



STRATEGIC PLAN 2017-2020

INTRODUCTION

Raukawa Whānau Ora was formed with the vision to maximise our contribution to the survival and wellbeing of Maori as a people through the design and delivery of kaupapa based services. Our expressions of pūkengatanga increase our capacity to analyse, transmit and store knowledge through developing the capability of our people and the use of technology and other resources. Included in pūkengatanga is te reo Māori, ko te reo te kaupupuru o te Māoritanga.

Raukawa Whānau Ora

Our priority is commitment to the health and wellbeing of whānau, hapū, iwi and communities through the delivery of high quality services.

Our Vision

To maximise our contributions to our communities by enhancing Kaupapa Tuku Iho in all activities of Raukawa Whānau Ora

Our Mission

To provide high quality services in health, social and education to improve the wellbeing of whānau, hapū, iwi and communities.

Our Values

As a Māori Provider tikanga, traditions, customs and beliefs are intrinsic in everything that we do. To support this, Raukawa Whānau Ora is guided by Kaupapa Tuku Iho principles and in particular four key Pou: Whanaungatanga, Kaitiakitanga, Rangatiratanga and Manākitanga that direct our strategic intent. These Pou are supported by six hoa-haere (companions), pūkengatanga, wairuatanga, ūkaipotanga, te reo Māori, whakapapa, and kotahitanga that support, guide and inform our practices, behaviour and strategic goals and aspirations. Furthermore, Kaupapa Tuku Iho guides governance, management and service delivery functions of Raukawa Whānau Ora. These kaupapa tuku iho are embedded in all activities and include:

- **Whanaungatanga** Endeavour to build strong and sustainable relationships
- **Kaitiakitanga** Empowering whānau to take control of their own health and wellbeing
- **Rangatiratanga** Build capacity and capability to sustain our services that supports the needs of whānau in our communities
- **Manaakitanga** Ensure whānau are healthy, strong, safe, economically secure and connected within the whānau, hapū, iwi and their communities.
- **Whakapapa** extending our policies and practices in service delivery, operations, management and governance to develop iwi and hapū capacity in the embodiment of whakapapa in Paihere tangata and other policy areas.
- **Kotahitanga** promoting purposes and objectives that recognise, encourage and value the contributions of our people and Community

- **Te Reo Māori** developing and accessing opportunities to learn and use te reo, supporting initiatives to ensure the maintenance and enrichment of te reo
- **Pūkengatanga** increasing our capacity to analyse, transmit and store knowledge through developing the capability of our people and the use of technology and other resources
- **Ūkaipōtanga** the recognition and fulfilment of the needs of clients with relevant and appropriate services that are well understood and promoted by kaimahi, clients and community
- **Wairuatanga** providing environments and services that cater to the physical, intellectual and spiritual needs of kaimahi, clients and all others with whom we engage.

STRATEGIC GOALS

KAUPAPA	TIKANGA	HIAHIA to (30 June 2020)	WHĀINGA
Whanaungatanga Endeavour to build strong and sustainable relationships	Relationships are strong and strategically positioned to meet the needs of whānau, hapū and iwi communities	<ul style="list-style-type: none"> Develop and strengthen working relationships with whānau, hapū, iwi and our wider community, NGO's, local Government and Government Departments. Raukawa Whānau Ora will collaborate with communiites to co-create solutions that address whānau needs 	<ul style="list-style-type: none"> All Managers/kaimahi engage and contribute in forums that support the business of Raukawa Whānau Ora are recorded (i.e.committees, governance Boards, community groups) Minutes of meetings record attendance and RWO contributions Managers/Kaimahi maintain working relationships with local agencies, community groups, stakeholders, Government departments on behalf of whānau (client), meetings are recorded and minuted as and when appropriate Managers maintain working relationships with Funders and potential funding streams, meetings are recorded and minutes reflect the working relationship Complete Conflict Of Interest Register
	Raukawa Whānau Ora demonstrates its sustainability through partnerships	<ul style="list-style-type: none"> We collaborate with whānau, hapu, lwi and our wider communities to co-create solutions that address their needs Empowering whānau to achieve their goals and aspirations Whānau are active partners in their journey 	<ul style="list-style-type: none"> Develop a quarterly whānau (client) forum that informs planning, reviewing, evaluating of RWO Services and gaps Processes for measuring and reporting Raukawa Whānau Ora's contribution to Māori wellbeing in place by June 2018. Report progress quarterly (Q1 July-Sept 17, Q2 Oct-Dec 17, Q3 Jan-March 18, Q4 April-June 18) Complete all stakeholder evaluations and surveys for each service delivery component Ensure tikanga processes for measuring and reporting kaupapa based surveys of all stakeholders experiences of RWO Services.

