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Certifications
ISO 9001:2015 Quality Management systems
ACC: Tertiary Level Workplace Safety Management Practices
MSD: Social Sector Accreditation Standards Level 2

Tohu
The Logo for Te Whānau o Waipareira Trust (Waipareira) depicts “Forever progressing forward” under the umbrella of Te Whānau o Waipareira. The koru underneath represents the other organisations that are under the umbrella of Waipareira.
The progressive movement comes from the onward and upward thrust of the logo, designed by May Collins.
He Mihi

Ka piki whakarunga au ki te tihi o te maunga Hikurangi e
Ka huri ngā whakaaro ki te kāhui tipua
Te iwi tūrehu
Maruwi, Te Kawerau-ā-Maki, Te Waiōhua, me Ngāti Whātau
Nau mai haere mai rā ki te karanga o te ao kohatu o iāiane i e
Whakapiri mai ki Te Whānau o Waipaireira
Kia kōkiritia i roto i te kotahitanga.


Tangiha koutou e ōku raukura, te kāhui kahurangi kua riro atu ki a Hine-nui-te-pō. Kua hikoi i te hikoi whakamaturanga ki te hono-i-wainga, ki Te Reinga. He mainai archa, he tangi tikapa ki te tini ngairongo kua whetaurangiturī, he kāhui whetu kia tiro whakaraorē kia kaitiaki mō ngā uri whakahēke. Ko te tini kei tua, ko te mano kei te aro. Nō reira e koutou e te aumāngenga, mōe mai rā, mōe mai rā, oti atu koutou.

Whakapiri mai, whakatata mai e te whānau whānui o Waipaireira. Kua korure ngā aia, nga haunuku i a ngā tini māhi kia whakatutuki. Kua kia shea rawatia ātau ara hou kia anāa whakamumu ki ngā wā. Ka whakamumua ngā whānau e noho piri nei ki te uma o Te Whānau o Waipaireira, hei oranga mō tātou katoa, hei raukura mō te iwi, hei whānau ara anō hoki.

Anei te whakatinanata o ngā whakakitenga o te hunga i whakatū i tō tātou whare, hei whakaruruhau mō te kata. Nō reira, e ngā marae e ngā reo, e ngā karama mā a te motu, nei te whakamānawa atu.

Hei Maumaharatanga

Mā wai rā e taurima te marae i waho nei
Mā te tika, mā te pono, me te aroha e...

Ka whakamānawa, ka whakanui ia ki kāwai rangātira ki roto i tē Whenua taurikura ki roto i Kaikohekohe, kai te pito o Ngāpūhi me te wharetapu anō ia hangaia e ngā maunga whakahū o Te Tekereria.

E te Hua Kaimanawa o Te Whānau o Waipaireira. Ko koe tērā i potū i ngā pīpī paopao ki roto i te kōhanga reo. Ka whakanui o mahi hapari i ngā tamaaki i te hapori ki roto ano i te reo. Maori me onā tikiwha. Ko koe hei hua haere ki ngā mahi Pou Tikanga o Waipaireira. Kua rito tūtama atu koe, hei hea koe mō to makau ki wehe tohu o te tūtahi atu i te tūkanga kanohi. E kui, e Makere Tino, moe mai rā koe ki te uma o te Atua. Moe mai rā, moe mai rā, kia au 'ō moe.
Tā Te Heamana Chairperson’s Report

Our board is delighted to present the Annual Report for the year ended 30 June 2017. In a year of sustained momentum, we are pleased to announce Te Whānau o Waipareira performed strongly against its strategic, financial and operational goals. As noted in previous years, the board has again focused on balancing and aligning business activities to the goals and aspirations of whānau.

Significant accomplishments for the year saw a number of Wai-Research activities and publications focus on setting standards for measuring the performance and impact of programmes undertaken to promote positive long-term change for whānau. Additionally, a detailed analysis profiling the needs of the West Auckland community gave us a comprehensive understanding of the health status of whānau. The findings confirmed that whānau on lower incomes suffer more stress and poorer health and resulting social outcomes than the population on average. To address these disconcerting results, Waipareira’s specific objective to engender positive whānau futures will continue its practical advocacy strategies to help support individuals and whānau access affordable health-care services that ultimately reduce disparities identified in the Whānau Centre Health Needs Assessment.

The Board is also delighted to confirm that Whānau Waipareira has settled on 16 Catherine Street. Our Kaumatua Rōpū finalised this transaction with a dawn blessing ceremony. In light of a monumental year for Whānau Tahi, a move into Catherine Street is the next step in evolving and inspiring further innovation and advancement within our IT sector. Whānau Tahi will provide our community with a combination of services and software that empowers individuals to take charge of their well-being intuitively.

While it is the board that provides the governance and strategic direction, it is management that delivers the results. As indicated in our annual report, you will see that operations have again achieved impressive results across all Waipareira business units. The Board acknowledges the excellent performance of our Chief Executive Officer and the leadership team for delivering comprehensive results yet again.

Te Whānau o Waipareira is on track to meet targets set out in our 25-year strategic plan. Our progress is greatly accelerated by resources and expertise now embedded into our whānau organisation. As we move ahead into the next financial year, sustained progress in health and social service delivery is dependent on the collaborative investments and commitment from strategic MOU partners. Increased contribution, cost sharing and the reallocation of resources from our partners will allow Te Whānau o Waipareira the flexibility to cater to the vulnerable population within our community and improve health and social outcomes.

Te Whānau o Waipareira must not allow the limitations of external constraints restrict its vision for better futures for whānau. We have set new standards, and for us to remain on this trajectory, we must continue to grow our ideas and be progressive in our response to the pressures that influence our present and future direction.

“...we must continue to grow our ideas and be progressive in our response to the pressures that influence our present and future direction...”
As we reflect on another year of significant growth and enter a period of further expansion, it is a timely reminder to acknowledge our elders who continue to provide us with the cultural knowledge relevant to the memories of our traditional ways of existing. Our Kaumātua Rōpū represents Te Whānau o Waipareira on all levels and impart their wisdom and guidance with humility and grace. We are grateful for their many blessings and look forward to their enduring presence and support.

Finally, I would like to express sincere appreciation to all whānau in our community for their valued contribution and participation. We, the Board, trust that your enthusiasm and positive encouragement with Waipareira continues and we look forward to acting on your guidance going forward.

Nga Mihi

[Signature]

Raymond Hall
Ngāti Whetua, Te Rarawa
CHAIRPERSON
Te Whānau o Waipareira Trust
Tō Tātou Poari  OUR BOARD

Chair: Raymond Hall, Ngāti Whātau, Te Rarawa

Deputy Chair: Evelyn Taumaunu, Ngāti Mahanga, Ngāti Raukawa

Secretary: Stephanie Harawiia, Te Rarawa

Treasurer: Rocky Tahuri, Porourangi, Ngāti Porou

Lifetime Board Member: Dame June Mariu, Te Whānau-a-Apanui

Te Kurataiho Kapea, Ngāti Whātau

Moyna Grace, Ngāti Porou, Te Arawa

Clint Rickards, Waikato-Tainui, Maniapoto

Phil Paki, Ngā Puhi, Ngāti Hine, Ngāti Uenuene

Jarred (Bumpa) Taumaunu, Ngāti Koroi, Ngāti Porou, Tainui

From left: Deputy Chair Evelyn Taumaunu, Bumpa Taumaunu, Secretary Stephanie Harawiia, Chair Raymond Hall, Phil Paki, Moyna Grace, Te Kūtaiwhi Kapea, Treasurer Rocky Tahuri and Chair Ripi Kainiataa. Sonny Mira.
Tā Te Kaumātua Whakahaere

Ka mihi ki ngā tini mate
Hāre atu ki te pūtahitanga o Rēhua
Kī te pō tangotango
Te pōuriun
Tukua ngā wairua kia rere
Kī roto i te korowai o Ranginui
Haere haere hoki wairua atu
Ko nga tūpuna i tua o te arai
Āmine.

Another robust year has come full circle. To be re-elected as Chair for another term adds another year to our ageing members, including myself.

First, I give thanks to the almighty, to my whānau, our eight children (one deceased) and twenty mokopuna.

This report serves as a reminder of how important it is to stay healthy; for you, your whānau and all others whom you associate with.

The Kaumātua Rōpū have been extremely busy calendar-wise with activities that include our monthly hui, twice weekly ukelele and waiata practice, powhiri, tangihanga, jazz concerts and whānau show excursions. These activities are well attended by more than 20 or so members of our rōpū on each occasion.

At our last AGM, we had 94 financial members who voted out of the 101 registered members.

My thanks goes to the Waipareira CEO and his team who give this rōpū full and unconditional support. I know we are the envy of many rōpū throughout the rohe who are not afforded privileges like transport, venues, kāi and many many more mechanisms that allow our rōpū to operate. Thanks JT.

Also big thanks to our hard working Board for their direction and on-going support. Without this we as a rōpū could not operate.

In conclusion, I leave this whakatauki:

Me te rangimārie e marino ai
Let peace with order be calming.

Mā te wairua e whakamana ō kōrero
Let the spirit strengthen and testify your words.

Nō reira te ao wairua kia rātou
Tātou, i roto i te ao huirangi kia tātou
Tēnā rātou, tēnā koutou, tēnā tātou
Katoa
Ake tonu ake

Āmine.

Sonny Niha
Te Orewai
Chair Rōpū Kaumātua
Te Whānau o Waipareira Trust
Tā Te Kaumātua Whakahaere | Kaumātua Chairperson’s Report Continued

Kaumātua attending Research Pou Launch

Member of Rōpu Kaumātua

Whānau Ora Hui

Whānau Ora Hui

Rōpu Kaumātua at Waipareira Trust
Tā Te Taiurungi  
Chief Executive Report

This year has been one of extraordinary growth as outlined in one of the most busy, complex and sophisticated reports ever produced on behalf of Te Whānau o Waipareira. The testimony of this report bears fruit to all the dreams and aspirations of our elders that set the dreams that now we have the skills and resources to assert.

Nothing in regards to the success expressed herein can be achieved unless we have Governance, the Executive, the workforce and the community we ultimately serve acting as one very organic but unified movement.

We exist to serve the greater interests of those individuals, families and communities that for whatever reason require a multiple range of services and opportunities to help lift their obligations and duties to themselves, their children, their grandchildren, the communities they live in and the country they are a part of.

Too many people are paid too much money to manage problems in this country rather than to fix them. The greatest tension we have is in what are perceived well-intended, well-meaning folk employed handsomely by a range of Government agencies and their friends that are contracted to them.

At no time do we doubt their original intentions but we have no reason to not only doubt but be awfully suspicious about them knowingly managing a status quo that see Māori people make up a significant number of all the wrong social indicators that has not changed for over 60 years.

All individuals and all families, regardless of communities or country, want to be able to seek their own destiny to self-manage and to assert their own mana motuhake (their own independence). Multiple agencies funded by the state believing that they are relevant and working without any measures or accountability – we will contest vigorously in the coming years.

We are happy to co-invest, co-produce and co-design. We will no longer tolerate knowingly being a part of a system where we acquiesce in policy that will undoubtedly lead to greater negativity. We can no longer acquiesce in being rewarded to be part of a failing system. We can no longer be tainted by a lack of robust self-assertion and advocacy on the part of the communities that looks to us to ensure that their interests are protected.

We will win the after-hours cost of care debate with our District Health Board and Hospital. We cannot allow our people to take significant health decisions in their hands and stay at home until they can afford to go to a GP. This is but one example of us winning the rights for vulnerable communities to just get a fair opportunity in healthcare.

You will notice from this report that it has taken us 12 years to build capability and capacity across our total workforce. It has taken us 12 years to rebuild our balance sheet where we have next to no debt but have proceeded to provide huge opportunity to our people without being another welfare department. It has taken us 12 years to build our own world-leading infometrics system in Whānau Tahi so we can complete but more particularly measure and allow our service recipients to have a lot more say in the type of service...
Tā Te Taiurungi

they want. They set about measuring the service they
got. It has taken us 12 years to build national and
international partnerships and connectivity.

Today, we have a national ability to assert what is just,
what is right: but above all what works for vulnerable
communities.

Regardless of the colour of the Government or the
conduct of their Ministers or bureaucrats we are
now in a position to assertively start to advocate our
position.

It takes time to re-win our confidence. It takes time to
re-assert our values, our language and our
culture in our own lands.

That time has arrived.

I want to acknowledge the outstanding
Kaimahi that Te Whānau o Waipareira is
blessed and privileged in having. It does
not matter where I am in any part of the
country or any part of Auckland or West
Auckland, where folk without invitation
inform me of how well our Kaimahi
have responded either in advocating
our part in data analytics, in informetrics,
in financial sustainability or in the basic
humanity of treating people with dignity and humility
regardless of their difficulty.

Our Kaimahi cannot be this impressive unless they are
supported by their husbands, wives or partners and
families. Working at Waipareira is more a vocation than
a job,

Often I am commended on behalf of the whānau
when non-Māori use our services and feel embraced
in the same way - honoured and respected by our
elders that run our front of office reception and
that help support our people being directed to the
quickest possible service that is appropriate for them.
Accordingly, the Rōpu Kaumātua o Waipareira is seen
as a living beacon in the protection of our conduct and
of our spirituality.

