

Te Pae Tata

The Strategy

For the purposes of this strategy, 'our whānau' and 'whānau, hapū and iwi' refers to all people who identify as Māori, work alongside Māori or who do work that impacts Māori.

Te Pae Tawhiti – Our Future – Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaua kia tina. Seek out the distant horizons, while cherishing those achievements at hand.

Te Pae Tata – Our opportunity – Where we embrace the essence of our past and our knowledge of today to chart a course towards our immediate horizon (our vision).

Whakamaua kia tina – Bind the distant and immediate horizons as they merge

Our vision

Kia hoe ngātahi tātou hei oranga mō Aotearoa! – Working together for a better New Zealand!

Our purpose

Manaaki Tangata, Manaaki Whānau – Caring for people, whānau and families

Our guiding principles

We honour Te Tiriti o Waitangi as we honour the dignity of whānau we serve. Te Tiriti o Waitangi principles will guide and inform our strategic areas and objectives and will be the principles we recognise while working towards the achievement of our vision.

1. Partnership

We recognise that we need to do things differently for Māori by acknowledging and using te reo Māori and tikanga Māori as our basis for forming and maintaining authentic relationships. We will work alongside our whānau in mana-enhancing ways and strengthen our connectedness with them by building trusting and respectful relationships through genuinely listening to and valuing opinions. We will ensure that wherever possible any benefits identified for our whānau, will also be realised for their hapū and iwi. We will be accepting of differences and allow each other to determine our paths within our own contexts of whānau.

2. Protection

As carers of the social and economic wellbeing of our whānau, we will protect their dignity and self-worth and ensure they have the same opportunities as all people of Aotearoa. We will ensure appropriate use, care and attention of their personal data and information. We will safeguard Māori cultural concepts, values and practices and improve our approaches and services so that we can respond better to the needs of our whānau and their hapū and iwi.

3. Participation

We gain a deeper understanding of effective participation by learning how to 'walk alongside Māori'. We will use whakapapa as the methodology for better understanding our whānau and their needs. We will ensure they are part of discussions and decisions that are being made about them and that they have equitable access to the services that they need. We will create environments where our whānau and their hapū and iwi can share ideas and have their ideas supported and realised.

Our strategic areas and objectives

These five strategic areas have been identified as the key focus points needed for realising our vision. Our objectives stem from these strategic areas.

1. Our whānau experience good health

Whānau, hapū and iwi are active and healthy with positive physical, mental, spiritual and cultural wellbeing.

Objectives

Our staff, providers, whānau, hapū and iwi:

- Are experiencing:
 - Te Whare Tapa Whā¹
 - Whānau Ora²
 - Ngā Ara Rima³
 - Whānau Wellbeing Framework⁴
- Are determining their own well-being (and have the right knowledge and support to adjust their determinations to maintain optimal health).

2. Our whānau experience success

Whānau, hapū and iwi realise their potential and live their dreams.

Objectives

Our staff and providers:

- Are passionate about their work and how they can contribute to improving outcomes for Māori
- Are appropriately skilled and qualified
- Are honest, compassionate, resilient and innovative
- Are trusted by the people they serve.

Our whānau and hapū:

- Are engaged in training, study, employment or other mana-enhancing and whānau-centred activities
- Are the best they can be in whatever they choose to do
- Have confidence in the people who are tasked to help them to succeed.

Our iwi:

- Are determining what is best for them (and are supported to realise these determinations)

3. Our whānau experience aroha

Whānau, hapū and iwi are supported, cared for and protected.

Objectives

Our staff:

- Are well-resourced and supported to deliver high quality services with integrity
- Are able to celebrate and acknowledge their successes and achievements
- Are able and permitted to participate in Māori customary concepts
- Are able to meet whānau and/or cultural commitments and expectations.

Our providers:

- Are recognised as experts in their field
- Views are sought and influence decisions regarding service delivery and organisational policies
- Work is acknowledged and celebrated.

Our whānau, hapū and iwi:

- Are treated with respect
- Are heard and have a say in what happens to them
- Views are sought and influence decisions regarding service delivery and organisational policies.

