<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>WAIPAREIRA TUARARO OVERVIEW</td>
<td>2</td>
</tr>
<tr>
<td>WAIPAREIRA TUARARO WORKFORCE</td>
<td>2</td>
</tr>
<tr>
<td>WAI-ATAMAI</td>
<td>4</td>
</tr>
<tr>
<td>WAI-RESEARCH</td>
<td>6</td>
</tr>
<tr>
<td>STRATEGY &amp; INNOVATION</td>
<td>10</td>
</tr>
<tr>
<td>BRAND &amp; DESIGN</td>
<td>10</td>
</tr>
<tr>
<td>SOCIAL MEDIA &amp; DIGITAL CONTENT</td>
<td>11</td>
</tr>
<tr>
<td>CHANGE &amp; TRANSFORMATION</td>
<td>12</td>
</tr>
<tr>
<td>PEOPLE, DATA AND PERFORMANCE MANAGING PEOPLE, POLICIES AND DATA</td>
<td>13</td>
</tr>
<tr>
<td>PEOPLE AND QUALITY MANAGEMENT</td>
<td>13</td>
</tr>
<tr>
<td>DATA AND PERFORMANCE</td>
<td>13</td>
</tr>
<tr>
<td>FUNDING AND CONTRACTING FOR OUTCOMES</td>
<td>14</td>
</tr>
<tr>
<td>WAI – ICT DEVELOPING NEW IT AND INFORMATION SOLUTIONS</td>
<td>15</td>
</tr>
<tr>
<td>WAI-FINANCE OVERVIEW</td>
<td>16</td>
</tr>
<tr>
<td>WHĀNAU ORA CLINICAL GOVERNANCE</td>
<td>Inside back cover</td>
</tr>
</tbody>
</table>
Waipareira Tuararo provides critical backbone support working behind the scenes to support frontline service delivery to whānau. Central to Te Whānau o Waipareira ability to pioneer innovative approaches to whānau transformation, build community collective impact and advance Urban Māori rights, is the ongoing development of an adaptive specialised workforce and an agile approach to systems development.

WORKING BEHIND THE SCENES TO SUPPORT FRONTLINE SERVICES

SUPPORTING FRONTLINE WHĀNAU SERVICES AND AFFILIATE ORGANISATIONS

Waipareira Tuararo provide the following backbone services to support frontline service provision.

Functions include:
- Supporting strategic planning and reporting on strategic goals progress
- Thought leadership and innovation – scoping new and innovative approaches to whānau transformation
- Incubation and piloting – managing the roll-out of new contracts / initiatives and pilots in a ‘live and adaptive environment, before fully integrating with other services
- Indigenous research and capacity building
- Financial, human resource and quality management
- Information and communication technology (ICT)
- Data management and analytics
- Brand, design and digital content
- Outcomes management and measurement
- Capacity building, training and development
- Change management, organisation design and adaption
- Contract and risk monitoring
- Funding and contracting for outcomes

Alongside our internal support to frontline Waipareira units, our next largest client Te Pou Matakana utilises the full suite of Waipareira Tuararo services.

This booklet offers some insight into the engine room that is Waipareira Tuararo highlighting significant accomplishments for the 2015/2016 financial year.

Waipareira Tuararo has a dynamic workforce of 78 kaimahi in permanent, contracted and casual roles. The capability and breadth of skills across these kaimahi has been recognised externally with ancillary services now being provided to affiliates: Hapai Te Hauora, Whānau Tahi, Wai-Tech Ltd and Te Pou Matakana, North Island Commissioning Agency.
Wai-Atamai is responsible for ‘bringing to life’ and operationalising the strategic vision of the Board and whānau. Plotting road maps for implementation and embedding new and uncharted approaches to whānau transformation.

Wai-Atamai has three (3) core objectives:

1. Insight & Foresight – grounding innovation with evidence and best practice,
2. Strategic innovation, Design & Digital Content – fuelling growth and market distinction + solving challenges while using the tools of innovation,
3. Innovation Road Mapping – moving ideas to innovation + moving through change successfully

To achieve these objectives Wai-Atamai kaimahi are distributed across complementary work streams that intersect and overlap at critical points.

