

Te Aka Whai Ora | Statement of Performance Expectations 2023-2024



Contents

Statement of Responsibility	4
Introduction from Chair and Chief Executive	6
Statement of Performance Expectation	8
Our role and function	10
Our Strategic Landscape	12
Aligning our mahi to our strategic objectives and outcomes	17
Our focus from 2022 to 2024	20
What we have done in 2022/23 and what we are going to do for 2023/24	21
Environmentally Sustainable	26
Risk Management	27
Our values guide how we will deliver	28
Measuring our Performance	29
End of year performance reporting	34
Appendices	44
Glossary of terms	45

Presented to the House of Representatives pursuant to section 149 and 149(L) of the Crown Entities Act 2004.

Published in September 2022 by Te Aka Whai Ora | Māori Health Authority

42-52 Willis Street, Wellington, New Zealand

This document is available on the Te Aka Whai Ora website.

www.teakawhaiora.nz

Parliamentary Paper shoulder number E112



Crown copyright ©. This copyright work is licensed under the Creative Commons Attribution 4.0 International license. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to the New Zealand Government and abide by the other license terms. [View a copy of this license](#). Please note that neither the New Zealand Government emblem nor the New Zealand Government logo may be used in any way which infringes any provision of the Flags, Emblems, and Names Protection Act 1981 or would infringe such provision if the relevant use occurred within New Zealand. Attribution to the New Zealand Government should be in written form and not by reproduction of any emblem or the New Zealand Government logo. [Flags, Emblems, and Names Protection Act 1981](#)

Statement of Responsibility

The core of our purpose is in place and reflects the voice of whānau Māori in relation to the needs and aspirations for hauora Māori. Wrapped around this purpose of Te Aka Whai Ora is a new layer of narrative that bind us to our whānau, our tūpuna and the communities in which we live. Where we are entrusted with the health of generations, and where te ao Māori is embedded and called upon to improve the health of our communities.

This document is the Statement of Performance Expectations (SPE) 2023/24 for Te Aka Whai Ora | Māori Health Authority as required under the Crown Entities Act 2004 and covers the financial year 1 July 2023 to 30 June 2024, aligned with delivery planning from Matariki to Matariki.

Signed:



Tipa Mahuta
Chair, Te Aka Whai Ora
(*Waikato, Maniapoto, Ngāpuhi*)

Our role and functions described in the document are consistent with the Pae Ora (Healthy Futures) Act 2022.

The prospective financial statements and performance expectations have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP). The forecast financial statements and underlying assumptions in this document have been based on our current financial assumptions for 2023/24.

The Te Aka Whai Ora Board acknowledges its responsibility for this document, which contains the reportable outputs and the prospective financial statements for the year, including the assumptions on which they are based.

Signed:



Steven McJorow
Board Member and Chair of Finance,
Accountability and Audit Committee,
Te Aka Whai Ora
(*Ngāti Kahungunu, Ngāti Moe*)



Introduction from the Chair and Chief Executive

*Maa te maia, te manawanui me te ngaakau
titikaha, taatou, e whai hua ana.*

*To achieve our goals, together we must be bold,
brave and focussed*



Tipa Mahuta
Chair, Te Aka Whai Ora
(*Waikato, Maniapoto, Ngāpuhi*)



Riana Manuel
Tumu Whakarae (Chief Executive)
(*Ngāti Pūkenga, Ngāti Maru, Ngāti Kahungunu*)

It has been almost a year since Te Aka Whai Ora – Māori Health Authority was created to drive a focus on Māori health within a new health system for Aotearoa.

In this, our second Statement of Performance Expectations, we outline the progress that has been made over the past year, and how we will build on these foundations in 2023–24 to improve pae ora for whānau, communities, and kaimahi/healthcare workers.

Te Aka Whai Ora has a unique position as a commissioner of health services, a monitor of health system outcomes, and an advisor to Ministers. We represent the needs, views and aspirations of Māori throughout the health system.

In its first year, Te Aka Whai Ora has established our operating model and appointed many key leadership roles; responded to the need for more services designed by and for Māori; worked in partnership with Te Whatu Ora on programmes that address historic inequities; and with Manatū Hauora on the interim Hauora Māori Strategy that will underpin the next stage of improvements in Māori health.

Signed:

Tipa Mahuta
Chair, Te Aka Whai Ora
(*Waikato, Maniapoto, Ngāpuhi*)

We supported the establishment of the first iwi-Māori partnership boards that work alongside localities, giving whānau and communities a strong, independent voice in health planning and delivery.

The benefits of a national Māori health agency were demonstrated in the response to Cyclone Gabrielle, where Te Aka Whai Ora was able to act quickly to support the incredible efforts of iwi, hāpu and hauora Māori providers working on the ground in affected communities.

In the year ahead we will build on these foundations, continuing to look for innovative approaches and prioritising investments that enable tino rangatiratanga and mana motuhake and make the greatest difference for whānau Māori.

This is no small task, but our first year has demonstrated we are not alone in this mahi. We have built strong partnerships across the health system, in the wider social sector, and with iwi, hapū and whānau.

We acknowledge those whose mahi paved the way, and those who will help carry this kaupapa into the future.

Signed:

Riana Manuel
Tumu Whakarae (Chief Executive)
(*Ngāti Pūkenga, Ngāti Maru, Ngāti Kahungunu*)

Statement of Performance Expectation

This Statement of Performance Expectations (SPE) outlines the annual outputs (goods and services), performance targets and financial forecast for 2023–2024. It sets out the different output classes we have, how we will assess our performance against those output classes, and prospective financial statements for 2023–2024.

The performance expectations in this document provide a baseline for our performance assessment to our key stakeholders such as whānau, hapū and iwi-Māori, the Government, Parliament and the general New Zealand public.

Our performance expectations are outlined in the Interim Government Policy Statement for Health which has been used to guide in the development of the Te Pae Tata – interim NZ Health Plan action plan, our Statement of Intent (SOI) 2022–2026 and this document.

This document should be read alongside Te Pae Tata action plan which was jointly developed by Te Aka Whai Ora and Te Whatu Ora.

The Te Aka Whai Ora activities for 2023/24 have been divided into the following three output classes:

- 1. System performance and outcomes** – This output class includes our external monitoring function on the health system to ensure health outcomes agreed by whānau, hapū and iwi Māori are met
- 2. Facilitating mana motuhake** – Facilitating and developing policies, strategies and actions that are responsive to meeting whānau, hapū and iwi Māori health outcomes and needs
- 3. Te ao Māori, mātauranga Māori, and rongoā commissioning (hauora Māori)** – direct commissioning, co-commissioning and partnered commissioning approach to improve and increase the number of hauora Māori providers and mātauranga Māori services offered.

Mātauranga is in our stories, our environments, our kawa and our tikanga. Mātauranga includes 'language, whakapapa, technology, systems of law and social control, systems of property and value exchange, forms of expression, and much more' (Waitangi Tribunal 2011a, p. 22).

This SPE contains several performance measures that enable the overall quality of our outputs which we lead or partner to be assessed against the expectations in the Interim Government Policy Statement on Health and the five strategic objectives as set out in our SOI 2022–26:

- Realisation of mana motuhake
- An indigenous health system
- An accountable system
- Collective impact
- Sustainable and equitable resourcing.

The performance measures in this SPE will be reported quarterly, during the year, to the Minister of Health through Te Aka Whai Ora Quarterly Report and annually to Parliament in the Annual Report for Te Aka Whai Ora.



Our role and function

Te Aka Whai Ora | Māori Health Authority has been established as a Statutory Independent Authority under the Pae Ora (Healthy Futures) Act 2022.

The objective of Te Aka Whai Ora under Section 18 of the Pae Ora (Healthy Futures) Act 2022 is to:

- Ensure that planning and services within the health system respond to the aspirations and needs of Māori whānau, hapū and iwi
- Design, deliver and arrange services that achieve best possible health outcomes for Māori whānau, hapū, iwi in accordance with the health sector principles
- Collaborate with other agencies, organisations, and individuals to improve health outcome for Māori whānau, hapū, iwi and all New Zealanders.

The core functions of Te Aka Whai Ora under section 19 are:

- Leading change with whānau, hapū, iwi to the entire health system to understand, respond and improve Māori health outcomes
- Developing strategy and policy which will drive better health outcomes for Māori, including advice to Ministers

- Commissioning taurite, kaupapa Māori and other health services targeting Māori communities
- Co-commissioning and partnered commissioning of other services alongside Te Whatu Ora and other agencies
- Monitoring the overall performance of the health system to reduce health inequities for Māori and improve Māori health outcomes.

