E ngā uri o ngā Maunga tiketike o te motu,
Ngā awa hohonu, ngā moana whānui,
E ngā mana, e ngā reo, e ngā karangatanga maha,
Tēnei te reo maioha e rere nei ki a koutou,
Ka mihi ki ngā tini mate o ngā tau, o ngā wiki, o ngā rā,
E mōteatea tonu ana te ngākau ki a koutou,
E ngaro nei i te tirohanga kanohi,
Haere, haere, haere atu rā
Me taku mihi hoki ki tō tātou Marae
ki a Hoani Waititi,
Te mauri o tēnei hāpori,
Tēnā koutou, tēnā koutou,
Tēnā koutou katoa.
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Mataora desk top mini  
Back cover fold out  
Inside back cover Mataora desk top mini, assembly instructions.
Now in our 28th year as an organisation, we have had an opportunity to reflect on the last 25 years and look to where we may head in the next 25 years. It is clear that being in place for 25 years both through exciting and challenging times has meant we are truly a long term provider of services to whānau. We also acknowledge the instrumental role our marae, Hoani Waititi has played in supporting the development of a strong platform for our urban Māori in West Auckland. Furthermore, the pivotal role it will continue to play for our future generations of whānau.

Within this context, we are proud to present to you our 25 year strategy. This is a plan that has been developed in our own style and in our own way, The Waipareira way.

The development of the 25 year plan represents a significant milestone in planning the future for our people working with whānau. In particular we are excited by the Mataora model for whānau development, a model which has continued to be refined since the development of our first whānau integration model – ‘the hub and spoke’ in 1991.

As leaders, we acknowledge that our key role is that of kaitiaki, kaitiaki of the kaupapa for our Waipareira whānau. It is our hope that the following plan fulfills our guardianship in the greatest traditions of those that have gone on before us and that this plan will lay a strong foundation for seeing our whānau continue to flourish over the next 25 years.

Josie Smith
Chair
Te Whānau O Waipareira Trust
2. He Mōteatea

E rongo, ki te tangi
O te ngakau, e kapa ana
Mo te tira, kua rere,
Ki te pae o nga rangi.
Rangi runga, papa raro,
Tipu ana e nga uri,
Pu te Wai o pareira,
Inuhia ki a ora e.

E te kura e takoto
I to waka tapu ana
Ko koe te huia kua ngaro
Mai te hunga o te ora
Me rere runga, me tiro raro
Mahuetia i o uri
Ringihia o roimata
Maku ai kia noa e.

Kotuku rere tahi,
Ki te toi o nga rangi.
Rite kia rarohenga,
Rite kia Mataora,
Pu ko te whānau ora,
Ara mai he tete kura,
Kura nui, kura roa,
Whakamau kia ora e.

Composed by Mereana Rangihuna,
Board of Trustees Hui, 2009.

Composed by Anaru Martin and Rawiri Waititi,
Board of Trustees Hui, 2012.

BACKGROUND TO OUR MŌTEATEA

The Board of Trustees meet every 3 years to define the ongoing strategy for the organisation. As part of this process the Trustees write a verse for our Mōteatea. As this Mōteatea grows, a story also unfolds about the goals, aspirations and challenges of our whānau.

This Mōtetea is a tohu for Waipareira, a tohu which we hope can be shared with many generations to come.
3. Strategic Intent

VISION
MĀORI FUTURE MAKERS
Creating future spaces where whānau hopes and opportunities can flourish.

MISSION
CHAMPIONS FOR FUTURE GENERATIONS
Leading successful generational change for whānau.

PURPOSE
WHĀNAU BECOMING THE INFLUENTIAL LEADERS OF CHANGE
Supporting the development of whānau leaders who can be the influential agents in shaping their whānau potential through;
- brokering entry into education, the economy and
- promoting high standards of health.

VALUES
TO UPHELD THE MANA OF TE WHĀNAU O WAIPAREIRA BY;
Always acknowledging where we have come from and who we are,
- keeping whānau at the centre of our world and
- successfully living and breathing change, the key for building successful generations of whānau.
4. Mataora, Our Whānau Model Of Service Delivery

The Whānau of Waipareira are:
- Whānau Pēpe
- Whānau Tamariki
- Whānau Rangatahi
- Whānau Maatua
- Whānau Kaumātua.

Our long term focus is to have self sufficient whānau who are able to provide for their whānau in the following roles:
- As carriers of culture
- As models of lifestyle
- As access points to community
- As gateways to Te Ao Māori
- As guardians of landscape
- As economic units.

(M.H. Durie, Waipareira Strategic Planning Hui, April 2009)

Whānau Ora is the platform from which immediate and medium term needs of whānau are met.

The guiding principles underpinning Waipareira’s Whānau Ora platform are:
- Provision of a wide range of services across sectors including Health, Education, Social Services and Justice
- Ensuring strong linkages across services in partnership with external service providers
- Provision of a depth of services within Health, Education, Social Services and Justice sectors
- Ensuring services across Health, Education, Social Services and Justice are provided within an integrated Waipareira framework for each whānau.

