



**Manaaki
Tairāwhiti**



Manaaki Tairāwhiti

Mā te mahi tahi e tipu matomato ai ngā whānau to te Tairāwhiti.
Enabling all whānau to flourish.

Manaaki Tairāwhiti Navigator Project

A decade of evidence and whānau experience gathered by Manaaki Tairāwhiti shows that centralised systems of social support are failing because the voice of whānau is ignored, leading to compounding harm and wasted potential.

The answer lies in mana Motuhake; supporting and enabling locally-led systems of support.

**State Highway 2, Cyclone Gabrielle
14.2.2023**





Cyclone Vaianu 12 April 2026



2

35







The Tairawhiti region faces serious interrelated challenges relating including

Climate and
weather events

Infrastructure
particularly
roading

Health

Economy

Deprivation

What does this
mean for the
Social Sector?

Manaaki Tairāwhiti

The Original Brief

- Whānau at the centre
- A clear line of sight
- Commissioning agency for the region
- No more NFAs

How Would We Do It

- Workforce development (Navigators)
- System improvement
- Whānau voice (50 Families -> Urungi)
- Community development (Working across providers)



Navigator Project Purpose
*Capture whānau voice to
inform system change*

A collective
way of
working

Bringing together iwi,
communities, agencies and
NGOs to help whānau
navigate systems

Supporting
whānau

Changing the
system

Collecting data
and insights

Navigator collect data and

What matters to whanau?

That I know what door to go through to get help

Understand my situation is important, understand my culture and my story

Do what you say you are going to do

Don't rush me, don't judge me

That I don't have to fit a criteria to get help

How long will it take to get help?

Keep me informed and let me give feedback or input into my plan



Navigator Project Team



Lovey Poutu



Debs Hancock



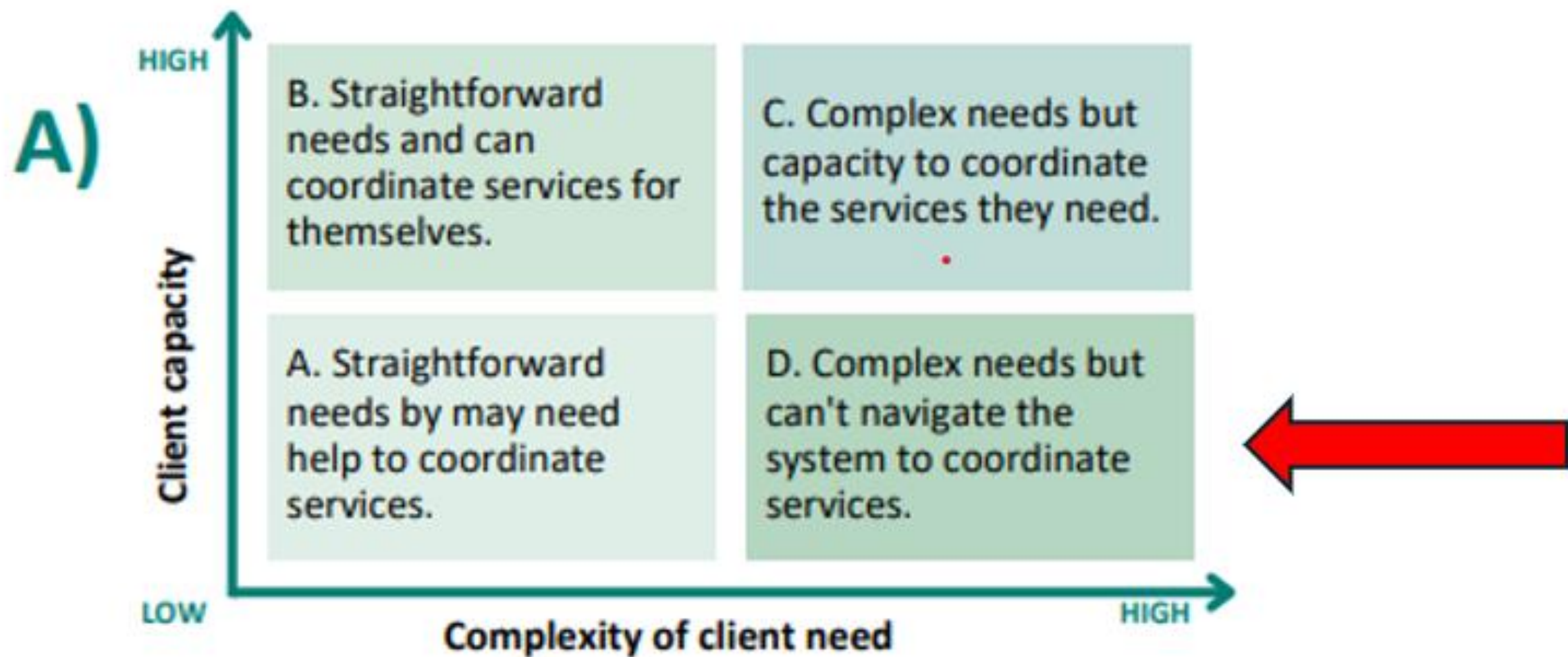
Alofa Aiono



Laine Higham



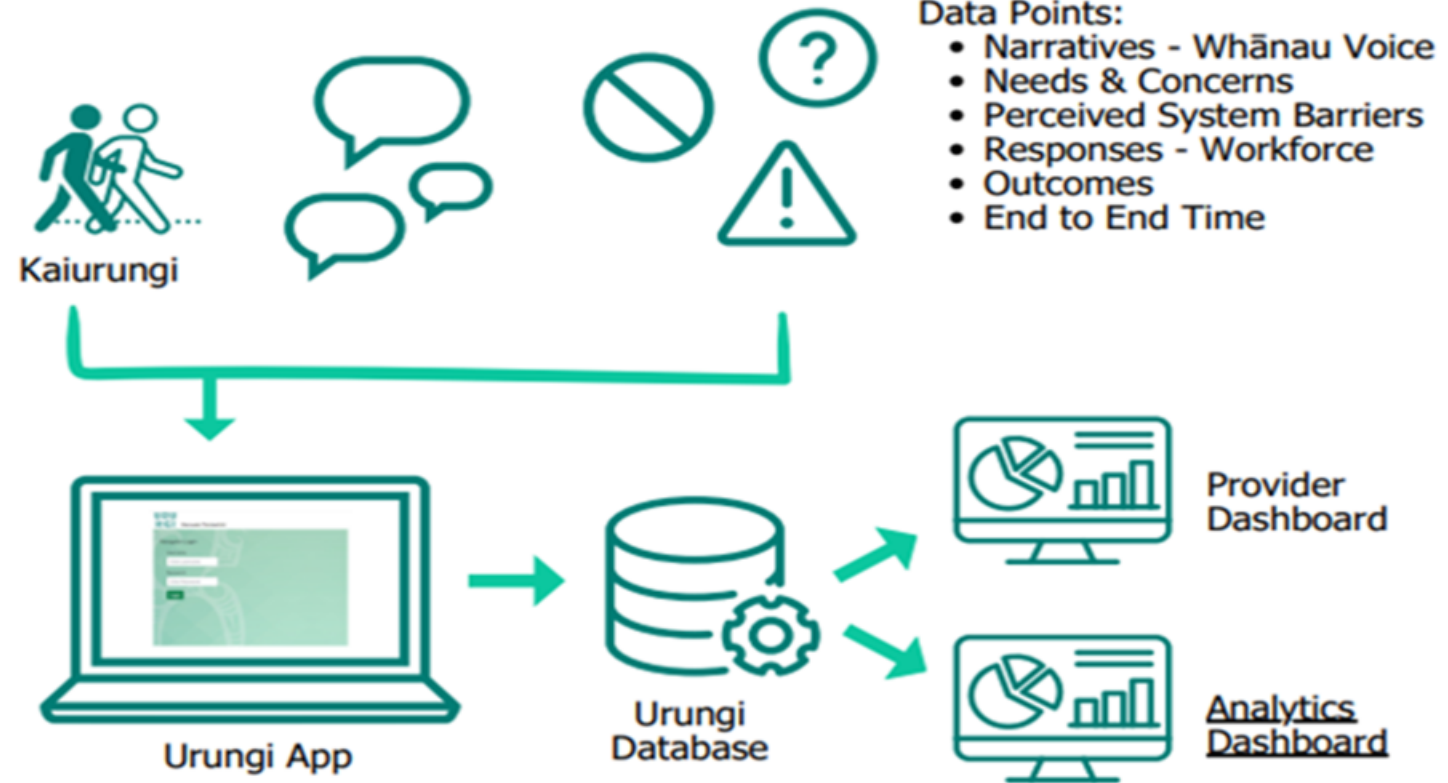
Productivity Commission Quadrant Diagram – Service User Types





