



Mā te Kotahitanga ka ora ai te iwi Partnering for impact

Assessing the partnership impact of Te Hau Ora O Ngāpuhi, Te Taiwhenua O Heretaunga, Te Arawa Lakes and Whakarongorau Aotearoa



August 2022 | kpmg.com/nz

FUELLING PROSPERITY

E whakapono marika ana mātou ko ngā hua ka puta i ā mātou mahi taunaki apataki, ko ngā hua e kaha tautoko, e kaha whakatairanga ana i ngā hiahia o ā mātou apataki, mō te āpōpōtanga o ō tātou hāpori, o Aotearoa whānui, te take.



Tia Ashby - Chief Executive Te Hau Ora O Ngāpuhi, Karen Vercoe – Chief Executive Te Arawa Lakes Trust, Waylyn Tahuri-Whaipakanga – Chief Executive Te Taiwhenua o Heretaunga
c/o Andrew Slater – Chief Executive Whakarongorau Aotearoa/New Zealand Telehealth Services
PO Box 9980
Newmarket
Auckland 1149

8 August 2022

Dear Chief Executives,

Mā te Kotahitanga ka Ora ai te Iwi – Partnering for impact

Thank you for the opportunity to conduct and collate the evaluation of the impact of the partnership to deliver Māori provider contact centres. This report presents our findings from a focussed review of the partnership between: Whakarongorau, Te Hau Ora O Ngāpuhi in Kaikohe Northland, Te Arawa Lakes Trust in Waiariki / Rotorua and Te Taiwhenua o Heretaunga in Hastings.

In this report, we have sought to identify some of the key social and financial impacts that have arisen as a direct result of the partnership in regions that experience high levels of unemployment and health inequity.

As a result of the scale and capability of the National Telehealth Service, there has been an ability to rapidly partner with capable and willing iwi affiliates to deliver telehealth services. Employment and training opportunities have been initiated and are delivering long term benefits for these kamahi/employees, whānau, hapū, iwi and communities.

Furthermore, the collective has been able to leverage their strengths to deliver to Aotearoa/New Zealanders a telehealth service that has reach into and relevance for potentially underserved communities. Aotearoa/New Zealanders can access support from someone who is understanding of their situation, can be trusted, and can effectively communicate with them.

We consider there are insights to be taken from this partnership approach that are applicable to many organisations in Aotearoa seeking to deepen the impact of their commissioning to achieve greater prosperity for all. This is particularly so for those that operate in a context where flexible work opportunities can be regionally distributed.

We would like to pass on our thanks to all of the kaimahi, whānau and stakeholders who shared their insights and perspectives with us during the course of this review. It was extremely rewarding and enriching for us to hear first hand the significant impact your approach has had on your people, their whānau and their communities.

We look forward to meeting with you to discuss our findings.

Ngā mihi,

Tiare Otene
Director, KPMG

Sven Pannell
Partner, KPMG

Inherent Limitations

This report has been prepared in accordance with our Engagement Letter dated 20 April 2022. Unless stated otherwise in the Engagement Letter, this report is not to be shared with third parties. However, we are aware that you may wish to disclose to central agencies and/or relevant Ministers offices elements of any report we provide to you under the terms of this engagement. In this event, we will not require central agencies or relevant Ministers' offices to sign any separate waivers. The services provided under our Engagement Letter have not been undertaken in accordance with any auditing, review or assurance standards. The term "Audit/Review" used in this report does not relate to an Audit/Review as defined under professional assurance standards.

The information presented in this report is based on that made available to us in the course of our work including publicly available information and information provided by Whakarongorau Aotearoa and its iwi-affiliate partners. We have indicated within this report the sources of the information provided. Unless otherwise stated in this report, we have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Services without independently verifying it. No warranty of completeness, accuracy, or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, Whakarongorau Aotearoa or its iwi-affiliate partners, its management, or personnel consulted as part of the process.

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01

Executive summary



Executive summary

During the COVID-19 Pandemic, Whakarongorau Aotearoa/New Zealand Telehealth Services (Whakarongorau) partnered with iwi-affiliate and Māori partners to establish contact centres with Te Hau Ora O Ngāpuhi in Kaikohe Northland, Te Arawa Lakes Trust in Waiariki/ Rotorua, and Te Taiwhenua o Heretaunga in Hastings. This was designed to strengthen the National Telehealth Services, delivered on behalf of the Ministry of Health's response to uplift Māori health.

The strategic partnership with iwi extends the capacity of Whakarongorau to deliver tele health services across Aotearoa-New Zealand in response to the pandemic. This approach has driven better outcomes for users of these services, and in particular for Māori.

This partnership required a major shift in the operating model for Whakarongorau. It required building internal cultural capability and a relationship with iwi-affiliate partners and Māori providers to work together. The partnering decision was deliberate, to address those communities most in need and match front line staff to the customer base to provide targeted services for high priority communities.

Whakarongorau has leveraged the strength of the iwi-affiliate and Māori providers and their ability to reach into communities that experience high levels of unemployment, poor health outcomes and lack the ability to attract capability, to create positive social and economic changes. Including the injection of \$15 million, over the evaluation period, into these local economies and the creation of ~242 jobs

The real success however, is the strength of the relationships between the partners and everyone coming together for a shared purpose - the hauora of all New Zealanders.

Whakarongorau supported the iwi partners to build their own in-house capability and culturally safe working environments, and provide pathways into meaningful employment for their people. The partnership observed tremendous change for individual kaimahi that extended to positive change for their whānau, hāpori, iwi and ultimately to the people they serve every day. This report will draw on Tā Mason Durie's "te whare tapa whā" hauora model to examine some of those benefits resulting from the partnership.

"Mā whero, mā pango ka ora ai te iwi" - By working together, the health of all people will be achieved.

"It has given our community a lot of opportunities and connecting Māori with Māori."

"I feel useful to my whānau and hāpori. Doing what it takes to awahi them in every way I can brings me joy."

"I have worked all my life and this is the only job I've been able to be Māori, think Māori and allowed to focus on Māori and unashamedly provide any resources without a second thought."

"More mahi in the motu should have more iwi mahi together, we benefit together."

Sources: <https://www.health.govt.nz/our-work/populations/māori-health/māori-health-models/māori-health-models-te-whare-tapa-wha>

Overview of the social and economic impacts of the partnership



Mā te mahi tahi ka puta ka ora



Mahi connects whānau to whenua



By Māori for Māori



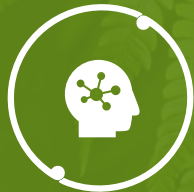
Iwi catalyse on an opportunity to build its own



Māori pathways gives Māori service users more relevant support



Pathways into the workforce



A mana enhancing work environment



Personal growth and skills development



Living wage drives mana and financial stability



Creating meaningful jobs in high unemployment communities matters



Iwi-affiliate partnership delivering above Whakarongorau average quality standards



Flexible work can be better for whānau



Serving people is powerful

Executive summary – impacts for Kaimahi

The employment journey for individual kaimahi resulted in long term sustained impact. The partnership created a pathway into employment, enabling personal growth and the development of new skills which can now be leveraged for future work.

Pathways into the workforce: For many, employment by the iwi-affiliate provider was their first job opportunity. It provided stable work through the uncertainty of COVID-19, and an opportunity to improve the chances of future success, because of the transferable skills they have gained. For some, their employment experience resulted in them dressing differently, speaking differently, and building their confidence.

A Mana enhancing work environment: A unique environment has been created as a result of iwi leading the delivery and having a meaningful purpose associated with working by and for Māori. The ability to build their capability for their people with the support of Whakarongorau is the catalyst for change and has uplifted the mana of the iwi and kaimahi with the important role they play in the community. To be a part of delivering real transformational, inter-generational change has opened the doors wide for other opportunities.

Personal growth and skills development: Kaimahi have developed soft skills and technical skills, particularly around the use of technology. This has led to increased confidence and self-belief. Many kaimahi never believed themselves capable of this kind of work. Kaimahi reflected that their skills will remain in the community, helping to bring about social change and improving social determinants of health.

