



# NGĀTINI WHETŪ

TAKITIMU ORA



**Whānau Ora**  
COMMISSIONING AGENCY



**Whānau Ora**  
COMMISSIONING AGENCY



**NGĀ TINI WHETŪ**

TAKITIMU ORA



RANGATAHI TŪ RANGATIRA



# INTRODUCTION

## NGĀ TINI WHETŪ



### WOCA

The Whānau Ora Commissioning Agency (formerly Te Pou Matakana) has served the North Island since 2014 and is the largest in Aotearoa.

The Whānau Ora Commissioning Agency is here to support the aspirations of whānau by:

- Commissioning kaupapa that support whānau to achieve their goals.
- Working alongside our Whānau Ora partners to build on the strengths and assets of whānau and their communities.
- Seeking co-investment, co-design and co-production opportunities that support whānau aspirations.

Commissioning activities aim to achieve whānau outcomes. Outcomes mean whānau will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self-managing and able to participate fully in te ao Māori and in wider society.

### NGĀ TINI WHETŪ

Ngā Tini Whetū refers to 'the many multitudes of stars.' Ngā Tini Whetū provides the context whereby whānau will develop strategies to navigate pathways to fulfill their highest aspirations.

Ngā Tini Whetū takes an integrated and strength-based approach to provide intensive and localised support for whānau and their tamariki through:

- Kaiārahi who are the ground-force of Whānau Ora, supporting whānau to realise long-lasting and positive change
- Programme Managers to support partners in creating localised solutions, building networks and collaborative relationships with local agencies to identify and develop future opportunities for whānau.
- The Kete Oranga fund provides financial support to enable whānau to access support and resources to strengthen their capability to achieve their aspirations..



# TE TAIWHENUA O HERETAUNGA

Te Taiwhenua o Heretaunga has been operating for 35 years delivering kaupapa Māori integrated health, social and education services. With over 300 staff they deliver over 100 contracted services on behalf of 25 funding bodies. Close to 70% of their 12,000 actively enrolled clients reside in the Hastings and Napier area. Other service delivery areas include Wellington, Wairarapa, Manawatū, Tairāroa, Central Hawke's Bay and Wairoa.

Te Taiwhenua o Heretaunga is also the backbone organisation for the Takitimu Ora Collective. This means that they support their collective partners with data, workforce development, programme coordination, funding and contracting and business development.

Te Taiwhenua o Heretaunga offers a range of primary and secondary health and social services:

- **Health:** community and primary health care; primary and secondary mental health and addictions; mental health recovery and respite residential care
- **Housing:** emergency and transitional, Housing First Chronic Homelessness, kaumātua social housing, affordable home ownership, Ready-to-rent programme, Sorted Kainga Ora, Waingakau Papakainga
- **Social:** Family Start, parenting programmes, domestic violence, youth services, driver licensing
- **Education:** Poipoi te Mokopuna, Identify and Engage
- **Whānau Ora:** Whānau aspirational planning & navigation, Whānau Innovation, Covid recovery, Ngā Tini Whetū, Collective Impact
- **Justice and Corrections:** Pae Oranga Iwi Justice Panel, Safety Planning, Drug Treatment Programmes, After care services, Youth Drug Treatment Programme, Women's residential reintegration programme.

# TE WĀNANGA WHARE TAPERE O TAKITIMU

MĀORI PERFORMING ARTS SCHOOL

The whānau at Te Wānanga Whare Tapere o Takitimu has provided Whānau Ora solutions for whānau since its inception in 1983 through the arts. Māori Performing arts is the vehicle that has provided positive solutions and opportunities for whānau to address whānau needs. We are more than an education provider, we are a provider of positive Whānau Ora solutions through arts, culture and heritage.

Te Wānanga Whare Tapere o Takitimu was established in 1983 and has provided cultural, educational, employment and social services to whānau through the arts, culture and heritage for over 37 years.

The Te Wānanga Whare Tapere o Takitimu whānau is inclusive of;

- Te Kohanga reo o Te Wānanga Whare Tapere o Takitimu
- Te Kura Kaupapa Māori o Te Wānanga Whare Tapere o Takitimu
- Te Wharekura o Te Wānanga Whare Tapere o Takitimu
- Te Wānanga Whare Tapere o Takitimu
- Kahurangi NZ Māori Dance Trust whānau
- Ngāti Kahungunu Rūnanga arts & culture whānau
- Waiata Māori Music Awards
- Te Vaka o Takitimu – Te Whare Ariki o Takitimu

Today, Te Wānanga Whare Tapere o Takitimu is part of the Takitimu ora collective inclusive of Te Taiwhenua o Heretaunga, E Tū Whakatū, Ngā Marae o Heretaunga, Waimarama Marae and Flaxmere Wharariki Trust. Takitimu Ora collective enables us to provide further support to all whānau at Te Wānanga Whare Tapere o Takitimu as part of the Whānau Ora & Ngā Tini Whetū initiatives.

