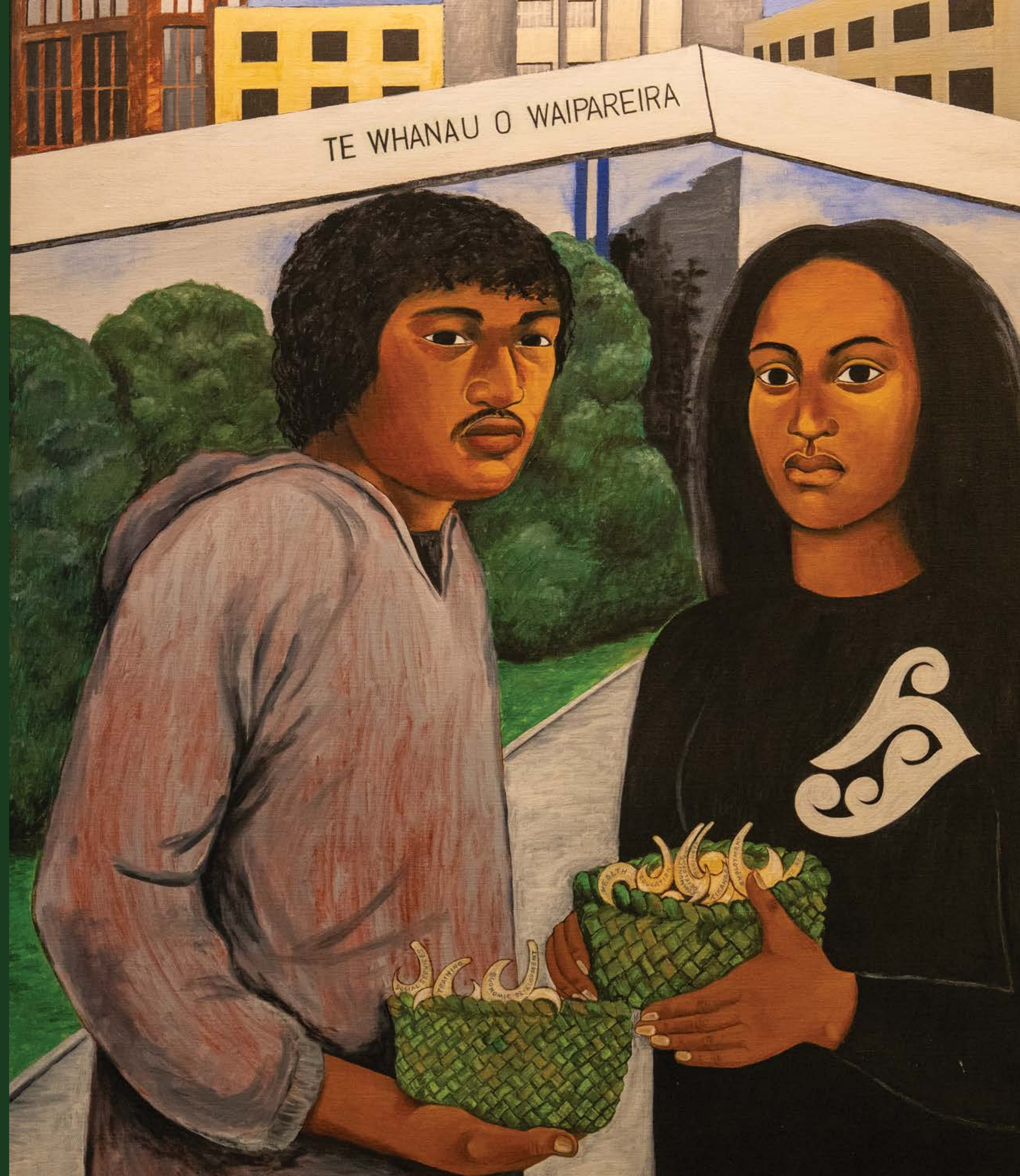


Robyn Fletcher Kahukiwa (1938–2025)

Ngāti Porou, Te Aitanga-a-Hauiti, Ngāti Hau, Ngāti Konohi, Te Whānau a Ruataupare

Robyn Kahukiwa was a fearless artist whose work broke ground in Aotearoa by confronting racism, reclaiming cultural identity, and elevating mana wāhine through imagery steeped in mātauranga Māori. With brushstrokes that carried the wairua of whakapapa, whenua and atua, she turned art into both taiaha and pou — resisting colonial erasure while restoring dignity to her people. For Waipareira, her contribution has been deeply personal and enduring: she gifted a number of paintings to our whānau, including the powerful piece that graces the cover of this report. In doing so, she bound her vision to ours, leaving a legacy that reminds us daily of the courage to stand unapologetically as Māori, the beauty of our identity, and the unbreakable mauri of our stories.





CONTENTS

Te Mana Motuhake o Te Whānau o Waipareira	06
He Mihi, Hei Maumaharatanga	08
He Maimai Aroha mō Kahurangi June Mariu	10
Tā Te Heamana Chair Report	13
Tā Te Kaumātua Whakahaere Chair Report	14
Tā Te Tumu Whakarae: Chief Executive Report	17
Tō Tātou Poari	18
Whai Whakaaro: Reflections	20
Te Rōpū Whakahaere Whakaaro	22
Ngā Kaupapa Hirahira	25
Kōrure Whānau	00
Kōrure Whānau	31
He Maimai Aroha mō Whaea Valetta Matenga	32
2024/25 Storytelling with Data	35
Wai-Health	48
Waipareira Tuararo	52
Wai-414	54
Wai-Rangahau	56
Wai-Atamai	58
Wai-Creative	59
Wai-Data	60
Wai-Rehua	61
Wai-ICT	62
Wai-Finance	64
Wai-Tiaki	65
Office of the CEO	66
Hapori Momoho	68
He Mihi Aroha mō Takutai Moana	70
Natasha (Tarsh) Kemp (ONZM)	
Te Pae Herenga o Tāmaki	72
Mana Māori	76
He Maimai Aroha mō Kahurangi Iritana Tāwhiwhirangi	78
Mana Māori: Advocacy, Influence & Oversight	82
Spotlight on Advocacy: Hīkoi mō Te Tiriti	83
Ā Tātou Kaimahi	84
Celebrating the Kaimahi of Te Whānau O Waipareira	86
Ngā Tahu o Waipareira	90
Hoani Waititi Marae	94
Wai- Tech	96
Social Value Aotearoa	102
Hāpai Te Hauora	103
Whānau Ora Commissioning Agency	104
National Urban Māori Authority	00
Ngā Ripoata Pena Putea	108
Finance Report/Audited Statements	110



1.0

Te Mana Motuhake o Te Whānau o Waipareira



He Mihi, Hei Maumaharatanga

E rere te hau, e rere te wairua, mai i ngā tihi o ngā maunga ki te hōhonutanga o te moana. Ka mihi ki te whaiao, ki te ao mārama. He hononga tēnei ki te whenua, ki te rangi, ki a koutou katoa.

Ki ō tātou tini mate, ki ngā Māreikura o te kaupapa kua mene atu ki te pō, e kore koutou e warewaretia. Kua whetūrangitia koutou hei tītapu mō te ara tika. Haere, haere, okioki atu rā.

Ki te poari, te Tumu Whakarae, me ngā kaimahi katoa o Te Whānau o Waipareira, tēnā koutou. Tēnei te mihi nui ki a koutou i whakapau kaha mō te oranga tonutanga o ā tātou whānau.

Ko te tūmanako, kia tū tahi tātou, kia kaha ake ai te kaupapa. Mā te mahi ngātahi, ka puāwai te oranga mō te katoa.

Kōkiritia i roto i te kotahitanga.

Nō reira, mā te Atua koutou me ō koutou whānau e manaaki, e tiaki.

Tēnā koutou, tēnā koutou, tēnā tātou katoa.



He Maimai Aroha mō Kahurangi June Mariu

Kahurangi Mabel June Hinekahukura Mariu

Te Whānau-ā-Apanui, Ngāti Porou

1932–2025

Auē taukuri e... kua mū tō reo e te rangatira o Te Whānau o Waipareira. Kei taku kuia, e Whaea June Mariu. E tangi tīkapa ana a Hikurangi Maunga i tō rironga tītapu ki te pō. Kua roa koe e hāpai ana i te hapori, kua noho hei Pou matua, hei tūhono mō whānau me rangatahi o Te Whānau o Waipareira. E moe, e moe, haere atu rā.

Whaea June, our founding Chair of Te Whānau o Waipareira, set the foundation for the kaupapa that continues to shape our organisation today. In 1983, alongside her dedicated team, she envisioned a Whānau Waipareira that would empower whānau, uphold te reo Māori, and champion tino rangatiratanga in the heart of West Auckland. On 21 August 1984, she became one of the 20 trustees to sign the Deed, formally establishing Te Whānau o Waipareira Trust — a milestone in urban Māori advocacy.

Whaea June exemplifies the connection and importance of Te Whānau o Waipareira. Her leadership at Waipareira was inseparable from her deep roots in the community, sporting and education spheres and Hoani Waititi Marae. The values she inherited and practised there; whanaungatanga, kotahitanga, manaakitanga, guided her intentions and mahi. It was this connection to marae and community that grounded her work, reminding us that advocacy begins at home, within our whānau, and extends outward to shape futures.

In 2014, she was appointed the first patron of Hāpai Te Hauora by King Tūheitia, reflecting her enduring commitment to Māori health and wellbeing.

As Chair of Waipareira, Whaea June held steadfast to her vision. She knew the importance of grassroots experience, of lived knowledge, and the courage to lead boldly. Waipareira's growth and enduring commitment to whānau-led solutions are a testament to her foresight and tenacity. Her mantra, "Regardless of what critics or courts may decree, we will be there in support of our whānau, as we were yesterday, as we are today and as we will be tomorrow," continues to guide our work.

Whaea June's life was also one of extraordinary achievement on the national stage. As the first Māori captain of the Silver Ferns in 1960, she led with courage and humility, paving the way for generations of Māori athletes. She represented Aotearoa in netball, basketball, and softball, demonstrating that leadership and excellence were inseparable in her life.

Her service extended beyond sport. Dame June Mariu taught Te Reo Māori, inspired youth, led initiatives for rangatahi and whānau, and championed Māori women's welfare as National President of the Māori Women's Welfare League. She held governance roles across numerous organisations, including the Treaty of Waitangi Fisheries Commission, and guided the development of the Te Atatū branch of the League for over 15 years.

She was a founder of Te Kotuku Marae at Rutherford College, the first marae to be built on school grounds, creating a hub for cultural learning for generations of rangatahi.

Her immense contributions have been recognised nationally: Queen's Service Medal (1985), Companion of the New Zealand Order of Merit (2006), and Dame Companion of the New Zealand Order of Merit (2012). Every act of Whaea June's life carried aroha and intention — from classrooms to marae, from youth courts to community governance.

Whaea June Mariu's legacy is woven into every corner of our work. She showed us how generations of whānau can thrive when guided by courage, integrity, and unwavering love.

Her wairua returns to her tūpuna at Te Rua o Tamakorito urupā, but her example remains. We honour her by carrying forward her vision, her mana, and her commitment to whānau, marae, and community.

E moe, e moe, e Whaea. Haere ki te okiokinga o te rangimārie.





Tā Te Heamana Chair Report

Waipareira was born out of determination and vision. In our earliest days, we were a community on the margins, Māori whānau who had landed in West Auckland, planting roots while confronting systems that neither recognised nor served us. Out of that challenge, our kaumātua and leaders stood firm, laying foundations for a purpose that would endure and grow. At the forefront stood Dame June Mariu whose strength, wisdom, and aroha reminded us that leadership is not only about governance and structure, but about moments that matter, compassion, and the courage to fight for our people's future.

Forty years on, Waipareira stands as a testament to that vision. From humble beginnings, we have grown into a trusted movement carrying four decades of advocacy, whānau empowerment, and Kaupapa Māori leadership. Yet we are more than a provider. We are a kaupapa, rooted in tikanga and whakapapa, focused on outcomes that uplift whānau, restore mana, and create lasting change.

The year ahead will demand resilience and courage. Waipareira will remain focused on housing, health, education, and justice, delivering pathways grounded in Kaupapa Māori and shaped by the aspirations of our culture. Our commitment is to outcomes, not transactions, ensuring whānau are not simply engaged in programmes, but experience transformation. We will equip rangatahi to lead, uphold kaumātua with dignity, and support whānau to thrive on their own terms. At the same time, we will remain a strong and unapologetic voice for urban Māori, influencing policy and building new pathways that honour our founders and create opportunities for generations to come.

This journey is never walked alone. I acknowledge our Rōpū Kaumātua, our māreikura, and the legacy of Dame June Mariu whose vision still lights our path. I thank our Board for their governance, our management and kaimahi for their tireless dedication, our partners and allies for their support, and most importantly, our whānau, whose courage and trust give Waipareira its strength.

This is the measure of our progress and the foundation of our future. We must move beyond being defined by statistics or reduced to datasets and numbers. We are whakapapa, we are whānau, and above all, we are a kaupapa that measures success in the mana of our heritage and the hope that guides our future.

Raymond Hall
Ngāti Whātua, Te Rarawa
Board
Te Whānau o Waipareira Trust

Tā Te Kaumātua Whakahaere Chair Report

Tērā puanga ka rewa i te pae, te tohu rā kua pahemo te tau o mua. Ko te tau hōu kua tau mai nei, e mahara whakamua ana. Engari kia tika, me hoki anō ki te pūtake o ngā mea katoa. He hōnore, he korōria ki Te Atua.

Ka mihi ki te kāhui wairua, rātou i whakatutu puehu o runga i ngā marae, o ngā tau kua hipa, ki a rātou. Moe mai.

Matariki has always served as a constant reminder - a time for reflection, remembrance of those we have lost, and preparation for the journey ahead. As Chairperson, it has been both an honour and a responsibility to help guide our kaupapa. Before we step into a new season, it is only fitting that we pause to reflect on the past year - a time rich with connection, growth, and the contributions of many.

Ngā Kaupapa o te Tau – Highlights

Matariki celebrations at Orangihina, Papakura Marae and Arataki, culminating in a wonderful hākari at the Swanson RSA.

The reopening of Wāhi Pātai has once again provided valuable support to our community, encouraging our pakeke to come together, connect, and engage beyond their homes. These gatherings have not only fostered social connection but have also uplifted the wairua of our kaumātua, who take great pride in their appearance and presentation when attending. The space has become a welcoming platform for the sharing of stories, laughter, and kōrero tuku iho.

We gathered with many others at Spark Arena for **Kapa Haka Ngahau** – a vibrant celebration of mātauranga Māori and a shared step towards **Matatini 2027**. Some of our kaumātua took the stage to perform, while others watched with pride as the voices of talented, like-minded entertainers rang out across the arena.

Thanks, and appreciation to Lady Tureiti Moxon and her team for the invitation to attend **Te Kōhao Health's Huringa Tau 30 o Te Hauora o Te Kōhao**. This kaupapa highlighted the importance of preventative care and tino rangatiratanga in Māori health. **Mā te Māori, mo te Māori, ki te Māori.**

Our kaumātua also participated in the **Kaumātua Olympics**, held in Kirikiriroa and hosted by Rauawaawa Charitable Trust. The event was a celebration of wellbeing, connection, and friendly competition - a true expression of whakawhanaungatanga in action.

The **Christmas function** held at Mahurehure Marae was once again, a lively end-of-year celebration, filled with laughter, kai, kōrero, and dancing to the sounds of Robert Wikaira King's band, Blast from the Past.

Then came our role in **Pink Ribbon Day**, hosted at **Hoani Waititi Marae**, supporting awareness and resilience for wāhine across the motu.

ANZAC Day at Mahurehure Marae brought our kaumātua together to pay tribute to those who served overseas.

Our work continued beyond celebrations. A planning and whanaungatanga hui brought together 13 kaumātua to discuss the future direction of our rōpū. Special thanks to those who provided the venue and the outstanding hākari – ka mau te wehi.

Throughout the year, we hosted ten monthly **Rōpū Kaumātua O Waipareira hui**. These were always well attended, and focused on unity, clarity and most importantly whakawhanaungatanga.

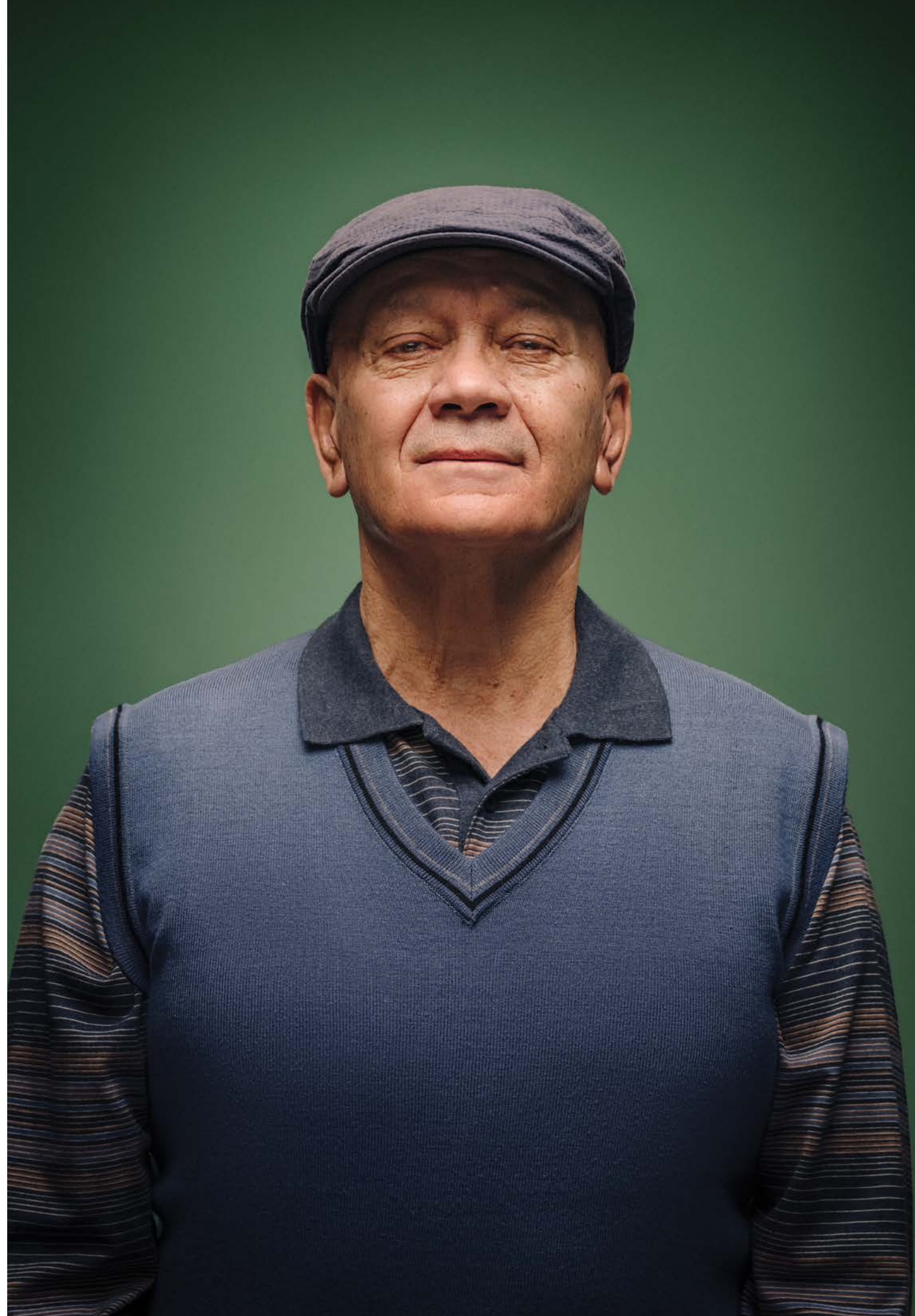
I would like to thank our Te Whānau o Waipareira whānau for providing meaningful opportunities that have kept our Rōpū Kaumātua active, connected, and engaged throughout the year. A special acknowledgement also goes to the back-office team, your ongoing support behind the scenes has not gone unnoticed. My appreciation also to the outgoing Rōpū Kaumātua committee. For those considering continuing this important mahi, I wish you every success in the journey ahead.

Mā te whiritahi, ka tūtuki ai, te pūmanawa tāngata.

Finally, I wish to share a few insights gained during my time as Chair. Over the years, I've come to appreciate that a range of perspectives - while at times complex - brings depth and richness to our collective mahi. Diversity in thought is not a barrier, but a doorway to greater understanding. We flourish not in spite of our differences, but because of them. It is through this inclusiveness that we are better equipped to serve and uplift the wider vision for our whānau Māori.

Kōkiritia i roto i te kotahitanga.

Nā Albie Tepania
Chairperson – Rōpū Kaumātua
Te Whānau o Waipareira Trust
Ngāti Kahu ki Whangaroa, Ngāpuhi





Tā Te Tumu Whakarae: Chief Executive Report

This year marks another chapter of unwavering commitment and accomplishment for Waipareira. No quarter given. No excuses tolerated.

Before we celebrate our successes, we honour the māreikura we have lost this year—those who were pivotal in shaping us as an organisation and a pou for our community. They carried the flame for us, and their legacy guides everything we do.

Dame June Mariu, our founding Chairperson, led with grace and fierce determination. She was a tireless advocate for Māori health, education, sport, and wellbeing, teaching me that leadership is about both compassion and courage. She built institutions rooted in whakapapa and manaakitanga. Her legacy is the foundation on which we continue to stand.

Iritana Tāwhiwhirangi has been a lifelong champion of whānau and education. She ensured te reo, tikanga, and Kaupapa Māori remain central to our work. Her Ngāti Porou pride, intellect, and insight challenged me to be bold, steadfast, and true. Her influence continues to guide our pathways.

Tarsh Kemp was a fearless advocate. Leadership is service, not status. Even in her final hours, she called her community to action. Her life embodied manaakitanga and social justice.

Valetta Matenga always showed up for whānau with humility, elegance, and courage. She reminded us that whānau always come first.

Together, these pou define Waipareira's kaupapa: speak truth to power, walk beside whānau, and never surrender our vision for justice, equity, and tino rangatiratanga.

Our 40-year journey is our bedrock. Kaumātua ignited this kaupapa with our tohu and whakatauki. Today, our services carry that vision. Waipareira stands proud, resolute, and unapologetically Māori.

This year we achieved strong outcomes across all areas. We have streamlined services to make access simpler and more effective. Health, housing, and training programmes now deliver faster, more targeted outcomes for whānau.

Kōrure Whānau have been central to this mahi, delivering services directly to whānau with commitment, care, and cultural expertise. They embody the heart of Waipareira—ensuring whānau are supported, empowered, and prioritised every step of the way.

