

NEW ZEALAND MĀORI WARDENS ASSOCIATION

Business Plan 2003 to 2004

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1) Executive Summary

The New Zealand Māori Wardens Association (NZMWA) is an organisation for the benefit of Maori Wardens Members and the Maori Community and the organisation must meet their needs and aspirations.

It is the Executive Councils responsibility to implement the strategies in this Business Plan to achieve the Organisations goals. The Executive Council may delegate various tasks and responsibilities.

The future success of the organisation is dependent on the provision of services to members through regionalisation.

The Strategic Goals for the next year are:

Goal 1: To review the Associations organisational structure.

Goal 2: To develop Association policies and review planning documents

Goal 3: To strengthen the Associations management infrastructure

Goal 4: To strengthen the Associations operations

Goal 5: To deliver a range of services to the membership

Goal 6: To build internal and external relationships

2) Introduction & Purpose

This Business Plan is a result of Executive Councils initiatives to produce a written document which sets out the aims, policies, purpose and future direction of the NZMWA for the 2003 – 2004 financial year.

The Executive Council is charged with managing the Associations resources, funds and assets on behalf of the Associations members. The Executive Council must act in a professional and business like manner. This Plan lays out the goals, objectives and action plans for achievement.

This Business Plan has been designed for use by the following:

- a) **Executive Council:** The analysis thought and planning that went into the creation of this document has given Councillors a greater and more in depth knowledge of the NZMWA purpose and operations. In preparing the plan, Councillors have been forced to give more thought to the organisation areas that would otherwise be ignored.
- b) **Advisers:** The advisers to the Association have assisted with the analysis and preparation and now have a greater overall knowledge of the NZMWA. Advisers would be in a better position to assist Council in achieving the goals and aspirations of the Association.
- c) **Members:** Members can use the Business Plan to better understand motives behind Councils decisions and to gain a greater perspective of the Councils operations and the overall strategies for the Association.
- d) **Funding Providers:** The Plan can be used by Funding Providers such as Te Puni Kōkiri. Other funding providers such as the New Zealand Lotteries Board will be better able to make decisions regarding allocation of funds to the Association.

3) NZMWA Profile

3.1) Description of the Association

The members of the NZMWA belong to Sub Associations. The Sub Associations carry out their activities at a local level. The Sub Associations are where it all happens. Members are involved throughout the wider community and particularly with those at risk. Each of the Sub Associations has a committee and office holders.

Groups of Sub Associations form District Associations. The District Associations provide a venue for Sub-association representatives to meet and exchange ideas and mainly provide an administrative function.

The affairs of the NZMWA are governed by an Executive Council while the day to day activities of the organisation are undertaken by a part-time administrator and honorary officers. The Organisations governance structure consists of an Executive Council made up of the President and five elected members.

3.2) Executive Council Profile

President:	Peter Walden
Councillor:	Linton Sionetali
Councillor:	Wiremu (Bill) Jones
Councillor:	Bill Blake
Councillor:	Joyce Williams
Councillor:	Mihi Toki

3.3) Association Advisors

Patron:	Tuahine (Joe) Williams
Accountant:	Beker Findlay and Allan – Taupo
Auditor:	Iles and Campbell Ltd. – Taupo

3.4) District Association Profile

District Associations:	Taitokerau	Aotea
	Tamaki	Tairawhiti
	Tamaki ki te Tonga	Takitimu
	Waikato Maniapoto	Raukawa
	Hauraki	Wellington
	Waiariki	Porirua
	Tauranga Moana	Te Ika Ihu A Maui
	Mataatua	Te Waipounamu
	Taranaki	

4) Key Issues

4.1) Warrants

Members continually express concern at the delay in the current warranting system. This leads to utter frustration by members.

4.2) Communication

Communication between the Executive Council and the Sub Associations and members has been minimal. This in turn leads to concern about what the national body is actually doing for Māori Wardens.

4.3) Youth at Risk

NZMWA receives an annual grant from Te Puni Kōkiri for allocation to currently warranted Māori Wardens who are working with or provide programmes to youth at risk. The past administration of the fund has raised many concerns including the role of the national body in administering the fund.

4.4) Structure

The organisational structure requires reviewing giving the changing needs and aspirations of the membership. Any changes in the structure will inevitably impact on the organisations constitution, representation and accountability processes.