The on-site Whānau ora coordinator is accessible to all Takitimu whānau and is there to help navigate the whānau as you transition to and through Te Wānanga Whare Tapere o Takitimu.

It is a journey and not a destination, so it's important to us that whānau have an enjoyable journey where they are supported along the way.

We have a full-time Whānau Ora coordinator onsite. The whānau ora coordinator helps whānau to develop their own Whānau Ora plan and navigate them through the plan to realise their dreams and aspirations. The plan uses a holistic approach within four key areas:

*Te Hau Oranga Taha Tinana*

*Te Hau Oranga Taha Hinengaro*

*Te Hau Oranga Taha Wairua*

*Te Hau Oranga Taha Whānau*

## NGĀ TINI WHETŪ

Our whānau are wanting stability for their whānau. Mental health, and drug and alcohol addictions present extreme barriers to achieving this. This is one of the key challenges for whānau.

Through promotion of Ngā Tini Whetū kaiārahi referrals come from Kohanga, Wharekura and Whare Tapere. Facebook promotions have also generated positive whānau interest. Whānau are also drawn to Ngā Tini Whetū by the opportunity to design their own pathway through a whānau plan that suits their worldview.

Whānau are either currently involved with Oranga Tamariki motivated for change, or have previously been involved with the agency and are now looking to take the next step in their journey.

“Mā te whakatū ka mōhio mā te mōhio ka marama, mā te marama ka mātou, mā te mātou kā ora”

With discussion comes knowledge, with knowledge comes light and understanding, with light and understanding comes wisdom, with wisdom comes wellness.





# TE KUPENGA HAUORA – AHURIRI

As our whakatauki tells us:

*“Kua tawhiti kē to haerenga mai, kia kore e haere tonu. He nui rawa o mahi, kia kore e mahi tonu.”*

*“You have come too far not to go further, you have done too much not to do more”*

– Ta Himi Henare ( SirJames Henare ) Ngāti Hine elder and leader

The Trust began delivering services in 1994 as the result of a close affiliation with the local branch of the Maori Women’s Welfare League and Ngā Kohanga Reo. Since then, the service has expanded to include a range of primary health care services. In February 1999, Te Kupenga Hauora – Ahuriri became the distinct legal entity that it is today.

Te Kupenga provides a range of services for whanau with a particular focus on tamariki, rangatahi in decile one and two schools, whanau residents in the lower socio-economic suburbs in Napier and surrounding districts and most of all pakeke and kaumatua. Current services include Breast & Cervical Screening (Support to Services), Family Start, Health Services (Own it, Live it - Be the Leader of Your Life), Kia Ora Programme (My Health Begins with Me), Kia Piki Te Ora (Health Promotion/Suicide Awareness), School-Based Nursing, Social Worker in Schools, Stop Smoking Service, Whānau Ora, Youth Services.

## Nga Tini Whetu o Mataruahou

Under the kaupapa of Nga Tini Whetu we are working intensively with ten whānau. All of our whānau have either been involved with, are involved with, or at risk of being involved with Oranga Tamariki due to their situation. The stories behind each of these whānau are all complex in their dynamics, composition and affiliations but on the flip side they also have many strengths upon which to draw on.

The models of care we use are “Pōwhiri Poutama by Mātua Paraire Huata”, “Te Whare Tapa Whā by Tā Mason Durie”, “Te Whēke by Kahurangi Rose Pere”, “Tuakiri o te tangata by Kahurangi Katarina Mataira” and any other models that work best for our whānau. We don’t use models designed for services. It’s about whānau being able to maintain their own mana motuhake.

Using the “Whanau Ora” approach we know that it takes a village to raise a child. So when there is a concern raised about a child, we must look at the village around the child. From our perspective it may include the whānau, Marae, Hapū and Iwi.

Our karanga to all whānau who come in search of support is “Every door is the right door.” What does that mean? For us this means that no matter what has brought you to our door (organisation), we will support you to find the best pathway that suits you.

We have no judgement and no agenda. We work with an open heart, open mind and open arms... with a blank piece of paper (so to speak). Our goal is to guide whānau towards achieving their goals.

When working with whānau, it is important to us that we walk the full journey with our whānau. They are not a parcel to hand around from service to service, or agency to agency. When a whānau comes to our door, we kōrero with whānau to understand their needs and their dreams. It is imperative that whānau voice guides us through the journey and it’s not directed by Kaiārahi. The kaiārahi prepares a Whānau Plan with the whānau, which is strength based and is used to assist the whānau to list their priorities and goals that they aspire to. Inside this process the whānau will identify the support services they need and want to work with. There isn’t an automatic assumption that our organisation has the best services for the whānau, this process is about providing all of the options to whānau so that they can make an informed decision. The Kaiārahi will support the whānau and walk the whole journey until the whānau determine they are able to continue independently.