KAUPAPA	TIKANGA	HIAHIA to (30 June 2020)	WHĀINGA
			<ul style="list-style-type: none"> Report quarterly and with a minimum of 90% satisfaction reported. Reports submitted to Te Mana Whakahaere Board, Whaiti, Te Mauri
	Raukawa Whānau Ora demonstrates continuous quality improvements in whānau	<ul style="list-style-type: none"> Sustainable relationships are maintained through high quality levels of engagement. 	<ul style="list-style-type: none"> Facilitate annual community event (hapū, iwi, staff stakeholders) Facilitate two Whānau Ora programmes at a Raukawa marae to increase visibility of RWO within the communities
Kaitiakitanga Empowering whānau to take control of their own health and wellbeing	Our Whānau succeed as a result of their strong cultural identity	<ul style="list-style-type: none"> We deliver culturally appropriate services that encourages and builds cultural awareness and confidence Our whānau are proactive in determining their own outcomes 	<ul style="list-style-type: none"> Whānau (clients) satisfaction surveys implemented on a quarterly basis and with a minimum 90% satisfaction reported. Develop a quarterly whānau (client) forum that informs planning, reviewing, evaluating of RWO Services and gaps Reports presented to Te Mana Whakahaere, Whaiti, Te Mauri
	Whānau have access to high quality programmes that assist in their journey of wellness	<ul style="list-style-type: none"> We have the capacity and capability to build whānau to achieve their aspirations We proactively contribute towards alleviating barriers that reduce whānau accessibility to appropriate Services 	<ul style="list-style-type: none"> Cultural programmes implemented and evaluated by whānau Number of referrals into RWO services recorded Number of Whānau Plans completed and regular milestones recorded and filed Number of completed satisfaction surveys recorded and filed Whānau (client) forum quarterly evaluations completed and filed
	Raukawa Whānau Ora demonstrates continuous quality improvements in whānau ora services	<ul style="list-style-type: none"> Our kaimahi are leaders and beacons in the delivery of whānau ora Our kaimahi are high performers that deliver high quality outcomes 	<ul style="list-style-type: none"> Cultural training is made available to RWO kaimahi Te Reo Māori learning is made available to all kaimahi, and training forms are completed Kaupapa Tuku Iho training for RWO kaimahi is recorded on the training calendar Kaupapa Tuku Iho training is implemented for RWO kaimahi and training forms are completed

