Te Pai Ora SSPA Strategy 2026 to 2031

Social Service Providers | Te Pai Ora o Aotearoa

Vision

Mokopuna, whānau and communities flourish, supported by a sector that is strong, trusted and here for the long term.



Purpose

We are a collective voice of community-based social services, turning member experience into trusted influence for mokopuna and whānau.

Mission

We carry the sector's voice into decision rooms, grow member strength and capability and build a future-fit, Te Tiriti-led organisation.

Principles

Principles are the non-negotiables, the why beneath the strategy. They rarely change. Four are proposed.

1. **Te Tiriti o Waitangi partnership.**
   Te Tiriti is our foundation anchor, present in our action, our commitment and every endeavour. Co-governance, or shared decision-making, is how we work, and it brings strength to our approach.
2. **Mokopuna and whānau at the centre.**
   Every decision made is tested against whether it helps tamariki, rangatahi and whānau thrive.
3. **Member-led and sector-owned.**
   The collective voice belongs to members, and we hold it in trust. We protect the protectors, and we wrap a korowai around the sector.
4. **Evidence with integrity.**
   We gather and use member and whānau data ethically, protecting data sovereignty as social investment expands the Crown's appetite for linked data. Our measures are mokopuna and whānau led, and they show and improve the value we create.

Values as behaviours

Kotahitanga	We build collective action across the sector, advocate powerfully together and learn from one another.
Hononga	We nurture and invest in relationships before the transaction and meet kanohi ki te kanohi when it counts.
Māia	We stand strong on the things that matter, act courageously when our members need us to for the good of the collective, mokopuna and whānau.
Manaakitanga	We make membership a place of warmth and safety, looking after each other and our members in equal measure.
Whakatō	We test, learn and adjust, we draw upon our collective expertise to quickly adapt in changing times.