



Social Investment Agency  
Toi Hau Tāngata

REPORT INSIGHTS

# Social Investment Hui

Lower Hutt Events Centre  
15 November 2024

April 2025

**Te Kāwanatanga o Aotearoa**  
New Zealand Government



# Te Atatū – Insights

*Ka pō, ka ao, ka awatea* is a well-known tauparapara (traditional incantation) within te ao Māori, which refers to the separation of Ranginui (the sky-father) and Papatūānuku (the earth-mother) which begat light in to this world. It talks about ‘coming from darkness to light’ or ‘coming from a place or not-knowing to knowing’. Te Atatū indicates the light just after sunrise.

## Introduction to the Social Investment Hui

This report covers the discussions from the first Social Investment Hui, held on 15 November 2024, in Wellington. The hui was hosted by the Minister of Social Investment and the Social Investment Agency Toi Hau Tāngata. The aim of the Hui was to gather people interested in social investment to share ideas and their experiences of working in the social sector in New Zealand.

The agenda covered: experts who had implemented similar initiatives to social investment, reports from organisations; iwi and providers on their perspectives on social investment; and a general discussion on the issues that underpin social investment. These issues included: relationships; programmes and outcome-based solutions; data; government commissioning; system change and investment; and the role of the Social Investment Agency.

This information is being shared as a report back from the Hui; the ideas and presentations do not form Government policy. The information contained in this report will be considered as social investment initiatives are implemented. Thanks to all who contributed to the Hui.

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# Foreword: Secretary for Social Investment

*He aha te mea nui o te ao*  
What is the most important thing in the world?  
*He tangata, he tangata, he tangata*  
It is people, it is people, it is people

I am pleased to be reporting back on our first Social Investment Hui.

The Government is leading a transformation process to develop and build a social investment approach. We want to drive better outcomes from the investments made in social services, especially for our most vulnerable people.

A social investment approach involves using data, evidence and analytics to understand the value from investments, including what works for whom, where and when; and using that understanding to drive better outcomes for people.

In July 2024, the Social Investment Agency was established to shift the system towards using data and evidence to invest earlier and more effectively to improve the lives of New Zealanders. However, this is not something one agency can do alone; it needs to work with a wide range of interested people across New Zealand.

In November 2024, a range of people interested in social investment came together to hear from experts, discuss ideas with others, and connect with the shared vision of improving New Zealanders' lives.

This report details the discussions of that Social Investment Hui. It summarises the speeches and the afternoon discussion sessions. I am grateful to those who attended and contributed valuable insights.

We are determined to make a difference to the lives of our most vulnerable.

I thank you for your ongoing interest and I look forward to seeing how you and your organisation can support our approach.

Haumi e, hui e, tāiki e



Andrew Coster  
**Secretary for Social Investment**

# The purpose of the hui was to listen, understand and engage on social investment

Our first Social Investment Hui was held on 15 November 2024 at the Lower Hutt Events Centre. In attendance were tāngata from across the social sector – iwi and Māori, social sector peak bodies, investors, philanthropic organisations, academics and thinkers, industry players, government agencies.

The purpose of the Social Investment Hui was to:

- communicate the Government’s vision and direction for social investment
- provide an opportunity to hear thinking from a range of speakers in the development of the social investment approach
- engage with interested parties to share ideas and innovative approaches
- introduce the Social Investment Board and the new Chief Executive Andrew Coster

We heard from a range of people about their views on social investment. The contribution from attendees at the Hui will help and support the understanding and evolution of the Agency’s work programme.

We thank all attendees for coming, engaging and providing great insights and challenges to the development and design of social investment. The work will continue as we partner to refine and understand the many nuances of social needs and build a responsive social investment approach.

## The Minister’s vision for social investment

The Minister made some key points:

- we know that the current system is failing those who most need help and can see their lives heading off track but despite significant investment in crisis response, government fails to change outcomes
- social investment is about building a system that enables people to break inter-generational cycles through:
  - using data and evidence to better understand people’s needs and what works to address them
  - setting clear targets with specific outcomes and developing mechanisms for tracking results
  - encouraging innovation in social services by changing how services are contracted
  - investing for the long-term, acting early, rather than waiting for the inevitable crisis
- social investment will require changes in how government conducts its business, including:
  - agencies working harder to understand the results they are getting from the money they invest in social outcomes
  - changes to how government commissions social services
  - future budgets that credibly account for the savings investments in outcomes will create.