Wai-Atamai work streams integrate with the broader Waipareira Tuararo services offering comprehensive capability and capacity to whānau services and affiliate organisations.
### Workstream: Waipareira Research
- Evaluation of Waipareira and TPM services
- Outcomes Measurement and Frameworks
- Indicator Frameworks
- Epidemiology (Statistics and Population Health).

### Strategy & Innovation
- Strategic development and planning support
- Translating strategic objectives into day-to-day business
- Outcomes measurement and implementation
- Development of assessment tools to measure indicators and outcomes
- Collective impact methodology – regional partnerships
- Social Return On Investment (SROI) principles and snapshot methodology.

### Brand & Design
- Consistency of branding across Waipareira and affiliate groups
- Design of logos, websites, publications, conference materials, major events and special projects across affiliate groups.

### Social Media and Digital Content
- Strategic approach to social media communications across multiple platforms
- Increasing the reach of key messages to relevant audiences using social media platforms
- Up-skilling of Kaimahi to increase social media use as a forum for connecting whānau
- Provision of digital content for websites and social media.

### Change & Transformation
- Supporting change management across all levels of an organisation.
- Social value and impact methodology
- SROI principles and snapshot methodology
- Collective impact methodology – place based initiative.

### Incubator Start-Ups
- Design and develop new services and initiatives
- Provide the structure and environment to ‘test’ and ‘pilot’ new initiatives before embedding into frontline services
- Risk management.
In October 2015 Wai-Research celebrated our first year. As the research arm of Te Whānau o Waipareira Trust, we are responsible for a research programme that supports Waipareira to evidence the best outcomes for whānau, and creating an indigenous knowledge base where we advance – for Māori, by Māori, to Māori.

THE WAI-RESEARCH TEAM GROWS:

The 2015/16 year has seen the growth of the Wai-Research unit to seven researchers, including a new Director, Dr Tanya Allport, and Associate Director, Dr Te Kani Kingi. Part of the Wai-Research agenda is to foster Māori research capacity – to this end Wai-Research has been able to employ a full-time emerging Māori researcher, as well as host a third year Māori medical student on a Health Research Council funded ‘Māori Summer studentship’ for four months.

NEW RESEARCH FUNDING FROM THE HEALTH RESEARCH COUNCIL:

Wai-Research was successful in receiving several grants from the Health Research Council, including two Ngā Kanohi Kitea Development Grants, one Māori Health Development Grant, and a full Ngā Kanohi Kitea Grant. The Development Grants allowed Wai-Research to work on larger grant proposals, while the full Ngā Kanohi Kitea grant funded Wai-Research ‘Catalysts of Health and Wellbeing’ project directly aligned to a strategy objective set by the Board in 2013.

KEY WAI-RESEARCH PROJECTS OVER THE YEAR:

Catalysts of Health and Wellbeing
This 18 month project looks at five generations of Waipareira whānau to determine the catalysts that have helped them move from crisis, to stability, to success. Seven months into the project the research team have interviewed twenty-five whānau, and are beginning interview analysis, with the aim of completing the research during the third quarter of 2016/17.

Kaupapa Māori models of Psychological Therapy and Mental Health Services
This literature review focuses on identifying gaps in the current knowledge around the frameworks and application of kaupapa
Māori based psychological therapy, and how the existing literature can inform the development of appropriate mental health strategies and services. The final report is currently in production and will be launched in October 2016.

He Puāwaitanga o Ngā Tamāriki: West Auckland Whānau talk about child wellbeing
This research project is a partnership with Dr Tim Jelleyman, paediatrician for the Waitemata District Health Board. The aim of the research is to record the voices of West Auckland Māori parents, grandparents, and caregivers to tell the stories of what child wellbeing means to them, and how this might differ to the nationally accepted definitions of wellbeing that drive child health provision. The full report for this project was launched in October 2016.

Ngā Tini Whetū
A Navigational strategy for developing long term success for indigenous families’ - This emerging initiative seeks to address long-term outcomes for whānau who no longer require short to medium term support. At its core Ngā Tini Whetū embraces seminal cultural concepts that empower families to become central agents of change within their own aspirational journey to wellbeing. The research component runs alongside hands-on delivery of this 18 month project, with the final research report scheduled to be completed by mid-2017.