Te Aka Whai Ora works alongside Te Whatu Ora | Health New Zealand, and Manatū Hauora | Ministry of Health (the steward of the health system and health policy lead) and other parties, to ensure the entire health system understands and responds to the health and wellbeing needs of whānau Māori. These partnerships are key to ensuring Māori autonomy and embedding te ao Māori perspectives and tikanga values across the health system to achieve agreed local, regional and national outcomes for Māori.

The Boards of Te Aka Whai Ora and Te Whatu Ora work closely together, describing their mutual Te Tiriti-based relationship as a 'Waka Hourua': Te Aka Whai Ora and Te Whatu Ora being the waka that represent two knowledge systems and worldviews, moving together in a common direction.

The interwoven sails represent the information, evidence, advice, and voice of whānau that inform one another's decisions.

The role of Te Aka Whai Ora is to lead and monitor transformational change, so the entire health system understands and responds to the health and wellbeing needs of whānau Māori. Our mandate exists to manifest the aspirations, objectives, and imperatives of whānau, hapū and iwi alongside those expressed by the Crown. We are responsible for upholding the wairua of the collective contribution, leading to greater health and wellbeing for all. A key priority is indigenising the health system, including driving growth within our Māori workforce by both supporting our existing staff and ensuring Māori have a clear pathway into health mahi. Whānau will be the voice and capability that drives the design and delivery of services and supports in Aotearoa, which better meet the needs of Māori.

Te Aka Whai Ora drives a focus on hauora Māori, prioritising the voice of whānau Māori and ensuring health services deliver equitable outcomes to Māori. Te Aka Whai Ora works in partnership with Te Whatu Ora to plan and commission all health services jointly at a national, regional and local

level, commissions hauora Māori services directly, and monitors system-wide outcomes for Māori. We will use oranga whānau and population health to support wellbeing. Greater wellbeing requires healthy environments, climate sustainability, redressing the social determinants of health, mental wellbeing and healthy whānau.

Embedding Te Tiriti o Waitangi in the health system as its foundation is an enduring key priority to be realised by supporting and working with Manatū Hauora and Te Whatu Ora to do the same. We will work locally, with regional coordination and national enablement, in networks and partnerships, to remove the inequitable burden of ill health.

Our strategic landscape

In Aotearoa New Zealand, there have been different levels of health for people. This is unfair, unjust and avoidable.

The system has failed to look after Māori:

- Māori die at twice the rate as non-Māori from cardiovascular disease
- Māori tamariki have a mortality rate one-and-a-half times the rate of non-Māori children
- Māori are more likely to be diagnosed and die from cancer
- Māori die on average seven years earlier than non-Māori.

The health system needs to perform better for Māori in every sphere, for every condition, through every service and every interaction. This will require long term transformational redesign rather than incremental changes to the status quo and it will take many years to realise the outcomes and benefits we strive for.

The transformation journey we are embarking this year and next (our first two years as an independent statutory entity) can be likened to the whakatauki – *E ngaki ana a mua, e tōtō mai ana a muri* | *First clear the weeds, then plant.*

The Health Reforms have resulted in a structural change to Aotearoa New Zealand public health system to prioritise improvement of Māori health outcomes and health equity (along with Pacific and other priority populations). The seeds and planting Te Aka Whai Ora undertakes this

year will create a situation in which our tamariki and mokopuna are able to enjoy better quality wellbeing and benefit from the improved health outcomes and reduced inequities because of the mahi started today.

Achieving pae ora requires us to think beyond narrow definitions of health to improve hauora Māori outcomes and make a difference; to envisage a genuine Māori worldview with a dynamic, whānau centred, community-led approach. Hauora is a holistic view of health and wellbeing which includes four dimensions:

- Taha tinana | physical wellbeing – medical health
- Taha hinengaro | mental and emotional wellbeing
- Taha whānau | social wellbeing
- Taha wairua | spiritual wellbeing.

The new health system is intended to achieve three holistic elements of pae ora so that all the dimensions of hauora and these elements are:

- Mauri ora | healthy individuals
- Whānau ora | healthy families
- Wai ora | healthy environment.

Taking a pae ora approach requires health entities to put whānau at the centre of decision-making about the purchase, allocation and provision of health services and infrastructure.

This enhances the voices of whānau and communities and maintains an integrity consistent with their values and worldview.

This approach upholds Te Tiriti and will contribute towards improving the social determinants of health including:

- housing and the environment
- early childhood development and education
- income and social protection
- employment and work life conditions
- food security
- social inclusion and non-discrimination
- access to affordable, quality health services.

The aim of Te Aka Whai Ora is to improve and enrich the lives of whānau Māori, and to provide healthy futures for all in Aotearoa New Zealand. In 2022–23, as our first year, we started this transformation by embedding te ao Māori approaches and mātauranga Māori practices. We are taking a multi-faceted approach to improve the capability and capacity of Māori providers and workforce and taking a population approach to improving services for our priority populations – tangata whaikaha, tangata whaiora, kaumātua, rangatahi. Prior to the establishment of Te Aka Whai Ora there was an absence of dedicated services for priority groups within the Māori population that reflect the diversity and uniqueness of hāpori Māori.

Interim Government Policy Statement

In combination with the introduction of the Pae Ora (Healthy Futures) Act 2022, the Government has set its direction

and expectations of the health system reforms for 2022–2024 in its interim Government Policy Statement (iGPS).

There are six priority areas that the Government are expecting to see progress on:

- Achieving equity in health outcomes
- Keeping people well in their communities
- Embedding Te Tiriti o Waitangi across the health system
- Developing the health workforce of the future
- Laying the foundations for the success of the future health system
- Ensuring a financially sustainable health system.

Interim Te Pae Tata Health Plan

As a result of the iGPS, Te Aka Whai Ora and Te Whatu Ora have jointly developed the interim Te Pae Tata | New Zealand Health Plan, which sets out 266 initiatives that will be carried out between 1 July 2022 to 30 June 2024. Te Aka Whai Ora is responsible for leading 11 of these initiatives, and will partner or support Te Whatu Ora on a further 50 published actions.

Our Oranga Whānau Outcomes Framework

In 2022/23 we developed the Oranga Whānau Outcomes Framework, which takes a holistic approach to improving the wellbeing of whānau. The framework sets out the desired outcomes which Te Aka Whai Ora and other partners involved with the

health system reforms will need to work towards. The framework takes a long-term view, looking at the wellbeing from a population or whole of Aotearoa New Zealand level perspective, and a short-term view from a whānau by life course approach.

Our Oranga Whānau Outcomes Framework on longer-term Outcomes we will see in 2040

Outcomes for tangata whenua in Aotearoa New Zealand					
ORANGA WHĀNAU					
	Mana Tangata	Mana Atua	Mana Tūpuna	Mana Whenua	Mana Taiao
At a population or whole of Aotearoa NZ level.	Whānau are proudly Māori within the modern world. They are healthy and prospering, enabling future generations to live well. The hauora system is free from racism, responsive and valued. Societal inequities no longer exist in Aotearoa. Whānau lead action for community wellbeing and are able to exercise decision making authority.	Our wairuatanga continues to be a pillar of our wellbeing. Our whānau are thriving in te ao Māori and wider society is inclusive and welcoming toward them. Our belief practices are revitalized and practiced in health care and support the health of whānau throughout Aotearoa.	Ancestral wisdom underpins our wellbeing. Mātauranga Māori has guided us in our determination to flourish. Our whakapapa is affirmed and the beauty of our reo, kawa and tikanga are appreciated and experienced throughout Aotearoa. Our task now is to enable future generations to ensure intergenerational transmission to retain knowledge and wisdom so they too can flourish in the face of future challenges.	Our wellbeing is indivisible from whenua which nurtures, grounds, protects, advances and contributes to our wellbeing. Through the applications of tikanga we live as tangata whenua, growing our traditional tenure over lands, territories and waterways. Our land is a foundation for health, social, and economic wellbeing.	Ranginui and Papatūānuku are our enduring foundations for health. When they are sound, they enhance our health and the wellbeing of other forms of life. The design of built environments and communities are health protecting. In 2040 all people of Aotearoa have been inspired to transform behaviour to respect the natural world and underline the importance of kaitiakitanga.
Longer term.					
Example population-level data (existing data sets)¹	Indicators will be finalised and applied in 2023/24.	Indicators will be finalised and applied in 2023/24.	Indicators will be finalised and applied in 2023/24.	Indicators will be finalised and applied in 2023/24.	Indicators will be finalised and applied in 2023/24.

1 Examples do not include mātauranga Māori or Te Ao Māori informed data sets at this stage.
 2 Resources are broad in nature and may include people, technological, services, and other – as required.

