



AROWHENUA WHĀNAU SERVICES

Providing a wide range of integrated services to all Māori and non-Māori living within the Arowhenua Rohe



**Strategic Plan
2022 – 2027 (5 years)**



STRATEGIC PLAN SUMMARY 2022 - 2027

VISION Whānau Succeed in their Aspirations of Achieving Health and Wellbeing

VALUES

GOALS

Rangatiratanga.

design, development
& control by Māori

Whai Rawa.

Whānau are
economically
secure and
successfully
involved in
wealth creation

Manaakitanga.

respect, generosity,
& care

Kaitiakitanga.

stewardship &
protection

Hauora.

Whānau are
leading
healthy
lifestyles

Whanaungatanga.

building & nurturing
relationships &
kinship

Mātauranga.

Whānau are
participating
fully in society

Te Aranga. Growth through our kaupapa Māori organisation that is financially secure & future focused.

Arowhenua Whānau Services

Vision

Arowhenua Whānau Services will strive to contribute to their community, whānau, hapū, and iwi where every person will have equal access to quality services across hauora, mātauranga, Whai rawa, and Oranga; so all whānau succeed in their aspirations of achieving wellness and wellbeing through whānau ora outcomes.

Mission Statement

To be regarded as an integral provider of high quality kaupapa Māori services to all people living within the takiwā of Te Rūnanga o Arowhenua¹ (with the primary target group being Māori).

Purpose

To provide a wide range of kaupapa Māori services to all people living within the takiwā of Te Rūnanga o Arowhenua (with the primary target group being Māori).