Wai-Health have championed wellbeing across our communities, celebrating the first birthday of our GP clinic and continuing to combine Kaupapa Māori models of care with clinical expertise, ensuring whānau receive care that is both culturally grounded and clinically excellent. Ngairi Harris, employed as our first GP Practice Nurse in 1992, now oversees our Clinical Response Team.

Wai-Tech continues to grow, delivering practical skills, professional pathways, and Whānau Ora Degrees. Graduates excel while serving whānau.

Despite the loss of the Whānau Ora contract, Waipareira remains the backbone of the success of Ngā Tini Whetū. This is testament to our tenacity, expertise, and unwavering commitment to whānau.

This year we also advanced our property and building projects. New housing for kaumātua is underway. Our Whānau Ora Wellness Centre continues to expand. These projects ensure whānau have accessible, safe, and culturally grounded spaces for health, learning, and community.

I want to personally acknowledge and thank our Board for their steadfast governance, guidance, and unwavering commitment to our kaupapa. Your wisdom strengthens every decision we make.

Equally, our Rōpū Kaumātua remain a cornerstone of our organisation. Your support, knowledge, and presence guide us in every decision. You are dependable, valued, and central to everything we do.

To our kaimahi—your dedication, expertise, and heart are the engine that drives Waipareira forward. Decades of experience, deep commitment, and unwavering service to whānau define who we are.

This year also brought scrutiny and commentary on governance. Financial decisions, data management, and political engagement were questioned. We responded with clarity. Governance must serve whānau, not weaken them.

I have spoken publicly about injustice where it exists. Strong words are necessary when systemic issues persist. Comfort is complicity. But we balance conviction with responsibility. Whānau are always at the centre.

We understand the difference between protecting kaupapa from discrimination and deflecting legitimate accountability. Waipareira exists to empower whānau. Transparency strengthens us. Public trust is foundational. We own our story, learn from mistakes, and emerge stronger.

Looking ahead, Waipareira stands at the cusp of renewal. The voices of the māreikura we have lost, echo. In their honour we must persevere. Ancient wisdom meets modern tenacity. We will continue to strengthen governance, expand services in housing, wellness, and training, and challenge policies that undermine Treaty rights or co-governance. Leadership with mana means navigating challenge with courage and whānau at the heart of every decision.

Our kaupapa endures beyond noise. We will protect it with the same grace, grit, and determination that has guided Waipareira since its founding.

John Tamihere

Chief Executive
Te Whānau o Waipareira Trust
Ngāti Porou ki Hauraki, Whakatōhea

Tō Tātou Poari

Our Board



Raymond Hall
Ngāti Whātua, Te Rarawa
Board Chairperson



Moyna Grace
Ngāti Porou, Te Arawa, Ngāti Porou ki
Harataunga
Deputy Chair



Evelyn Taumaunu
Tainui, Ngāti Raukawa
Treasurer



Merea Dunn
Te Rarawa, Ngāpuhi, Te Whakatohea,
Ngāi Tūhoe, Ngāti Porou
Board Member



Phil Paki
Ngāpuhi, Ngāti Hine, Ngāti Ueoneone
Honorary Board Member



Jacqui Matthews
Ngāti Kahungunu, Rakaipaaka, Te Rarawa:
Ngāti Te Maara
Board Member



Jared 'Bumpa' Taumaunu
Ngāti Konohe, Ngāti Porou, Tainui
Board Member



Te Waitere Jason Paahi
Rereahu ki Maniapoto
Board Member



Rocky Tahuri
Porourangi- Ngāti Porou
Board Member



Whai Whakaaaro: Reflections

Kōkiritia i roto i te kotahitanga is the whakataukī that is the essence of Te Whānau o Waipareira. On the 24th of February 1982, a group of Māori leaders gathered in the local Social Welfare canteen to forge a path for how we would work together to make our community better and safer. It was here our whakataukī was born and it continues to guide us today.

The room that night was full of the wisdom of our leaders. Wisdom that was grounded in the knowledge and experience of the generations that moved from their homes in close knit rural Māori communities to the isolation of living in the city.

This wisdom was fuelled by the passion of the people present that night, a passion that was immeasurable. The room was full of Māori Whānau and Leaders who were proud to be who they were, and who were committed to working in unity to make our community a safe place for all.

We knew that our people needed more support, and we created a committee to lead us through the journey. Working with leaders from our community, and with just \$486 donated by the community, we bought strength to the power of our whakataukī, turning our vision into a reality.

That same evening May Collins designed our tohu, crafting a symbol that encapsulated and harnessed the meaning and intention of our whakataukī. In those early days, with limited resources, but boundless enthusiasm and dedication, May drew the tohu freehand on all our letters and documentation.

In borrowed rooms, with kaimahi working multiple roles we worked to create the Waipareira we know and love today. Moving to rented offices, and then to the buildings that are solid in the west Auckland landscape, we made our presence known and provided space and hope for our people.

Today I reflect on our journey, on that room of people, and the whakataukī we breathed life into. I think about how it continues to live on, how it resonates, holding a mirror to our past to throw light into our future. I am reminded of the words of Ngaire Te Hira, former trustee and kaimahi... “We have come a long way, but we still have a long way to go. We have learnt a lot, but we still have a lot to learn”

Evelyn Taumaunu
Te Whānau o Waipareira
Board Trustee
Tainui, Ngāti Raukawa



Te Rōpū Whakahaere Whakaaro

Our Executive Team



John Tamihere
Ngāti Porou ki Hauraki, Whakatōhea
Chief Executive Officer



Awerangi Tamihere
Ngāti Kauwhata, Rangitāne, Ngāti Porou,
Rongowhakaata, Kāi Tahu
Chief Operations Officer



Christine Wu
Tiaina
Chief Financial Officer



Alana Harris
Ngā Puhī
Director, Data and Performance



Ngaire Harris
Ngāti Kuri, Te Rarawa, Ngāti Kahu,
Te Aupouri Ngai Takato
Clinical Governance Director



Hector Kawai
Ngāti Porou, Ngāti Maniapoto, Tūhoe
Director, Wai-Rangahau



Brad Norman
Ngāti Kuri, Te Aupōuri, Ngāi Takoto,
Ngā Puhī, Ngāti Whātua
Chief Data Officer



Micheal Zeng
Tiaina
Chief Information Officer



Maria Halligan
Ngāti Maniapoto, Ngāti Rangitihī
Director, Wai-Rehua



Pania Te Aonui
Ngāti Rangitihī, Te Arawa
Director, Wai-Tech



Iri Mako
Ngāti Rangitihī, Ngā Ruahinerangi
Director, Kōrure Whānau



Lance Norman
Ngāti Kuri, Te Aupōuri, Ngāi Takoto,
Ngā Puhī, Ngāti Whātua
Director, Office of CEO



2.0

Ngā Kaupapa Hirahira

Ngā Kaupapa Hirahira

This year has been one of significant sadness with the passing of some of our most treasured māreikura. In true Waipareira spirit we honour their legacy by persevering, continuing to provide exemplary wrap around service to whānau, hosting meaningful events, whilst also celebrating an array of astounding achievements on the local and global stage.

July 2024

Whānau Day, Kōanga Festival

Celebrating Māori culture in action! Waipareira supported the festival, bringing kaimahi to run workshops and facilitate whānau activities at Te Pou Theatre. Kapa haka, waiata, and creativity lit up the day. Around 300 whānau joined in the fun, exploring arts, crafts, and storytelling.

“It’s beautiful to see our tamariki learning about their culture and feeling proud of who they are,” said one parent. This event strengthened whanaungatanga, pride in identity, and community connection.

World Touch Tournament, UK – Masters Men 40 Team

Waipareira kaimahi Brad Norman and Noel Edmonds brought home gold from the World Touch Tournament in the UK, taking out the Masters Men 40 Team division!

“Our boys are bringing home the gold!!” celebrated the team, reflecting pride in achievement and global representation.

August 2024

Passing of Dame June Mariu

Waipareira acknowledges with deep sadness the passing of Dame June Mariu, our first Chair and pioneer in Māori education, sport, and Te Ao Māori. Her vision, leadership, and lifelong dedication laid the foundation for Whānau Waipareira, and her influence continues to inspire generations of kaimahi and whānau.

Joint Board Hui with Hoani Waititi Marae

Following Dame June’s passing, Waipareira and Hoani Waititi Marae held a joint Board hui to reflect on her legacy, celebrate her contributions, and reaffirm the ongoing commitment to her vision for whānau and community development.

Chinese Delegation Visit

Waipareira welcomed a delegation from the China Economic Centre, fostering cross-cultural engagement and exploring potential collaboration in community development initiatives.

September 2024

Māori Rugby League Tournament

Rangatahi on the field, skills on display! Waipareira hosted the Māori Rugby League Tournament, welcoming thousands of young people and their whānau. Kaimahi coached, refereed, and encouraged players, developing teamwork, resilience, and rangatiratanga.

“Seeing our tamariki play with heart and skill shows the strength of our whānau,” said a parent. Awards recognised sporting excellence, leadership, and community spirit.

72 Teams 1037 Players



October 2024

Pascua Yaqui Tribe Conference, USA

Waipareira kaimahi Iri Mako and Jole Thomson presented on Indigenous-led health and community initiatives. They strengthened international partnerships and showcased Waipareira’s community-led models, providing live-streamed presentations and cultural giveaways to attendees. Their work highlighted mana motuhake on the global stage.

OECD 7th World Wellbeing Forum, Rome

Awerangi Tamihere (Chief Operating Officer), and Brad Norman (Chief Data Officer) flew to Rome to represent Waipareira at the OECD forum. They were selected as part of 500 representatives from across the world representing Civil Society. Awerangi led a TV Session, sharing Waipareira’s approaches to wellbeing, community-led initiatives, and integrated services. This global recognition highlighted rangatiratanga and international leadership.

Commonwealth Business Forum (CHOGM 2024), Samoa

Waipareira was represented by Ngaire Harris (Clinical Governance Director), John Tamihere (CEO Whānau Waipareira), and Alana Harris (Director Data and Transformation). Their participation emphasised Waipareira’s strategic leadership on a global stage, sharing insights on whānau-led models, health systems, and data-driven transformation.

Public Health, Oranga Whenua Oranga Tangata Conference, Wellington

For the first time, CEO John Tamihere and COO Awerangi Tamihere spoke jointly at this Māori Public Health conference hosted by Hapai Te Hauora. Their presentation highlighted the power of whānau-led leadership and integrated health initiatives.

United Nations COP16 Biodiversity Conference, Cali, Colombia

Waipareira’s COO Awerangi Tamihere was invited to speak at this event on behalf of the Global Values Commission. Joined by our Director of Health Reforms Lance Norman, they both participated, focusing on restoring lands and seas while protecting Indigenous rights. Awerangi was a keynote speaker, talking on Progression of Wellbeing and Enduring Outcomes.

Dr. Zarah Allport – GP24 Conference, Wellington

Dr. Allport delivered the Peter Anyon Memorial Address, highlighting the Māori and Pacific Admission Scheme and integrated care.

November 2024

Annual General Meeting

Board, kaimahi, and whānau gathered at Hoani Waititi Marae to reflect on achievements and future strategy. Presentations highlighted accountability, governance, and organisational milestones, reinforcing whanaungatanga.

40th Anniversary Dinner

Four decades strong! Waipareira hosted the dinner at Te Atatū Peninsula Community Centre, welcoming around 200 attendees including kaimahi past and present, volunteers, whānau, and community leaders.

Celebrating history: Speeches reflected on founders’ vision and kaimahi dedication. Kaumātua shared memories, recognising the contribution of Dame June Mariu as our first Chair.

- Cultural expression: Kapa haka, waiata, and live music showcased toi Māori and Te Reo Māori.
- Hospitality and community: Locally sourced kai exemplified manaakitanga, bringing everyone together.

“Waipareira has always been the heartbeat of our whānau,” shared a kaumātua.

Toitū Te Tiriti Hiko

Waipareira participated in and supported the hiko across Aotearoa. This important declaration of Mana Motuhake, and Waipareira’s ongoing commitment to advocacy and upholding self-determination is further detailed in the Mana Māori section of this report

International Indigenous Research Conference (IIRC), Aotearoa New Zealand

Waipareira kaimahi, including Hector Kawai, Director of Research, contributed expertise and presented panels on Māori research and whānau-centred development. The symposium explored AI, Indigenous knowledge systems, and data sovereignty.

“Sharing our work with other Māori researchers strengthens the impact of our whānau-led initiatives,” said Hector Kawai.



December 2024

Christmas Parade

Waipareira hosted its first West Auckland community wide– Henderson Santa Parade. Kaimahi from across the organisation were involved, designing floats, leading activities, and engaging whānau. A significant number of the local community joined, reinforcing manaakitanga and community spirit.

Ngā Kete Rangahau Māori Research Symposium

Wai-Rangahau hosted their second annual Research Symposium. This year the symposium explored Artificial Intelligence, Māori Data, and the implications for Māori Research. Waipareira kaimahi, including Hector Kawai, contributed expertise and presented panels on Māori research and whānau-centred development.

February 2025 – Waitangi

Waitangi @ Waititi

Waipareira hosted the annual Waitangi celebrations at Parris Park, coordinating logistics, performers, whānau activities, and market stalls for around 50,000 attendees. With performances by Stan Walker, Rob Ruha, Troy Kingi, and others, whānau celebrated whanaungatanga, manaakitanga, and connection to Te Tiriti.

“It’s magical to see our tamariki learning, performing, and feeling proud of who they are,” said a parent. CEO John Tamihere noted, “Waitangi @ Waititi reminds us of our responsibilities under Te Tiriti and the importance of nurturing identity and pride.”

Te Matatini 2025

Waipareira supported and attended the premier kapa haka festival in New Plymouth. Kaumātua and kaimahi helped coordinate youth engagement, logistics, and cultural advocacy while celebrating toi Māori.

Dr. Zarah Allport – International Presentations

- **World Congress on Public Health, Rome:** Presented Waipareira’s integrated health approach and Indigenous-led models.
- **Asia Pacific Conference on Integrated Care:** Shared “Ngā Hua a Mataora – A Māori Community-Based Integrated Health Approach.”

March 2025

Wai-Tech Graduation & Farwell to Donna Morrison

Congratulations to our 2024 Whānau Ora Graduates! Wai- Tech, the education arm of Te Whānau o Waipareira, has been delivering the Whānau Ora diploma. Today also marked the final cohort for kaiako Dr Donna Morrison, who has served an incredible 8 years with Wai- Tech.

CEO John Tamihere shared these final words to the graduates:

“Every rōpu that is here is part of an outstanding partnership up and down Telka-a-Māui. Workforce competency, capability, and belief in one another and ourselves has produced an education system that is based on aroha, no judgement but support. That is Whānau Ora in a nutshell.”

.Matua Jim Te Wiki – 80th Birthday

Congratulations to Matua Jim Te Wiki! After completing the 34-week Rumaki Reo programme at Te Wānanga Takiura, in November last year, Matua Jim celebrated his 80th birthday this month – all whilst continuing to warmly welcome manuhiri at Whānau House.

Ka mau te wehi!

June 2025

Matariki ki Waipareira

Welcoming the Māori New Year! Waipareira hosted celebrations, including storytelling, performances, kai, and fireworks for the community. This time of reflection and renewal emphasised whanaungatanga and intergenerational connection.

“Matariki reminds us of our roots, our whānau, and the path we walk together,” shared a participant.

Whānau Ora Conference

Held at the Travel Lodge Auckland, in June 2025, Waipareira supported the WOCA backbone; hosting, facilitating, and presenting at the conference.

Māori Rugby League Tournament

Closing the sporting year, Waipareira hosted and coordinated the tournament with thousands of participants and their whānau. Kaimahi coached, refereed, and developed leadership skills and teamwork among rangatahi. Awards recognised sporting skill, leadership, and community spirit.

“It’s about learning, belonging, and growing as rangatahi,” said one parent.

67 Teams 1026 Players



Te Whānau o Waipareira and Ngāti Kurī Joint Research Programme Launch



Te Whānau o Waipareira and Ngāti Kurī launched the results of their two-year research programme at Ka’Uri celebrating the completion of **‘He Piringa, He Tauranga Waka’**, led by Hector Kawai (Whānau Waipareira) and Sheridan Waitai (Ngāti Kurī).

The launch marked the release of the **publication and 15-minute documentary** capturing the stories of Ngāti Kurī living both in the Hau Kāinga and the city. The kaupapa celebrated the kōrero of Ngāti Kurī raised at home and those brought up within Whānau Waipareira, illustrating how they continue to hold strong to their identity while reconnecting with the Hau Kāinga.

Waipareira is hugely grateful to:

- Matua Jerry Norman, for leadership in the Research Programme and strengthening relationships between Whānau Waipareira and Ngāti Kurī.
- Matua Albie Tepania, supporting all Waipareira kaupapa.
- Fender Maevea, Ngāti Kurī, who produced the documentary.
- Waipareira Ngāti Kurī whānau featured: Lance Norman, Brad Norman, Ngaire Harris, Alana Harris, Pearl Maevea, Crystal Maevea, Chloe Maevea, and Ibee Maevea.
- Lynda Paniora and Emma O’Donnell, who worked tirelessly in the background.

A second launch at the **CEO–All Staff Breakfast** celebrated the results of this two-year research collaboration. The programme mapped the journey of urban Māori identity and reconnection to Ngāti Kurī, and now serves as a valuable resource for the induction of new kaimahi and the ongoing strengthening of cultural and whānau connections.

“Kōkiritia i roto i te kotahitanga – Progressively Acting in Unity.”

Tributes

As we reflect on the past year, Waipareira acknowledges with deep sadness the passing of our māreikura, who have shaped our organisation, inspired generations, and strengthened whānau and community. Their legacy unites us as we continue to grow and lead with purpose:

Dame June Mariu

Ngāti Porou (Wharekahika), Te Whānau-ā-Apanui (Cape Runaway), 1 June 1932 – 10 August 2024

First Chair of Waipareira and lifelong leader in Māori education, sport, and Te Ao Māori. A former Silver Fern and tireless advocate for youth and whānau development, Dame June’s wisdom, guidance, and dedication helped lay the foundations of our organisation. Her spirit continues to inspire our work and reminds us of the importance of leading with heart and integrity.

Dame Iritana Tāwhiwhirangi

Ngāti Porou, Ngāti Kahungunu, Ngāpuhi, 21 March 1929 – 1 February 2025

Visionary educator and champion for Māori language and education. Dame Iritana’s pioneering leadership in the Kōhanga Reo movement and lifelong advocacy for te reo Māori strengthened generations of tamariki, whānau, and educators. Her commitment to Māori education remains a guiding light for Waipareira, inspiring us to uphold the mana of te reo and culture in all that we do.

Whaea Valetta Matenga

Rongowhakaata, Ngāti Kahungunu ki Wairarapa, Ngāti Porou, 1941 - 2025

Valetta’s deep commitment to Whānau Waipareira and wider community development enriched countless lives. Her dedication, compassion, and leadership exemplified the values we strive to uphold, leaving a lasting imprint on whānau and colleagues alike.

Takutai Tarsh Kemp (ONZM)

Ngā Rauru, Ngāti Tūwharetoa, 1975 – June 2025

Former Chair of Te Pae Herenga o Tāmaki and MP for Tāmaki Makaurau. Takutai’s leadership and advocacy for whānau and Māori development were exemplary. Her voice, courage, and unwavering commitment to representation empowered whānau and strengthened Māori governance. Her legacy inspires us to champion the rights and aspirations of the communities we serve.

Dame Tariana Turia

Ngāti Apa, Ngā Rauru, Ngāti Tūwharetoa, Whanganui, 8 April 1944 – 3 January 2025

Founder of Whānau Ora, whose vision and dedication continue to guide whānau-centred approaches to health and wellbeing across Aotearoa. Dame Tariana’s innovative leadership transformed how communities and government collaborate to support Māori whānau. Her enduring influence reminds us that true leadership is measured by the strength, resilience, and empowerment of whānau.

Together, these wāhine toa exemplify the values of service, leadership, and whānau-centred action. Their lives and work continue to guide Waipareira’s journey, inspiring us to uphold their vision, strengthen our communities, and carry their legacies forward with pride and purpose.



Kōrure Whānau is the first of the three Strategic Aims for Te Whānau O Waipareira

Kōrure literally means to be transformed, restored, thriving. This objective is about supporting whānau to thrive.

To stand strong, resilient, and connected — equipped with the resources, skills, and confidence to live their best lives.

The Kōrure Whānau section of the Annual Report highlights the mahi of our frontline health and social service teams, working together with our clinical specialist teams to support whānau transformation over the past year.



He Maimai Aroha mō Whaea Valetta Matenga

Whaea Valetta Matenga

Rongowhakaata, Ngāti Kahungunu ki Wairarapa,
Ngāti Porou
1941-2025

Auē taukuri e... kua mū tō reo e te korokoro tūi o Te Whānau o Waipareira. Kei taku kuia, e Whaea Valetta Matenga. E tangi tīkapa ana a Hikurangi Maunga i tō rironga tītapu ki te pō. Kua roa koe e hāpai ana i te hapori, kua noho hei Pou kaumātua ki te nau mai i te tini ki Whānau Waipareira. E moe, e moe, haere atu rā.

Whaea Valetta first began walking alongside Whānau Waipareira in 1994 as a designated Relationship Manager with the Department of Social Welfare. Paid by Social Welfare but working on our site, she was among the first kaimahi to co-locate within Waipareira — a bridge between whānau and the services they needed. But Valetta brought more than systems, processes, and forms. She brought aroha. She brought warmth. She brought the unwavering sense that whānau mattered, deeply, truly.

Her presence was felt long before words were spoken — from the front desk, greeting every person with mana, to the melodies that carried through our halls. Her love of music, her waiata, her voice — these were gifts she shared freely. During COVID, when the world contracted, Valetta expanded hers: online waiata sessions became a sanctuary for whānau and kaimahi alike, a reminder that connection and care could not be constrained by walls or screens.

Even in retirement, Valetta remained ever-present. She joined our Rōpū Kaumātua, offering herself to every task, every challenge, every call for service. She baked, she sang, she welcomed, she nurtured. She embodied the living heart of Whānau Waipareira, the quiet constancy that holds us together. On her last day, Wednesday 5 February 2025, she sat at the reception counter — the very place she had made a home for whānau, for stories, for hope.

Valetta's aroha was boundless. Though from Te Tairāwhiti, she carried every whānau in her heart. As she often said, it did not matter where your iwi came from — she loved you all.

Her journey is a reminder that leadership is service, that care is action, that whānau are woven together by the presence of those who nurture, guide, and uplift. During the pandemic, her kindness took shape in baked treats shared with whānau and kaimahi, a gesture simple in form, immense in love. Every waiata sung, every smile offered, every hand extended — these are the threads of her legacy.