KAUPAPA	TIKANGA	HIAHIA to (30 June 2020)	WHĀINGA
		<ul style="list-style-type: none"> • Build capacity in kaimahi through qualifications 	<ul style="list-style-type: none"> • Kaimahi increase their skills and qualification base through internal and external training • Kaimahi performance appraisals are completed annually and professional development plans are in place
Rangatiratanga Build capacity and capability to sustain our services that supports the needs of whānau in our organisation and our communities	To continuously build a robust infra-structure that will support the capacity and capability of Raukawa Whānau Ora in the delivery of Services	<ul style="list-style-type: none"> • Strengthen current management systems to bring about sustained growth and direction • To be innovative and creative while maintaining our uniqueness 	<ul style="list-style-type: none"> • Calendar training to confirm training for RBA and Kaupapa Tuku Iho • RBA and Kaupapa Tuku Iho training implemented Q1-Q2 • RBA and Kaupapa Tuku Iho dashboard reporting in Q3 Jan-March 18 • Report milestones to Te Mana Whakahaere, Whaiti, Te Mauri
	Have a financial infra-structure that is sustainable and effective	<ul style="list-style-type: none"> • We optimise all revenue generation opportunities to grow current and new business ventures 	<ul style="list-style-type: none"> • Yearly budget 2017/2018 signed off by TMW Board • Timely and accurate Budget forecast 2017/18 signed off by TMW Board • Revenue streams explored to grow and develop new business
	To maintain vigorous Health and safety, continuously quality improvement system.	<ul style="list-style-type: none"> • A quality system that measures, monitors risks, trends and outcomes 	<ul style="list-style-type: none"> • QA forum implemented and minuted • QA trainings implemented • QA audit tools implemented • Progress reports presented to TMW, Whaiti, Te Mauri
	Review all policies and procedures yearly	<ul style="list-style-type: none"> • Complete the review of all policies and proceduers and prepare a schedule for implementation by 30th June 2017 	<ul style="list-style-type: none"> • All RWO Policies and Procedures training for all kaimahi are implemented on a quarterly basis (Q1, Q2, Q3, Q4) • Staff training calendar confirms all training for kaimahi • RWO training register is completed • RWO training forms are recorded and completed • Relevant Legislation training for all kaimahi are implemented on a quarterly basis.

KAUPAPA	TIKANGA	HIAHIA to (30 June 2020)	WHĀINGA
<p>Manaakitanga Ensure whānau are healthy, strong, safe, economically secure and connected within the whānau, hapū, iwi and their communities.</p>	<p>Develop a Māori Health Strategy that supports the needs of our communities</p>	<p>Undertake a review of Health services and Social services available in our rohe.</p> <p>Identify the gaps inequalities and potential gaps within our locality</p>	<ul style="list-style-type: none"> • Database of social services, education and health is created and • Database of social services, education and health is implemented • Provide a working paper which identifies shortfalls in the current health strategy and create potential intervention strategies from an organisational position
	<p>Collaborate with hapū and Iwi groupings, local and national government agencies to secure funding for Raukawa Whānau ora Māori Health Strategy</p>	<ul style="list-style-type: none"> • The Māori Health strategy will contribute to Raukawa Whānau Ora priority of health and wellbeing for the people 	<ul style="list-style-type: none"> • MPDS funding secured • Manukura/Managers contribute to strategic planning for local and regional plans • Kaimahi contribute at local planning forums •
	<p>To ensure high level quality parameters are developed, reviewed and implemented</p>	<ul style="list-style-type: none"> • Review current practices applying Kaupapa Tuku Iho as our Best Practice Framework • Secure funding to facilitate ongoing Iwi/Maori Provider based service delivery 	<ul style="list-style-type: none"> • Kaupapa Tuku Iho training is implemented and funded appropriately • Acquire appropriate accreditation to secure funding is sought • New Funding revenue streams are explored
<p>Ūkaipotanga The recognition and fulfilment of the needs of whānau (client) with relevant and appropriate services that are well understood and promoted by kaimahi, whānau (clients) and community</p>	<p>Expand and strengthen relationships within Raukawa Whānau Ora and with its stakeholders</p>	<ul style="list-style-type: none"> • Members of Te Mauri and Te Mana Whakahaere have an open invitation to attend all whakawhanaunga events. • Sustainable relationships are maintained 	<ul style="list-style-type: none"> • All whakawhanaungatanga hui of the organisation are held on marae • Annual Whakawhanaungatanga event to celebrate success within the organisation • RWO leadership in the implementation of the ART (Iwi) confederation day 2018

