**Strategic Plan Ngāti Ranginui Iwi 2018 – 2028**

NRI Strategic Structure

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| **Shared Vision, 3 Entities, One Iwi**  **Continuous Organisational Improvement (COI)** | | |
| **Objective 1. Develop our Rūnanga and Marae Capability** | | |
| ***What we will do*** | ***How we will do it*** | ***By When*** |
| **Merge our Visions and strengths to create one awesome force** | * Co-lead the development of the combined three entities’ Vision and strategic directions (Board). * Support our sister entities in their capability development and share where appropriate business systems and processes (BSup). * Develop and implement quality improvement programmes across Governance and Operations (systems, policies and procedures) e.g. H&S, Risk, Code of Conduct, reviews and evaluations (BSup). * Create and implement Recruitment processes and professional development plans aligned with ERA2000 for our operations (BSup). * Develop and implement a cohesive marketing approach and packages for the Rūnanga (BSup). | 2019  2020  2018  2018  2018 |
| **Develop and apply intelligence to inform our future decisions** | * Lead and implement databases to monitor organisational performance and client analyses (Iwi register, Excess, Timefiler, IMS, Reckon) (BSup). * Develop and lead the implementation of locational heat maps to show social services need and economic growth opportunities for the WBoP (BSup). * Develop a programme of work to establish a longitudinal research project to measure the benefits of wrap around Kaupapa Māori services (BSup). * Deliver high level performance reports e.g. finance, KPIs, annual, contract, funding etc. Develop and implement client databases to perform needs and client analyses (BSup). * Develop locational heat maps to show social services need and economic growth opportunities for the WBoP (BSup). | 2018  2019  2019  2019  2019 |
| **Implement high quality services and initiatives, leading innovation and managing high calibre businesses** | * Develop and implement a quality programme of improvement across Rūnanga operations including internal and external Audits (BSup). * Develop MOUs between the Rūnanga & Marae Committees to develop complimentary business enterprises and develop shared skills and expertise where appropriate (BSup). * Develop and implement performance measurement to continuously question, innovate and improve what we do (BSup). * Implement business plans and budgets to support the Rūnanga strategic priorities (BSup). * Implement Te Ara Tamatea to support our staff to achieve their goals and continuously improve skills, knowledge and performance (BSup). * Investigate and develop business growth opportunities through philanthropic, Government and social enterprise partnerships (BSup) * Develop and implement an IT Strategy to support the Rūnanga operations(BSup) | 2018  ongoing  2018  ongoing  ongoing  ongoing  2018 |

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| **Kotahitanga – Revitalisation of Mātauranga Māori (RMM)** | | |
| **Objective 1. Educate, inform and grow people’s sense of belonging** | | |
| ***What we will do*** | ***How we will do it*** | ***When*** |
| **Develop and implement initiatives and resources that educates partners and helps Māori and Tauiwi link with their identity and/or the rohe.** | * Developing resources with schools that help build capability of educators * Deliver mentoring with Youth and Rangitahi that helps them link with their Māori identity to help them succeed in school and life * Develop resources for Māori not engaged with their Iwi and Tauiwi to understand the cultural significance of the rohe | 2018  2019  2020 |
| **Objective 2. Strengthen the oversight and leadership of the revitalisation programme and Kaupapa Māori practices** | | |
| **Strengthen the revitalisation programme and Kaupapa Māori practices through partnerships. education and developing capability** | * Creation of a Mātauranga Māori sub committee with Board, Marae and SLT to monitor, drive and gate keep on the quality of activities on behalf of the Iwi * Develop a quarterly newsletter and PR materials in partnership with Marae to show case NRI activities and the valued link to the BoP and NZ * Provide monthly updates in partnership with Marae on activities, updates and good news stories * Develop a monitoring programme for all NRI activities that link to building the capability and capacity of Mātauranga Māori and link across all other strategies. * Deliver monthly updates and quarterly report to Marae and the Board on progress to achieving progress towards. | 2019  2019  2019  2019  2019 |