Her wairua returns to the tūpuna, but her example remains with us. We honour her by walking forward with aroha, by lifting whānau as she did, by holding space for all who arrive at our doors.

E moe, e moe, e Whaea. Haere ki te okiokinga o te rangimārie.

Kōrure Whānau

Ngā Hua o Mataora Intergrated Services for Whānau

2024/25 Storytelling with Data

57,400
Whānau Touchpoints

In 2024/25, we recorded over 57,400 touchpoints, including delivery events, community outreach and direct engagements, and wraparound supports.

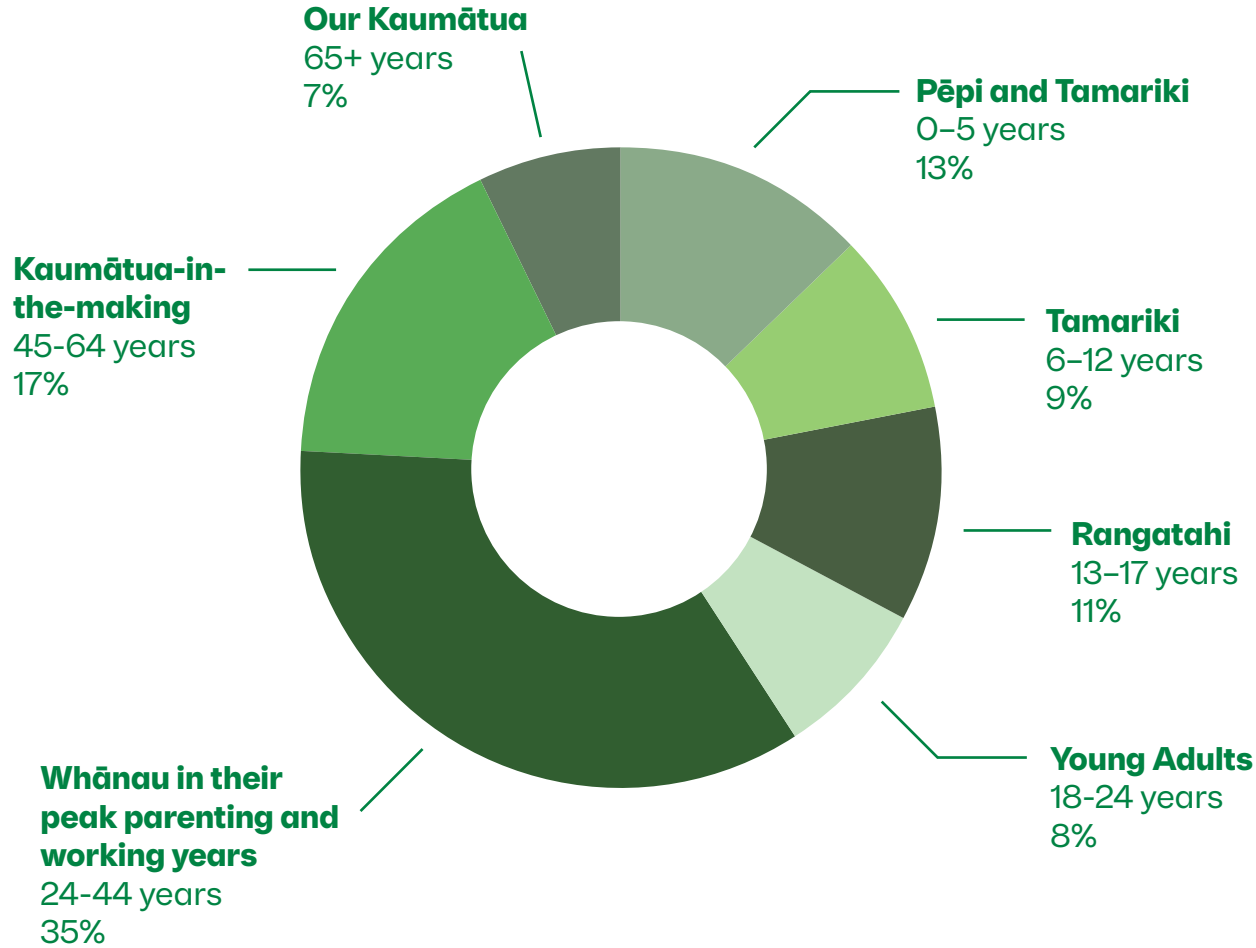
74%
Māori engagement

Affirms that our kaupapa reaches those for whom it was built.

10,054
Whānau Engaged

Within this, 10,054 whānau engaged experienced outcomes that mark tangible shifts along their journeys – moving from crisis to stability, from vulnerability to resilience, from surviving to thriving. -The data reflects the breadth and depth of this change.

Every figure carries a deeper truth: behind each number is a whānau regaining stability, confidence, and hope. This is the living impact of Kōrure Whānau – transformation grounded in everyday reality, enabled by teams who walk alongside whānau to ensure oranga is not an aspiration but an outcome.



Frontline - An overview

Kōrure Whānau is one of TWOW's overarching strategic objectives. Together with Hapori Momoho (Thriving Communities) and Mana Māori (Urban Māori Advancement), it guides the intention and direction of our frontline mahi. Tā Mason Durie gifted the name Kōrure Whānau to our frontline services in 2014, acknowledging the work required to support whānau transformation.

Kōrure Whānau supports whānau to identify and fulfil their aspirations. Kaimahi across four regional multi-disciplinary teams, deliver a wide range of social services — from rangatahi employment programmes to housing, parenting, and budgeting support.

To acknowledge the deep connection TWOW has to the rohe we serve, our four regional teams are named to reflect the awa and moana that shape our communities: Waikumete (West 1), Opanuku (West 2), Whau (Central West), and Waitematā — covering the differing Mana Whenua of Tāmaki and the North-West region.

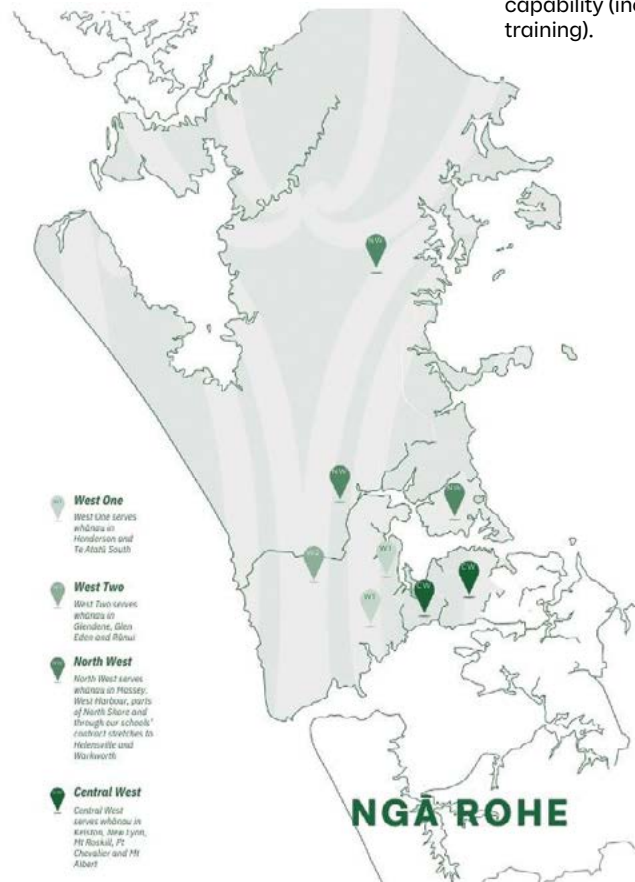
Over the past year, Kōrure Whānau has navigated significant change while continuing to put whānau at the centre. Kaimahi, leadership, and partners worked together to ensure services remained responsive, impactful, and firmly grounded in Kaupapa Māori.

We also pause to reflect on the passing of our māreikura this year — leaders such as Dame June Mariu, Iritana Tāwhiwhirangi, Takutai Tarsh Kemp, Tariana Turia, and Valetta Matenga. Their legacies continue to guide our mahi, reminding us that whānau transformation is a journey grounded in aroha, courage, and unwavering belief in our people

Leadership and Workforce

Kōrure Whānau's kaimahi are the backbone of service delivery. This year saw significant investment in building leadership capacity, ensuring frontline teams have clear guidance, support, and accountability structures.

- Leadership structures reshaped to strengthen frontline delivery.
- New Management Leads and Team Leaders appointed, supported through the Emerging Leaders Programme and leadership wānanga.
- Workforce wellbeing prioritised through leave strategies, cultural engagement and wellness initiatives.
- Training included crisis de-escalation, submissions writing, and digital capability (including AI/ChatGPT training).



Whare Māmā & Pēpi – Whare Piki Te Ora

Whare Piki Te Ora is more than a house. It is a therapeutic environment designed with and for māmā and pēpi, a place where aroha, tikanga, and consistency form the foundations of healing. Here, young mothers are supported to stabilise, rebuild confidence, and prepare for independence.

Whānau Story – Sapphire's Journey: From Challenge to Confidence

Sapphire was just seventeen when she became a māmā for the first time. Her life to that point had been marked by trauma and abuse, leaving her carrying more than she knew how to hold. At the moment when she and her pēpi most needed safety, she found her way to **Whare Piki Te Ora**.

Whare Piki Te Ora is more than a house. It is a therapeutic environment co-designed with whānau, a place where aroha, manaaki, and tikanga form the foundations of daily life. Within this kaupapa, Sapphire was offered not only shelter, but the chance to pause, heal, and begin weaving a new future.

The whare became a rhythm of healing. The sensory room offered calm on turbulent days. The gym built strength and routine. Time with Kuri created companionship and trust. The maara kai anchored her to whenua, reminding her of growth, nurturing, and connection. Each of these activities, simple in themselves, became stepping stones towards stability — something Sapphire had rarely known in her young life.

Guided by kaimahi who provided consistent awhi and role-modelling, Sapphire began to see herself differently. Their mahi was not only in programmes or structured sessions but in the quiet, steady acts of support that carried her when hope was thin. With this tautoko, Sapphire started to plan for the future, to make choices for her pēpi, and to see that transformation was possible.

Alongside the kaupapa of the whare, Sapphire engaged with professional supports — trauma counselling, victim support, and reconnection to a Life Group that had once helped her through addiction. This holistic combination of clinical expertise and cultural aroha enabled her to build new coping strategies, strengthen her self-awareness, and regulate emotions that had long been shaped by harm.

Education became a turning point. With encouragement, she re-entered schooling at **He Wero Teen Parent Unit**. Within two terms she had achieved NCEA Levels 1 and 2 and is now on track to complete Level 3. These milestones reminded her she was capable of success and that she could create opportunity for both herself and her baby.

Her pathway to independence grew layer by layer. She earned her learner driver's licence, committed to regular lessons, and is preparing for her restricted licence. She secured a volunteer role at Kiwi Valley Farm in Henderson — an experience that expanded her confidence and created a bridge toward employment.

With confidence also came courage. Sapphire ended an abusive relationship, protecting both herself and her child. She began reconnecting with her parents, building healthier boundaries and re-establishing ties at her own pace. These decisions, difficult but vital, reflected her growing belief that she and her baby deserved lives shaped by aroha and safety.

Reflecting on her journey, Sapphire says:

“I didn't know what sort of life I could offer my baby, but now I'm confident that I will be able to give him a great life.”

Today, Sapphire is emerging as a confident and independent young wahine. She is building a life of stability, hope, and opportunity — not only for herself, but for her pēpi as well. Her journey illustrates the heart of **Te Āhuru Mauri Tau**: that healing is not about forgetting the past, but about creating new foundations that can hold whānau strong.

“I didn't know what sort of life I could offer my baby, but now I'm confident that I will be able to give him a great life.”



Whare Tamatāne

Whare Tamatāne is a kaupapa built to keep siblings together in a stable, culturally grounded home. It nurtures identity, collective healing, and whanaungatanga, ensuring tamariki experience aroha and stability while maintaining bonds with wider whānau.

Whare Tamatāne demonstrated that stability, routine, and cultural identity can heal trauma when siblings are kept together.

Kaipoi (Whānau Care / Whāngai Model)

Kaipoi provides a whāngai pathway that ensures tamariki remain within whānau, grounded in whakapapa and belonging. It is both practical and deeply cultural, embedding safety, aroha, and whakapapa into care.

Whānau Story – Becoming a Kaipoi: Our Journey Out of State Care

For more than a decade, seven siblings lived in non-kin Oranga Tamariki placements. Separated into different homes, they carried the deep ache of disconnection. Addiction, violence, and grief — sharpened by the devastating loss of their father — had already fractured their whānau. The separation that followed left scars that shaped their childhood.

Two of the sisters began the slow process of returning to their mother's care. The path was not straightforward. Years of distance could not be bridged overnight. Yet Waipareira kaimahi walked alongside them — steady, patient, and unwavering. Their mahi was not just organising hui or advocating across agencies; it was about reweaving the threads of whānau, culture, and whakapapa.

Waipareira carried hope when the siblings' own hope faltered. They modelled that healing is collective — not just individual. Through counselling, support with education and housing, and the presence of kaimahi who refused to give up, the siblings began to face their grief. They learned that resilience does not erase trauma but transforms it into strength and purpose.

One of the sisters eventually embraced the kaupapa of Kaipoi, taking responsibility for the care of her younger siblings. In her words, Kaipoi meant nurturing whānau as one would a garden — with patience, aroha, and commitment. It meant re-learning how to be sisters and daughters, after years of separation had made those roles feel unfamiliar.

The kaimahi were there at tangihanga, at Family Court, at school meetings, and in the quiet moments when listening was the greatest act of support. Their mahi went beyond service delivery — it was whānau in action.

Today, the siblings are walking together again. Challenges remain, but despair has lifted. They see themselves not only as survivors of the system but as **nurturers of one another**. Their story is one of identity reclaimed, intergenerational trauma confronted, and resilience strengthened through aroha.

Rangatahi Wraparound – Celebrating Our Rangatahi

Over the past financial year, the Rangatahi Wraparound workstream has stood at the heart of Te Āhuru Mauri Tau, walking alongside some of our most at-risk rangatahi. This kaupapa provides intensive, culturally grounded support for 10–17-year-olds who are disengaged from kura or navigating the challenges of care and youth justice.

Our vision is simple yet powerful: to hold on to rangatahi when others may have started to let go, and to walk with them and their whānau towards futures filled with hope, belonging, and possibility.

A Kaupapa Built on Whanaungatanga

Rangatahi Wraparound is grounded in Kaupapa Māori and led through deep relationships. Kaimahi go wherever they need to go to connect, whether that is at home, at Kura, or at the local skate park.

Support is practical and personal. It includes one-to-one mentoring, wānanga, and whānau engagement, alongside access to services such as counselling, drug and alcohol support, and advocacy in education or justice spaces. Importantly, rangatahi help shape their own journeys, choosing activities like waka ama, CrossFit, kapa haka, or mixed martial arts. These are not “extras”—they are vital ways for rangatahi to express identity, build confidence, and see themselves as strong and capable.

Our Kaimahi, Our Strength

The strength of this workstream lies in the kaimahi. Their courage, lived experience, and cultural grounding make them trusted adults in the lives of rangatahi. They bring consistency and aroha, creating safe spaces where rangatahi know someone will always show up. As one whānau member told us:

“She always follows through with what she says she's going to do. She sees the good in my son and has earned his trust, which is very hard to get. That makes all the difference.”

This steady presence has been a game changer. For many rangatahi, it's the first time an adult has truly stayed. That commitment, that aroha in action, is what transforms lives.

This year we have seen remarkable progress:

- **Reduced offending:** Through initiatives like the Atua Summit, offending dropped to zero amongst our cohort during school breaks.
- **Improved engagement in kura:** Many rangatahi who had stopped attending are now back in classrooms, with teachers reporting brighter attitudes and more consistent attendance.
- **Emerging leaders:** Young people who once hid in the background are now stepping up—leading kapa haka, joining sports teams, and showing confidence in their communities.
- **Whānau transformation:** Parents and caregivers speak of joy returning to their homes. One parent said:

“He comes home full of stories, laughing and excited. They've brought back happiness without even realising it.”

Above all, the clearest message from rangatahi themselves has been: “We want more.” More sessions, more days, more time together. Their hunger for connection and growth speaks volumes about the success of the kaupapa.

The Wraparound Difference

What sets Rangatahi Wraparound apart is the way it treats rangatahi and whānau as inseparable. This is not a service that focuses on individuals in isolation. Instead, whānau are actively involved in planning, supported in practical ways, and uplifted alongside their tamariki.

Simple things such as flexible pick-ups, involving younger siblings, or sitting kanohi ki te kanohi to plan together, make a big difference. These touches show whānau that Waipareira is there for them, not just for their rangatahi.

External partners consistently describe Wraparound as a “breath of fresh air.” It is not about quick fixes, but about long-term relationships, accountability, and transformation that sticks.

Looking Ahead

The successes of the past year show what is possible when rangatahi are wrapped in aroha, consistency, and cultural pride. We've seen growth in confidence, leadership, and school engagement. We've witnessed rangatahi choosing better pathways and whānau feeling supported and hopeful.

There is still more to do. Demand is high, and our rangatahi want deeper, more frequent engagement. To sustain and grow this kaupapa, we must ensure our kaimahi are resourced and supported, so they can continue to carry this mahi without sacrificing their own wellbeing.

The aspiration of Te Āhuru Mauri Tau—to create calm, safety, and balance for whānau—lives daily through this workstream. For rangatahi who once felt adrift, Rangatahi Wraparound offers stability, belonging, and a pathway forward. As one stakeholder reflected:

“The true testament of this kaupapa is that rangatahi want to keep coming back. That's when you know you're making a difference.”

Closing Reflection

Rangatahi Wraparound has become much more than a programme. It is a whānau, a steady presence, and a safe place for rangatahi to rediscover pride in themselves and their culture. This year we celebrate not only the outcomes achieved but the deeper shifts—the softened shoulders, lifted eyes, and new confidence that show the mauri of our young people being restored.



The rangatahi journey is closely tied to the aspirations of whānau for sustainable futures. Building on the success of intensive wraparound support, Kōrure Whānau extends this kaupapa into employment and training — creating pathways where rangatahi, māmā, pāpā, and whānau can move confidently into education, training, and work.

Employment, Training & Aspirations

A number of programmes are designed to give whānau the tools, confidence, and opportunities to thrive in work, study, and life, such as Thrive, Wai Pitomata, and Wai-Hihiri. By focusing on aspirations, these services support rangatahi, māmā, pāpā, and wider whānau to develop skills, gain qualifications, and move into sustainable employment pathways. They are whānau-centred, recognising that employment is not only about income, but also about mana, stability, and intergenerational change.

- Delivered holistic employment and life planning support, tailored to each whānau's strengths and goals
- Provided both practical tools (such as CV building, interview preparation, job search support) and wraparound support (including whānau plans and navigation)
- Intensive employment coaching, mentoring, and skill development
- Focused on building long-term employment pathways for whānau, particularly rangatahi and young parents

Outcomes:

- Whānau entered training programmes, gained employment readiness skills, and secured sustainable jobs across diverse industries
- Whānau re-engaged with education or training, progressed into apprenticeships, further study, and employment opportunities

Thrive and Wai-Hihiri, and Wia Pitomata demonstrate the value of kaupapa that combine practical employment support with cultural identity and whānau-led planning. By recognising the wider aspirations of whānau — not just job placement — these programmes ensure sustainable change. They have helped whānau break cycles of unemployment, strengthen whānau wellbeing, and equip the next generation with skills for the future.

Health, Activity & Wāhine Hauora

Hauora is at the heart of whānau wellbeing. Kōrure Whānau delivers kaupapa that strengthen physical health, cultural identity, and the confidence of both wāhine and tāne Māori as the pou of their whānau. These programmes recognise that when whānau are well in body, mind, and wairua, the whole community benefits.

The hauora kaupapa are whānau-driven. Whānau told us that wāhine, especially new māmā, needed targeted support to rebuild confidence and wellbeing — and Wai-Tinana was developed as a direct response. At the same time, tāne engaged in health and activity programmes that strengthened their own resilience, with ripple effects across their whānau. Together these initiatives show that investing in hauora — for both wāhine and tāne — builds collective strength, restores balance, and creates healthier

Whānau Success Story – Elizabeth Taka

Elizabeth's journey reflects the impact of Wai-Tinana, which supported dozens of wāhine Māori this year to stand stronger in body, spirit, and identity. Her story demonstrates how hauora programmes ripple outward — when a māmā is supported to thrive, her whole whānau flourishes.

When Elizabeth first connected with Te Whānau o Waipareira, she was just five weeks postpartum with her baby girl. A single māmā of two, Elizabeth arrived with a vision for herself and her whānau: to rebuild confidence, strengthen her sense of self, and create a routine that would support her health and wellbeing long into the future.

Her motivation was deeply personal. After her first pregnancy, Elizabeth often felt exhausted, unfit, and unable to keep up with her young son. "I felt lost and disconnected from myself," she reflects. "When I fell pregnant with my daughter, I promised myself, her, and my son that I would be more active and present."

She engaged in our Wai-Tinana Programme, which offered Elizabeth the space to honour that promise. Wai-Tinana is a kaupapa designed specifically for Wāhine Māori — māmā, daughters, and

sisters — who are seeking to strengthen not only their physical health but also their cultural identity and spiritual wellbeing. The programme weaves together modern approaches to fitness with traditional Māori knowledge, grounding training, nutrition, and mentoring within te ao Māori. It recognises that when wāhine are supported to stand strong, their whole whānau benefits.