Data infrastructure that listens to whanau – Urungi prototype 1

Urungi Data Pathway





Measures

Directly from whanau (verbatim) via Navigators

- **Count and types of needs** - full variation not just needs that fit the criteria of funded services
 - **Outcome** – were needs met or not (without context)
 - **End to end time** to “outcome” (accountability and system performance)
 - **Number and types of barriers** linked to each need
 - **Number and types of responses.**
- 
- 
- 
- 

Details

Need: can you come and support me with the social housing screening call

Because: I am terrified I will say the wrong thing and we will be homeless

Need Theme:

Because Theme:

Demand Type: Whānau Need

Date:

Navigator Agency: Supergrans Tairawhiti Trust

System:

Sub System:

Barriers? No Barrier(s) Identified

Outcome: Met

Outcome Date: 2025-08-08 00:00:00

Days to Outcome: 1

Details

Need: I need help to figure out how to get my dad into housing when he is discharged from hospital.

Because: My dad's cabin got washed away in the flooding when he was in hospital and has nowhere to go now once discharged

Need Theme: Somewhere to Live / Stay

Because Theme: Homeless / Nowhere to stay

Demand Type: Whānau Need

Date:

Navigator Agency: Tairawhiti Benefit Advocacy Trust

System: Housing

Sub System: Civil Defence / Emergency Services

Barriers? Barrier(s) Identified

Outcome: Met

Outcome Date: 2022-04-29 00:00:00

Days to Outcome: 8

MINISTRY OF SOCIAL
DEVELOPMENT
P.O. BOX 100000

La Ora

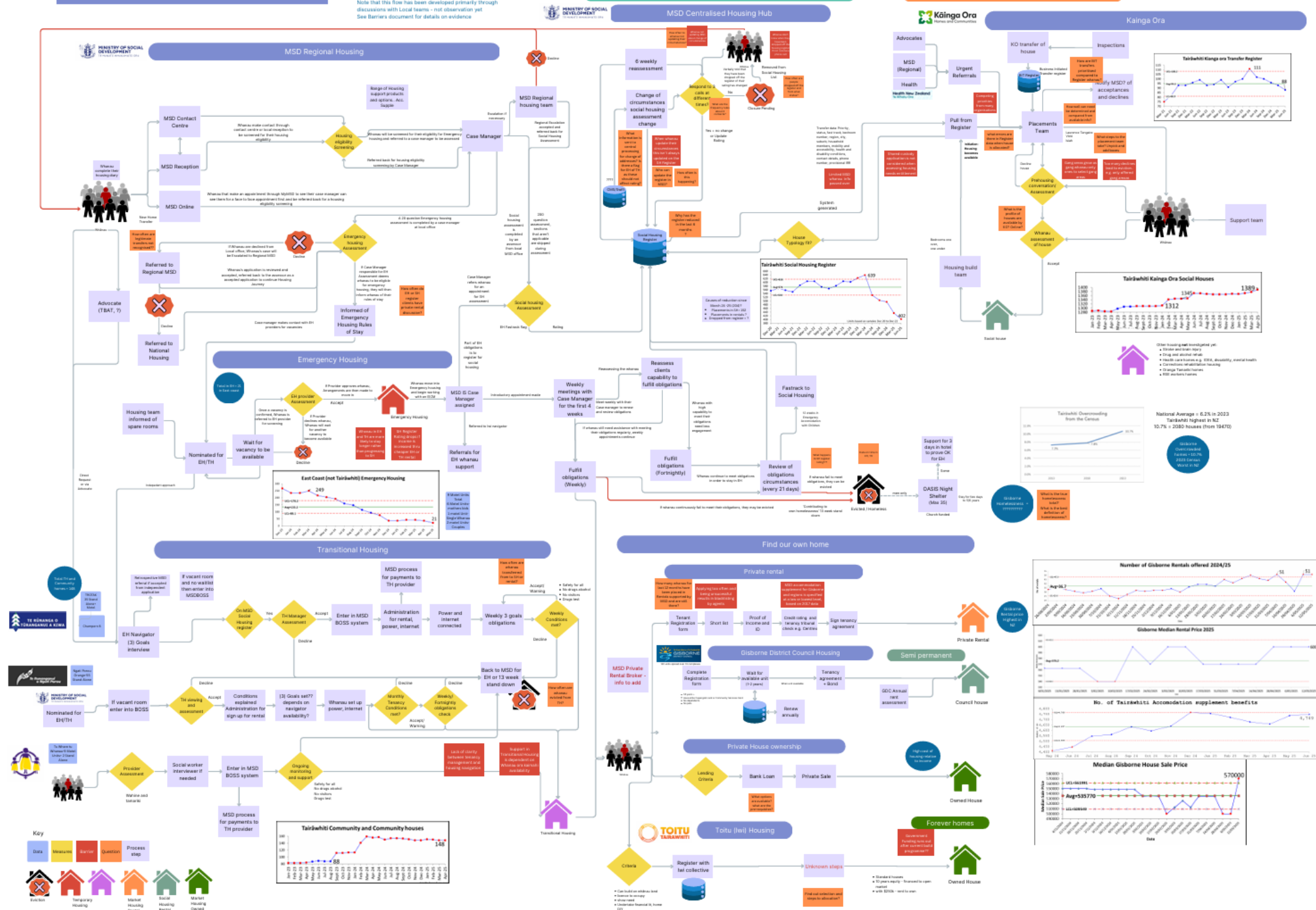
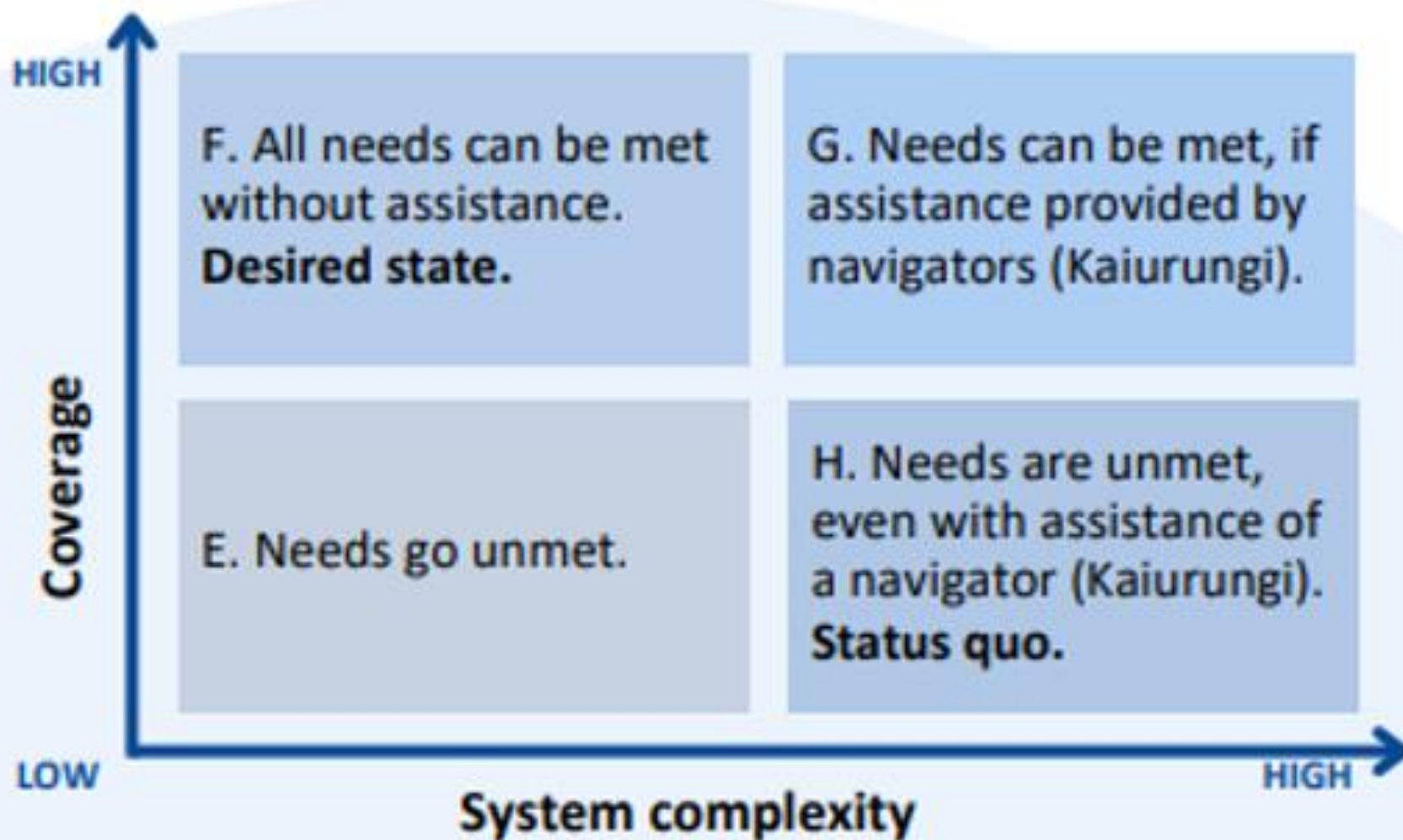