We are lucky to have a community elected Board
of Governors. They are not risk averse and take
independent third party expert advice to ensure
that they dispense their obligations and duties to
our people in a professional and robust way. Their
endorsement of our strategic plans and annual plans
are given some form of verification by the clean
independent audits received from KPMG and a number
of independent auditors that are appointed under
various contracts Waipareira has across the whole of
the community.

In conclusion I want to acknowledge the new people
that have migrated to our lands whether they are from
mainland China, South Africa or the sub-continent
of India. They bring a new richness which advances
our progress in significant ways. They are helpful and
respectful but they are not the same. In not being
the same, they last us, they help us fashion a more
dynamic Māori culture. They add new skills and new
angles and we are delighted to have them join as new
participants in our whānau.

John Tamihere

Nga Māori Hauraki, Whakatūhea
CEO
Te Whānau o Waipareira

We are happy
to co-invest,
co-produce and co-
design. We will no longer
tolerate knowingly being
a part of a system where
we acquiesce in policy
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negativity

"
...The end of the financial year ended with a flourish of activity. The Parliament launch of our first Social Return on Investment (SROI) forecast report for the Taitamariki Service was a major milestone in the Ngā Hua o Mataora outcomes management journey.
Ngā Kaupapa Hirihia — Highlights

July 2016

July we kick-started the new financial year with the bi-annual Te Pou Matakana Whānau Ora conference. Waipareira were honoured to also be key note speakers and workshop facilitators. Our workforce also provided event management and logistic support for this hui.

August 2016

Te Pou Matakana — Commissioning Agency

Western Leader

Waipareira Trust workers get living wage

In October, the “Women of Influence” award was a great opportunity to celebrate Waipareira women.

October 2016

There were three (3) major and significant milestones that occurred over November. Waipareira Research appointed Sir Mason Durie as the Pou for the unit and this was celebrated with a formal launch and presentation of a Pou aptly named Te Pou Tāpawhā in recognition of his achievements, leadership and work to progress Māori well-being in all facets.

November 2016

Continued

The Waipareira Sports Challenge — Ka Hae te Rangatahi was another key event in November. We had over 500 rangatahi competing in different sports codes with support from their whānau. This event is to really celebrate and recognise the skills of our West Auckland rangatahi in a fun-engaging whānau day.

November

One of the coaches for a Waipareira netball team Jacqui Harema says, “my team have been asking for the last couple of months about what was happening with the challenge this year and if we are putting in a team again. It’s a great chance to bring them together as the normal netball season has finished. It also helps that they are a very competitive bunch of girls and like to win”.

See page opposite at top for pictures...
December 2016

The Super 12 Kapa Haka House Challenge in December was a great way to end house challenges for the year. Twelve (12) members from each house show-cased their creativity and cultural skill. Each house had members who had never participated in kapa haka before, and many members were from other cultures. House challenges are highly competitive which ensured the choreography, skill and singing of all houses for this Super 12 event was of a high quality.

January 2017

Whanaungatanga Day is the first major event we have for the start of each year. We returned to Hoani Waititi marae to acknowledge our connection with this marae. New kaimahi were formally welcomed to Waiapuereira and was followed up by a day of whanaungatanga – Kokinitia i roto i te kotahitanga.

February 2017

Waitangi@Waititi2017 is the largest free community event that we host each year. More than 20,000 whanau attend throughout the day to listen, dance and sign along with local and international talent. This year we also had a visit from Prime Minister Bill English and other political leaders who were in attendance to celebrate the day.
February 2017

Te Matatini national kapa-haka competitions were held in February this year. Waipareira continues to sponsor the award for Whakaaka, won this year by Te Waka Hula.

Our Social Media presence was in full force at the 2017 Secondary Schools Poly Festival. We had kaimahi from across clusters come together in an integrated social media team. They ran fun games, held challenges and delivered key health messages in a fun filled day.

Te Whānau o Waipareira, Waipareira were sponsors of the Best Supporting Actor Award at the New Zealand Rialto Film Awards. Our congratulations to renowned actor, Sam Neill for winning this award.

April 2017

April was another busy month. Te Pou Matahina hosted a collective impact shared-learning hui. The hui was an opportunity for regional groups to consolidate, share learning with other regions and further refine best practice approaches. Waipareira kaimahi responsible for different workstreams presented key learnings on behalf of the regional group, Te Pae Herenga o Tāmaki.

May 2017

John Tamihere was a keynote speaker at the Tiwha Conference held in Tuscon Arizona, organised by the Bureau of Indian Affairs (BIA) to bring together six (6) pilot Tiwha Tribes to share learnings and strengthen capacity. With over 120 persons in attendance, the conference was also attended by Federal Agencies, including the Indian Health Services, Department of Justice, Office of Management and Budget, Dept. of Health and Human Services.

June 2017

The end of the financial year ended with a flourish of activity. The Parliament launch of our first Social Return on Investment (SROI) forecast report for the Tātaiwharangi Service was a major milestone in the Ngā Hua o Mataora outcomes management journey. This report was officially launched by Minister for Māori Development and Whānau Ora, Te Ururoa Flavell. This was attended by several politicians and Māori and non-Māori providers.

Our work with the Wātareta District Health Board (WDHB) was the topic for two (2) events in June. The annual Waipareira and WDHB board to board meeting occurred with the main discussion being the Health Needs Assessment report launched at this meeting. This report incorporated aggregated whānau data for clients that Waipareira, WDHB and East Tāmaki Healthcare (ETHC) have in common through Whānau Centre.

You can’t have middle class solutions for disadvantaged communities. - John Tamihere at #IMPCON16

John Tamihere was the keynote speaker at the National Indigenous Mental Health Wellbeing Forum Conference held in Perth.
Ngā Hua o Mataora is the Te Whānau o Waipareira model for supporting whānau achieve outcomes.

It has three platforms:

**Koru Whānau** – Whānau Transformation
Facilitating the transformation of whānau through integrated health, social services, education and justice programmes that support economic, health, social, cultural and educational gains.

**Rāpori Māoiko** – Thriving Communities
Collaboration with other like-minded organisations so to foster common agendas and achieving shared outcomes that benefit whānau.

**Mana Māori** – Urban Māori Advancement
Advocating for the improved circumstances for Urban Māori. Representing the interests of all whānau, especially those living in urban areas.

Progress against all three platforms over the 2016 – 17 year are highlighted on the following pages.
Ngā Hua o Mataora

Outcomes for Whānau

8,479

In 2016/2017 we engaged with a total of 8,479 whānau across our services, completing a total of 55,200 different types of contact (phone, home visits, liaison with other services, whānau hui).

64%

NZ Māori make up the largest group of whānau members engaging in our services, followed by Pasifika people and NZ European. (Māori 64% | Pasifika 15% | NZ Euro / Pakeha 9% | Asian 4%).

Korure Whānau

Korure Whānau is our platform for providing integrated services so that whānau can flourish. A range of services across sectors are provided in order to facilitate the transformation of whānau through economic, health, social, cultural and educational gains.

2016/17 was our first full year of services provided as clusters that wrap around:

- Tamariki
- Rangatahi
- Mātua and
- Whānau.

Refining a Cohesive Integrated Platform for Services to Whānau

The shift in structure from services based on sectors - i.e. health, social services, education and justice to clusters has seen an internal work programme continue over 2016/17 in which each cluster refined their services to align to measuring outcomes whānau prioritise. As part of this refinement, a reassessment of new roles and reorganising of services so to support integrated services within each cluster also occurred. For example within the Wai-Tamariki cluster, a Kalārahi Navigator for tamariki and their whānau across the cluster was established to support navigating the services needed across clusters as well as linking to the broader Waipareira services.
Managing to Outcomes

In taking the next step towards measuring outcomes that matter for Whānau, it is recognised that there are dual sets of outcomes to measure across each cluster – Whānau outcomes and cluster specific outcomes. Both sets are important as we measure Whānau transformation progress.

The five Whānau outcomes that we have co-produced with Whānau to measure progress across all clusters are as follows:

1. E taea ana e te whānau te whakamahere mai i tō rātou wawata, hei whānau anō mā rātou
   Our Whānau are equipped with planning skills enabling them to meet their aspirations.

2. Ka mōhio te whānau ki tōnā ake hāpori, me ngā tūmomo ratonga e āperai ana i tō rātou whakapakaritanga
   Our Whānau have knowledge of, and use community services when needed.

3. Ka rere tonu ngā kōrero i waenganui o te whānau
   Our Whānau use positive communication practices.

4. Ka whakawhanake tonu te tūhonohonotanga i waenganui o te whānau
   Our Whānau are connected and work together as a unit.

5. Ka whakahono tonu te whānau ki tō rātou ake mana motuhake
   Our Whānau are more connected to Te Ao Māori.

Reporting against these Whānau 5 outcomes will commence from the 2017/18 year.

Each cluster has also commenced developing their specific outcome cluster measures which are discussed further in this report.

Whānau Tahi Version 5

Aligned to reporting against outcomes was going live with our IT Platform. Whānau Tahi Version 5, across all clusters. This has been a significant change programme over the year, but now provides the platform for measuring Whānau centric outcomes going forward.

Aligning measuring outcomes of whānau with a supporting organisational structure

In order to report against Whānau outcomes, the organisational structure changed. 18 months ago, from sectors – i.e. health, education, social services and justice to Whānau-focused clusters. Tamaki, Rangatahi, Mataua and Whānau. This was important if we are to focus on being accountable for outcomes Whānau wish to achieve.

While this seems, on the surface, an easy transition, it is quite a significant change to implement. The priority has been consolidating clusters with a focus on the following:

- Transition from reporting only against contract outputs and targets to also reporting against Whānau outcomes.

- Implementing Whānau Tahi Version 5 across Korute Whānau.

- Integrating services within each cluster to support a shared vision and common agenda as a cluster so to report against Whānau outcomes.

- Unbundling services which have a specialist expertise component that will progressively move from sitting in a cluster to be part of a horizontal specialist hub that supports each cluster.

- Redefining clinical governance by sector to clinical governance support by cluster.

- Resigning 3rd tier team leader management capacity to work in an agile adaptive organisation and

- Strengthening 2nd tier leadership at a cluster level.

Continuing to align professional groupings across social and health services within multidisciplinary teams that wrap around Whānau remains a challenge. Pockets of best practice are now emerging which serve as indicators of progress.

Strengthening Communication with Whānau on Social Media Platforms

With the establishment of a social media hub for the organisation this year, kaimahi across clusters were supported with social media platform training to strengthen the vehicle for Whānau to share their journeys and best practice. A range of Facebook pages by services within clusters, cluster Facebook pages, use of Instagram, Snapchat as well as a twitter page for whānau stories are now embedded.

Key Events

While each cluster have their own events, the Rangatahi Sports Challenge and Waitangi @ Waititi were the two significant events which Korute Whānau lead for Whānau across Waipareira.

Student Placements

We have continued to grow our degree student placement programme and have now established strong stakeholder relationships with five tertiary institutions across Auckland, including: Auckland and Massey Universities, Te Whananga O Aotearoa, Manukau Institute of Technology, AUT and Unitec. This year we offered placements to 24 Social Work students, 6 Youth Work students and 3 Nursing students.
Ngā Hua o Mataora

Wai-Tamariki

This has been an amazing year as Wai-Tamariki cluster move towards being accountable in a more meaningful way for reporting against outcomes that matter for tamariki and their whānau.

The cluster provides nine services. These are accessed by whānau who require immediate to long term support to access: health education & promotion, navigation of internal to external services, registered nurse intervention, physical health assessments, access to early childhood education, parenting programs, whānau health education groups and child development.

Ngā Hua o Mataora – Managing to Outcomes

This year has been focused on co-designing the outcomes that are a priority for tamariki and their whānau, supporting further outcomes training within our cluster and working to align our services towards measuring these outcomes. As the pilot cluster on behalf of Waipareira for managing to outcomes, it is also noted the Whānau 5 outcomes have now become the whānau outcomes that will be measured across all of the clusters.

By the end of 2017/18 year we will produce our first cluster outcomes report against the Whānau 5 and Tamariki 5 outcomes. The Board will then present these at its next AGM. This outcomes pilot will then be rolled out across the rest of the organisation over the next two years.

A significant highlight for us has been working with Waipareira Tuararo to produce the first full SROI for Waipareira on our Tātamariki programme. This was launched in Parliament in June 2017.

While this evidenced the change Waipareira and this service make to the outcomes of our tamariki and whanau, we have found it disheartening that the funder chose not to continue with this service from July 2017.
Service Highlights

- **Child Kaiarahi**: A new service supporting tamariki and their whānau navigate services to achieve their whānau outcome plans.

- **Triple P**: An increase of self-referrals this year indicated stigmatisation to attend parenting programs is on the decrease.

- **Whānau Support**: Whānau are supported pre-natal and post-natal until pepi are 5 years old. There has been an increase in women attending antenatal appointments due to accessing transport through the service.