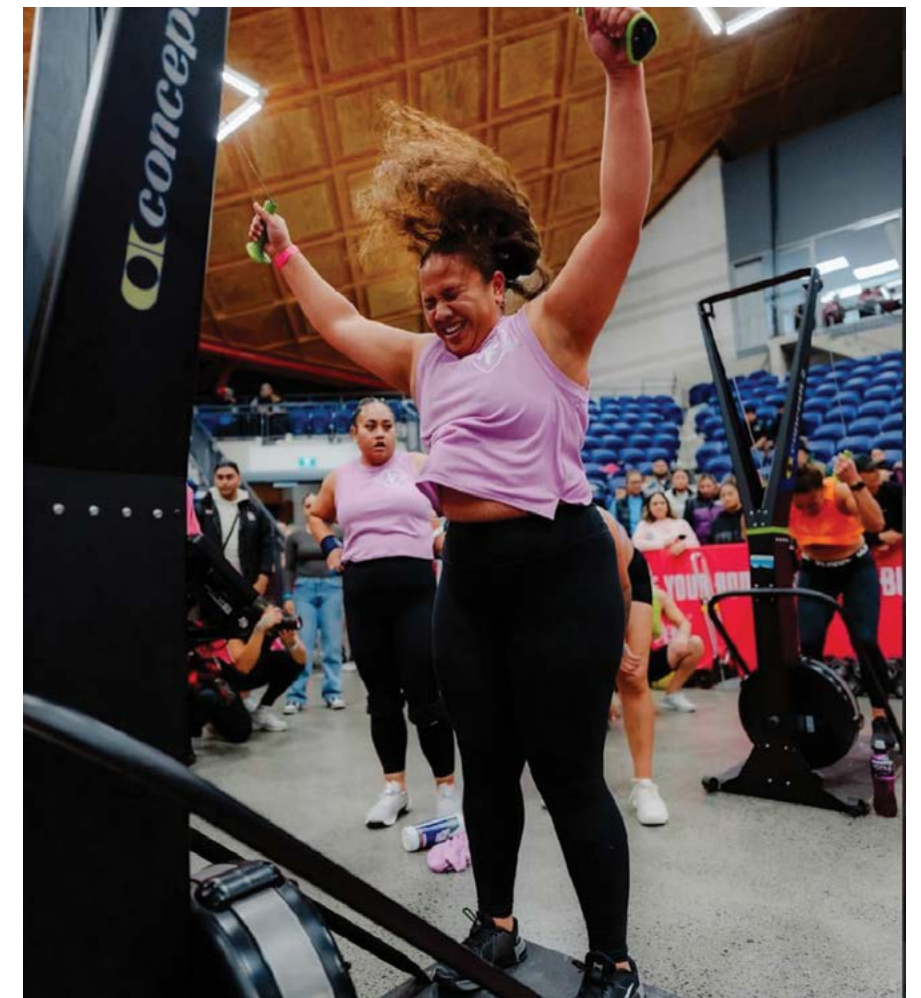
Elizabeth embraced this kaupapa wholeheartedly. Over the following months, she deepened her understanding of whakapapa, pepeha, and her place within te ao Māori. She learned that wellbeing was not only about her body, but also about her wairua and hinengaro. This reconnection with culture reignited a passion for her identity and strengthened her role as a māmā and nurturer.

Her growth was marked by one of her proudest moments, when she stood alongside two fellow māmā from the gym to compete in the all-women's Butterfly Effect CrossFit Competition. It was a celebration not just of fitness, but of courage, dedication, and the support network that carried her there.

Since beginning her journey, Elizabeth has lost over 15 kilos, regained her energy, and grown in confidence. Most importantly, she feels stronger and more present as a mother. "I've been grateful for the amount of support," she says. "I'm a better mum, and I'm just excited to see what else I can learn."

Her success was enabled not only by her determination, but also by the practical tautoko of the programme. Providing resources to support her to achieve her goals meant she could focus fully on her growth without barriers. These small yet important supports reflect the quiet mahi of kaimahi who work tirelessly behind the scenes — removing obstacles so wāhine like Elizabeth can step forward with confidence.

Elizabeth's journey reflects the strength of wāhine who, when nurtured and supported, create lasting change for themselves and their whānau. Today she stands as a healthier, more confident māmā, carrying her tamariki, her culture, and her future forward with pride.



Whānau Restoration & Cross-Rohe Navigation

Whānau Restoration kaupapa bridge the gaps when whānau move across rohe or reclaim tamariki from care. Waipareira and partners work together so whānau are never left to start again. Dozens of cross-rohe referrals were managed, ensuring high levels of retention of whānau in services and continuity of support.



Whānau Story – A Journey of Strength, Healing, and Whānau Transformation

“When I lost care of my little girl, my world fell apart. I knew I had to find a way back to her, and I promised myself I would never stop trying.”

This journey began in one of the hardest seasons of life. Addiction had taken control, pulling a young māmā further away from the parent she wanted to be, until her daughter was no longer in her care. To rebuild that bond, she knew she had to prove – to herself, to her whānau, and to the courts – that she could create a safe, loving home.

Her first steps showed the determination that would carry her forward. She graduated from Odyssey House and chose to make a fresh start in Taranaki, remaining drug-free while enrolling in a **Level 4 Certificate in Mental Health and Addiction**. During this time, her lawyer worked to have the court order lifted. The breakthrough came when not only was the Section 101 order removed, but a parenting order was also granted in her favour, ensuring stability for her daughter while her father addressed his own challenges.

This milestone was about more than legal papers. It affirmed her aroha and commitment. Through consistent clean drug tests and dedication to her studies, she had shown she was ready to walk a new path.

When her daughter was returned to her care, the road was not straightforward. She faced financial struggles while waiting for support, stress from the revolving door of social workers, delays from agencies, and even safety concerns in her neighbourhood. Yet she stayed sober, stayed engaged, and kept her daughter at the centre of every decision.

Her decision to relocate from Tāmaki to Taranaki added another layer of challenge. Their Oranga Tamariki social worker remained in Auckland, and the transfer of responsibility across rohe was slow and complicated. This left her caught between two systems that didn't always speak to each other. It is something Waipareira hears often, where whānau who move regions find their support stops at the boundary line. Waipareira kaimahi stepped into that gap, bridging the distance and advocating so her journey forward wasn't interrupted.

This transition also showed the strength of Waipareira's wider Whānau Ora network. With strong relationships across Aotearoa, Waipareira worked alongside trusted partners Tui Ora and Ngāti Ruanui. These agencies became anchors of support once she arrived in Taranaki, ensuring that what had been started in Tāmaki continued seamlessly in her new home. Childcare was secured in Stratford, AOD and whānau services continued to be wrapped around her, and housing was found with a trusted whānau member, giving her and her daughter the stability they needed.

This is what makes Waipareira's approach unique: whānau are never left to start from scratch when they cross rohe. Instead, they are carried by a network of Kaupapa Māori organisations who walk together for the same vision – whānau transformation.

“I had every reason to give up, but every time I looked at her, I knew I couldn't. I wanted her to grow up safe, happy, and proud of me.”

Perseverance was rewarded with milestones that reflected her growth. The Section 101 order was lifted, and a parenting order was granted. She was no longer living under Oranga Tamariki restrictions. She began a work placement at Odyssey House, returning not as a client but as a role model. Alongside this, she completed her qualification, maintained sobriety, and proved she could parent safely and independently.

Today, she stands in a place of strength. She has transformed her life from one shadowed by addiction to one filled with purpose, stability, and aroha. She is raising her daughter in a safe, loving home and has the skills and confidence to continue providing for her whānau.

Her journey is not only about recovery. It is about reclaiming whakapapa, stepping fully into her role as a mother, and building a legacy her daughter can carry into the future.

As she reflects on how far she has come, she says:

“I'm not the same person I was. I am the mum my daughter deserves.”

This pathway reflects the kaupapa of Waipareira and the strength of the whānau-led movement across Aotearoa. When agencies like Waipareira, Tui Ora and Ngāti Ruanui walk together, whānau are never left behind. Instead, they are surrounded by aroha, carried through transitions, and supported to reclaim their mana and their futures.



Partnerships and Integration

Locally, Waipareira partnerships strengthened through shared leadership hui, integrated service delivery, and collaborations with health, education, and justice providers.

Community programmes through Whiria Ngā Hua further demonstrated the power of collective approaches. This collective impact model, driven by the mahi of Kaiārahi, shows how collaboration strengthens whānau resilience and creates long-term pathways for transformation.

Internationally, Kōrure Whānau engaged with Indigenous partners in the United States, exploring collaboration on data sovereignty, cultural exchange, and social work practices. Closer to home, kaimahi stood alongside communities – supporting Te Atatū North following incidents of abuse and celebrating Kaupapa Māori events like Waitangi@ Waititi and Te Matatini.

Data, Systems, and Performance

Significant progress was made in operational reporting and data systems, with dashboards and Whānau Intelligence tools helping track community needs and service outcomes.

Key insights revealed gaps in community activities and social services, guiding future planning. Service performance indicators remain strong, with high retention and steady recruitment despite funding pressures.

2023/24 – 2024/25 Key Shifts

- Māori engagement increased
- Rise in Rangatahi engagement
- Tamariki engagement rose

Whānau Intelligence

Our community outreach vans connected with whānau on the ground in their home communities. As a result of this engagement, we sampled feedback from these whānau through our Whānau Intelligence system.

The Whānau Intelligence system is unique in capturing whānau voice year-on-year, surfacing not only outputs but aspirations and challenges.

Whānau Success Story: Victori, Fetu, and Tamariki

Victori Fetu and the story of their Tamariki is one of whānau transformation. Their experiences exemplify the impact Kaupapa Māori, integrated wrap around services can have, enabling families to make real, profound and lasting change.

Twenty, twenty-four was a difficult year for Victori, Fetu, and their tamariki. After losing their home, being blacklisted by Kāinga Ora, and feeling rejected by a Faith-Based Organisation that withdrew their help due to the whānau's gang affiliations, they were left with nowhere to turn and carrying a deep sense of uncertainty for their future.

After a month of homelessness, Victori and Fetu were determined to keep their whānau safe and together, and safe and sought ways to rebuild stability. Their tamariki were the driving force behind every step—their love and commitment to their children gave Victori and Fetu

the motivation to keep going and to create a better life for their family. Their perseverance, courage, and dedication were central to the next chapter of their journey: securing a new home. With the guidance and advocacy of, their Sustaining Tenancies Kaimahi, they were able to move into a six-month trial tenancy, which later became a secure, long-term home. For the first time in months, the whānau had a space where they could breathe, feel safe, and begin to put down roots.

Once in their new whare, Victori and Fetu actively worked to create a sense of community, introducing themselves to neighbours and building connections, despite initial fears around prejudice. They also prioritised their own growth: Fetu completed the Drive Programme through Māori Trade Trades, gaining certification, while Victori re-entered work via the same service and obtained her Forklift Licence, Site Safe, and Restricted Licence. Their home was furnished with essentials

through Whānau Direct and advocacy for whiteware, creating a safe and functional environment for their tamariki. Their daughter, who is deaf, now has a secure environment to communicate freely and thrive, something that would not have been possible in other housing options.

Over the past year, the whānau have maintained tenancy stability, nurtured their tamariki, and turned what once felt like hopelessness into hope, resilience, and optimism. Victori and Fetu reflect on their journey with pride: their children are the reason they keep striving for better, and now their family is thriving, engaged in the community, and looking toward the future with confidence.

Use the QR Code below to meet Victori, Fetu and their tamariki and hear more about their inspirational story of change.



Iri Mako, Director of Kōrure Whānau, and Jole Thomson, Frontline Management Lead, were privileged to present at the Pascua Yaqui Tribe of Arizona's 7th Annual Utteaka Nau Naawak Indian Child Welfare Act (ICWA) Conference in Tucson, Arizona. The conference, themed "Our Children, Our Culture, Our Future: Transforming and Operationalising ICWA in the Post-Brackeen Era," emphasised a collective commitment to safeguarding the rights and wellbeing of Indigenous children and families.

The visit encompassed seven days, with four spent at the conference. On the third day, Iri and Jole delivered a presentation detailing the whakapapa of Te Whānau o Waipareira and its growth as a trailblazing urban Māori organisation. They showcased the Te Āhuru Mauri Tau service and insights from the research report, "We need a service that feels like whānau."

Key messages such as "Kōkiritia i roto i te kotahitanga" (Advance together in unity) and "Proud to Be Māori" resonated deeply with participants, primarily Native Americans and people of colour. The presentation concluded with the Proud to Be Māori video, which evoked an emotional response from the audience. By the end, Iri and Jole found their tote bags eagerly adopted by new "cousins," reflecting the strong connections forged during the event.

The conference featured diverse keynote speakers — academics, Tribal Attorney General Office representatives, judiciary members, social workers, and Native medicine practitioners. Discussions revealed stark parallels between the impacts of colonisation on Native American and Māori communities. Complexities in Native American child protection laws — such as lineage confirmed through "blood quantum" — highlighted the challenges of preserving Indigenous rights and connections within legal frameworks.

Beyond the conference, Iri and Jole visited the Pascua Yaqui Tribe's Social Services Team, Family Centre, and Wellness Centre and attended a tribal voter registration rally. They were also honoured to explore the Dr Fernando Escalante Tribal Library archives, which house invaluable artefacts and historical records.

A significant highlight was being guided through the Language and Education Centre by a tribal elder, who spoke in Yaqui and Spanish with the help of a translator. Hearing the Yaqui language — a taonga spoken by only a few elders — was a profoundly moving experience, underscoring the importance of preserving Indigenous languages.

At its heart, this mahi continues to be about whānau resilience, connection, and empowerment. Through challenges and change, the kaupapa endures ensuring whānau are supported, heard, and able to thrive.

Kōrure Whānau continues to be the heart of Waipareira — lifting whānau voice, transforming lives through Kaupapa Māori services, and building resilience across Tāmaki Makaurau. The data confirms our reach; the whānau stories reveal aroha, manaaki, and transformation. Together they tell the story of whānau flourishing

This journey embodies our three strategic pou — Kōrure Whānau, Hapori Momoho, and Mana Māori. Together, they remain the compass guiding our vision for whānau transformation.



Wai-Health

Clinical Specialist Services for Te Whānau o Waipareira: Celebrating Growth, Impact & Community

Our Role and Purpose

Wai- Health exists to keep whānau well and to treat whānau who are unwell. We combine Kaupapa Māori models of care with clinical expertise, ensuring whānau receive care that is both culturally grounded and clinically excellent.



Team Overview

Our people remain our greatest strength. This year we acknowledged and celebrated the growth, resilience, and dedication of our kaimahi:

Nursing Milestones:

- Hana Bering achieved her New Zealand Nursing Registration – a milestone that reflects years of perseverance and commitment since arriving from the Philippines.
- Nurse Karen began her Nurse Prescribing pathway, while
- Nurses Kimi and Feta continue towards prescribing qualifications by 2026, ensuring greater clinical independence for our nursing workforce.

Cultural Leadership:

Tauhe Apihai and Ngahuia Muansell developed and delivered Ngā Pamaemaetanga: Grief and Loss Wānanga in Te Reo Māori. These wānanga received overwhelmingly positive feedback from whānau navigating the grief of losing loved ones and have set a benchmark for culturally safe healing spaces.

Key Projects & Initiatives

GP Clinic – First Year Milestone

- In March we celebrated the one-year anniversary of our GP Clinic, a proud symbol of what can be achieved when Kaupapa Māori health leadership meets community demand. From small beginnings, the clinic has grown into a thriving hub serving a predominantly high-needs population (82% Māori, 6% Pacific).
- The clinic achieved their foundation general practice accreditation in Oct 2024, which is valid for 3 years. Accreditation endorsed by The Royal NZ College of General Practitioners.
- The clinic met or exceeded key Te Whatu Ora and The Cause Collective Primary Health Organisation targets across cardiovascular disease checks, diabetes reviews, smoking assessments, and cervical screening.

Seasonal Campaigns – Meeting Whānau Where They Are

- **Winter Wellness** achieved record **immunisation rates, vaccinations** for tamariki through to kaumātua.
- **Spring Campaign** combined Daffodil Day with outreach on cervical cancer screening, resulting in a significant uplift in participation across wāhine Māori.
- **Autumn Preparedness** delivered resources for respiratory health and vaccination readiness, while also connecting communities through Waipareira Rugby League and Matatiki events.

Community and Public Health Targets

Childhood immunisation uptake was supported by Kōhanga Reo outreach and tailored health promotion.

Screening Activities

- **Cancer Screening:** Screening rates rose substantially through combined seasonal campaigns and direct outreach.
- **Diabetes and CVD** annual reviews were delivered consistently, supporting long-term condition management for whānau.
- **Smoking Cessation** support was expanded, with targeted advice and follow-up for high-needs patients.

Health Promotion and Education:

Key public health and promotional messaging expanded reach and engagement.

Partnerships and Innovation

- Hosted a delegation from Comen China to explore medical device opportunities for NZ hospital settings.
- Launched collaborative workshops at Ōrākei Marae, including CPCT training to strengthen whānau-centred care approaches.
- Strengthened local partnerships at The Cause Collective PHO Meet and Greet, which opened new service delivery opportunities.
- Marked one year of collaboration with the Kōrure programme, embedding innovation and partnership with Kōrure Whānau around Public Population programme priorities.

Raising the Profile of Māori Health

- Andrea Ryder represented Wai-Health in the Fight 4 Light charity boxing match, showing courage and resilience beyond the clinic.
- Kimi, Marewa collaborated with Shane Walker in a YouTube feature, extending our digital reach to new audiences.
- Zarah Allport proudly represented our kaupapa as a keynote speaker at the GP Awards, where her leadership and passion for Māori primary care received national recognition.

Highlights of the Year

Whānau-Centred Healing

Ngā Pamaemaetanga grief and loss wānanga proved transformational, strengthening whānau resilience in the face of loss.

Target Achievements

Wai-Health consistently delivered against Primary Health Organisation performance measures, with strong outcomes in cervical screening, immunisations, diabetes and CVD reviews.

Community Campaign Success

Seasonal campaigns broke participation records, particularly in immunisations and cervical screening, proving the effectiveness of meeting whānau in culturally meaningful ways.

Global and Local Leadership

From engaging international delegations to showcasing Māori health leadership nationally, Wai-Health is increasingly recognised as both a community provider and an innovator in the health sector.

Looking Ahead

We step into 2025 with optimism and determination. We are mindful of challenges, including:

- The impending end of WOCA immunisation funding, which risks leaving communities vulnerable to preventable illness.
- Ongoing barriers in bowel screening participation, which require continued advocacy and innovative solutions.

These challenges fuel our drive to innovate and advocate. With strengthened partnerships, skilled kaimahi, and whānau at the heart of everything we do, Wai-Health is well positioned to expand impact, deepen cultural approaches, and continue championing equity in health outcomes.



4.0

Waipareira Tuararo The Backbone of Our Kaupapa

Every whare stands because of its tuararo — the unseen base that holds weight, provides balance, and keeps the structure strong. In the same way, Waipareira's backbone services are the tuararo of our kaupapa. They are the systems, data, operations, and people working behind the scenes to keep whānau transformation moving forward.

Waipareira Tuararo is the strength beneath the surface, enabling the visible shifts in whānau lives.

This section of the report recognises the systems and teams that carry this role. Together, they create stability, capability, and flow across the organisation. Tuararo ensures that frontline kaimahi can thrive, collectives can innovate, and whānau can trust that support will always be there.

The strength of Tuararo is not in being seen, but in holding fast — enabling every part of Waipareira to rise.



Wai-414

He Pou whirinaki, he taura here mō te hapori Anchoring Urban Māori Futures

Wai-414 upholds the legacy of constant evolution — always on Urban Māori cultural terms. Just as iwi have seen hapū and whānau emerge and grow, Whānau Waipareira was born as a response to the realities of urbanisation.

From those beginnings, Waipareira has grown into a force of leadership and advocacy. For over 25 years, Te Whānau o Waipareira has stood proudly for Mana Māori, championed Whānau Transformation, and given life to our unique expression of collective strength, resilience, and unity.

Today, Wai-414 continues that legacy as a backbone of Waipareira strategy — driving innovation, building capability, and anchoring Urban Māori futures. Our mahi spans strategy, community, and tikanga responsibilities, ensuring we remain present with whānau and iwi at all times of significance.

Mō Tātou Māreikura

E te Māreikura mā, moe mai rā, e okioki i te rangimārie.

This year, Waipareira and Wai-414 stood in aroha and respect at the tangihanga of our beloved Māreikura:

Kahurangi Dame June Mariu

Whaea Valetta Matanga

Kahurangi Dame Tariana Turia and

Kahurangi Dame Iri Tāwhiwhirangi

For Waipareira, the passing of Kahurangi Dame June Mariu - Aunty June Mariu was especially significant. Aunty June was our guiding pou in the foundation and growth of Waipareira — a tireless advocate for Māori health, education, and wellbeing, and a leader whose wisdom and courage shaped the pathways we continue to walk today. Her legacy is interwoven with Waipareira's own story.

We also acknowledge with deep aroha our kuia, Valetta Matanga, who gave so much of herself to Whānau Waipareira. Her presence, manaaki, and lived example of whānau service remain a source of inspiration, grounding our mahi in aroha and whakapapa.

The lives of Kahurangi Dame Iri Tāwhiwhirangi and Kahurangi Dame Tariana Turia also stand as towering examples of Māori leadership, advocacy, and transformation. Each of these wāhine rangatira carried immense mana, advancing Māori rights and wellbeing across Aotearoa.

Their passing leaves mamae, but also a clear challenge — to uphold their vision and continue their fight for whānau, hapū, and iwi. For Waipareira, being present at these tangihanga was both an expression of tikanga and a reaffirmation of our responsibility to carry their legacy forward for future generations.

Identity & Culture

Ngāti Kuri Collaboration – He Piringa, He Tauranga Waka: A two-year partnership reconnecting Urban Māori identity with Ahi Kā, culminating in a joint publication and documentary that captured narratives of whakapapa, Hau Kāinga, resilience, and hope. The kaupapa is now a cornerstone of Waipareira induction, grounding new kaimahi in stories of belonging.

With four generations of Ngāti Kuri represented in Waipareira, this mahi weaves Urban Māori experience with iwi leadership in shaping the fifth migration of Māori.

Capability & People Development

Group Induction: Rolled out a Group-wide induction, ensuring all new kaimahi across Waipareira Group are grounded in Waipareiratanga.

Upskilling in Social Investment: Three Wai-414 kaimahi — Juanita Helg, Hiria Te Paki and Elishia Takie— achieved SROI Level One Practitioner accreditation. For the first time, SROI is also a core induction course, embedding the principle of measuring what matters most for whānau.

Building Backbone Teams: Supported the establishment of Wai-Atamai, enhancing innovation and capability to serve Te Pae Herenga o Tāmaki and strengthen the Whānau Ora collective.

Celebrating Our People: Congratulations to Brad Norman, who proudly represented Aotearoa and won gold with the New Zealand Touch Men's Masters team — a testament to his commitment, discipline, and excellence both on and off the field.

Guiding Change Management: Supported a major change management programme across Waipareira, helping guide stability, alignment, and strengthened organisational capacity during a period of transformation.

Supporting Business Planning: Worked alongside Waipareira's leadership team to provide business planning support, clarifying priorities, aligning strategy with operations, and ensuring decision-making was firmly anchored in Kaupapa Māori values and future-focused outcomes.

Supporting Brand Repositioning: Took on the role of supporting key Waipareira entities in their brand repositioning journeys — including Waipareira, Social Value Aotearoa (SVA), Wai-Tech, and Wai-Rangahau — to ensure each reflects its evolving role and strengthens its national and global presence.

Convening Specialist Groups: In May and June 2025, Wai-414 brought Waipareira's specialist groups together for the first time as a broader Wai-414 collective. Through dedicated planning wānanga and maramatanga wānanga, this mahi strengthened alignment across kaupapa, enhanced strategic positioning, and embedded collective wisdom into Waipareira's direction.