Diagram B: System Performance Quadrant Diagram

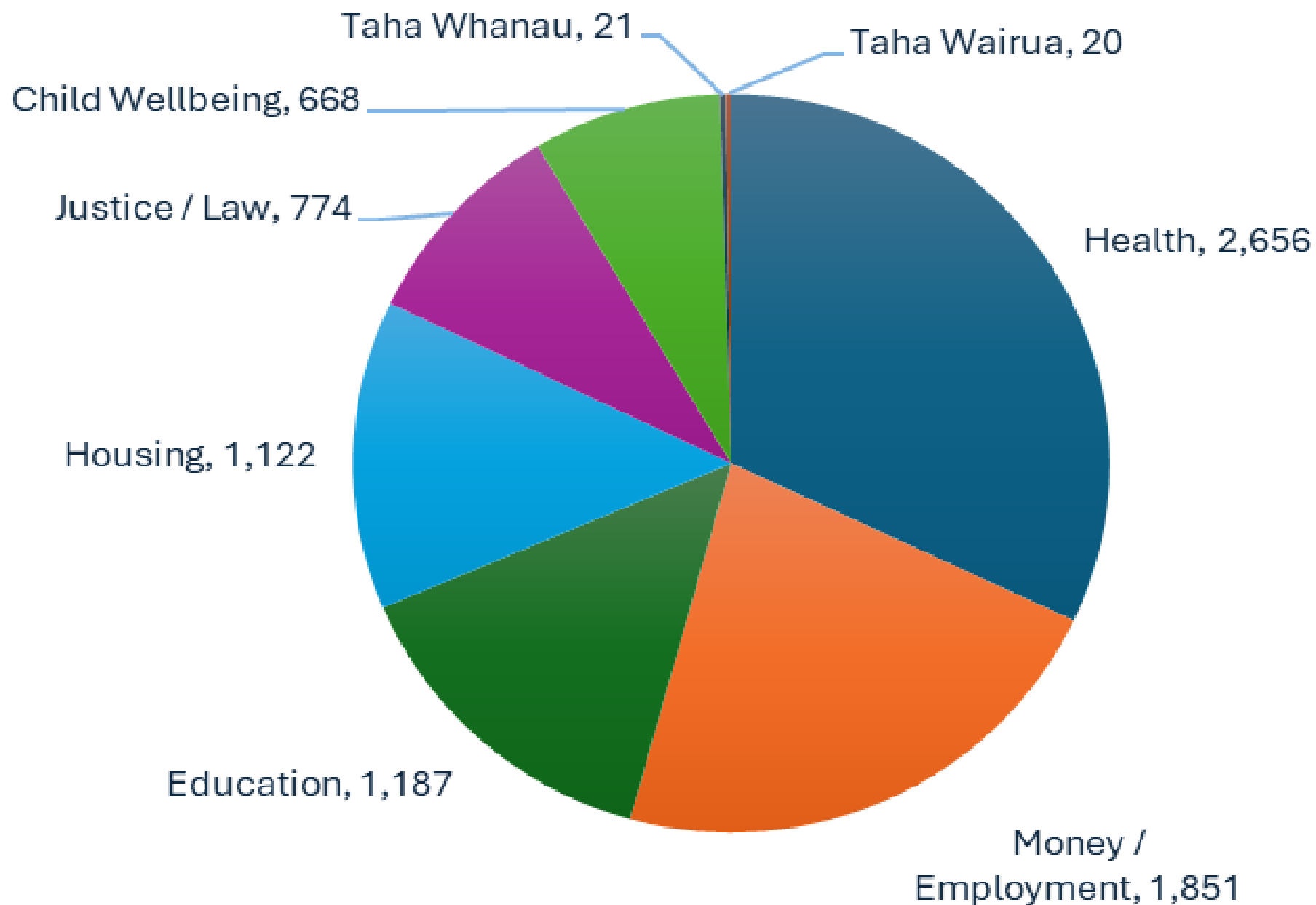
B)



