



Panama Riverside  
**Friends Society**

INCORPORATED

**The Panama Riverside Whanau is continuing to give back to our home.**

Friends Society Incorporated is a not-for-profit organisation, founded to support and provide for people in the Panama Riverside community and beyond. Friends are made up of local and former residents alongside stakeholders. They share a commitment to ensuring Panama Riverside remains a safe, healthy, vibrant and thriving community.



# Whakataukī

“ Whaia te iti  
Kahurangi Ki te tuohu  
Koe me he maunga teitei ”

“ Seek the treasure you  
value most dearly, if you  
bow your head, let it be  
to a lofty mountain ”



## **WELCOME TO THE STRATEGIC PLAN 2021 – 2031 FOR FRIENDS SOCIETY INCORPORATED**

Providing well-being services is our main pivot; however the scale of health and social challenges being faced by our people combined with the impacts of Covid19 means we need to be thinking about our scope, our role and how we best meet these challenges both now and in the long term.

Our strategic plan sets out who we are, what we do and provides our four step up goals to respond to the challenges we face. It clearly shows how we will achieve our vision of Tino Rangitiratanga for Panama Riverside and the wider Maungakiekie-Tāmaki community.

“ Ki te Kotahi te ka Whati, ke  
te kaupua, e kare e whati ”

“ When the reed stands  
alone it can easily break,  
but when bound together  
it is unbreakable ”

**TAWHIAO**





# Our People / Whanau



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**Brownie Rauwhero**  
Kamatua

Brownie has nine years' experience as a Tainui Maori Trust Board Member, Director Waikato Fisheries, Chairperson Tamaki Runanga, Member Tainui Raupatu Claims Team, Member/Assistant Chair of the Huakina Development Trust Management Committee, Fifteen years as Chairperson of the Koroneihana Committee, Five years as Chairperson Tamaki Makaurau Marae Committee.

Experience in Huakina Iwi Social Services under the Children Young Persons & their Families Act 1989, Experience in Huakina Age Care Services, Huakina Dev Trust Pukekohe/Papakura Court Liaison Officer, Huakina Development Trust Stopping Male Violence, Facilitator, Huakina Development Trust Iwi Rep/Pukekohe/Papakura Probation Services, Huakina Dev Trust, Co-ordinator for Rangatahi Support Services, Pukaki Papakainga Kahui Kaumatua.

Assistant Chairperson for Pukaki Marae Committee, Member of Te Akitai Iwi Authority Treaty Claims, Past Member of the Auckland Museum Iwi Taumata, Cultural Advisor to South Auckland Police, Cultural Advisor Internal Affairs (Manukau), Kaumatua Counties Manukau Children's Team, Cultural Advisor Manukau District Court, Tamaki Representative for the Maori Kings Office, Cultural Advisor to PILLARS.

## WAIRUA

Tea Ropati

Dean Napa

Fred Craig

Gill Craig

Quaid Fletcher

Renee Ioane

Tracey Dawson

Randolph Tomai

Stacey-Jade Tomai

Liana Jennings

Violeti Ncisaac

## HINENGARO

Dr Barry Hughes

Fred Ioane

Julie O'Sullivan

Pip Ellwood

Mike Ellwood

Jean Mafi

Betty Ann-Mounga

Ricky Breil

Desma Jennings

Jarred Murdock

Walter Togiamua

## TINANA

David Wong

Moana Wong

Alison Fortes

Josh Chellatamby

Melissa Tongia

Greg Reid

Steve Purcell

Kealey Napa

Jacqueline Yates

Kaz Biddiss

Tina Taukeiaho

## WHANAU

Jessica Oakes

Cath Oakes

Susan Mather

Steve Carroll

Willie Mathews

Thomas Henry

Cheryle McGregor

Sonny Paku

Leah Paku

Cindy Carroll

Grant Abicht



**Sir Graham Lowe**  
Patron

Sir Graham Lowe has forged a reputation that transcends his position as a football coach and rugby league icon. From a sport which places a premium on macho image and physical rather than emotional prowess, Graham has moved beyond traditional masculine boundaries to appeal to a broad cross-section of New Zealand society, well outside the game of rugby league.

Graham founded the Lowie Foundation which uses Lowie's 12 Dynamic Principles to deliver a literacy and numeracy programme to 12 -19-year-olds from disadvantaged backgrounds. In 2018 Graham started working with the Department of Corrections New Zealand and developed the Kick for the Seagulls programme which uses sporting language to teach people in prison reading, writing and maths. Sir Grahame Lowe is a former Panama Road Resident and to this day remains connected with many current residents.