The key here is that once whānau are able to continue independently on their journey, we will stay with them to ensure they sustain their independence. We don’t leave them. Why? Because we have seen so many of our whānau come upon tough times, hit bottom, rise again, and then hit the repeat button. It takes generations of support and change in order to mend generational trauma and suffering. We become a part of the “Village”.





# KAHUNGUNU HEALTH SERVICES - CHOICES

Choices offer accessible, affordable and quality health care to all whānau ora, specialising in Māori and Pacific Island women's and children's health across the lifespan – from antenatal care to birth to pre-school checks, followed up by our school-based nurses and ongoing services available for contraception, asthma and diabetes at our five clinics. We also have mobile nursing clinics which service the rural areas of Hawke's Bay and Central Hawke's Bay.

Services offered include Antenatal, Birth and post-natal care, Tamariki Ora, Immunisation, Well Child checks, Contraception, Sexual health, Cervical screening, Injury prevention, Car seat rentals, Dental enrolment, School-based nursing, Diabetes, Asthma, Smokefree cessation, Auahi Kore Marae, Nurse-led clinics, Mobile nursing service and Nutrition

Ka tu te kahui whetu o Matariki i te po i tenei wā. He tohu tēnā o te Raumati kei te haere mai, i roto i tena Ahuatangā. Tenei te mihi o te wā ki a koe me te whānau o mahi Ngā Tini Whetu- Partners - Te Taiwhenua o Heretaunga me te Whānau Choices Kahungunu Health Services.

We thank the Whānau Ora Commissioning Agency for the opportunity to work in partnership with Te Taiwhenua o Heretaunga (TToH) to provide this service 'Ngā Tini Whetu- Kaiārahi' and 'Ngā Tini Whetu- Kete Oranga' A Whānau Ora approach for twenty whānau, aimed at preventing whānau from continued state intervention or becoming known to Oranga Tamariki and ACC. We do this by supporting whānau to achieve their aspirations.

### Needs Analysis

In order to meet the diverse social, physical, psychological, and health needs of whānau in the delivery of Ngā Tini Whetu, we identified a priority group of whānau, currently accessing our services. This includes our Hapū Mama Māori, tamariki in need of care and support and whānau identified as requiring parenting, social and mental health support.

To achieve our goals, we completed a needs analysis of our current services and spoke with existing staff.

We did a breakdown of Oranga Tamariki contracts and the results show: Manager - Te Kainga Potiki-Paharakeke - 14 ECC Teachers- 85 Tamariki-60>2yr olds- 20< 2yr olds. 33% (28) of our tamariki and their whānau have an ongoing/new relationship with OT. (Existing-intergenerational)

1. Manager - Te Whare Oranga Ake - 28 Tane, all of whom are wanting to connect with their tamariki- but have to negotiate OT. 100% (28) of our tane need support to negotiate their relationship with their tamariki and OT.
2. Midwifery Manager- 5 Maori Midwives- each with 80 clients per year- 400 Hapū Mama- 47% (188) of these hapū mama require ongoing support with negotiating their needs with OT. 50% - (94) have an existing relationship with OT. 50% (94) will be new referrals or notifications of concern in the pregnancy to OT annually.
3. Nurse-led Clinics (School based sexual health) - Transient client contact- on average 1 whānau per week will enquire 50 individual whānau annually.

Table of results – Needs analysis:

Service Area	Te Kainga Potiki-ECC	Te Whare Oranga Ake	Māori Midwives	Nurse Led Clinics
Number of whānau existing contact with OT	28	28	94	50

To prioritise where our best efforts could be utilised, it was agreed that Hapu Mama would be our priority area, because they represent the largest group requiring special support. Statistically across Aotearoa. In many regions there is an urgent need for alternatives to infant uplift to be explored and resourced as an adjunct to Oranga Tamariki services.

Ngā Tini Whetu kaiārahi and Kete Oranga acknowledges the need for a kaupapa Māori Whānau Ora framework given that there is overwhelming evidence that a significant proportion of pēpi/ tamariki being uplifted across our country identify as Māori. Recent national figures in relation to infant uplift are now becoming available and indicate that nationally there has been an increase in uplift rates.

### Stakeholder Engagement

We anticipated that we needed to work closely with stakeholders Hapu Māma Māori and Pacifica, and their whānau, and alongside Māori and Pacifica midwives. In early January 2020 we met as an organisation to discuss the design of the service components which includes contact with whānau and a survey to allow whānau to give their feedback.

### Training and Service Delivery Strategy

The first stage of developing Ngā Tini Whetu kaiārahi and Kete Oranga service was understanding intergenerational trauma-and whānau resilience. The rational is that

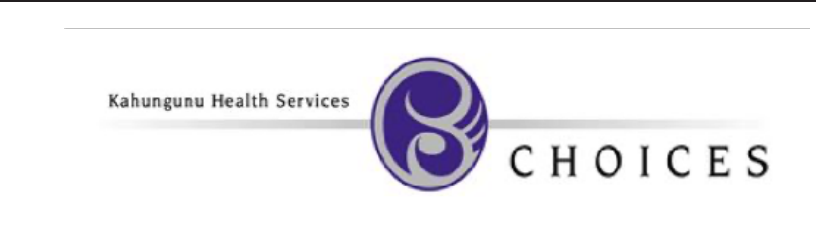
'whānau' require a service that is culturally appropriate, specific to their needs, and has Indigenous Concepts and Frameworks.