Key findings from Manaaki Navigators – June 2019 – Sept 2025

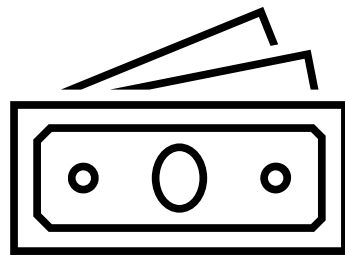
1,561 Whānau Supported	7,137 Narratives Captured	8,299 Needs Recorded	5.3 Average Needs per Whānau
31 Total Navigators	14 Navigator Providers	12,029 Responses Recorded	6,780 Barriers Documented

Needs Across Systems





49.5% of whānau had
health needs



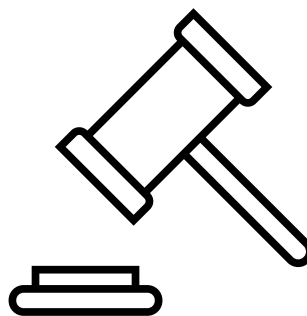
43.8% of whānau had
income needs



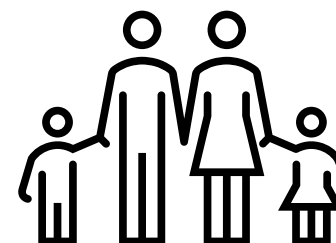
27.7% of whānau had
education needs



30.7% of whānau had
housing needs



22.9% of whānau had
justice needs



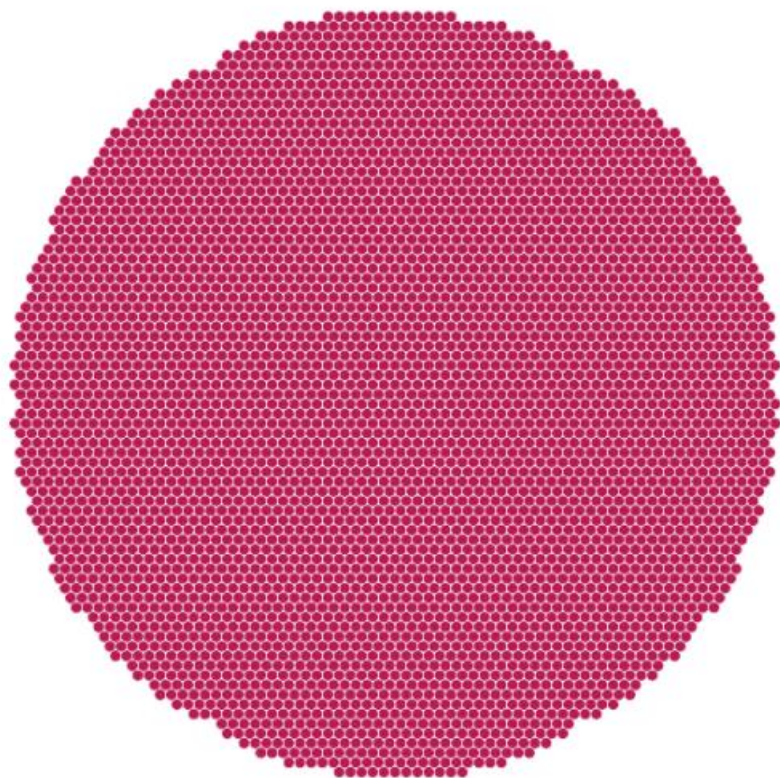
17.2% of whānau had child
wellbeing needs



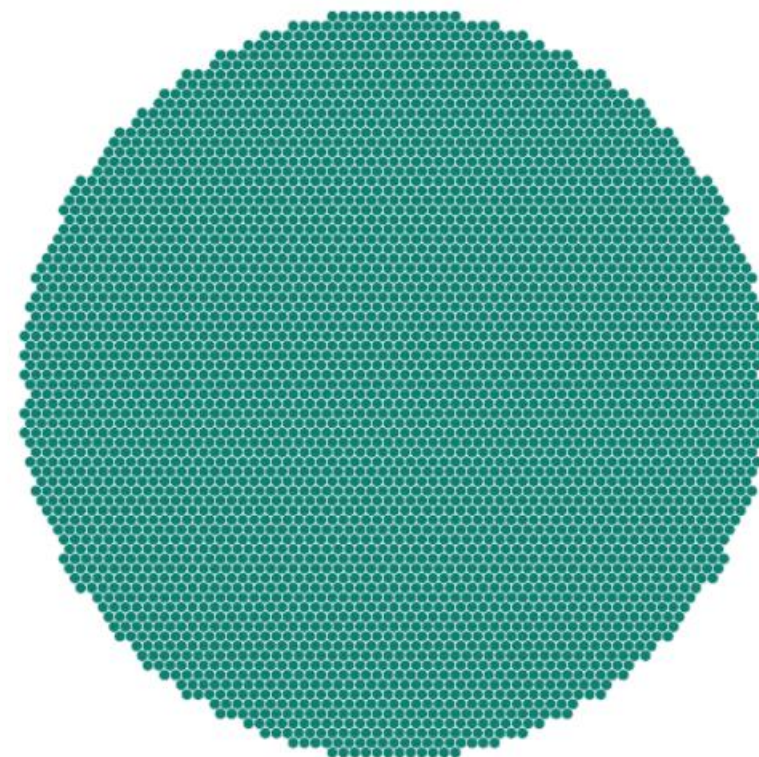
Barriers were observed and recorded 51.3% of the time.

