



HEI WHAKATAU | BRIEFING

Whānau Ora Expansion - Supporting the Transition

| | | | |
|----------------|---------------------------------------|-----------------|-------|
| Date: | 31 March 2025 | Priority | High |
| Classification | Commercially Sensitive: In Confidence | Tracking Number | 72067 |

| Action sought | Date action required by |
|---|-------------------------|
| <p>It is recommended that you:</p> <ol style="list-style-type: none">Agree that Te Puni Kōkiri will formally convey its expectation that the incoming Commissioning Agencies have 100 per cent of their planned Navigation Services in place on 1 July 2025. <div>9(2)(g)(i)</div> <ol style="list-style-type: none">Note that Te Puni Kōkiri will continue to provide you with updates on transition, including the percentage of navigators in place for commencement 1 July 2025.Agree following the conclusion of the Outcomes Agreements, to have an initial hui with the incoming Commissioning Agencies.Provide feedback on the Draft Letter of Expectations to the incoming Commissioning Agencies (Attachment B).Forward this briefing to the Prime Minister and other Ministers, as appropriate. | 4 April 2025 |

| Contact for telephone discussion (if required) | | | | |
|--|----------------------------|-----------|---------|-------------------------|
| Name | Position | Telephone | Mobile | 1 st contact |
| 9(2)(a) | Whānau Ora Transition Lead | N/A | 9(2)(a) | ✓ |
| Grace Smit | Deputy Secretary, Regions | N/A | 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 | DPMC and PSC | | | |

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|-------------|--|
| Attachments | Attachment A: Transition Project Plan Attachment B: Draft Letter of Expectations to incoming Commissioning Agencies Attachment C: Key Messages on the Whānau Ora expansion project |
|-------------|--|

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:



31 March 2025

Minita mō Whānau Ora

Whānau Ora Expansion - Supporting the Transition

Purpose

1. This briefing provides you with an update on the work underway to prioritise the ongoing delivery of Whānau Ora services to whānau through the transition period for you and your Ministerial colleagues.
2. To support the transition and make clear the Government's expectations for Whānau Ora, it also seeks your agreement to meet with each of the incoming Commissioning Agencies and then to follow in writing with a Letter of Expectations.

Background

3. On 17 March 2025, a cross-agency Sprint Team was convened to support Te Puni Kōkiri to manage the transition between the three existing Whānau Ora Commissioning Agencies and four, new, incoming Commissioning Agencies. This is to occur on 1 July 2025.
4. On 20 and 27 March 2025, we met with you to discuss and agree your priorities for the transition. You agreed that Te Puni Kōkiri:
 - a. would engage with the incumbent and incoming Commissioning Agencies in a mana enhancing way, consistent with the tikanga that underpins Whānau Ora;
 - b. should prioritise maximising the number of Navigation Services, in line with deprivation data, available on 1 July 2025, through facilitating connections between existing Service Providers and the incoming Commissioning Agencies; and
 - c. will work with the incoming Commissioning Agencies to establish a process to support whānau in continuing to access Navigation Services following the 1 July 2025 transition.
5. On 28 March 2025, Te Puni Kōkiri became aware that one of the incumbent Commissioning Agencies, Te Pou Matakana, was seeking a High Court injunction to prevent the finalisation of contracts with two of the four preferred incoming Commissioning Agencies.

9(2)(g)(i)

9(2)(g)(i)

Te Puni Kōkiri can review and agree 'Disengagement Plans'

7. Te Puni Kōkiri has met kanohi ki te kanohi with two of the incumbent Commissioning Agencies to discuss disengagement. The timing of a meeting with the third is uncertain and may be influenced by the outcomes of the High Court proceedings.
8. Following meetings with the incumbents, letters will be sent confirming next steps.

9(2)(g)(i)

10. Most importantly for the transition, however, the letter will also request that, per their Outcomes Agreement with the Crown, they:
 - a. provide us with their Disengagement Plans,¹ with our expectation that those Disengagement Plans provide a credible pathway to delivering Whānau Ora services at the level set in their Outcomes Agreements up to the point of transition, at no further cost to the Crown; and
 - b. share their Disengagement Plans with the incoming Commissioning Agencies, alongside the relevant information on their provider network and the whānau they serve.

9(2)(g)(i)

Te Puni Kōkiri can set expectations for the incoming Commissioning Agencies

12. In parallel and as the Outcome Agreements are being negotiated and agreed, officials will write to the incoming Commissioning Agencies setting out our expectations for their Transition

¹ This is a defined legal term in the current Outcomes Agreements.

and Implementation Plans (which must be agreed with Te Puni Kōkiri). This letter will be sent as soon as possible and will not be affected by the ongoing High Court action. In these letters we request that their plans:

- a. set out a credible pathway to having 100 per cent of their proposed Navigation Services in place by 1 July 2025;
- b. establish and communicate a process to ensure that whānau with distinct needs can continue to access Whānau Ora services (recognising that the distribution of Navigation Services might be different from what is currently available);
- c. commit to at least fortnightly reporting on progress against these transition objectives, including the Service Providers and number of Navigators committed to start on 1 July 2025¹; and
- d. a description of other activities underway to support the transition and a risk management plan setting out risks to a successful transition, with identified mitigations wherever possible.