“There is reason for optimism, and it is possible to break the cycle and chart your own life course, this is about building a system that enables more of that,” Hon Nicola Willis

The full text of the speech is here: [Speech to Social Investment Hui | Beehive.govt.nz](#).

## Chris Barrett shared the Victorian approach to encouraging investment in early intervention

**Chris Barrett**, Secretary, Department of Treasury and Finance, Victoria, Australia

The Early Intervention Investment Fund (EIIF) is a budget tool that seeks to prioritise investment in early intervention. It is run through the Victorian government's annual budget process. It was developed as a response to the growth in demand for acute social services and to shift investment towards early intervention initiatives.

When developing initiatives, providers and government departments are required to show clear evidence that the initiative is likely to be effective in supporting improvements in the lives of services users. This may include evidence of previous programme outcomes, evaluation reports, or evidence of similar effective programmes in other jurisdictions. Impact is considered through two lenses:

- improved outcomes – quantified impacts on the lives of service users and their families, the broader community, and the service system
- avoided costs – the expected reduction in future expenditure on Victorian government services, compared to business as usual.

The following questions are used to guide the development of EIIF budget bids:

- what client group is the programme targeting?
- how does the initiative work? How does it help clients, and how does it directly affect government service use?
- what are the flow-on service impacts of the intervention?
- how much spending is the Victorian government avoiding?

Once funded, initiatives are required to monitor outcomes for service users and report on impact annually, to demonstrate their effectiveness. This process also helps to build the evidence base on early intervention.

## A panel of experts shared perspectives on contracting for outcomes and social investment

The panel members were:

- **Materoa Mar**, Upoko Whakarae/Chief Executive Officer, Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust
- **Alastair Rhodes**, Chief Executive, Bay Trust
- **Belinda Himiona**, CEO Social Service Providers Aotearoa | Te Pai Ora o Aotearoa

The purpose of this panel was to hear from community experts their perspectives on contracting for outcomes as this is a key feature of social investment. The panel shared the challenges and opportunities for their members and organisations on contracting for outcomes and building community capacity and capability. The panel spoke about contracting for outcomes requiring

fundors and providers to agree on the cohort<sup>1</sup>, the outcomes, an approach to pricing and potential to scale<sup>2</sup>.

The following is a pictorial representation of the panel responses to the questions asked by MC of the session (Alistair Mason, Social Investment Agency). The bigger and bolder the word appears, the more often it was mentioned.



The panel kōrero was also reflected in the round table kōrero and has been captured in the “collated insights” section of this report.

<sup>1</sup> Cohort – a group of people with a shared characteristic

<sup>2</sup> scale – to scale means a way of delivering an idea or model to more people, without compromising on quality, efficiency, or benefit.

# Tairāwhiti presented on iwi priorities and how regional insights influence social investment

**Amohaere Houkamau**, Convenor of the National Iwi Chairs forum – Iwi Social Investment Design Group

**Willie Te Aho**, Chief Executive Te Aitanga a Māhaki Trust and Toitū Tairāwhiti member

The National Iwi Chairs Forum (NICF) established the Iwi Social Investment (SI) Design Group, under the purview of the NICF's Pou Tangata (social) and Pou Tahua (economic). The Iwi SI Design Group was delegated responsibility for:

- supporting iwi to prepare for social investment including:
  - (a) developing an Iwi Social Investment Roadmap
  - (b) developing an Iwi Social Investment 'toolkit' to support iwi navigate the roadmap and conduct the requisite:
    - i. social impact mapping to identify their key social investment priorities
    - ii. identification of the whānau, families, cohorts that they would be working with
    - iii. identification of providers, interventions and initiatives that had proven to be effective in achieving improved social outcomes and/or making demonstrable progress towards achieving agreed outcomes.
- identification of the data they require to evidence and support their decision-making regarding priority setting, whānau, cohort they would be working with and current state:
  - (a) identification of the data that they require (sources of data and efficient mechanisms for accessing data and analysing data) to enable them to monitor and evidence progress against agreed outcomes and targets
  - (b) data can be interpreted in different ways and there are two ways of interpreting. Iwi has their way and government has its way. Ideally it would be beneficial to find an agreed way of interpreting
  - (c) negotiate agreed outcomes with whānau, providers, and investors, including expectations of each contributing party.
- developing an investment portfolio:
  - (a) quantifying investments that iwi have made in the social wellbeing of their whānau and hapū over the past 5-10 years, using their own funding and resources
  - (b) quantifying the return on investment (ROI) on iwi investments in social wellbeing
  - (c) establishing baseline funding that the government has invested in specific regions and/or iwi over the past 5-10 years and assessing the ROI regarding improved social outcomes
  - (d) identify and engage potential private and philanthropic sector co-investors.
- measurement and monitoring
  - (a) establishing targets and a measurement framework to assess progress, track, and review performance
  - (b) iwi have committed to sharing SI tools, i.e. data collection, analysis and architecture, outcome statements, target setting and measurement frameworks that they have developed over the years. These tools will be placed in a Rauemi Hub on the NICF platform, with all 82-iwi able to access as well as contribute into.