We held a two-day workshop with Mereana Pittman and Dr Rawiri Karena-Waretini to recognise the need for appropriate whānau engagement, cultural assessment including 'Whānau Group Conferencing' and felt this could be achieved on the Marae.

We designed a set of pamphlets to explain the programme and to use as an invitation to prospective clients, and a full set of assessment folders, including consent forms, client contact forms and feedback forms. We then invited staff to evaluate the work and to also give their own feedback.

### Staff Learning and Engagement Session

We reviewed our 94 whānau, within the midwifery services to identify those at greatest risk and possible need of the service. It was decided that Hapū Mama Maori were the most in need of Ngā Tini Whetu Service; and so we began correlating the names of these whānau in order to determine 20 priority whānau for the programme. Stage two includes contact and assessment.





# WHĀNAU TAHI TRUST

## TUKUA ORA

When the Minister for Oranga Tamariki Tracey Martin arrived to discuss the attempted uplift of Baby Mike in 2018, she stated that there were several levels of intervention, early and ongoing. What was needed was intensive intervention. Despite the uplift from Hawkes Bay Hospital the regional manager for Oranga Tamariki Hawkes Bay claimed that the whānau had received intensive support.

As a result we created Critical Intervention Services, a model of intensive care for tamariki likely to be referred or reported to Oranga Tamariki. The model was developed as an intensive support model using a First Responder approach. Often whānau needing such support are referred via the local Police.

The model uses the values of Manaaki, Tiaki and Whakapapa. To identify whānau in vulnerable situations, supporting them to recognise they need help, and tailoring packages of care to move them away from imminent danger and then assist the parents to overcome the often domestic issues plaguing their ability to be good parents.

The model is concentrated on strengthening each individual whānau member, enabling reconnection with culture, and allowing the whānau to heal. It aims to assist whānau to develop stronger parenting skills. Even if Tamariki are uplifted the kaupapa continues through whakapapa caregivers. The children remain connected to their culture and are prepared for their eventual return to the parents.

The model is called Tukua Ora the gift of giving. We have developed a capacity to respond to a

variety of whānau situations, from first responder notification to follow up representation, communication and resolution. This has involved working with allied agencies like Whānau Ora, service providers and nationwide networks.

Along with the model we have a back-office capacity in Te Taiwhenua O Heretaunga who also support these whānau with wrap-around support services, access to other service providers and working in with Police.

We have learnt that Intensive intervention reduces the likelihood or need for intervention by Oranga Tamariki. Tukua Ora has access to legal support funded by legal aid however, we have faced a number challenges in provision for legal representation. This sometimes causes negative outcomes for whānau.

We have created our own Critical Intervention Service (CIS) which aims to provide an immediate response to traumatised whānau by providing physical safety, advocacy, respite and legal support.

Whānau will access CIS through several portals. Currently this is via whānau representatives, Whānau Direct, friends or requested via Family Group Conferences or lawyers.

Working with whānau who whakapapa to Ngāti Kahungunu is a round the clock mahi. However, these same whānau reside throughout Aotearoa from Tamaki Makarau, Poneke and all the way to Waiopai (Invercargill).

As one of the partners for Ngā Tini Whetu within the Takitimu Collective, I ensure the whānau are

fully supported throughout their journey. From their first call of help, meeting them kanohi ki te kanohi, engaging with external agencies, particularly Oranga Tamariki, through to Whānau-a-Hui (family group conferences) and/or court appearances.

Whānau-a-Hui is a term referenced to provide ownership of the hui to the whānau. Whānau tend to come to us when they are at breaking point. This can be challenged with emotional charge but often it's an opportunity to catch their want for change.

Safety for māmā and pēpē is paramount, this includes safety planning alongside community agencies. Because many end up with us in situations of crisis we have two emergency cabins to keep them safe overnight, before finding more appropriate temporary living arrangements.

Our approach serves as a mobile response to whānau karanga. Whilst the weight of the whānau might be overwhelming to many kaimahi, we have a capable and experienced team to tautoko the kaupapa and work closely with and for the whānau.

Whānau plans take a considerable amount of time and effort to complete but this is a minor expense to the gain of trust and connection gained with whānau in the process. Where required plans are presented to Whānau a Hui and in Family Court.

The critical intervention space does not have a defined period and we invite whānau into this space until they're ready to transition to a partner

community agency. This is a warm handover to the partner for ongoing follow up and monitoring. The process is about whānau moving through their journey from a crisis to self-managing state or wellness.