Ngā Pou o te Whare O Waipareira – Whānau Centre Collective Impact Research
Wai-Research has been working alongside the Whānau House Collective Impact Initiative to inform and support backbone activities through action research, with the aim of compiling a comprehensive report detailing research findings, collective learnings and a “tool kit” for dissemination to the Tāmaki Regional Collective Impact partners and other stakeholders.
In August 2015 Wai-Research signed a Memorandum of Understanding with Whakauae Research for Māori Health and Development, which outlined an agreement to collaborate on mutually beneficial research and staff development activities, with the shared aim of advancing whānau development through research. Established by Te Rūnanga o Ngāti Hauiti in 2005 to develop the research capacity of Ngāti Hauiti, and to offer a broad range of Māori-centred research services both nationally and internationally, Whakauae Research has a strong track record of effective partnerships and community linkages with whānau, hapū and iwi, and has begun to work with Wai-Research on a shared project looking at Māori Commissioning, due to be completed in late 2017.

INTERNATIONAL SHOWCASING OF WAI-RESEARCH:

Wai-Research representatives have presented at the following international conferences:


• 9th Health Services and Policy Research Conference – Melbourne, Australia: ‘Commissioning for Outcomes’

TEPOU MATAKANA RESEARCH HIGHLIGHTS:

Wai-Research is contracted to undertake research for Te Pou Matakana – the North Island Māori Commissioning Agency - to align research activities to support current TPM investments and strategic vision, to better understand and inform future activities, to support the design of effective monitoring and evaluation models.

The highlights of the 2015/16 research projects for Te Pou Matakana include:

• The completion of Whānau Direct Formative evaluation (independent)
• The completion of Collective Impact Formative and Process evaluation (independent)
• The scoping of a research project on ‘Indigenous Models of Commissioning’ – partnership with Whakauae Research
• The completion of ‘Whānau voices’ – A publication on the experiences of whānau with TPM commissioning products
• The completion of Te Pou Matakana Outcomes Roadmap
“Wai-Research is excited about the coming year and completing research projects that further extends our indigenous knowledge research base within an urban Māori environment.”
This work stream of Wai-Atamai is tasked with ensuring the successful implementation of the strategic plan across the organisation, both the three year outlook & positioning Waipareira for the broader achievement of the 25 year strategy. All Board and organisation wide priorities are primarily co-ordinated through this division.

**PRIMARY PROJECTS FOR STRATEGY & INNOVATION 2015 / 2016**

**Key strategic projects include:**

- Updating the strategic plan on instruction from the Board
- Implementing outcomes measurement and management. Starting with the ‘Measuring What Matters’ project where we explore value and impact, advancing through to the next phase of Ngā Hua o Mataora Outcomes Measurement Pilot. Identifying and prioritising whānau outcomes and the subsequent development of systems and tools to measure and report on these
- Increase internal organisation capacity around outcomes management, and measurement and collective impact
- Increasing kaimahi knowledge and application of Te Kauhau Ora combined with Kaimahi House challenges has promoted further integration across all units and raised Te Kauhau Ora knowledge
- Increasing and extending kaimahi reo and tikanga knowledge is a priority encompassed in the Rautaki Māori strategy. This framework is now ready to be rolled out to other divisions of Waipareira.

**SUPPORT TO TE POU MATAKANA**

Using our pilot and test approach to incubator start-ups and initiatives we are able to increase Te Pou Matakana kaimahi and provider capacity around collective impact, outcomes measurement and reportage through sharing key learnings and lessons.

**BRAND & DESIGN: CREATING THE ‘WOW’ VISUAL FACTOR TO ALL BRANDING MATERIALS**

Brand identity is a vital part of business and incorporates many key aspects – e.g. organisation name, logo, documents, marketing materials, signage, websites and advertising. Branding is a great way to promote recognition of a service and creates a perception of the quality based on the professional look and consistent use of the brand.