Supporting Whānau Ora Impact

Whānau Ora Conference: Continued backbone support for the biennial Whānau Ora Conference. In 2024, both Awerangi Tamihere and Brad Norman presented on the future of Urban Māori commissioning and the shift from commissioning for value to commissioning for value.

Ngā Tini Whetū Reporting and Leadership: Provided strategic leadership, backbone support, and advocacy for Ngā Tini Whetū. Led the compilation of two years of reporting data and outcomes, positioning it as a leading example of systems-level reporting. This strengthened the collective's evidence base, advanced advocacy for whānau-centred commissioning, and reinforced Waipareira's role as a national thought leader in systems change.

Supporting Whānau Ora Change Management: Supported the delivery of the Whānau Ora Change Management Programme, providing backbone guidance and strategic input to ensure the kaupapa remained anchored in whānau-centred values while adapting to future needs.

National & Global Influence

Global Commission: Awerangi Tamihere continues to be a Global Commissioner on the Global Values Commission. Key work programmes included the Diverse Perspectives of Stakeholders project, embedding Urban Māori and Whānau Ora voices into global frameworks for measuring value across social, cultural, environmental, and economic capitals.

Judging the Best Design Awards (September 2024): Awerangi Tamihere served as a judge in the Best Design Awards – Social Good category, sponsored by Social Value Aotearoa.

United Nations COP16, Colombia (October 2024): Awerangi Tamihere represented the Global Values Commission at this event, speaking on their behalf of Global Values Commission on diversity

OECD 7th World Forum on Wellbeing, Rome (November 2024): Brought Waipareira insights to international wellbeing frameworks, aligning lived Urban Māori realities with measures of progress.

International Best Practice Programme (November 2024): Commenced management of a global initiative to measure Whānau Ora wellbeing systems and map Indigenous-led approaches.

OECD Indigenous Wellbeing Forum (Online, January 2025): Showcased Waipareira as a global model for Indigenous-led wellbeing and social value.

Brand & Identity

Repositioning Waipareira's Brand: Led a strategic programme to refresh Waipareira's brand and identity, ensuring our narratives and communications reflect Waipareira's evolution as a national and global leader while staying anchored in Kaupapa Māori and whānau transformation.

Positioning Social Value Aotearoa: Strengthened the positioning of Social Value Aotearoa (SVA) as Aotearoa's leading network for social value. This included building SVA's profile as the national trainer of Social Return on Investment (SROI) and social value practice, embedding training into Waipareira induction, and ensuring SVA is recognised as the go-to body for advancing social value measurement in Aotearoa.

Championing Social Good in Design: Reflecting this repositioning, judged the Best Design Awards – Social Good category, reinforcing Waipareira's leadership in purposeful, values-driven, and impactful design.

Looking Ahead

Wai-414 will continue to strengthen Urban Māori capability, identity, and leadership. From investing in our people, to supporting Whānau Ora systems, to influencing global practice, and to upholding tikanga, we are ensuring Urban Māori futures are boldly anchored in Māori values.



Wai-Rangahau

A Tribute to our Māreikura

Whaea June, Whaea Valetta, Whaea Iritana, and Takutai were a cohort of wāhine toa who not only laid the foundations of Waipareira and whose skills continued the fight for whānau in the West Auckland community. This year we pay tribute to the amazing māreikura who helped build Wai-Rangahau into the cutting-edge research centre it is today.

In our work, we were lucky enough to interview Whaea June and Whaea Valetta as part of our 2017 research project, Kia Pū te Wai-o Pareira. Documenting the migration of whānau to West Auckland and their thoughts on how to engender health in communities, these whaea provided their wisdom on health and wellbeing and the ways Waipareira could help foster this for our whānau. Whaea Valetta's thoughts on the importance of focusing on the taha wairua, not just the physical aspects of health, and Whaea June's focus on raising tamariki in community became part of the backbone mātauranga which Wai-Rangahau uses when researching health and wellbeing today. We mihi to these whaea for their incredible contributions to both Waipareira and Wai-Rangahau.



Whaea June at the Kia Pū Te Wai o Pareira Project Launch, October 30th, 2017

Their fight for reo, tikanga, and whānau continues on in the work that we do this year. Wai-Rangahau has progressively become a research centre focused on building up the health and wellbeing of whānau, in West Auckland and beyond, and our projects from this year show our ongoing commitment to this cause. We have contributed to te ao Māori frameworks to preventing sexual and family violence in our Te Puna Aonui work; are working to build a Māori-informed understanding of infectious disease through Te Niwha; and shaping targeted support for whānau Māori in West Auckland in our Health Needs Assessment. Below is a list of some of the key research and evaluation projects that we have been involved in this year.

We were also lucky enough to take this kōrero international this year, travelling to Albuquerque, New Mexico for the International Network of Indigenous Health Knowledge and Development Conference, Reclaiming Indigenous Ecologies of Love. We presented on how aroha is fundamental to tika research practice and building self-determination, sovereignty, and wellbeing for our communities.



Wai Rangahau team at the INIHKD Conference in Albuquerque, New Mexico

We would also like to take the opportunity to thank our own māreikura, the late Edith McNeil. The first Director of Wai-Rangahau, her work fundamentally shaped our whanonga pono and built Wai-Rangahau into the cutting-edge research centre it is today.

“Edith always said, “Oh, I’m the Placeholder Director for the Research Centre, just holding the space until someone qualified came in,” but that wasn’t true. She created this space.”

-Tanya Allport, Director Wai-Rangahau (2014)



Dr Katrina Ford (right), Wai Rangahau with community connector Kelly Davis (left) at Pikirangi Marae in Rotorua.



Hector Kaiwai, Director of Wai Rangahau

Key Highlights:

He Piringa, He Tauranga Waka: Waipareira and Ngāti Kuri Joint Research Programme

The He Piringa, He Tauranga Waka project was undertaken on behalf of the Wai414 team, exploring the migration and cultural identity of Ngāti Kuri. The deep roots between Te Whānau o Waipareira and Ngāti Kuri began in 1990, and this project reflects the shared commitment between these entities to uplifting whānau voice, advocating for social justice, and promoting self-determination for Māori communities.



Hector Kaiwai, Director of Wai Rangahau, and Lynda Paniora, Operations Manager, on one of their trips around the



This project also draws on pūrākau o Ngāti Kuri, specifically that of the tohorā, to draw on ways for whānau to heal from the trauma of colonisation. We were able to formally launch this report up North at Kā Uri, the Ngāti Kuri owned-and-operated visitor centre, this year.

Waipareira Health Needs Assessment

This project is a baseline report on the health outcomes of Māori in the Waitakere District Health Board. Its purpose is to provide a guideline for targeted interventions based off existing indicators of health for whānau Māori. In addition to physical health, the report also looks at taha wairua and the health of māmā - exposing gaps in these kinds of care so Waipareira is better able to support whānau in the community.

Hui Whakaoranga Proceedings Journal

The Hui Whakaoranga Proceedings Journal documents the 2024 Hui Whakaoranga at Hoani Waititi Marae. This journal outlines key themes in Māori health and wellbeing since that time and also presents the 10 Māori health and wellbeing goals for the next 40 years. A successor to the original 1984 Proceedings Journal, this work will become part of the mātauranga capturing Māori health and wellbeing shifts over these 80 years and provide key goals to work towards.

Titiro Ki Muri, Haere Atu Ki Mua

Alongside Hui Whakaoranga, the Tiitiro Ki Muri, Haere Atu Ki Mua; Look to the Past, Go Forward to the Future project is building off the themes brought up from the last 40 years to co-design a vision for the future of Māori health and wellbeing. This projection of the Māori healthscape will begin in 2025-26.

Te Āhuru Mauri Tau

Te Āhuru Mauri Tau project is a flagship evaluation of the Whānau o Waipareira child, youth, and family service. Designed to support and move whānau currently under Oranga Tamariki, the service offers te ao Māori-informed care for whānau, rangatahi, and māmā; continuing the legacy that healing communities comes from caring for each other.

Wai-Rangahau completed a formative evaluation of the first two years of this pilot programme this year and will complete a follow-up evaluation in the coming year on its ongoing progress.

Wai-Rangahau works to continue the legacy of the many māreikura who have fought for whānau throughout West Auckland and beyond. We try and honour Whaea June, Whaea Valetta, Whaea Iritana, Takutai, and our own Edith McNeil in our work, and continue to do research which centers te ao Māori, tikanga, and whānau. We look forward to being able to continue the resistance, ingenuity, and aroha shown by these wāhine toa in our in the future.



Wai-Atamai

Throughout the 2024/25 financial year, Wai- Atamai continued to serve as the Kaupapa Māori-led, multi-disciplinary backbone and as the backbone for our Te Pae Herenga o Tāmaki Whānau Ora Collective.

As a specialist and strategically focused team, Wai- Atamai worked in close partnership with the Te Pae Herenga o Tāmaki backbone to deeply understand the nuances of programme delivery and client dynamics. This collaborative approach enabled us to identify areas for alignment, implement targeted support, and apply change methodologies that strengthened cohesion across the network.

By maintaining a clear focus on system needs and performance insights, we were able to rapidly lift reporting quality and responsiveness, enhancing collective capability and accelerating progress toward collective outcomes. We refined tools and processes to ensure evidenced-based reporting was not only accurate but meaningful, capturing the realities of whānau and enabling better, insight-driven decisions. Wai- Atamai played a central role in delivering comprehensive narrative that better reflect whānau realities and inform strategic decision-making at every level.

Despite a challenging and uncertain political environment, Wai- Atamai remained agile and focused. By holding firm to Te Whatu Ao, our Māori strategic approach, and collective values, we provided stability and evidence-led support to navigate change. Our ability to adapt, hold space for innovation, and facilitate systems change has further solidified Wai- Atamai's role as a trusted enabler of enduring impact.

Programme Management

Over the past year, Wai- Atamai prioritised programme delivery, backbone and change management and quality reporting however, **above all else Wai-Atamai primary focus was building trust and collaborative partnerships across the Tāmaki Makaurau network.**

Wai- Atamai efforts have strengthened collaboration across roles and organisations, embedding a shared understanding of integrated service delivery. As a result, frontline kaimahi feel more connected and supported in their mahi, and whānau benefit from more coordinated, capable, and responsive programmes.

Recognising that strong reporting is built on shared understanding, our team provided face-to-face support to partners, offering tailored guidance on programme details, deliverables, and data interpretation. This kano ki te kano approach strengthened relationships, built confidence, and created a space for real-time problem solving.

A core priority this year was to uplift and embed the success of Te Pae Herenga o Tāmaki as the pinnacle collective across Te Ika Ā Maui. Wai- Atamai worked closely with partners to ensure that the voices of whānau were not only heard but acted upon. This included:

- Facilitating design sessions that shaped delivery models to better reflect whānau realities.
- Creating tools and reporting processes that highlighted community voice and frontline insight.
- Supporting providers to strengthen their own capability in reflecting and responding to whānau needs.
- Establishing regular touchpoints, wānanga, and hui to build trust and open communication.

“Kia hōhonu, kia ngāwari - Think deep, keep it simple” - Matua Jerry Norman



Wai-Creative

Wai- Creative is the in-house creative team, responsible for shaping the visual and narrative expression of our kaupapa.

We develop campaigns, content, and design that connect meaningfully with our communities and partners.

What We Do

Our team leads the creative and communication process from idea to execution — strategy, design, production, and delivery.

Key Projects

- **Māori Roll Call** – Mobilised Māori participation in the democratic space.
- **Fight for Your Whakapapa** – Increased engagement in bowel, breast, and cervical cancer screening.
- **Social Value Aotearoa x Noa Blanket Co.** – Elevated kaupapa-led design with award-winning recognition.
- **Real-Time Reo** – Integrated Te Reo Māori into everyday interactions through digital tools.

This year, we delivered campaigns that didn't just communicate they connected. From Māori Roll Call mobilising our people in the democratic space, to Fight for Your Whakapapa driving critical health screening uptake, to Noa Blanket Value elevating kaupapa-led design, and Real-Time Reo embedding te reo Māori in everyday spaces each initiative combined culture, creativity, and strategy to create real impact.

Social media and events were central to our approach. We built conversations online and brought them to life in our communities turning screens into touchpoints and touchpoints into movements. This integrated strategy kept Waipareira at the forefront of Kaupapa Māori engagement and ensured our whānau felt informed, included, and inspired.

Key Achievements

The mahi spoke for itself on the awards stage. Wai- Creative was recognised with:

- Awards Awards Bronze (Sydney),
- Changemaker of the Year (Te Matahiko Awards),
- Ooha Awards Best Use of Technology/Data and Best Use of Channel, and a
- Silver Axis Award 2025.

These accolades reflect not just creative excellence, but the trust our people place in us to tell their stories authentically.

Looking Ahead

We remain committed to challenging conventions, shaping narratives that matter, and continuing to build a platform where Māori voices lead — locally, nationally, and globally.



Wai-Data

The 2024/25 year has been marked by bold strides in modernising our data and digital ecosystem, underpinned by continuous improvement and resilience from the Waipareira Data & Digital (Wai-Data) team. In a year marked by change, Wai-Data has delivered outstanding results, balancing the demands of compliance, performance and outcomes reporting with projects and initiatives fostering innovation and transformation. We remained focused on enabling Waipareira to demonstrate its impact with clarity and integrity. Our work has strengthened services to whānau, safeguarded data systems, and positioned Waipareira at the forefront of evidence-based performance and outcome achievement.

Our Role and Purpose

The Wai-Data team exists to strengthen Waipareira and Whānau Ora outcomes by delivering trusted data, robust digital systems, and insight-driven reporting. Our mahi spans four core areas:

- Data and Analytics – timely compliance, performance, operational, and insights reporting.
- Digital Solutions – enhancing Whānau Tahī Navigator (WTN), Wakahuia app, Bright Pattern, and a range of dashboards.
- Training and Enablement – building the capability of kaimahi and partners through training, guidance, and helpdesk support.
- Governance and Security – safeguarding data integrity and privacy through audits, frameworks, and compliance standards.



Our Mahi This Year

Business-as-Usual Delivery

The Wai-Data team successfully met business as usual deliverables; meeting reporting deadlines in time and surfacing compliance and performance data against targets and KPIs., timely turnaround of helpdesk tickets, providing digital tool specific training, as well as dashboard creation and maintenance.

Governance and Infrastructure

- Passed ISO27001 surveillance audit and Stats NZ IDI Lab audit.
- Progress with Organisation Data Governance Framework to improve oversight.
- Initiated modern data platform project, to evolve and future-proof our data architecture and infrastructure within the Microsoft tech stack

Key Achievements and Outcomes

- Kirimana Oranga / Ngā Hua o Mataora
- Whānau Impact Evidence
- Enablement & Training
- Digital Transformation.
- Governance & Security.
- International & Sector Leadership.

Wai-Rehua

Te rōpū o Wai- Rehua is named after Rehua, who lives in the tenth and highest heaven – Te Pūtahi-nui-o-Rehua – as well as being identified as one of the brightest stars in the Scorpius constellation also known as Te Waka o Tamarereti or Maui's Fishing Hook. This relationship to the stars highlights the importance of Wai- Rehua, which is noted within the first two lines of the fifth and final verse of Te Whānau o Waipareira mōteatea: "Poutamatia te ora Ki te wai o Rehua Tāuwhitia te iwi Āio pīpipi Kia pou ko te aho Kia rewa te wawata Maiorotia te ora Kia mau kirikawa Mā te huru ka rere te manu e". Wai depicts the water that flows from the maunga down to the people, despite several barriers the wai will always find a way. It is our knowledge of both Wai and Rehua that guide our mahi within our Funding and Contracting activities for Te Whānau o Waipareira and across our Wai groups including the Whānau Ora Commissioning Agency, NUMA, Whānau Tahī and as lead partner of the Te Pae Herenga o Tāmaki Collective.

Our key priority is to ensure we have sufficient pūtea to support the many services provided to our whānau and our hapori.

Ngā Tangata o Wai- Rehua

Wai- Rehua is led by Director Maria Halligan (Ngāti Maniapoto, Ngāti Rangitihī, Ngāti Kahangunu ki Wairoa), and a team of highly capable and dedicated people who bring a wealth of experience in front line and specialist areas to Waipareira:

- Kelly Matthias (Ngāti Hāmoa) Operations Lead
- Gloria Yehia (Ngāti Hāmoa) Funding Lead
- Daniel Moreau (Ngāti Maniapoto, Ngāti Rangitihī, Ngāti Kahangunu ki Wairoa) Contract Legal Specialist
- Courtnee-Rose Tohovaka (Makefu-Niue) Contracts Administrator
- Aroha Hunt (Te Rarawa, Ngāti Tuwharetoa, Ngāti Hāmoa) Contract & Partnership Lead Waipareira
- Peter Ruka (Ngā Puhī, Waitaha, Kai Tahu) Contract & Partnership Lead Waipareira
- Barney Wikitera (Te Rarawa) Contract & Partnership Lead Te Pae Herenga o Tāmaki
- Rose Iefata (Ngāti Hine, Ngāti Mutunga) Contract & Partnership Lead Whānau Ora Commissioning

Key Highlights

Despite an increasingly competitive funding and contracting environment, we delivered significant achievements that strengthened financial sustainability and enhanced service continuity for whānau.

Strengthening Contracting and Procurement

Recognising the importance of robust systems, we completed a fit-for-purpose review of all existing contracts, ensuring alignment with compliance requirements, organisational priorities, and ensuring our services meet the needs of whānau. To support future growth, we invested in a new Contract Management System and began designing customised workflows tailored to our kaupapa.

Strengthening Stakeholder Relationships

To build resilience in a changing external environment, Wai- Rehua undertook a review of external stakeholder engagement and implemented a new framework for managing these critical relationships. This structured approach supported stronger partnerships with funders, Government agencies, and sector leaders, reinforcing Wai- Rehua's position as a trusted and strategic partner.



Wai-ICT

"Our ICT transformation continues to strengthen the digital backbone of Waipareira. Modernising infrastructure, optimising systems, and embedding secure, scalable solutions that drive growth, resilience, and innovation."

The ICT department has continued to advance digital transformation and strengthen our technology foundation throughout the 2024/2025 period. This year was marked by significant infrastructure modernization, cloud migration, network upgrades, and security enhancements. We successfully decommissioned legacy systems, deployed modern collaboration platforms, and optimized cloud resources to align with strategic goals. Additionally, we rolled out advanced security measures and tested innovative AI solutions to prepare for future adoption. These initiatives have further enhanced efficiency, security, and scalability, ensuring that ICT remains a cornerstone in enabling organizational growth, resilience, and innovation.

Helpdesk Services

The Helpdesk maintained a strong first-response resolution rate of 70%, with 90% of issues resolved within 48 hours. User satisfaction surveys showed an overall satisfaction rate of 92%, underscoring the commitment of the ICT team to timely and effective support.

Ongoing improvements to the Helpdesk include the introduction of self-service resources, enhanced ticket categorization, and automation through Microsoft Power Automate to accelerate routine request handling.

Application Development Highlights

- Room Management System (RMS): Developed and deployed a brand-new RMS to support booking and managing rooms.
- Whānau Direct 2.0 Upgrade: A major version refinement.
- Survey Management System: Delivered a new application for survey creation, data collection, and reporting.

Conclusion

The 2024/2025 period has been a progressive and transformative year for the ICT department. Through targeted initiatives, we modernized infrastructure, expanded cloud adoption, optimised network performance, and elevated security standards. Our efforts in efficiency improvements and AI-driven testing projects demonstrate our forward-looking approach to technology. The ICT department remains committed to continuous improvement, ensuring our systems and services not only meet current needs but also anticipate the evolving requirements of the future. We look forward to building on this momentum in 2025/2026 to further empower the organisation and the communities we serve.



Wai-Finance

The Finance Team plays a critical role in supporting the financial operations of all entities, including Waipareira Investments Limited (WIL), Te Whānau o Waipareira Trust (WOW), Waipareira Ora Communications Agency (WOCA), Hāpai, NUMA and WTL. The team is responsible for overseeing budgets, audits, financial reporting, accounts payable/receivable, payroll, vouchers and financial system operations.

Key Wai- Finance Projects

The Finance Team successfully completed the full audit process for the 2023/24 financial year across all entities. This involved careful coordination, timely reconciliations, and accurate reporting to ensure all requirements were met and audits progressed smoothly.

The team provided full support for the SAP system upgrade project. This included participating in user testing, identifying improvement opportunities, and preparing for internal implementation to ensure a seamless transition for all finance-related functions.

The 2025/26 budgeting process was completed successfully, with the Finance Team working closely with managers across all entities to ensure alignment with operational needs and funding expectations. For contracts that involved significant changes to funding levels, the team proactively updated financial plans to reflect the latest funding arrangements, supporting better financial forecasting for the year ahead.

Throughout the year, the Finance Team actively supported a wide range of organisational activities and events. Whether it was providing volunteers for Waitangi Day or assisting behind the scenes at Waipareira's 40th Anniversary Celebration, the team remained committed to participating in and supporting the wider kaupapa of the organisation.

Improvements to the Esker system were also a major focus this year. The team worked on refining the workflow, enhancing user experience, and maintaining consistent system performance across departments to support better invoice processing and financial visibility.

The internal voucher system continued to be maintained and monitored to ensure it functioned effectively. This included daily checks, prompt responses to voucher applications, regular follow-ups with staff, and reconciliation of weekly voucher balances, ensuring full documentation compliance.

The Whānau Direct programme was formally closed from a financial standpoint. The Finance Team ensured all expenditure was reconciled, documentation was complete, and reporting was finalised, allowing the programme to conclude cleanly and confidently.

Wai- Finance Highlights

All entities under Waipareira successfully completed their 2023/24 audits, with no outstanding issues. Despite tight timelines, the Finance Team ensured that all deliverables were accurate, complete, and submitted on time.



The team led key financial workshops and internal knowledge-sharing sessions, including SAP system training, budget planning meetings, and audit review sessions. These initiatives improved collaboration and increased financial capability across departments.



Cross-departmental communication continued to improve, resulting in more efficient processes across all finance functions, including payroll, accounts payable, accounts receivable, and monthly reporting.

The Finance Team actively participated in staff wellbeing initiatives, including Zumba and walking challenges. The team also supported and attended major events such as the 40th Anniversary Celebration, AGM, and CEO Breakfast.

Regular monthly team meetings were held to ensure internal alignment, and quarterly activities—such as shared lunches and casual team gatherings—helped maintain morale and team spirit throughout the year.

To end the year on a high note, the team organised a dedicated team building session and a festive Secret Santa celebration, reinforcing a culture of support, appreciation, and connection.



This year, the Finance Team also participated in internal training on AI tools such as ChatGPT. As a result, the team has started applying ChatGPT in day-to-day financial tasks, including data analysis, process streamlining, and drafting standard communications. Embracing digital tools in the era of big data has enabled the team to better consolidate and interpret accounting information, supporting more efficient and informed financial decision-making across the organisation.