## Crown-Iwi Social Investment Relationship Agreement

Iwi asserted that they are the Crown's most logical social investment partner, on the basis that the majority of people that require social investment interventions are their members, that have a Unique Iwi Value Proposition (UIVP) to offer. This includes the ability to co-invest, trust and confidence relationships with whānau. They have cultural, economic and environmental collateral to contribute to the design and delivery of social investment initiatives that not only address and solve the specific issue but address the symptoms and challenges that gave rise to their issue. This provides assurance to investors regarding immediate and long-term impact, ROI.

Iwi are collaborating to share the best social investment; practices, tools, experience, and expertise that they have developed and tested over many years.

This includes the groundbreaking work that the NICF Data Iwi Leaders Group has been doing to develop iwi data profiles, tools, and platforms. This includes the development of regional, iwi cluster data hubs.

The Iwi SI Design Group expressed their support for the work that the Data ILG has done and continues to do, and its bid for funding to develop the networked iwi cluster/regional data hubs.

The best approach or actions for social investment:

- know who needs support, know where they live and what they need to resolve, address a specific issue, problem
- know who has the best trust and confidence relationship with whānau
- include whānau in the development of agreed outcomes and get them along with other parties to sign agreed outcomes, expressing their commitment to the achievement of the outcomes, and clarifying their specific contribution and expectations.

## Toitū Tairāwhiti

Toitū Tairāwhiti (Tairāwhiti iwi collective including, Ngāti Porou, Te Aitanga a Māhaki and Ngāi Tāmanuhiri) have been developing their social investment business case, which is based on the collection of whānau voices, data they have accumulated over the years and accessed through the Data ILG and Census 2023. Data underscores the needs and using data analytics provides local insights and proven models that work for whānau. Iwi are able to design and deliver appropriate services and monitor their efficacy.

Tairāwhiti has used the Iwi SI Roadmap to navigate its own social investment pathway, which is a regional approach where Tairāwhiti iwi are also social investors and not just passive recipients.

Toitū Tairāwhiti want to repurpose the current \$1.3 billion government investment in Tairāwhiti to achieve significantly improved, social, housing, health and education outcomes for Tairāwhiti whānau and over a period of time reduce the social spend of both government and iwi.

### Key Messages

Want our people to be healthy, wealthy and wise

Want to start now and not waiting for prototypes

Mana Motuhake starts with a healthy warm house – the policies, processes are getting in the way

Know how much is spent in our rohe – want to be part of deciding how that funding is spent

Want to bring our people together, don't want things following them from where they came from

We know our people

# We collated the insights shared into six high-level focus areas

The Hui participants joined one of nine tables to discuss the following topics:

- Empowering communities / commissioning for outcomes
- Investing for impact
- Use of data and evidence for social investment

Each table topic was facilitated by a Board member and SIA staff as note-takers. We have collated those notes into six high level focus areas summarised below.

## 1. Relationships

There are many types of partnerships including through the Treaty | te Tiriti, sector deliverers, and funders. At the centre of any of these partnerships, government needs to build and enable trust and be transformative. There needs to be relationships built on making decisions and potential to share power. In the current environment partnership cannot just be based on funding and needs both parties to support outcomes and produce narratives based on understanding and interpreting data.

“We aren’t going to turn up to a hui with government where the decision-makers aren’t in the room.”