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| **Health – Whānau Ora (WHO)** | | |
| **Objective 1. Focus on care and recovery at home through applying a Whānau ora approach** | | |
| ***What*** | ***How we will do it*** | ***When*** |
| **Develop and implement Home Care respite services** | * Develop and implement Home Care Kaupapa Māori respite services for illness, injury, palliative, physical, emotional and mental needs. * Develop where appropriate National and Regional Māori consortiums to joint tender. | 2018  2018 |
| **Develop opportunities to increase the presence of Registered Clinicians** | * Deliver in home health care services using registered nurses for Kaumātua and child health, oral health checks. * Develop services to deliver Mid wiffery and post natal support services to Māori in the home. * Develop opportunities to increase Registered Nurses home care services for higher needs clients supported at home. | 2018  2019  2020 |
| **Develop the workforce** | * Develop current and future workforce in career planning, professional practice and quality practices using Kaupapa Māori principles. | 2018 |
| **Objective 2. Create pathways to improve accessibility to health and prevention services** | | |
| **Develop opportunities to have health services closer to communities** | * Create education services to inform parents of child development stages and challenges. * Develop services that are Marae based Nurse and doctor visits to complete wellness checks to address critical health areas for Māori. * Develop services to deliver Mid wiffery and post natal support services to Māori in the community and on Marae. * Implement programmes for suicide awareness on Marae. | 2019  2020  2020  2020 |
| **Implement or develop services for social work, personal and interpersonal health development** | * Implement Whānau support services, navigation through statutory processes and FGC to support Whānau in their development. * Investigate services to support Alcohol, drug and addiction and rehabilitation services so Whānau can achieve their goals and thrive. * Implement services to support victims of intergenerational trauma of violence, and abuse. * Investigate mentoring and support networks for survivors of complex addictions and trauma with re-integration. * Develop and provide reintegration services and support for ex-offenders transitioning back into Whānau and community. * Implement men’s and women’s non-violence programmes * Develop safety planning programmes for Adults and Whānau | 2019  2019  2019  2020  2018  2018 |
| **Develop and implement a Kaupapa Māori Health Clinic providing wrap around complimentary services** | * Develop a concept plan to create a Kaupapa Māori Health Care Clinic with wrap around services. * Create a co-ordinated co located Whānau ora health services. | 2025  2025 |

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| **Education, Training and Career Pathways (ETC)** | | |
| **Objective 1. Facilitate initiatives to improve Pēpē and Rangatahi achievement** | | |
| ***What*** | ***How*** | ***When*** |
| **Deliver services to enable effective Younger Rangatahi development** | * Develop initiatives for younger Rangatahi in partnership with Marae (homework clubs, self esteem, identity, 3 Rs * Develop programmes to upskill parents & Caregivers in areas of child development, parenting, complex learning needs | 2018  2019 |
| **Deliver services and programmes to support Parents & Caregivers** | * Investigate philanthropic avenues for developing resource kits, workshops and seminars on parenting, child development, complex learning, behavioural and health needs. | 2019 |
| **Implement partnerships with Primary schools** | * Develop and implement in Primary schools cultural understanding of working with Māori Whānau as a partnership to remove barriers | 2018 |
| **Objective 2. Create avenues for Youth development and achievement** | | |
| **Deliver programmes to support Youth personal and interpersonal needs** | * Develop programmes for Youth that focus on understanding healthy relationships, self esteem, goal and career setting * Develop and deliver programmes to build self-esteem, understand healthy relationships and goal setting through life coaching. | 2019  2019 |
| **Deliver partnership approaches for alternative education and continuous learning** | * Develop partnerships with secondary schools, WINZ and businesses to access opportunities for training and employment. * Develop alternative education pathways for those Youth slipping out of the mainstream education system | 2019  2019 |
| **Create opportunities to support Youth training, employment and career aspirations** | * Develop MOUs with schools and training academies to identify how to support youth at risk. * Implement workshops for 11-19 year olds on Careers, polytech, Uni and the wide range of options available to them. * Implement workshops for 15-19 years old with careers, per polytech, Uni and life skills pre flatting. | 2019  2020  2020 |
| **Objective 3. Creating opportunities to grow Māori Adults’ aspirations** | | |
| **Deliver programmes and workshops to support Māori leadership and career aspirations** | * Develop and deliver workshops on goal and career setting through life coaching and Māori mentorships * Develop and implement management and leadership workshops to upskill our current and future leaders | 2020  2023 |
| **Deliver programmes and workshops to support Māori personal and interpersonal skills** | * Develop and deliver programmes to build self-esteem, understand healthy relationships and goal setting through life coaching (EG). * Develop Iwi alternative education programmes to support Tane and Wahine in reading, writing, maths and technology (SSG). * Develop programmes to teach skills of positive parenting and understanding complex health and behavioural needs of tamariki and mokopuna (SSG). * Implement men’s and women’s relationship and communication programmes (SSG). * Develop safety planning programmes for Adults and Whānau (SSG). | 2020  2023  2019  2018  2018 |