4.5) Recruitment

There is a perception of an ever increasing demand for the services of Māori Wardens with no corresponding increases in membership. Therefore recruitment of more members is necessary to fulfil the role of Māori Wardens.

5) NZMWA Cornerstones

5.1) Vision

The advancement of Māori well being.

Mauri Tū, Mauri Ora

5.2) Mission Statement

To enable Māori Wardens to deliver a unique social service to Māori people and their communities

5.3) Overarching Goals

- ◆ To provide an organisation for the purpose of enabling members to play an effective part in the social advancement of Māori Communities.
- ◆ To represent and enhance the interests of Māori Wardens.
- ◆ To assist members to exercise the powers and authority conferred on Māori Wardens.

5.4) Organisational Values

The values of the NZ Māori Wardens Association symbolise each member's gift towards the undertaking of the role they are choosing to take on. They are a set of beliefs and morals that form a powerful cultural platform on which the organisation is founded.

- ◆ Wairua – Spirituality
- ◆ Aroha – Compassion
- ◆ Manaakitanga – Caring, sharing
- ◆ Whanaungata – Relationships
- ◆ Tū Tangata – Empowering
- ◆ Mana – Integrity, honesty
- ◆ Rangimarie – Peace
- ◆ Respect
- ◆ Tino Rangatiratanga – Self-determination
- ◆ Manawanui – Strength

6) Goals & Objectives

6.1) Goal 1: To review the Associations organisational structure

- Objectives:
1. Review and amend the organisational structure based on traditional models & considering regionalisation
 2. Improve representation on the Executive Council
 3. Review and realign the constitution
 4. Appoint honorary Officers to the positions of Secretary and Treasurer
 5. Establish an internal advisory unit

6.2) Goal 2: To develop Association policies and review planning documents

- Objectives:
1. Develop policies and procedures for sound Governance & Management
 2. Review and up-date all planning documents

6.3) Goal 3: To strengthen the Associations management infrastructure

- Objectives:
1. Systematically up-date all operational systems
 2. Appoint a multi-skilled person to the position of Administrator
 3. Establish a permanent national office
 4. Take responsibility for processing financial accounts
 5. Manage remits to national conference

6.4) Goal 4: To strengthen the Associations operations

- Objectives:
1. Provide sound management and administration services
 2. Implement all tasks specified in the Business Plan
 3. Maintain regular contact with District and Sub Associations
 4. Provide targeted services to the District and Sub Association

6.5) Goal 5: To deliver a range of services to the membership

- Objectives:
1. Facilitate access to resources and funds for Districts and Sub Branches
 2. Co-ordinate inter District and inter Sub Association interaction through regionalisation
 3. Allocate youth at risk funding
 4. Deliver generic national programmes
 5. Promote the Association internally and externally
 6. Consult with membership when making major decisions
 7. Liaise regularly with District and Sub Associations

6.6) Goal 6: To build internal and external relationships

- Objectives:
1. Mediate conflicts, disputes and grievances within the Association
 2. Build and maintain strategic alliances through informal and formal agreements

7) Action Plans

7.1) Goal 1: To review the Associations organisational structure

Objective 1 That the Association review and where necessary amend its organisational structure considering regionalisation			
Task	Responsibility	Timeframe	Budget
1. Develop organisational structure options ensuring sufficient levels of representation, accountability and clear lines of authority	Special Advisor	Jan 2004	
2. Investigate the organisational structure of successful Māori organisations	Special Advisor	Feb 2004	
3. Discuss options at Executive Council level	Executive Council	Feb 2004	
4. Present recommended option to Districts and Subs for endorsement	Special Advisor	April 2004	

Objective 2 That the Association improve representation on the Executive Council			
Task	Responsibility	Timeframe	Budget
1. Establish a robust election process considering revolving Councillors	Special Advisor	2004	
2. Establish regionalisation and consider regional representation	Advisory Committee	2004	
3. Increase the number of Executive Councillors in line with regional boundaries	Executive Council	2004	

Objective 3 That the Association review and where necessary realign its constitution with the current needs and structure of the organisation			
Task	Responsibility	Timeframe	Budget
1. Systematically review the constitution (with particular reference to the organisation structure, the status of Districts & Subs and subscriptions)	Special Advisor	Feb 2004	\$2,000
2. Discuss alternative options at an Executive Council level	Executive Council	March 2004	
3. Present recommended option to Districts and Subs for endorsement	Special Advisor	April 2004	