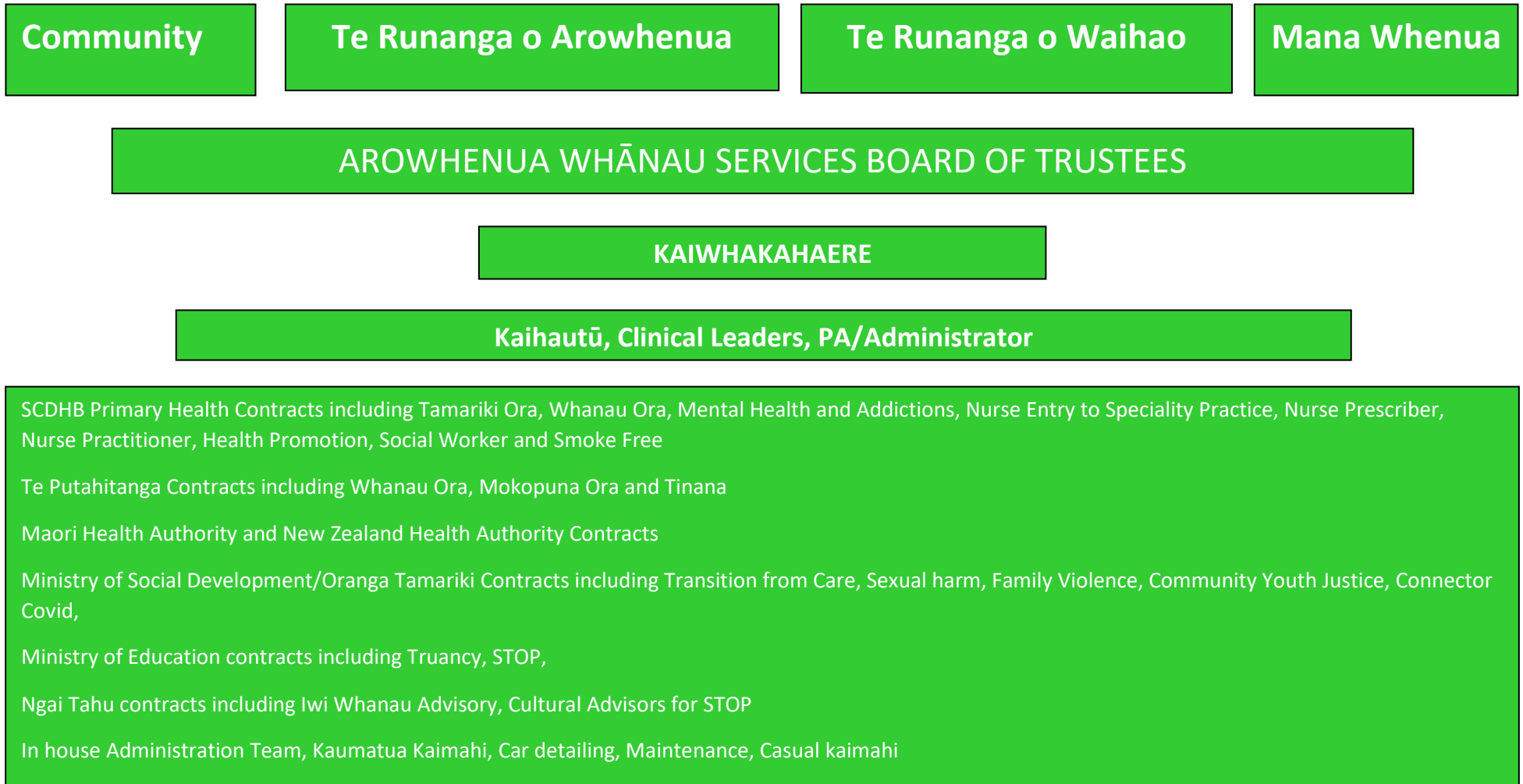
Values

To uphold the mana and tikanga of Arowhenua me Waihao by applying the following values: manaakitanga, rangatiratanga, kaitiakitanga, tohungatanga and whanaungatanga.

¹ Refer Te Rūnanga o Ngāi Tahu Act 1996, Schedule 1, page 26

Arowhenua Whānau Services

Organizational Structure



AROWHENUA WHĀNAU SERVICES BOARD OF TRUSTEES

Representatives for the Board as below

Chairperson Nominated Trustee Appointment Representative

Appointed Trustee Community Representative

Appointed Trustee Community Representative

Nominated Trustee Appointment Representative Te Rūnanga O Arowhenua

Nominated Trustee Appointment Representative Te Rūnanga O Waihao

Nominated Trustee Appointment Representative Te Aitarakihi

Nominated Trustee Appointment Representative Te Whare Mahana



Establishment of Arowhenua Whānau Services

Arowhenua Whānau Services (AWS) was established in 2001 as a Charitable Trust under the mandate of Te Rūnanga o Arowhenua. The thrust was to establish this service came directly from a Whānau Development contracting opportunity offered to Te Rūnanga o Arowhenua. Te Rūnanga o Arowhenua identified the need for a separate structure to focus specifically on service delivery for Māori in the Aoraki rohe. Arowhenua Whānau Services first major contract was with the South Canterbury District Health Board for Māori Health Integrated Primary Nursing.

Arowhenua Whānau Services overall purpose is to ensure that the needs of all Māori living in the takiwā of Te Rūnanga o Arowhenua are responded to in an appropriate way, by bringing whānau, hapū, iwi and Māori Community development into a relationship with health, social services and an education provision. Arowhenua Whānau Kaupapa Maori Services has a key role to play in the integration and better coordination of providers delivering health, education and social services to Māori aligned with broad vision for local Rūnanga development.

Te Tiriti o Waitangi

Te Tiriti o Waitangi (1840) is a crucial document which defines the relationship between Māori and the Crown in New Zealand. It affirms both the tangata whenua status of whānau, hapū and iwi in New Zealand, and their rights of citizenship. The Tiriti therefore provides a basis through which Māori may critically analyse relationships, challenge the status-quo, and affirm the Māori rights.

Kaupapa Māori Provider

What is kaupapa Māori?

Kaupapa Māori talks of the core philosophies which drive our organisation. As a Kaupapa Māori provider we seek to ensure that core Māori values are integrated in our thinking and in our behavior and conduct at all times.

This does not mean that our organisation is only for people of Māori descent. Māori do however make up our largest target demographic grouping. At its essence you can expect us to embrace people regardless of their background and ethnicity, and that we will do this in a way that upholds their mana, which is respectful and inclusive in nature and which seeks to build our collective wellbeing. Our Māori values and tikanga and te reo will guide us to do this in a manner which is positively Māori in design, look, and feel.

Our Key Principles of Kaupapa Māori include:

Tino Rangatiratanga - The Principle of Self-determination; the notion of Tino Rangatiratanga asserts and reinforces that a wellbeing model for Māori must be designed, developed and controlled by Māori.