Living wage drives mana and financial sustainability: All roles are paid at least a living wage. This has motivated kaimahi to build their capability and has had a significant economic impact on their lives outside of work. For some, the living wage has enabled them to get on top of their bills, save, pay down the mortgage, or start looking to buy their first home. Financial stability has resulted in less financial stress, and for some, reduced violence in the home.

Kaimahi (individual employee) journey:



90% of the Te Hau Ora O Ngāpuhi workforce had never been in employment before.

Executive summary – impacts for whānau & community

During workshops and interviews, there was an overwhelming response relating to the positive flow on effect of the mahi for kaimahi, their whānau and the broader community.

Creating meaningful jobs in high unemployment communities matters:

Te Hau Ora o Ngāpuhi has now become the biggest employer in Kaikohe, and employment is a catalyst for change for many whānau. The community, Whakarongorau and Te Hau Ora O Ngāpuhi have developed this together.

Flexible work can be better for Whānau: Due to the nature of the work environment, the opportunity to work flexibly for the first time provided an environment that suited their living conditions. Being able to support their whānau at home and connect with kaupapa outside of work is an important factor for employees, helping them stay committed and in full time employment. Being able to change work hours to suit family arrangements has also enabled parents to spend more time with their children, and those with community commitments to give back to their church and youth groups.

Serving people is powerful: Being of service to their iwi and whānau is an honour. Kaimahi acknowledged that Whakarongorau embraces iwi Māori as the core of hauora, providing staff with a purpose, enabling and motivating them to continue to help and support their own whānau, hapū and iwi.

Mā te mahi tahi ka puta ka ora: Working with their own iwi has encouraged kaimahi to feel they are in it together, and together they all benefit.

“It is great to see so many Māori in my iwi in mahi like this. We are all doing mahi we never thought we could do.” -
Te Hau Ora O Ngāpuhi kaimahi

Being a positive role model in my iwi

Previously, Shane had a long career in transport. Working at Te Arawa Lakes Trust has allowed Shane to be himself, connect with his culture, and give back to his whānau and community. Shane has noticed a change in himself, moving from a masculine ‘truckie’ environment to the call centre, which is much more positive. This has impacted the way Shane treats and communicates with his staff.

The leadership at Te Arawa Lakes is building the confidence of young employees from Shane’s iwi, which aligns with their overarching kaupapa.

Shane is consistently upskilling and training. He is able to continue the learning cycle by sharing his growing skills with local youth as a community youth leader.

Better me, better mum

A mum from Te Arawa previously worked at the local timber mill. She worked long shifts, and was often severely impaired by the toxins on site. The work environment had a negative impact on her whānau when she returned home.

Since working for the call centre, this mum is in a much better place, physically and emotionally. She is able to spend more time with her children and as a result, has a much better relationship with her whānau.

“I am so grateful for my job, I love being here.”

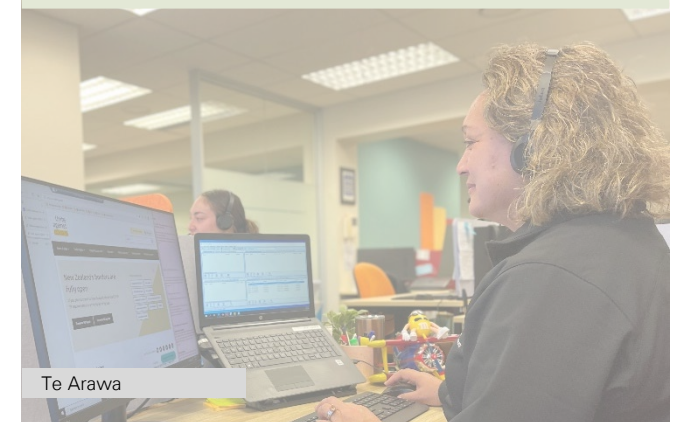
Breaking the mental health cycle

Prior to her employment with Heretaunga, Nga Rongo was on the job seekers benefit, suffering from anxiety and depression after the death of her parents.

Nga Rongo believes this mahi has drastically changed her life by improving her confidence, her mental health and her financial situation:

- Nga Rongo now has the soft skills and confidence to speak to service users and peers without depending on a script.
- She believes the mahi has allowed her to make new friends and break the cycle of her mental health issues, as she now has something to look forward to everyday.
- Nga Rongo is no longer on the job seeker benefit and lives more independently.

This mahi is allowing Nga Rongo to develop and grow, while also having a positive impact in her community.



Te Arawa

Executive summary - impacts for iwi-affiliates

The partnership has also had significant impact on Te Hau Ora O Ngāpuhi, Te Taiwhenua o Heretaunga, and Te Arawa Lakes.

Iwi catalyse on an opportunity to build their own: The iwi affiliates have taken the leadership to engage in a partnership that has brought prosperity to their own. Centred at the heart of the partnership is whānau, the well being of whānau at home and those on the front line taking calls. We heard many examples of whānau feeling empowered because they are able to work with their siblings, cousins, aunties and uncles. In addition, they get to be a part of a bigger picture supporting their communities through the pandemic and beyond.

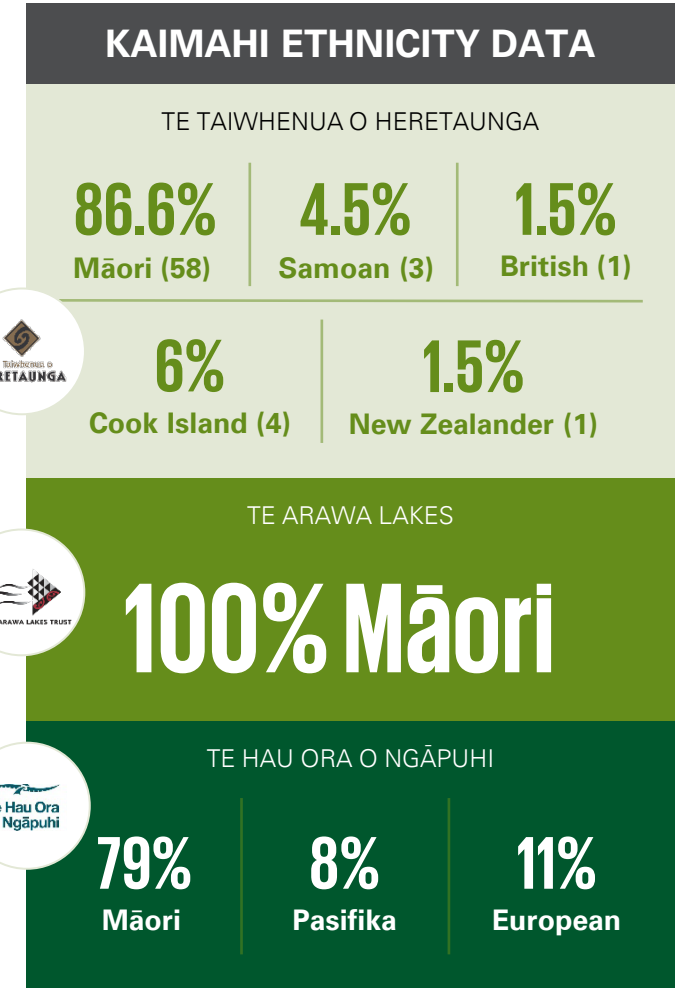
Mahi connects whānau to whenua: Some whānau were happy that they could come home to work for their own iwi, with a desire to 'give back'. People with diverse skill sets were able to bring that to the table, applying their skills to the mahi and growing those around them. This was of significant benefit to the iwi partners, who benefitted from the kaupapa that their kaimahi live to serve their people and give their all.

By Māori for Māori: Iwi partnership has led to a collaboration with other iwi across the country. The ability to work together to improve the quality of the whole service has connected iwi and built stronger relationships. The pandemic environment meant that the delivery and capability needed to move quickly and this was achieved by iwi working together while being supported by Whakarongorau.



“What started as a very nervous time for many of the clients has changed to one of confidence, commitment and pride to be in a role that is benefiting our community every day. As a local Work Broker in this area, my team are thankful Te Hau Ora O Ngāpuhi approached us about help with recruitment because we do struggle to have suitable and sustainable employment opportunities for our people. We do not look at exits off benefit as a saving for MSD but more a ‘win’ they have come off benefit.”