Wai-Tiaki

Wai- Tiaki provides centrally led support across operational, transactional and corporate governance functions to support Whānau Waipareira and its related entities in the following areas:

- Executive Office
- Health & Safety & Wellbeing
- Assets, Properties & Facilities
- Quality Management
- Events Management

Executive Office

A major part of our role involves overseeing daily operations across the organisation while upholding our Te Kauhau Ora. Engaging with stakeholders and whānau, overseeing risk management and compliance activities, supporting senior leadership administratively, driving business development initiatives and project management as required.

Whare Manaaki, our foodbank, is operated via our Roopu Kaumātua mahi aroha (volunteers), of which our values of Tautoko and Manaakitanga are exemplified. We acknowledge the mahi of our kuia and kaumātua in preserving our values of community support, intergenerational solidarity, and whānau well-being.

We sincerely thank Fair Foods and Woolworths Quay Street for their generous ongoing donations and unwavering support of our foodbank. Their commitment helps us provide essential supplies to those in need and makes a meaningful difference in our community.

Health & Safety & Wellbeing

At Whānau Waipareira our top priority is ensuring the health, safety, and wellbeing of our staff and collaborators by fostering a secure work environment that supports both physical and psychological health. We are committed to adhering to the Health and Safety at Work Act 2015, its regulations, and related Codes of Practice, continuously refining our safety management system through ongoing improvements focused on physical and psychosocial risk management.

We support employee wellbeing with initiatives including mental health services, Employee Assistance programmes and developing action plans to enhance workplace resilience, quality, and productivity.

Notifiable incidents and investigations

Under Section 56 of the H&S at Work Act 2015, we must report details of notifiable wincidents, investigations, improvement notices, prosecutions and other matters as prescribed.

We are pleased to advise that for year 2024/2025 there were no notifiable incidents or related matters to report.

Kaimahi Wellbeing & Development

Implementing comprehensive Health & Safety policies that promote a safe and supportive work environment, including regular training sessions, risk assessments, and wellbeing initiatives have been undertaken for the 2024/2025.

Assets, Properties & Facilities Management

Property Services for Waipareira are managed by Wai- Tiaki who regularly reviews its property portfolio to ensure that it meets business objectives and is as cost-efficient as possible. This includes leased commercial office space and residential properties.

A preventive maintenance framework was initiated to address the ongoing reliance on reactive maintenance. High-priority jobs and resource allocation have been rebalanced to improve completion times.

Fleet Management

Our fleet cover many kilometres bringing support to whānau. Policy updates and driver inductions were reviewed and improved and fixed dashcams were installed across the fleet as a Health & Safety measure, contributing to improved driver accountability and reduced incidents.

Quality Management

Our Quality Management Framework directs the initiatives that foster a culture of continuous quality improvement while maintaining legislative and regulatory standards, all aimed at fulfilling our strategic goals and achieving direct results for our community.

We successfully maintained accreditation for ISO 27001 which demonstrates our commitment to information security, enhancing trust with whānau, community and stakeholders, and compliance with data protection regulations.

Events Management

Our rōpū are responsible for overseeing the management of all community events, this is done in conjunction with other operating units across Whānau Waipareira. For 2024/2025 these events included the Waipareira Māori Rugby League Tournaments, Wai 40th Anniversary Celebration, the Waipareira Inaugural Christmas Parade, Waitangi@ Waititi 2025, and Matariki ki Waipareira. Further details are found in the Highlights section of the Annual Report.



Office of the CEO

The Office of the CEO is a division of the Whānau Waipareira Group and consists of the Group CEO, John Tamihere, the Director of Health, Lance Norman and the Director of Properties, Jason Wong. The key objectives of this Group are to look at large multi-year strategic projects that will support Whānau Waipareira in uplifting Whānau and improve Māori Education, Health, Housing, Social and Employment Outcomes. These projects can take up to five years to complete but are planned to be in existence for over 25 years and beyond to advance our communities.

Urban Housing Layard Road, Avondale, West Auckland

In May 2025, the Group was presented with the opportunity to purchase an existing hotel and convert into Community Housing for West Auckland. There are 62 units and 64 car parks. The goal is to initially offer accommodation to Kuia / Kaumatua, Whānau living in West Auckland and allocate a proportion of the units as social houses. This facility is 200 metres from the Avondale train station and is close to shops and amenities. The thinking behind purchasing this facility is to create an “Urban Papakāinga” where Whānau living in the building are not just tenants, but part of a community.

Kuia and Kaumātua Housing Middlemore

Housing remains a major challenge for Māori living in Tāmaki. There is a growing number of Kuia and Kaumātua on the social housing waiting list and unfortunately current Government policies have meant this number has grown. Whānau Waipareira through our subsidiary Housing for Social Benefits Limited, is currently planning to build two large apartment buildings dedicated to Māori Kuia and Kaumātua, one in West Auckland and one in South Auckland.

Whānau Waipareira purchased land on Hospital Road, Middlemore, South Auckland. There are plans to build 92 Kuia and Kaumātua apartments on that site with a mix of 1-bedroom, 2-bedroom and 3-bedroom apartments. 69 of those apartments have been approved with Income Related Rental Subsidies, where Whānau pay 25% of the rent and HUD pays the remaining 75%. 23 of the apartments are structured as affordable rentals so that the Whānau only pay 80% of the market rent. A great solution for the high cost of rentals in Tāmaki. This project is planned for completion in May 2027.

Kuia and Kaumātua Housing Henderson

Whānau Waipareira currently owns land on Edmonton Road, Henderson, West Auckland. There are plans being developed to build approximately 100 Kuia and Kaumātua apartments on that site. Kuia and Kaumātua will be supported by our existing services currently being delivered at the Whānau Centre in Henderson. The site is close to public transportation. This project is planned for completion in 2028.

Whānau Ora Centre / Health and Well-Being Centre - South Auckland

South Auckland has the largest number of Māori and Pacifica Whānau in Aotearoa. There is a lack of health and social service providers in South Auckland and Middlemore Hospital, the largest and busiest hospital in the country, is under significant pressure to meet the current health demands in South Auckland. Middlemore Hospital is also planned for a major redevelopment as one building in particular does not meet current earthquake compliance standards.

Whānau Waipareira purchased land on Hospital Road, Middlemore, South Auckland adjacent to Middlemore Hospital. There are plans to build one of the largest integrated Health and Well-being Centres in New Zealand on that site. There will be a large medical clinic that will be low cost for Whānau. There will be Social Services Providers supporting Whānau. Physio, Pharmacy, Audiology, Radiology, Dental and other specialist providers will provide services at affordable rates for Whānau.

This project is planned for completion in 2028 - 2029.



5.0

Hapori Momoho

Hapori Momoho is the second of the three Strategic Aims for Te Whānau o Waipareira.

Hapori Momoho speaks to thriving, prosperous communities. Waipareira fulfils this objective through its role as backbone for Te Pae Herenga o Tāmaki Whānau Ora Collective, providing the systems, intelligence, and support that enable our partners across Tāmaki Makaurau to deliver kaupapa Māori solutions directly to whānau.

This section of the report shows how Waipareira, through Te Pae Herenga, strengthens haponi by resourcing local providers, connecting collective impact, and ensuring whānau transformation is sustained at the community level.





He Mihi Aroha mō Takutai Moana Natasha (Tarsh) Kemp (ONZM)

In her final hours, Takutai Tarsh Kemp was still working. Still calling her people. Still offering her service to Te Pāti Māori. Still making plans for her electorate. That was Tarsh — every breath, every heartbeat, for her people. A servant leader to the very end.

Mana Māori is about showing up for our people. It is about advocacy that never lets up, representation that never wavers, and the pride that gives us the courage to keep fighting. Tarsh lived and breathed that commitment.

From her early days championing Hip Hop, to her leadership at Te Kaha o Rangatahi, to her time as CEO of Manurewa Marae, and most recently as MP for Tāmaki Makaurau — Tarsh embodied manaakitanga and kotahitanga. She stood with her people, not above them. She fought alongside whānau carrying the weight of poverty, she uplifted rangatahi, she demanded rights for Māori. Always fearless. Always relentless. Always ours.

Her journey with Te Pae Herenga o Tāmaki Whānau Ora Collective began back in 2011. A young CEO then, standing tall at the Whānau Ora National Conference in Tāmaki Makaurau. By 2015, when the Collective was formally established, she was already part of its fabric. As an inaugural governance partner representing the South Auckland Kotahitanga Collective, she brought the voice of the grassroots — raw, unshakable, true.

Tarsh had that rare gift: the ability to weave people together. She didn't lead through titles or positions, but through aroha, trust, and her unwavering focus on what mattered most — whānau. She built strength across Te Pae Herenga not for herself, but for us all. She was kotahitanga in action, unity embodied.

At Manurewa Marae, her leadership through the pandemic was unforgettable. Under her watch, the marae became the heartbeat of South Auckland's response. 65,000 vaccinations. Food, care, and protection for our most vulnerable. Her principle was simple, and it never shifted: We leave no one behind.

Parliament was never a job Tarsh sought for herself — it was a call to serve. In 2023, she answered. Against all odds, she stood for Tāmaki Makaurau, propelled by her conviction that Māori politics must be of the people, for the people. She unseated an institution not by power, but by trust. In the House, right to her final days, she spoke unapologetically — for fairness, for manaakitanga, for te reo, for whenua, for Te Tiriti. Always advancing Māori. Always lifting voices for change.

Her passing leaves a mamae that words cannot hold. But her legacy is written everywhere: in rangatahi who rise, in whānau who are seen and heard, in a community that knows leadership is service, that kotahitanga is strength, that aroha is the foundation of everything.

Her wairua has returned to her tūpuna, but her example remains with us. The challenge she leaves is clear — to carry forward her kaupapa, to build a Tiriti-centric Aotearoa where whānau are strong, rangatahi are valued, and Māori voices lead with courage and integrity.

Moe mai rā e te rangatira, moe mai rā e Tarsh. Haere ki te okiokinga o te rangimārie.

Takutai Moana Natasha (Tarsh) Kemp (ONZM)

Ngā Rauru, Ngāti Tūwharetoa
June 20, 1975 – June 26, 2025

Te Pae Herenga o Tāmaki

Te Pae Herenga o Tāmaki (TPHoT) is the Whānau Ora collective for Tāmaki Makaurau — a partnership of Kaupapa Māori providers, marae, and Māori-led organisations united by a shared vision of whānau transformation. Formed to strengthen and sustain whānau across the region, TPhoT is for Māori, by Māori, and rooted in the principles of mana motuhake, kotahitanga, and Kaupapa Māori delivery. Together, our collective brings the strength of marae, iwi, urban Māori authorities, and hauora providers into one woven mat of support for whānau.

Tribute: Takutai Tarsh Kemp (ONZM)

This year we honour the memory of Takutai Tarsh Kemp, a dear friend and trusted colleague of Te Pae Herenga o Tāmaki. As a former Chair of our collective, Tarsh embodied kotahitanga and mana motuhake, guiding our kaupapa with integrity, courage, and aroha.

When she entered Parliament as the MP for Tāmaki Makaurau, she carried that same spirit with her — the wisdom of our collective, the voice of our whānau, and the determination to ensure Māori aspirations were heard at the highest levels. In both spaces, she was steadfast in her service to our people.

Tarsh's leadership, advocacy, and compassion will remain part of the fabric of Te Pae Herenga o Tāmaki. We remember her not only as a champion for whānau, but as one of our own, whose legacy of friendship and dedication continues to inspire us all.



Overview

Te Whānau o Waipareira proudly continued its role providing backbone support to Te Pae Herenga o Tāmaki (TPHoT), the Tāmaki Makaurau collective of Whānau Ora. Over the past year, our shared commitment to Kaupapa Māori, innovative, and wraparound service delivery has enabled us to respond with unity, strength, and purpose to the needs of our whānau.

This year saw our collective grow even stronger. The connections between partners deepened, built on mutual trust, shared vision, and a commitment to achieving better outcomes together. Our ability to work as one whakakotahi has been a defining feature of our progress, allowing us to uplift whānau with agility, compassion, and enduring positivity. The strength and profile of our collective have continued to flourish and expand, reflected in the way partners have come together in collaboration, leadership, and shared action. This unity has been instrumental in reinforcing our ability to support whānau transformation and ensure that their aspirations remain at the heart of all we do.



“Ki te kotahi te kāhako ka whati, ki te kāpuia, e kore e whati. If there's only one reed, it will break, but together, we're unbreakable.”

“Te Pae Herenga o Tāmaki shows the true power of kotahitanga among kaupapa Māori providers, standing strong for mana motuhake and collective impact. We've kept our tikanga and autonomy intact, delivering Whānau Ora services that give mana back to both providers and whānau, enabling the voices of our communities to be heard and shaping solutions that work for them. Times are incredibly challenging for many whānau, and it's more important than ever that Whānau Ora services are led by those who truly understand the realities our people face. We're committed to continuing to grow and strengthen our Whānau Ora ecosystem so it can respond to the needs and aspirations of our people. Through mahi like Ngā Tini Whetū, we're leading the way nationally, ensuring whānau can build resilience, transform their own lives, and thrive.”

— Clayton Rangitutia, CEO Mana Whakahaere, Te Puna Hauora o Te Raki Paewhenua

Collective Strategic Direction

In response to the evolving political climate and shifting government priorities, Te Pae Herenga o Tāmaki has taken deliberate and strategic steps to position the collective for long-term impact. Recognising the importance of clarity and cohesion in a time of change, we focused on sharpening our strategic direction, reaffirming our shared kaupapa, and strengthening the collective's ability to advocate effectively for whānau-centred approaches within new policy settings.

Our hui throughout the year served as key milestones for recalibrating our strategic agenda—deepening alignment across partners and ensuring our mahi remained both culturally grounded and politically aware. We actively engaged in discussions that challenged us to think critically, adapt boldly, and move with greater intention to meet the needs of our communities under new conditions.

Guided by Te Whatu Ao Māori, we continued to embed systems-change thinking into our collective practice, with a renewed emphasis on demonstrating the value and effectiveness of kaupapa Māori models in delivering sustainable outcomes. Our strategic backbone function has remained central—coordinating action, maintaining coherence, and ensuring our collective voice remains strong, unified, and influential.



“Ka pū te ruha ka hao te rangatahi - When the old net is cast aside, the new net goes fishing”

Tony Kake, Te Pae Herenga o Tāmaki Chairperson

Whiria Ngā Hua

Whānau across Tāmaki Makaurau are experiencing meaningful, positive change through Kaupapa Māori and whānau-centred approaches. Strong focus has been seen in areas of community participation and engagement in Te Ao Māori, reflecting the importance of cultural identity and collective belonging.

Positive shifts are also evident in health and relationships demonstrating the holistic impact of the support provided by partners. These outcomes highlight the strength of Whiria Ngā Hua and its impact across whānau and hāpori within Te Pae Herenga o Tāmaki.

“Whānau experiencing financial strain often face barriers that limit their tamariki and rangatahi from fully participating in education, activities, sports, and community events. These barriers can affect their ability to make meaningful connections, identify their unique strengths, and nurture their long-term aspirations. The Māori Learners Fund is designed to alleviate these pressures by providing accessible support that enables tamariki Māori and their whānau to engage confidently and fully in opportunities that foster growth, development, and long-term success”

— Te Puna Hauora o Te Raki Paewhenua

Tōia Ki Uta Expo

The Tōia Ki Uta Expo, delivered in partnership with Te Pae Herenga o Tāmaki, successfully brought together communities, businesses, funders, and educational institutions in a powerful celebration of Māori innovation and leadership. The event celebrated collective initiatives such as Wai- Hihiri, Thrive, He Poutama Rangatahi, and MTTF, showcasing a vibrant ecosystem of education, employment, and enterprise pathways.

Emerging from the expo included the strength of collaboration, the importance of culturally grounded innovation, and the rising momentum of Māori-led solutions. Interactive programmes and strong industry engagement fostered meaningful connections, while honouring cultural expression throughout the day reinforced a deep sense of identity and pride.

Above all, Tōia Ki Uta demonstrated the collective capability and vision of Māori leadership in action—offering a compelling glimpse into the future of Māori success and self-determination.



Wai- Hihiri & Thrive

Kaiārahi Kōrero

“This kaupapa enabled us to strengthen our organisation's external relationships, helping taurira grow their skills and confidence in supportive environments, leading to better engagement and outcomes for whānau.”

— Kaiārahi, Papakura Marae

Programme Reflections

Over the past year, Wai- Hihiri and Thrive have worked together to create meaningful opportunities for Rangatahi across Tāmaki Makaurau. The partnership has supported education, employment, and personal development pathways through tailored programmes and strong community connections. Together, we've helped build confidence, capability, and brighter futures for young whānau.

Across Te Pae Herenga o Tāmaki, partners have driven a powerful shift, mobilising deep community roots and cultural wisdom to create lasting impact for whānau. Drawing on strong local relationships, partners co-designed innovative, community-led solutions that opened genuine pathways into education, apprenticeships, and employment. Whether through peer-led initiatives, onsite expos, or wānanga, each approach reflected the strength and insight of local leadership.

What truly set this work apart was the unwavering commitment to Kaupapa Māori values. Providers created spaces where rangatahi felt seen, valued, and supported, cultivating identity, confidence, and aspiration. Wraparound support tailored to whānau needs like transport, mentoring, literacy support, and even barbering kits removed barriers and created fertile ground for long-term engagement.

With the flexibility to adapt delivery to their communities, TPhoT partners showed agility, responsiveness, and deep care. The result? High employment outcomes, thriving educational engagement, and renewed belief in the potential of whānau-led transformation.

Together, these efforts reflect not just a series of services, but a coordinated movement, one that centres whānau, uplifts identity, and accelerates momentum towards a stronger, more connected future)



IronMāori

IronMāori was a powerful celebration of unity, wellbeing, and shared purpose for Te Pae Herenga o Tāmaki. For the first time, multiple teams made up of Kaiārahi, Kaiwhakahaere, CEOs, and whānau stood side by side competing, encouraging, and representing the Collective with pride.

This milestone event deepened relationships across Te Pae Herenga O Tāmaki, fostering a stronger sense of whanaungatanga and collective identity. Through shared challenge and friendly competition, our Collective declared its commitment to hauora, showing that wellbeing is strengthened when we move together.

The success of IronMāori has affirmed Te Pae Herenga o Tāmaki's commitment to continuing its support and sponsorship in future years, ensuring the kaupapa of collective wellbeing and partnership continues to thrive both on the course and in our communities.

"Kia kaha, e te whānau! Iron Māori is more than just a race, it's about hauora, whakapapa, and wairua. Every step you take, every stroke you swim, every pedal you push is a tohu of your strength, your resilience, and your commitment to your own well-being"

Kaiārahi

Kaiārahi are the way finders for whānau on their journey. They support whānau to identify aspirations, and develop plans, navigating them on their journey to achieve short, medium and long-term outcomes. Across the region, Kaiārahi are embedded in their community and have relationships with, knowledge of, and access to, diverse and wide-ranging support mechanisms for whānau.

Whānau Direct

Empowering Māori Whānau to Thrive

This year has seen the powerful impact of Whānau Direct in helping Māori whānau achieve their goals. With strong alignment between planned and achieved outcomes, it's clear that when whānau are supported with the right resources, they flourish.

Whānau Direct enabled real progress in education, health, home stability, and relationships, meeting immediate needs while also strengthening long-term whānau wellbeing. The fund's flexibility meant whānau could act on what mattered most to them, in ways that honoured their values and aspirations.

"More than funding, Whānau Direct is a catalyst for confidence, connection, and self-determination, proving that whānau-led solutions work"

Ngā Tini Whetū

Whānau Story

When Māmā first connected with Ngā Tini Whetū, she was in survival mode—navigating immense challenges including the uplift of her eldest child, neighbour harassment, violence, addiction, anger, criminal convictions, and financial hardship. But with the support of her Kaiārahi and grounded in the values of Marae Ora—karakia, tikanga, whanaungatanga, manaakitanga, kanohi kitea, wānanga, and marae-based connection—she began to rediscover her inner strength and reclaim her future.

Together, they created a whānau plan anchored in her own words and aspirations:

- "Being a woman, you'd look up to"
- "A happy, healthy family"
- "Getting married"

She led the journey—choosing her priorities and setting the pace. With access to Te Kete Oranga and He Kāinga Haumarū, she was empowered to make lasting, transformative changes. Her confidence grew, her home became a safer space for her tamariki, and she reconnected with her identity, purpose, and sense of mana.

Now 34, with three tamariki aged six, four, and two, Māmā is living her vision of "breaking cycles." Her journey is a powerful example of whānau-led, tikanga-based transformation—restoring mana motuhake and highlighting the strength of integrated Marae and Whānau Ora approaches in action.

Kaiārahi Kōrero

As the Kaiārahi for Ngā Tini Whetū ki Manurewa Marae, it's been an absolute privilege to walk alongside our māmā and witness the growth, courage, and connection they've nurtured over the past six months.

One of the things I've enjoyed most is learning with them — sharing knowledge, experiences, and whakaaro in a space that values both individual and collective journeys.

"This role is close to my heart, having once been a new, single mum myself, I know the power of support. Being able to give that same awahi back is something I hold with deep gratitude."

— Kaiārahi, Manurewa Marae

Kaiwhakahaere Reflections

Ngā Tini Whetū began quietly, grounded in care, not noise, gently weaving its way into the lives of whānau where it was most needed. It grew slowly, like a seed planted in the soil of whakapapa, nurtured by aroha and the deep understanding that our whānau deserve more than just services. They deserve to be held.

What began as a vision to uplift māmā and pēpi in their most vulnerable moments has become a powerful movement of reconnection, healing, and hope.

Over time, the kaupapa has evolved through kōrero and Kotahitanga, shaped by the voices of māmā, the stories of whānau, and the wisdom of our Kaiārahi who walk alongside them. It's not a one-size-fits-all approach. It responds to the unique shape of each whānau's needs, their dreams, and their healing. The programme has become a vessel for

transformation, not just ticking boxes, but truly wrapping around our māmā and their tamariki with compassion and care.

Ngā Tini Whetū is more than just a commissioned programme, it's a lifeline, a village, a safe place to land. It walks alongside māmā, pāpā, pēpi, and the wider whānau through the most tender and transformative time: the first 1,000 days of life.

It's grounded in Te Ao Māori, in aroha and whanaungatanga, and in the belief that every whānau deserves to feel seen, heard, and supported. For many māmā, NTW is the first time someone has asked them about their dreams and really meant it.

As a māmā myself, there are moments when I read or hear these stories and feel a lump in my throat. I remember what it was like to do it alone, to carry the load silently. I often think about how I wish I had something like this when I was having babies. That's why this kaupapa matters so deeply. It reminds us that when māmā are uplifted, pēpi thrive.