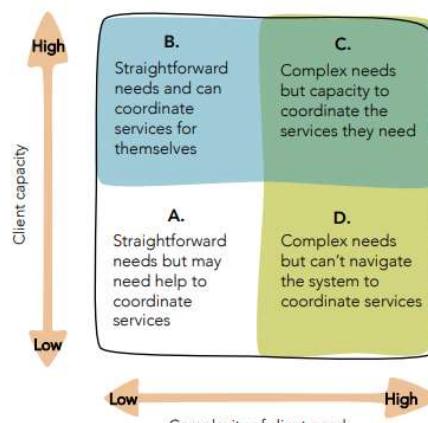
There is hope with SIA being established as a central agency, the Social Investment Board being set-up, and Andrew Coster appointed as the Chief Executive.

Developing or entering partnerships for the purposes of social investment requires an ability to understand and interpret data. The National Iwi Chairs Forum can support the development of outcomes and iwi are in a prime position to engage with and reach out to iwi and Māori whānau. It is important to have holistic whānau-centred approach to investment. Iwi and mana whenua have been working in the government space for a long time and are central to enact change. Iwi are quite clear that the intention is not to be dependent on government funding and to be innovative within hapū and iwi to enable whānau change.

Addressing needs requires understanding and navigating the many complexities for the individual and within the whānau. It is recommended that the Government think wider about investment in social, cultural and environmental issues as an intervention model.

Collaboration, collectivism are integral to success and should include partnering small providers and bigger institutes. Working together removes competition for the social sector workforce and share of the funding. Collaborating effectively requires a shared purpose, process, and values and collectivising data capability as part of the commissioning process.

Philanthropists and other funders are also key as they have done their due diligence in investments and understand concessional financial returns. A word of caution though as bringing private capital or privatising the public service may result in different outcomes.



Participants referenced this diagram from the [Productivity Commission report into Effective Social Services, 2015](#)

Need to understand what “investing for impact” means as iwi and government are likely to have different views.

Co-investing through philanthropic funds can push the government further and support investing earlier. Philanthropists are used to managing higher risks and are not passive to this process. There is potential to consider a social investment incubator on top of the baseline.

## 2. Programmes and outcome-based solutions

Programmes should be locally-led, regionally enabled and nationally-supported and decision-making needs to be devolved. Leaders in the community or network have the best understanding of what is needed and can identify population groups that are most at risk. There is already existing infrastructure where solutions are working and organisations need the license to do more, this needs to be inclusive of Māori designed solutions for whānau.

Social investment shouldn't be implemented to fix problems, but to advance community solutions and capability. The role of Government should be to support the realisation of dreams of the communities and build capability among public servants to work with communities and potentially outsource the government workforce to the community sector. Agencies and providers have proved that they can collaborate to maximise outcomes e.g. COVID-19 and Christchurch post-earthquake rebuild.

“Don't come to the table thinking you are the holder of all knowledge.”

Outcomes need to start with and be co-designed with communities. They need to be realistic, shared, self-determined, uplifting, measurable and useful for whānau. Housing and homes are where outcomes can be achieved. Outcomes don't need to be standardised and an outcomes-based approach can support across Crown budget votes. Outcomes language needs to be carefully and thoughtfully considered or else it can change the way to measure and design indicators and a barrier to understanding and trust.

Development strength-based outcomes measures that include a measure for “hope”, balanced between qualitative and quantitative and include mātauranga Māori. Measures require a feedback loop from the recipient on the intervention and performance of the service. Need to recognise that deficit focused measures help to highlight systems failures, but don't help to resolve the issues.

## 3. Data

Data needs to be used to target interventions to ensure effectiveness and to support identifying the cohorts of people who will benefit from the intervention. Targeting and defining can be blunt and brutal when it's operationalised without consideration for those that are not receiving an intervention or because the recipients are recognisable (e.g. rural communities have to consider confidentiality as individuals may easily be identifiable). Need to carefully consider the definition of “highest need” and the context e.g. is it a social need rather than a medical model for disabled people. The best intervention is early intervention for the whole whānau.

“Bake reciprocity into outcomes based contracts.”

Efforts should be made to democratise data and give communities access to IDI, while increasing their capability and capacity to interpret it. Stakeholders and partners need to see tangible benefits from providing the data to government and the data needs to be returned with actionable insights that support improved outcomes. Any use of data needs to be

mindful of data sovereignty. Whānau should also understand their own data as this can empower their own decision-making.

