

# **NEW ZEALAND MĀORI WARDENS ASSOCIATION**

## **Strategic Plan 2004 - 2008**

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# **1) Background**

## **1.1) Introduction**

The New Zealand Māori Wardens Association (Association) continues to provide Māori community based services as well as those outlined in the Māori Development Act 1962. The Executive Council gives the Association a national face for Māori Wardens and as such, is obligated to act in the best interests of its members and indeed, all Māori Wardens.

The development of a strategic plan is one way in which the Executive Council is able to fulfil its duties. The purpose of this strategic plan is to guide and direct Association activities over the next four years, from 2004 – 2008. It builds on information collected at a Strategic Planning workshop and existing Association planning documents including:

- ◆ Strategic Plan 1998 – 2001
- ◆ Business Plan 2003
- ◆ Strengthening the Position of the Association 2003

## **1.2) Strategic Planning**

A strategic plan is created by analysing the future, describing the organisation and setting goals and objectives that are realistic and achievable when considering the resources of the organisation. It is a valuable tool for guiding the organisation down a particular pathway that has been identified by an organisation, and for monitoring and measuring the organisation's progress. It is important that the plan is not left on a shelf and that the plan is regularly reviewed.

For the Māori Wardens Association, the purpose of the strategic plan is to communicate the positive direction of the Association in a manner that is professional, clearly identifies the business of the Association, sets out achievable goals and timelines, and can be easily understood by interested parties. One benefit of having this plan would be to build confidence both internally and externally in the work of the Association and this could lead to greater support, participation and increases in membership.

## **1.3) Review**

As a matter of administrative procedure, this plan will be reviewed annually which point progress will be evaluated and measured, and goals and objectives may be amended in order to keep the plan realistic and achievable.

## **2) Environmental Scan**

### **2.1) External Environment**

#### **Political**

The political environment is particularly important for the Association given that it is a national body. Special interest by the Minister of Māori Affairs creates opportunities to promote legislative solutions to matters of autonomy and greater recognition of the special contributions that the organisation makes to Māori communities. Relationships with other Government agency officials could also open the way to service contracts at a local level.

Conversely, Government attention could also be viewed as a means of Government intervention which may in the short-term disadvantage the Association.

#### **Economic**

The economic sector significantly impacts on both Wardens and the communities they serve. In times when the economy is buoyant, there are increased opportunities for economic growth and higher employment options for Māori communities. More funding seems to be available from both philanthropic organisations and the Lottery Grants Board from which District & Sub Associations can apply for funding.

In contrast, when the economy experiences a downturn, this tends to have a negative effect on Māori communities with a corresponding impact on their health and wealth.

#### **Social**

The welfare and social sector continues to reveal a lack of well being shown through inadequate and irresponsible parenting, drug and alcohol abuse, cycles of bad habits and life styles, high unemployment, poor housing and unaffordable health costs.

In terms of the purpose of the Association, the sector provides numerous options to provide services and education programmes, particularly in the truancy and parenting areas. Unfortunately funding for such programmes are heavily dependant on voluntary support and Government assistance which places risks on any long term development programme.

#### **Technology**

The information technology arena provides significant opportunities to advance the purpose of any organisation. Of particular note are the means in which organisations manage information and communicate. Use of electronic data bases, personal computers and teleconferencing are all examples of

providing efficient and effective services. However new technology also requires personnel training in their use and understanding.

## **2.2) Internal Environment**

### **Organisational Strengths**

Some of the organisational strengths identified include:

- ◆ Networks
- ◆ Willingness and commitment to work
- ◆ Executive council
- ◆ Goodwill
- ◆ Taha Māori
- ◆ Talented and practical people
- ◆ Passion and drive to the philosophy
- ◆ Māori for Māori
- ◆ Recognised in MCDA
- ◆ Financial accountability

