because of our specialised knowledge of Māori communities, which have benefited from Whānau Ora services, along with others. Since the disestablishment of the Whānau Ora Partnership Board in 2017, we have largely undertaken this role alone, with some guidance also provided by the National Iwi Chairs Forum through Pou Tangata.

9(2)(g)(i)

Next Steps and Your Role

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Next Steps

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34. There is work also currently occurring amongst social sector agencies and the Social Wellbeing Agency on social investment approach planning. 9(2)(g)(i) We will continue to work closely with kaimahi at the Social Wellbeing Agency to ensure strong alignment of these kaupapa.

9(2)(g)(i)

Consultation

37. To better understand the opportunities for alignment between Whānau Ora and the Social Investment approach, we have been in regular discussions with the Social Wellbeing Agency.
38. We have been in discussions with Statistics NZ on options to include Whānau Ora data in the government's IDI system. We will provide further information on this in the scheduled data report-back to you and the Minister for Social Investment (TPK 48201 refers).

Recommended Action

39. It is recommended that you:

9(2)(g)(i)

ES/NO

9(2)(g)(i)

4. **Agree** given your ongoing discussions on Whānau Ora and a Social Investment approach, that you will forward a copy of this briefing to the Minister for Social Investment.

YES/NO



Grace Smit

Hautu Te Puni Rangapū a-Rohe me Whakahaere | Deputy Secretary Regional Partnerships & Operations

Hon Tama Potaka
Minita mō Whānau Ora

Date: ____ / ____ / 2024

Proactively released