

# Table of action items in response to the Hauora Māori Advisory Committee report

Theme	#	Report recommendations	Position	Timeframes	Response/Action
1. Commissioning and co-commissioning	1.1	Develop an urgent commissioning management plan, process and resourcing to address the impending high volume of Māori provider contract renewals.	Complete	Complete	A Commissioning plan was developed to guide investment decisions for B22/23. All Provider contracts have been renewed for one year.
	1.2	Prioritise the build of significant capability in the commissioning team and the associated development of commissioning model/frameworks. If required, include an injection of temporary capability and expertise to establish these frameworks, as well as exploring opportunities arising from Te Whatu Ora consultation process.	Complete	Complete	A process is underway to centralise commissioning functions to align with priorities outlined in the Strategic Business Plan which will be released in Q2. The Strategic Business plan will focus on the top priorities for delivery in 2023/24. It will set out how Te Aka Whai Ora will deliver on its Statement of Intent, Statement of Performance Expectations and the Minister's Letter of Expectations and recommendations from the Hauora Māori Advisory Committee's report.
	1.3	Include greater coverage of the FY23/24 commissioning plan and associated progress reporting in Ministerial reporting.	Complete	Complete	As part of the Commissioning plan, year two (2023/24) funding is committed.
	1.4	Develop a robust Year Two commissioning implementation plan, ahead of 30 June 2023 including deep consideration of resourcing, timing and delivery implications.	Complete	Complete	As part of the Commissioning plan, year two (2023/24) funding is committed. The Commissioning Plan for year three (2024/25) will be presented to Ministers by end of Quarter 1.
	1.5	Rollover the contracts coming up for renewal under existing terms and conditions to avoid/minimise any changes unless absolutely unavoidable. This will buy time to build internal capability, while providing certainty for providers.	Complete	Complete	All contracts renewed for one Year. Report to be delivered in Quarter 1 report to Minister.
	1.6	Phase in co design and revamp of those contracts over time, in a manageable and prioritised manner.	Progress	Short term	Part of the Commissioning planning approach will involve co designing and revamping of contracts. This will be presented to Ministers by end Quarter 1.
2. Iwi-Māori Partnership Boards and localities planning	2.1	Urgently boost the capacity and capability of the Te Aka Whai Ora IMPB support functions to ensure critical assistance is available to get IMPBs underway.	Progress	Short term	Contracts are in place for all IMPBs to enable them to develop their structure and support. Te Aka Whai Ora support structure to be outlined in an Annual Strategic Business plan for 2023/24.
	2.2	Clarify the tripartite agreement and expectations between IMPBs, Te Whatu Ora and Te Aka Whai Ora and their respective roles in the system.	Progress	Short term	As noted in 2.1 these actions will be considered as part of implementation planning with IMPBs.
	2.3	Develop a clear roadmap by June 2023 for the activation of each IMPB, including how each will be supported to develop their operating models, build confidence in Te Aka Whai Ora as a backbone service provider, establish their thinking, and input into locality plans, strategies and policies.	Progress	Short term	As noted in 2.1 these actions will be considered as part of implementation planning with IMPBs.
	2.4	Prepare and support IMPBs to engage with (and respond to multiple requests from) Te Whatu Ora, including participation in appropriate locality and sector planning.	Progress	Short term	As noted in 2.1 these actions will be considered as part of implementation planning with IMPBs.
	2.5	Bring together, engage and support IMPBs across the motu on their role in informing Te Aka Whai Ora strategy work, and monitoring Te Aka Whai Ora performance against Iwi/Māori expectations.	Progress	Short term	As noted in 2.1 these actions will be considered as part of implementation planning with IMPBs.
3. Monitoring with particular regard to Te Whatu Ora	3.1	Prioritise the implementation of an initial monitoring framework by June 2023 covering Te Whatu Ora progress and performance against their Māori Health Plan (as embedded within Te Pae Tata).	Complete	Complete	An initial Monitoring Framework has been completed to guide the Monitoring function. This will be released by Q2. By end of Quarter 2 present and publish Insights data.
	3.2	Urgently build resource and capability within the monitoring team, including recruiting a permanent Deputy Chief Executive.	Complete	Complete	Embedding of structure and processes now underway.
	3.3	Engage with Audit NZ on an appropriate and reasonable level of independence for the monitoring function at Board and executive levels, and the separation between the monitoring and learning functions and that of commissioning.	Progress	Short term	Engagement with Audit NZ underway. To explore what further monitoring arrangements might be required.
	3.4	Develop a detailed Relationship Agreement with Te Whatu Ora that defines how both parties will work together (at national, regional and local levels) on interfaces between the two operating models, agreed operational activities and frameworks, commissioning and co-commissioning, performance measurement, and the management of conflicts that may arise (including from a monitoring perspective).	Complete	Complete	Kawenata agreed with Te Whatu Ora. Ongoing relationship management and engagement to ensure best practice.
4. Implementation plan for years one and two	4.1	Develop a comprehensive and robust Year Two implementation plan, ahead of 30 June 2023, to form the basis of Board oversight and monitoring, strategic prioritisation, individual accountabilities, workplans, and reporting to Ministers.	Progress	Short term	To be expressed through the Strategic Business Plan. Board to consider plan at August meeting, and published by Q2.
	4.2	Re establish an ePMO (or equivalent) to oversee and track Te Aka Whai Ora progress against key priority deliverables. (ePMO = Enterprise Programme Management Office).	Complete	Complete	ePMO considered with a decision made that equivalent options be adopted.