6 of 9

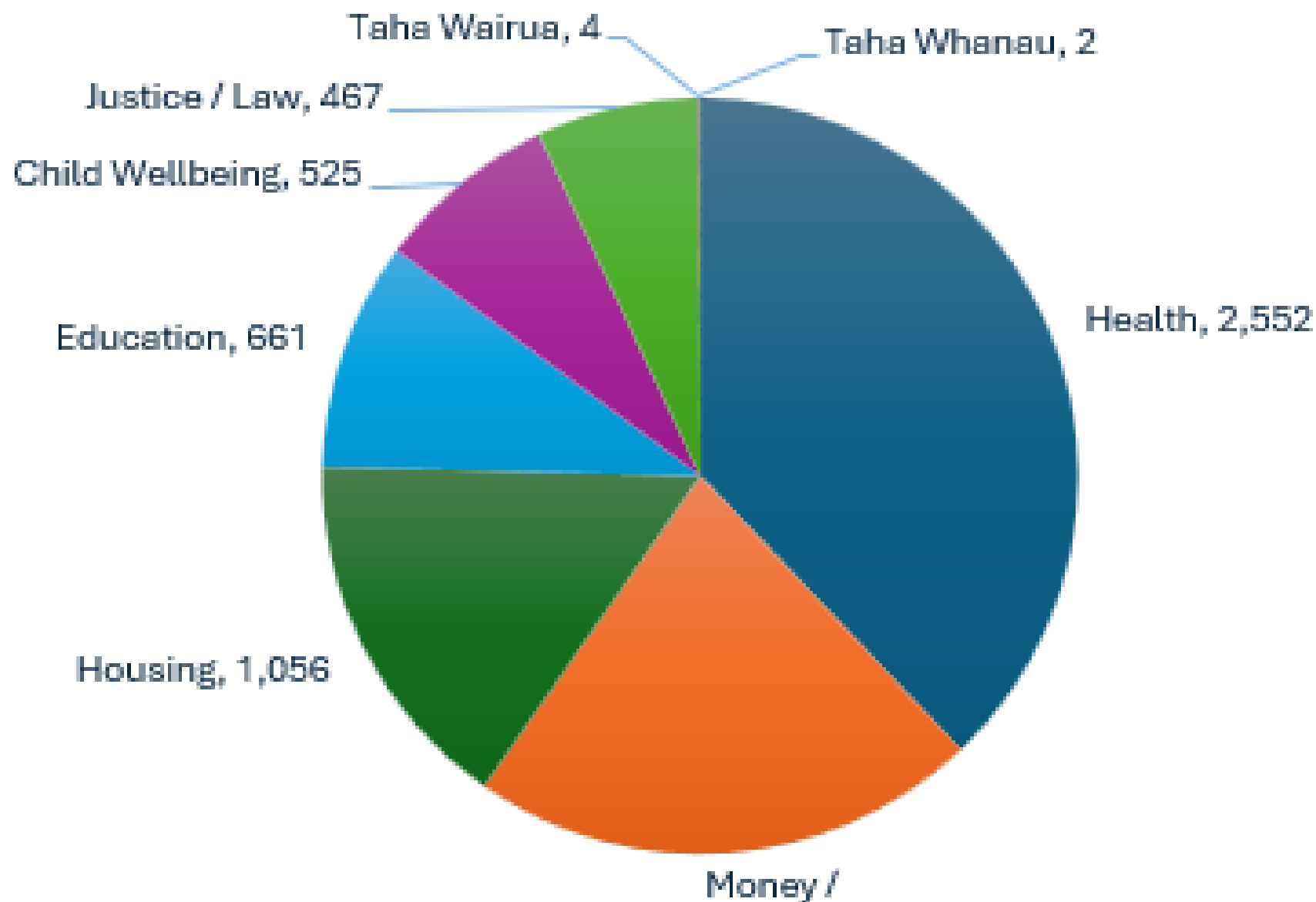
Barrier(s) Identified (4256/51.3%)



No Barrier(s) Identified (4043/48.7%)

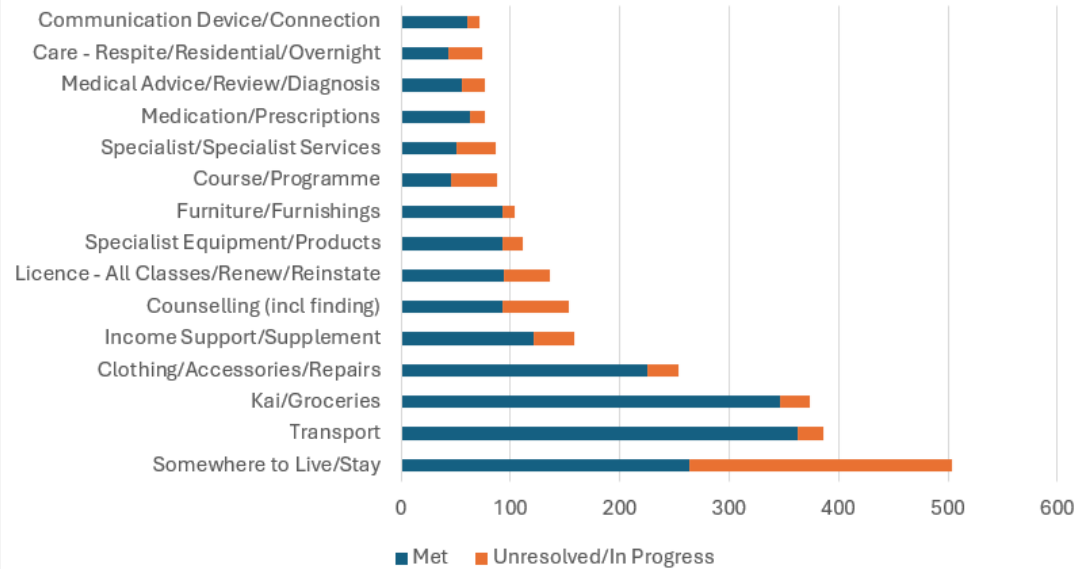


Number of Barriers



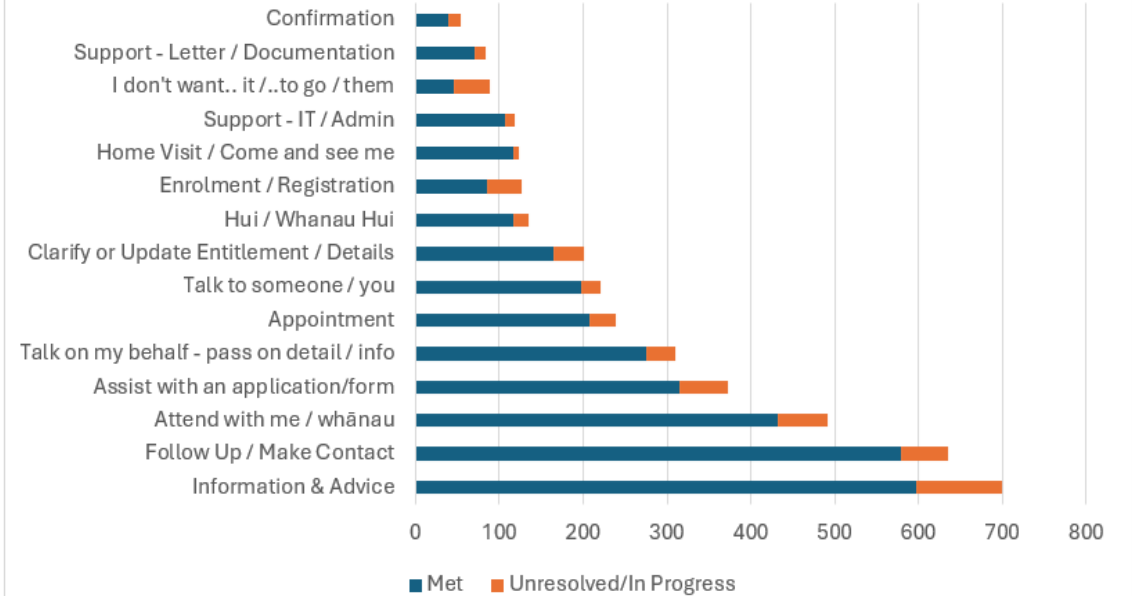
Direct needs

Top 15 Direct Needs (4,306 Total)



System Support needs

Top 15 System Support Needs (3,993 Total)



Urungi Quarterly Report: Q3 2024

System Overview

Whānau
176
(+11.39%)

Needs
454
(-16.24%)

Barriers
493
(-17.42%)

Total Whānau
1386

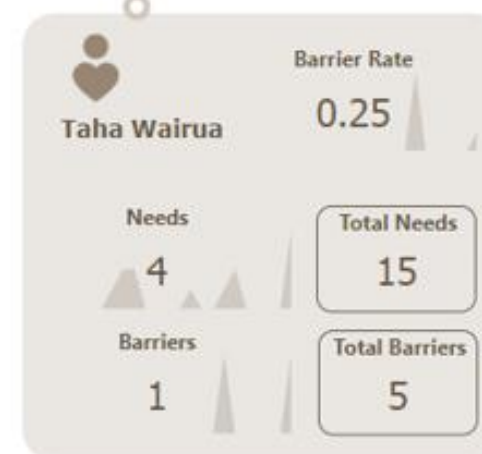
Total Needs
7479

Total Barriers
6096



Diagram showing the needs and barriers recorded across systems by Kaiurungi for the last quarter, alongside overall total numbers stored in Urungi.