Taonga Tuku Iho - The Principle of Cultural Heritage; this principle asserts that confidence and pride of Māori in their identity as Māori provides a position of strength on which Māori well-being can be founded. This identity includes but is not limited to te reo Māori, whakapapa, connection to land, place and the natural environment.

Ako Māori - The Principle of Human Centred Pedagogy; this principle acknowledges that for best success those we work with will determine the teaching and learning practices we adopt. These could include Māori learning pedagogy, as well as practices that may not be traditionally derived but are preferred by Māori.

Whānau - The Principle of Extended Family Structure; the principle of Whānau sits at the core of Kaupapa Māori, it acknowledges the relationships that Māori have to one another and to the world around them. Whānau, and whakawhanaungatanga are key elements of Māori society and culture and this talks to the need to engage the wider whānau in any solutions or initiatives to support their wellbeing or their individual whānau member's wellbeing.

Piri Tata - The Principle of Growing Respectful Relationships; this principle relates specifically to the building and nurturing of relationships, it acts as a guide to the understanding of relationships and wellbeing when engaging with Māori. Piri Tata focuses on collaboration and the need to co-design, co-develop solutions to meet the needs of Māori and our communities.

Arowhenua Whānau Services Primary Interested Parties

The current primary interested parties of Arowhenua Whānau Services are:

Whānau o Arowhenua – mana whenua of Te Rūnanga o Arowhenua takiwā

Whānau o Waihao – mana whenua of Te Rūnanga o Waihao takiwā

Whānau o Te Aitarakihi – Māori residing in the takiwā of Te Rūnanga o Arowhenua that associate with Te Aitarakihi

Community – all other ethnic groups residing in the takiwā of Te Rūnanga o Arowhenua

Funders – those funding AWS to provide services to whānau, hapū and iwi residing in the takiwā of Te Rūnanga o Arowhenua

AWS Governance Board and Kaimahi

Arowhenua Whānau Services Model of Service Delivery:

Our focus is to provide services that support whānau to achieve their aspirations of wellness and wellbeing through providing services based on whānau ora outcomes. This will be achieved by ensuring we:

- Provide best practice models of health and wellbeing services
- Be inclusive of Māori models of health and wellbeing services
- Develop and deliver Whānau centered services
- Are being effective by providing services that are culturally appropriate and address the diverse needs of Māori
- Identify and be responsive to needs of Māori and the wider community
- Develop strong relationships, and work collaboratively with all key stakeholders

The whānau of Arowhenua Whānau Services are across all age ranges from pre-birth / pēpi to Kaumātua for both the Māori Community and the wider community. Underpinning our service delivery model is that; “whānau ora will be accessible for all people in our community”

Ngā Kaupapa (key result areas)

For the purposes of this strategic plan 5 Primary Kaupapa (key result areas) have been identified as presented below

Kaupapa Tahi: Hauora Services

Provision of Excellent and Sustainable Hauora Services

	Strategies / Activities	Performance Objectives
1.1	Provide culturally appropriate primary health care to clients via a nurse lead service of Registered Nurses including Tamariki Ora Nurses	Meet or exceed the objectives determined in SCDHB contract for the provision of services. Funding is maintained at or above the current level
1.2	Provide culturally appropriate primary health care and awahi to kaumatua via Whānau Ora Nurse and Kaumatua Kaimahi	Meet or exceed the objectives determined in SCDHB contract for the provision of services.

		Funding is maintained at or above the current level
1.3	Provide culturally appropriate primary health care to clients via Nurse Practitioners and Nurse Prescribers,	Meet or exceed the objectives determined in SCDHB contract for the provision of services. Funding is maintained at or above the current level
1.4	Provision of culturally appropriate Mental Health Services via the Mental Health and Addictions Team of Nurses and Peer/Support Kaimahi	Meet or exceed the objectives determined in SCDHB contract for the provision of services. Funding is maintained at or above the current level
1.5	Provision of culturally appropriate Smoking Cessation Services via the Smoking Cessation Practitioner	Meet or exceed the objectives determined in SCDHB contract for the provision of services. Funding is maintained at or above the current level
1.6	Seeking out future opportunities under the hauora kaupapa	Securing appropriate additional contracts under the hauora kaupapa