Objective 4 That the Association appoint honorary Officers to the positions of Secretary and Treasurer			
Task	Responsibility	Timeframe	Budget
1. Establish the positions of Honorary Secretary and Honorary Treasurer	Executive Council	Dec 2003	
2. Identify and appoint suitable candidates to the positions	Executive Council	Dec 2003	
3. Provide induction training and if necessary, further detailed training	Special Advisor	Jan 2004	

Objective 5 That the Association establish an internal Advisory Unit that provides high quality advice and information to the Executive Council			
Task	Responsibility	Timeframe	Budget
1. To develop terms of reference including budget for the unit	Executive Council	March 2004	\$5,000
2. To identify and appoint members	Executive Council	April 2004	
3. To set an annual work programme linked to the business plan	Executive Council	March 2004	

7.2) Goal 2: To develop Association policies and review planning documents

Objective 1 That the Association develop and endorse policies and procedures that enable sound Governance and Management			
Task	Responsibility	Timeframe	Budget
1. Draft policies for administration, quality management, finance, human resource and governance & management	Special Advisor	Feb 2004	
2. Present draft documents to Executive Council for discussion	Executive Council	March 2004	
3. Endorse policy documents	Executive Council	March 2004	

Objective 2: That all planning documents be reviewed and up-dated where necessary			
Task	Responsibility	Timeframe	Budget
1. Review and up-date the Strategic Plan in line with current developments	Special Advisor	March 2004	
2. Up-date the Business Plan in line with the Strategic Plan and establish action plans for allocated tasks	Special Advisor	March 2004	
3. Establish a Strategic Training plan for the organisation that identifies skills base, training needs and training programmes ¹	Special Advisor	March 2004	

¹ Including team building, induction courses, refresher courses, training for Districts and Sub Branches (e.g. administration, finance) and succession planning

7.3) Goal 3: To strengthen the Associations management infrastructure

Objective 7.1: That the Association systematically up-date or where necessary up-grade all operational systems			
Task	Responsibility	Timeframe	Budget
1. Establish an information technology system that enables high speed communication	Administrator	Dec 2003	\$2,000
2. Update the membership data base conforming to the Incorporated Societies Act	Administrator	March 2004	
3. Establish a well organised and efficient records system	Administrator	Jan 2004	
4. Identify and file all historical information of the organisation	Administrator	Nov 2004	

Objective 7.2: That the Association appoint a multi-skilled and suitably qualified person to the position of administrator			
Task	Responsibility	Timeframe	Budget
1. Approve the duties and delegations of the Administrator	Executive Council	2004	\$1,000
2. Allocate budget to the position	Executive Council	2004	
3. Select and appoint a suitable person for the position	Executive Council	2004	

Objective 7.3: That the Association establish a permanent national office			
Task	Responsibility	Timeframe	Budget
1. Assess the required office specifications	Special Advisor	2004	\$5,000
2. Analyse the cost benefits of relocating the national office considering travel, accommodation and time savings	Special Advisor	2004	
3. Relocate the national office	Executive Council	2004	

Objective 7.4: That the Association take full responsibility for monthly processing and report of the financial accounts			
Task	Responsibility	Timeframe	Budget
1. Determine and confirm monthly reporting requirements	Special Advisor	2004	\$1,000
2. Purchase accounting software as advised by the Associations accountant	Special Advisor	2004	
3. Provide training where necessary	Special Advisory	2004	

Objective 7.5: That the Association manage remits to the Annual Conference			
Task	Responsibility	Timeframe	Budget
1. Provide guidelines on remits	Special Advisor	2004	
2. Analyse remits to provide open discussion at conference	Executive Council	2004	

7.4) Goal 4: To strengthen the Associations operations

Objective 1: That the Executive Council be provided with sound management and administrative services			
Task	Responsibility	Timeframe	Budget
1. Provide efficient and timely secretarial services to the Executive Council ²	Administrator	Monthly	
2. Provide efficient and timely financial services to the Executive Council ³	Administrator	Monthly	
3. Carryout to directives of the Executive Council	Administrator	Monthly	
4. Comply with the Incorporated Societies Act requirements	Administrator	Monthly	