Solutions for data management could be through supporting local, possibly iwi-led, data hubs to better manage and use data in ways that reflect community needs. Infrastructure needs to be built into organisations that deliver services and enables data-led approach to solutions (e.g. a portal to access case management information about individuals from across government to be able to advocate for whānau).

Different voices are needed to interpret the data and there needs to be a better way of handling, managing and reporting on information to reduce the duplication of effort. The quality of social sector data requires improvement and there are significant gaps in needs and impact data, which hinders decision-making and evidence-based interventions and can divert resources away from communities.

“Whānau voice is data.”

Reliance on an administrative data first approach to census is concerning as this may miss critical household-level insights. Community providers also need to be able to build up their data and evidence literacy and technical skills and distinguish between correlation / causation and understanding impact.

## 4. Government commissioning

“You just need enough precision to make a decision.”

The government needs to understand relational contracting and approaches to shared decision-making as competitive commissioning has not worked. The government mindset and ways of working haven't shifted as its still about tracking outcomes and accountability.

Politicians need to be brave and understand that communities and the people know the answers. Hard decisions are needed to move money to prevention and stop creating significant expectations for providers to co-design. The delivery timeframes are tight and there is a massive amount of work that is required. Whānau Ora is an example of a programme that reaches the marginalised, with other agencies benefiting from this, but not necessarily contributing.

Multiple funders need to be joined up to reduce the administrative burden on providers through multiple contracts (including funding for evaluation). A simple and easy process is needed for providers to apply for funding so that providers can concentrate and focus on delivering what they do best. Most little organisations need the capacity or capability to take on the application, funding, delivery, reporting and measuring of a programme and maybe a provider reporting tiered system would reduce some of this pressure (e.g. tools, data and evidence should equate to the size of the investment).

## 5. System change and investment

“Are we prepared to dismantle the system?”

Social investment isn't a new idea and it has been tried for the last two decades. The social sector needs confidence that government bureaucracy/usual ways of working won't grind down stated ambitions for change. The system can only change when the system settings are not predisposed to disadvantaging different population groups. Even though the system is broken it doesn't need to continue and there need to be decisions on which parts of the system need to change.

The ministerial direction is a challenge for agencies and there is pressure to demonstrate social investment. The authorising environment and cultural change need to happen in tandem and resources pooled. There needs to be real engagement on what equity looks like and quantification of the cost of doing nothing.

Providers are at a disadvantage as their funding is dependent on government agencies and this needs to be unlocked from government baselines and redistributed to communities. Iwi, Māori and community organisations take a long term, intergenerational view and the government should as well.

Government needs to focus on services and supports for individuals and communities and the systemic factors that create those realities. For this to be successful, there needs to be an agency culture that mistakes are acceptable and the courage to change the paradigm.

The government can learn from venture capitalism and the length of time it takes to measure outcomes. There is the ability to change the rules or find better ways to work within them. Social investment won't work if it's seen as partisan.

Long-term, multi-year funding is needed as when funding is cut, innovative preventative programmes are the first to go. This is not new territory and the government cycles things on and off the table. Need to set the conditions to hold the social investment system in place.

“This is a room full of people that are here for this and want to support the work. Use and leverage the network that has been created through this hui?”

## 6. Social Investment Agency

The role of the Social Investment Agency (SIA) and its responsibilities need to be clarified. There is a need for common language that all social investment parties can understand and how that relates to potential investment priorities.

“We have to empower people to achieve transformational change, we need to be unlocking people's potential.”

Language and consistency:

- what is “social investment” (e.g. getting the models right, providers delivering public services, tailored services to context and individual or whānau needs)
- what is **not** social investment
- common methodology on measuring impact
- data sharing standards and improving consistency of data that is shared
- consistent procurement rules

Questions were posed about SIA's role - is it to?

- trust and validate
- produce comparable information across delivery organisations
- be a facilitator to access government data
- be an ‘enforcer’ of a standard approach to privacy and data security across all of government
- support the use of data (e.g. collection, appropriate permissions, sharing, analysing, informing decisions in advance)
- celebrate and promote what's going well and build on that
- disseminate information and evidence (don't try and reinvent the wheel)

It is recommended that SIA:

- (a) creates a framework that enables multi-agency investment with one source of reporting based on agreed outcomes;
- (b) implements an ethics framework for the IDI;
- (c) develops reusable processes for evaluation in the IDI;
- (d) models potential impact with practical tools to support this
- (e) has a portfolio of investment and not just low risk
- (f) has a tool to value social and cultural impact.