- **Incredible Years**: Ten FY facilitators have been trained, seven of whom are in Child Services. Over the last financial year we ran five programmes and graduated 30 whānau; effectively resourcing them with skills enhancing their quality of whānau life and ensuring better outcomes for our tamariki.

- **Engaging Priority Families**: has engaged with over 40 new whānau. These whānau have early learning plans in place and report that they are now focusing more on early learning in the home with their tamariki.

A monthly whānau group hui was also established, bringing parents and tamariki together for a series of sessions on health and education. Hui focus on the effective transmission of health information and positive interaction to achieve increased knowledge and awareness for whānau.

“This has been an amazing year as Wai-Tamariki cluster move towards being accountable in a more meaningful way for reporting against outcomes that matter for Tamariki and their whānau.”
Ngā Kawa o Tangaroa, a collaboration with Massey-Henderson Local Board, to provide a free-dive course for Rangatahi, successfully completed the year with 36 graduates.

Wai-Rangatahi

This cluster supports the needs of rangatahi aged between 10-17 years of age and provides support whether the young person requires early intervention, information and advice, social work intervention, educational needs, vocational support or leadership coaching and mentoring. We deliver a suite of services which assist our rangatahi to be the best that they can be, by empowering their self-determination toward “Whānau Ora”.

Ngā Hua o Mataora – Managing to Outcomes

There are 5 Whānau outcomes and 2 Rangatahi outcomes that have been developed over this year.

It’s anticipated that two additional outcomes will be developed over the next year and will be co-produced with rangatahi and their whānau. Implementing measurement against these outcomes will also be finalised over the next year.

Services provided by this cluster are:

Whānau School Support - Attendance
- Whānau & School Support Service aims to improve attendance for tamariki and rangatahi in the North & West Auckland areas.

Youth @ Risk
- Provides structured activities to Youth at Risk of offending or behaviour leaning towards putting themselves at risk.

Breakaway Holiday Programme
- The Breakaway Holiday Programme provides Rangatahi between 11-17 years free, fun, and stimulating activities during the school holidays.

Whānau Ora Rangatahi
- We support youth who need extra support with their health goals by co-designing different strategies with them to overcome obstacles to reach their goals.

928

928 Rangatahi, recent number of youth participating in successful holiday programmes.
Wai-Mātua

Wai-Mātua had the largest number of services to transition to the cluster that included public, personal and mental health. Services of Wai-Mātua include:
- Taniwha Tales, programme for homeless
- PAN Physical Activity and Nutrition
- Whai Ao
- Whānau Ora Cancer Navigators
- MMN/Whānau Ora Nurses
- ACC Alcohol and Drug Counselling
- Home-based services
- Adult and rangatahi advocacy services

Kaupapa Māori Day Programme:
- Iwi and mainstream mental health services
- Pacific mental health services

It is also timely that at the point of our transition, we reflect on those who have supported the journey thus far. It is with our deepest sympathy that we pay our condolences to the whānau of Aini Hukaera, our previous General Manager of Wai-Health who passed away earlier this year. She played a significant role embedding strong systems and processes across our health services which has enabled us to progress to the next step in integrated Whānau services.

Ngā Hua o Mataora – Managing to Outcomes

The key milestone in moving towards managing to outcomes has been the development of the outcomes that will measure progress of the wai-mātua cluster.

Service Highlights included:

Accident Compensation Corporation (ACC) Roll-Over. Due to the success of an ACC pilot we ran, we have been given a further contract for supporting whānau back to work for 2017/18.

Taniwha Tales

There has been considerable success and promotion of the homeless programme Taniwha Tales. Taniwha Tales runs a centre that takes in homeless and provides a creative outlet through carving. They are supported to tap into their talents and transform projects into work of art which can then be sold. This programme has featured a number of times during the year in the Western Leader and on national television.

Whānau Engaged

2,216

Outcomes achieved
1,782

A total of 1,782 outcomes were achieved for whānau against outcome plans.

Whānau Success

Kiyah Achieving Workforce Goals through Physical Activity and Nutrition

Kiyah is a young woman who aspired to be in the Police Force. However, due to her weight and low stamina she felt she would not pass the entry fitness test required for police training.

The Waiparuna Physical Activity and Nutrition (PAN) team, in collaboration with Henderson Police, have a programme for Police graduates to pass their fitness component for pre-entry to the Police Force. Kiyah enrolled in this programme to assist with her weight-loss, fitness and overall goal of passing the police fitness test: a test which needed to be completed in 12 minutes.

At 102kg, Kiyah knew that this was going to take hard work, commitment and determination. Her previous attempt at the fitness test was over 20 minutes. The PAN team also supported Kiyah with a nutrition diet plan to support her weight-loss.

Within 3 months Kiyah lost 35kg and was ready to re-at the fitness test. Kiyah is currently sitting under the 12-minute requirement, and has been accepted onto Police training.

Tau Kō!

Mātua

610 completed programmes to reduce alcohol and drug abuse.

247 completed programmes to better manage their long term health conditions.
Ngā Hua o Mataora

Wai-Whānau

Wai-Whānau cluster had another busy year supporting whānau with multiple needs and complex problems. Our Whānau Ora Social Workers continue to support whānau accomplish their goals where they are experiencing multiple issues with WINZ benefits, Social Housing, Whānau Homeless, Domestic Violence, and Court Concerns.

Ngā Hua o Mataora – Managing to Outcomes

The Whānau 5 outcomes underpin our managing to outcomes approach and we capture data for this through our Mataora tool. We will continue to refine and co-design additional outcomes as a result of our activities.

The Kaārahi team underpin our Whānau Ora model. Utilising our Mataora tool, whānau identify areas in their lives they would like support work and areas of strength. Kaārahi link whānau to key services as identified in their Mataora assessment.

Whānau Success

Together with her siblings our Kaārahi have supported this whānau achieve significant milestones.

This has included supporting them from enrolling in a martial arts programme for self-defence to entering regional competitions to then going on to win the MMA Nationals Tournament.

Ka Rawel

2,039
Whānau screened for family safety

2,919
Outcomes Completed

“"We engaged with 3,004 whānau... with 2,919 or 99% achieving at least one of their self-identified outcomes.""

3,004
Whānau completed programmes to improve financial literacy.

Whānau connected to key services

- Kaārahi
- Nivareka
- Whānau Development
- Strengthening Families
- Family Violence
- Rongoa
- Building
- Financial Capability
- Food Bank

This year we had 1,693 new referrals through our services and programmes which include:

1. Our whānau are equipped with planning skills enabling them to meet their aspirations.
2. Our Whānau have knowledge of and use community services when needed.
3. Our Whānau use positive communication practices.
Hapori Momoho

Hapori Momoho is our second Ngā Hua o Mataora platform that brings together diverse community organisations to increase collective impact for whānau.

This platform includes:

- Ngā Pou o Te Whare o Waipareira
  One stop shop of integrated services across organisations based at Whānau Centre, Henderson.

- #tātou
  The Ngā Pou o Te Whare o Waipareira collective impact programme that’s based at Whānau Centre.

- Te Pae Herenga o Tāmaki
  Our regional Whānau Ora collective with Īwi, Urban Māori Groups and Health and Social Services Providers across Tāmaki.

"Whānau Centre, One stop shop for whānau."

- Te Whānau o Waipareira
- Waitemata District Health Board
- East Tāmaki HealthCare
  GP Clinic
- Smile Dental
- Absolute Physio
- Waiora Pharmacy
- Origin Health
  Accupuncture
- Hāpai Te Hauora Tāpui
- Drake HR Specialists
Ngā Pou o Te Whare o Waipareira

Te Whānau o Waipareira recognises that collaborating with other community organisations is integral to ensuring we are able to increase our collective impact to support whānau achievement of their outcomes and aspirations. The priority has been to work towards a common shared agenda for whānau outcomes with other like-minded organisations.

"...the priority has been to work towards a common shared agenda for whānau outcomes..."
Collective Impact Programme

We are grateful to our whānau, our partners and organisations who have contributed to make this a successful year for our #tātou pilot.

Nga Pou o Te Whare o Waipareira was formed in 2015 as a place-based collective network with two main objectives: 1. to support whānau achieve and maintain a healthy lifestyle (focus on weight and wellbeing and improving their health literacy) and 2. to improve collaboration and health literacy across all partners in Whānau Centre that enables a more integrated seamless service to Whānau. As a result of #tātou emerged with three kārahi committed to navigating 240 whānau towards healthier lifestyles.

One year on #tātou represents 267 whānau, from 5 Whānau Centre Partners, connected to 26 initiatives across Whānau Centre and the West Auckland Community with 76% completing an outcome from their whānau plan.

"I understand CI now. #tātou is a small portion of the bigger picture but still an important part. It’s about whānau, partners and data." #tātou kārahi

Kaiārahi Insights - Whanaungatanga, Advocacy and Networks

Meaningful and genuine engagement was pivotal to us successfully supporting our #tātou whānau progress their plans and connecting them to relevant services and resources. It was also crucial for us to build robust relationships with our #tātou partners and facilitate connections with other West Auckland Community initiatives. Together this enabled us to grow a stronger collective platform to support our #tātou whānau.

- Individual plans and goals were set via the #tātou snapshot tool alongside two assessments covering health stats and health literacy to give a baseline and profile of #tātou whānau.
- #tātou baseline showed a whānau focus on five specific outcome areas: Improved Diet: 7%, Improved Health Priorisation 57%, Better Health Management 6%, Increased Physical Activity 20% and Weight Reduction 9%.
- Analysis of the #tātou baseline generated four whānau readiness categories – Under the Radar 35%, In the Zone 37%, Flying 25% and Stalling 3% allowing the trialing of tailored case management strategies for each category.
- #tātou Facebook page proved a successful forum to motivate and interact, share knowledge and promote services to #tātou whānau. 138 whānau connected. #tātouTalks 839 views; #tātouWalks 576 views; #tātouCook 543 views.

Consolidating Partner Relationships

- Regular communication with partners, via meetings and email updates, kept them involved in #tātou whānau progress and aware of services needed. Working closely with the backbone team, #tātou were able to share baseline trends with partners.
- Monthly Health Coaching meetings with practitioners from #tātou, Waipareira, ETHC, WDHB that focused on ensuring #tātou whānau had access to relevant health assessments, diabetes clinics, and dietary services available within Whānau Centre while growing a better understanding of each other’s services, referral pathways and expertise. Through this came opportunities of shared workforce development with Kaiarahi across the partners attending trainings on Health Coaching, Nutrition, Health Literacy, Advocacy and MSD Disability Allowance Entitlement.
- Partner services featured on the #tātou facebook sharing their expertise and introducing their services to #tātou whānau and kaiarahi from across Whānau Centre.
- Workplace health challenges grew popular across the collective with Men’s and Women’s Health Challenges being supported by #tātou kaiarahi.
Te Pae Herenga o Tāmaki

Overview

A second collaboration programme that forms part of Hapori Momoho is Te Pae Herenga o Tāmaki. Established in 2014, Te Whānau o Waipareira alongside Iwi, Health and Social Service providers, together with Urban Authorities across Tāmaki formed a Whānau Ora Tāmaki regional partnership. Partners include:

- Ngāti Whatua
- Te Puna Hauora
- Te Whānau o Waipareira
- Ngāti Whātau Orākei
- Manukau Urban Māori Authority
- Te Kotahitanga Collective.

The partnership recognises that while we all work to support outcomes for our people in our respective areas, when we collaborate we can make an even stronger impact on supporting outcomes for our whānau. Fostering shared agendas between partners and tracking resulting outcomes for whānau underpins this partnership.

For any collaboration to be real, it cannot be underestimated the effort that must be given to relationship building. Sharing information on the history of each partner, depth and breadth of services provided together with collating baseline data on progress against Whānau Ora outcomes have been hallmarks over the previous two years to enabling strengthening our partnerships going forward.

Te Pae Herenga o Tāmaki partners are all commissioned by Te Pou Matakana for a range of Whānau Ora Programmes of which the core programmes include:

- Immediate Outcomes Programme - Whānau Direct
- Short Term Outcomes Programme - Kaārangi Navigation and
- Medium Term Outcome Programme - Collective Impact.

Data Analytics is a key backbone component for Te Pae Herenga and as each of our regional partners develop their outcomes data capacity, sharing the regional outcomes across all of our partners to inform a Tāmaki Wide picture of outcomes achieved for whānau is the next step. The following page shares the highlights across our regional partnership for the 2016/17 year.

The Year in Summary

We are now into our third year of Te Pae Herenga o Tāmaki regional partnership with Te Rūnanga o Ngāti Whātau, Te Puna Hauora, Te Whānau o Waipareira, Ngāti Whatua Orākei, Manukau Urban Māori Authority and Kotahitanga Collective (made up of Papakura Marae, Te Kaha o Te Rangatira and Turuki Health Care).

Te Pae Herenga o Tāmaki has made considerable progress this year. In 2016/2017 we continued to further strengthen our regional partner capacity and capability core in Te Pou Matakana commissioning programmes. Data analytics, collective impact and outcomes...
measurement capacity across Te Pae Herenga Partners has increased and enabled the delivery of six-monthly workshops, individual meetings, and quarterly reporting and training/support.