Objective 2: That the Executive Council implement all tasks specified in the Business Plan			
Task	Responsibility	Timeframe	Budget
1. Complete the Business Plan	Special Advisory	2004	
2. Monitor progress of Business Plan	Executive Council	Monthly	

Objective 3: That the Association maintain regular contact with District Associations, Sub Branches and the membership			
Task	Responsibility	Timeframe	Budget
1. Establish and maintain a contacts data base	Administrator	March	\$5,000
2. Publish a structured and informative newsletter and distribute to the membership	Administrator	Quarterly	
3. Establish e-mail networks as a means of two way communication	Administrator	Feb	
4. Establish an Association Web site with links to District web sites	Special Advisor	March	

² For example, minutes to be recorded and checked within 2 weeks of the meeting

³ For example, minutes to be recorded and checked within 2 weeks of the meeting

5. Enable Executive Councillors to report back to Regions and seek feedback from Districts and Sub Branches by setting up communication protocols	Administrator	March
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Objective 5: That the Executive Council provide target services to District and Sub Associations			
Task	Responsibility	Timeframe	Budget
1. Identify services needed by District and Sub Associations	Executive Council	2004	
2. Develop action plans to deliver services and activities	Special Advisor	2004	
3. Implement services and activities	Administrator	2004	

7.5) Goal 5: To deliver a range of services to the membership

Objective 1: Facilitate access to resources and funds for Districts and Sub Branches			
Task	Responsibility	Timeframe	Budget
1. Identify resource initiatives	Executive Council	2004	
2. Provide information on resource availability to Districts and Subs	Executive Council	2004	

Objective 2: Co-ordinate inter District and inter Sub Association interaction through regionalisation			
Task	Responsibility	Timeframe	Budget
1. Pilot a regionalisation project	Advisory Committee	2004	\$5,000
2. Implement national regionalisation	Executive Council	2004	
3. Co-ordinate interaction and information	Executive Council	2004	

Objective 3: Allocate youth at risk funding			
Task	Responsibility	Timeframe	Budget
1. Establish the Youth at Risk allocation committee	Executive Council	2003	\$5,000
2. Promote Youth at Risk to Sub and District Associations	Executive Council	2004	
3. Allocate Youth at Risk funding	YAR Committee	2004	

Objective 4: Deliver generic national programmes			
Task	Responsibility	Timeframe	Budget
1. Identify national programmes	Executive Council	2004	
2. Implement national programmes	Executive Council	2004	

Objective 5: Promote the Association internally and externally			
Task	Responsibility	Timeframe	Budget
1. Establish a promotions strategy	Special Advisor	2004	
2. Undertake promotional activities	Executive Council	2004	

Objective 6: Consult with membership when making major decisions			
Task	Responsibility	Timeframe	Budget
1. Identify issues requiring membership consultation	Executive Council	2004	
2. Consult membership	Executive Council	2004	

Objective 7: Liaise regularly with District and Sub Associations			
Task	Responsibility	Timeframe	Budget
1. Establish channels of communication with Subs and Districts	Executive Council	2004	
2. Maintain regular contact	Executive Council	2004	

7.6) Goal 6: To build internal and external relationships

Objective 1: That the Executive Council mediate conflicts, disputes and grievances within the Association			
Task	Responsibility	Timeframe	Budget
1. Identify areas of conflicts, disputes and grievances	Executive Council	2004	
2. Establish and implement conflict resolution processes	Executive Council	2004	
3. Resolve conflicts, disputes and grievances	Executive Council	2004	

Objective 2: That the Executive Council build and maintain strategic alliances through informal and formal agreements			
Task	Responsibility	Timeframe	Budget
1. Identify organisations to build strategic relationships with	Executive Council	2004	
2. Liaise with and establish agreements with organisations identified	Executive Council	2004	

8) Finance

The primary source of income for the Association is an annual grant from the Government received through Te Puni Kōkiri. Excluding GST, this amounts to \$89,888. and has remained the same since 1994. The fund is largely used to implement the administrative functions of the national body.

An annual grant of \$89,888 is also received by the Association for allocation to currently warranted Māori Wardens who are work with or provide programmes to youth at risk.

In addition to these grants, capacity building funds have been secured from Te Puni Kōkiri which is to be used to achieve a number of the objectives listed in this Business Plan.

The Association has charitable status from Inland Revenue and is therefore exempt from Income Tax.

The Associations Budget for the year ended 31 August 2004 is shown on the following page.