MSD Work Broker, Kaikohe



Executive summary - impacts for service users

Whakarongorau established a Māori pathway to help drive better health outcomes for priority populations. This is a service built around whanaungatanga and focuses on the relationship between the iwi partners and delivering a more relevant service to service users. It is a tailored model that fits a 'traditional' call service centre within an iwi lead kaupapa.

The Māori pathway gives service users the option to speak to a Māori advisor and has seen great success including:

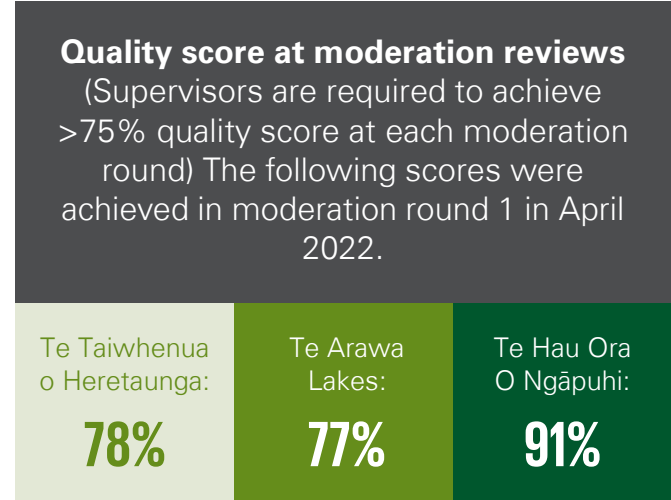
- 14% of whānau vaccine bookings made during an inbound call resulted in multiple bookings (booking more than one other whānau member).
- Māori pathway outbound calls resulted in vaccine bookings 53% of the time, compared to 45% for a general population campaign.
- The Māori pathway had lower average call handling times than any other COVID-19 vaccine pathways.
- Service based on connection and the Māori pathway principles resulted in higher customer satisfaction, with contacts more likely to feel culturally safe and respected, and recommend the service to whānau and friends.

Te Hau Ora O Ngāpuhi, Te Arawa Lakes Trust, and Te Taiwhenua o Heretaunga advisors are delivering above Whakarongorau's average quality standards.

Whakarongorau recently established a performance framework to report on the performance of its COVID-19 service. One of the factors in this framework is performance against quality standards >75%, which Whakarongorau requires of its advisors. In the first moderation round in April this year, the iwi-affiliated partners Te Hau Ora o Ngāpuhi, Te Arawa Lakes Trust, and Te Taiwhenua o Heretaunga achieved an average quality score of 82% which was 12.45% higher than non-iwi affiliate partners.

Te Hau Ora O Ngāpuhi supervisors score most consistently at the monthly review, scoring above the required 75% quality standard at 91%.

These metrics provide a snapshot of the quality of service provided by the iwi partners and is a credit to all their advisors working across the service lines.



Māori pathway provides positive impacts for service users

Vaccine booking rates on the Covid-19 Vaccination Healthline remain consistently higher for contacts who experience a Māori pathway outbound campaign than those engaged in a general outbound campaign.

Māori inbound contacts who experience the Māori pathway (and speak with a Māori advisor) continue to have a higher satisfaction rate than those who speak with the general line.

All contacts who experience the Māori pathway are more likely to feel listened to, culturally safe and that we helped them on the call.

Source: Whakarongorau Māori Pathway Report April 2022.



02

Scope and approach

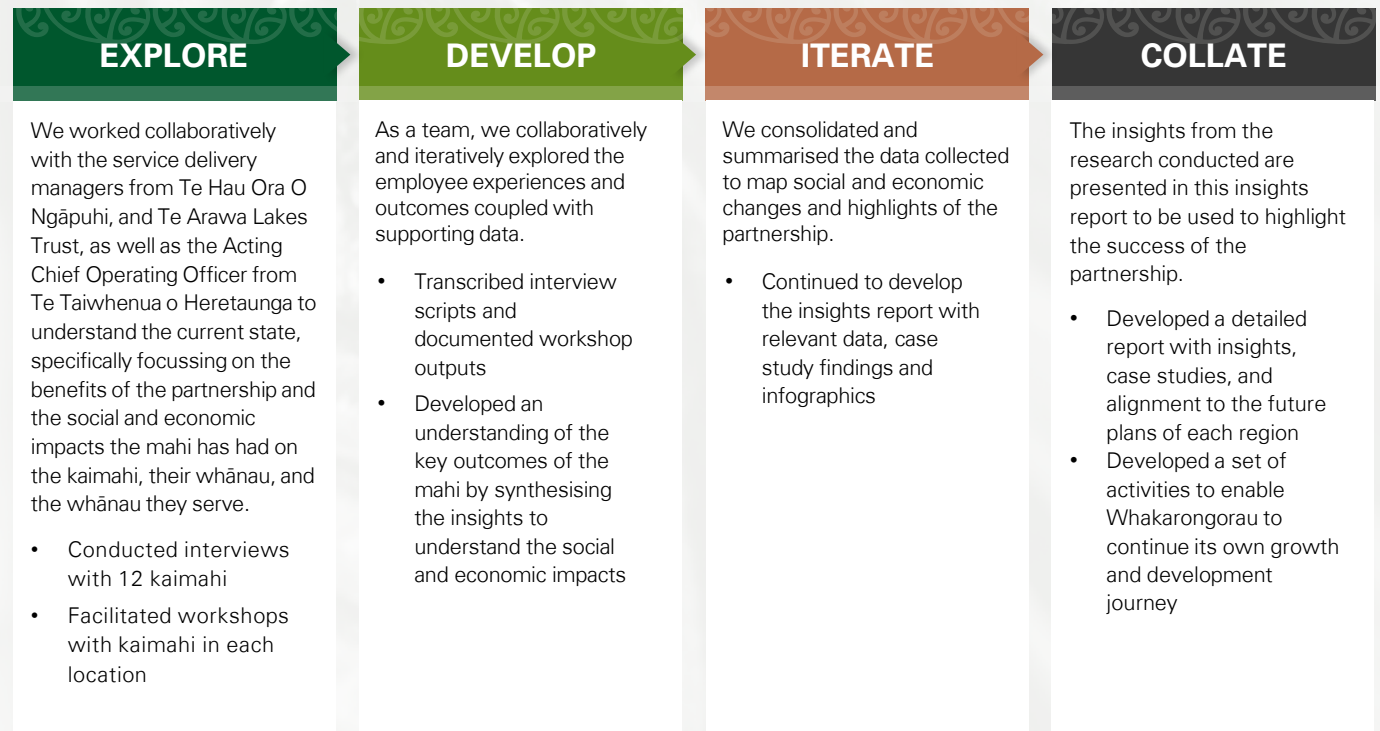
Scope and approach (our journey)

Scope: The scope of this mahi is to partner with Whakarongorau to evaluate the impact of the iwi-affiliate contact centres and Māori providers to answer the following questions:

1. Whether the partnership with iwi-affiliate and Māori providers had a positive social impact?
2. Whether the partnership with iwi-affiliate and Māori providers had a positive economic impact?
3. What is required to improve and expand on the positive outcomes and progress of the partnerships created to date?
4. Through the pandemic our ability to be resilient has created positive community changes – how can we continue these changes, to create sustainable outcomes for our community?

Our approach

A focussed four week assessment was conducted to answer the key questions and determine a set of recommendations to continue the positive impact. An iterative approach was taken to ensure that we collaboratively explored, developed, and iterated outcomes that are insightful, on time and provide tangible actions to achieve long term solutions for Whakarongorau and key stakeholders. Our approach is outlined below.



03

Description of partnership model

Establishing the partnership model

As part of the COVID-19 response, the Ministry of Health extended the National Telehealth Services with Whakarongorau, with a focus on reducing health inequities for vulnerable whānau.

Whakarongorau established 11 partnerships: seven corporate / 'non-equity' partners, and four iwi-affiliate or Māori provider contact centre 'equity' partners, of which three are in scope for this evaluation:

- Te Hau Ora O Ngāpuhi in Kaikohe Northland;
- Te Arawa Lakes Trust in Waiariki / Rotorua; and
- Te Taiwhenua o Heretaunga in Hastings.

Whakarongorau worked with these three partners to set up call centre operations, in some cases providing the equipment, setting up teams and rosters, and sharing its back office services.