Early July 2016 we started our year off with a presentation at the Te Pou Matakana Whānau Ora conference followed by a one-day workshop focused on collective impact. In August, we had our annual planning and strategy hui to share best practice tools and learnings and confirm key priorities.

Hātū our place-based collective impact initiative is now into its second year working effectively alongside 240 whānau. This initiative provides an on-the-ground live learning environment for our partners to build their collective impact capacity and leverage off the shared learnings. We are excited for the South Auckland collective impact initiative with NUMA and Kōahitanga to commence 2017/2018 and project scopes in Central and North Auckland.

Key milestones this year:

Significant advances as a regional collective have been made in outcome reporting and collective impact.

Whānau Direct Outcomes Report

The first ever outcomes report for Tamaki was produced, reporting the immediate outcomes achieved through TPWs commissioning programme Whānau Direct.

Detailed analysis of this report was provided to Te Pae Herenga Partners, and the group will report the first whānau engagement report across all services and programmes within Tamaki in 2017/18.

Collective Impact Research Publications

We have two formal research publications produced for Hātū during this financial year. An international literature review was conducted for collective impact and a key learnings of Hātū progress was also published. Both publications are a resource for regional partners to increase their CI capacity and support in the implementation of their initiative.

Collective Impact an Indigenous Urban Māori Framework

Through our collective impact activities, we were able to develop our own unique Indigenous Urban Māori approach to collective impact which resonates with how we incorporate whānauengatanga into all our practices. This framework was launched at the Te Pou Matakana Shared Learnings Hui to partners across the North Island.

Regional Approaches to Pou Hākinakina

This year partners from each region conducted research into regional funding streams for physical activity, in addition to whānau research to further understand participation and barriers to physical activity.

Based on research findings, Ngāti Whānau Ī Ora, Te Whānau o Waiapu, Te Puna Hauora and NUMA all piloted and/or designed a programme and Action Plan to implement in 2017/2018.
Mana Māori
Mana Māori is our third Ngā Hua o Mataora platform that advocates for improved circumstances of Urban Māori.

"If we don’t stand up for our community to do this, we don’t get it changed."

The Year in Summary
Progressing the advancement of all Urban Māori continues to be a significant and important work programme for Te Whānau o Waipareira in order to effect change that matters for whānau on the ground.

The following is a summary of key priorities for advocating on behalf of Urban Māori at local, regional and national levels during 2016/17.

Local
- Access to After-Hours Access to Health Care – Winter Advocacy Campaign
  The winter months for whānau in West Auckland, as in previous years, continues to be an issue for accessing affordable care after hours from the local A & E provider. The cost of after-hours care has been out of reach for a lot of our whānau. An advocacy campaign highlighting the issues and suggesting alternatives was undertaken.

- Delivery of Services to Whānau
  Waipareira Partnership School
  Waipareira had been working at the beginning of the 2016/17 year to finalise a bilingual Māori/excellence charter school partnership contract for West Auckland. While negotiations were close to being finalised, Waipareira made the decision not to proceed. Amendments to the tentative charter school contract for recognition to the rights of the Treaty of Waitangi were declined. This is an issue which goes to the very heart on which the charter school was premised and resulted in Waipareira determining not to proceed at this time. While not proceeding at this point in time, Waipareira recognises that this does not discount the school still becoming a reality at another point in time.

Alternative Education Programme for Rangatahi
November 2016 saw Waipareira exiting from providing the alternative education programme for youth. Waipareira had been a provider of this programme for a number of years, however there was deep concern that the level of funding to support the increasing number of high offending youth was not appropriate to the level of support needed to wrap around these youth. The programme had, in effect, moved to become a baby-sitting programme rather than one which truly was to support youth achieve outcomes.

Regional
- Coalition of Kaumātua - Forum to address issues that Impact on our Whānau the most
  November 2016 saw Whānau Waipareira call for a collective leadership alliance of kaumātua across Tamaki Makaurau in which kaumātua and iwi could join the coalition with the aim being to create one voice across kaumātua, one voice that can address issues from their perspective on areas such as family violence, poverty, housing, mental health, education and child abuse. The coalition has 150 members to date.

National
- Coalition of Kaumātua
  Most significant this year was Te Whānau o Waipareira and NUMA winning the high court case against Te Ohu Kai Moana over the governance of Te Pūtea Whakatupu Trust. The Trust being a $20 million entity set up under the 2004 Māori Fisheries Act as part of the settlement of Māori Fishing Rights claims to provide for Urban Māori who would not benefit from iwi settlements and to support governance and delivery of funding to Urban Māori.

The decision centres on the interpretation of s88(2) of the Māori Fisheries Act, related to the criteria for appointment of directors to the Trust and clarifies ambiguity in Urban Māori representation. The terms of the delivery will be worked on during 2017/18.
Ā Tātou Kaimahi
Our Kaimahi
Te Kauhau Ora o Waipareira

We will uphold the Mana of

Te Whānau o Waipareira Trust by:

Always acknowledging where we have come from and who we are.
Ensuring whānau are the centre of our world.
 Always striving to better ourselves for the sake of our whānau.

Whanaungatanga
“Ano te ataahua te noho tahianga a ngā taina me ngā tuakara i raro i te whakairo kotahi.”
We establish and maintain positive relationships.

Wairuatanga
“He hōnore he kororia ki te Atua, he maungaongo ki te whenua, he whakaro pai ki ngā tangata katoa.”
We act in the spirit of all that is good.

Whakapapa
“Hoea te waka.”
We honour the past, the present and the future.

Manaakitanga
“Manaaki tangata.”
We are hospitable, fair and respectful.

Aroha
“Me aroha ki te tangata.”
We are empathetic, compassionate and have regard for all.

Tautoko
“Tautoko kia tū tangata, kia Ei Rangatira.”
We support and encourage whānau to realise their full potential.

Pōhiri
“Taku manu pōhiri e rere atu ra ki te tai whakarunga ki te tai whakanaro ki ngā iwi o te motu nei”
We embrace and welcome all.

Te Reo Māori
“Tōku reo tōku ohoono tōku reo tōku māpīhi maurea.”
We actively practice Te Reo Māori and Tikanga.

Kotahitanga
“Kōrīria i roto i te kotahitanga.”
We progressively act in unity.

Kawa
“Kia ipu he paapai hōnore mo te pani mo te rawa kore.”
We uphold the kaupapa in which the Te Whānau o Waipareira Trust was founded, its values, vision and standards - The Waipareira Way’.
### Our Kaimahi

#### Te Huka Tai

**Wai-School of Change**

As Te Whānau o Waipareira moves to reporting on outcomes that matter for Whānau, Te Huka Tai provides training and support for kaimahi in transitioning to managing to outcomes. While reporting against outcomes is important, we also acknowledge supporting kaimahi to develop expertise and skills in outcomes is just as important. This then becomes a stepping stone towards building a strong outcomes culture across Waipareira.

#### Adapative Leadership Programme

Waipareira works within a constantly changing environment as we continually refine and revise how we work with our whānau to meet their outcomes. Having a willingness to adapt, being open, learning to live with uncertainty and being able to adapt skills to changing contexts are now core competencies for our kaimahi. As a result, members of our leadership team attended the Centre of Social Impact, Australia Adaptive Leadership programme from which adaptive leadership modules for Waipareira are now developed. These will be operational as from 2017/18.

#### Managing to Outcomes Programme

Training programmes Te Huka Tai provided to kaimahi for the year included:

- Ngā Hua o Mataora: Introduction to Managing to Outcomes
- Ngā Hua o Mataora: Managing to Outcomes 101
- Ngā Hua o Mataora: SROI Snapshots – Service design tool for aligning services to whānau outcomes
- Ngā Hua o Mataora: SROI Master Classes (Facilitated by Social Value Aotearoa)
- Hapori Momo:ho: Introduction to Collective Impact
- Hapori Momo:ho: Collective Impact 101

### Skills and Qualifications

32% of our workforce have a Bachelor’s Degree, with a further 6% holding graduate diplomas and 12% with Diplomas. We also have 9% with Master Degree qualifications and 2% with a Doctoral degree.

### Kaimahi by Ethnic Group

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Māori</td>
<td>59%</td>
</tr>
<tr>
<td>Pasifika</td>
<td>17%</td>
</tr>
<tr>
<td>NZ Euro</td>
<td>9%</td>
</tr>
<tr>
<td>Chinese</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
</tbody>
</table>

Kaimahi by ethnic group. Māori make up just over half of our workforce, followed by Pasifika, NZ Euro / Pakeha and Chinese. Again, this aligns with whānau accessing services – Māori 58%, Pasifika 10%, NZ Euro / Pakeha at 11%.

### Employment Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate</td>
<td>2%</td>
</tr>
<tr>
<td>Masters</td>
<td>9%</td>
</tr>
<tr>
<td>Graduate</td>
<td>6%</td>
</tr>
<tr>
<td>Bachelors</td>
<td>32%</td>
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<tr>
<td>Diploma</td>
<td>12%</td>
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<td>Certificate</td>
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<tr>
<td>Practical</td>
<td>22%</td>
</tr>
<tr>
<td>Studying</td>
<td>4%</td>
</tr>
</tbody>
</table>

Skills and Qualifications. 32% of our workforce have a Bachelor’s Degree, with a further 6% holding graduate diplomas and 12% with Diplomas. We also have 9% with Master Degree qualifications and 2% with a Doctoral degree.

This year we employed **205** kaimahi across various roles with a volunteer workforce of **101** volunteers.

**205**

Females make up **65%** of our workforce which is also reflective in the number of females who access services at **62%**.

**65%**

Males make up **35%** of our workforce which is also reflective of the percentage of males who access services at **37%**.

**35%**
We work in a constantly changing environment... having a willingness to adapt, being open, learning to live with uncertainty and being able to adapt skills to changing contexts are now part of our adaptive leadership core competencies for kaimahi.

Highlights

Te Whānau o Waipareira Minimum Wage

In recognition of kaimahi skills, expertise and commitment to the whānau, the Board wanted to make an on-going difference that would have an impact on kaimahi. In August 2016 they determined the current minimum wage was insufficient ($15.25 at the time) and this was to be raised to $20 per hour which is considerably higher than the current minimum wage. Any kaimahi below this rate was immediately increased and all new kaimahi automatically commence employment with this hourly rate.

House Challenges

We continued with our House system where kaimahi are placed in Houses and as a group compete against other kaimahi in other houses. This is a strategy to increase whānaungatanga across kaimahi, learn about other clusters, reinforce Te Kauhau Ora and bring kaimahi together for some competitive fun. Over the year some of the house challenges have included, quizzes, sports challenges, lip sync battles and, in December, culminated in a Super 12 Kapa Haka competition.

Kapahaka Group

This year saw Waipareira establish a Kapahaka ropu as a vehicle to support kaimahi with learning waiata, moteatea and haka that have been composed over the years for Waipareira. By the end of the year, this evolved to the Super 12 Kapahaka challenge.
Waipareira Tuararo

Backbone Support for Te Whānau o Waipareira and Partners
Waipareira Tuararo
Backbone Support for Te Whānaa e Waipareira and Partners

The Year in Summary

As Waipareira continues to prioritise developing collaborative relationships with other like-minded organisations, the role of Waipareira Tuararo in providing backbone support has also increased.

The 2016/17 year saw Waipareira Tuararo provide backbone support to:

Te Whānaa e Waipareira

Te Pou Matakana, Whānau Ora Commissioning Agency and

Te Pae Herenga o Tāmaki, Tāmaki Regional Partners Whānau Ora Collective.

The key focus for Waipareira Tuararo is to support like-minded organisations deliver and measure outcomes for whānau and account for the resulting social impact made within their respective communities.

A key highlight this year across all organisations is the progression from outcome frameworks and indicators to implementing outcome measurement systems that have enabled reporting against outcomes to commence. What makes this more meaningful is that it’s developed in parallel with a change management strategy that supports increasing workforce knowledge and skillsets in managing to outcomes and resulting building blocks for building a managing to outcomes culture.

Services provided by Waipareira Tuararo include:

- Research
- Strategy and Innovation
- Roadmapping and Implementing Change
- Outcomes Management and Measurement
- Data Management and Analytics
- Communications and Marketing
- Brand, Design and Digital Content,

**together with the following compliance services:**

- Financial & Property Management
- Information and Communication Technology
- Executive Support Services
- Human Resources and Quality Management
- Funding and Contracting and
- Contract and risk monitoring

Improved behaviour among Māori children and stronger whānau connections

Te Whānaa e Waipareira Incredible Years service outcomes snapshot

Our Waipareira Tuararo providing event management support at the 2019 Te Pou Matakana Whānau Ora Conference.
Backbone Support for Te Whānau o Waipareira

Compliance

Our in-house compliance teams provide a comprehensive range of services to support the effective day to day running of Waipareira. Services on our compliance platform include:

- Wai-Finance: Financial Management
- Wai-ICT
- Wai-HR: HR & Quality
- Wai-Rehua: Funding & Contracting and
- Wai-Support: Corporate Support

Key achievements for the year are as follows:

Wai-Finance

- **Acquisition of SimpHealth**
  Accounts assisted Whānau Tahi Limited with the acquisition process of SimpHealth and transitioning the finance management to Wai-Finance.