Kaupapa Rua: Mātauranga Services

Provision of Excellent and Sustainable Mātauranga/ Education Services

	Strategies / Activities	Performance Objectives
2.1	Provision of Attendance Advisor services	Meet or exceed the objectives determined in the contract with Te Ora Hou Funding is maintained at or above the current level
2.2	Provision of Oranga kaupapa educational services including Iwi Whānau Advisory, Cultural Advisory Services which enhance the service vision and values	Meet or exceed the objectives determined by the service Funding is maintained at or above the current level
2.3	Seeking out future opportunities under the Mātauranga kaupapa	Securing appropriate additional contracts under the mātauranga kaupapa

Kaupapa Toru: Oranga Services

Provision of Excellent and Sustainable Oranga Services

	Strategies / Activities	Performance Objectives
3.1	Provision of culturally appropriate Whānau Ora, Mokopuna Ora and Tinana services via the Navigation team	Meet or exceed the objectives determined in all contracts for the provision of services. Funding is maintained at or above the current level
3.2	Provision of culturally appropriate social services which will be serviced by the social service teams of Family Violence, Sexual Harm, Transition from Care, COVID Connectors, Youth Justice,	Meet or exceed the objectives determined in contracts for the provision of services. Funding is maintained at or above the current level
3.3	Provision of culturally appropriate Social Worker service via the Social Worker	Meet or exceed the objectives determined by the service Funding is maintained at or above the current level

Kaupapa Whā: Whai Rawa services

Provision of Excellent and Sustainable Whai Rawa Services

	Strategies / Activities	Performance Objective
4.1	Seeking out future opportunities under the Whai rawa kaupapa	Securing appropriate additional contracts under the Whai rawa kaupapa

Kaupapa Rima: Building our Organisation

	Strategies / Activities	Performance Objectives
5.1	A organisation that is kaupapa Māori driven	Culturally competent kaimahi

		<p>Services are whānau centric</p> <p>Kaimahi are valued</p> <p>All cultural risks are appropriately managed</p>
5.2	An organisation that is financially secure.	<p>Appropriate financial system and financial controls are in place and reviewed annually</p> <p>Achievement of a non-qualified audit report on an annual basis</p>
5.3	An organisation that embraces continuous quality improvement and risk management practices	<p>Appropriate workforce development initiatives are available</p> <p>Always maintaining current best practice in regard to clinical and non-clinical service provision</p>
5.4	Application of ' Best Practice ' Governance and Operations Management	<p>Suitable experienced governors are always in place</p> <p>All management are suitable qualified and experienced</p> <p>Professional development opportunities are available for both governors and management.</p>
5.5	An organisation that is responsive to our whaiora needs	<p>Appropriate facilities infrastructure that are both marae and non-Marae based</p>
5.6	An organisation that is sustainable and future focused	<p>Being adaptive to changes in the environment and client needs</p> <p>Willing to grow additional capacity and capability</p> <p>Proactive at looking for areas of growth</p>

What we want Arowhenua Whānau Services to have in place by 2027 is:

- 1. To continue to meet our reporting obligations whānau, Hapū, Iwi, Tau Iwi and stakeholders in our hāpori (community), but at the same time exploring improved ways of communicating and reporting the required data in a more time efficient easy manner. Contractual agreements have been delivered ensuring our services are sustainable and well planned to meet future.**
- 2. To continue to maintain a positive workplace culture that prides itself on a low kaimahi turnover.**
- 3. To continue to provide the kaimahi every opportunity to become culturally competent with Māori and Pacific Island cultures and continue providing evidence based best practice**
- 4. The ability to provide at any stage of the life span, greater improvement for whānau in hauora oranga (wellbeing), hinengāro (mental wellbeing), awhitanga (embrace) mātauranga, whakamana (empowerment) and manahau (resiliency) meeting all Pae Ora Healthy Future requirements, which will enable whānau to become the best that they can be.**
- 5. To make the most of digital technology which allows kaimahi and whānau to experience a service which is efficient but most importantly user friendly to all.**
- 6. To provide a purpose-built modern health and social service workspace that is conducive to the growth of the service and meets the needs of whānau and kaimahi and maintains the highest standard of Health and Safety.**