Our Oranga Whānau Outcomes Framework on short to medium term outcome that contribute to the longer-term outcomes:

Outcomes for whānau by life course	Hapūtanga (>0)	Pēpi (0-5)	Taiohi (6-11)	Rangatahi (12-19)	Pākeke (20-40)	Koroua & Kuia (41-65)	Kaumātua (65+)
Overall	Māmā (and their whānau) are cared for and are well from preconception to birth. They have pregnancies free from harm and have culturally and clinically safe birthing experiences.	Pēpi (and their whānau) receive the best possible health service tailored to their immediate needs and delivered by a clinically and culturally safe workforce.	Every Taiohi knows they belong with their whānau, and they are at the centre of decision making with their whānau. Their experience of health services is free from harm delivered by a cultural and culturally safe workforce.	Rangatahi (and their whānau) feel safe and protected. They experience high-quality services that are easy to access and navigate.	Pākeke and their whānau find services are easy to access and navigate and give clear and relevant health messages so that individuals and whānau can effectively manage their own health, keep well, and live well.	Koroua & Kuia (and their whānau) are self-managing, living healthy lifestyles and confidently participating in te ao Māori and in society.	Kaumātua (and their whānau) are cared for and are offered a korowai of services, which will wrap around to keep them warm and safe.
Healthy lifestyles and environments	Māori flourish and thrive in environments that enables good health and wellbeing. Whānau are supported to live healthy and well lifestyles in ways that are meaningful to whānau.						
Access	Whānau have equitable access to the resources ² they need to be as healthy as they can be, which includes prevention of ill health as well as access to services and solutions that promote and maintain oranga wellbeing						
Experience	Māori, as direction setters of health services, have pathways to care that meet their immediate needs as well as their future needs across all stages of life. Whānau have good health, and that the health system works to ensure that the way it delivers services across the continuum of care, from prevention to specialist services for Māori at all ages. Service providers recognise Māori mana Motuhake. All health and disability services are provided in a culturally safe way that recognises and supports the expression of hauora Māori models of care.						
Cultural, clinical safety and Service options and choices	Whānau experiences services that are free from racism, bias, and discrimination. They have options and choices based on the 'best of' clinical and culturally safe care. Options and choices include te ao Māori and mātauranga Māori informed services as well as Taurite services.						
Enablers: workforce	Whānau are served by a workforce that respects and values the indigeneity of tangata whenua. The composition of the health sector workforce reflects the communities it serves. The Māori health workforce is in positions of leadership and influence to effect sustainable systems and service transformation. New workforce growth is invested in and proactively planned. Allies in the non-Māori workforce are supported to effect change and influence improved Māori outcomes.						
Enablers: financial	Service providers allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving Māori health equity. Service providers utilise funding to support the reindigenising of the health system.						
Enablers: data and digital	Māori sovereignty principles will be embedded in how we manage and use data. Improve digital access to care as an option to improve access and choice. Equity will be embedded in digital innovations and service redesign.						
Wider determinants	The health sector partners with other sectors and delivers services to whānau that mitigate the negative impacts of the wider determinant of health. This includes focusing on supporting whānau to achieve their moemoea regarding a healthy and safe kainga, and across other sectors like education, employment (income), justice, corrections, social development, police. The health sector partners with other sectors and tangata whenua to ensure whānau are connected to their tūrangawāwae, have a sense of belonging, with opportunities to learn and understand te reo Māori, whakapapa, mātauranga Māori.						

Aligning our mahi to our strategic objectives and outcomes

To enable for us to support and achieve the Oranga Whānau longer-term outcomes and the six priority areas outlined in the interim Government Policy Statement for Health, we have set out five strategic objectives. These objectives help us to align, focus and evolve our services and functions to ensure we can contribute effectively towards the Oranga Whānau longer-term outcomes.

Our five strategic objectives are:

- Realisation of mana motuhake
- An indigenous health system
- An accountable system
- Collective impact
- Sustainable and equitable resourcing.

The services and functions we deliver under our five strategic objectives are covered within our following three output classes:

- Output class 1: Systems performance and outcome
- Output class 2: Facilitating mana motuhake
- Output class 3: Te ao Māori mātauranga Māori and Rongoā commissioning (hauora Māori).

All our services and functions provided are covered under the appropriation *Delivering hauora Māori services* within Vote Health.

Realisation of mana motuhake

The aim of this strategic objective is to enable whānau, hapū, and iwi Māori to express their mana motuhake in ways that support their wider aspirations. To achieve this, we will lead a system that will address whānau health and wellbeing. We will support those at the front line who are also committed to that goal.

Our support under this strategic objective will focus on the following health priority areas:

- Mate pukupuku (people with cancer)
- Māuiuitanga taumaha (people living with chronic health conditions)
- Kahu taurima (maternity and early years)
- Oranga hinengaro (people living with mental distress, illness and addictions)
- Ensuring all services are integrated and whānau centred.

The services and functions provided under this objective are covered within output classes 2 and 3.



An indigenous health system

The aim of this strategic objective is to ensure the health system is responsive to whānau, hapū, and iwi Māori through integrating and promoting Te ao Māori solutions. We will support this by promoting wairuatanga (spirituality) as a determinant of wellbeing, and by collaborating with others to build environments of respect for the dignity and integrity of all whānau.

We will achieve this strategic objective by:

- Developing a Māori data sovereignty framework
- Encouraging and supporting greater Māori representation at the leadership level across the health system (for example Iwi Māori Partnership Boards)
- Creating, in partnership, Te ao Māori models of service delivery
- Te whakawhanaketanga o te rāngai hauora (Māori health sector development)
- Increasing the capacity and capability of the Māori health workforce.

The services and functions we provide under this objective are covered within all our three output classes.

An accountable system

The aim of this strategic objective is to have a health system that delivers on the agreed outcomes for whānau, hapū and iwi Māori.

We will achieve this objective through:

- Carrying out our health system monitoring function in respect of

hauora Māori outcomes, supported by digital transformation and intelligence

- Promoting the significance of mātauranga Māori as a key determinant of whānau health and wellbeing, supported by Māori health insights and intelligence
- Developing a culturally safe workplace
- Empowering Māori governance.
- The services and functions provided under this objective are covered within output classes 1 and 3.

Collective impact

The aim of this objective is to wholly integrate the health system not to only to deliver on health outcomes, but also to deliver on social, cultural and economic outcomes. We will join with others to recognise the significance of traditional lands, waterways and territories as a platform for Māori health and wellbeing.

We will achieve this objective through:

- Facilitating mana motuhake
- Developing and sustaining mutual respect and shared understanding of different perspectives, roles, capacity and capabilities within the different systems apart from health
- Whānau voice engagement with Iwi Māori Partnership Boards, hauora Māori partners, health partners, national entities, whānau, hapū, iwi Māori and other stakeholders
- Implementing evidence-based policy.

The services and functions provided under this objective are covered within output class 2.