☐ Total number in Urungi database.
(Percentage change from previous quarter.)



Conclusions

A broad-spectrum 'navigator' type workforce can be part of the solution

But navigators are working around highly complex systems – build in systems work

Local data matters and whanau voice provides evidence to shape and design future services.

Conclusions

The government delivers large-scale, transactional responses that work for most people. But communities need locally led approaches to pick up whanau that don't fit the mainstream system

The system is a monopoly with a locked door and communities have very little power to change it.

Community Commissioning

Creates new levers for positive change and eliminating waste work

Locations have different needs requiring tailored support

Community Commissioning will enable regions to focus on their unique priorities, and ensure local accountability.



Manaaki
Tairāwhiti

Enabling all whānau
to flourish.



Needs
101
(-22.31%)Barriers
132
(-31.96%)Barrier Rate
1.31
(-12.42%)Total Needs
2493Total Barriers
2432Overall BR
0.98

Highest Frequency Needs	Needs	Barriers	Barrier Rate (BR)	BR Last Quarter	% Change
Appointment	15	12	0.80	1.50	▼ -46.7%
Attend with me / whānau	9	17	1.89	1.50	▲ 25.9%
Counselling (incl finding)	7	13	1.86	1.71	▲ 8.3%
Information & Advice	6	7	1.17	1.83	▼ -36.4%
Make Contact / Follow Up	6	3	0.50	0.89	▼ -44.1%
Medication / Prescriptions	5	3	0.60	2.00	▼ -70.0%
Specialist Equipment / Products	5	9	1.80	1.00	▲ 80.0%
Income Support / Supplement	4	14	3.50	1.00	▲ 250.0%
Transport	4	2	0.50	1.00	▼ -50.0%
Clarify Entitlement	3	14	4.67	5.00	▼ -6.7%
Enrolment / Registration	3	3	1.00	1.50	▼ -33.3%
Medical Advice / Review	3	2	0.67	1.40	▼ -52.4%
Deal with Addiction	2	0	0.00	0.00	Down to 0
Home Help / House Cleaning	2	5	2.50	5.67	▼ -55.9%
I don't want.. it /..to go / them	2	1	0.50	0.00	Up from 0