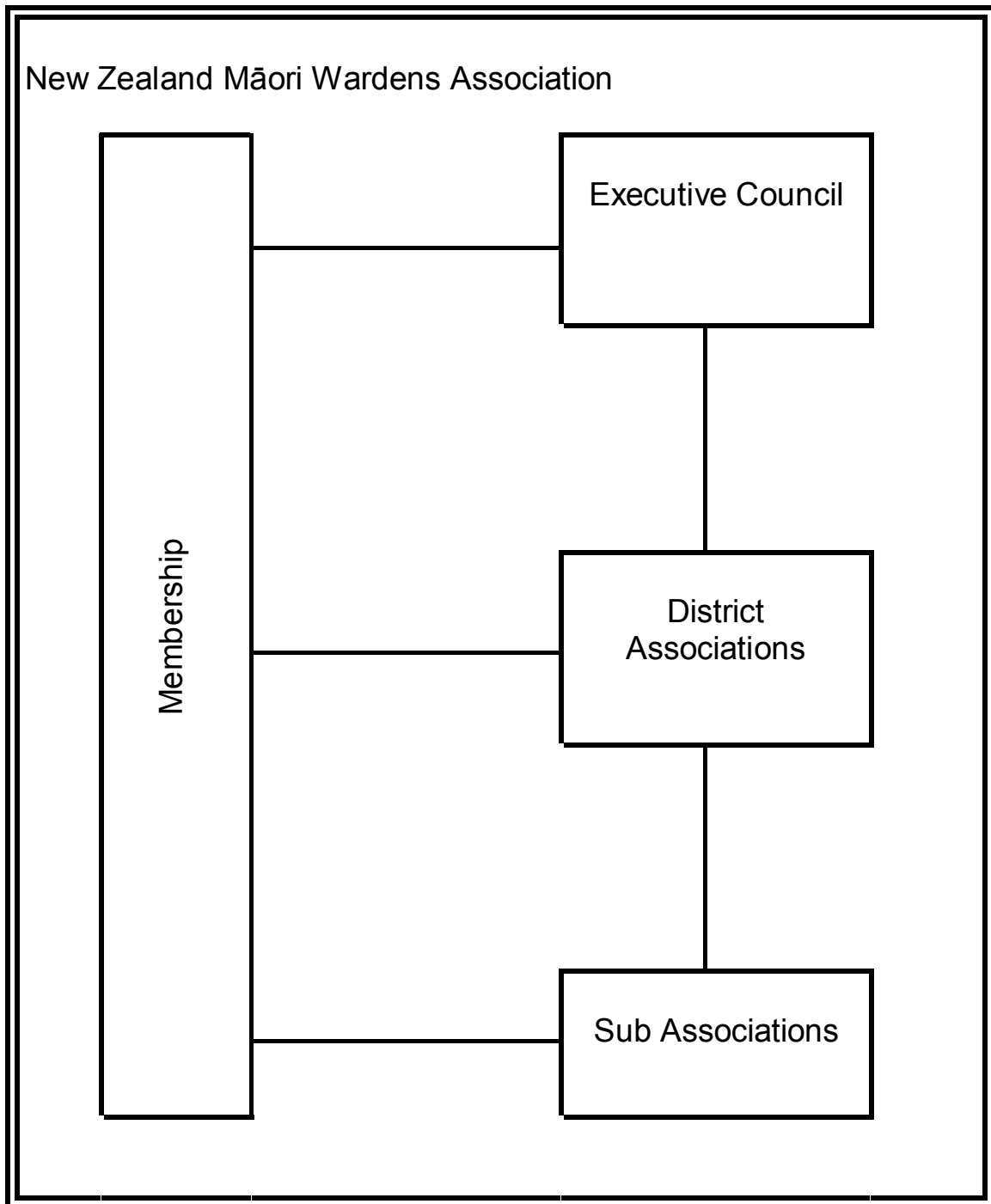
### **Organisational Weaknesses**

Some of the organisational Weaknesses identified include:

- ◆ Low membership
- ◆ Lack of trust / insecurity
- ◆ Used and abused
- ◆ Under-funded
- ◆ Lack of training
- ◆ Lack of business direction
- ◆ Poor accountability and reporting
- ◆ Lack of resources such as offices and uniforms, travel
- ◆ Lack of autonomy
- ◆ Ineffective communication, too many masters

### 3) Structure

#### 3.1) Organisational Structure



### **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  
Tamaki  
Tamaki ki te Tonga  
Waikato Maniapoto  
Hauraki  
Waiariki  
Tauranga Moana  
Mataatua  
Taranaki  
Aotea  
Tairāwhiti  
Takitimu  
Raukawa  
Wellington  
Porirua  
Te Ika Ihu A Maui  
Te Waipounamu

## **4) NZMWA Strategy**

### **4.1) Vision**

The advancement of Māori well being.