"I feel deeply moved by this kaupapa, the kind of space where you're not judged, where you're embraced, where the wellbeing of your tamariki is lifted by the wellbeing of you. Ngā Tini Whetū gives our whānau what so many of us longed for, hononga, manaakitanga from a gentle hand to walk beside us through it all. This kaupapa changes lives. Quietly, powerfully, and with so much aroha"

— Jo Gallagher, Kaiwhakahaere

Whānau Wellness – Vaccination & Hauora

Whānau Wellness kaupapa across TPHoT demonstrated the strength of collective action, mobilising at scale to keep whānau safe and connected to Kaupapa Māori care.

Closing Reflections

"Te Pae Herenga o Tāmaki, collectively formed for Māori, by Māori to enhance sustainable, transformational whānau change. The vision for the collective backbone is guided by the compass of whānau story and aspirations, future proofing the legacy of our tūpuna, on whose great shoulders we stand. Each quarter has been defined by the collective goals of Te Pae Herenga o Tāmaki and endorsed by the commitment of the backbone to enable the transition from languishing to flourishing"



6.0

Mana Māori

Mana Māori is the third of the Strategic Aims of Te Whānau o Waipareira.

Mana Māori speaks to tino rangatiratanga — Māori authority, identity, and leadership. This objective is about ensuring Māori worldviews, reo, tikanga, and mātauranga guide everything we do. It affirms the right of whānau to define their own futures, to see themselves reflected in the services they receive, and to have their mana upheld in every interaction.

The Mana Māori section of the annual report reflects how Waipareira asserts Māori leadership and authority — embedding kaupapa Māori practice across our organisation, advancing Māori data sovereignty, and advocating nationally for the rights and aspirations of urban Māori communities.





He Maimai Aroha mō Kahurangi Iritana Tāwhiwhirangi

Kōkiritia i roto i te kotahitanga – progressively acting in unity – has always been the kaupapa that binds our Waipareira whānau. Central to this ethos is Hapori Momoho – our desire to support the development of thriving communities. As we reflect on our past year, we pause to honour a woman whose life embodied that whakataukī, and the principles that guide us.

Iritana was a guiding light, a voice of wisdom, a constant source of challenge and inspiration. To her nephew, our CEO John Tamihere, she was – in his words – “always giving me advice I didn’t need” yet always standing beside him, steady and true.

Her own acknowledgement to Waipareira was simple, yet profound:

“My tribute to Waipareira is to say thank you for accommodating our whānau. Waipareira can pull families together and give them purpose and hope.”

That was her legacy. She pulled us together, gave us hope, demanded that we believe in ourselves, and insisted that whānau knew best what they needed. She built movements, nurtured generations, and carved out pathways of transformation for Māori across the motu. She nurtured the capacity and the conditions for our whānau, and therefore, our communities to thrive

It was through Te Kōhanga Reo that Dame Iritana’s vision took root most powerfully. From the opening of the first centre in 1982, she carried the kaupapa across Aotearoa, mobilising whānau to reclaim the reo and ensure it was carried in the mouths of our tamariki. Under her leadership, hundreds of kōhanga were established, sparking a movement that has transformed not only education, but the very identity of Māori in modern Aotearoa. The “Kōhanga Generation” she nurtured are now leaders in Parliament, boardrooms, universities, and hapori across the motu. Her relentless effort ensured that Te Reo Māori would flourish, and that tamariki Māori would grow strong in their identity.

Her achievements were many. She was a life member of the Māori Women’s Welfare League, a Companion of the New Zealand Order of Merit, and in 2009 she was made a Dame Companion for her services to Māori education. In 2007, she was awarded an Honorary Doctor of Literature from Victoria University of Wellington.

Iritana’s contributions to the Waitangi Tribunal findings on Oranga Tamariki, alongside other governance roles, reflected her unwavering dedication to the kaupapa of whānau-led solutions and self-determination. These commitments were an extension of her lifelong belief that whānau held the answers to their own futures, and that the role of leaders was to empower and enable them to act.

As John Tamihere reflected:

Aunty Iri, singularly, has had the greatest positive impact on Māori education outcomes over the last 60 years. Her relentless, tireless effort in advancing Kōhanga Reo laid the platform for wave after wave of Māori graduates, leaders, and decision-makers. Her fingerprints are on our liberation story, believing in our own Māori selves. Te Riringi Roimata a Hikurangi – her mountain grieves for her.

For us at Waipareira, and for all of Aotearoa, the loss is immense. Her voice has stilled, her sun has set, but her legacy continues to shine across generations. She challenged the status quo, demanded the best of us, and gave her life so that whānau, and their contribution to our communities could flourish, reo could live, and our people could determine their own futures.

E kui, moe mai rā. Haere ki tua o te ārai, ki ō tūpuna e tatari ana ki a koe. Haere ki ngā ringa aroha o tō hoa rangatira me ā kōrua tamariki. Kua mutu ngā mahi nui i tēnei ao, engari ka kore rawa e mutu tō mana, tō wairua, me tō taonga tuku iho mō tātou katoa.

Moe mai, moe mai, moe mai rā.

Dame Iritana Tāwhiwhirangi
Ngāti Porou, Ngāti Kahungunu
(1929 – 2025)



Mana Māori: Advocacy, Influence & Oversight

"He aha te mea nui o te ao?
He tāngata, he tāngata, he tāngata."

At Te Whānau o Waipareira, every decision, act of advocacy, and response to scrutiny is grounded in this truth: our whānau are at the centre of all we do, and the mana Māori of our communities guides every action.

We carry on the legacy of our māreikura, standing at the intersection of service and advocacy. We challenge inequity, advance Māori solutions, and uphold tino rangatiratanga. With that leadership comes scrutiny.

Throughout this past year Waipareira continued to meet the highest standards of accountability while navigating a number of external reviews and investigations. These included:

- Charities Services Investigation** – The Department of Internal Affairs continued a long-running review of historic loans and donations. The loans were fully repaid in May 2023, and Waipareira has since ceased any such activity. Despite this, Charities Services referred the matter to the Charities Registration Board in July 2024.
- Charities Registration Board Proceedings** – In late 2024, the Board signalled its intention to deregister Waipareira. We consider this an unjustified action and filed a judicial review in 2025. The case was heard in May, with a ruling pending. Until then, Waipareira continues to operate as a registered charity, serving thousands of whānau across Tāmaki Makaurau.

- Independent Audit** – Independent auditors once again issued unmodified opinions, affirming the accuracy and reliability of Waipareira's accounts. This provides assurance to funders, partners, and whānau alike.
- Sector Oversight** – Broader investigations relating to data use during the 2023 election, led by Statistics New Zealand, the Privacy Commissioner, and Police, remain ongoing. Waipareira is cooperating fully with these processes.

We acknowledge these reviews openly. They test our systems, but they also highlight our resilience. They do not diminish our focus: advocating for urban Māori, protecting Te Tiriti, and advancing wellbeing for whānau. As John Tamihere reflected, "We do not just endure scrutiny – we are strengthened by it."



Spotlight on Advocacy: Hīkoi mō Te Tiriti

One of the defining moments of the year was the Hīkoi mō Te Tiriti to Parliament, collective assertion of Māori mana and tino rangatiratanga. Waipareira kaumātua, trustees, staff, and whānau stood alongside thousands of others in Wellington to oppose the proposed Treaty Principles Bill, championing Toi Te Tiriti – the expression of Māori rights, authority, and responsibilities under Te Tiriti o Waitangi.

Standing Strong

Our delegation included senior leadership, kaumātua rōpū members, frontline staff, and rangatahi. Their collective presence was a powerful statement: Te Tiriti o Waitangi is not up for negotiation. As one kaumātua reflected, "To march is to uphold the mana of our tīpuna and the hopes of our mokopuna."

Health & Wellbeing Support

Beyond marching, Waipareira ensured participants were safe, cared for, and empowered. Guided by manaakitanga and mātauranga Māori, our mobile health team provided:

On-site health checks (blood pressure, blood sugar, respiratory assessments).

Rongoā Māori and mirimiri support, grounding participants in tikanga and reinforcing mana Māori throughout a demanding day.

Mobile clinical support, with nurses and kaiāwhina on hand for emergencies.

Water, kai, and shelter stations, coordinated to keep kaumātua, tamariki, and whānau safe and nourished.

Counselling and wellbeing support, giving whānau a space to process the emotional weight of the kaupapa.

A rangatahi participant reflected: "This was my first hīkoi. Waipareira made sure I was safe, cared for, and heard."

Advocacy in Action

The hīkoi demonstrated that advocacy and care are inseparable: standing for whānau means protecting their wellbeing every step of the way. Waipareira ensured urban Māori voices were visible and influential at the national level, demonstrating leadership that honours mana Māori, kaitiakitanga, and tino rangatiratanga.

Through the hīkoi, Waipareira showed that leadership is not only about policy and presence, but about embedding cultural authority, health, and empowerment into every action, enabling whānau, rangatahi, and kaumātua to participate safely while asserting their rights and voices.

Through scrutiny, audits, hīkoi, and forums both local and international, Waipareira continues to lead. We remain:

- Transparent and accountable in all reporting.
- Unapologetic in our defence of Te Tiriti o Waitangi.
- Committed to embedding health and wellbeing support in every expression of advocacy.

At Waipareira, we do not just march – we manaaki. We do not just respond – we lead. And we do not just endure scrutiny – we use it to strengthen our resolve to stand for our whānau.

Through oversight, through the hīkoi, and through service, Waipareira continues to lead with integrity, ensuring urban Māori voices are strong, heard, and respected – and that their mana Māori is upheld in every forum.



Ā Tātou Kaimahi

Celebrating the Kaimahi of Te Whānau O Waipareira

Overview

Our kaimahi are the heartbeat of Waipareira. This year we grew to **202 employees**, a diverse and talented workforce representing the strength and breadth of our community. With an average age of **42 years** and an average length of service of **4.3 years**, our team blends fresh energy with deep institutional knowledge.

Our Kaimahi

By Gender

Female:	150
Male:	51
Gender diverse:	1

By Age

18–24 years:	15
25–44 years:	104
45–64 years:	75
65+ years:	8

By Ethnicity

Māori:	128
Pacific Peoples:	40
Asian:	17
European:	16
MELAA:	1

By Length of Service

0–5 years:	148
5–10 years:	25
10–15 years:	14
15–20 years:	11
20+ years:	4



Kaimahi Achievements & Qualifications

This year Waipareira kaimahi achieved a remarkable range of qualifications across undergraduate, postgraduate, and specialist programmes. These successes highlight a culture of lifelong learning and collective growth, strengthening the services we provide to whānau.



Highlights include:

- **Microcredentials.** Waipareira kaimahi were part of the first cohort to earn Wai-Tech's new micro-credentials.
- **Social Work** – kaimahi completed Bachelor of Social Work and Postgraduate Certificates in Professional Supervision.
- **Nursing** – nurse prescribing qualifications underway and NZ Nursing Registration achieved by kaimahi.
- **Management & Leadership** – completions in Masters of Applied Management and Diplomas in Leadership & Management.
- **Technology & Systems** – Masters of Technological Futures strengthening Waipareira's ability to innovate and adapt.

Together, these achievements represent not only personal milestones but collective gains, equipping Waipareira to keep moving forward with confidence.

These new qualifications add to the already strong capability base across our workforce. As of 2024/25, Waipareira kaimahi collectively hold tertiary qualifications across a broad spectrum of disciplines:

This depth of learning and expertise strengthens every aspect of our mahi, ensuring that whānau receive services underpinned by both lived experience and academic excellence.

Spotlight on Kaimahi Achievement: Anupama Wijesundara

This year, Te Whānau o Waipareira celebrates the achievements of Anupama (Anu) Wijesundara, who has completed both his Masters of Applied Management with Te Pūkenga and Masters of Technological Futures at academyEX. These milestones continue a journey defined by growth, resilience, and a determination to create smarter systems that better serve kaimahi and whānau.

Anupama began his career with Waipareira more than a decade ago as a Registered Social Worker, working alongside rangatahi and their whānau. These experiences grounded him in the realities of frontline mahi, shaping his commitment to ensuring services truly reflect the needs of our people. As he transitioned into analytical and leadership roles, Anu stayed connected to kaimahi, gaining his Postgraduate Certificate in Professional Supervision so he could continue to support and guide frontline delivery.

During the COVID-19 pandemic, Anupama stepped into a critical role as Operations Manager at CBAC, helping coordinate Waipareira's testing and vaccination response. This experience reinforced his ability to bridge strategy, systems, and frontline realities at a time when whānau most needed support.

What has consistently motivated Anu is tackling the hidden barriers caused by data silos, fragmented software, and poor system integration. His research highlights how these issues undermine service delivery and collaboration, reinforcing his vision for positive, human-centred and integrated systems that streamline frontline work while also strengthening how we tell the story of change for whānau.

Today, as Data Analytics Lead in the Data & Insights Team, Anupama combines academic expertise with lived frontline insight to drive innovation across Waipareira. His achievements are both personal milestones and collective gains, equipping our organisation to keep pushing boundaries and creating smarter, more connected solutions for whānau.





Growing the Capability of Te Whānau o Waipareira

Whānau Ora Diploma

This year, a number of Waipareira kaimahi proudly completed their Whānau Ora Diploma, a qualification designed to strengthen Kaupapa Māori approaches and whānau-centred practice. This programme equips kaimahi with practical skills and theoretical foundations to walk alongside whānau in their journey toward wellbeing and self-determination.

For the graduates, this marks a significant milestone — affirming their commitment to Whānau Ora values and deepening their ability to empower whānau to define and achieve their own aspirations. For Waipareira, it represents an investment in a workforce that carries the kaupapa forward with strength and confidence.

Social Value Training

This year, a significant proportion of Waipareira kaimahi completed Level 1 Social Value Accreditation. This achievement is more than just a qualification — it equips our people with the tools to measure, evaluate, and tell the story of impact for whānau in ways that resonate with funders, partners, and our own communities.

For kaimahi, it means new skills in capturing the value of their mahi, embedding accountability, and strengthening evidence-based practice. For Waipareira, it enhances our ability to demonstrate outcomes and advocate strongly for the needs of whānau across Tāmaki Makaurau.

Whanaungatanga and Kaitiakitanga Microcredentials

Waipareira Kaimahi were amongst the first cohort to achieve Whanaungatanga and Kaitiakitanga Microcredentials through Wai-Tech. These short, targeted programmes provided kaimahi with bite-sized professional development opportunities that strengthened job-focused skills. They offered our kaimahi practical, accessible learning, directly aligned to the everyday realities of their mahi; supporting both personal growth and organisational capability.

Closing Reflection

Investing in our kaimahi is investing in the future of Waipareira and the future of whānau. From formal qualifications to kaupapa-based training, each achievement builds the capability, confidence, and resilience of our workforce. These milestones reflect not just individual success but the collective strength of our organisation — a whānau of kaimahi committed to leading change, breaking barriers, and walking alongside our people every step of the way.

8.0

Ngā Tahu o Waipareira

Enduring partnerships that fuel the flames of transformation

Ngā Tahu literally means “the partners”, also evoking the flames that give warmth and light. This speaks to the enduring partnerships that fuel transformation, recognising that whānau change is strengthened through collective effort and trusted relationships.

The Ngā Tahu o Waipareira section of the annual report highlights our connections with **Hāpai Te Hauora**, advancing Māori public health; **the Whānau Ora Commissioning Agency**, resourcing collective impact nationally; **NUMA**, uniting urban Māori authorities; **Hoani Waititi Marae**, our tūrangawaewae and cultural anchor; **Waitech**, creating pathways through education and training; and **Social Value Aotearoa**, building evidence and practice to demonstrate the impact of kaupapa Māori solutions.

Together, these partnerships carry the flame of transformation, sustaining our kaupapa and strengthening whānau across Tāmaki Makaurau and beyond.





Hoani Waititi Marae

Hoani Waititi Marae continues to beat as the spiritual and cultural heart of our people within Te Whānau o Waipareira and across the rohe of Te Wao-nui-a-Tiriwa. Since its opening in 1980, the marae has upheld the vision of our tūpuna: to create a centre of excellence for Māori language, culture, and practices. It remains the central heartbeat of Waititanga – a place where whānau, hapū, and iwi gather, celebrate, and strengthen their identity.

Honouring Whakapapa and Whanaungatanga

The foundation of Hoani Waititi Marae is inseparably woven with Te Whānau o Waipareira and the wider Māori community. This enduring relationship ensures that the marae is not just a whare tūpuna, but the pou tokomanawa of Māori cultural expression in West Auckland.

Waipareira provides the broad urban whānau base, while the marae gives that whānau a cultural and spiritual home. In unity, they embody mana motuhake, kotahitanga, and the living expression of Waititanga.

Milestones 2024–2025

The past year has been one of transformation, renewal, and momentum, shared across both the marae and Te Whānau o Waipareira:

- **45 Years of Hoani Waititi Marae:** In 2025, the marae marks 45 years since its opening, a milestone that honours the vision of the founding leaders of both Waipareira and the marae. Their courage and foresight ensured that Te Reo Māori and tikanga could flourish in Te Wao-nui-a-Tiriwa.
- **40 Years of Te Kura Kaupapa Māori o Hoani Waititi:** The marae celebrates four decades of Aotearoa's first kura Kaupapa Māori, opened in 1985 on marae grounds. This kura, born of Waipareira whānau dreams and marae kaumātua guidance, became the blueprint for Kaupapa Māori education nationwide.
- **Whakawhanaungatanga and Kaupapa:** In January 2024, the marae hosted Waitangi @ Waititi, attracting thousands of whānau to celebrate Te Tiriti o Waitangi. This kaupapa reflected the unity of Waipareira and the marae in bringing people together across generations.
- **Infrastructure Renewal – Te Aroha Wharekai:** A key project in 2025 is the renovation of Te Aroha Wharekai. For both marae and Waipareira, this whare kai will be central to hosting tangihanga, hui, and whānau gatherings that embody manaakitanga and kotahitanga.
- **Cultural Restoration – Ngā Tūmanako Carvings:** The restoration of the Ngā Tūmanako carvings has breathed new life into the spiritual taonga of the marae. For Waipareira whānau, these whakairo are living symbols of whakapapa, aspirations, and the enduring strength of the urban Māori movement.
- **Leadership and Governance:** The Hoani Waititi Marae Trust, in alignment with Waipareira leadership, has reaffirmed its kaupapa of mana whakahaere and mana motuhake. This ensures both governance entities continue to complement and strengthen each other.

A Living Legacy

Hoani Waititi Marae is more than a building – it is a living taonga carried by both Te Whānau o Waipareira and the descendants of Te Wao-nui-a-Tiriwa.

In 2025, as we celebrate 45 years of the marae, 40 years of the kura kaupapa, the renovation of Te Aroha Wharekai, and the restoration of Ngā Tūmanako carvings, we reaffirm the unity of Waipareira and the marae.

Together, they honour the past, strengthen the present, and chart a future where te reo Māori, tikanga, and Kaupapa Māori leadership continue to thrive for generations to come.

Te Waitere Jason Paahi
Rereahu ki Maniapoto
General Manager
Hoani Waititi Marae



Wai-Tech

The Whakapapa of Wai-Tech

WaiTech Training was established in 1987 as the training and employment arm of Te Whānau o Waipareira. In 1992, WaiTech became a registered Private Training Establishment (PTE) and in 1994 gained programme approval and accreditation to deliver NZQA unit standards and qualifications.

In 2012, Waipareira identified a significant skills gap among frontline Kaiārahi working within whānau-centred service delivery. Recognising the need for structured and culturally grounded professional development, WaiTech responded by transitioning its focus to deliver the Diploma in Whānau Ora. This qualification was tailored specifically to equip Kaiārahi with the competencies required to effectively support whānau aspirations in social, health, and education systems. The programme became the cornerstone of professional development for Waipareira's frontline workforce.

In 2015, WaiTech expanded the delivery of the Diploma in Whānau Ora (Level 5) to include partners of the Whānau Ora Commissioning Agency (WOCA) across Te Ika-a-Māui (North Island). This enduring partnership has empowered kaimahi to grow their skills, strengthen whānau capability, and contribute meaningfully to their communities. WaiTech is deeply grateful for the trust placed in us and looks forward to continuing this shared journey of transformation and success. We also acknowledge and celebrate the hundreds of ākonga who successfully graduated during this time, reflecting the collective effort and commitment of the partners, their kaimahi and WaiTech.

2024 Enrolments

During 2024, WaiTech delivered the following programme:

- New Zealand Diploma in Whānau Ora (Level 5)
- Kaitiakitanga Micro-Credential (pilot programme)
- Whanaungatanga Micro-Credential (pilot programme)

Enrolments for our programmes came from across the country.

2024 Funding

WaiTech's programmes receive funding support from the Tertiary Education Commission (TEC) alongside student tuition fees, which were fully covered through their organisations. This approach ensures that learners can access quality education without the barrier of upfront costs. The TEC operates on a calendar-year cycle, running from January to December, which applies to both the allocation of funding and the measurement of provider performance against agreed outcomes.



Class Of 2024 Graduates

The 2024 cohort saw a total of 118 ākonga successfully graduate, each achieving a recognised qualification.

Congratulations to the 2024 graduates of the New Zealand Diploma in Whānau Ora (Level 5)

2024 marked the first year of delivery for our new micro-credentials. Developed in Whanaungatanga and Kaitiakitanga, these short, targeted programmes were designed to provide bite-sized professional development opportunities that are directly aligned with specific workplace and job-focused skills.

Congratulations to the graduates of the Kaitiakitanga and Whanaungatanga Micro-Credentials

Pania Te Aonui
Director Wai-Tech



Annie Hawaikirangi 2024 Valedictorian

At this year's graduation, we were honoured to celebrate **Annie Hawaikirangi** as our 2024 Valedictorian. A woman of resilience, inspiration and mauri, Annie shared a heartfelt kōrero that spoke to the journey of the graduates, the challenges overcome, and the kaupapa that will continue to guide them forward.

Annie described the year of study as both smooth sailing and stormy seas, where balancing whānau, mahi and learning often tested her strength. "For me," she said, "rocking my own boat with self-doubt and limiting beliefs." But standing before her peers as a graduate, she reminded them that they are no longer just students who completed a tohu. "We are navigators equipped with the stars of knowledge to now guide our whānau out of their uncharted territories – never the lifeboat, we are the lighthouse and so our journey really begins."

Her reflections were framed around three themes: **Resilience, Inspiration and Mauri – Life Force.**

Annie spoke movingly of losing her voice as a child after her father's passing, and how a single teacher helped her find it again. That experience shaped her life purpose: "Today my voice is advocating for those that cannot speak for themselves. The lesson of seeing beyond the obvious, recognizing the silent struggles of our whānau, and standing alongside them as they rediscover their strength and uphold their mana."