Brand & Design manages the branding across Waipareira and affiliates Social Value Aotearoa, Whānau Tahi Ltd and Te Pou Matakana ensuring they have consistent brand specifications. Key publications and achievements for this year include production of materials for Te Pou Matakana Conference, Wai-Mātaora research publications and books.
Strategy & Innovation: PROGRESSING OUR VISION FOR WHĀNAU

SOCIAL MEDIA & DIGITAL CONTENT: GROWING AN INTERACTIVE ONLINE COMMUNITY WHILE BUILDING OUR KAIMAHI SOCIAL MEDIA AND DIGITAL CONTENT POTENTIAL

This is a new division of Waipareira Tuararo set up in the second part of this financial year. This division is part of a wider Urban Maori communications coalition with Hapai te Hauora, National Urban Māori Authority (NUMA), Te Pou Matakana, Whanau Tahi and Social Value Aotearoa.

Key objectives of social media and digital content over the next year include:

• The development of an Urban Māori proud community generating regular, original and nostalgic content that encourages conversation and is consistently shareable across multiple platforms

• Inspire and uplift whānau through the power of story and visible role models – identifying positive role models in the community

• Build kaimahi capacity as content creators to grow our online community

• Establish strong, positive brand identity online.

Some major events we covered over the year include Waitangi@Waititi and the Waipareira sports challenge, Ka Hao te Rangatahi. We enlisted the support of our rangatahi utilising their social media expertise to cover these events in a dynamic way with our online community and inclusive of our wider whanau and community.

JOIN OUR ONLINE COMMUNITY:

Facebook: waiwhanau
Twitter: @Waipareiratrust
@Wai_whanau
Instagram: Waipareira
Snapchat: Waipareira

Major act performances from Waitangi@Waititi gained over 1 million views nationally and internationally.
TRANSFORMING ORGANISATIONAL PRACTICE AND FOSTERING AN ADAPTIVE WORKFORCE

Change & Transformation has continued to support initiatives across Waipareira and Te Pou Matakana. Our work stream dove-tails with other Wai-Atamai work streams and are featured in more depth throughout the report.

Some of the key focus areas have been:

In partnership with external training company Learning Wave - The Waipareira leadership training program ‘Te Huka Tai’ for tier 3 Team Leaders continued its rollout. 23 Team Leaders took part in three key workshops focusing on upskilling them to support their teams to work in our adaptive environment with the “Readiness for Change”; “Getting PDP Ready” and “Delegation, Negotiation and Influencing” workshops. These were supported by one-on-one coaching sessions.

Within TPM, the focus has been the ongoing support of the rollout of the Outcomes and Milestone Indicator Framework across providers and travelling with the Back Office Collective Impact team on scoping visits prior to Social Ventures Australia training.

One of the key highlights for the team is leading the implementation phase of the Ngā Pou o Te Whare o Waipareira which is the place based Whānau Centre Collective Impact project. This has taken a considerable amount of time and energy building relationships across the Whanau Centre partners, oversight of the various work streams along with developing the whanau navigation service and recruitment of whanau. This is discussed in more detail further on in this report.

Alongside these projects the team worked to grow the profile and membership of Social Value Aotearoa Network locally and nationally.
People, Data and Performance

MANAGING PEOPLE, POLICIES AND DATA

We ensure systems, processes and tools are in place to enable staff to work with whānau to achieve their outcomes, and measure that change with robust data.

PEOPLE AND QUALITY MANAGEMENT - OUR PEOPLE, OUR KEY RESOURCE

To enable the continued delivery of effective, high quality services to our community, we ensure our people have the capabilities to meet the needs of whānau and are able to support them to achieve their goals and aspirations. From talent acquisition through to professional and leadership development, positive and successful whānau engagement is embedded across all policies.

Our people – our key resource – are supported by our quality management system, which meets international standards under ISO 9001:2008. This is the seventh consecutive year that Waipareira has received certification and further promotes our ability as an organisation to meet whānau aspirations, enhance whānau satisfaction, and improve whānau wellbeing.

Alongside our quality management system is our health and safety work programme which ensures we are meeting the new Health and Safety regulations that came into effect this year, providing our staff with a safe and positive working environment.

This commitment is reinforced through our ACC Workplace Safety Management Practices, which are accredited at the highest level. This tertiary standard provides us with a reduced ACC levy by 20%.

DATA AND PERFORMANCE

Outcomes based data evidencing Whānau Transformation

The Data and Performance team have expanded their capacity and capabilities this year to meet the increased information and reporting requirements across Whānau o Waipareira and Te Pou Matakana. This investment has supported the successful implementation of the Whānau Ora Policy and Outcomes Management Plan across both organisations, whilst continuing to build a robust and progressive policy on data and information management.