9(2)(g)(i)

17. Te Puni Kōkiri will provide you with additional advice as soon as possible if it becomes apparent that any of the incoming Commissioning Agencies are unlikely to meet the 100 per cent target – which could occur for a range of reasons, including any delays in finalising Outcomes Agreements as a result of the High Court case. This advice would be focussed on opportunities to support ongoing good faith engagement with the incoming Commissioning Agencies, calibrate public expectations about the transition, and support the ongoing delivery of Whānau Ora services during the transition (if and as required).

9(2)(g)(i)

You can also set out your expectations for the transition

18. Given the importance of the transition to our most vulnerable whānau, once the Outcomes Agreements are finalised we recommend that you supplement Te Puni Kōkiri's communication with the incoming Commissioning Agencies through an initial hui this Thursday, followed by the issuance of your own Letter of Expectations. This would have two advantages.
19. Most importantly it is an important tool for you to confirm your vision for Whānau Ora, establish your relationship with the incoming Commissioning Agencies and set out how you wish that to continue, and support public communications around the transition.
20. However, it is also another legal mechanism that the Crown can use to best ensure a baseline level of service from 1 July 2025, with Commissioning Agencies required to have regard to it in the preparation of key documents.
21. More broadly, draft messages to support communications are included at **Attachment C**. Officials are available to discuss opportunities for more proactive communications, at the appropriate time, at your convenience.

Next Steps

22. The Sprint Team will continue to provide you with weekly updates on progress, supplemented with quantitative and qualitative data from the incumbent and incoming Commissioning Agencies – if and once that becomes available.
23. To give you a sense of what a Letter of Expectations could include, a draft is at **Attachment B**. Subject to any changes and your agreement, it would be timely to send these letters as soon as possible following the signing of Outcomes Agreements and your meetings with each of the incoming Commissioning Agencies.

Recommended Action

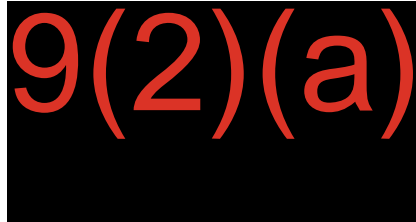
24. It is recommended that you:

1. **Agree** that Te Puni Kōkiri will formally convey its expectation that the incoming Commissioning Agencies have 100 per cent of their planned Navigation Services in place on 1 July 2025. **Yes / No**

9(2)(g)(i)

3. **Note** that Te Puni Kōkiri will continue to provide you with updates on transition, including the percentage of navigators in place for commencement 1 July 2025.
4. **Agree**, following the conclusion of the Outcomes Agreements, to have an initial hui with the incoming Commissioning Agencies. **Yes / No**
5. **Provide feedback**, on the Draft Letter of Expectations to the incoming Commissioning Agencies (**Attachment B**).

6. **Forward** this briefing to the Prime Minister and other Ministerial colleagues, **Yes / No** as appropriate.