## FOUNDATION MEMBERS



## Where we are today?



We partner with our community and funders to deliver community led wellbeing services to the Panama Riverside community.

We will take stock of current services, expand our funder partnerships, and explore new opportunities.



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## Our Community



Panama Road area made up of a proud, strong, vibrant community. The area has always had a sense of belonging, inclusion and social connectedness. The area celebrates its identity, heritage and cultural diversity. There is an understanding of a rich history, starting with tangata whenua. Innovation and creativity are encouraged, and opportunities are accessible to all.

With a population of approximately 2900, over 50% of the residents are Pasifika. We also have European: 21.1%, Asian:

20.8%, Maori: 19.6%. 51.3% are aged from 0 - 29-year-old. There are a number of businesses in the area due to the location near to Sylvia Park mall, including light industrial and commercial businesses.

A large proportion of the houses are owned by Housing NZ /Kāinga Ora. There has been a large state housing presence increasing due to intensification of both public and private development over the recent years.



## Charting our Course



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We must think and operate in new ways to meet the growing challenges faced by our community.

Our vision and mission guide everything we do.



# OUR VISION

TINO RANGATIRATANGA MO TE IWI

Our Mission To Effect Change

## Governance

### Pou Ārahi

WE HAVE GOOD GOVERNANCE AND QUALITY DECISION MAKING

## Leadership

### Pou Tangata

WE VALUE AND EMPOWER PEOPLE