Ngā Tini Whetu is the platform from which the long term needs of whānau are met.

Ngā Tini Whetu is a generational focus to support positive long term outcomes for whānau, outcomes that can be achieved within one generation, i.e 25 years.  
(M.H. Durie, Te Whānau O Waipareira Strategic Planning Hui, 2012)

The framework for service delivery in Ngā Tini Whetu includes:
- Provision of services through facilitation, advice, mentoring and support to assist whānau achieve long term goals
- Provision of services which focus on:
  - developing whānau capacity
  - supporting whānau growth
  - facilitating whānau leadership and
  - assisting whānau resilience.

Whānau Tahi is the Waipareira response to having a measurement system which enables strong linkages between the Whānau Ora and Ngā Tini Whetu platforms so to ensure we are working towards our overall goal of having self sufficient whānau.

Key priorities for Whānau Tahi are:
- Whānau Ora
  - Ensuring services to whānau within health, education, social services and justice are integrated in a meaningful way so to meet the identified immediate and medium term needs of whānau within a managed whānau care plan
- Capturing meaningful information about each whānau which identifies their progress in having their immediate and medium term needs met and
- Capturing information by service, strand and sector on the needs of whānau.

- Ngā Tini Whetu
  - Capturing information regarding the outcomes achieved for each whānau as they develop their capacity, growth, leadership and resilience.

- Self Sufficient Whānau
  - Ensuring there is integration of information across both the Whānau Ora and Ngā Tini Whetu Platforms so to be able to measure the progress of whānau achieving outcomes that work towards them being self sufficient and therefore able to be:
    - carriers of culture
    - models of lifestyle
    - access points to community
    - gateways to Te Ao Māori
    - guardians of landscape and
    - strong economic units.
5. Broad Themes

Mana
We are a global leader in the provision of services to indigenous peoples.

Rangatiratanga
Marae, local, regional and national organisations look to Waipareira for leading edge models and approaches to working with whānau.

Kokiritia
What we do, we do well. We are acknowledged as being the best in service delivery to whānau.

Mauri
Waipareiratanga places whānau at the centre; it is the way we respond to whānau so that their aspirations can be met.
6. Goals

Mana

We are a global leader in the provision of services to indigenous peoples.

**Goals**

- We are a first port of call for indigenous peoples to benchmark models of whānau best practice
- We are a first port of call for global organisations to benchmark successful outcomes for whānau
- We are sought by global groups to provide external advice and support on developing and implementing successful models of services to whānau.

Rangatiratanga

Marae, local, regional and national organisations look to Waipareira for leading edge models and approaches to working with whānau.

**Goals**

- We are called upon by national, regional, local organisations and Marae for advice and support with regard to our thought leadership and fresh ideas generated from ‘thinking outside the box’ in the development of new and better ways to support positive outcomes for whānau
- We will have formalised partnerships with public, private, NGO and Māori sectors with whom we actively engage with as our long term partners in supporting the development, implementation and management of models which support whānau being self sufficient
- We will facilitate ‘ingenious future shaping’ forums that enable like minded organisations and people to korero on progressing the needs of whānau in an ever changing world.

continued
Kokiritia

What we do, we do well. We are acknowledged as being the best in service delivery to whānau.

Goals

• We will be able to consistently demonstrate how we are meeting the short, medium and long term needs of our whānau through well documented and evidenced based reports on achievement of positive outcomes for whānau working towards being self sufficient.

Mauri

Waipareiratanga places whānau at the centre; it is the way we respond to whānau so that their aspirations can be met.

Goals

• Our Waipareiratanga is at the heart of whānau continuing to be part of Waipareira, generation after generation
• Our Waipareiratanga is at the heart of staff continuing to work and be part of supporting the transformation of our whānau’s lives.
7. A 25 Year Framework for Objectives

Based on the Waipareira experience as a provider for just over 25 years it is clear that a number of ‘lessons learnt’ have emerged. These lessons have been translated into models for development for whānau within the Ngā Tini Whetu platform. We also see these providing a strong framework from which we can base our 25 year strategy on.

The lessons learnt have been categorised into 5 themes with a theme for each 5 year period of the 25 year strategy. Each theme builds off the previous theme as follows:

2013/14 - 2017/18 **FUTURE PROOFING**
Ensuring Waipareira has fully developed and implemented successfully its model for working with whānau. There is a constantly high standard of service to whānau and staff are able to work within an environment that constantly changes.

2018/19 - 2022/23 **WHĀNAU CAPACITY**
Providing the building blocks for whānau - training and development so they have the tools to work towards becoming the navigators for their own whānau.

2023/24 - 2027/28 **WHĀNAU GROWTH**
Supporting whānau as they take on the role of whānau navigators.

2028/29 - 2033/34 **WHĀNAU LEADERSHIP**
Strong leadership by whānau so to support whānau being able to make successful choices on engaging with their future.