Initially, Whakarongorau (formerly Homecare Medical) had to pivot operations from an inbound call service to an outbound service. In August 2020, as part of the COVID-19 response, Whakarongorau was tasked with calling 400 members of the Pacific community. Members of that community were trained to make those calls using a script, in the preferred language of the service user.

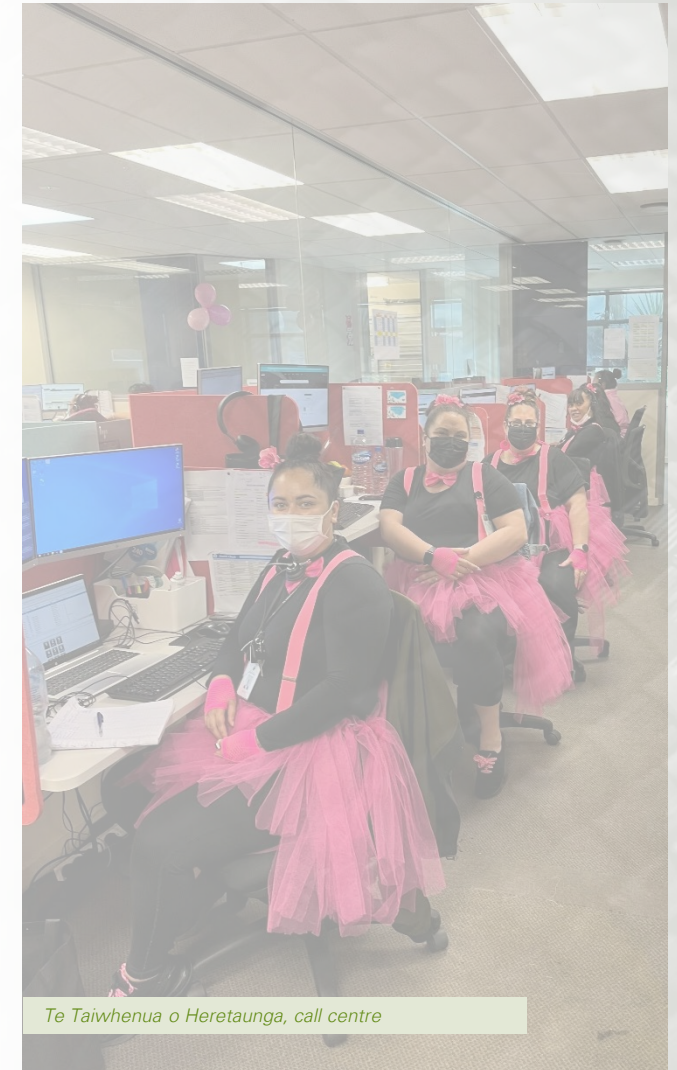
This multi-lingual approach required a significant shift in Whakarongorau's operating model. An internal audit was carried out to assess Whakarongorau's capability to deliver this service. The two recommendations were to:

- Build internal cultural capability;
- Build cultural capability by partnering with iwi-affiliate and Māori providers.

The partnering decision was deliberate, to address those communities most in need, and match front line staff to the customer base to provide targeted services for high priority communities.

The first partner call centre was established in Kaikohe, in October 2020. It then took a further six months to set up the second call centre in Heretaunga. Work was done on stakeholder engagement, particularly interaction with iwi-affiliate providers, and Māori General Practitioners of the local District Health Board to gain support.

Te Arawa and Ngāti Whātua followed. The relationships were deliberate and structured from senior governance through to management.



Te Taiwhenua o Heretaunga, call centre

Deep partnership relationships enabled the mahi

The partnerships were successful due to the decision of the leaders to engage with the kaupapa. This was particularly the case for Te Arawa Lakes Trust who exercised their mana to engage collaboratively.

The relationships of the iwi-affiliate and Māori providers got the right people to the table for a hui very quickly, which enabled the call centres to be established at speed. This was only possible due to the relationships between the providers, and a shared purpose to go in together.

The partners are now learning to go together as a collective:

“Coming together is a beginning; keeping together is progress.”

While it was important for Whakarongorau to partner with existing professional call centre providers, it was also important to partner with iwi-affiliate and Māori providers to mobilise communities, drive the uptake of new skills, and build a unique shared approach focussing on wellbeing and purpose.

The partnerships were new and a learning curve for all involved. The workforces were trained in vaccination services and were further upskilled in three other service lines: COVID-19 Healthline; Welfare (contact tracing); and Care in the Community (support for those self-isolating). Providing a Māori pathway for those service lines provided cultural sensitivity and awareness, as well as access to information that was appropriate to the communities they served.

Due to the success of the partnership, the partners are working to formalise their relationship in a more permanent joint venture with Te Hau Ora O Ngāpuhi, Te Arawa Lakes Trust and Te Taiwhenua o Heretaunga to build an iwi-affiliated non-clinical telehealth presence in Aotearoa, and enable communities to benefit from the opportunities the joint venture can undertake. These communities represent some of the highest inequalities in the health system. Effective partnering in these communities promotes targeted social and financial benefits where it is needed most, generating positive health outcomes for Aotearoa New Zealand as a whole.

“Everybody coming together for one kaupapa to help others is great - for Māori by Māori.”

“I am grateful for Whakarongorau opening these opportunities up. I love the way they encourage upskilling and lots of people have worked up to higher roles.”

How the partnership impacted kaimahi

Existing relationships with iwi leaders allowed the sharing of the opportunity that came through from Whakarongorau to be expanded and scaled during a period of heightened need. We asked kaimahi how the partnership with Whakarongorau has been effective:

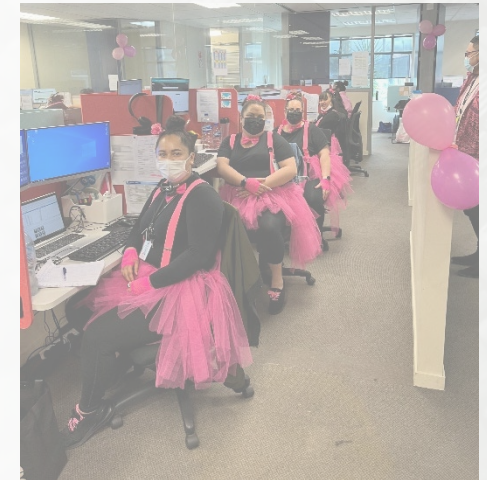
“Whakarongorau allows or embraces iwi Māori as the paramount core of Hauora and understands Māori work better with and alongside Māori.”

“I wake up every morning with a positive mindset, knowing I get to help the community of 5 million.”

“They are the backbone to our mahi and have provided mahi to our iwi. They have provided training to us so that we are able to give back to the nation.”



“It has created new opportunities and skills opening for others in the whānau.”



“Our leaders, our people are amazing. It helps me be a happier, mentally healthier person.”

“Working together allows our teams to grow and understand the behaviour of Service User’s from different areas.”



How the partnership impacted kaimahi (cont.)



“Having the partnership to provide resources and support throughout the day helps our mahi to flow smoothly and ensures the awahi and info we provide to our whānau in the community is up to date and efficient.”



“Helping my whānau find the right resources online and the correct contact number to call.”

“Speaking to whānau helps break barriers that prevent them getting the help they need.”



“Māori appreciate speaking to Māori.”

“The partnership has given me insight into the expectation, and what is required [for funding], and also where we as an iwi could possibly become the main partner.”

“Whakarongorau effectively developing Māori for Māori with the whakatau leading each whare, living under Te Tiriti o Waitangi ka pai.”

He ao ka tui, he ao ka whatu, ka renarena

The whakatauki speaks to the weaving of two worlds and uses Te Reo Māori weaving terminology to express the meaning.

In Te Reo Māori, tui and whatu mean 'to weave/sew' and ao translates to 'world'. Renarena is to tighten or fasten a piece of thread. When we combine everything together, we get, "He ao ka tui, he ao ka whatu, ka renarena", which translates to say, "A world is weaved, a world is sowed, and both are fastened as one."