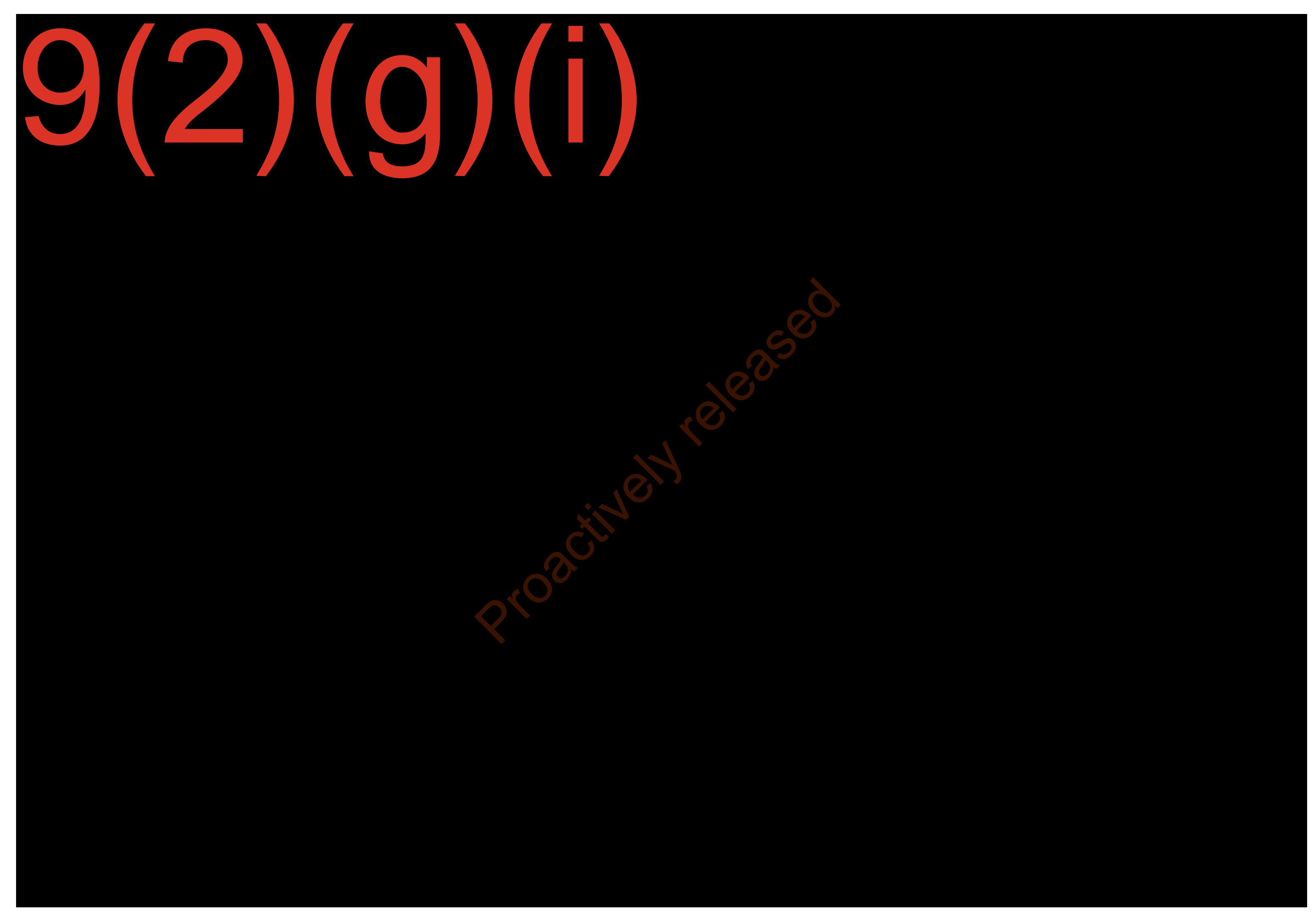
Grace Smit
Hautū, Te Puni Rohe | Deputy Secretary, Sprint Team Lead
Regions