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| **Economic Development & Social Enterprise (EDSE)** | | |
| **Objective 1. Develop the business and entrepreneurial skills of Whānau, Hapū and Iwi** | | |
| ***What*** | ***How*** | ***When*** |
| **Develop opportunities to increase entrepreneurial and business capability** | * Complete a stocktake of Māori business, entrepreneurs, skill gaps and needs across the Western Bay of Plenty. * Develop a Māori business directory and regular support development forums. * Develop a programme of professional development series to upskill Marae in small business skills, entrepreneurial skills and business start-up. * Implement a mentoring programme for Māori small business owners and entrepreneurs. | 2020  2021  2021  2021 |
| **Develop programmes and opportunities to support Māori Career pathways** | * Develop and implement a work placement programme for Youth and support into trade training and career pathways into industries prominent in the BoP (Ports, Health, Housing Maintenance, Tourism & Hospitality, Arts & Culture) * Develop and support Career pathways for Māori with disabilities * Develop and implement career pathways support programme for mid-career Māori | 2019  2019  2019 |
| **Objective 2. Develop and implement effective and efficient social enterprises within the Rūnanga** | | |
| **Develop and deliver individualised home and care services** | * Develop concept plan social enterprise for Home Care personal services. * Investigate, support and review a concept plan to create a Māori Kaupapa Rest Home facility together with end of life care services. * Implement an in Home Care Maintenance business arm to roll out across the Western BOP. * Investigate establishing franchises in Home Care Maintenance business arm for Kaupapa Māori services. | 2020  2025  2025  2025 |
| **Develop and deliver authentic tourism ventures** | * Develop authentic Historic trail for Tourism and education purposes that describes the whakapapa and Tikanga of the BoP. * Develop a concept plan for a Cultural centre that incorporates Māoritanga with career training in the Arts, Tourism and Hospitality industries that showcases local Māori artists, Māori art and culture. | 2020  2023 |
| **Develop and grow Māori Excellence in technical capabilities** | * Develop a Centre for Māori Excellence to grow the knowledge and skill base of Ranginui and Māori with a range of partners. * Deliver a series of skill and knowledge base programmes through the Centre for Māori Excellence in financial literacy, audit, research, evaluation, strategy, small business and entrepreneur’s development skills. | 2019  2020 |
| **Objective 3. Develop in partnership with Marae enterprises to grow the economic and social wellbeing** | | |
| **Business and social enterprises** | * Investigate investment and business opportunities to utilise Marae/Hapū resources through business and philanthropic partnerships. | 2019 |