KAUPAPA	TIKANGA	HIAHIA to (30 June 2020)	WHĀINGA
		•	•
Te Reo Developing and accessing opportunities to learn and use te reo, supporting initiatives to ensure the maintenance and enrichment of te reo	Raukawa Whānau Ora develops its capacity for bilingual service delivery	<ul style="list-style-type: none"> Increasing numbers of kaitiaki to support kaimahi and whānau to engage in te reo programmes Increasing levels of te reo Māori is used in our daily activities All whānau (clients) receive information and support to access te reo resources to support their learning 	<ul style="list-style-type: none"> Increasing numbers of kaitaki to each sector of the organisation to increase kaimahi and whānau engagement in te reo programmes. Training forms are completed Increasing levels of te reo Māori is used in our daily activities All whānau (clients) are supported by kaitiaki in accessing te reo resources to support their learning. (Training forms are completed).
	Karakia and mihi are used to open and close every meeting on Raukawa Whānau Ora business	<ul style="list-style-type: none"> All professional development plans include developing competencies in te reo Māori 	<ul style="list-style-type: none"> Raukawa Whānau Ora develops and maintains resources for professional development activities that increase the knowledge pool of waiata, karakia, mōteatea and other uses of te reo o Raukawa.
Wairuatanga providing environments and services that cater to the physical, intellectual and spiritual needs of kaimahi, clients and all others with whom we engage.	People are made to feel comfortable at hui organised under the auspices of Raukawa Whānau Ora	<ul style="list-style-type: none"> Environments are to be stimulating and wairuatanga nourishing; expected outcomes for which hui are called are achieved. 	<ul style="list-style-type: none"> Personnel are confident in developing tikanga that enrich the wairua of all environments and discussions Create safe working environments
Whakapapa Extending our policies and practices in service delivery, operations, management and governance to develop iwi and hapū capacity in the embodiment of whakapapa in Paihere tangata (quality) and other policy areas.	All RWO policies and procedures framed by Kaupapa Tuku Iho	<ul style="list-style-type: none"> Review all policies and procedures and prepare a schedule for alignment Implementation by 31th December 2017 Revenue streams identified 	<ul style="list-style-type: none"> RWO policies and procedures are developed and implemented and framed by Kaupapa Tuku Iho Q1-Q2 All kaimahi are trained in the new Kaupapa Tuku Iho policies and procedures Q3-Q4

KAUPAPA	TIKANGA	HIAHIA to (30 June 2020)	WHĀINGA
Kotahitanga Promoting purposes and objectives that recognise, encourage and value the contributions of our people and Community	Strategic partnerships that ensure whānau engagements with other providers and are mana enhancing	<ul style="list-style-type: none"> Increasing numbers of providers and Crown funders engaged with Raukawa Whānau Ora 	<ul style="list-style-type: none"> Increase number of Providers and Crown funders engaged with Raukawa Whānau Ora
	Raukawa Whānau Ora acknowledges contributions of kaimahi, hapū/iwi and community	<ul style="list-style-type: none"> Communication strategy for kaimahi explored 	<ul style="list-style-type: none"> Implement a quarterly one-page panui specifically for Kaimahi award Quarterly kaimahi incentives – best kaimahi for the quarter award
	Members of Te Mana Whakahaere and Te Mauri are invited and involved in planning	<ul style="list-style-type: none"> Annual plans are presented to Te Mana Whakahaere before 30th June 2017 	<ul style="list-style-type: none"> Plans and strategies reflect the contributions of all stakeholder groups including kaimahi, management, governance, hapū and iwi; Annual plans are presented to Te Mana Whakahaere for approval RWO kaimahi, Te Mauri contribute to the final annual plan for implementation
Pukengatanga Increasing our capacity to analyse, transmit and store knowledge through developing the capability of our people and the use of technology and other resources		•	•
	Raukawa Whānau Ora continually works to enhance expressions of kaupapa and associated tikanga in all activities	<ul style="list-style-type: none"> Conduct one seminar annually for Te Mana Whakahaere and kaimahi on kaupapa and mātauranga Māori models of practice Create and development a Professional Accreditation Portfolio e.g. Social workers, nurses, s/w supervisors, AOD etc. 	<ul style="list-style-type: none"> Organise and deliver a working seminar on Kaupapa Tuku Iho for Te Mana Whakahaere and kaimahi Deliver Legislation training Deliver policy training Identify and source funding for Professional Development programmes relating to Professional Accreditation Bodies.