4. Our whānau experience economic security

Whānau, hapū and iwi have adequate incomes and resources to support quality standards of living.

Objectives

Our staff, whānau and hapū:

- Have financial stability and possess the skills necessary to sustain this
- Have stable, affordable housing
- Have healthy supportive relationships
- Have robust and healthy social networks within the community.

Our providers and iwi:

- Have successful sustainable businesses
- Are recognised as experts in their field
- Create opportunities to innovate and build on service delivery approaches
- Have strong partnerships and relationships.
- Have the mana, capability and confidence to succeed in their chosen fields.

5. Our whānau experience connectedness

Whānau, hapū and iwi are valued and have a strong sense of place and belonging.

Objectives

Our staff, providers, whānau and hapū:

- Find strength in knowing who they are
- Belong to positive networks and communities
- Are able to challenge the sector's thinking on what works for Māori
- Advocate, support and respect Māori customary concepts
- Have strong partnerships across social sector (influence key levers eg housing, health):
 - Government agencies
 - Iwi
 - Māori providers
 - Māori organisations.

Our iwi:

- Are recognised as our 'cultural leaders and knowledge bearers' regarding Māori customary concepts.

¹ This framework was developed by Mason Durie (originally for non-Māori clinicians) to better understand Māori holistic wellbeing. It is a Māori health model that recognises the four equal cornerstones of wellbeing – physical (taha tinana), spiritual (taha wairua), family (taha whānau) and mental wellbeing (taha hinengaro). The philosophy is that if one side is missing or damaged, the person becomes unbalanced and unwell.
² Whānau Ora is about increasing the wellbeing of individuals and whānau to lead full lives and uses the power of whānau to improve the wellbeing of individuals and whānau. It provides whānau with appropriate services and support so they can become more self-managing and achieve their aspirations. Whānau Ora puts whānau and families in control of the services they need to work together, build on their strengths and achieve their aspirations.
³ This approach (developed by the Mental Health Foundation of NZ) covers five actions which can be built into our everyday lives to benefit the wellbeing of whānau, hapū and iwi. They are 'Connect (me whakawhanaunga)', 'Give (tukua)', 'Take notice (me aro tonu)', 'Keep learning (me ako tonu)' and 'Be active (me kori tonu)'.
⁴ This measurement outcomes framework was developed by SUPERU using cultural principles to describe the enablers and key drivers for whānau resilience and success.

The Action Plan

What we need to do to achieve our objectives

Our efforts will be concentrated on the following high level actions:

For whānau and hapū

Actions which:

- Create environments that are warm, welcoming and safe
- Support the formation of genuine relationships and partnerships
- Build capability (as individuals and as communities)
- Improve accessibility to sustainable housing
- Increase employment opportunities
- Improve/enhance current service delivery models

For staff

Actions which:

- Improve health and wellbeing
- Increase learning opportunities and advancements
- Create opportunities to acknowledge and share individual expertise in Māori customary concepts and language
- Integrate Māori customary concepts and language into day to day operations
- Improve/enhance current organisational policies and processes

For providers

Actions which:

- Improve current approaches for:
 - Co-designing services
 - Commissioning services
 - Procuring services
 - Contracting services
- Articulate the meaning of 'partnership'
- Articulate the meaning of 'kaupapa Māori service'
- Build capability

For iwi

Actions which:

- Deliver on existing relationship commitments
- Explore opportunities for new partnerships
- Improve/enhance current organisational policies and processes

As well as actions which:

Support the development and implementation of accountability frameworks across the Ministry of Social Development.
Establish cross-sector collaboration and cooperation to meet the needs of all whānau, hapū and iwi.

Success measures

Below are descriptions of what success will look like in terms of the way in which we deliver our services to Māori.

1.

Māori customary concepts are embedded in the organisation at all levels and inform the way we conduct our work.

2.

Whānau, hapū and iwi are central to the design, development and implementation of anything we deliver.

3.

Our relationships are built on Māori customary concepts and principles.