The Social Investment Agency, Social Investment Board and Social Investment Fund need clearly articulated investment priorities. It needs to be clear what is being sought and for whom as well as what investments need to be made. Programmes can't just be funded; it requires a fund infrastructure and capability to make it work. Decisions need to be made on whether the investment priority is early intervention or at the crisis end.

## Next steps

All the ideas and contributions that were shared at this first hui are greatly appreciated. There were strong themes that emerged and it was clear from the discussions that the current social sector is more optimal for dealing with New Zealanders with simple needs than those with complex and overlapping needs.

The ideas given at the hui will be considered as we design and develop the specific components of the social investment approach and make it simpler to mobilise investment towards things that work. We expect to hold future hui as we work through the system changes needed to support a social investment approach.

## References

- More effective social services, [Productivity Commission inquiry material 2014-2015](#)
- Community Data Program, Canada [Community Data Program](#)
- Human Learning Systems Approach [Human Learning Systems](#)

## Appendix One: Programme

9am – 9.30am	Registration
9.30am – 9.50am	Opening remarks Karakia led by Kura Moeahu, Chair, Te Āti Awa. Andrew Coster, CE, welcomes guests and introduces Hon Nicola Willis
9.50am – 10.10am	<b>Speech:</b> Minister for Social Investment, Hon Nicola Willis
10.10am – 10.25am	<b>Q&amp;A:</b> Minister for Social Investment
10.30am – 10.50am	<b>Speech:</b> Secretary, Department of Treasury and Finance, Victoria, Chris Barrett, on the Early Intervention Investment Framework
10.50am – 11:10am	Break
11.15am – 12.00pm	<b>Panel: Community perspectives</b> <ul style="list-style-type: none"> <li>• Materoa Mar, Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust</li> <li>• Alastair Rhodes, Bay Trust</li> <li>• Belinda Himiona, CEO Social Service Providers Aotearoa   Te Pai Ora o Aotearoa</li> </ul>
12.00pm -12.30pm	<b>Speech:</b> Amohaere Houkamau and Willie Te Aho, Iwi Social Investment Design Group (National Iwi Chairs Forum)
12.30pm – 1.20pm	Lunch break
1.25pm – 1.40pm	<b>Introduction:</b> Chair of the Social Investment Board, Graham Scott and Board members
1.45pm – 2.50pm	MC introduces round table discussion session Topics include: Empowering communities / commissioning for outcomes; Investing for impact; Use of data and evidence for social investment
2.50pm – 3.00pm	Closing

Profiles of all speakers and board members are included in **Appendix Two**.

## Appendix Two: Profiles

### Karakia

#### **Kura Moeahu (QSO) Ngā Ruahine, Te Āti Awa, Taranaki –Tuturu, Ngāti Mutunga, Ngāti Tama, Ngāti Toa**



Kura Moeahu has strong whakapapa connections to the Wellington Region and Taranaki. Raised amongst his mother’s people of Waiwhetu Marae, he is a tribal leader and is currently the Chair of Waiwhetu and Pipitea Marae, Te Rūnanganui o Te Āti Awa, Atiawa Toa FM Radio and the Harbour Island Kaitiaki Board. He is also a board member of

Creative NZ and holds several directorship and advisory roles.

Kura is a Cultural Advisor and Consultant who has a strong background in Māori governance, strategic planning, Treaty of Waitangi facilitation, and iwi engagement and has been the Tumu Whakarae [Principal Advisor Māori] in Parliament, where he oversaw and ensured tikanga Māori is upheld and promoted within Parliamentary Services.

### Key speakers

#### **Chris Barrett, Secretary, Department of Treasury and Finance, Victoria, Australia**



Chris Barrett leads the Department in its role of providing economic, financial and resource management policy advice to the Victorian Government. Chris has more than two decades of experience in public service and public policy, within Australia and overseas.