Mauri Tū, Mauri Ora

### **4.2) Mission Statement**

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

### **4.3) 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.

### **4.4) 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

### **4.5) Operating Values**

- ◆ First and foremost the N.Z. Māori Wardens are committed to always remember and never forget the foundation works and the huge sacrifices of those members who have gone before us.
- ◆ Further, we are committed to protecting one another to keep our membership safe

- ◆ Our Association is committed to and value always all Māori whether they be in leadership of Ahuatanga Māori, whether they be in a prison, in hospital, unwanted, undesirable, deprived or impoverished.
- ◆ We will measure ourselves and the way we treat others and uplift the N.Z. Māori Wardens Association.
- ◆ Together we will promote positive development of our Association for the enhancement of the services we provide.
- ◆ We will strive to respect, trust and honour each other.
- ◆ We acknowledge that all things are not equal and will always be guided in periods of disharmony by our mission statement.
- ◆ We are committed to and value all Māori wardens where ever they may be domiciled.
- ◆ We respect integrity and credibility in the way we conduct ourselves.
- ◆ We support the challenges that come before us and the right to challenge ourselves.
- ◆ We will uphold the dignity, humility, integrity and credibility of the New Zealand Māori Wardens Association.
- ◆ We acknowledge equality and be guided by our statement 'aroha ki te tangata mahia ngā mahi.'

#### **4.6) Strategies, Goals & Objectives**

##### **Strategy: Building Organisational Capacity**

Goal 1: To review the Associations organisational structure.

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

Goal 2: To develop Association policies and review planning documents

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

Goal 3: To strengthen the Associations management infrastructure

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

### **Strategy: Service Delivery**

Goal 4: To strengthen the Associations operations

- Objectives:
1. Provide sound management and administration services (Year 1)
  2. Implement all tasks specified in the Business Plan (Year 1)
  3. Seek alternative avenues of funding (Year 2)
  4. Maintain regular contact with District and Sub Associations (Year 1)
  5. Actively promote the Wardens kaupapa (Year 1)
  6. Build human resource capacity through recruitment of members and who are reflective of local communities (Year 2)
  7. Provide targeted services to the District and Sub Association (Year 1)

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

- Objectives:
1. Facilitate access to resources and funds for Districts and Sub Branches (Year 1)
  2. Co-ordinate inter District and inter Sub Association interaction through regionalisation (Year 1)
  3. Guide and direct Association activities through national regulations/bylaws (Year 2)
  4. Allocate youth at risk funding (Year 1)
  5. Authorise warrants (Year 4)
  6. Monitor District and Sub Association performance (Year 2)
  7. Deliver generic national programmes (Year 1)

8. Promote the Association internally and externally (Year 1)
9. Consult with membership when making major decisions (Year 1)
10. Liaise regularly with District and Sub Associations (Year 1)

**Strategy: Relationships**

Goal 6: To build internal and external relationships

- Objectives:
1. Mediate conflicts, disputes and grievances within the Association (Year 1)
  2. Build and maintain strategic alliances through informal and formal agreements (Year 1)
  3. Influence government legislation and policy at a national level (Year 2)

**Strategy: Autonomy**

Goal 7: To achieve greater Association autonomy

- Objectives:
1. Review legislative powers (Year 3-4)

## **5) Finance**

The primary source of income for the Association is an annual grant from the Government received through Te Puni Kōkiri. The fund is largely used to implement the administrative functions of the national body.

An annual grant 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 Strategy.