## Capability

### Pou Hihiko

WE MAKE THE MOST OF TECHNOLOGY

### Pou Whenua

WE ARE A TRUSTED AND PREFERRED SERVICE PROVIDER

# OUR VALUES

SERVE • INNOVATE • LEAD • ACCOUNTABLE • INTEGRITY • DELIVER

How we measure success

Pou Ārahi • Pou Oranga • Pai Whānau • Pai Tangata



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# KO TŌ TĀTOU

KO TE TINO RANGATIRATANGA MO TE IWI  
Ko Tatou Mihana Kia Whakareketia

## Mana Ārahi

### Pou Ārahi

HE MANA ĀRAHI  
PAI TŌ TĀTOU,  
HE WHAI KOUNGA  
HOKI TĀ TĀTOU  
WHAKATAU  
WHAKAARO

## Mahi Rangatira

### Pou Tangata

KA WHAI UARA,  
KA WHAKAMANA  
HOKI TĀTOU  
I Ō TĀTOU  
TĀGATA

## Āheitanga

### Pou Hihiko

KA TINO  
WHAKAMAHI  
TĀTOU  
HANGARAU  
TĀTOU

# KO Ō TĀTOU UARA

KIA RATU • KIA AUAHA • KIA ĀRAHI • KIA TIKA • KIA PONO • KIA TUKU

## Ko Ō Tātou Uara

Pou Ārahi • Pou Oranga • Pai Whānau • Pai Tangata





## Our Commitment

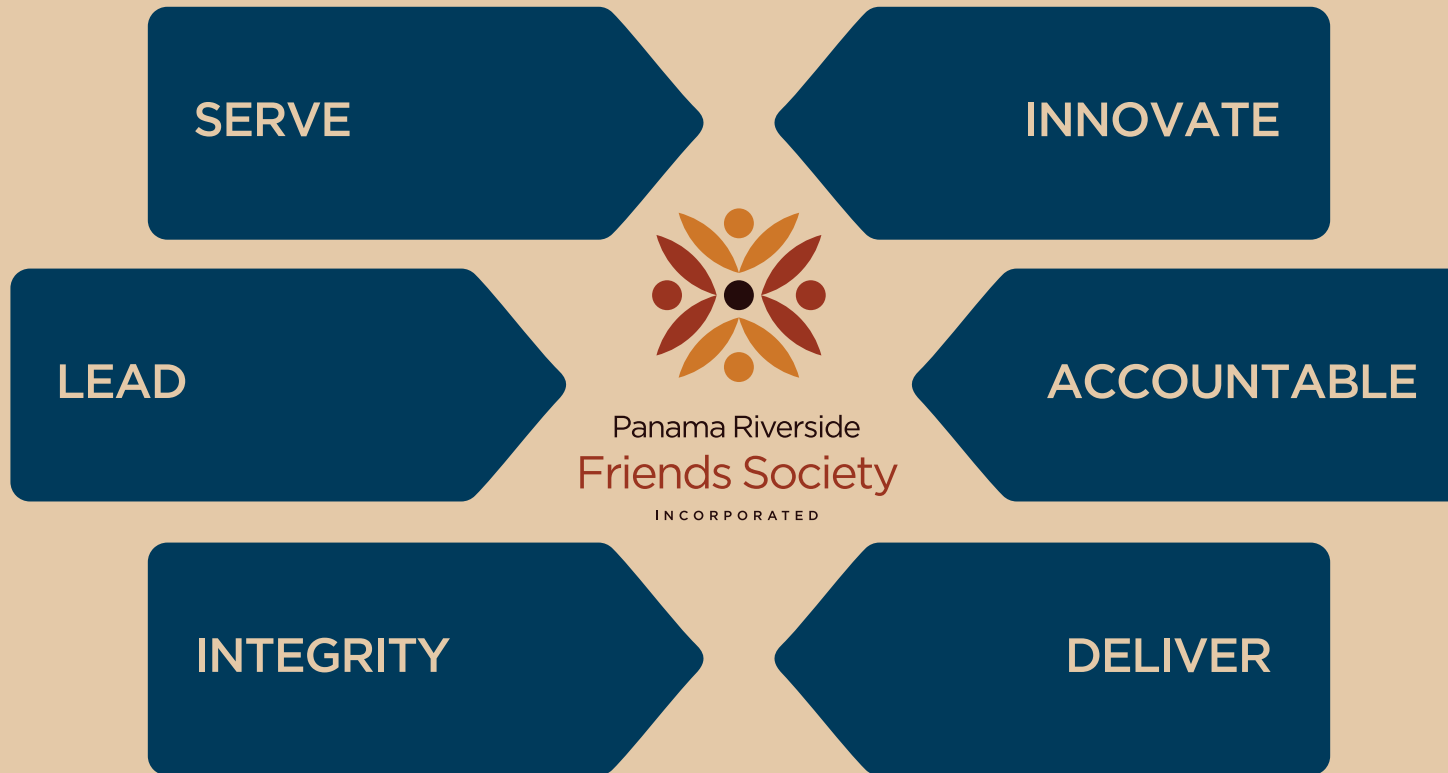
.....  
Successfully navigating  
our Waka of service  
delivery in a sea of  
perpetual change.  
.....



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# Our Values and Beliefs





**WE HAVE GOOD  
GOVERNANCE  
& QUALITY  
DECISION  
MAKING**

**We will:**

REVIEW OUR GOVERNANCE  
TO ENSURE ACCOUNTABILITY,  
CONNECTEDNESS,  
REPRESENTATION AND  
PROFESSIONAL CAPACITY  
WITHIN A FRAMEWORK OF  
CONTINUOUS IMPROVEMENT

**WE VALUE  
& EMPOWER  
OUR PEOPLE**

**We will:**

PROVIDE OUR PEOPLE WITH  
THE TOOLS AND SUPPORT  
NEEDED TO DELIVER ON OUR  
VISION



WE ARE A  
TRUSTED &  
PREFERRED  
SERVICE  
PROVIDER

**We will:**

GROW AN ORGANISATION  
THAT IS COMMITTED TO  
EXCELLENCE IN SERVICE  
DELIVERY, RESPONSIVE,  
RELEVANT AND WHĀNAU  
CENTRED