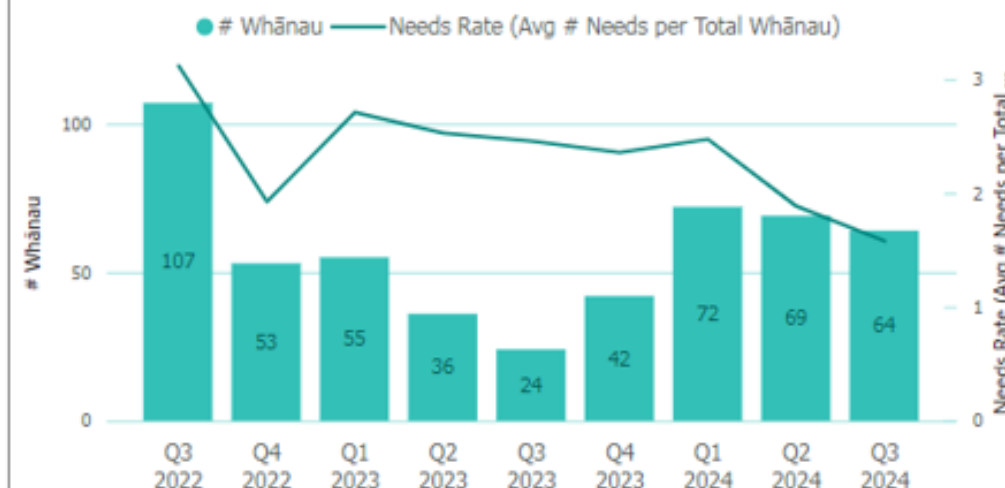
Barrier Themes



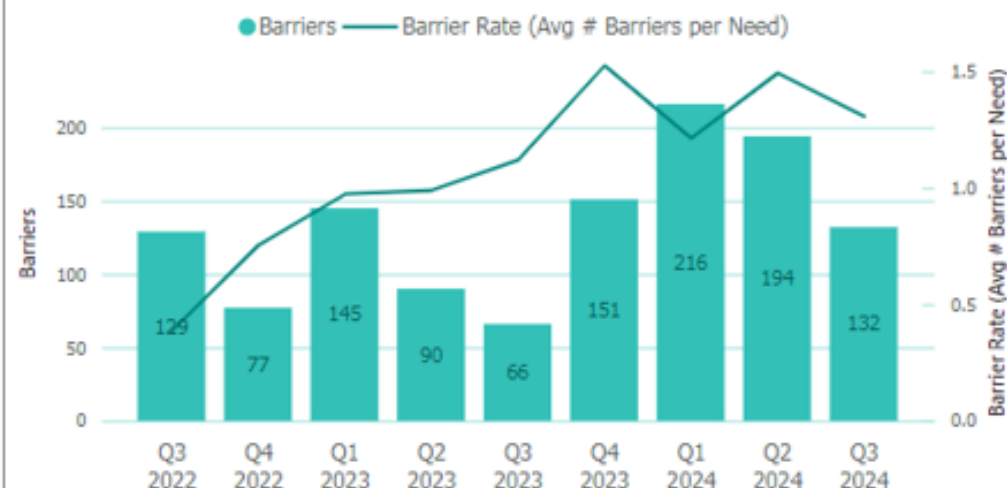
Barrier Agencies

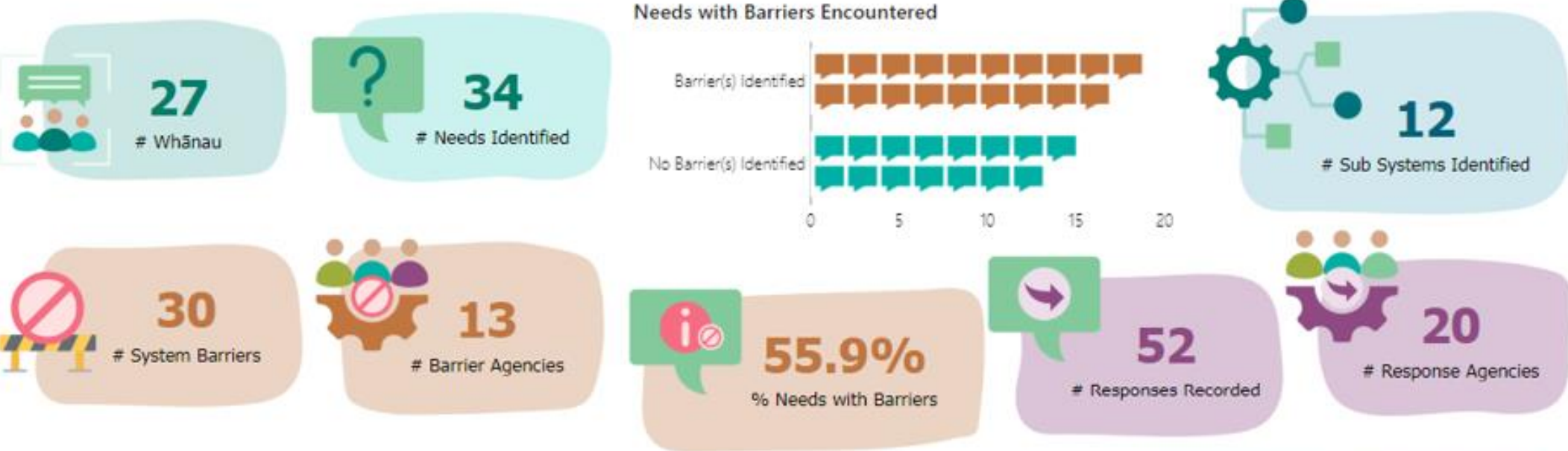
Barrier Agencies	# Barriers
MOH - Ministry of Health	13
ACC - Accident Compensation Corporation	10
GP - doctor	9
MSD - Ministry of Social Development	7
Te Waharoa	6
Pinnacle	5
Dentist	4
Hauora Tairāwhiti - Te Whatu Ora Tairāwhiti	4
Self / Whānau	4
Health Specialist	3
Multiple Agencies	3
NASC (Health and Older Persons)	3
Optometrist	3
Te Hīringa Matua	3
Three Rivers Medical	3
Work and Income	3
Your Way Kia Roha - Life Unlimited (Disability NASC)	3

Whānau With Health Needs Over Time



Barriers Over Time

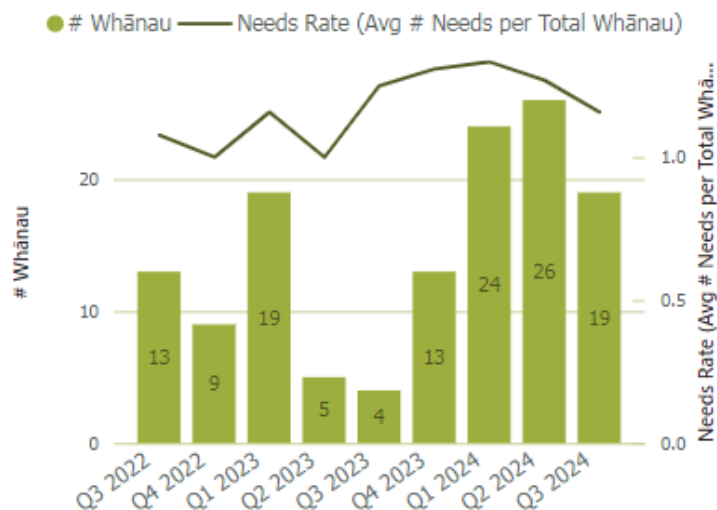




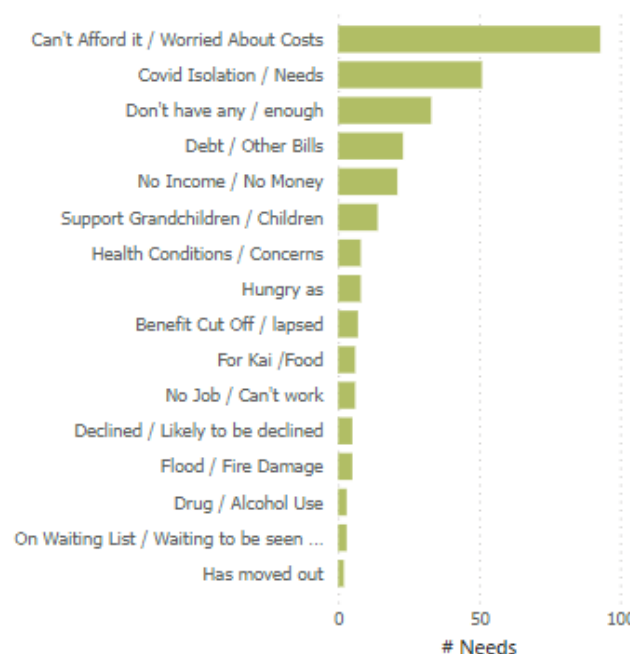
Top Need Themes within the Education System



Whānau With Specified Needs Over Time



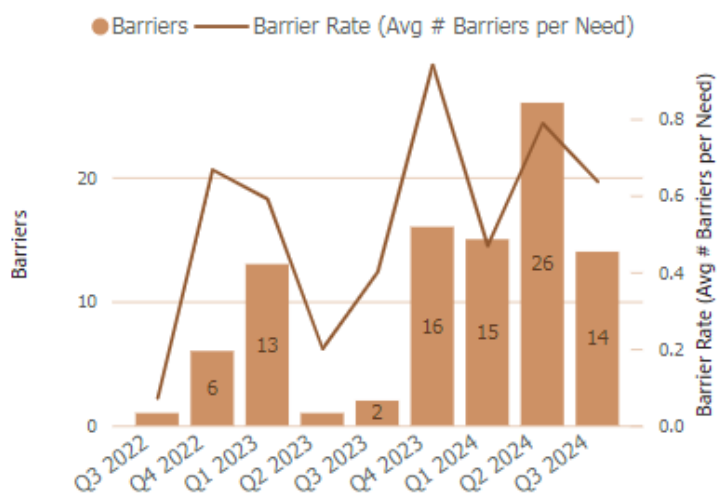
Because Theme



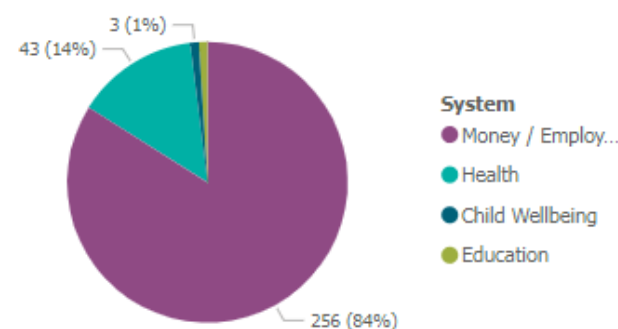
Barrier Agencies

Barrier Agencies	# Barriers
Work and Income	67
MSD - Ministry of Social Development	21
Supergrans Tairāwhiti	10
Multiple Agencies	9
TROTAK	5
MOH - Ministry of Health	3
GDC - Gisborne District Council	2
Housing Providers	2
MOJ - Ministry of Justice	2
Youth Services - Turanga Ararau	2
Community Mental Health and Addiction Services	1
GP - doctor	1
Hauora Tairāwhiti - Te Whatu Ora Tairāwhiti	1
Kainga Ora	1
NASC (Health and Older Persons)	1
New Life Fellowship	1
Private Business	1
Three Rivers Medical, ACC - Accident Compensation Corporation	1
Work and Income, Barnardos	1

