**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).
 | 20192020201820182018 |
| **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).
 | 20182019201920192019 |
| **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)
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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
 | 20182019 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.
 | 20192019201920192019 |

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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.
 | 20182018 |
| **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.
 | 201820192020 |
| **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.
 | 2019202020202020 |
| **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
 | 201920192019202020182018 |
| **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.

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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
 | 20182019 |
| **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.
 | 20192019 |
|  **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
 | 20192019 |
| **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.
 | 201920202020 |
| **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
 | 20202023 |
| **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).
 | 20202023201920182018 |

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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.
 | 2020202120212021 |
| **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
 | 201920192019 |
| **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.
 | 2020202520252025 |
| **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.
 | 20202023 |
| **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.
 | 20192020 |
| **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.
 | 20192023 |
| **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.
 | 20202020 |
| **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.
 | 20202020 |
| **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.
 | 202020202025 |
| **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.
 | 20202020 |
| **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.
 | 20202023 |

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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.
 | 20202020 |
| **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.
 | 20232025 |

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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.
 | 202020192019 |
| **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.
 | 201920202020 |
| **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.
 | 201920182019 |