In essence, this whakatauki speaks about the partnership between the iwi-affiliate and Māori providers and Whakarongorau that were formed in a time of need and required high trust to be successful. The willingness of all parties to come together and collaborate with one goal in mind, supporting the hauora of Māori, communities and Aotearoa New Zealand as a whole speaks to its strength. It is a partnership that draws so many benefits and is fit for purpose, a great example for the industry and other organisations looking to partner effectively with iwi-affiliate and Māori providers.

A pandemic sewed this partnership together but it is the people that will keep it together.



04

Te Whare Tapa Whā impacts



Framework for identification and assessment of impacts

Te Whare Tapa Whā is a model of hauora developed by Tā Mason Durie. It is based on four pillars of a whareniui (meeting house). The four pillars when solid and balanced provide positive outcomes with regard to our overall hauora (wellbeing).

The utilisation of this model has been used to analyse the impacts that the partnership has had on individual employees (kaimahi), whānau, iwi, communities and the service users.



THE 4 PILLARS OF OUR HAUORA

Sources: <https://www.health.govt.nz/our-work/populations/māori-health/māori-health-models/māori-health-models-te-whare-tapa-wha>

Hauora impacts- Taha Whānau (Family)

Taha Whānau (Family):

Taha Whānau encompasses our personal relationships (family relationships, friendships and other interpersonal relationships). It brings feelings of belonging, compassion and social support.

In this context, the taha whānau extends beyond the kaimahi and their immediate family. The impact of their mahi is recognised by their hapū, iwi and the communities that they serve.

Areas of impact

Service Users have the option to speak to a Māori adviser

The Hauora Hub has provided a service that is inherently Māori and has bridged the gap between Māori communities and access to health services.

“I try and give them information like I would my nana and poppa.”

Ability to work from home

The partnership has allowed kaimahi to benefit from the flexibility of working from home, relieving personal stress and increasing time at home with whānau, to provide care, or manage the school run.

“I love the flexibility and ease, I can care for whānau.”

“I am able to spend more time with my kids, I am able to be more flexible.”

Personal changes and impact on wider whānau

The positive personal life changes have had a positive flow on effect on their whānau.

“I love my mahi so I am 50x more positive when I get home. My love for my mahi reflects on my whānau. I feel like I play a big part for my country.”

Kaimahi feel more connected to the mahi and responsible because they held knowledge regarding COVID-19 that they were able to share.

“My mahi is great, I get to provide my whānau with updated information to keep them in the know.”

Transitioning from other careers and applying skills to a new trade

Many kaimahi brought skills from their previous roles which they were able to apply to the mahi, coaching and upskilling those around them.

“[We benefit from] using whānau Māori to help guide, serve, coach and lead our whānau.”

Financial impact of work

A steady stream of income has had a positive impact on kaimahi and their whānau, helping them to achieve their personal financial goals.

“I have been on the first home buyers wish list for 3 years, now this mahi has got me so much closer.”

“With the cost of living increasing, more money is always welcome. I am able to continue to provide for my whānau.”

Living Wage

Having a sustainable living wage has improved the lives of kaimahi. Staff spoke of their new ability to pay for necessities and still have money left over. Importantly, these changes are intergenerational and impact their wider whānau and children.

We heard examples of whānau being able to celebrate children's birthdays, support children at university and do more things together as a whānau.

“The financial gain for our whānau has been exceptional. We ordered a new car in Nov 2021 and pick it up next month.”

“I have been able to help my own tamariki due to their mahi and having COVID-19, looking after my mokopuna.”

Hauora impacts- Taha Wairua (Spiritual)

Taha Wairua (Spiritual):

Personal identity, life purpose, and connection to people and places are some of the values that define taha wairua.

Being connected spiritually and culturally at work and at home improved the wairua of the kaimahi, which reflected positively on the service users they connect with.

Areas of impact

Connection to Te Ao Māori

Te Ao Māori is embedded in how Te Arawa Lakes Trust works:

- Karakia at the beginning and end of shifts protects them spiritually.
- Waiata between shifts has brought joy in difficult times.
- Understanding staff commitments outside of work, to their Marae and whānau has made a huge difference in their ability to succeed at work.

“The mahi is very inclusive of upholding our culture: karakia, waiata,” and tangi.”

Iwi facilities, access to leaders, support services

Working for iwi means kaimahi have access to services that are already established. For example pastoral care, housing, social and mental health services.

Having foundational services in place has resulted in positive outcomes for mental health. We heard stories of kaimahi who were supported out of very challenging circumstances.

“My job helps with my mental health by relieving me of stress, as I am able to provide for my 19 month old son - knowing that I’m the best mum, working hard for my son and just being able to sleep at night knowing I’m doing my part as a mum and keeping his puku full and also giving him the best life.”

Ongoing training and development

Kaimahi expressed the positive impact on their personal development by having access to internal training. In particular, having their own whānau member create and conduct the training in a way that they felt comfortable with. In doing so, the training material was relevant and applicable and was more enjoyable for kaimahi.

“Being able to work and upskill our own people, makes it more than just a job.”

A balanced hauora

Personal impacts on kaimahi well-being was evidenced through their positive working environment, particularly a “Tuakana Teina” relationship where the younger generation can turn to their leaders in difficult times. The younger generation reciprocated that support by assisting with computer skills and sharing kai.

“The whānau environment and support is unbelievable.”

Cultural safety

Being in a culturally safe environment helps kaimahi to guide and serve the service user and provide them with the help and knowledge they are seeking.

“We have daily karakia – it’s essential with the big call volume, to settle my wairua.”

Hauora impacts- Taha Hinengaro (Mental)

Taha Hinengaro (Mental):

Taha Hinengaro is acknowledging and expressing thoughts and feelings.

Positive feelings and improved mental well-being is often a reflection of doing positive action.

The positive impacts of this mahi in protecting whānau against Covid-19 are reflected in the positive mindset shift of many kaimahi. Kaimahi reiterated that doing something positive for others made them feel good.

Areas of impact

Ability to work for own iwi

The provision of a Hauora Hub has allowed kaimahi to work with and for their iwi. This has had a positive impact for their taha hinengaro and wairua.

“I have worked all my life and this is the only job I’ve been able to be Māori, think Māori and allowed me to focus on our Māori and unashamedly provide any resources without a second thought.”

Job security

Having full time work in a fast paced environment gives kaimahi security and opportunities to extend beyond their current role. Having clarity and living comfortably supports positive thoughts and feelings.

“Many blessings have come from this job”

“It’s reassuring knowing that I have a steady income and can help my mother out with the kids”.

Opportunity to upskill

This mahi improved skills and confidence across the board. Having access to training through Whakarongorau allowed kaimahi to move through the ranks thus improving their sense of accomplishment.

“I started as an advisor, working my way to a supervisor role. THOON have offered various opportunities for me to gain more experience and a chance to grow.”

“I am grateful for Whakarongorau opening these opportunities up. I love the way they encourage up-skilling and lots of people have worked up to higher roles.”

Career development

Kaimahi emphasised the career development opportunities provided by the partnership. We heard from a range of people about its impact, including:

Those who had previously been long term unemployed:

“I have been here for 10 months and have so many new skills to add to my C.V. I've been promoted to a trainer and am working on a call centre qualification. Next up is a supervisor role.”

Kaimahi just starting, learning basic working habits:

“This job keeps my mind busy and has got me into a routine.”

Those looking for future opportunities beyond the call centre:

“It has contributed because I am saving up to go to University in August and the money I have saved will be a big help.”



Te Hau Ora O Ngāpuhi, Annual Report 2021

Hauora impacts- Taha Tinana (Physical)

Taha Tinana (Physical):

Taha Tinana incorporates the physical body, and how it moves, grows and develops.

Caring for one's taha tinana is a result of kaimahi having a better routine and more time to dedicate to exercise and making healthier food choices.

Areas of impact

Intrinsic value of work

Kaimahi feel they are working less for more (transitioning from more labour intensive industries) to a more flexible working environment that provides a better work life balance.

"The pride of doing a good job brings joy which makes you feel physically well."

"Physically I do it for the money, but wairua I do it for our people."

Lifestyle changes to kaimahi

The lifestyle of whānau has improved as kaimahi have disposable income to spend on healthier food and make conscious decisions about their physical health.

"I'm on a journey now to improve my physical health- thanks to mahi I have time and energy."

"Not spending money on latte, cake, pies. I can seriously consider healthy eating habits. Working from home allows this, which is a luxury."