Our kaupapa is an example of transformative change by whānau and for whānau. We have found that government agencies are accustomed to passing the back. This MUST stop and they must work together with whānau, to empower whānau themselves. It's time for change and Ngā Tini Whetu is the example of how.



WHANAUTAHI CHARITABLE TRUST







# NGĀTINI WHETU

## LOGIC MODEL

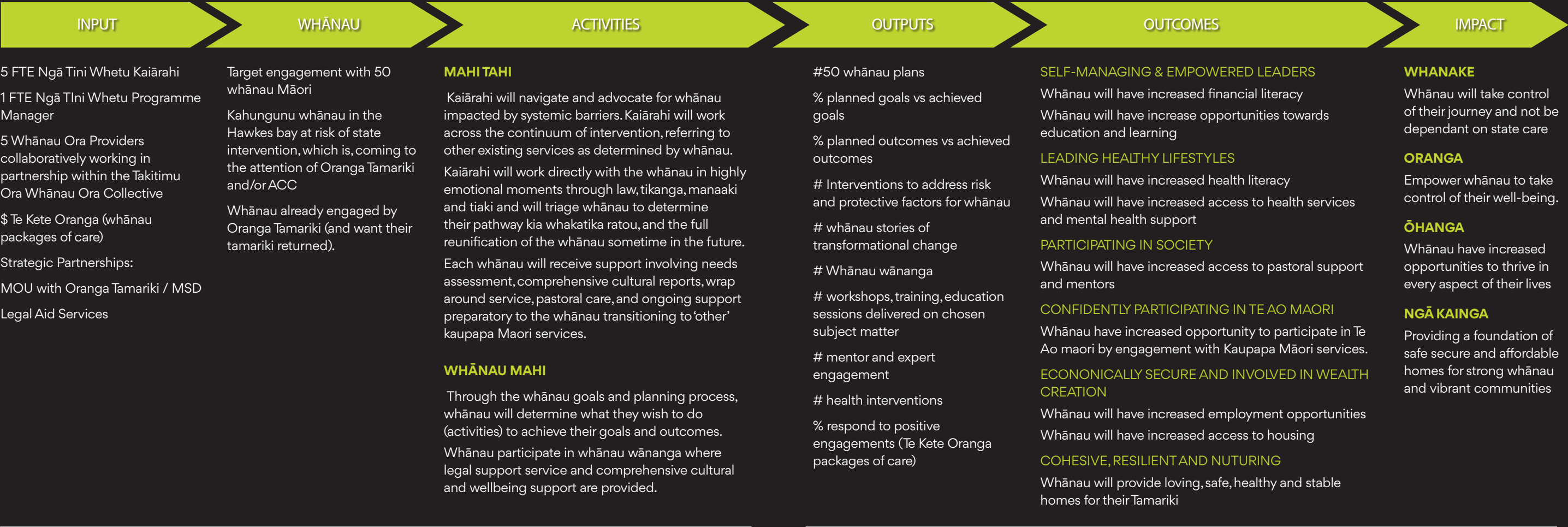
The May 2019 event in Hawke's Bay involving the attempted uplift of a new born sparked national outrage with Māori. The controversial and dated policy and practice has had devastating intergenerational impacts, leaving deep emotional scars amongst whānau Māori. Current statistical trends around tamariki Māori in State care speaks clearly to the negative impact of policies and practices, and sums up the urgent need for Māori led change.

In Hawke's Bay, at March 2020, there were 461 children in care of Oranga Tamariki Hawke's Bay. 358 (77.65%) of these were Māori.

214 Heretaunga (155 Māori) | 247 Ahuriri (203 Māori) | Source Oranga Tamariki, Hawke's Bay

## COMMON AGENDA

*Tama-a-riki are safe in the care of whānau*



### ASSUMPTIONS

Our solution is grounded in a 'by Māori, for Māori, with Māori' approach. Whānau with lived experience will drive the solutions collectively with whānau, hapū, iwi, and hāpori. Having control over, and involvement in, the way services and support for tamariki and whānau are designed, delivered, implemented and funded, and where localised solutions are crucial. Our approach is this way because:

- Māori have consistently tried to engage in the childcare and protection system but have been consistently ignored.
- The State's social and education policies have been aimed directly at using Māori children as the pathway to cultural assimilation.
- The State's policies and practices have imposed a view of the Māori person or child as someone who does not need their whānau, an identity or their culture to thrive.

### EXTERNAL FACTORS

- Economic recovery of Covid-19 and its adverse negative and positive effects on whānau
- Whanau Cultural norms – Whanau unable to access Te Ao Māori
- Systemic racism and apparent inequality that becomes a barrier for whānau Māori
- Social policy i.e. social housing, local Māori council wards
- Political climate – devolution of funding
- Environment - Maori environmental perspectives deserved to be fully integrated and not treated as an add-on, afterthought or group of matters placed in opposition.