Sustainable and equitable resourcing

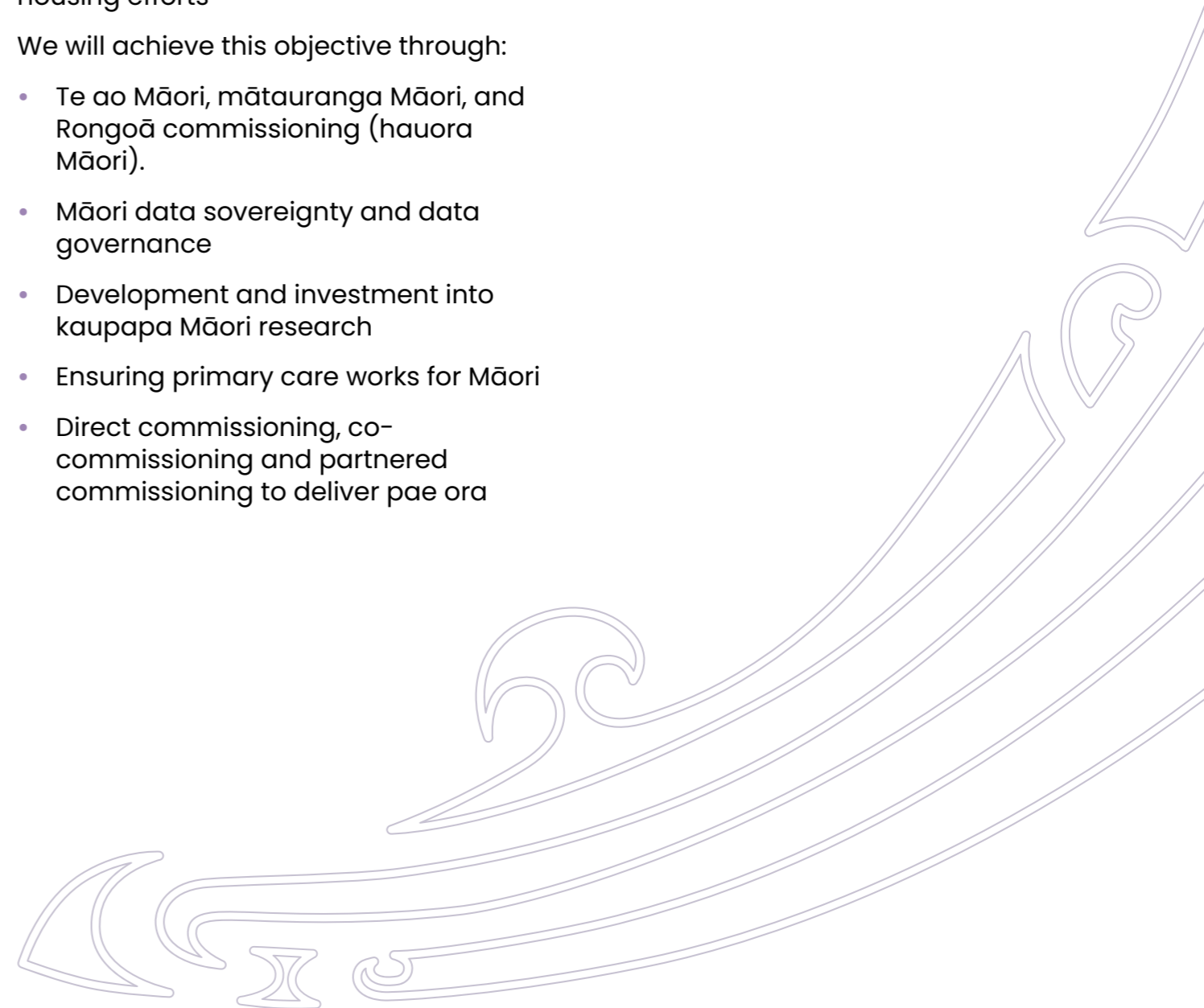
The aim of this objective is to enable resourcing to achieve agreed health outcomes and wider aspirations of whānau, hapū and iwi Māori. We will promote kaitiakitanga as a key determinant of whānau health and wellbeing. We will also promote environmental protection in Māori housing efforts

We will achieve this objective through:

- Te ao Māori, mātauranga Māori, and Rongoā commissioning (hauora Māori).
- Māori data sovereignty and data governance
- Development and investment into kaupapa Māori research
- Ensuring primary care works for Māori
- Direct commissioning, co-commissioning and partnered commissioning to deliver pae ora

- Develop and maintain collaborative relationships with Te Puni Kōkiri, Manatū Mō Te Taiao | Ministry for the Environment, Tupu.NZ and Te Tūāpapa Kura Kāinga | Ministry of Housing and Urban Development to improve hauora Māori outcomes.

The services and functions we provide under this objective are covered within all our three output classes



Our focus from 2022 to 2024

Te Pae Tata 2022–24 sets out the delivery plan for Te Aka Whai Ora and Te Whatu Ora to deliver. From Te Pae Tata, the 11 delivery actions we are responsible for leading are:

Oranga hinengaro

- Review the national approach to Māori suicide prevention and construct suicide prevention approaches consistent with mātauranga Māori to reduce the rate of suicide and suicidal behaviour.
- Design and expand Te ao Māori mental health service solutions (which will be similar to Pacific mental health service solutions delivered by Te Whatu Ora) including primary mental health and wellbeing, access and choice services.

Kahu taurima

- Design immunisation and Well Child Tamariki Ora services that work for Māori and build off a strongly integrated maternity service.
- Develop whānau-orientated interventions that provide intensive support for maternity and the early years.
- Provide wrap-around support for wāhine hapū antenatal and birthing care, including identifying ways to provide longer-term intervention and prevention services.

Public health

- Work with the Public Health Agency to develop and implement evidence-based public health and legislative interventions that reduce harm from alcohol, tobacco and other drugs, as it aligns with the Smokefree 2025 goal.

Iwi Māori Partnership Boards

- Iwi Māori Partnership Boards are in place and engaged locally, regionally and nationally.
- Partner with Iwi Māori Partnership Boards to develop interventions that are tailored for Māori, build community capability and ultimately work for Māori.

Workforce development

- Develop sustainable and integrated funding arrangements for existing and new iwi and Māori organisations and Pacific providers, reaching 25 percent of eligible providers in the first year and 50 percent in year two.
- Assess and improve the cultural safety of healthcare organisations.

Māori data sovereignty

- Embed Māori sovereignty frameworks and practices for governance of data and information, privacy, and security. Ensure appropriate data and protection standards are in place.

What we have done in 2022/23 and what we are going to do for 2023/24

Our focus and action plan for both 2022/23 and 2023/24 is focused on achieving the delivery expectation of our 11 initiatives in Te Pae Tata. We have made significant achievements in 2022/23 in standing up the agency and laying the foundations to achieve the expectations of the health reforms as outlined in the Pae Ora (Healthy Futures) Act 2022 and the iGPS.

For 2023/24, we will continue to build on from 2022/23, focusing on embedding mātauranga Māori approaches and evaluating existing services and investment to reprioritise and work smarter to innovate and transform hauora Māori outcomes. We will do this through the following mahi.

Health system monitoring

A core function under section 19 of the Pae Ora (Healthy Futures) Act 2022, to monitor the overall performance of the health system to reduce health inequities for Māori. The Pae Ora (Healthy Futures) Act 2022 established the legal framework for a highly devolved health system driven by local needs and aspirations for hauora Māori, strengthening commitments to Te Tiriti o Waitangi and providing a new context for monitoring system performance for hauora Māori. Performance monitoring of the overall health system for hauora Māori is a joint responsibility between us, Te Puni Kōkiri and Manatū Hauora.

In 2022/23, designing and building our foundational health monitoring systems and processes which led to the development of a mātauranga Māori monitoring framework to ensure the health system is closing the inequity gap and delivering on equitable health outcomes for Māori.

For 2023/24, we expect to begin delivering our monitoring function, firstly by producing a baseline report and a collection of insights reports and specific focus on service delivery for Māori by Te Whatu Ora and their Māori Health Improvement Plan – section titled Māori Health in Te Pae Tata. We will also be working with Manatū Hauora and Te Puni Kōkiri to co-monitor outcomes at individual, whānau and health system level, including the social determinants of health.

Pae ora health strategies and policies

The Pae Ora (Healthy Futures) Act 2022 required the hauora Māori Strategy to be developed by Te Aka Whai Ora and Manatū Hauora.

In 2022/23, the Interim Hauora Māori Strategy was completed. This strategy provides a basis on how to respond to health problems for Māori including to harm from alcohol and other drugs.

We also provided advice on several pieces of legislation and policies involving hauora Māori component strategies such as repeal and replacement of the Mental Health Act (Compulsory Assessment and Treatment) Act 1992 and Māori Health Workforce Action Plan.

For 2023/24, along with Manatū Hauora and Te Whatu Ora, we will be involved with the development and launch of the full hauora Māori Strategy, the full Government Policy Statement on health and a fully costed Te Pae Tata (New Zealand Health Plan).

Supporting Iwi Māori Partnership Boards

Iwi Māori Partnership Boards (IMPBs) are a central part of the health reforms. The boards enable Māori to have a voice and meaningful role in the planning and design of local health services.

In 2022/23, the focus was on recognising the IMPBs. As at the beginning of 2023, 11 Iwi Māori Partnerships Boards have been gazetted. We expect that by the beginning of 2023/24, a further four Boards will be gazetted and fully running.

For 2023/24, our focus will shift to supporting IMPBs to become active participants in Locality health planning. Te Aka Whai Ora will ensure IMPBs have the support to participate in planning health services that are tailored to meet Māori and community priorities and needs. IMPBs provide the mechanism to ensure the voice for whānau and other parts of the community to be heard when developing local health plans.

We expect our support will be providing:

- appropriate levels of funding and staffing resources
- data and information on the Māori population for:
 - health utilisation in their local community
 - health concerns such as screening and immunisation rates.

Supporting the implementation of localities

We will work with Te Whatu Ora to develop and establish localities, and ensure Iwi Māori Partnership Boards carry out their responsibilities in regard to localities and locality plans.

Whānau voice

Whānau voice is critical to the success of the health reforms. It will strengthen and empower whānau to be leaders in their own health and wellness journey, designing Māori solutions for Māori and helping to realise equity in the health system.

Over the next two years, we will undertake a two-part plan:

- In 2023/24, we will set up the framework (the Tūāpapa) foundational platform in which Whānau voice is coordinated connected across Aotearoa. It is important we set a good foundation to ensure the transformative changes we want are successful.