"Not having a job I became a heavy smoker. Now that I work I have given up and have better health."

Motivation leads to action

For many kaimahi their work gave them a sense of purpose and increased motivation - this reflected positively in the amount of physical activity they were undertaking.

"I wake up early for work and it gives me motivation to do something active every morning."



Te Hau Ora O Ngāpuhi, Annual Report 2021



Te Taiwhenua o Heretaunga



05

Regional
impacts



Te Hau Ora O Ngāpuhi – Hauora & financial impacts

Background

Based in Te Puu o te Wheke (Kaikohe), Te Hau Ora O Ngāpuhi are serving whānau, hapū and hāpori living within Northland.

Kaimahi play a vital role in the protection of the region against the virus, uptake in vaccinations and providing true information to their people. Kaimahi having the flexibility to work from the comfort and safety of their own homes was also key in driving their mission.

‘He puawaitanga hauora mō Ngāpuhi-provide healthy and safe community for Te Hau Ora O Ngāpuhi’.

The mahi has contributed to the following wider community impacts:

- Kaimahi have built connections with iwi Māori through whakapapa.
- Relationships have been discovered by connecting Māori with Māori.
- Kaimahi spending more time at home has resulted in tamariki feeling more secure.
- Whānau receive first-hand COVID-19 information.
- The mahi is contributing to living Te Tiriti o Waitangi principles.
- The information flows through to the marae and has built confidence in the community around understanding COVID-19, and improving health outcomes.
- The mahi has contributed to development such as better social skills and communication skills.
- It is enabling kaimahi to feel valued.

Areas of impact

The contract during the evaluation period saw \$6.2 million injected into the Te Hau Ora O Ngāpuhi region over the evaluation period.

Call centre employment created 77 jobs: 65 roles in the call centre, and 12 supervisors. Of those 77 jobs, 27 people went from unemployed to employed.

27 PEOPLE FROM UNEMPLOYED TO EMPLOYED

2x Job seeker under 25
239.70 = \$479.40

16x Job seeker over 25 without children
278.50 = \$4,456.00

6x Sole parent support
406.78 = \$2440.68

3x Job seeker married with children
481.30 = \$1443.90

MSD COST SAVED DUE TO 27 EMPLOYED KAIMAHI

\$8,820
Weekly

\$35,280
Monthly

\$423,359
Yearly

A move from benefit dependency to employment has a two-fold economic impact – the money invested into the community, as well as the money saved.

CASE STUDY

Before starting her employment at Te Hauora o Ngāpuhi, Kapuaterere was unemployed, a youth offender and regular alcohol and drug user.

After being turned down for multiple jobs, Kapuaterere was offered an opportunity to volunteer in a distribution centre that was stood up as a result of the pandemic.

Volunteering for three months gave Kapuaterere the confidence that she could commit to work and the experience to accept an offer to work in the call centre.

Being surrounded by motivated, well-presented and hard-working colleagues has positively influenced Kapuaterere, who has decreased her alcohol use and is no longer taking drugs.

She was selected to undertake training and has been promoted from an advisor to a people leader. Kapuaterere is now employed full time, studying towards a nursing degree and is drug free. The training opportunities, ability to help her iwi and the income she receives on a regular basis has changed her life and she cannot imagine going back to her previous way of life.

Sources: Ministry of Social Development Northland, Work Broker – Kaikohe/Kawakawa

How the Whakarongorau iwi-affiliate partnership has achieved the objectives of the Northland Economic Action Plan

Economic Action Plan overview

The purpose of the Northland Regional Plan is to identify priority outcome areas and establish work streams that encompass projects that together contribute to the development of the region.

The plan represents growing partnerships between industry, hapū and iwi Māori, community and central and local government. It highlights the journey of working together, building a climate of high trust, collaboration and co-operation to support the transformation of Northland's economic wellbeing.

Objectives

Working towards these outcomes is vital to enable economic growth, and, in turn, ensure that Tai Tokerau Northland communities are both prosperous and resilient

- A thriving Tai Tokerau Māori economy
- An equitable environment for whānau wellbeing
- A safe, resilient and efficient multi modal transport system
- A state of the art technology ecosystem
- Top regional visitor destination
- Better use of water
- A skilled local workforce

Sources: [Northland Economic Action Plan](#)

Te Hau Ora O Ngāpuhi strategic plan

The key elements of the Te Hau Ora O Ngāpuhi strategic plan are:

1. Social services: Ngāpuhi Motuhake – Te Kore, Te Po, Kua tae a Ngāpuhi ki te Ao Marama.
2. Innovation, collaboration, safe practice, quality service, building evidence, and workforce development.
3. Ngāpuhi He puawaitanga hauora mo ngā Whānau katoa I roto o te Haapori. To provide a healthy and safe community for Whānau to thrive in.
4. Dynamic leadership, financial responsibility, quality service delivery, innovation, research, development and evaluation.
5. To lead the spiritual, social, cultural, environmental and economic growth of Te Hau Ora O Ngāpuhi by ensuring the self-determination and ongoing sustainability of our people.



Alignment with Te Hau Ora O Ngāpuhi strategic plan

A thriving Tai Tokerau Māori economy, an equitable environment for whānau wellbeing and a skilled local workforce requires partnerships like this between Whakarongorau and Te Hau Ora O Ngāpuhi.

The partnership has allowed kaimahi the flexibility they need in their lives to succeed. It has provided many with financial comfort, improved wellbeing and security for their whānau and allowed them to be better leaders for Te Hau Ora O Ngāpuhi.

The service delivery and development of their people through this mahi are key to the delivery of the Te Hau Ora O Ngāpuhi strategic plan and has contributed significantly toward the objectives of the Northland Economic Action Plan.

Kaimahi are proud to be home grown in the heart of Te Hau Ora O Ngāpuhi, showing their resilience through a pandemic and into the future.

Te Taiwhenua o Heretaunga – Hauora & financial impacts

Background

Te Taiwhenua o Heretaunga (TToH) iwi organisation added to its existing suite of social and health services by establishing their Covid call centre Te Puna Whakamarama.

Employing around 60 kaimahi working night and day shifts to provide Covid related information to whanau in Heretaunga and across the motu. At the peak of the pandemic, they would take up to 1000 calls a day.

Mā Māori, mō Māori ki a Māori- For Māori by Māori with Māori was definitely felt at the TToH headquarters.



Te Taiwhenua o Heretaunga

Areas of impact

Call centre employment has created 67 jobs.

The contract value of \$4 million was injected into the Heretaunga region over the evaluation period.

The consequences of triggering spend in the region include the following impacts:

- Kaimahi can live more independently and support themselves financially.
- Kaimahi can save for their first homes and support Whānau.
- Savings from this work have enabled some kaimahi to enrol in further education.

Wider community impacts:

- Te Taiwhenua o Heretaunga managed large volumes of calls which were anecdotally linked to the strong work ethic of the team, the desire to help their people, and strong engagement from the community.
- Strength in connection to the community throughout the pandemic provided kaimahi with comfort, knowing that they were making a real difference for Aotearoa.

CASE STUDY

Josphes was made redundant from his job in the airline industry during the pandemic. He found it difficult to find full-time employment during this time and could not afford to stay in Auckland, so decided to move back to Hastings to be with his parents.

With limited job opportunities in Hastings, Josphes began work in factories before starting at Te Taiwhenua o Heretaunga as a supervisor in 2021.

In comparison to his previous role, Josphes found that the leadership group and his team at Te Taiwhenua o Heretaunga better aligned with his background and culture. Seeing people of colour in senior leadership roles has motivated him and allowed him to believe he too can be there.

His employment has resulted in greater health awareness across his Whānau and community. Josphes is able to share his Covid-19 and vaccine knowledge which encouraged his Whānau and church group to get vaccinated.

Since he began working for Te Taiwhenua o Heretaunga, Josphes has attended multiple trainings to upskill and has been promoted to a people leader and trainer. These new skills, in addition to his existing skills, have made Josphes a sought-after expert.

Te Taiwhenua o Heretaunga has provided Josphes with the highest income so far in his career, which has given him more financial freedom and the ability to start saving for his first home.