Chris has expertise in economic policy and economic development, climate policy and social policy, as well as organisational development in public service. In 2022 the Victorian Department of Treasury and Finance implemented the Victorian Government’s Early Intervention Investment Framework (EIIF), a new budgeting tool designed to guide investment in early intervention initiatives with rigorous quantification requirements. For more in this framework see this link [Early Intervention Investment Framework | Department of Treasury and Finance Victoria](#)

### Panel on community perspectives

#### **Materoa Mar, Upoko Whakarae/Chief Executive Officer, Te Tihi o Ruahine**



Materoa Mar is of Ngāti Whātua, Ngāti Porou and Ngāpuhi descent and has been involved in Māori health, Whānau Ora and other areas of Māori Development for more than 30 years. Materoa is currently the Upoko Whakarae/Chief Executive Officer for Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust, based in the mid-central region. Te Tihi o Ruahine, established in 2023, is an alliance of nine hapū, iwi and Māori

voluntary organisations and service providers with a constant and unwavering commitment to whānau. Materoa has previously held numerous governance roles in the New Zealand health system.



### **Alastair Rhodes, Chief Executive, Bay Trust**



Alastair Rhodes became Chief Executive of Bay Trust family in February 2015 after spending two years as CEO of Rotorua International Airport and previously holding senior commercial roles in Air NZ. The Bay Trust is an endowed foundation that benefits from investments, which are then used to support the Trust's grant-making activities to benefit all people living in the Bay of Plenty with a specific focus on those who need it most. As the chair of New Zealand's Impact Investment Network, Alastair is a firm believer in the power of impact investing and its ability to help deliver social and environmental change. He has a passion for enterprise and commercial deals that can lead to direct impact and more obvious social and environmental outcomes.

### **Belinda Himiona, Chief Executive, Social Service Providers Te Pai Ora o Aotearoa**



Belinda Himiona is Ngāti Apa ki Whanganui. She was raised in Te Tai Tokerau, and married a tane from Ngāpuhi, although her home is now in Te Whanganui-a-Tara. Belinda brings with her a vast amount of experience and knowledge, having dedicated much of her career to improving the lives of tamariki, rangatahi and whānau, she feels strong alignment to the values and purpose of Te Pai Ora o Aotearoa and its members. Belinda has had a substantial career in the public sector, leading advisory teams within the social, justice, education, and international policy areas.

## **Social Investment Iwi Design Group & National Iwi Chairs Forum**

### **Amohaere Houkamau**



Amohaere Houkamau has an extensive and distinguished background in iwi, regional and national government sectors. As the former Chief Executive of Te Rūnanga o Ngāti Porou, Amohaere was instrumental in the establishment of social, health, housing, education, justice, and employment services for Ngāti Porou, supporting the Rūnanga treaty and foreshore and seabed negotiations as well as positioning the Rūnanga to successfully implement its growth and development agenda. As a Senior Ministerial Advisor for eight years Amohaere provided strategic leadership and guidance at the highest level as well as providing guidance on Crown-Iwi relationships, the establishment of the Whānau Ora Governance Group, Treaty issues, Education, Social Investment and Data use, analytics and sharing.

### **Willie Te Aho**



Willie Te Aho is from Raukokore in Te Whānau ā Apanui where he lives. Willie holds a BA, LLB and MBA. He worked on housing developments within Māori Affairs in the late 1980s and has established a number of papakāenga developments from the Waikato to the Bay of Plenty. Willie was the inaugural Managing Director for Toitū Tairāwhiti Housing Limited (\$73m) until May 2022 when Annette Wehi who started with him succeeded him.

## Social Investment Board members

### Dr Graham Scott (Chair)



Dr Graham Scott's experience as chair includes chairing the Central Regional Health Authority and the national Health Funding Authority. Dr Scott was Secretary to the Treasury and was awarded the Companion of the Bath (CB) for services to the New Zealand public sector. Dr Scott was a commissioner on the New Zealand Productivity Commission, is a director of the Sapere Research Group, and was lead reviewer on performance reviews of various New Zealand Government agencies (including Statistics New Zealand, the Inland Revenue Department and the Ministry of Transport) for the State Services Commission. He has provided economic advice globally and has published articles on social investment.

### David Woods



David Woods is deputy chairman of New Zealand Green Investment Finance. He is a board member for the Centre for Sustainable Finance, and of Hiringa Energy Ltd, and a member of the LGFA Sustainability Committee. David was the inaugural Chair of the New Zealand National Advisory Board for Impact Investing. He has significant experience in international investing including as a managing director at both ABN AMRO Bank and Oikocredit International, a social impact investor and worldwide cooperative.