We are working with Te Whatu Ora and the Health and Safety Commission to promote the Code of Consumer Expectations through our engagement with whānau, hapū, iwi, community and

Hauora Māori partners. Through this engagement we expect to increase Māori participation in health system which will empower Māori to drive change to ensure whānau needs are met. Our role is to support this engagement at the local, regional, and national level.

- In 2024/25, we plan to implement an operating model based on mātauranga Māori giving mana to whānau voice. We will co-design new services in partnership with Māori that meet the needs of whānau.

Māuiuitanga taumaha (Māori with long-term conditions)

Māori face inequities in health outcomes across a range of long-term conditions such as diabetes, gout, heart disease, respiratory conditions and strokes.

In 2022/23, we identified a gap for Te ao Māori solutions in prevention and self-management relating to long-term conditions. Educational programmes were developed to focus on lifestyle-related nutrition, food consumption, smoking and exercise, health check-ups, and ensuring homes are warm and well insulated.

For 2023/24, we expect these educational programmes to be delivered to Māori and the community by 77 clinics across New Zealand.

Mate pukupuku (cancer support for Māori)

Cancer is a leading cause of avoidable death for Māori and of inequities in life expectancy between Māori and non-Māori. Research shows that Māori are more likely to get cancer than non-

Māori, and once diagnosed with cancer, Māori are less likely to survive their cancer than non-Māori.

In 2022/23, we focused on developing programmes on prevention, early detection and navigational whānau support through treatment, palliative care and survivorship.

For 2023/24, we expect hauora Māori service providers to deliver educational programmes on:

- Prevention relating to lifestyle-related, nutrition/food consumption, smoking and exercise
- Early detection cancer screening and frequent GP checks
- Whānau support through treatment, palliative care or survivorship.

Oranga hinengaro (services for Māori mental health and wellbeing needs)

Māori are significantly overrepresented in suicide statistics in Aotearoa. The reasons for these inequities include a higher prevalence of mental illness, lower rates of employment and increased barriers to accessing to health services.

In 2022/23, we invested in the He Tapu te Oranga o ia Tangata | Every Life Matters Suicide Prevention Strategy and Action Plan. A key part was the redesign of Kia Piki te Ora Māori suicide prevention programme to strengthen and grow kaupapa Māori services in suicide prevention.

For 2023/24, the Kia Piki te Ora Māori suicide prevention programme will be rolled out. We will be seeking registration of interest from hauora Māori partners

and once the provider partners have been selected, the programme will be implemented.

Kahu taurima (maternity and early years services)

Māori face several access barriers for kahu taurima services ranging from late presentation for lead maternity care to workforce challenges.

In 2022/23, new investment was made to enable the Kahu Taurima | First 2,000 Days Te ao Māori Model of Care programme, a wrap-around service to be implemented.

For 2023/24, further investment will be made to grow the programme by looking at:

- Redesigning of current disjointed maternity and Tamariki Ora Well child services for Māori and develop a Tamariki Ora wrap around service.
- Creation of teams to provide a collective and complementary service.

Māori workforce development

To drive towards more equitable health outcomes for Māori, we need a representative workforce that understand and are responsive to the needs of whānau.

In 2022/23, Kaiāwhina and Cultural workstreams were commissioned and this investment is an important step towards building more diverse, sustainable pathways into health for people in our communities. We have also increased access for Māori to participate in the health system with hauora Māori scholarships offered doubled in 2022/23 to 1,500 from 750

in 2021/22. For 2023/24, we expect 1,500 scholarships places will be offered.

For 2023/24, we will continue to increase access and improve the capability for Māori to participate

and practice mātauranga Māori services within the in the health system. We will concentrate on strategies to grow and train the Māori workforce. We will commission work to grow the Māori workforce by 800 people in priority areas and train 1,100 hauora Māori workforce over the next four-years.

Mātauranga Māori solutions

For our mātauranga Māori solutions workstream we have been concentrating on:

- Investing in mātauranga Māori solutions for primary care services
- supporting and uplifting uniquely mātauranga Māori approaches to care
- enabling Māori to exercise mana motuhake and rangatiratanga across the wider health system
- expanding existing rongoā Māori services.

In 2022/23, to assist with embedding mātauranga Māori practices in the health system, we have developed a new three tier Te ao Māori commissioning framework for direct commissioning, co-commissioning with Te Whatu Ora and partnered commissioning in collaboration with other agencies and partners.

The new commissioning framework has allowed us to start increasing our investment in mātauranga Māori

solutions and services. We expect to increase our funding arrangement with eligible hauora Māori providers. We expect the coverage of rongoā Māori services in 2022/23 to be 1,275 clients and increasing to 2,125 in 2023/24. Mātauranga Māori innovative service client coverage is also expected to increase from 59,500 in 2022/23 to 76,500 in 2023/24.

Te ao Māori population health solutions

The introduction of the Pae (Healthy Futures) Act 2022 recognised the lack of Te ao Māori population health solutions and the need to address this.

In 2022/23, we identified several areas we needed to focus on under Te ao Māori population health solutions including:

- Identifying services needed
- Build, develop and strengthen the voice of whānau across the health system
- Develop, support and strengthen local, regional national networks to participate in health planning
- Identify how we can increase or expand existing services for Māori.

Request for proposals from service providers were sought in 2022/23. It is expected that for 2023/24 commissioned work in these areas will commence with options on how we can tackle the issues that have been identified.

Data and digital solutions for Māori

The hauora Māori sector suffers from a lack of investment in data and digital solutions to help advance the wellbeing of Māori and their service providers (e.g., patient facing solutions / tools vs provider facing solutions/tools and capability).

In 2022/23, we identified that data and digital solutions which are both whānau-facing and provider-facing will significantly improve access for many whānau. Evidence shows that Māori solutions led by Māori contribute to health and wellbeing and resiliency of Māori and that any new service models, strategies, solutions and innovations need to be grounded in Te ao Māori.

For 2023/24, it is expected that Māori providers will begin delivering services providing data and digital, tele health and remote monitoring options that will reduce the barriers to the health system for Māori.

The services we are delivering (outlined above) endorse and promote the Oranga Whānau principles as outlined in the Outcomes tāngata whenua in Aotearoa New Zealand model. We have applied the principles against the whānau by life course outcomes such as hapūtanga, pēpi, taiohi, rangatahi, pākeke, koroua / kuia and kaumātua.

Environmentally Sustainable

To ensure we are taking tangible actions to be environmentally sustainable, by reducing harm to and improving the environment with a focus on reducing greenhouse emissions, we will develop a resource efficiency data collection policy and our supplier reporting requirements to meet the Carbon Neutral Government Programme (CNGP) obligations.

We expect that once both the policy and reporting requirements have been finalised, these will be embedded into the way we work and introduced into the new commission contracts.

Doing this will help us to understand the carbon footprint created by our agency with its operating model. This information will help determine what options we have to transitioning to a lower carbon operation. This will allow us to establish an emission reduction plan, with realistic targets and a process to report on progress as required by the CNGP.



Risk Management

In 2022/23, our Board adopted a new risk framework for Te Aka Whai Ora.

Through this framework we were able to identify several strategic risks facing the agency that require continued monitoring and management.

Key risks include:

- The unavailability of data to make an appropriate assessment and monitoring on what improvements have been made in the health system to address inequities of Māori wellbeing outcomes
- Continued cyber and other security attacks against key Māori service providers and iwi Māori Partnership Board information systems
- Insufficient investment in iwi Maori Partnership Boards to enable them to carry out their function
- Fake narratives circulating in Aotearoa on the impacts of the health reforms

- Conflicting priorities with our key partners agencies could impact on the ability to achieve our strategic objectives delay within the health system.

In 2023/24, through our monitoring, we will continue to develop the mitigation strategies for each of our key risks. We will monitor the residual risk following the implementation of the integration strategies.

Our values guide how we will deliver

These values underpin how we will deliver our outputs and ongoing organisational priorities. They shape the way we work and interact with our partners and service providers.



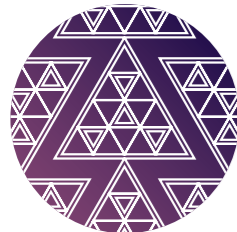
Kotahitanga

A governance culture of moving together with solidarity towards a common purpose.



Manaakitanga

Derives from two words – ‘mana’ and ‘aki.’ Mana is a condition that holds everything in the highest regard. Aki means to uphold or support. Therefore, manaakitanga in this context means a governance culture that is respectful and supportive and does not confuse accountabilities.



Whanaungatanga

Strong transparent governance relationships through respect, integrity, empathy, and commitment to the kaupapa.