For Waipareira this means that Whānau Tahi is continually enhanced ensuring the collection of transactional outcomes based data to evidence whānau transformation, whilst meeting multiple funder reporting requirements.

Over this financial year, the team produced almost 300 funder and management reports across the 50+ services.

Our outcomes measurement framework challenges us to continuously push data and system development that will provide a consistent measure of success and accountability back to our whānau. We reinforce this framework through the probity of data reinforced through system compliance and regular data checks.

Continued
People, Data and Performance:  
MANAGING PEOPLE, POLICIES AND DATA

WORK FOR TE POU MATAKANA

For Te Pou Matakana (TPM) and its partners across the North Island, data is a fundamental point of difference. No other programme is held to the same level of scrutiny as we explore Whānau Ora in this new evolved form. This has posed a challenge as no other programme in Aotearoa has attempted to author such a thorough framework to evidence change. As whānau shift along the framework working on their goals and outcomes, TPM’s partners need to collect information at key points along their journey that detail and evidence their progression. For our team, this required us to check and analyse over 300 provider reports before consolidating for TPM reporting.

TPM has endorsed Whānau Tahi as their Whānau Ora information system, and our team works closely with Whānau Tahi to ensure the system meets the requirements of TPM’s Whānau Ora policy and Outcomes Roadmap. All assessment and measurement tools and processes within this framework are co-designed and tested with TPM’s partners, supported by the Data and Performance team, before being embedded within the system. Enabling this policy is a dedicated help desk providing training and support on data and reporting to TPM’s 60+ partners across the North Island. Multiple face to face visits across the regions have enhanced this engagement.

The Data & Performance team have become more agile and adaptive this year to meet the innovative policies of Waipareira and TPM, ensuring our systems and processes are constantly aligned, whilst continuing to maintain the integrity of our data.

FUNDING & CONTRACTING FOR OUTCOMES:  
REPORTING ON OUTCOMES FOR WHĀNAU TO GROW OUR SUITE OF SERVICES

Over this fiscal year Funding & Contracting for Outcomes has concentrated on scoping and gaining new contract and funding opportunities that complement and grow current service provision. Relationship management with funders and sub-contracted providers has been another area of focus.

In 2015 / 2016 Funding & Contracting for Outcomes have supported Waipareira to gain and/or renew funding in areas of high need, for children and their safety and for women who are reflected in high cervical and breast cancer rates.

Reports for 2016 have seen a realignment of outcomes reporting with the Waitemata District Health Board (WDHB) - a positive step in terms of being Whānau Ora specific. There will be challenges with outputs reporting for support hours in Child Health that Waipareira will be working through.

Relationships: The key external relationships with WDHB Memorandum Of Understanding (MOU) Partner continues to be strong which is evidenced in our collective impact initiative #Tatou and new integrated health contracts focussed on outcomes reportage. Future relationships we will be concentrated on working closer with Counties Manukau DHB and Ministry of Social Development. ACC is now contracting with Waipareira and we will be building closer relationships with the Sports and Falls managers within that sector.

SUPPORT TO TE POU MATAKANA

Funding & Contracting provide services to Te Pou Matakana comprising of provider contract and reportage monitoring and raising key risks. Expertise in Request for Proposal (RFPS), Expressions of Interest (EOI) co-ordination has also been utilised by TPM.
ICT provides us with custom in-house solutions that meet our cross sector, multi-agency, whānau centred approach. Through innovation, design and technology we are able to design and develop our own solutions to the challenges before us. Our team is divided into two units – Infrastructure who manage all the hardware, computers, networks, telephony and services to support the business and the Application section who are skilled with software, develop websites, IT solutions and mobile applications.

It has been another fast-paced year for ICT. With the increasing number of business entities and kaimahi at Waipareira, ICT has tried to provide and support all frontline and backoffice kaimahi with new and innovative technologies for both Waipareira and Te Pou Matakana.

A large portion of our time is dedicated to developing new IT and information systems that enable more efficiencies for frontline kaimahi and management.