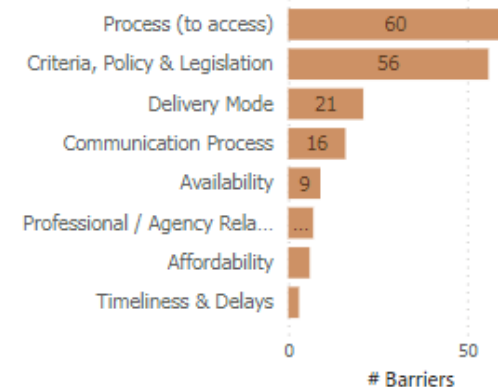
Barriers Over Time



Needs by System



Barrier Theme



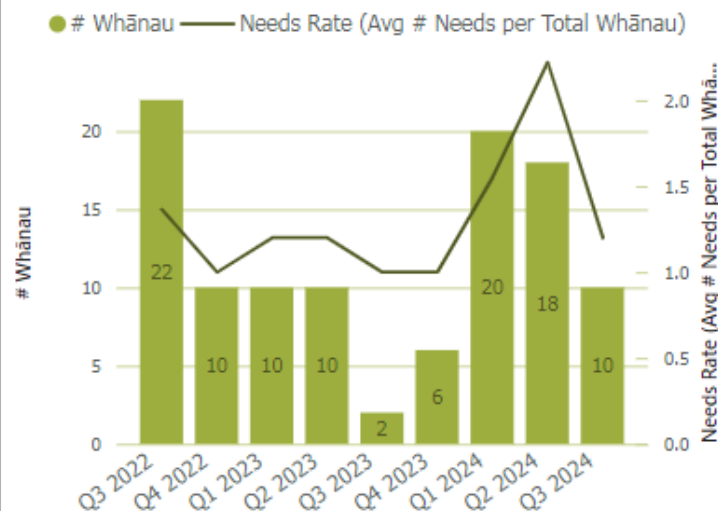
Manaaki Tairāwhiti Urungi Report

Spotlight on Need: Transport

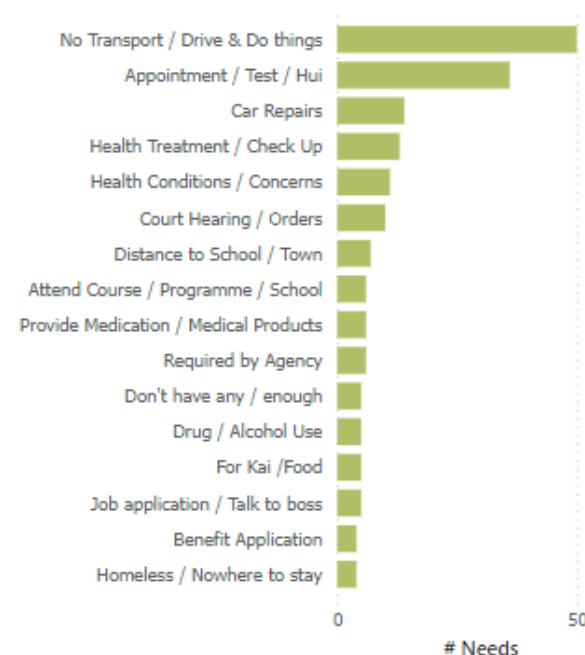
Transport



Whānau With Specified Needs Over Time



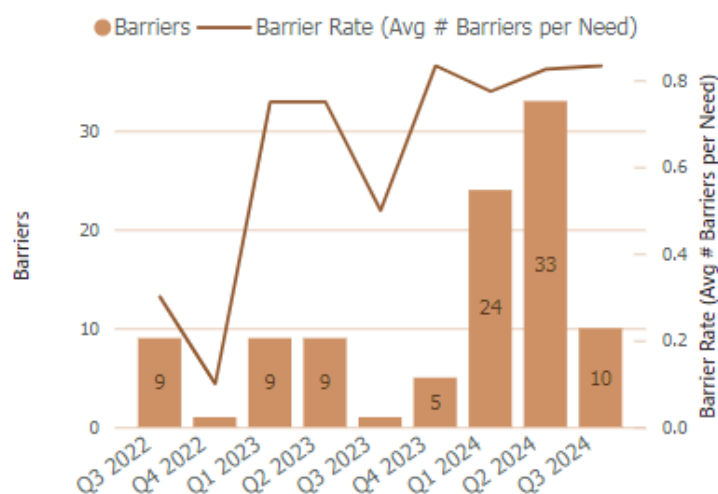
Because Theme



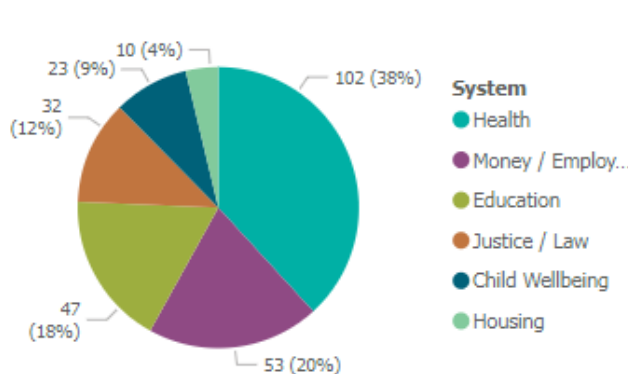
Barrier Agencies

Barrier Agencies	# Barriers
Multiple Agencies	17
MSD - Ministry of Social Development	11
NZ Transport agency NZTA - Waka Kotahi	9
GDC - Gisborne District Council	8
MOE - Ministry of Education	8
Kainga Ora	6
TRONPhui	6
Work and Income	6
Hauora Tairāwhiti - Te Whatu Ora Tairāwhiti	5
MOH - Ministry of Health	4
Self / Whānau	3
CCS Disability Action	2
Community Mental Health and Addiction Services	2
GP - doctor	2
Housing Providers	2
Lawyer	2
MOJ - Ministry of Justice	2
OT - Oranga Tamariki	2
Private Business	2
Turanga Health	2
Audiology	1
Bank	1
Community Mental Health and Addiction Services	1

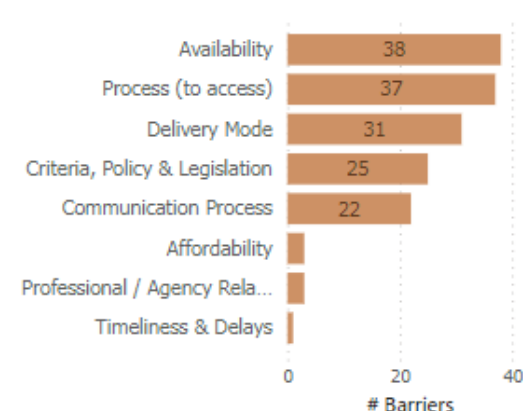
Barriers Over Time



Needs by System



Barrier Theme



Manaaki Tairawhiti delivers interconnected approaches
acting **on** the system, and
acting **in** the system,
to evidence the impact of changes **to** the system,
we can bring together action and evidence.

Details

Need: I need to talk to someone about whether I'm dealing with my son's grief and distress in the right way or making it worse.

Because: I get so emotional cause I can hardly deal with my own grief

Need Theme: Talk to someone / you

Because Theme: Stressed / Not coping

Demand Type: Whānau Need

Date:

Navigator Agency: Manaaki Tairawhiti

System: Child Wellbeing

Sub System: Mental Health

Barriers? Barrier(s) Identified

Outcome: Met

Outcome Date: 2021-02-02 00:00:00

Days to Outcome: 22

Next steps