How the Whakarongorau iwi-affiliate partnership has achieved the objectives of Hawkes Bay Regional Plans

Overview and objectives

Central Hawkes Bay District Council

Economic Action Plan

The CHB District Council has recognised the importance of Economic Development for the future social and economic wellbeing of the district. The strategy sets out the key actions to support and accelerate economic growth for businesses, communities and tourism in the district.

Objectives of the plan:

- People are well skilled and prosper from employment.
- Business development and attraction.

Hastings District Council COVID-19 recovery plan

The Hastings District Council COVID-19 recovery plan is centred around the social, economic, cultural and physical environment. It will recognise and adapt to the changing and diverse needs of the community and our economy.

Objectives of the plan:

- Support employment opportunities by working with the Ministry of Social Development.
- Partner with iwi, Taiwhenua, Treaty of Waitangi Settlement Entity Partners and tangata whenua to identify and prioritise opportunities and projects that are aligned to the recovery phase and beyond.
- Ensure that no one is missed or left behind in the development of recovery plans, including Māori, Pasifika, Pākehā and all ethnic minorities.

Te Taiwhenua o Heretaunga strategic plan

The key elements of the TToH strategic plan are to:

1. Define the value of our mahi from a whānau perspective.
2. Always be aspirational.
3. Maintain strong connections to our marae and hapū.
4. Build a culture of continuous improvement and excellence.
5. Invest in people development and leadership succession.
6. Create enduring alliances and collaborations.



Alignment with Te Taiwhenua o Heretaunga strategic plan

The strategic collaboration between Te Taiwhenua o Heretaunga and Whakarongorau has contributed to the aspirations of the iwi and Aotearoa in our recovery against COVID-19.

The intent to maintain strong connections to TToH's marae and hapū, as well as to invest in people development and leadership is shown by the establishment of the call centre in the heart of existing TToH facilities. The focus on learning and development and the creation of a culture of aspiration is evidenced by the kaimahi and their success stories.

The wider financial and social impacts created through the partnership touch on the Hawkes Bay District Council's broader initiatives of employment and prosperity. Further, this is a Treaty of Waitangi partnership and is a call to action to ensure that no one is left behind in the COVID-19 recovery, especially Māori.

Sources: [Hastings District Covid-19 Recovery Plans](#), [Central Hawkes Bay District Council Economic Action Plan](#)

Te Arawa Lakes Trust – Hauora & financial impacts

Background

Based in the heart of Rotorua the Te Arawa Lakes Trust call centre was created in the midst of a lockdown. Juggling a pandemic and managing 80 kaimahi to set up safely and start working shows the determination of the iwi to drive better health outcomes for their people. It is also a credit to the leadership team for building trust and supporting their kaimahi to train and mobilise quickly.

Ko Te Arawa māngai-nui ūpoko tūtakitaki.



Areas of Impact

Call centre employment has created 80 jobs.

The contract value of \$5 million was injected into the Te Arawa Lakes region over the evaluation period.

The consequences of triggering spend in the region include the following impacts:

- Kaimahi have had fast career development and picked up new skills and qualifications.
- Kaimahi are earning a liveable income which gives them more financial independence.
- Kaimahi are remunerated adequately for their efforts given the demands of the job.

Wider community impacts:

- Kaimahi feel connected and available to their community, iwi and whānau.
- The iwi partnership model is exemplified through kaimahi feeling a sense of belonging and feeling valued in their workplace.



CASE STUDY

Toni began her employment with Te Arawa Lakes Trust after returning home to Rotorua from Australia where she worked extensively in corporate call centres. There were limited job opportunities in Rotorua, so Toni took an 8 month career break before coming across the role with Te Arawa Lakes Trust on Facebook.

Toni has noticed how the mahi has given young men and women the opportunity to improve their financial independence and stability, particularly around savings. She believes the increased income has resulted in healthier whānau, giving people the opportunity to eat and live healthier. She has also observed a reduction in domestic violence amongst her colleague's households as families have fewer financial problems.

Toni believes her role is a great opportunity to leverage her skills and experience to benefit Rotorua, her community, and whānau. Call centres are now seen as a great career path within her community, for people of all ages and capabilities.

How the Whakarongorau iwi-affiliate partnership has achieved the objectives of the Rotorua Economic Development Plan

Overview

The purpose of the Rotorua Economic Development Plan is to “unlock the potential of Rotorua.”

The strengths of the region include the active geothermal environment, the vibrant and expressive Māori culture and the rich, invigorating experiences that are accessible to all. Rotorua will continue to leverage these strengths in its positioning and marketing of Rotorua to the rest of Aotearoa and the world.

Objectives

The objective of the Rotorua economic development plan is to improve the Rotorua economy and its ability to create employment, wealth and wellbeing for all of its people, by focusing on five areas of activity:

- Destination development.
- Business growth and investment attraction.
- Skills, education and talent.
- Sustainable business.
- Growing the visitor economy.

Te Arawa Lakes strategic plan

The key elements of the Te Arawa Lakes Trust strategic plan are to:

1. Support and advocate for health and wellbeing.
2. Communicate and connect.
3. Whakahoki te mana ki ngā hapū: enable, support and uplift iwi and hapū.
4. Whakapakari ake i te waka o Te Arawa kia pae ki uta: Te Arawa is well equipped for the journey ahead.



How outcomes align with aspirations of the Rotorua economic development plan

The partnership with Whakarongorau has supported Te Arawa Lakes Trust in enabling, supporting and uplifting Te Arawa so that their people are well equipped for the journey ahead.

Working together has allowed the iwi to support their whānau to learn, grow and thrive at work and home. More importantly, they have created a culturally safe environment that supports the well-being and success of their kaimahi.

Some other key benefits that support the wider Rotorua plans and objectives include:

- Supporting training in areas such as soft skills, health and technology.
- Supporting local business growth in Te Arawa.
- Allowing Te Arawa kaimahi to realise their aspirations, by connecting with their iwi and the wider community.
- Investment in a sustainable Māori business.

Sources: [Rotorua Economic Development](#)



06

**Recommendations to scale
the service and advocate for
growth of the partnership**

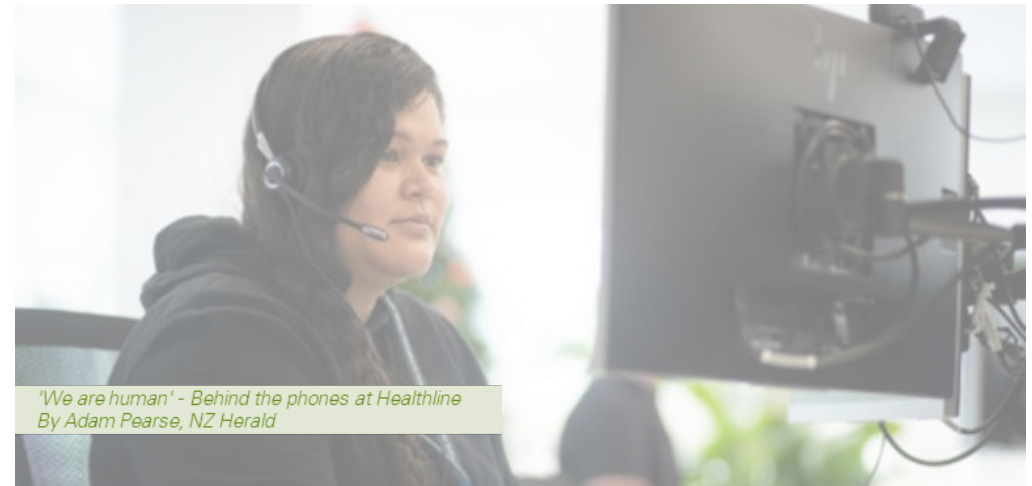


Leveraging investment to create sustainable value

The establishment of the iwi-affiliate and Māori provider call centres during the height of the COVID-19 pandemic showed the abilities, resilience and agility of the partnership to work together and deliver exceptional results over the last two years.

The social and financial results detailed in this report highlight the potential that is possible when a by Māori for Māori approach is delivered in partnership with a reputable partner. The improvement in the hauora of kamahi and the effect that had on whānau and the wider community cannot be underestimated. A by Māori for Māori service has provided kamahi with a sense of self belief and a purpose, to serve and help their own people, through what has been one of the most testing times globally.