2034/35 - 2038/39 **WHĀNAU RESILIENCE**
Whānau actively and successfully engaging with their future, and ensuring whānau resilience is passed on and secured for their future whānau generations.
8. Objectives

FUTURE PROOFING, THE FIRST FIVE YEARS
2013/2014 – 2017/2018

Future Proofing

The plan will now focus on the first five year period of the 25 year strategy – Future Proofing. Within this 5 year period the strategy will focus on objectives to be met for the next 3 years. It is expected that the Trust Board as it has done in previous years, will continue to review this 25 year strategy every 3 years and develop objectives for the following 3 years.

“Ensuring Waipareira has successfully developed and implemented its model for working with whānau – Mataora.”

“Ensuring there is a consistently high standard of service to whānau.”

“Ensuring Kaimahi excel within a working environment that constantly refocuses and reshapes to meet the ever changing needs of whānau.”

1. Mana

We are a global leader in the provision of services to indigenous peoples.

Goals

• We are a first port of call for indigenous peoples to benchmark models of whānau best practice
• We are a first port of call for global organisations to benchmark successful outcomes for whānau
• We are sought by global groups to provide external advice and support on developing and implementing successful models of services to whānau.

Objectives

• By the end of 2015/2016 Waipareira will have established formal relationships with global indigenous groups to share expertise in whānau delivery
• By the end of 2015/2016 Waipareira will have established a formal relationship with a global provider of services to whānau to benchmark best practice in outcomes to whānau
• By the end of 2015/2016 Waipareira will become an emerging global thought leader in whānau service delivery.
2. **Rangatiratanga**

Marae, local, regional and national organisations look to Waipareira for leading edge models and approaches to working with whānau.

**Goals**

- We are called upon by national, regional and local organisations and Marae for advice and support with regard to our thought leadership and fresh ideas generated from ‘thinking outside the box’ in the development of new and better ways to support positive outcomes for whānau.

- We will have formalised partnerships with public, private, NGO and Māori sectors with whom we actively engage with as our long term partners in supporting the development, implementation and management of models which support whānau being self sufficient.

- We will facilitate ‘ingenious future shaping’ forums that enable like minded organisations and people to korero on progressing the needs of whānau in an ever changing world.

**Objectives**

- By the end of 2015/2016 Waipareira’s new platform Ngā Tini Whetu, will be implemented as a new model for providing services from which long term outcomes for whānau can be achieved.

- By the end of 2015/2016 Waipareira will provide thought leadership on Mataora, our leading edge model for progressing the immediate, medium and long term needs of whānau so to be self sufficient.

- By the end of 2015/2016, Hoani Waititi Marae will be firmly established as a campus of excellence in the advancement of Māoritanga.

- By the end of 2015/2016 Waipareira will have a comprehensive range of long term meaningful partnerships with like minded innovative organisations supporting positive change for whānau.

- By the end of 2015/2016 Waipareira will be facilitating forums which identify great ideas, ingenious strategies and ‘thinking outside the box’ for progressing whānau.
3. Kokiritia

What we do, we do well. We are acknowledged as being the best in service delivery to whānau.

Goals

• We will be able to consistently demonstrate how we are meeting the short, medium and long term needs of our whānau through well documented and evidenced based reports on achievement of positive outcomes for whānau working towards being self sufficient.

Objectives

• By the end of 2015/2016 our clinical governance group will be providing comprehensive leadership within our whānau Ora platform to ensure all services across health, social services, education and justice are delivered within a Waipareira framework that supports meeting the immediate and medium term needs of whānau

• By the end of 2015/2016 Whānau Tahi will provide evidence based data on whānau outcomes that enables reportage to be captured and identified by whānau, service and sector

• By the end of 2015/2016 we will have produced our first annual governance whānau outcomes report

• By the end of 2015/2016 we will have embedded a strong continual quality improvement culture at every level within our organisation

• By the end of 2015/2016 we will have:
  - increased the range and depth of services we provide to whānau across health, education, social services and justice
  - increased the number of external providers and services co-located to Whānau Centre that complement those of Waipareira.
4. **Mauri**

Waipareiratanga places whānau at the centre; it is the way we respond to whānau so that their aspirations can be met.

**Goals**
- Our Waipareiratanga is at the heart of whānau continuing to be part of Waipareira, generation after generation
- Our Waipareiratanga is at the heart of staff continuing to work and be a part of supporting the transformation of our whānau's lives.

**Objectives**
- By the end of 2015/2016, we will have undertaken a retrospective research study which identifies the Waipareira ‘x factor’ that has underpinned the success stories of previous generations of Waipareira whānau who have grown over the last 25 years in supporting and upholding the mana of their whānau and that of Waipareira
- By the end of 2015/2016, the principles articulated in Te Kauhau Ora, our Waipareira Cultural Competencies Framework, will become second nature to how we conduct ourselves as kaimahi, teams, divisions and as an organisation
- By the end of 2015/2016 we will have implemented a range of tools which enable whānau to provide regular feedback on how services are meeting their needs and how Waipareira is being progressive in advocating the future needs of urban Māori.
Te Whānau O Waipareira Trust
Kokiritia I Roto I Te Kotahitanga
Progressively Act in Unity

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