Tū maia me mātātaki

Brave, bold, capable, confident decision-makers. Unafraid of free and frank advice. Courageous in the face of challenge.



Tū waatea

Inclusiveness through self-awareness. Open to others' views because we operate in good faith and are willing to be unencumbered by our own experiences.

Measuring our Performance

This section sets out how we will measure our performance for our output classes (the activities that we deliver and invest in) and shows their prospective revenue and expenditure. Output classes create the framework for financial and non-financial reporting.

Te Aka Whai Ora has made substantial progress in its first year on identifying what should be included in its performance framework that would be useful when reporting to its stakeholders, especially to Māori. This framework will include new performance measures that are able to assess and report on how the health system is performing in improving equitable health outcomes for Māori.

The development of a joint Benefits Realisation Framework with Te Whatu Ora is part of this performance thinking. Work began in 2022/23 to develop a Benefits Realisation Framework that provides a mechanism to track identified benefits across the various legislative requirements, Cabinet expectations, strategies, and plans in the health sector. Additionally, the framework will help to ensure benefits are connected to health outcomes and are connected to a measurable improvement in health outcomes for individuals, whānau, hapū, iwi and communities.

The performance measures in this document are designed to cover the performance expectations that Te Aka Whai Ora is responsible as outlined in:

- Pae Ora (Healthy Futures) Act 2022
- The interim Government Policy Statement on Health 2022–2024
- Te Pae Tata | Interim New Zealand Health Plan 2022–2024

The measures will show the impact that Te Aka Whai Ora is having in improving equitable health outcomes for Māori. The measures are a combination of impact and activity assessment on the outputs we have delivered. When reporting, narrative information will be added to provide a fuller contextual picture.

In a dynamic environment performance expectations and measurements are constantly changing. Therefore, we acknowledge there will be measurement gaps, but these will be covered as our performance thinking, data collection and performance reporting are further developed across Te Aka Whai Ora.

Our Outputs for 2023/24

Our three output classes below reflect the service deliveries under our core function.

Output class 1: Monitoring System Performance covers our monitoring role of the health system to ensure health outcomes agreed by whānau, hapū and iwi Māori are met.

Output Class 2: Facilitating mana motuhake addresses our influencing role through facilitation and policy mahi.

Output Class 3: Te ao Māori, mātauranga Māori, and rongoā commissioning (hauora Māori) that encompasses our commissioning function.

Output class 1: System Performance and Outcomes

This output class includes system performance monitoring, reporting, planning, developing strategies, workforce capability and capacity, providing advice, performance, accountability and outcomes and benefits frameworks. This ensures the system maximises the collective impact to deliver on the agreed health outcomes for whānau, hapū, iwi and Māori, to eliminate inequities in health outcomes for Māori.

This means our health system is aligned to our vision; we have an agreed understanding of what success looks like with our partners and how we will monitor progress to maximise our collective impact. We will measure and monitor progress in achieving our strategic objectives.

The table below only covers performance measures for key output deliverables under this output class.

Description of performance measure	Standard	Rationale of measure
Māori data sovereignty and data governance from Te Aka Whai Ora will be adopted by Te Whatu Ora and Manatū Hauora	Achieved	This measure shows how well the Māori sovereignty framework and practice developed by Te Aka Whai Ora is being adopted by our two main partners Te Whatu Ora and Manatū Hauora
Te Aka Whai Ora will produce a baseline report and a series of insight reports on Te Whatu Ora services delivered to Māori	Achieved	Monitoring the health system in respect of hauora Māori outcomes is a key function of Te Aka Whai Ora under the Pae Ora (Healthy Futures) Act 2022
Te Aka Whai Ora will begin monitoring the overall performance of the health system to reduce health inequities for Māori using the agreed Oranga Whānau Outcomes Framework	Achieved	This measure covers one of the core functions to which Te Aka Whai Ora needs to perform under the Pae Ora (Healthy Futures) Act 2022

Output class 2: Facilitating mana motuhake

This output class includes developing and sustaining mutual respect and shared understanding of different perspectives, roles, capacity, and capabilities within the system. We are developing robust policy and actions which are informed by the voice of Māori to enable Māori to manage their own affairs autonomously.

The mechanisms to achieve mana motuhake include working with the Iwi Māori Partnership Boards, engagement with Māori providers, other government and national entities, iwi, hapū, marae and other stakeholders. This means plans and strategies accurately reflect Te Aka Whai Ora's vision and are co-designed with Te Whatu Ora, the Iwi Māori Partnership Boards and other key partners. We have engaged with the Iwi Māori Partnership Boards and supported their establishment.

The outcomes for Whānau Voice are to be defined once scoping is complete in our first year.

The table below only covers performance measures for key output deliverables under this output class.

Description of performance measure	Standard	Rationale of measure
Level of support provided by Te Aka Whai Ora to Iwi Māori Partnership Boards meets the action plans or service support memorandum as agreed between Iwi Māori Partnership Boards and Te Aka Whai Ora	100%	This measure shows how well Te Aka Whai Ora is supporting Iwi Māori Partnership Boards, a core function under Pae Ora (Healthy Futures) Act 2022
Te Aka Whai Ora and Manatū Hauora will deliver the interim hauora Māori Strategy to the Minister of Health within the agreed timeframe	Achieved	This measure covers whether Te Aka Whai Ora and Manatū Hauora have met their joint commitment on the full hauora Māori Strategy. A requirement under Pae Ora (Healthy Futures) Act 2022
Percentage information requests met within required timeframes to Ministers for: <ul style="list-style-type: none"> Ministerial Correspondence Ministerial Official Information Requests Written Parliamentary Questions 	<ul style="list-style-type: none"> 95% 95% 95% 100% 	These measures show what proportions of information requested are meeting required timeframes for responses, and ensures Ministers are supported and advised when/to discharge their policy decision-making relating to health
Percentage of agency Official Information Act Requests met within required legislative timeframe		
Ministerial satisfaction with policy advice received from Te Aka Whai Ora	Equal to or greater than 4 out of 5	This measure shows whether Ministers are satisfied with the quality of advice provided by Te Aka Whai Ora. Measured annually by asking Ministers to rate the advice given by Te Aka Whai Ora

Output class 3: Te ao Māori, mātauranga Māori, and rongoā commissioning (hauora Māori)

This output class includes ensuring resourcing is equitable to achieve health outcomes and the wider aspirations of whānau, hapū, iwi and Māori. The outputs will increase access and improve the experience for Māori of the health system.

The outputs include workforce rongoā Māori, mātauranga Māori and Te ao Māori for direct commissioning, co-commissioning and partnered commissioning to deliver on the aspiration of pae ora.

The table below only covers performance measures for key output deliverables under this output class.

Description of performance measure	Standard	Rationale of measure
Increase the number of hauora Māori service providers operating under Te ao Māori service provision and workforce training	Achieved	This measure shows how the cultural safety of health care organisations is improving or not. This is a key action for Te Aka Whai Ora in Te Pae Tata
Hauora Māori service providers are covering a larger geographical area	Achieved	These two measures show if hauora Māori services geographical coverage and utilisation is increasing due to the commissioning work performed by Te Aka Whai Ora. Increase in hauora Māori services provided allows for a greater access, choice, participation and usage which leads to better health outcomes for Māori. This is a key action for Te Aka Whai Ora in Te Pae Tata
Increase the number of hauora Māori service providers providing mātauranga Māori services as part of their overall health service	Achieved	
Increase wrap-around health support for wāhine hapū antenatal and birthing care that include longer-term intervention and prevention services	Achieved	This measure shows the increasing numbers using the wrap-around support in longer-term intervention and prevention services. This is a key action for Te Aka Whai Ora in Te Pae Tata
Increase in support for new models of taurite specialist Māori mental health and addiction services	Achieved	This measure shows the increase in support to the national approach to Māori suicide prevention and construct suicide prevention approaches consistent with mātauranga Māori. This is a key action for Te Aka Whai Ora in Te Pae Tata
Percentage of Māori under 25 years-old who have access to specialist mental health or addiction services within three weeks from referral	90% - 95%	This measure shows what proportion hauora service providers are meeting Te Pae Tata timeline for specialist mental health and addiction services. This is a key action for Te Aka Whai Ora in Te Pae Tata
Percentage of hauora Māori service providers that are providing services are meeting their key milestones	85% - 95%	This measure shows what proportion of services that have been commissioned are meeting timeframes
Hauora Māori scholarships places in 2023/24 that have been taken up	726	This measure shows success through measuring the uptake rate of hauora Māori scholarships

Prospective financial performance by output class for the two years ending 30 June 2024

This section of the Statement of Performance Expectations covers our proposed financial performance results financial figures are based on our planned deliverables that have been aggregated in our three outputs classes above.