Both infrastructure and the application teams have continually worked on the latest technology platforms with the aim of keeping our whānau on the same phase with advanced hardware and software systems. As a support to the growth of Waipareira and TPM business, the web application team has designed and implemented several additional reports and functions to the Whānau Direct, Whānau Tahi Navigator, internal electronic Quality Improvement Form and other web systems. By participating in professional certification exams, the infrastructure team is not only awarded with MS professions but also gained Cisco and Huawei network excellence.

Enhancement and customization of Whānau Tahi Navigator system is a key priority for our team. Based on kaimahi feedback we have created smart forms, added a referral matrix and reports framework. We will continue to customise this solution to better support our frontline kaimahi and whānau they work with, providing more comprehensive and real-time reportage to funders.

**ICT SUPPORT FOR TE POU MATAKANA:**

Wai-ICT provides ICT expertise to Te Pou Matakana and their commissioned providers. Over the year we have:

- Designed and Implemented TPM management screen in the Whānau Direct system to provide a transactional and performance overview of both providers and TPM working streams
- Built additional TPM and Providers’ reports in the Whānau Direct system for the purpose of data extract and financial review
- Launched the TPM conference App for both iOS and Android phone systems to support various activities in the Whānau Ora Conference 2016.

As a part of ISP’s wholesale partner scheme, ICT has delivered several self-provisioned network solutions to multiple urban and rural sites across the North Island. The overall responding time starting from service request to the end installation has a significant improvement via utilizing ISP’s whole sale service portal. We are now able to provide all types of broadband connections to all available areas in the Auckland region and the rest of the country as and when and required.
BUILDING AN EXPERTISE IN ‘NUMBERS’ TO WORK WHERE IT CAN DO THE BEST FOR OUR WHĀNAU AND COMMUNITY

Wai-Finance is responsible for ensuring robust, accurate and timely financial management practices are embedded across all business areas and functions. The scale of our organisation requires that there is a high level of accuracy and transparency for all activities. We take great pride in the relationships we build with our Kaimahi, our leaders, our suppliers, our funders and Board members. These relationships help to remove barriers, advance group strategy and create entirely new business module to support our day-to-day operations.

Wai-Finance continues to provide financial expertise and processes for all internal business units and subsidiaries, Wai-tech Ltd, Hapai te Hauora, Whānau Tahi and Te Pou Matakana. This past financial year we have completed five clean audits across Waipareira and affiliates.

Te Pou Matakana continues to be our largest external client. Over the year we have refined our financial practices for Te Pou Matakana ensuring we meet our contractual requirements and processing all Whānau Direct applications within a 48 hour turnaround.
Whānau Ora Clinical Governance
ON-GOING IMPROVEMENT

IMPROVING THE QUALITY OF OUR SERVICES TO WHĀNAU BY CREATING AN ENVIRONMENT IN WHICH EXCELLENCE IN CLINICAL CARE CAN FLOURISH.

Traditionally our clinical governance forum has concentrated on providing contract monitoring, risk management and best practice development for all frontline clinical service activities. This year we have extended the scope of clinical governance and included non-clinician experts into this forum. The rationale is to broaden the function of clinical governance and include all aspects that would ensure effective, efficient integrated practice across all services. This year we moved towards a more strategic helicopter view of service activities focused on high level integration making a ‘collective impact’ on the lives of whānau we serve.

The Whānau Ora Clinical Governance group membership consists of executive leaders who are also senior practitioners in their relevant disciplines. This is now complemented by our Whānau Tahi system representatives, Wai-Atamai, HR and Quality and administration. Combined skills provide direction, advice and leadership driven by best practice models which support the integration of our Whānau Ora services in a manner that is consistent with the 25 year Strategic plan.

This year we have worked on:

- Stream-lining assessment and practice tools across all clusters e.g. Mataora snapshot
- Supported the rollout of the outcomes measurement pilot
- Implemented integration and change management strategies
- Supported collective impact initiatives
- Continuously improving our processes and quality of service through internal audits

As we further evolve services and best practice models Whānau Ora Clinical Governance will become more adaptive and fluid as we trial new and innovative approaches. Our experience will be shared with other TPM providers as shared learnings.

All services detailed in this book make up the engine room that is Waipareira Tuararo servicing our frontline activities, thriving community projects, urban Māori activities and all affiliate groups.

He amorangi ki mua, he hapai o ki muri