# DATA






## NGĀ TINI WHETŪ WHĀNAU PROFILE:

72	Whānau supported
328	Whānau members supported
81%	Whānau assessed
74%	Whānau with plans and goals
78%	Whānau needing support to avert Crisis
12%	Whānau needing support with maintaining Stability
10%	Whānau needing support to strengthen Resilience
61%	Whānau need intensive and immediate support as are currently engaged with OT or at risk of being referred to OT
24%	Whānau need immediate support to manage their daily life so not to be in a potential position of referral to OT
12%	Whānau need support to proactively plan immediate and short term goals to ensure they are not referred to OT
3%	Whānau need support to proactively manage generational whānau goals to never be in a position of referral to OT
100%	Whānau are not in a space to promote and lead injury prevention and healthy lifestyles within their whānau

## WHĀNAU MEMBER PROFILE:

Female	84%
Male	16%
0 - 9 years	52%
10 - 17 years	15%
18 - 24 years	26%
25 - 44 years	6%
45 - 64 years	1%
NZ Māori	100%

## WHĀNAU OUTCOMES PLANNED:

	Whānau Knowledge
44%	Budgeting and financial literacy
44%	Education and learning opportunities
43%	Health literacy
47%	Confidence navigating / dealing with OT
	Whānau Health
54%	Mental and spiritual wellbeing support to heal from trauma
40%	Access to other health services
46%	Access to pastoral support and mentors
	Whānau engagement in Te Ao Māori
85%	Marae and cultural activities
	Whānau living standards
86%	Employment opportunities
	Whānau relationships
54%	Reduced engagement with OT
89%	Reunification of whānau

## HAWKES BAY DISTRICT PROFILE:

Māori population	28%
Māori Provider Funding (Health proxy)	< 2%
% of children in OT care that are Māori	78%

## WHĀNAU ORA COLLECTIVE PROFILE:

Whānau living in High Deprivation	77%
Whānau with income of \$40,000 or less	90%
Whānau not in employment	87%

# BACKGROUND

## STANDARD FUNDING MODELS

Standard funding models invest in tightly defined services and activities that are specific to a service and programme. They focus on unit costs, prescriptive activity, targets and exacting outputs making services rigid with little flexibility to respond to changing circumstances and needs. Deficit-focused data requirements ask what's wrong and how to reduce it - creating a missed opportunity to take a more preventative and strengths-based approach. A hierarchical structure also sees professionals sitting above service users in decision-making, leaving service users divorced from the design and delivery of their services.

## COMMISSIONING FOR OUTCOMES

Commissioning is a process in which health and social services are planned, purchased and monitored to meet the needs of individuals and the population. As a concept, commissioning emerged in response to issues such as: agency and service fragmentation; top-down approaches; dissatisfaction with contracting models, and lack of trust by government agencies/departments of other stakeholders in the system. Important principles that underpin commissioning include: achieving equity in outcomes; interagency and cross-agency partnerships; involving consumers and providers in design of services; commissioning for outcomes; genuine collaboration; and a drive for efficiency, effectiveness, and innovation.

The Whānau Ora commissioning for outcomes approach invests in long term and sustainable wellbeing outcomes for whānau (and the wider community). Identifying needs and goals happens within communities and whānau who also co-produce methods of addressing those needs and achieving their aspirations. Taking an outcomes and strength-based focus also helps to create long-term social value by focusing on the 'causes' of whānau issues rather than 'symptoms,' that is, looking at the bigger picture of issues and trends to help build awareness, and take a more preventative approach to existing and emerging issues.

Collecting data and measuring results consistently ensures that all efforts remain aligned, enables Whānau Ora partners to learn from each other's successes and failures, and most importantly, remain accountable to the whānau and communities they serve. Because our kaupapa are co-produced, everyone has a stake in success making success more likely.

Whānau Ora stimulates innovation by moving away from over-specified services and asking Whānau Ora partners, whānau, and communities (who use services) to explore ideas and activities to help achieve success. Ultimately whānau are best placed to say how the service is working and what could be done better.

WOCA funds are allocated into the regions based on the distribution of the Māori descent population by Māori electoral regions, using Census data.



## CONTRIBUTING WORK PROGRAMMES TO NGĀ TINI WHETŪ

### Ngā Tini Whetū Inter-Agency Group

The Whānau Ora Commissioning Agency continues to participate in the Inter-Agency Governance Group. Note the Commissioning Agency reaffirmed at the inter-agency group there are three levels to be considered evaluating as part of the wider context for the Ngā Tini Whetū Pilot.