- **Project management of new building purchase (Catherine Street)**
  Accounts supported the Project Management and budget process for the renovation project of Catherine Street.

- **Implementing new claims process for Social Housing Project**
  Accounts assisted in establishing and implementing the claim process of Waipareira commencing a social housing building project with QS and Housing NZ.

Wai-ICT

Wai-Cloud Infrastructure Maintenance and Refinement

- Upgraded Email Server to the latest version MS Exchange 2016.
- Completed lab environment for new private cloud architecture.

Kaimahi Hardware Upgrade

- Equipped all Kaimahi with data smart phones either in Android or an Apple operating system.
- Replaced 98% of Kaimahi computers to the latest the technology, such as Intel i7 CPU, Solid State Drive (SSD) storage and 27” LED monitor screens.
- Upgraded 49% of Kaimahi desktop computers to laptops.
- Waipareira Internal Business Transactional Applications.
- Designed and deployed an in housed fleet management system not only to eliminate 3rd party cost but also that caters for:
  - Easy Kaimahi vehicle booking and returning
  - Mobile ready interface for both user and administrator
  - Adhoc reporting and dash board functions
  - General fleet administration and maintenance by Waipareira In-house fleet.
  - Smart booking filtering function for fleet admin to efficiently manage all vehicle bookings in different stages
  - Service database and communication portal with external vehicle service provider.

Cyber Security Audit

- Deployed an ESET anti-virus portal for single point of application push out as well as overall security net for both computer and mobile devices.
- Rolled out a Waipareira Security Policy to clarify and regulate the use of organisational business data as well as internet access rules on and off-shore.
Wai-Rehua: Funding & Contracting

The overall priority for the year was on identifying opportunities, writing and submitting proposals for funding across the Korure Whānau platform.

Relationship building was also a focus with new relationships built as follows:

- establishment of a clinical expert panel on new service design models that align to new funding proposals;
- establishment of an operational relationship between Waipareira and Auckland City Council;
- brokering new initiatives for Rangatahi with the Auckland Tourism and Economic Department;
- representing Waipareira in the Auckland Region Wide Health Alliance Group;
- the Waipareira Board MOU with Waitemata DHB saw:
  - launch of Taumāriki SROI Report and

Wai-HR: HR & Quality

Quality Management

- Quality Management System
  - For the eighth consecutive year, Te Whānau O Waipareira has been certified under ISOs international quality standard to ensure we are consistently meeting the needs of whānau.
  - This year's certification included the upgrade to the new standard (ISO 9001:2015) and included an extension of scope for Taumāriki Services, meeting higher standards.

- External Monitoring and Verification Audits
  - The organisation continues to meet funder requirements and last year saw three external audits across Wai-Tauariki, Wai-Rangatahi, Wai-Mātua and Wai-Whānau Clusters.

Health and Safety

- Our organisations commitment to health and safety in the workplace has been further reinforced with the extension of Tertiary level ACC Workplace Safety Management Practices.

HR

- Talent Acquisition:
  - Relationships have been strengthened with tertiary institutes including AUT, Unitec and Massey University and has resulted in a material increase in the number of student placements within our organisation; reinforcing the continued desire to learn within an environment that delivers an integrated whānau care model of care to whānau.

- Remuneration, Rewards and Recognition
  - Te Whānau o Waipareira achieved a significant milestone this year, upfiling all salaries and wages to a minimum of $20 per hour, reinforcing our position around the living wage setting our minimum wage above this.

Wai-Support

- With the rapid growth of the whānau in all areas of the organisation, the corporate services team has continued to provide support to the Board, CEO and Leadership team.
  - The frontline administration, fleet & property management (Auckland) and event management were also transitioned to the corporate services team during the year. These are now services under the wai-support umbrella.
Performance

The business performance of Waipareira looks across the whole of the organisation using data analytics to review performance and look at how we can better reach our goals.

This platform includes:

• Data Analytics - Wai-Intel
• IT System for reporting progress against Whānau Outcomes - Whānau Tahi and:
• Communications programme.

Key achievements for the year are as follows:

Wai-Intel

Data Analytics

We continue to deliver accurate, on-time, reportage to ensure funder compliance requirements are met and over the year produced over 100 contractual reports to our numerous funders. A major claims audit was conducted by the Ministry of Health for all health contracts over the past two years, and the team had a key role ensuring all audit requirements were met, resulting in a certification on data recorded.

Outcomes Measurement

Numerous data sets have been generated and analysed this financial year to enable production of key publications. These include:

• the first Whānau Centre Health Needs Assessment
• the first Social Return on Investment for Te Whānau o Waipareira.

Integrated Outcomes Software

Our team worked alongside Whānau Tahi Limited to enhance and deploy the most comprehensive upgrade of Whānau Tahi software and Microsoft technology across Waipareira. Whānau Tahi Navigator version 5 significantly improves Kāmahi user experience with advancements in data intelligence with integrated capabilities and tools to track and measure whānau progress towards outcomes. Some of these new features include:

• One page view of Whānau plans and outcomes
• Collaborative data collection tools enabled across 45 services for outcomes reporting and
• Enabled performance metrics linking frontline activities to outcomes.

Communications

The Communications Coalition

The Communications Coalition was established in 2017 to streamline communications across the Waipareira, Whānau Tahi, Te Pou Matakan (TPM) and Social Venture Aotearoa (SVA) brands that all sit under the Waipareira Tohu.

Communication leads from these brands meet regularly to plan joint campaigns and share networks beneficial for all brands. Urban Māori/Community Advocacy campaigns, targeted local initiatives, media opportunities as well as social media plans are highlighted at coalition hui, and then actioned across the brands.

The coalition continues to develop relationships with other Māori organisations such as Hapai Te Hauora, National Urban Māori Authority (NUMA) and Radio Waatea, to drive and highlight positive communication to our communities.

This coalition of Māori organisations has a powerful presence and when operating at maximum output will have positive influence for our communities.
Insight to Innovation to Impact

The focus for this platform is to ensure Te Whānau o Waipareira constantly look up and out for game changers. To develop, test and implement new ideas and programmes of which all are underpinned by research and measuring outcomes whānau have prioritised. In other words, agitating, innovating and orchestrating for social change for whānau is at the heart of this platform.

“...agitating, innovating and orchestrating for social change for whānau is at the heart of this platform...”

Supporting Waipareira facilitate dialogue nationally and globally on models and mechanisms for change that support change on the ground is a further priority for this platform.

**Insight to innovation to impact has 3 core functions:**
- Insight & Foresight
- Strategic innovation and
- Innovation Roadmapping.

**These functions are achieved through the following services:**
- Research - Waī-Research
- Strategy & Innovation and
- Change & Transformation.

Given the positioning of Waipareira nationally and globally, Brand and Design and Social Media are also integrated onto this platform.

**Key achievements for the year are:**

**Keynote Presentations**

In addition to the CEO’s presentations highlighted earlier in the Nga Kaupapa Hīrahi section, the following key conferences were also spoken at by staff:

- He Huitau, International Indigenous Health Symposium - Honolulu
- Ngā Pae o Te Maramatanga International Indigenous Research Conference - Auckland
- World Congress for Integrated Care - Wellington
- 15th World Congress on Public Health - Melbourne
- Te Ritorito 2017, Towards Whānau, Hapu and Iwi Wellbeing - Wellington
- Social Value International Conference - Turkey
- Nomadic University Summer School programme, held in June 2016 at Chisasibi, Northern Quebec, Canada.
October 2016 marked the second anniversary of the establishment of **Wai-Research**, and was celebrated with the announcement of Emeritus Professor Sir Mason Durie as Pou of the research unit.

Wai-Research was successful in receiving a full Ngā Kanohi Kitea Grant from the Health Research Council to fund ‘Kimihia Te Hauora – Pathways to Mental Health’, a one year-research project that ‘looks into the needs of West Auckland Tangata Whaora and current Kaupapa Māori service provision in mental health.’

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**Wai-Research projects and publications highlights:**

- ‘Catalysts of Health and Wellbeing: 2017 saw the completion of this 18-month research project, a research project that aims to better understand the factors which have promoted and sustained positive health gains for several generations of West Auckland whānau. The research results have been captured in a research report ‘Kia Pu Te Wai O Pareia’, and a collection of whānau stories ‘He Kore o a Whānau’, as well as the acceptance of a paper ‘Te Haerenga – Journeying towards an Urban Māori identity’ by the international Journal of Urban Anthropology. The two publications are to be launched in late 2017.’

- ‘Ngā Pou o Te Whare O Waipareira – Whānau House Collective Impact Research: Wai Research worked alongside the Whānau House Collective Impact Initiative to capture learnings to produce a detailed report of Collective Impact theory and practice.’

- ‘Whānau Centre Health Needs Assessment’: Wai Research worked in partnership with the Waitakemata District Health Board to produce this needs assessment which draws on the shared data of the WDHB, East Tamaki Health Care and The Whānau O Waipareira. The report demonstrates that Whānau Centre is successfully reaching a high proportion of Māori whānau, and that clients have substantial challenges of poorer health status and high health need. The report was published in May 2017.

- ‘He Puawaihanga o Ngā Tamāraki West Auckland Whānau talk about child wellbeing’ – This research project was done in partnership with Dr Tim Jolleyman, and represents the views of West Auckland Māori parents, grandparents, and caregivers on what child wellbeing means to them. The report for this project was launched in October 2016.

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**Whakaaue Research for Māori Health and Development:**

- ‘Kaupapa Māori models of Psychological Therapy and Mental Health Services: This literature review focuses on the current frameworks and application of kaupapa Māori based psychological therapy and was the first step to inform the ‘Pathways to Mental Health’ project. The literature review was launched in October 2016.’

- ‘Ngā Tini Whetū: A Navigational strategy for developing long term success for indigenous families’. This ongoing research project aims to identify factors that promote long-term outcomes for whānau who no longer require short to medium 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.

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**Whakaaue Research for Māori Health and Development:**

- ‘Commissioning for Change: examination of an Indigenous commissioning model in Aotearoa’. As part of their MoI partnership commitment, Wai Research has been working with Whakaaue on this 18-month research project, which looks at the implementation of commissioning within the context of the development of the Whānau Ora framework. The research will be completed in December 2017.
Ngā Hua o Mataora

Ngā Hua o Mataora is our managing to outcomes programme that focuses on implementing outcomes across Waipareira. The 2016/17 year saw the priorities being to:

- Consolidate embedding managing to outcomes within the culture of Waipareira.
- Continuing to undertake outcomes training with Kairahia across the organisation – Outcomes 101 and 102 modules.
- Finalising Korure Whānau cluster outcomes and indicators – Working alongside the clusters to co-design whānau outcomes and cluster specific outcomes.
- Develop outcomes for the Hapori Momehoh and Mana Māori platforms.
- Undertake and complete first full Social Return on Investment Report – Waipareira produced its SROI for the Tai-Tamariki Programme which was launched in June at Parliament by the Minister – Hon Te Ururoa Flavell.

We wish to also acknowledge Social Ventures Australia who have been our partner for the last two years as we build out our managing to outcomes programme.

Incubators

Ngā Tini Whekū. This was a pilot programme in place for a year which focused on co-designing and co-producing with whānau a programme that supports generational whānau leadership looking out two generations. We have recently been advised that this pilot will continue for the 2017/18 year.

Social Media

Social media was established as a new function within Waipareira of which the focus was to:

- Develop a social media strategy.
- Formalise social media platforms for FB, Twitter, Instagram and Snapchat and
- Support staff in training for utilising social media.

Facebook: Waipareira
Twitter: @Waipareiraustr
Instagram: Waipareira
Snapchat: Waipareira

Brand and Design

New workstreams for the year included:

- design and production of publications together with supporting branding for launches of publications and
- the growth of Waipareira and its subsidiary companies has also seen design of new interior spaces for offices.
Backbone Support for Te Pou Matakana

Te Pou Matakana is the largest client that Waipareira Tuararo provides backbone services across multiple work-streams.

2016/2017 highlights include:

Research

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 2016/17 research projects for Te Pou Matakana include:

- Finalisation of Te Pou Matakana Roadmap tools
- ‘Whānau Direct Outcomes Snapshot’ - This report details whānau outcomes achieved in the 12 months of operation from 1st June 2015 to 31st May 2016. It was published in May 2017.
- ‘Measuring Impact with Social Return on Investment’ - This report details the Social Return on Investment principles-based methodology that is used to value the impact created by an organisation or activity. It was published in June 2017.
- ‘Whānau Ora Hui 2016’ - Production of the conference proceedings for the 2016 Whānau Ora Conference.
- Kāiārahi Work Programme: Creating Meaningful Services for Whānau - This research report looks at the role of Kāiārahi (Navigators) and how it contributes towards Whānau Ora outcomes.

Outcomes Measurement and Impact Reporting

The ability to produce data that reinforces the achievement of whānau outcomes and contributes to proving the impact of Whānau Ora is a priority work stream for TPM.