She also paid tribute to the many heroes in her whānau who inspired her to push boundaries – from her Nanny's card table grit to her mother's sharp instincts, to her father's rule on the tennis court: "Look like a girl but hit like a boy." Whether on the professional beach volleyball circuit, competing in national tennis, or working as a Les Mills international presenter, Annie always carried that inspiration forward.

But it was Whānau Ora that called her home. "The spandex turned into 100% cotton, a forest green t-shirt with 'Proud to be Māori'." From delivering kai parcels and checking on whānau after Cyclone Gabrielle, to rolling up her sleeves on the BBQ, Annie embraced the mahi of service.

Most recently, Annie represented Aotearoa in Peru at the Pickleball World Cup – a feat achieved despite burnout and immense challenges. "Burning the candle at both ends took its toll... what kept me moving forward was remembering where I came from, karakia to reconnect my purpose and hone into the wisdom of those before us."

In her address, Annie left graduates with three key lessons:

1. **Resilience is built through adversity – setbacks are comebacks.**
2. **Our whānau are our greatest strength – nothing is achieved alone, no whānau gets left behind.**
3. **It is an honour to do this mahi – kōkiritia i roto i te kotahitanga, for a bright pathway for our people.**

Annie's kōrero paid deep tribute to her whānau, mentors, her fellow graduates, and especially her brother Pierre: "Where cancer doesn't limit your aspirations and so this day I dedicate to you, we are a force in one."

As Valedictorian, Annie captured the heart of what it means to be a Whānau Ora practitioner: proud, unapologetically Māori, carrying forward the collective strength of the people. "We did it, we're not done, we have only just begun – whānau here we come – tīmata!"



Spotlight on a Decade of Dedication: Celebrating Dr. Donna Mariana Morrison

For the past ten years, one of the most familiar and respected faces at WaiTech has been that of our Kaiako, who recently closed a remarkable chapter with us. From her very first steps into the world of Whānau Ora education, to guiding hundreds of navigators towards their qualifications, her journey is one of passion, purpose, and unwavering belief in people.

A Journey into Teaching

Like many members of Te Whānau o Waipareira, her time with the organisation began not in the classroom but in Funding and Contracting. It was only later that she moved into teaching at WaiTech, a transition that, in hindsight, seemed inevitable.

“Teaching is my passion,” she reflected. “Having the privilege to provide workforce development training that led to real qualification achievements was deeply fulfilling.”

Through her role, she was able to listen to and acknowledge the outstanding efforts of Whānau Ora navigators, many of whom were working tirelessly in advocacy for vulnerable whānau. For some, gaining their first tertiary qualification became a reality under her guidance. “Witnessing those ‘magic moments’, seeing them progress in their careers, being shouldertapped by organisations who recognised their worth, and finding confidence in their advocacy was something I’ll never forget.”

Ten Years of Growth

Her decade at WaiTech stretched from 2015–2025, a time in which both she and her students grew together. Each year brought fresh learnings that only strengthened her commitment to flexible, student-centred teaching.

“Helping learners cross the finish line was always my focus,” she explained. “I wanted to meet them where they were, and help them see that their knowledge, their experiences, and their mahi were valuable beyond measure.”

What Makes WaiTech Different

When asked what sets WaiTech apart from other providers, her answer was clear: it was always about the voice of experience over the voice of theory.

Adopting a glass-half-full, strengths-based approach, she encouraged students to draw directly from their mahi to meet academic requirements. This reflective method created opportunities for navigators to refine their practice, while building confidence in their ability to make real-world impact.

“It was a rare and distinctive method of recognition,” she explained. “One that avoided over-reliance on academic research or complex jargon. Comparison is the thief of joy - and I never wanted that for our students. My goal was for them to learn from, and improve, their own practice through self-reflection. I believe that approach contributed to strong retention and completion outcomes.”

Memorable Moments

For her, it was always the people, the taurira, who defined her time as a Kaiako. She recalled countless highlights: the “aha” moments of realisation, the rich kōrero during classroom discussions, and the joy of watching students walk across the graduation stage. Equally memorable, however, were the moments outside the classroom that spoke to the true nature of Whānau Ora.

“I saw time and again how leaders are servers. That was demonstrated most powerfully when navigators provided unwavering support during COVID-19 or mobilised relief after natural disasters. It was courage, humility, and profound commitment to community wellbeing in action. Those moments reinforced for me, the true essence of Whānau Ora: leadership expressed through service, resilience grounded in collective strength, and the enduring capacity of people to rise together in times of need.”

The Impact of Validation

When asked about the impact WaiTech’s Whānau Ora Diploma had on students, she summed it up in one word: validation.

This qualification wasn’t abstract; it was a tangible recognition of the everyday mahi navigators were already doing. “De-escalating stress, supporting whānau from point A to point B, addressing unsafe conditions, strengthening relationships, and securing options that keep whānau in the driver’s seat. These were their lived realities, and those realities became the substance of their academic work.”

She described how every assessment carried authenticity that no Google search could replicate. “Their knowledge was lived, breathed, and proven in practice. Witnessing that was deeply moving. It wasn’t just about students passing courses, it was about Kaimahi standing taller, having their mahi validated, their confidence strengthened, and their voices recognised.”

Passing the Baton

As she steps away from her role, she leaves with deep confidence in the future of the programme, particularly in the capable hands of Rosina Taniwha, WaiTech’s new Academic Manager.

“Rosina is an experienced and astute kaiako who will undoubtedly bring her own unique flavour of excellence to this role. We are all different, and what works for one may work differently for another. My advice for Rosina is simply to keep being herself. WaiTech is fortunate to have her skills and expertise. All she needs is the right resourcing to continue delivering her own brand of magic.”

A Lasting Legacy

Ten years on, her impact is measured not just in qualifications gained but in lives changed. Her teaching validated the everyday mahi of Whānau Ora navigators, turning lived experiences into academic achievement and giving voice to those whose advocacy continues to shape their communities.

Her story is a reminder that the real measure of teaching lies not in textbooks or theories but in the strength, confidence, and mana it helps to unlock in others.

As she passes the baton, she leaves behind a legacy of commitment, compassion, and belief in the power of whānau. And for every navigator who crossed the finish line with her support, the gratitude runs deep.

Social Value Aotearoa

As we approach our 10 year anniversary in June 2025 it is timely to reflect on the growth of the Social Value Aotearoa network and the increasing recognition of social impact measurement across Aotearoa. From our beginnings with a small but committed group of members we have built a thriving national network that is connected globally and continues to influence practice and policy. The past year has been marked by significant milestones in training, membership and capability, building achievements that lay a strong foundation for our next decade.

Expanding Training and Capability

In 2024/25, Social Value Aotearoa delivered an extensive programme of accredited training:

- Five two-day SROI Accredited Practitioner trainings were held across
- Thirteen Level 1 trainings
- Trainings were delivered nationwide in Auckland, Whangārei, Rotorua, Hastings, Wellington, and throughout Aotearoa
- Capability was further strengthened through Kaupapa Māori delivery with five Whānau Ora kaimahi trained as lead trainers (four of whom delivered) and four trained facilitators supporting delivery.

Membership and Network Growth

By 30 June 2025, Social Value Aotearoa's membership continued to grow, during the year a number of members achieved Level 1 certificate, building a strong pipeline of accredited practitioners and embedding shared standards of practice across the network.

National and Global Engagement

Alongside training delivery SVA continued to elevate Aotearoa's perspectives in national and international forums, our members and colleagues showcased indigenous approaches to wellbeing and whānau-centred practice ensuring these voices were heard in global conversations on social impact. Locally hui and collaborative projects reinforced how social value frameworks are influencing funding, service design and policy decisions.

Looking Ahead

Social Value Aotearoa is committed to expanding training pathways, strengthening partnerships and championing social value as a cornerstone of decision making in Aotearoa. A significant milestone in this journey is the planning of our first national conference Investing in Impact to be held in September 2025. This gathering will bring together local and international thought leaders, practitioners and communities to exchange knowledge, celebrate progress and spark new collaborations. It represents both a celebration of a decade of impact and a springboard into the future. Alongside this will provide guidance for the next phase, ensuring that the insights and momentum gained are carried forward as we continue to grow the movement for social value in Aotearoa.

Jo Nicholson
Director Social Value Aotearoa

Hāpai Te Hauora

Mission Oranga Tangata, Oranga Whenua (Healthy Lives, Healthy Environments)

Vision: Advancing Māori wellbeing through innovation and leadership

The Year in Review

From 1 July 2024 to 30 June 2025, Hāpai Te Hauora led Kaupapa Māori public health focused on equity, policy influence, and systems change.

We translate evidence and mātauranga into practical, digestible information for whānau and communities, and into policy advice, prevention campaigns, and services across SUDI prevention, tobacco and vaping, alcohol harm, and gambling harm.

Working with our owner organisations and partner network, we broaden our reach into communities and strengthen access to our kaupapa and services.

Operationally, we anchored our work in the Strategic Outcomes Framework Oranga Whenua, Oranga Tangata and aligned our workforce to embed it. We strengthened policy mahi, deepened community connections through increased communications, and built analytics for clear impact reporting. These shifts help us act faster with communities and stay responsive to emerging needs.

Organisation Projects

We delivered community-led and national initiatives.

- SUDI: Refreshed national safe sleep messaging and launched the SUDI Initiative Grants Fund, supporting projects across Aotearoa.
- FASD clinician training: Developed and delivered Kaupapa Māori-grounded training for clinicians.
- Tobacco and vaping: Progressed Nicotine Free Aotearoa goals by partnering with cessation services, providing community insights to policy and advisory groups, and leading World Smokefree May 2025: That's Us, reaching over one million people organically.
- Civic tools: Submission Builders for the Treaty Principles and Regulatory Standards Bills used by tens of thousands of people.
- Sector leadership: Represented Hāpai at the Oceania Tobacco Control Conference and presented the Dame Tariana Turia Award recognising Indigenous leadership and innovation in tobacco control.

Highlights

A major highlight was our inaugural Oranga Whenua, Oranga Tangata Indigenous Public Health Symposium at Te Papa.

Hundreds of participants gathered for keynotes by Board member John Tamihere accompanied by Awerangi Tamihere (COO, Waipareira Trust), Dr Ihirangi Heke, Tapeta and Annette Wehi, Dr Veronica Tawhai, Te Wehi Wright, and Professor Meihana and Ilane Durie to name a few.

Presentations showcased innovators from:

- Health,
- Education,
- Reo revitalisation,
- Kapa haka, media, and
- Community development.

Kōrero centred on mātauranga Māori, whānau-led solutions, equity, and collective strategy.

Feedback and evaluation described the event as a movement for change, affirming a Māori-led future for public health.

Summary

We look forward to working more closely with our owners, Te Whānau o Waipareira Trust, Te Rūnanga o Ngāti Whātua, and Raukura Hauora o Tainui and with partners across the motu to deepen impact for whānau, community and advance Oranga Whenua, Oranga Tangata.

Jacqui Harema
Ngāpuhi
Chief Executive Officer
Hāpai Te Hauora



Whānau Ora Commissioning Agency

Last year I celebrated the immense impact and importance Te Whānau o Waipareira has had as a champion for Māori and as the pou of for Māori, by Māori, with Māori approaches. Most importantly I paid tribute to the indivisible relationship between the Whānau Ora Commissioning Agency (WOCA) and Waipareira. This year, a year of catastrophic outcomes for WOCA, I amplify this tribute and acknowledge and thank the Board and John Tamihere as CEO for their unwavering commitment to our people.

This year has tested us in ways I could never have imagined. When we were required to tender for the Whānau Ora Contract and then told that the Whānau Ora Commissioning Agency (WOCA) was not successful, I was devastated. The waka that we had carried whānau in had been capsized. The relationships we had nurtured and carefully built over 14 years to support whānau, undermined, and our successes invalidated.

However, in moments like this, I remind myself: leadership takes courage. It is not about paying lip service to Māori aspirations; it is about valuing Māori, making space for different voices, and standing unapologetically for whānau.

Through it all, Te Whānau o Waipareira has stood as our pou. Since 2013 Waipareira has carried the back-office work, the infrastructure, and the expertise that enabled WOCA to thrive. Their existence has been pivotal to our success and to our ability to be ground breakers of authentic Whānau Ora commissioning.

Waipareira has never wavered. Whether in governance, advocacy, or the day-to-day support of our commissioning mahi, they have been steadfast. I pay homage again this year to John Tamihere and the Board for their courage and their refusal to back down when our very existence is being challenged.

Whānau Ora has been a blessing. It has given us strength, a backbone, and a shared vision that Māori have every right to determine our own future in our own country. With Waipareira by our side, we have proved what's possible: from piloting Ngā Tini Whetū with just 10 whānau to now supporting over 700 across Te Ika-a-Māui; from growing the Whānau Ora workforce of the future, to ensuring whānau on the margins are seen, heard, and supported.

The hard mahi lies ahead. But I know that with Waipareira as our partner and pou, our voice will remain loud, our relationships strong, and our kaupapa unshakable. Now, more than ever, we must honour our successes, cherish our relationships, and be brave in upholding our position.

Merepeka Raukawa-Tait

Te Arawa
Chair,
Whānau Ora Commissioning Agency



National Urban Māori Authority



The National Urban Māori Authority (NUMA) is a collective of urban Māori authorities committed to supporting Māori development, wellbeing, and self-determination in Aotearoa's cities. Bringing together organisations such as Te Whānau o Waipareira, Te Kōhao Health, Manukau Urban Māori Authority, and Kōkiri Marae, NUMA provides a united voice for urban Māori and delivers culturally grounded services across health, education, housing, social support, and justice.

At the helm of NUMA, Chair Lady Tureiti Moxon (Te Kōhao Health) continues to provide outstanding leadership, supported by Board members Raymond Hall (Te Whānau o Waipareira), Teresea Olsen (Kōkiri Marae), and Martin Cooper (Manukau Urban Māori Authority). Together, they guide NUMA's strategic direction and ensure the collective remains a strong advocate for urban Māori communities.

Over the past year, NUMA has focused on strengthening whānau success by leveraging its collective expertise and resources to deliver broad, culturally responsive services across the country's urban centres. This includes proactive engagement in national reforms and legislative processes to ensure urban Māori perspectives are heard and acted upon.

In May 2025, NUMA participated in an urgent Waitangi Tribunal hearing, responding to the Crown's withdrawal of key evidence in the Wai 2575 health reforms claim. This advocacy reinforced NUMA's role as a guardian of Māori health rights and Treaty obligations. Similarly, NUMA took a proactive stance on the Māori Wards referendum legislation (passed July 2024), urging retention of urban Māori representation and ensuring community voices continue to shape local democracy.

NUMA also contributed to the 2025 Oranga Tamariki oversight reforms, supporting the introduction of mandatory Treaty knowledge for the Children's Commissioner role, a change that strengthens Māori oversight and accountability in child welfare.

Throughout 2024-25, NUMA has remained steadfast in its mission to safeguard urban Māori interests. By combining the delivery of practical, culturally grounded services with strategic advocacy for equity, representation, and Treaty-aligned governance, NUMA continues to ensure urban Māori communities have both a voice and pathways to meaningful outcomes across Aotearoa's cities.

Lady Tureiti Moxon
Ngāti Pāhauwera,
Ngāti Kahungunu, Kāi Tahu
Chair
National Urban Māori Authority



NATIONAL URBAN MĀORI AUTHORITY



9.0

Ngā Ripōata Pena Putea

Finance Report/
Audited Statements



The following are excerpts from the audited financial report of the Te Whānau O Waipareira Trust Group for the year ended 30 June 2025, which was authorised for issue on 26 September 2025. An unmodified audit opinion was issued on the full financial report on 26 September 2025. The summary financial report was authorised for issue on 26 September 2025 by the Board of Trustees.

The full financial report has been prepared in accordance with generally accepted accounting practice in New Zealand. They comply with Public Benefit Entity Accounting Standards (Not-For-Profit). The Te Whānau O Waipareira Trust is a not for profit public benefit entity.

The summary financial report does not include all the disclosures provided in the full financial report and cannot be expected to provide as complete an understanding as provided by the full financial report. A copy of the full financial report is available from the registered office of the Trust.

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

SUMMARY STATEMENT OF SERVICE PERFORMANCE For the year ended 30 June 2025

Te Whānau o Waipareira Trust Group (Group) exists to empower whānau and advance the aspirations of urban Māori. The Group's purpose is to support, administer, and promote the health, development and prosperity of whānau. We deliver services across justice, social, education, social housing and health sectors, and provide shared back-office services and consulting that strengthen the operations, delivery and impact of these services. All activity is guided by a whānau ora approach, grounded in Kaupapa Maori values and principles. We go about achieving our vision and mission through our three strategic focus areas, which are Korure Whānau (whānau transformation), Hapori Momoho (thriving communities) and Mana Motuhake (urban Māori advancement).

	2025	2024
Korure Whānau - Whānau Transformation		
Number of contracts received	60	63
Number of enrolled taura (learners) in courses	127	75
Number of patients enrolled with Wai Health Clinic	1,087	-
Hapori Momoho - Thriving Communities		
Number of whānau supported for Nga Tini Whetu	190	160
Averaged Number of e medicine prescription processed	2,427,724	2,461,413

The Trust brought the community together through its free community flagship events, Waitangi @ Waititi, Henderson Christmas Parade and Waipareira Māori Rugby Leauge,

Mana Māori - Urban Māori Advancement

In this current year, 370 members achieved level 1 Associate Practitioner certification (2024:48) from 78 organisations (2024:6) demonstrating the expansion of a national movement to value social impact through a Te Ao Maori View.

The group subsidiary, Housing for Social Benefit Limited, advanced our response to housing inequalities. In FY25, it continued negotiation with HUD for 69 subsidised housing unit and 23 affordable rentals. Subsequent to the balance date, it entered into a conditional agreement to acquire a 62-units apartment complex in Avondale.

Judgements in service performance reporting

The Trustees exercise judgement in selecting and presenting service performance information and have chosen to present the information above as it provides the most useful and meaningful information to users of the financial report.

SUMMARY STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE For the Year Ended 30 June 2025

	2025	2024
	\$000	\$000
Total revenue	93,973	85,740
Total expenses	(69,940)	(65,416)
Share of surplus/(loss) of associate	126	276
Surplus	24,159	20,600
Revaluation of land and buildings	(443)	(859)
Total comprehensive revenue and expense for the year	23,716	19,741

SUMMARY STATEMENT OF FINANCIAL POSITION As at 30 June 2025

	2025	2024
	\$	\$
ASSETS		
Cash and cash equivalents	90,197	75,241
Receivables & prepayments	4,978	7,437
Property deposit and bond	6,825	6,825
Property, Plant & Equipment	25,929	26,700
Property development in progress	19,256	10,077
Investments	623	650
Investment property	487	487
Investments in Associates	1,297	1,171
TOTAL ASSETS	149,592	128,588
LIABILITIES		
Accounts Payable and accruals	5,428	5,262
Employee Entitlements	2,657	4,259
Deferred Revenue	9,368	10,328
Funds held for related party activities	4,667	4,983
TOTAL LIABILITIES	22,120	24,832
NET ASSETS	127,472	103,756
EQUITY		
Retained Earnings	127,394	96,466
Assets Revaluation Reserve	78	7,290
	127,472	103,756

Trustee
26 September 2025

Trustee
26 September 2025

SUMMARY STATEMENT STATEMENT OF CHANGES IN EQUITY
 For the Year Ended 30 June 2025

	2025	2024
	\$	\$
Equity at beginning of year	103,756	84,015
Surplus	24,159	20,600
Other comprehensive revenue and expense	(443)	(859)
Equity at end of year	<u>127,472</u>	<u>103,756</u>

SUMMARY STATEMENT OF CASH FLOWS
 For the Year Ended 30 June 2025

	2025	2024
	\$	\$
Net cash flows from operating activities	20,516	22,001
Net cash flows from investing activities	(5,560)	(11,134)
Net increase in cash held	<u>14,956</u>	<u>10,867</u>
Cash at the beginning of the year	75,241	64,374
Cash at the end of the year	<u>90,197</u>	<u>75,241</u>





Independent Auditor's Report

To the trustees of Te Whānau O Waipareira Trust Group

Report on the summary consolidated financial report

Opinion

In our opinion, the accompanying summary consolidated financial report of Te Whānau O Waipareira Trust Group on pages 1 to 3:

- i. have been correctly derived from the audited consolidated financial report for the year ended 30 June 2025; and
- ii. Are a fair summary of the consolidated financial report in accordance with Public Benefit Entity Financial Reporting Standard 43 ('PBE FRS 43') Summary Financial Statements (**PBE FRS 43 Summary Financial Statements**).

The accompanying summary consolidated financial report comprises:

- the summary consolidated statement of financial position as at 30 June 2025;
- the summary consolidated statements of comprehensive revenue and expense, changes in equity and cash flows for the year then ended; and
- the summary consolidated statement of service performance on page 1.

Basis for opinion

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

We are independent of Te Whānau O Waipareira Trust Group in accordance with Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (Including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (**IESBA Code**), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our firm has provided other services to Te Whānau O Waipareira Trust Group in relation to tax consulting services. Subject to certain restrictions, partners and employees of our firm may also deal with Te Whānau O Waipareira Trust Group on normal terms and conditions within the ordinary course of trading activities of the business of Te Whānau O Waipareira Trust Group. These matters have not impaired our independence as auditor of Te Whānau O Waipareira Trust Group.

Summary consolidated financial report

The summary consolidated financial report does not contain all the disclosures required for a full consolidated financial report under PBE FRS 43 Summary Financial Statements. Reading the summary consolidated financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial report of Te Whānau O Waipareira Trust Group and the auditor's report thereon. The summary consolidated financial report and the audited consolidated financial report do not reflect the effects of events that occurred subsequent to the date of our audit report on the consolidated financial report.

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Document classification: KPMG Confidential



Use of this independent auditor's report

This independent auditor's report is made solely to the trustees. 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, none of KPMG, any entities directly or indirectly controlled by KPMG, or any of their respective members or employees, accept or assume any responsibility and deny all liability to anyone other than the trustees for our audit work, this independent auditor's report, or any of the opinions we have formed.

Responsibilities of the trustees for the summary consolidated financial report

consolidated financial report

The trustees, on behalf of Te Whānau O Waipareira Trust Group, are responsible for:

- the preparation and fair presentation of the summary consolidated financial report in accordance with PBE FRS 43 Summary Financial Statements; and
- implementing necessary internal control to enable the preparation of a summary consolidated financial report that is correctly derived from the audited consolidated financial report.

Auditor's responsibilities for the summary consolidated financial report

Our responsibility is to express an opinion on whether the summary consolidated financial report is a fair summary of the audited consolidated financial report based on our procedures, which were conducted in accordance with ISA (NZ) 810 (Revised).

We expressed an unmodified audit opinion on the consolidated financial report in our audit report dated 26 September 2025.

For and on behalf of:

KPMG

Auckland

26 September 2025