### Debbie Sorensen



Debbie Sorensen is a significant leader in Pacific Health. This includes as Chief Executive of the Pasifika Medical Association Group since 2008. This group includes the Whānau Ora Commissioning Agency for Pacific families and the Moana Pasifika Super Rugby Franchise. Debbie was the first Chief Advisor Pacific Health, at the Ministry of Health, and the first General Manager Pacific Health at the Counties Manukau District Health Board. Debbie is a member of the Privy Council Health Advisory Committee for Tonga and was the Inaugural Chair of Make a Wish Pacific. She is currently a trustee on the Milford Foundation Board.

### Helen Leahy



Helen Leahy previously led the Whānau Ora Commissioning Agency for the South Island and was chief of staff for the Māori Party. As Chief Executive of Ngā Waihua o Paerangi (Ngāti Rangi) Helen works with and for a central north island community that has experienced housing affordability and availability challenges, high unemployment and low household incomes. Helen has a Masters of Education Policy and a background in sexual and reproductive health. Helen has previously been a member of two ministerial advisory committees: Modernising Child Youth and Family, and the Energy Hardship Expert Panel. She is also currently a member of the Understanding Policing Delivery independent panel.

### **Julie Nelson**



An experienced director, Julie Nelson has been Chair of the Wise Trust Board since 2022. She was joint Chief Executive of the Wise Group for over 30 years, co-leading its establishment, development and growth. Governed by the Wise Trust, the Wise Group is made up of entities that provide varied services and resources across Aotearoa including mental health and addiction services, housing and homelessness services, violence prevention, employment support, education and training, community wellbeing initiatives and specialist dementia care. Julie was involved in bringing the Housing First model to New Zealand and developed The Peoples Project, delivering Housing First in Hamilton and Tauranga.

### **Laura Black**



Laura Black is CEO of Methodist Mission Southern. The Mission's work includes providing an evidence-based development programme for pre-schools, three Youth Transition Houses in Otago and Southland, and virtual reality learning tools for adult and youth learners in prisons and alternative education. Laura is Chair of the Dunedin Study Governance Group, was an independent member of the Treasury Social Investment Panel, and previously provided advice to the Social Wellbeing Agency on their work programme. Laura was a critical friend for the Ministerial Group on Family Violence and Sexual Violence multi-agency initiative.

### **Mike Williams**



Mike Williams was CEO of the New Zealand Howard League from 2010 to 2022 and is now an Executive Director of the charity. He has significant experience as a director on government boards, including KiwiRail, Auckland Transport, The Institute of Geological and Nuclear Sciences (GNS), Ontrack and Genesis Energy (where he was deputy Chair). With three partners he set up and ran Insight Research Ltd (which they sold and became UMR Research) and Insight Data Limited (which was also sold). Earlier in his career he was a school teacher and organiser for the Labour Party. He was the President of the New Zealand Labour Party from 2000 to 2009.

### **Katie Murray**



Katie Murray (Te Arawa, Te Aupōuri, Ngāti Kuri, Ngāi Takoto, Ngāti Kahu, Ngāpuhi, Queens Service Medal, New Zealand Order of Merit) is Chair of Te Rūnanga o Te Rarawa. Katie established, and is Chief Executive of, the Waitomo Papakāinga Development Incorporated society, a social service agency in Kaitiāia that has been operating for over 30 years. Katie has sat on several government and non-government boards relevant to the social sector, including the Ministerial Board for Sexual & Family Violence (where she was the Inaugural Chair and is now a member), the recent National Action Plan Against Racism and the Social Sector Commission Board. In addition to this, she is a current member on the Māori Reference Advisory Group to MSD Leadership, the Design Group for Oranga Tamariki Advisory to the CEO, a board member for E Tū Whānau and a member of the advisory board to the Attorney General.

## Hon Te Ururoa Flavell



Hon Te Ururoa Flavell (Te Arawa, Waikato-Tainui, Ngāpuhi) was the Minister for Māori Development, Minister for Whānau Ora and the Associate Minister for Economic Development from 2014 to 2017. Te Ururoa was the Member of Parliament representing the Waiariki electorate from 2005 to 2017, and was the co-leader of the Māori Party (from 2013-2017). He has been a professorial fellow at Waikato University. He is Chair of Te Arawa Whānau Ora and a board member of Te Arawa Lakes Trust. Te Ururoa was previously Chief Executive of Te Wānanga o Aotearoa.