Waipareira Tuararo have worked closely with Te Pou Matakana to support the continued implementation of TPM’s Outcomes Roadmap, and ensure TPM’s Investment Plan performance reporting framework is aligned.

The outcomes menu has been co-designed and co-produced with TPM partners, and has been informed by whānau needs and priorities. This will be continuously refined over time, and will allow TPM partners to report consistently across all commissioning programmes about the outcomes achieved for whānau in their communities.

Leveraging off Te Whānau o Waipareira first Social Return on Investment (SROI) study in the Whānau Ora space, TPM was able to produce a summary report that outlined the methodology and principles of SROI, as well as its significance and application across sectors. The Minister of Whānau Ora, Hon Te Ururoa Flavell launched the report “Measuring Impact with Social Return on Investment” in Parliament in June 2017.

Data Analytics

- Building data analytics capacity across TPM partners has been a TPM priority. Waipareira Tuararo (Wai-Intel) has incorporated this support through group training/support sessions to over 80 Whānau Ora partners which has resulted in improved data management and reporting to Te Pou Matakana.

continued
Waipareira Tuararo
Backbone Support for Te Pou Matakana

- Sharing Key Learnings is another opportunity in which support has been given to TPM partners. Individual meets with lead partners for collective impact, supporting regions with their common agenda, outcomes and indicator development and facilitating workshops have been provided by our team to partners.

- Sharing new research and knowledge with Whānau Ora partners, helps to create a network of partners with a deeper understanding of how to support whānau to achieve their desired outcomes.

Reporting and Compliance

- The team continues to deliver accurate and on-time reportage to ensure funder compliance requirements are met, producing and managing over 300 partner reports for Te Pou Matakana.

- The second verification process was completed by PWC on behalf of Te Puni Kōkiri to certify systems and data reported by Te Pou Matakana and it’s Whānau Ora partners across Te Ika-a-Maui with all audit components being met, re-confirming the probity of data collected to evidence outcomes for whānau.

Event Management

Waipareira Tuararo has provided the backbone support (inclusive of organisation, management, co-ordination and human resource) for two (2) key TPM events:

**Whānau Ora Conference**

The Whānau Ora conference is the single biggest event put on by TPM, occurring bi-annually and held over three (3) days. In July 2016, TPM kick-started the financial year with this conference. Kāmihia from all TPM partners and other groups interested in Whānau Ora attend this event. Waipareira Tuararo provided the work-force, skills and knowledge to help make this large event a success.

**Collective Impact Shared Learnings Conference**

In March 2017 TPM brought together all the lead regional partners and their relevant kāmihia to participate in a two-day shared learnings hui. Partners were able to share collective impact best practice and any key learnings they had to date. Waipareira Tuararo were again the backbone for this large-scale event, supporting to organise, co-ordinate and ensure the smooth running of the event.

ICT Support

Providing an on time and in time ICT solution to TPM business has always been a priority for Waipareira Tuararo-ICT. There were two key highlights for this year for supporting TPM:

**Rebuild of the TPM website**

With this rebuild we reconstructed a fully functioning and user-friendly website for TPM which was more whānau centric and a Te Reo based interface that serves the information delivery for all TPM audience.

This new rebuild can also now be viewed across multiple platforms such as in desktops and other mobile devices such as phones and iPads.

Other key functions to the rebuild include:

- Self-management portal that the TPM team is able to update and upload the web content as well as managing events on a need basis.

- Built in member registration function that can be utilised for creating a partner portal for all Whānau Ora providers across North Island.

**Enhancement of Whānau Direct System**

To align with the development and implementation of the TPM outcome framework, ICT worked closely with Wai-Atamai and Wai-Intel to enhance system data capture function by adding in multi-relational drop down lists to the system interface. With the successful deployment of this solution, the system now has a richer resource for future outcome reporting and data mining.
Backbone Support for Te Pae Herenga o Tāmaki

Te Pae Herenga o Tāmaki regional collective is another significant client for Waipareira Tuararo. Now into our third year of providing this backbone support we have developed robust systems and processes to co-ordinate regional collective activities.

Generating Additional Funding Streams

Broadening our regional service provision has been a strategic priority for Te Pae Herenga o Tāmaki. This year we submitted three regional action plans for consideration by Te Pou Matakana and were successful in gaining:

- additional collective impact capacity building resource for lead partners
- extension of the Pou Hākinakina contract for a further three (3) years and
- innovation funding for the 2017/2018 financial year.

Relationship Management

Relationship management is key to ensuring Te Pae Herenga o Tāmaki partners are kept abreast of activities, remain well-informed and have their input heard. Over this year we have concentrated on further cementing these relationships through individual meets with the different partners to discuss requirements unique to each partner. We further complement these individual meets by having an annual planning event and shared training opportunities.

Capacity Building

A main function of Waipareira Tuararo has been to support our regional partners increase their capacity across the different
Waipareira Tuararo

Backbone Support for Te Pae Herenga o Tāmaki

TPM outcome programmes. This year we have facilitated and participated in:

- workshops specific to different TPM programmes
- shared learnings hui and
data analyst hui and helpdesk support.

Measuring Impact and Data Analytics

Recognising the importance of outcome measurement/reporting and data analytics we have continued with regular data analyst hui and communication and are working towards training modules aimed specifically around outcomes/indicators and measuring impact. In 2017/2018 Te Pae Herenga o Tāmaki plan to produce their first outcomes report against the short term outcome programme Whānau Direct.

Trialling New Approaches and Innovation

Regional partners have agreed Waipareira Tuararo has the required capacity and capability to trial new approaches and innovation with a view on sharing all key and critical learnings with regional partners. For the last three (3) years we have been developing and implementing a place-based collective impact initiative in Whānau Centre called #tātou. We have shared key learnings with other regional partners to inform and build their collective impact capacity in preparation for initiatives in their regions.

A major milestone in this collective impact space has been the production of two research publications which partners can refer to, and further guide them on their collective impact journey.
Ngā Tahu o Waipareira

Our Partners
Hoani Waititi Marae

Hoani Waititi Marae continues to hold a special place within the spiritual boundaries of Waipareira whānau.

Over the past year, Hoani Waititi has been the venue for a number of important occasions. The largest being Waitangi@Waititi hosting a number of international and national acts bringing the local Waitakere and broader community together to celebrate Waitangi Day.

Te Whānau O Waipareira remains committed to the Hoani Waititi vision and aligning both organisations onto the same future pathways.

Te Rito o Waipareira

Te Rito o Waipareira (Te Rito) is situated within the grounds of Waipareira Trust and is currently managed and owned by Sheryl Jansen, with some on-going support from Waipareira. The bilingual early childhood centre caters for up to 30 tamariki aged from 6 months to 5 years. The majority of tamariki in Te Rito are Māori with tamariki of Te Whānau o Waipareira kaimahi making up the majority of enrolments.

Te Rito fosters a bicultural environment which includes and promotes the use of te reo Māori, waiata and karakia, and features distinctive examples of Māori heritage and tikanga. In addition, they also have staff with Ko Whanau experience.

In 2016 Te Rito underwent a formal education review and evaluation which stated they were well placed to promote positive learning outcomes for tamariki. The review was very positive and recognised the effort Te Rito had put in over the last two (2) years to improve quality learning at the Centre.

They found tamariki were confident, talk freely amongst themselves and with adults during play, and teachers were nurturing, caring and value children. Whānau were well-informed and involved in decision making. Staff were supported in their on-going professional development, with good policies and procedures in place.

We look forward to this on-going relationship with Te Whānau o Waipareira.

Sherryl Jansen
Manager
Te Ara Puawai

Te Ara Puawai is an afterschool programme specialising in supporting children in literacy and numeracy needs. With approximately 60-70 students enrolled so far this year (and enrolled 97 students enrolled last year), we are working tirelessly to ensure that every individual is assisted with a tailored learning plan, in collaboration with school reports and concerns raised by the students’ themselves and the parents/caregivers.

Students will experience a relaxed, friendly and fun environment that enables untapped potential to be discovered. Learning challenges are approached with confidence, new skills are learned thus inspiring the learner to keep coming back.

Every year, in fact, every day is always different, two days are never the same because there is always something happening. Someone has learned a new maths strategy, someone is getting faster and better at their time-tables, someone is improving in comprehension and someone is now happy to learn at school. Something as simple as giving a student more time on one time that he/she wouldn't normally get in a normal day at school could be a life changing moment for that individual and could be all that is needed to defeat school work 'struggles'.

Here is just a snapshot of some of the success/highlights we have had to date:

- Students falling under the National Standards (according to school reports) and are now achieving National Standards and maintaining.
- English is a second language to many of the Kura kaupapa students. These students are learning the English alphabet for the very first time and are now reading competently!
- At school, students are moving up levels in reading and spelling.
- At school, students are achieving certificates of educational recognition.
- A new attitude towards tackling homework is being discovered.
- Parents and whanau are becoming more involved in their child’s learning journey.
- The social aspect of meeting new friends plays a huge part for the individual and it contributes to the enjoyment of time spent at TAP.

Most of the TAP referrals are by word of mouth, Warpareira kaimahi or by local agencies and schools. Incidentally, 20 students belonged to individual members of the Warpareira staff.

Nancy Matana
Operator / Head Tutor
90%

90% of students use Facebook as a learning/support tool.

The Diploma allows me to understand why Māori key values are often overlooked by the health system. The importance of wairua to overall good mental and physical health has been something our people have understood to be important whereas Western views don’t seem to value that area.

Whānau Ora Diploma Student

wai-TECH

It has been another busy year for Wai-Tech. A key milestone this year has been the retention of our category two status after undergoing a successful NZQA External Evaluation audit. The evaluation team were satisfied with all areas and also noted a marked improvement to excellence in learner achievement.

Whānau Ora Workforce Development

Building the capacity of the Whānau Ora workforce across the North Island has been the priority. We have achieved this through the provision of the Whānau Ora Diploma.

Working alongside Whānau Ora providers we have adapted our delivery to allow for iwi, hapū, community uniqueness which has been evidenced in assignments submitted by students.

We have strengthened our communication systems with Whānau Ora partner management to ensure they are abreast of their kaimahi progress and kept up-to-date with all Diploma activities.

Whānau Ora Diploma

Our Diploma journey began in October 2016 and we have reached the half-way point with graduation scheduled for July. We currently have 55 students enrolled on the Whānau Ora Diploma with 12 of the 13 Te Pou Matakana lead partners contributing to these enrolments.

The provision of academic support and delivery was blended comprising face-to-face and online engagement. Facebook has been a major engagement and teaching tool. This has helped to keep students engaged with learning as well as broadening their support and learning network to other students.

In addition, collective workshop sessions have been opportunities to share highlights, issues, and the reflective element of shared kōrero with other Kaimahi within their own Collective has been invaluable.

Raymond Hall, Stephanie Harawira and Te Kurataiho Kapea
Board Members

Our learnings and ability to articulate what we do naturally is getting recognised through this Diploma. In some humble way it helps Kaimahi like us to get the support and training we need.

90%

Student feedback has shown 90% of learners have expressed high satisfaction with the diploma.
Hāpai Te Hauora Tāpui

Hāpai Te Hauora (Hāpai) continues to lead Public Health in New Zealand with a huge focus on Māori and Pacifica communities. Hāpai now has four national contracts and three regional contracts, with all four national contracts covering all communities across New Zealand, a great example of Māori leading the way in health for all.

Hāpai via the National Tobacco Advocacy Control contract was a key driver in New Zealand for introducing plain packaging of tobacco products and also encouraging the Ministry of Health to consider harm reduction approaches to tobacco control such as e-cigarettes, increased funding for stop smoking services and innovative quit devices such as e-cigarettes. Tobacco products continue to have harmful impacts on our communities so it is important we have strategies that encourage our whānau not to take up smoking, and if they do smoke, positively support them through their quitting journey.

This year Hāpai’s two national and one regional minimising harm from problem gambling teams worked together to stop an international gaming company from distributing a gambling website that used Māori imagery to target our communities to gamble online. This was offensive for two reasons, firstly the use of Māori motifs and culture was a breach of Māori Intellectual Property, and secondly Māori have disproportionately the highest rates of harm from gambling, a point we highlighted in our legal letter sent to them. This was acknowledged by the company and they worked amicably with Hāpai to remove the website within 48 hours, a great example that Hāpai is not just regional and national, but also addressing public health issues on an international scale.

Hāpai was successful in tendering for the SUDDI (Sudden Unexplained Death of and Infant) Prevention National Coordination service. Unfortunately, like many health matters, Māori are over-represented in SUDDI. Two of the modifiable risk factors are smoking while pregnant and post-partum, and unsafe bed sharing practices with baby. Hāpai was successful based on their broad connectivity to Māori Providers and Māori communities and also the strategic public health and policy work we are doing around tobacco control and harm reduction strategies.

Hāpai continues to be the voice of Māori across New Zealand in Public Health in a number of areas including working with organisations such as: New Zealand Health Promotion Forum, New Zealand Public Health Association, National Tobacco Integration Network, the Addictions Practitioners Association Aotearoa – New Zealand, Healthy Families Waitakere, Healthy Families Manukau, Manurewa-Papakura and Healthy Auckland Together. These organisations have significant influence on Health policy in New Zealand.