	2022/23 Budget \$000	2022/23 Actual Forecast \$000	2023/24 Budget \$000
System performance and outcomes			
Total Revenue	\$25,143	\$6,841	\$8,742
Total Expenditure	\$25,143	\$6,841	\$8,742
Net Surplus / Deficit	\$0	\$0	\$0
Facilitating mana motuhake			
Total Revenue	\$3,660	\$11,856	\$13,766
Total Expenditure	\$3,660	\$11,856	\$13,766
Net Surplus / Deficit	\$0	\$0	\$0
Te ao Māori, mātauranga Māori, rongoā commissioning (hauora Māori)			
Total Revenue		\$551,525	\$624,080
Total Expenditure	\$506,522	\$484,670	\$680,935
Net Surplus / Deficit	\$506,522	\$66,855	(\$56,855)
Consolidated Surplus / Deficit	\$0	\$66,855	(\$56,855)

End of year performance reporting

This section includes the:

- Prospective statement of comprehensive revenue and expenses
- Prospective statement of cash flow
- Prospective statement of change in equity
- Prospective statement of financial position

In the 2022/23, being the first year of operation, Te Aka Whai Ora is anticipating a surplus as new commissioning activity is planned, procured and committed, with delivery and payment milestones picking up in the 2023/24 financial year.

Performance on Te Aka Whai Ora for the 2023/24 financial year will be reported in its Annual Report.

Prospective statement of comprehensive revenue and expenditure for the years ended 30 June 2023 and 2024

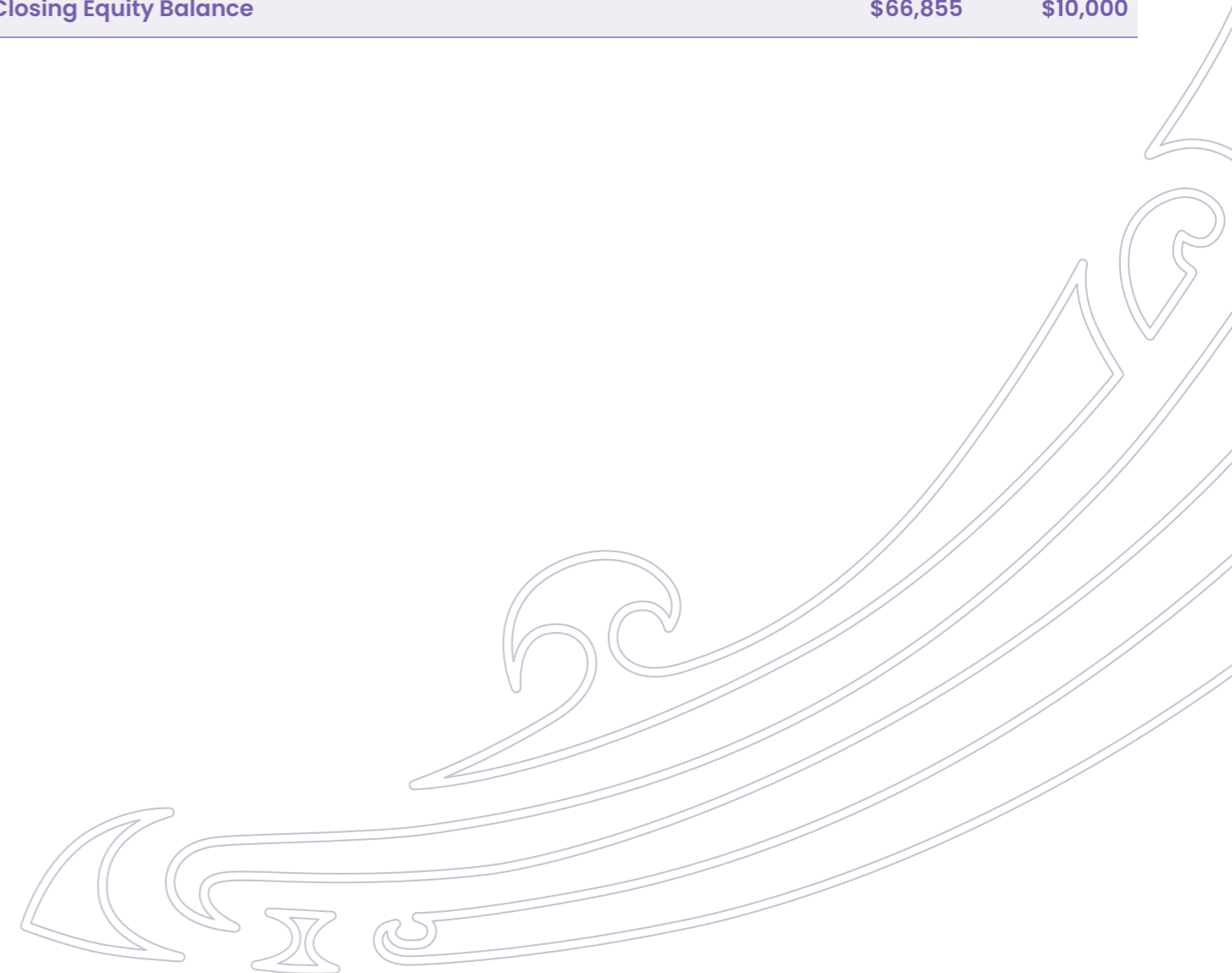
	2022/23 Budget	2022/23 Actual Forecast	2023/24 Budget
	\$000	\$000	\$000
Income			
Revenue from the Crown	\$535,325	\$565,402	\$644,588
Interest Income		\$4,820	\$2,000
Total Income	\$535,325	\$570,222	\$646,588
Expenditure			
Total Personnel Costs	\$41,280	\$35,920	\$58,000
Board Costs	\$480	\$443	\$450
Commissioning	\$138,481	\$91,157	\$219,826
Primary and Community Contracts (Districts)	\$350,000	\$350,653	\$411,417
Travel & Accommodation	\$1,577	\$1,422	\$1,500
Contractor & Consultancy Costs		\$21,973	\$10,000
Audit Fees		\$250	\$250
Other Costs	\$3,507	\$1,549	\$2,000
Total Expenditure	\$535,325	\$503,367	\$703,443
Surplus/(Deficit)	\$0	\$66,855	(\$56,855)

Prospective statement of cash flow for the years ended 30 June 2023 and 2024

	2022/23 Actual Forecast \$000	2023/24 Budget \$000
Cash flow from Operating Activities		
Crown Funding Received	\$565,402	\$644,588
Interest Received	\$4,320	\$2,300
Personnel Payments	(\$32,300)	(\$58,000)
Supplier Payments	(\$465,067)	(\$643,743)
GST	\$1,000	-
Net Cash Inflow/ (Cash Outflow) from Operating Activities	\$73,355	(\$54,855)
Opening Cash	-	\$73,355
Closing Cash	\$73,355	\$18,500

Prospective statement of changes in equity for the years ended 30 June 2023 and 2024

	2022/23 Actual Forecast \$000	2023/24 Budget \$000
Equity		
Opening Balance	-	\$66,855
Surplus/(Deficit)	\$66,855	(\$56,855)
Closing Equity Balance	\$66,855	\$10,000



Prospective statement of financial position for the years ended 30 June 2023 and 2024

	2022/23 Actual Forecast \$000	2023/24 Budget \$000
Current Assets		
Cash and Cash Equivalent	\$73,355	\$18,500
Accrued Debtors	\$3,000	\$1,000
Total Current Assets	\$76,355	\$19,500
Current Liabilities		
Accounts Payable Control	(\$300)	(\$300)
Accrued Creditors	(\$4,000)	(\$4,000)
GST	(\$1,000)	(\$1,000)
Payroll Balance Sheet	(\$1,500)	(\$1,500)
Annual Leave Provision	(\$2,500)	(\$2,500)
Other Leave Provision	(\$200)	(\$200)
Total Current Liabilities	(\$9,500)	(\$9,500)
Total Equity	\$66,855	\$10,000

Prospective financial information

Total funding for Te Aka Whai Ora is reflected the appropriation "Delivering Hauora Māori Services" within Vote Health.

The prospective financial statements in this document have been prepared in accordance with New Zealand generally accepted accounting practice (NZ GAAP) for public benefit entities. Their purpose is to facilitate consideration by Parliament of the planned performance of Te Aka Whai Ora. The use of the information for other purposes may not be appropriate. Readers are cautioned that actual results are likely to vary from the information presented and that the variation may be material.