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| **Environment Sustainability (ES)** | | |
| **Objective 1. Create a strategic approach to monitoring and restoring the natural environs** | | |
| ***What*** | ***How*** | ***When*** |
| **Deliver effective environmental advisory and legal services** | * Develop and deliver scientific, research and advisory services to inform partners on damage, use and mitigation of impacts on the natural environment including impact analyses including environmental longitudinal impacts. * Support, and/or, develop and/or apply where necessary class action against polluters, and destroyers of natural environment areas. | 2019  2023 |
| **Programme or Services to private sector, councils and Tauiwi** | * Develop proactive educational, regulatory and advisory services to protect the natural environment from negative effects of industries. * Provide environmental advisory and negotiating services to minimise negative impacts and maximise potential opportunities for the Iwi. | 2020  2020 |
| **Develop a programme of work that Monitors and plans for restoration** | * Complete a stocktake with local Govt. on the state of the whenua, fauna, Moana and Awa to understand the health of the natural envinrons. * Develop a prioritised programme of work with funders and businesses to improve and regenerate the natural environment. | 2020  2020 |
| **Objective 2. Increase knowledge and capability of our current and future generations** | | |
| **Develop initiatives on Marae to support sustainability** | * Develop and implement initiatives to support Marae and Māori landowners to identify opportunities for sustainable use of their available land for food, crop and social enterprise applying sustainable land practices * Develop a programme aimed at sustainable recycling practices and nil packaging use on Marae * Investigate an initiative to build eco-friendly Papakāinga across low socio-economic areas, available Māori and Marae land. | 2020  2020  2025 |
| **Develop Programme/s or Services in schools** | * Develop an initiative to support schools to teach children the effective use of gardens, composting and care of the natural environment. * Develop a programme in partnership with schools and Toi Ohomai to include students in the restorative work of the environment. | 2020  2020 |
| **Educate and inform the broader community** | * Develop and implement educational workshops on natural environmental law to increase the capability of Māori. * Develop a range of resources and online platforms that show case the natural environment of the BoP and positive news stories of regeneration and the benefits of those actions. | 2020  2023 |

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| **Housing Innovations (HI)** | | |
| **Objective 1. Facilitating homeownership through partnerships and innovation** | | |
| ***What*** | ***How*** | ***When*** |
| **Develop research projects and initiatives through partnerships** | * Research different home configurations and concepts to support Whānau and Kaumātua including ecofriendly housing communities, apartments, shared accommodations, tiny houses, units and whare to support needs of different circumstances. * Develop a proposal to Government and local Govt. on adaptive housing approaches for BoP Māori and Iwi. | 2020  2020 |
| **Implement Programme/s or Services through innovative initiatives** | * Explore a “self build” community project to help Whānau be involved with building theirs and others Kāinga and increase trade and design skills with Māori. * Explore developments of credit union or low cost low facility to support Māori into their own homes either as a National or Regional consortium. | 2023  2025 |

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| **Objective 2. Education of care and creating a healthy Whare** | | |
| **Develop Programmes to Whānau in kāinga hauora** | * Programmed approach through advocacy to ensure all tenants, and owners have warm healthy housing, curtains, insulation and heating. * Implement programmes to educate Whānau as to how to maintain healthy homes. * Deliver financial literacy to Whānau on how to set goals, maintain and grow equity and opportunities within their individual circumstances. | 2020  2019  2019 |
| **Objective 3. Partnerships with Whānau, Marae and Hapū to create a community feel and increase their asset bases** | | |
| **Develop Initiatives & Partnerships with Marae** | * Explore partnerships to develop supported housing for Māori with disabilities and health needs. * Develop programmes that further develop Marra Kai initiatives into community education programmes and where appropriate sustainable social enterprises. * Develop partnerships that increases opportunities for co-investment on Marae land. | 2019  2020  2020 |
| **Objective 4. Implement emergency support and transition accommodation for Tamariki** | | |
| **Develop Programmes and/or Services to support sustainable Kāinga solutions** | * Implement transition whare for Tamariki in care. * Implement emergency accommodation for Tamariki. * Support other services to deliver housing initiatives to reduce homelessness. | 2019  2018  2019 |