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5. Delivery against Budget 22 announcements	5.1	Early development and approval of a clear commissioning investment plan for FY23/24, inclusive of the 'effective' one off spend carried over, by 30 June 2023.	Complete	Complete	As part of the Commissioning plan, year two (2023/24) funding is committed.
	5.2	To then be translated into internal workplans, with resourcing, timeframes and accountabilities.	Complete	Complete	As part of the Commissioning plan, year two (2023/24) funding is committed.
6. Development of the Hauora Māori Strategy with Manatū Hauora	6.1	Reset the relationship with Manatū Hauora Strategy team (as was done with the monitoring function). Go back to the reform intent and work forward from there, identifying opportunities to align approaches and leverage the strengths of both parties.	Complete	Complete	Hauora Māori Strategy completed. Joint policy work programme underway, and kaupapa hui established. Relationship is working well, and communication channels agreed and operating.
7. Other matters of significance   Cross cutting issues that can guide Te Aka Whai Ora	7.1	Undertake an urgent assessment of current priorities and delivery requirements, against current capacity and capability constraints and risks. Work with the executive on an agreed, stripped back plan through to 30 June 2023 and into early FY23/24.	Progress	Short term	Align to Strategic Business Plan to be completed by end of Quarter 1.
	7.2	Prioritise strategic risk identification and management, through the Audit, Accountability & Assurance Committee (or equivalent), with a focus on capability and capacity challenges impacting core functions.	Progress	Short term	Align to Strategic Business Plan to be completed by end of Quarter 1.
	7.3	Implement and act upon a strengthened performance accountability framework and measures for the Chief Executive and the executive. Focus areas include planning, commissioning and monitoring functions; capability and capacity development; bedding in of critical enabling systems and processes; and shifting the baseline organisational work patterns from reactive (urgent, unplanned, overloading) to planned, prioritised and resourced.	Progress	Short term	Strategic Business Plan will provide for strengthening the existing accountabilities for Executive. First performance review for CE has been completed.
	7.4	Undertake a formal governance review, covering the matters raised in this high-level assessment.	Progress	Short term	Work underway, to be completed end of Q1.
	7.5	Implement an urgent remediation plan for enabling functions including HR, Planning and Finance.	Complete	Complete	Remediation plan completed (identified what needs remediating and addressed much of this). Next action is working with Audit NZ to report against this - to be completed in Annual Report, and actions to be completed end of next financial year.
	7.6	Prioritise an immediate boost to HR capability to support onboarding and effective induction of new staff and teams into their roles and functions within Te Aka Whai Ora.	Complete	Complete	Completed. HR now fully resourced. Recruitment at a steady state (30 positions a month under recruitment).
	7.7	Prioritise resourcing of critical capabilities Te Aka Whai Ora requires for delivery on Government commitments and strategic priorities (i.e. Planning, Commissioning, Monitoring and IMPBs).	Progress	Short term	Outcome of the Strategic Business plan.
	7.8	Commit additional support to plan and manage the significant increase in the commissioning workload anticipated with the impending renewal of existing provider contracts. Use this to drive team development and creation of critical business processes and controls.	Progress	Short term	Outcome of the Strategic Business plan.
	7.9	Strengthen the communications function to deliver a greater level of strategic focus, support and delivery for the Board, executive and business.	Complete	Complete	Structure confirmed and recruitment underway. Processes being embedded, and focus on professional development. Next steps for further recruitment to be determined through prioritisation in the Strategic Business Plan process.
	7.10	Increase capacity in the communications team to proactively release relevant information to prevent these requests.	Complete	Complete	Structure established with capacity built in (Minister's office support and Government Advisory team in place). Proactive release policy in place. Comms team and support functions to be upskilled on policy and implementation. Ongoing training. Support where necessary through external specialists.
	7.11	Build temporary additional capacity in the organisation to respond to Ministerial requests in a timely manner.	Complete	Complete	Embedding structure and processes per 7.10.

Key Quarter 1 Jul - Sep. Quarter 2 Oct - Dec. Quarter 3 Jan - Mar. Quarter 4 Apr - Jun. Short term = 0 - 6 months