Statement of underlying assumptions

The following assumptions have been used in preparing these prospective financial statements:

- Te Aka Whai Ora statutory function outlined in the Pae Ora (Healthy Futures) Act 2022 will not change.
- Revenue from the Crown of \$644,588,000 will be available for 2023/24
- Being the first year of operation (2022/23), Te Aka Whai Ora is anticipating a surplus as new commissioning activity is planned, procured and committed, with some delivery and payment milestones expected in the 2023/24 financial year.
- There will be no unexpected external event (such as natural disaster) that will require significant operating or capital expenditure to be incurred.

Statement of accounting policies

Reporting entity

Te Aka Whai Ora is an independent statutory entity established by the Pae Ora (Healthy Futures Act) 2022 and governed under the Crown Entities Act 2004. Te Aka Whai Ora is domiciled in New Zealand. As such, the Te Aka Whai Ora ultimate parent is the New Zealand Crown.

Te Aka Whai Ora functions and responsibilities are set out in the Pae Ora (Healthy Futures) Act 2022. Te Aka Whai Ora is responsible for ensuring the New Zealand health system works well for Māori, in partnership with Te Whatu Ora through Te Pae Tata, in response to the interim Government Policy Statement.

Basis of preparation

The forecast financial statements have been adapted to comply with NZ GAAP. The preparation of forecast financial statements in conformity with NZ international financial reporting standards requires judgements, estimates, and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenditure.

Accounting policies

The accounting policies applied when reporting in terms of section 154 of the Crown Entities Act 2004 are in a format consistent with NZ GAAP.

The following accounting policies, which significantly affect the measurement of financial performance and of financial position, have been consistently applied.

Revenue

Te Aka Whai Ora is funded through revenue received from the Crown, that is restricted in its use for the purpose of Te Aka Whai Ora meeting its objectives as specified in this Statement of Performance Expectations. Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates.

Goods and Service Tax

All items in the financial statements are stated as exclusive of GST, except receivables and payables, which are stated as GST inclusive.

Taxation

Te Aka Whai Ora is a public authority in terms of the Income Tax Act 2004 and, consequently, is exempt from income tax.

Property, plant and equipment

Property, plant, and equipment asset classes consist of computers, furniture and fittings, and office equipment.

- Property, plant, and equipment are shown at cost, less any accumulated depreciation and impairment losses

- The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Te Aka Whai Ora and the cost of the item can be measured reliably
- Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the prospective statement of financial performance
- Costs incurred after initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Te Aka Whai Ora and the cost of the item can be measured reliably
- The costs of day-to-day servicing of property, plant, and equipment are recognised in the prospective statement of financial performance as they are incurred.

Depreciation

Depreciation is provided using the straight-line (SL) basis at rates that will write-off the cost (or valuation) of the assets to their estimated residual values over their Statement of Performance Expectations 2022/23 useful lives.

The useful lives and associated depreciation rates of major classes of assets have been estimated, as follows:

- Computer – three years 33% SL
- Office equipment – five years 20% SL
- Furniture and fittings – five years 20% SL
- Software acquisition:
 - Acquired computer software licences are capitalised based on cost incurred to acquire and bring to use the specific software
 - Costs associated with maintaining computer software are recognised as an expense when incurred
 - Costs associated with developing and maintaining the Te Aka Whai Ora website are recognised as an expense when incurred.

Amortisation

Amortisation begins when the asset is available for use and ceases at the date the asset is derecognised. The amortisation charge for each period is recognised in the prospective Statement of financial performance. The useful lives and associated amortisation rates of major classes of intangible assets have been estimated, as follows:

- Acquired computer software – three years 33% SL.

Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Te Aka Whai Ora are classified as operating leases.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the prospective statement of financial performance.

Financial instruments

Te Aka Whai Ora is a party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short-term deposits, accounts receivable, and accounts payable.

All financial instruments are recognised in the prospective statement of financial position and all revenue and expenses in relation to financial instruments are recognised in the prospective statement of comprehensive income. All financial instruments are shown at their estimated fair value.

Accounts receivable

Account receivables are stated at their estimated realisable value after providing for doubtful and uncollectable debts.

Employee entitlement

Provision is made in respect of employees' annual leave. The provision is calculated on current rates of pay and expected to settle within 12-months of reporting date (or approval gained to carry forward leave) and is measured at nominal values on an actual entitlement basis at current rate of pay.

Appendices

Glossary of terms

For the purposes of this Statement of Intent, the following terms are explained.

TERM	DEFINITION
Hauora Māori	The health of Māori that includes four dimensions of hauora: taha tinana (physical well-being / health), taha hinengaro (mental and emotional well-being / self-confidence), taha whānau (social well-being / self-esteem) and taha wairua (spiritual well-being / personal beliefs).
iGPS	Interim Government Policy Statement
Kaimahi	Worker / workers / the workforce
Ngā kaimahi o te rāngai hauora Māori	Māori health workforce
Kaiāwhina	Assistant, helper
Kaupapa Māori	The knowledge, attitudes and values that are inherently Māori as held and followed by hapū and iwi. This is synonymously linked to mātauranga Māori and underpinned by Te Tiriti o Waitangi, self-determination, cultural validity, culturally preferred teaching, socioeconomic mediation of Māori disadvantage, whānau connections, collective aspirations, and respectful relationships underpinned by equality and reciprocity.
Kaupapa Māori services	Services run by Māori service providers that employ predominantly Māori staff, that hold values, principles and plans that originate from whānau, hapū, iwi or hāpori Māori as action foundations. These services can be provided to Māori and non-Māori recipients.
Mokopuna	Grandchildren, grandchild - child or grandchild of a son, daughter, nephew, niece, etc.
Mana motuhake	Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori. Mana motuhake is a Te Aka Whai Ora strategic objective and one of the ways we realise tino rangatiratanga.
Mana whenua	Customary authority exercised by an iwi or hapū in an identified area.
Mātauranga Māori	Mātauranga Māori reflects unique bodies of Māori knowledge that are based on Māori teachings and traditions (passed down through the generations). They stand alone as a construct to retain their authenticity. Mātauranga Māori refers not only to the bodies of knowledge but also to the Māori ways of knowing. Mātauranga is determined by each iwi and hapū and as such, there is no single definition.

TERM	DEFINITION
Manatū Hauora	Ministry of Health
Māuiuitanga taumaha	Chronic health conditions
Rongoā	A traditional Māori wellbeing and healing practice grounded in te ao Māori comprising physical, spiritual and environmental therapies (e.g., mirimiri, rongoā rakau, romiromi).
Tangata whenua	People of the land. In reference to a particular place, it means the iwi or hapū that has mana whenua over the area.
Taurite services	These are services that combine clinical and cultural care. They can be delivered by a Māori provider or a non-Māori provider. If delivered by a non-Māori provider, high quality taurite services are delivered in partnerships with Māori.
Te Aho o Te Kahu	Cancer Control Agency
Te ao hurihuri	The changing, modern world
Te ao Māori	Māori world view
Te ao Māori solutions	These provide for Māori world view delivery responses that are built using mātauranga Māori principles and values of kaupapa Māori.
Te Hiringa Mahara	The Mental Health and Wellbeing Commission
Te Pae Tata	The interim New Zealand Health Plan that has a currency of two years until 30 June 2024.
Te Puni Kōkiri	The Government's principal policy advisor on Māori wellbeing and development. This government department leads the development and monitoring of how well public services perform to ensure that whānau Māori are thriving across Aotearoa.
Te Tiriti o Waitangi	The Treaty of Waitangi/Te Tiriti o Waitangi has two texts: one in te reo Māori and one in English. The health system is committed to fulfilling the special relationship between Māori and the Crown under Te Tiriti o Waitangi.
Te Whatu Ora	Te Whatu Ora - Health New Zealand manages all publicly funded health services, including hospital and specialist services, and primary and community care. It has assumed the operational functions of Manatū Hauora - Ministry of Health, such as managing national contracts. It is responsible for improving services and outcomes across the health system.

Copyright Information

Disclaimer: all reasonable endeavours are made to ensure the accuracy of the information in this document.

However, the information is provided without warranties of any kind including accuracy, completeness, timeliness or fitness for any particular purpose.

Te Aka Whai Ora excludes liability for any loss, damage or expense, direct or indirect, and however caused, whether through negligence or otherwise, resulting from any person's or organisation's use of, or reliance on, the information provided in this document.

Under the terms of the New Zealand Creative Commons Attribution 4.0 [BY] licence, this document, and the information contained within it, can be copied, distributed, adapted and otherwise used provided that –

- Te Aka Whai Ora is attributed as the source of the material
- the material is not misrepresented or distorted through selective use of the material
- images contained in the material are not copied.

The terms of Te Aka Whai Ora's Copyright and disclaimer apply, available at: www.teakawhiora.nz