1. Ngā Tini Whetū is a pilot that has funding from three Government Agencies, amalgamated to seek outcomes for whānau based on a commissioning for outcomes model. It is a first for the public sector to integrate funding so to achieve outcomes using a different business model to that of the usual Government Sector Funding Model. It therefore requires constant discussion with Agencies as they move to understand a ground up model to seeking outcomes for whānau as opposed to being a traditional 'top down' needs and issues based model. It requires a very different approach, whereby the agencies do not work directly on the ground with partners to support the delivery of the programme, rather, they look to the agreed reporting provided by Te Puni Kōkiri (TPK) so to ensure the outcomes agreed to have been achieved.
2. Te Puni Kōkiri takes on a new role as being the sponsor on behalf of Oranga Tamariki and Accident Compensation Corporation (ACC) to liaise with the Whānau Ora Commissioning Agency. It is the conduit between reporting to Agencies on the pilot progress as well as ensuring outcomes reporting is completed by the Commissioning Agency to TPK. It involves establishing new reporting templates to the agencies that translates the commissioning model of outcomes into reporting for agencies that allows agencies to map back to their respective agency indicators for Ngā Tini Whetū.
3. The Whānau Ora Commissioning Agency under contract with Te Puni Kōkiri will use its commissioning for outcomes model to implement the Ngā Tini Whetū Pilot. The commissioning agency recognises that this is a first for the Public Sector to undertake this new model for seeking outcomes for Whānau.

## NGĀ TINI WHETŪ RESEARCH & EVALUATION PROGRAMME

Key activities for this work stream has been in supporting the external evaluation of Ngā Tini Whetū funded by Oranga Tamariki and providing research/evaluation support and advice for the internal Whānau Ora Commissioning Agency Ngā Tini Whetū Steering Group.

Ngā Tini Whetū has created an opportunity for government agencies to think and operate differently, although this has been a slow and challenging process.

Central to the Whānau Ora approach is a move away from Business as usual and deficit thinking and models that attributes failures such as lack of achievement, learning or success in gaining employment to a personal lack of effort or deficiency in the individual to a culturally grounded, whānau-centred, strength and outcomes based approach to wellbeing that focuses on whānau as a whole, and more broadly, understands whānau circumstances within the wider context of issues such as poverty or racism. A kaupapa Māori research/evaluation approach - that is research done by Māori, with Māori and for Māori - also recognises the centrality of whānau and the relationships that Māori have to one another and to the world around them.

In terms of the research/evaluation work stream, these differing approaches and 'ways of thinking' resulted in a number of renegotiations, reflections and refinements of the proposed evaluation scope for the external evaluation of the Ngā Tini Whetū pilot. For example, the use of deficit language framed whānau as part of the problem rather than part of the solution, and that whānau needed to be 'fixed,' rather than fixing the disabling systems that whānau exist within. This was exemplified in the initial evaluation scope which was focussed on preventing the "negative consequences of family and sexual violence on children and young people in the context of their whānau", that is, a focus on the consequences of violence rather than causes. A 'typical' Whānau ora approach takes a holistic view of whānau in situations of violence.

Lack of money and resources for instance are often triggers for violence within whānau. Whānau Ora looks to alleviate these types of situations either by ensuring whānau have good financial supports in place (either through entitlements or employment), or whānau are supported in having positive, and nurturing relationships. This might include access to a parenting programme or relationship counselling.

Many of the conversations and discussions at the 'research table' were also initially around making Ngā Tini Whetū fit into the strategic objectives and outcomes of each agency. Whānau Ora has been built from the ground up and designed by whānau and communities. Accordingly, WOCA - with the support of its network of partners - has been set up to meet the needs and aspirations of whānau as defined 'by, with and for' them. This means that the mana always sits with whānau and that WOCA and their partners are here to serve and support. Put more simply, whānau have told us what outcomes are important to them and it is our job to support them to achieve those outcomes. For agencies, this means aligning with what whānau want rather than making whānau fit within agency defined objectives and outcomes.

It was also clear throughout this process that there is still lack of understanding amongst government agencies around how Whānau Ora works and is operationalised, particularly around the commissioning approach, and the WOCA approach to gathering data, measuring outcomes and evidencing impact. This remains a work in progress.

At another level this process has also been about the devolution of power and operating under a 'high trust' model. Thus, while WOCA are used to working in this way, it was evident throughout this process that government agencies are not. Again, the work continues. Attachment One & Two includes further information on the assumptions underpinning the Commissioning Process and the pilot.

## CONTRACTING WITH WHĀNAU ORA PARTNERS FOR NGĀ TINI WHETŪ

The beginning of Quarter Three saw the completion of contracts with partners for undertaking Ngā Tini Whetū. The Commissioning Agency works regionally with Whānau Ora provider partnerships. Historically, the Commissioning Agency managed providers to contract deliverables, in more recent times, this role has transformed to a more meaningful approach concentrated on advocating and supporting provider partnership groups to develop workforce capacity and capability strategies and to coordinate regional opportunities that focus on the convergence of outputs to achieve better whānau outcomes collectively.

Te Kawa o Whānau Ora provides a competency framework that supports best practice ensuring

that Whānau Ora kaimahi are clearly defined and distinguishable from other professional roles. It creates professional development pathways and enables appropriate support for them in their work.

Te Kawa o Whānau Ora facilitates robust discussions for ensuring the way we "do business" with one another and the methods by which we develop systems and processes is the 'Whānau Ora way'; a Māori way.