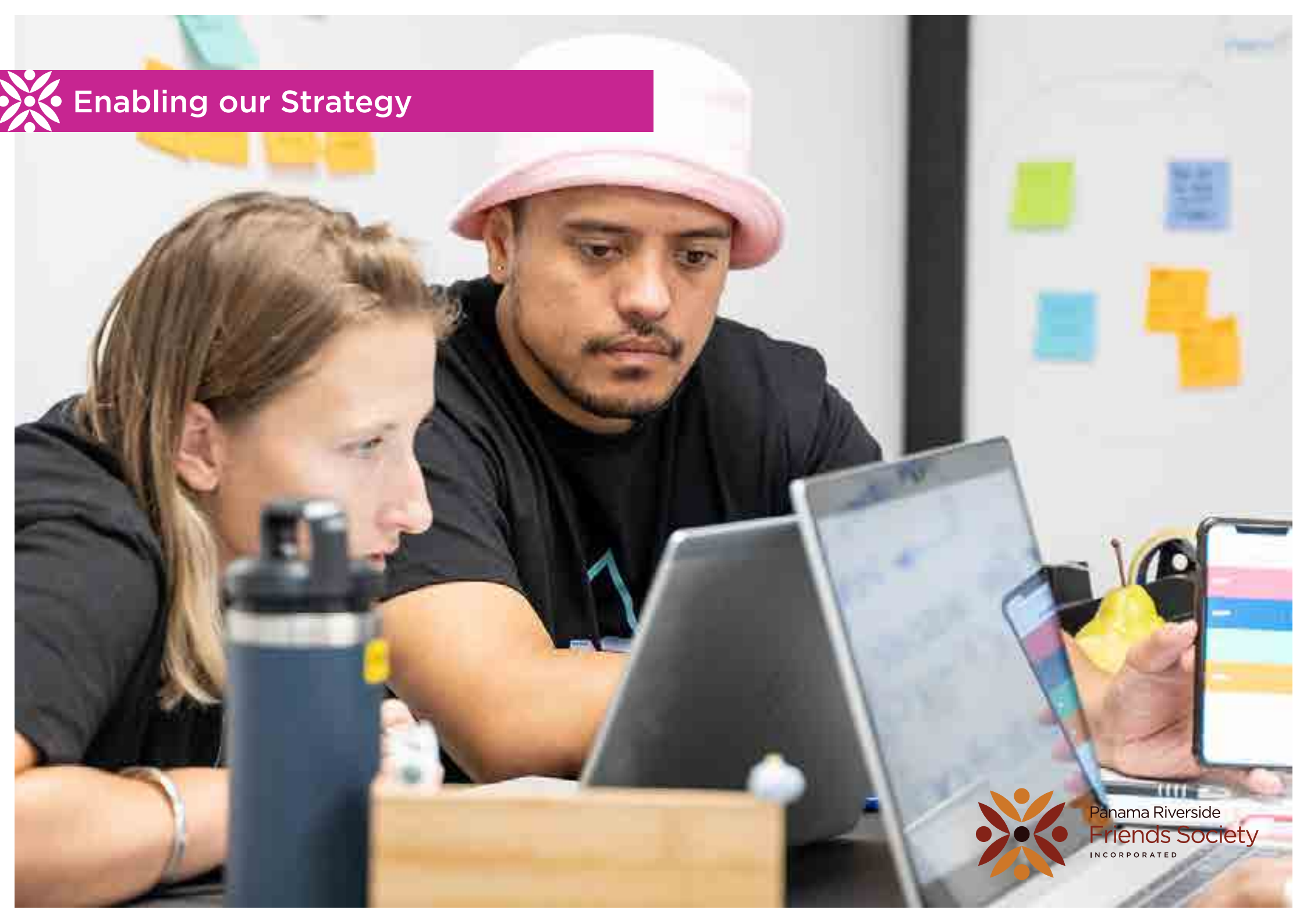
WE MAKE  
THE MOST OF  
TECHNOLOGY

**We will:**

EMBRACE INNOVATION AND  
FOCUS ON TECHNOLOGY AS A  
VEHICLE FOR COMMUNICATION,  
ENGAGEMENT AND SERVICE  
DELIVERY



# Enabling our Strategy



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# Enabling our Strategy

## GOVERNANCE

### GOVERNANCE CAPABILITY & SUCCESSION

Develop a plan that identifies capability gaps, improvements and succession

## LEADERSHIP

### LEADERSHIP CAPABILITY & SUCCESSION

Develop a plan that identifies capability gaps, improvements and succession

### COMPELLING STORY

Develop a communication plan to support and enable our strategy

Develop annual events for the Panama Riverside community

### QUALITY & RISK

Independent audit review and gap analysis and improvement plan

## CAPABILITY

### TALENT DEVELOPMENT

Develop a capability investment plan for ongoing staff development and planning

Develop research and development opportunities

### NEW SERVICE OPPORTUNITIES

Develop new and innovative services opportunities plan





## How we measure our success

### ME PEHEA TE MANAAKI HOKI KUA KAI

Demonstrating our success will incorporate measuring the effectiveness of our activities and determining the impact that it has had on our community.

Evidence will be gathered through feedback from our community, our staff and our funders.



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# Our Strategy in Action

## LEADING OUR GROWTH AND MEASURING OUR SUCCESS

Implementation of our strategic plan needs good planning, disciplined implementation and rigorous measurement to ensure timelines are met and outcomes are delivered.

Good governance, an engaged and capable workforce, effective partnerships and communication with all stakeholders, particularly our valued kamahi and community, is critical to our success.

A performance of excellence framework combined with a robust strategic and business planning cycle ensures the right actions will be taken, at the right time, in the right order and to budget.

Our performance will be tracked to enable us to be agile to the environment social and economic challenges we face. By doing so we will ensure our services remain appropriate for the needs of our community we serve.



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319 Panama Road, Mt Wellington  
PO Box 147 160, Ponsonby  
0800 363687  
[www.panamardresidents.org.nz](http://www.panamardresidents.org.nz)  
[panamardresidents@gmail.com](mailto:panamardresidents@gmail.com)