The opportunity is for this model of partnership to grow in areas where there is great potential to create sustained social and financial growth. The establishment of a partnership, people-centric operating model can work towards addressing equity for Aotearoa. In particular, the partnership has shown results in building work capability, career development and an environment that normalises positive hauora, education and career growth.



'We are human' - Behind the phones at Healthline
By Adam Pearse, NZ Herald



Te Hau Ora O Ngāpuhi website

07

Summary of key findings



Summary of key findings

HAUORA Wellbeing

TAHA WAIRUA Spiritual

- Sustainable living wage
- Reduction in beneficiaries and increase in contribution to NZ economy
- Improved working and living environment
- Connection to people, place and culture
- Increased connection and participation of iwi members to their own whenua (land) and the wider community
- Collective iwi partnership and collaboration

“It’s reassuring knowing I have money to support myself, as well as paying rent and still being able to save” (TToH)

TAHA HINENGARO Mental and Emotional

- Positive shift in mental and physical wellbeing
- Improved skills and increased learning and development
- Increase in financial literacy
- Increase in iwi leaders/knowledge holders through mahi
- Increased cultural understanding and knowledge through working in iwi

“I feel useful to my whānau and hāpori. Doing what it takes to awahi them in every way I can brings me joy.” (TALT)



TAHA TINANA Physical

- Increase in willingness and motivation
- Improved structure and life balance
- Positive shift in mental and physical wellbeing

“Having the partnership to provide resources and support throughout the day helps our mahi to flow smoothly and ensures the awahi and info we provide to our whānau in the community is up to date and efficient.” (THoN)

TAHA WHĀNAU Family and social

- Increase in collective quality of life
- Reduced stress, harm and uncertainty
- Increase in comfort, purpose and productivity
- Direct engagement and support of iwi members (holistic view of social well-being)
- Supporting own iwi members socially and economically
- Sustainable living wage

“The harder we work, the more it helps our people.” (TToH)

The benefits extend from the partnership, to iwi, through to sustained benefit for Aotearoa

The partnership is working as one, belonging to a shared purpose, all working towards the same goal: for the betterment of our own people. The social and economic benefits of the partnership extend from kaimahi, iwi and the partnership, to benefit social health determinants for Aotearoa.



Benefits to Aotearoa	Benefits to iwi	Partnership benefits
<ul style="list-style-type: none"> • By Māori for Māori Te Tiriti o Waitangi partnership in action • Improved Māori health outcomes • Improved access to health • Intergenerational wealth growth 	<ul style="list-style-type: none"> • Supporting own iwi members socially and economically • Increased connection and participation of iwi members to their own whenua (land) and wider community • Increased cultural understanding and knowledge through working in iwi • Increase in iwi leaders/knowledge holders through mahi • Direct engagement and support of iwi members (holistic view of social well-being) • Collective iwi partnership and collaboration 	<ul style="list-style-type: none"> • Co-governance CEO model • Availability and access to resources • Access to training and development, upskilling • Sustainable living wage • Flexible working benefits • Job creation • Supporting the growth of rural communities

“I wake up every morning with a positive mindset, knowing I get to help the community of 5 million.” (TToH)

“My whānau feel at ease knowing there’s whānau they can trust and rely on within the lines. Information that comes from their own people.” (TALT)

“Having the partnership to provide resources and support throughout the day helps our mahi to flow smoothly and ensures the awahi and info we provide to our whānau in the community is up to date and efficient.” (THoN)

The partnership has positive impacts for all involved

As a result of the partnership there have been many positive impacts socially, and financially for individuals, employees, whānau, the community, iwi and Aotearoa / service users.

Every dollar invested into this kind of mahi has a much broader economic impact than a single dollar return on investment. There is a real opportunity for Whakarongorau to expand into the regions with this mahi, as it is portable, rather than expanding in the usual centres where other opportunities are available.

What has been created with Whakarongorau and the iwi partners is social procurement in action, growing the prosperity of individuals, whānau, hapū, iwi, community and service users. The partnership has extracted high returns from every dollar spent, both financially and non-financially. It has allowed an opportunity to procure central funds to iwi and in turn, support society to deliver broader outcomes and social benefits.

Whakarongorau has shown how to deliver a service that reaches into areas of high priority through an iwi-affiliate and Māori provider partnership built on strong relationships and trust. The outcomes highlighted in this report indicate the model is working and will continue to improve. There is a real opportunity to scale up and further support the creation of capability in other organisations, to continue to deliver positive outcomes in regions that need it most.





KPMG



A



Appendix



Contributions to this report

Stakeholder engagement was critical to understanding the wider social and economic impacts of the partnerships, and the mahi.

We conducted three hui, with 58 participants across employees and stakeholders.

Interviews were conducted with 12 iwi-affiliate employees, along with Leah Maunsell at the Ministry of Social Development.

Whakarongorau Aotearoa

- Eric van der Plank
- Mary Losé
- Tracey Reason
- Olivia Spencer

Te Hau Ora O Ngāpuhi

- Donna Hulmes (Training Coordinator)
- Romolo Hotere (People Lead)
- Kapuatere Poa (People Lead)
- Robyn Bacon (Supervisor)
- Chellsea Te Amohanga (Supervisor)
- Gloria Neiling (Supervisor)
- Doreen Murray (Supervisor)
- James Stevens
- Lynette Hepi
- Karin Brown
- Meretini Wynyard
- Karen Wynyard
- Carol Price
- Tania Mitchell
- Julia Costello

Te Taiwhenua o Heretaunga

- Tracy Shaw (Supervisor)
- Jenna Houia (Supervisor)
- Regina Pere (Supervisor)
- Paula White (Supervisor)
- Alexandra Harding (Supervisor)
- Kyra Walker
- Julia Mitchell
- Shannon Mitchell
- Olivia Christensen
- Narshea Nuku
- Sarah Miller
- Mandy Leslie
- Hinehuirangi Dick
- Karly Raihania
- Stephanie Shannon
- Rome Teao
- Ani Jones
- Diamond Jones
- Nickylee Epps
- Chozen Hart
- Thelma Kabir
- Joseph Sipaia

Te Arawa Lakes Trust

- Lyrissa Ropitini
- Darleen Roberts
- Hinekura Gardiner
- Aimee Whata
- Danielle Wharerau
- Tashaan Richel
- Rebecca Eparaima
- Hara Eparaima
- Josie Tawhi
- A Waiti
- Tawa Ngatai
- Keeley Dean
- Te Ahureinga Hohepa
- Tayna Rawiri
- Julie Kiel
- Lavinia Ohlson
- Kaylah Clarke
- Maraeta Woods
- Georgy Pakoa
- Laura Heemi
- Mihi Marekura

Stakeholder participation in the partnership

The following people were critical in the establishment of the partnership.

- Renate Swart
- Eric van der Plank
- Mary Losé
- Jess Johns
- Mere Martin
- Monica Lei
- Ngawai Poa
- Laurie Watt
- Jasmine Berryman
- Anthony Burnet
- Te Aomihia Tumai
- Will Goldsmith
- Annette Hopa
- Sabrina Tolai
- Steve Kenny

Opportunities to improve further

Engaging with the partners identified the following challenges/opportunities:

- Short term employment contracts are a barrier to connected opportunities e.g. home loans. There is a need for longevity and security, in the form of long-term employment.
- Scripts don't fit the mould for our Whānau. Need the ability to flex scripts further.
- Accessible pastoral care, to feel comfortable and continue to mahi. There is an opportunity to improve resources and support out of work.
- Lean in to broader education of service users to minimise racism towards staff, and have a plan in place to help staff impacted by this, and deal with the challenges of the mahi.
- Improve cultural awareness and training style of technology training.
- Improved engagement with Māori service users to ensure interactions are culturally appropriate.
- Develop appropriate learning material that emphasises engagement with Māori.

The following suggestions were also made:

- Māori for Māori:
 - Have our people facilitate co-design of the scripts for the Māori pathway.
 - Train internal staff further on Māori cultural competencies.
 - Have further Māori learning and development input into the training material.
- Continue to develop the relationship between the partners.
- Continue to leverage the new Performance Framework and build on these to establish individualised measures to improve outcomes.



Contact us

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