Through meaningful engagement with partners, the Commissioning Agency is able to support partnerships to:

- Work within an approach that builds on the strengths and capabilities of whānau, that takes an aspirational focus for creating positive change
- Support partners to identify their goals and lead the design for their own annual plan
- Facilitates opportunities for partners to create their own definition of success in working by, for and with whānau Māori
- Navigate stakeholder relationships with an inclusive interagency approach that supports whānau success.

Commissioning innovative health and wellness solutions; highlighting how they will work collectively to share resources to effectively navigate whānau success pathways. This includes:

- Promoting positive whānau experiences of achieving outcomes of self-design
- Providing relevant and meaningful information for whānau to champion positive outcomes in their own whānau
- Providing support and advocacy to whānau that challenges a fragmented systemic, designed to work against positive Māori outcomes
- Work toward the devolution of resources from local and regional Government offices, to local providers so that they can determine how their community uses it.





## THE WHĀNAU ORA NGĀ TINI WHETŪ NETWORK

The Whānau Ora network currently offers a range of services and programmes with complexed and varying populations urban, provincial and rural. The strength of the network is recognised through the connectivity and convergence of urban metropolis communities, working strategically alongside isolated rural providers. Through whānau design partnerships identify risks, challenges and opportunities, working with whānau to design and action.



Locations of Whānau Ora Partners

## STRUCTURE

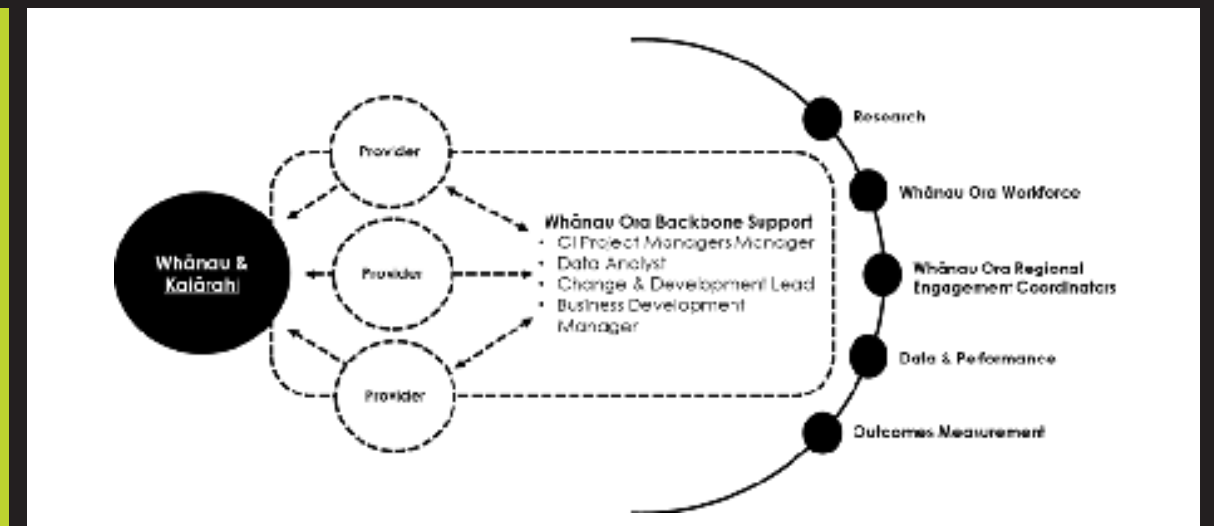
Whānau Regional Engagement Coordinators are a dedicated resource who are able to work more intimately with Whānau Ora provider partnerships. They are based regionally with providers and more frequently with backbone organisations.

The key role of engagement coordinators is to understand what provider partnerships need to achieve their aspirations. The Commissioning Agency funds dedicated backbone resources to support this:

- Collective Impact Project Manager – Charged with overseeing the initiative, monitoring progress indicators and providing ongoing updates to the partnership and contributors
- Data Analyst – Works with all partners to consolidate all provider data and to develop data practice
- Change & Development – Support the rollout of programmes, develop kaimahi understandings and support Whānau Ora workforce design
- Ngā Tini Whetū Business Development Managers – This role has just been rolled out to all lead-partners so the design specs continue to be developed

Engagement Coordinators connects and collaborates alongside partnerships to the Commissioning Agency's backbone work streams:

- Research – Contributes to and leads on key research and evaluation internally and externally with other government organisations. The research team is able to provide analysis and hypothesis to partnerships
- Whānau Ora Workforce – Is connected to a greater best practice strategy both locally and internationally through the social value network
- Data & Performance – Supports partnerships to record their work with whānau
- Outcomes Measurement – Supports partnerships to develop logic modelling frameworks and provide business analysis and insight.



More commonly engagement coordinators will interact with partnerships through the backbone organisation. Connecting backbone resources to the Commissioning Agency work streams.





**Whānau Ora**  
COMMISSIONING AGENCY



RANGATAHI TŪ RANGATIRA