The Hāpai Strategic Plan was developed by Sir Mason Durie in 2013. The key objective of our Strategic Plan is to achieve Oranga Tangata, Oranga Whenua (Healthy Lifestyles, Healthy Environments), and focuses on long term outcomes for our communities, with a specific focus on Māori. Given the breadth and scale of these objectives, Hāpai has partnered up with some significant national organisations to work in collaboration over a wide range of health and environmental matters. This includes organisations such as the Alcohol Healthwatch, New Zealand Cancer Society who worked closely with Hāpai on strategies to enable plain packaging of tobacco products, Mental Health Foundation of New Zealand, NZ Dental Association, NZ Drug Foundation, Plunket New Zealand, and large Universities that have huge research capacity such as Auckland University, Massey University and Otago University. Hāpai have a number of projects in action currently with all these organisations.

This year Hāpai introduced a Marae series to our community engagement strategy. This involves revitalising our connection with all Marae across Tāmaki Makaurau, through whakawhānaungatanga, as well as providing Public Health education, awareness, key messaging and pathways to health services.

Our Whānui Whanui Public Health Collective has recently completed a 3 year contract delivering Māori Public Health Leadership and Health Promotion across Tāmaki Makaurau, with a total of 535 health policies developed across this period of time (2014-2017) in the issue areas of Nutrition and Physical Activity, Wellchild, Alcohol and Other Drugs, and Tobacco Control. This huge concentration of development of policies has set the groundwork for the next phase of public health action - community led initiatives and activation of these policies in 2017-18. We have gathered a collective of 81 community champions across Tāmaki Makaurau who will act as leaders of their own settings including Kura, Kōhanga, Marae, Workplaces, and Community Groups, leading the change to enable Māori communities to flourish in environments like our Tupuna did historically, free of harmful products and lifestyles that many experience the burden of today.

Lance Norman
Chief Executive
Hāpai Te Hauora Tapui
Ngā Tahu o Waipareira

Our Partners

Te Pou Matakanaka

Whānau Ora is about whānau achieving their desired outcomes. The success of the Te Pou Matakanaka (TPM) commissioning for outcomes model can be measured by how successful TPM programmes and activities are at supporting whānau to achieve their desired outcomes.

TPM acknowledges the commitment and work of its Whānau Ora partners who continue to support and build on the strengths and assets of whānau and Māori communities to support the achievement of Whānau Ora. Through the six Māori electoral regions, TPM contract with 13 Lead Whānau Ora partners across Te Ika-a-Māui to deliver our commissioning activities over 2016/17. We now have 13 Lead Whānau Ora partners who sub-contract over 80 Whānau Ora partners within their regions to enable reach and support to whānau.

Key Highlights for 2016-17

Over and above the core commissioning programme the following highlights occurred:

Breast and cervical support to screening services

In 2016-17, Te Pou Matakanaka was successful in a RFP with Ministry of Health around breast and cervical support to screening services in three DHB areas, Lakes, MidCentral and Taipawhitiri. From 1 November 2016, these services were delivered through three lead Whānau Ora partners Te Arawa Whānau Ora Collective, Te Tihi o Ruahine Whānau Ora Alliance and Te Rūnananganui o Ngati Porou. They are progressing well particularly in the area of breast screening support services.

Collective Impact Programmes

Te Pou Matakanaka continues to work with 13 collective partnerships as they deliver services that will address whānau needs and aspirations. The collective impact programmes across the partnerships focus on:

• Improving wellbeing of Tātmariki in areas of whānau relationships and whānau maturerenga
• Increase health literacy and reduction in obesity
• Increasing household income through education and employment
• Securing employment, ongoing education and whānau cohesion for rangatahi and their whānau
• Living proudly in safe, warm homes
• Connecting rangatahi to programmes and activities around their maunga
• Seeking housing solutions and
• Increasing oral health.

A Collective Impact Shared Learnings Hui took place in April 2017. All 13 lead partners attended along with other Whānau Ora partners from across Te Ika a Māui. The hui provided the opportunity for each collective to present a snapshot of their initiative and plan for 2017/18 as well as attend workshops to improve their learnings to date around collective impact.

Collective Impact Innovation Funding 2016-17

In 2016-17, a Collective Impact Innovation fund was available to each Whānau Ora partnership (13 Collective Impact partnerships) to develop innovative approaches to meet whānau needs and support whānau to achieve one or more of the six TPM outcomes taking a collective impact approach. Each Whānau Ora partnership received development funding to enable them to come together, scope out and agree the proposed initiative to achieve whānau outcomes. Once approved, these initiatives, will be delivered from 1 September 2017.

Merepeka Raukawa-Tait
Chair
Te Pou Matakanaka
National Urban Māori Authority

National Urban Māori Authority (NUMA) has grown to 18 members over the past year.

NUMA has significant North Island coverage through its members ANZ Trust (Kaitaia), Te Hiku Hauora (Kaitaia), He Puna Marama (Whangarei), Te Puna Hauora (North Auckland), Te Whānau o Waipareira (West Auckland / Auckland Central), Ruapotaka Marae (East Auckland), Manukau Urban Māori Authority (South Auckland), Manurewa Marae (South Auckland), Kotahitanga Whānau Ora Collective which is made up of Papakura Marae, Te Kaha o Te Rangitahi and Turuki Health Care (South Auckland), Te Kōhao Health (Hamilton), Poutiri Trust (Te Puke), Te Kupenga Hauora Anuiriti (Napier), Whaora Whanui Trust (Masterton), Te Hauora Runanga o Waipara (Masterton), Te Rūnanga o Ngāti Whangawae (Te Rūnanga o Ngāti Whangawae) and in the South Island Kaiapoi Charitable Trust (Blenheim).

Membership organisations continue to support Māori living in urban environments. Some examples include the “Open the Curtains” programme based in Kaiapoi which positively encourages our young Tane to get involved more in work or community initiatives or our successful Partnership School’s based in Whangarei via He Puna Marama and South Auckland via Manukau Urban Māori Authority where we are raising Māori educational outcomes.

Our Founding Members continue to work closely with our large urban Marae in Tāmaki. Te Whānau o Waipareira jointly hosted the Prime Minister and senior government officials on Waitangi Day with Hoani Waititi Marae and Manukau Urban Māori Authority ran a number of successful whānau events at Ngā Whare Waatea Marae.

NUMA is very pleased with the success of Te Pou Matakana (TPM), Whānau Ora North Island Commissioning Agency. NUMA is 100% shareholder in Te Pou Matakanau, and has seen TPM successfully roll out the Whānau Ora Policy across Māori communities in the North Island. NUMA will continue to advocate for additional funding from all government agencies with the end goal of improving outcomes for our whānau. Six NUMA members are also showing leadership at a regional level as the back bone for the Whānau Ora Collective's based in their respective regions. Te Whānau o Waipareira (West Auckland / Auckland Central), Te Puna Hauora (North Auckland), Manukau Urban Māori Authority (South Auckland), Te Kōhao Health (Hamilton), Whaora Whanui Trust (Masterton) and Te Rūpū Āwhina ki Porirua (Wellington).

NUMA continues to be a significant provider of services for the Department of Corrections delivering Out of Gate services, Reintegration Support for Short Serving Whānau, Remand Reintegration, Tikanga Tauranga, and Tikanga Motivational Programmes which are being delivered in the Northern Region, Tāmaki, Waikato and Wellington regions. NUMA was also successful in running a Remand Pilot in Mt Eden Corrections Facility for the Department of Corrections. Manukau Urban Māori Authority manages all NUMA Department of Corrections programmes.

NUMA is the largest provider of Restorative Justice in Tāmaki funded by the Ministry of Justice and delivered via Manukau Urban Māori Authority. NUMA remains as the largest provider of Attendance Services in New Zealand which is funded by the Ministry of Education. The Attendance Services contract is a nine-year contract and is delivered by NUMA members Te Whānau o Waipareira, Te Kōhao Health and Te Rūpū Āwhina ki Porirua.

This year NUMA took legal action against Te Ohu Kairmoana with regards to the appointment process for Directors on Te Pūtea Whakarupu Trust. NUMA was successful in this claim which has resulted in the appointment of three new Directors after appropriate consultation with NUMA and mandated Urban Māori organisations as per the Fisheries Act. This should see a more targeted focus on Urban Māori with regards to accessing funds to improve Urban Māori educational outcomes.

Willie Jackson
Chair
National Urban Māori Authority
Social Value Aotearoa (SVA) Network, NZ’s voice in the global movement of Social Value International (SVI), committed to using the seven principles of Social Value to value social outcomes.

Our aim is to work with our members to build a platform of best practice to increase the accounting, measuring and maximising of social value from the perspective of those affected by an organisation’s activities through Social Value Principles.

The focus for our second year was connection and engagement with our local, national and international social value community.

Increasing the Profile of SVA Network (Nationally and Internationally)

This year we have made some real traction in the NZ scene. Where as before we have continually reached out, more and more we are being approached by like-minded organisations asking us to participate in their events. Our membership is becoming more diverse, now including small charities, social enterprises alongside larger NGO’s, some government agencies and a couple of corporates.

- Launch of new interactive Social Value Aotearoa website with members only area and online event/training registration
- One accredited SROI Practitioner Trainings with external facilitator Simon Faivel from Social Ventures Australia. This was attended by 18 participants from 12 different organisations ranging across Government agencies, charities, NGO’s, funders and educational associations
- Three Member Network Meet-Ups co-hosted with external organisations
- One Facilitated Shared Learnings Meeting
- Mentoring for Akina Foundation Elevate Program
- Four Conference Presentations – Two National and two International
- Guest editor of Social Value International Newsletter
- Publication and Launch by one of our members full SROI report “Value Creation for Tātaiwhenua” launched at Parliament June 2017.

Growing an ecosystem of like-minded organisations and networks

Impact Measurement, “Start Here” – July 2016. International and local experts, Jeremy Nicholls (CEO SVI UK), Jon Myers (Social Ventures Australia) and Shona McElroy and Emily Preston (Akina Foundation) joined our SVA team for a full on interactive day of workshops showcasing a variety of techniques to get organisations across all sectors started on their impact measurement journey.

Social Impact and Market Forces - September 2016. Co-hosted with Auckland branch of ANZEA speakers International experts, Bob Picciotto and Simon Faivel discussed the implications for evaluators, managers and investors interested in measuring and managing social value as the social impact sphere faced a growth in market led social interventions.

Measuring your Social Impact – May 2017. Cohosted with Social Enterprise Auckland and the Centre for Innovation and Entrepreneurship (University of Auckland). Guest presenters from each network shared their own impact journey through their lens. It was a buzzing room at the end of the night with Social Entrepreneurs, students and our members building a shared understanding around impact measurement.

Akina Foundation Elevate Impact Programme – Guest Mentor – June 2017. SVA was asked to be one of the mentors on the Elevate programme that works with a group of
social enterprises across topics that are fundamental to success. The programme provides a supported learning environment that combines group learning, specialist knowledge and tools, and mentoring. Our mentors found it a great opportunity to see the different causes people are working for and to help them understand the impact their enterprises are creating.

**Keeping the Conversation Local and Global**

**Impact Convergence**
Atlanta October 2016.

John Tamihere, SVA’s representative on the Social Value International’s Board, was a keynote presenter at the Social Value International (SVI) and American Evaluation Association (AEA) conference sharing the advancement of Māori-led impact measurement in whānau-centred services.

**Amplify, Inspire, Maximise**
Social Value Matters 2017.
Istanbul April 2017.

At the first Social Value conference we attended, we were a fledgling network, there to soak up the knowledge of others in order to solidify our own understandings of social value. This time round, our participation was not just about learning but also about sharing our unique point of view from the perspective of Social Value Aotearoa as a network alongside one of our members Te Whānau o Waipareira, who hosted a round table workshop on Embedding Outcomes.

**NFP Sector Effective Boards and Managers Conference**
May 2017.

“Measuring What Matters”
SVA presented workshop.

Introducing the network and tools to get them started on their own impact measurement journey to participants at the Auckland Conference. This was a new market for us and through this presentation we secured three new members; two went on to attend our SROI Practitioner Training and the other hosted a shared learnings member exchange.

**Shared Learnings Member Exchanges**
June 2017.

As the social value movement grows in New Zealand, we have more and more local examples of strong social impact practice to draw upon. To complement the SROI Practitioner Trainings, we have hosted, we will be focusing increasingly on holding Members Exchanges as a key approach to supporting our members. Having recently facilitated a shared learning workshop between two members, we see future Members Exchanges as a way to draw on the strengths and learnings of our affiliated organisations while making international best practice relevant to the New Zealand setting.

**Building Connectedness across our networks and global community**

Guest Editors Social Value International Snapshot – June 2017. SVA was able to share with our international community a glimpse of the Social Value scene in NZ leveraging off the strength of relationships we have with our members and like-minded organisations.

**Growing our Membership**

We ended our second year with 66 members with many of them being renewals from our original members. While we value new memberships and strive to grow our numbers, as we are still establishing ourselves, we see this as one of the indicators that as a network we are on the right track.

We look forward to the coming year as we advance best practice in the social value space.