Hon Tama Potaka
Minita mō Whānau ora

Date: ____ / ____ / 2025

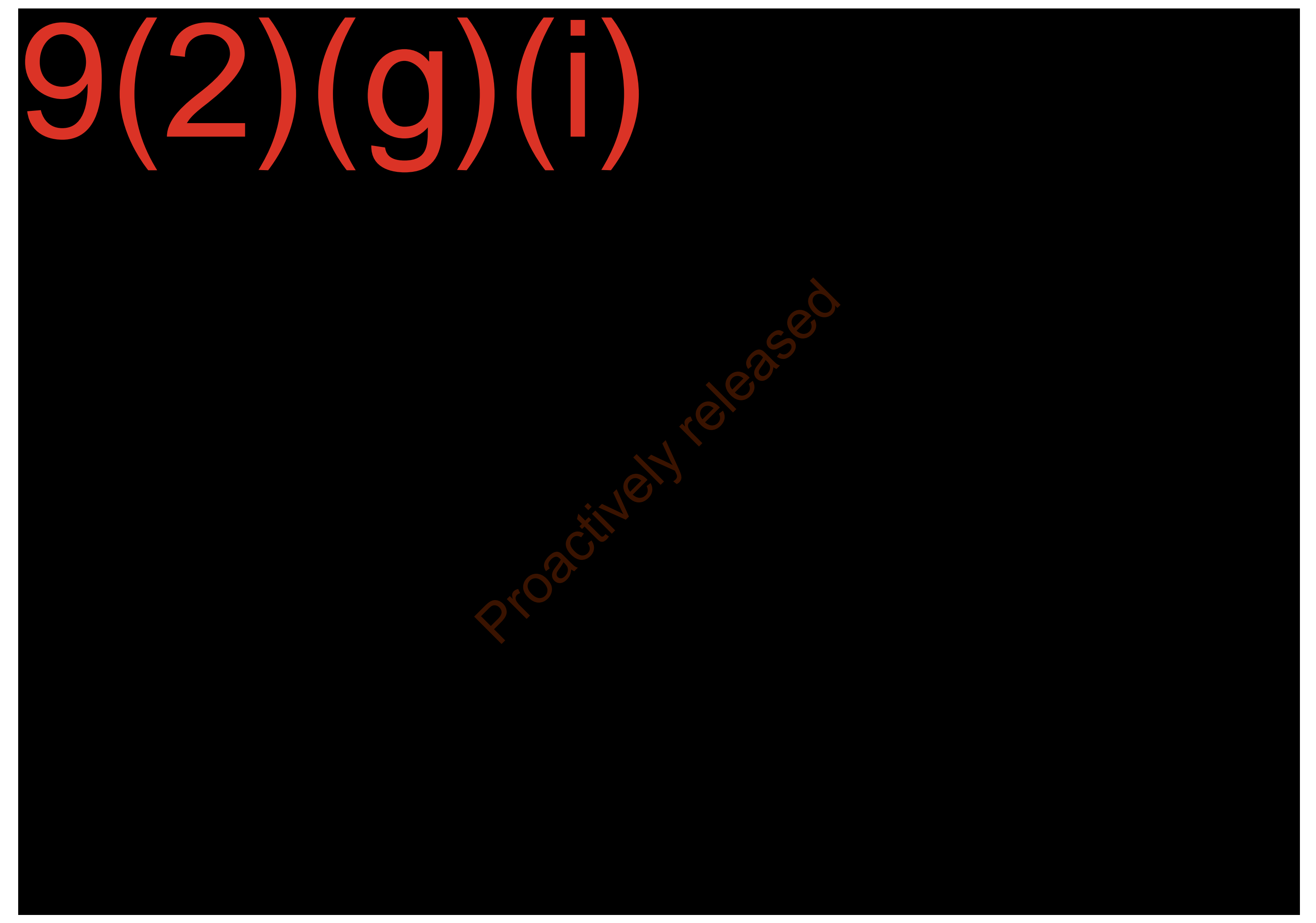
Attachment A: Transition Project Plan

Proactively released



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Attachment C: Key Messages to support proactive and reactive communications

- Whānau Ora is a strong example of whānau-centred, locally led, government enabled service delivery.
- Whānau Ora has a history of delivering for some of our most disadvantaged, under-served, and hardest to reach whānau and is a model for the delivery of public services that improve outcomes for all New Zealanders.
- The purpose of Whānau Ora has not changed. It is a strengths-based approach which is driven by whānau.
- There is no reduction in the Whānau Ora funding available.
- Consistent with principles of good contract management, I directed my officials at Te Puni Kōkiri to begin a procurement process for Commissioning Agencies as the current contracts have been in place for ten years.
 - *If needed:* This process was not a reflection on the performance of the current Commissioning Agencies.
- I have full confidence that Te Puni Kōkiri have delivered a robust procurement process.
- I recognise and mihi to Te Pou Matakana, Te Pūtahitanga o Te Waipounamu, and Pasifika Futures for their mahi over the past 10 years to implement the kaupapa of Whānau Ora. These organisations have made a significant difference in the lives of whānau across Aotearoa, empowering whānau to build on their strengths and achieve their aspirations.
- My goal as Minister for Whānau Ora is to build on the successes of the last decade, to make the programme deliver to more of the whānau who need it most across Aotearoa.
- The new Commissioning Agencies that have been selected are the next step in achieving this goal.
- The Government and I have a number of longer-term priorities for Whānau Ora that have the goal of continuing to give effect to Dame Tariana Turia's vision, including:
 - Expanding the reach of Whānau Ora to ensure we engage with more of the whānau most in need.
 - Gathering data that strengthens the evidence we have that Whānau Ora is delivering positive outcomes for whānau.
 - Introducing greater participation from local communities in decision-making.
 - Developing and investing in the Navigator workforce, to increase the capability and retention of these kaimahi.
 - Increased capacity for identifying whānau in high-risk situations, and the ability to support whānau through these times.

- Success in these areas is crucial for building the case to expand the use of the Whānau Ora commissioning model across government, to improve the effectiveness and reach of social spending.
- In the short term as we move through this process to set Whānau Ora up for its next phase of success, I am focussed on ensuring that our most vulnerable whānau can continue to access navigation services.
- Once contracts are finalised, I will be reaching out to the incoming Commissioning Agencies to note my expectation that from 1 July 2025 a process will be in place to ensure that whānau with distinct needs can continue to Whānau Ora services.
- I have also instructed Te Puni Kōkiri to provide assistance to the incumbent and incoming Commissioning Agencies, to best ensure that their organisations, provider networks, and the whānau that they serve are supported during this period.
- Using the Whānau Ora model as a complement to social investment has significant potential to improve outcomes for New Zealanders with distinct needs across Aotearoa.

Proactively released