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**Jo Nicholson**
Director
Social Value Aotearoa
Over the 2017 Financial Year, Whānau Tahi achieved some significant milestones.

- In line with our vision to strengthen our platform and product set so that we can provide insight into and drive improved health and well-being for communities in New Zealand and overseas, we acquired Simpli-health, the well-known health IT specialist behind multiple platforms such as New Zealand’s e-prescription Service, Socrates (National Needs Assessment and Service Coordination System), Before School Checks Database and School Based Vaccination System. The acquisition further enhances our platform offerings and enables us to focus on personal whānau and community-centric health and well-being by using information and data to drive better health outcomes.

- We were selected in Deloitte’s Fast 50 Index and later we were ranked 10th in terms of fastest growing companies in New Zealand.

- We achieved 20% growth in uptake of our software tools and services to support Whānau Ora providers with our most recent version of the software rapidly meeting the Whānau Ora providers’ growth and innovation aspirations and aligning with TPP contract requirements and SROI framework.

- We continue to strengthen our Connected Care platform offering in New Zealand with reference sites in Midland (Bay of Plenty DHB), growing our reach in Central region and fully rolled out in the Northern region DHBs with Northland DHB being an exemplar in the use of the platform and enrolling all of the district population in the platform.

- We have established an US office with Stephen Keung leading the US market growth; and our key focus in the US was the establishment of reference sites. Families First are our first customer in US. We have subsequently have signed up with Pasqua Yaqui Tribe, thus strengthening our position. Our US operation continues to gain momentum with us signing a reseller agreement with Arctic IT who will be our channel partners in the US.

- We have won a three-year Research and Development growth grant from Callaghan which enables us to claim 20% of our R&D spend, up to a maximum value of $5.4M per year over the three-year period.

- and determination to the people and not the specialist clinical staff. It’s about creating meaningful outcomes for whānau.

- Whānau Tahi also started planning to move into a purpose-built facility close to our parent company, Waipareira in Henderson and we are planning to move into the new premises at the end of this year.

Vidhya Makam
Chief Operating Officer
Global
Highlights

- Reciprocal leadership participation - Whānau Ora Conference and Inaugural Tiwhahe Conference
- First US deployments of Whānau Tahi Navigator in Atlanta, GA and Tucson, AZ
- Thought Leadership Conference Presentations and Participation
- Formal partnering agreements with key organisations.

Our Journey
Toward our first US Deployments

A chance meeting in 2008 next to the then CEO of Atlanta-based Families First by John Tamihini at President Obama’s 1st Prayer Breakfast became the kindling to spark a future relationship. Continuing exchange over the years, including a formal MOU between Weiparepe and Families First, was capped in May 2017 with Families First adopting Whānau Tahi’s Navigator software solution, a first in the US. This is a significant milestone for Whānau Tahi, all the more notable competing with other well-established and dominant software solutions in the US market.

During this period, other relationships nurtured within Indian Nation included the participation of Ms. Hunkie Ortiz, Deputy Bureau Director of Indian Services, Bureau of Indian Affairs (BIA) in the 2016 Whānau Ora Conference. This was recaptured with John Tamihini invited to be the Keynote Speaker at the inaugural Tiwhahe Conference in April 2017. Others of the Whānau Tahi team contributed to various Plenary and Panel presentations of that Conference. The Tiwhahe (“family” in Lakota) Initiative, is a grassroots pilot program administered by the BIA, equivalent to our Whānau Ora. Since the Conference, the Pascua Yaqui Tribe have adopted our Navigator software solution.
Conferences: Shared Thought Leadership

During the year, key conference presentation and speaking opportunities included:

- The Inaugural Tiwaha Conference, Tucson, AZ
- ImpactConvergence Conference, Atlanta, GA
- Annual Self-Governance Tribal Consultation Conference, Spokane, WA
- National Congress of American Indians, Uncasville, CT
- Tribal TANF Summit, Crystal City, VA
- Te Tira Toko Whakangao: Māori Tech and Investment, Chicago, IL.

Partnering Arrangements and Key Support

Key partnerships have been forged with Artic17 and FH360, both with in-depth experience, expertise and broad networks.

We recognise tremendous support over the years from the Ministry of Foreign Affairs and Trade (MFAT), Callaghan Innovation, New Zealand Trade and Enterprise (NZTE), Auckland Tourism, Events and Economic Development (ATEED), Te Puni Kokiri, and Poutama Trust.

We are also grateful for the support of US Ambassadors Mike Moore, Carl Worker (Acting Head of Mission), and Tim Grosser (current), as well as Hon Te Urupa Flavell and TPK CEO, Michelle Hippolite for their parts in our US journey.

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Stephen Keung
President and CEO,
North America
Whānau Tahi
He Ripota Pena Pūtea

Financial Report
Summary Financial Statements

The following are excerpts from the audited financial statements of Te Whānau o Waipareira Trust and Subsidiaries for the year ended 30 June 2017 which were authorised for issue on 27 September 2017. An unmodified audit opinion was issued on the full financial statements on 27 September 2017. These summary financial statements were authorised for issue on 27 September 2017 by the Board of Trustees.

The full financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand. They comply with Public Benefit Entity Standards Reduced Disclosure Regime (Not-For-Profit). Te Whānau o Waipareira Trust is a not-for-profit public benefit entity.

The summary financial statements do not include all the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements.

These summary financial statements are in compliance with PBE FRS 43: Summary Financial Statements, and the functional and presentation currency is New Zealand dollars.

<table>
<thead>
<tr>
<th>Summary Statement of Comprehensive Revenue and Expense</th>
<th>2017 $</th>
<th>2016 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>37,796,241</td>
<td>23,734,403</td>
</tr>
<tr>
<td>Total expenses</td>
<td>(33,643,415)</td>
<td>(22,231,444)</td>
</tr>
<tr>
<td>Share of surplus/loss associate</td>
<td>(35,614)</td>
<td>(69,140)</td>
</tr>
<tr>
<td>Surplus</td>
<td>4,117,212</td>
<td>1,433,819</td>
</tr>
<tr>
<td>Other comprehensive revenue and expense</td>
<td>1,924,276</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive revenue and expense for the year</td>
<td>6,041,488</td>
<td>1,433,819</td>
</tr>
</tbody>
</table>

Summary Statement of Changes in Equity

For the Year Ended 30 June 2017

<table>
<thead>
<tr>
<th>Summary Statement of Changes in Equity</th>
<th>2017 $</th>
<th>2016 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity at beginning of year</td>
<td>28,552,992</td>
<td>27,119,173</td>
</tr>
<tr>
<td>Surplus</td>
<td>4,117,212</td>
<td>1,433,819</td>
</tr>
<tr>
<td>Other comprehensive revenue and expense</td>
<td>1,924,276</td>
<td>-</td>
</tr>
<tr>
<td>Equity at end of year</td>
<td>34,594,480</td>
<td>28,552,992</td>
</tr>
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</table>
### SUMMARY STATEMENT OF FINANCIAL POSITION
For the Year Ended 30 June 2017

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$8,240,994</td>
<td>$6,950,998</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$3,391,100</td>
<td>$2,460,109</td>
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<tr>
<td>Other Investments</td>
<td>$1,100,000</td>
<td>$2,611,396</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td>$12,732,094</td>
<td>$12,022,503</td>
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<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>$22,076,788</td>
<td>$18,782,330</td>
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<tr>
<td>Intangible Assets</td>
<td>$8,763,081</td>
<td>$1,774,799</td>
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<tr>
<td>Investments</td>
<td>$1,607,911</td>
<td>$1,723,882</td>
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<tr>
<td>Investments properties</td>
<td>$1,495,652</td>
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<tr>
<td>Investments in Associates</td>
<td>$241,186</td>
<td>$276,800</td>
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<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>$34,184,618</td>
<td>$22,557,811</td>
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<td><strong>TOTAL ASSETS</strong></td>
<td>$46,916,712</td>
<td>$34,580,314</td>
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<td><strong>CURRENT LIABILITIES</strong></td>
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<tr>
<td>Accounts Payable</td>
<td>$3,025,412</td>
<td>$1,737,427</td>
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<tr>
<td>Deferred Revenue</td>
<td>$3,544,501</td>
<td>$3,347,208</td>
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<td>Employee Entitlements</td>
<td>$1,441,739</td>
<td>$942,687</td>
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<tr>
<td>Bank loans</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$11,207,294</td>
<td>$6,027,322</td>
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<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
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<tr>
<td>Bank loans</td>
<td>$1,114,938</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td>$1,114,938</td>
<td>-</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>$34,594,480</td>
<td>$28,552,992</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
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<td></td>
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<tr>
<td>Retained Earning</td>
<td>$29,790,705</td>
<td>$25,673,493</td>
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<tr>
<td>Assets Revaluation Reserve</td>
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<td>$2,879,499</td>
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<tr>
<td><strong>Total Equity</strong></td>
<td>$34,594,480</td>
<td>$28,552,992</td>
</tr>
</tbody>
</table>

### SUMMARY STATEMENT OF CASH FLOWS
For the Year Ended 30 June 2017

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash flows from operating activities</td>
<td>$7,016,061</td>
<td>$3,693,848</td>
</tr>
<tr>
<td>Net cash flows from investing activities</td>
<td>$(12,648,040)</td>
<td>$(1,383,589)</td>
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<tr>
<td>Net cash flows in financing activities</td>
<td>$6,921,976</td>
<td>$(1,111,396)</td>
</tr>
<tr>
<td>Net increase in cash held</td>
<td>$1,289,997</td>
<td>$1,198,863</td>
</tr>
<tr>
<td><strong>Cash at the beginning of the year</strong></td>
<td>$6,950,998</td>
<td>$5,752,136</td>
</tr>
<tr>
<td><strong>Cash at the end of the year</strong></td>
<td>$8,240,994</td>
<td>$6,950,998</td>
</tr>
</tbody>
</table>
Independent Auditor’s Report

To the trustees of Te Whānau o Waipareira Trust

Report on the summary consolidated financial statements

Opinion

In our opinion, the accompanying summary consolidated financial statements of Te Whānau o Waipareira Trust (the trust) and its subsidiaries (the group) on pages 56 to 57:

i. Has been correctly derived from the audited Group financial statements for the year ended on that date; and

ii. Is a fair summary of the Group financial statements, in accordance with PBE FRS 43 Summary Financial Statements.

The accompanying summary consolidated financial statements comprises:

- the summary consolidated statement of financial position as at 30 June 2017;
- the summary consolidated statements of comprehensive revenue and expenses, changes in equity and cash flows for the year then ended; and
- notes, including a summary of significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), Engagements to Report on Summary Financial Statements.

Our firm has also provided other services to the group in relation to other assurance services. Subject to certain restrictions, partners and employees of our firm may also deal with the group on normal terms within the ordinary course of trading activities of the business of the group. These matters have not impaired our independence as auditor of the group. The firm has no other relationship with, or interest in, the group.

Use of this Independent Auditor’s Report

This report is made solely to the trustees as a body. Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to them in the Independent Auditor’s Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the trustees as a body for our audit work, this report, or any of the opinions we have formed.
Responsibilities of the Trustees for the summary consolidated financial statements

The Trustees, on behalf of the trust, are responsible for:

— the preparation and fair presentation of the summary consolidated financial statements in accordance with PBE FRS 43 Summary Financial Statements; and

— implementing necessary internal control to enable the preparation of a summary consolidated financial statements that is correctly derived from the audited consolidated financial statements.

Auditor’s Responsibilities for the summary consolidated financial statements

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with (or are a fair summary of) the audited consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (SA (NZ)) 810 (Revised), Engagements to Report on Summary Financial Statements.

We expressed an unmodified audit opinion on the consolidated financial statements in our audit report dated 29 September 2017.

The summary consolidated financial statements does not contain all the disclosures required for a full consolidated financial statements under generally accepted accounting practice in New Zealand. Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the group.
## Whārangi Tohu o Waipareira

### Directory

<table>
<thead>
<tr>
<th>Function</th>
<th>Organisation / Company Name</th>
<th>Contact Details</th>
</tr>
</thead>
</table>
|           | **Te Whānau o Waipareira Trust** | Cnr Edmonton & Great North Road  
PO BOX 21081  
Henderson  
Auckland 0650  
New Zealand  
Website: www.waipareira.com  
Phone: +64 9 836 6638  
Fax: +64 9 837 5378 |
|           | **Whānau Centre** | 6-8 Pioneer Street, Henderson  
PO BOX 21081  
Henderson  
Auckland 0650  
New Zealand  
Phone: 0800 024 942 |
| Legal Entity | Trading as | Te Whānau o Waipareira Trust |
| Incorporated Society | | Te Whānau o Waipareira Trust  
Established 30 May,1984  
24 August,1984 |
| Auditor | KPMG | 18 Viaduct Harbour Avenue  
Auckland 1140  
Phone: +64 9 367 5800 |
| Bank | Bank of New Zealand  
ASB Ltd |
| Lawyers | David Morrison,  
Grove Darlow & Partners |
| Quality Assurance Group | Quality Assurance Group  
Health Audit New Zealand (HANZ) |