

Appendix 1

KĀPŌ MĀORI AOTEAROA 2015-2017 STRATEGIC PLAN

*Kāpō Māori Aotearoa - An organisation of integrity that **delivers** because it **cares** about its people.*

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1 KĀPŌ MĀORI AOTEAROA VISION AND MISSION

1.1 Vision:

Kāpō Māori Aotearoa New Zealand – Illuminating the darkness with hope, self-determination, independence, individual and whānau well-being.

1.2 Mission:

Kāpō Māori Aotearoa New Zealand is an indigenous national consumer driven disability organization that offers specialist Māori cultural support initiatives, solutions and advice. Our purpose is to:

- Work with members and whānau in accordance with kaupapa Māori best practice standards to remove barriers that restrict their ability to be contributing citizens in Aotearoa New Zealand.
- Support members and whānau to attain individual and whānau self-determination in accordance with whānau ora health and well-being outcomes.
- Invest in innovations and research that strengthen member, whānau and organizational capability and capacity.
- Influence societal change through contributing forward thinking, solution focused, consumer perspective advice and guidance to members, whānau, Tangata whai kaha Māori (disabled Māori), Tangata whai kaha (the disability community), other indigenous disability organisations, local Government, Iwi, the Crown and the general public.
- Deliver specialist Māori cultural support services to members, whānau and Tangata whai kaha generally.

2 KĀPŌ MĀORI AOTEAROA 2015-2017 STRATEGIC PLAN

2.1 Goal 1: Wealth generation and financial stability.

Description:

This goal concentrates on generating fiscal contribution and investment to support continual innovation, forward momentum and sustainability of Kāpō Māori Aotearoa governance and operational activities.

Financial security is vital as it provides the foundation that will enable the organisation to fully implement the activities of all the other strategic goals.

Advanced through:

- Diversifying income generation sources.
- Developing alternative income generation activities.
- Securing new Crown service contracts.
- Retaining established Government service contracts.
- Developing projects that attract donors but stay true to the Kāpō Māori Aotearoa vision and mission.
- Increasing Kāpō Māori Aotearoa 'Tangata' membership.
- Profiling Kāpō Māori Aotearoa as a financially prudent, transparent and accountable organisation.
- Growing the organisation's fundraising capabilities.
- Building the organisation's financial reserves.
- Maintaining compliance with New Zealand banking and legislative finance regulations.

Relationship Management: Section 4.1 lists the stakeholders whom Kāpō Māori Aotearoa will work with in order to achieve this goal.

Outcomes:

- Sustainable income to support strategic and operational

activities.

- Balanced financial income portfolio comprising of crown agencies, corporate, philanthropic and individual donors.
- Fundraising strategy and plan.
- Established Donors portfolio.
- Financial reserves to support governance and operational activities during periods of financial instability.
- Financial protocols meet banking industry standards and legislative finance regulations.

Objectives:

1. Source 'new' specialist Māori cultural support service provision agreements with the Crown.
2. Apply for project funding grants that advance the Society's vision and mission.
3. Establish fundraising capability and capacity.
4. Build donor capacity.
5. Increase Tangata membership.
6. Monitor changes in banking industry standards and legislative finance regulations and amend organizational policy accordingly.

2.2 Goal 2: Increase organisational capability and systems integrity.

Description:

This goal balances Kāpō Māori Aotearoa people, resources, systems and processes so to ensure the organisation operates efficiently and effectively.

Advanced through:

- Investing in governance and staff professional development.
- Recruiting staff that 'fit' Kāpō Māori Aotearoa.
- Utilising technology that adds value and improves the efficiency of governance, staff, service and program delivery.

- Maintaining information protocols that are responsive to governance, management, operations and funders reporting and accountability requirements.
- Integrating kaupapa Māori best practice standards organization-wide.

Relationship Management: Section 4.1 lists the stakeholders who Kāpō Māori Aotearoa will work with in order to achieve this goal.

Outcomes:

- Leadership capability is strengthened.
- Internal workforce capacity and capability growth.
- Improved efficiency of organisational systems.
- Reduction in operational overheads.
- Member information policies and procedures are compliant with Government legislation.
- Governance and staff policies are compliant with Government legislation.
- Responsive and robust member data storage systems and protocols.
- Governance and operations activities meet respective industry standards.

Objectives:

1. Build Governance capacity and capability.
2. Increase staff competency.
3. Develop governance and senior management succession and exit strategies.
4. Investigate Governance technology requirements.
5. Monitor changes in Government legislation and amend organizational policy accordingly.
6. Review and update governance, management and operations policies.

2.3 Goal 3: Create and maintain innovative ‘Member centered’ program and service solutions.

Description:

This goal focuses on the development and delivery of initiatives that realise member potential.

Kāpō Māori Aotearoa membership comprises of Tangata whai kaha (disabled persons), their whānau and supporters. In this context members include all those persons who have registered to access Kāpō Māori Aotearoa consumer and or service provider support.

Advanced through:

- Maintaining open channels and frequent communication with members.
- Developing programs that build self-confidence, self-belief and self-advocates.
- Offering services that are delivered in accordance with Whaia te Ao Marama and Whānau ora outcomes.
- Providing advice, support and assistance to members wishing to engage and navigate crown and community service organisations.
- Fostering leadership potential.
- Linking members with their communities.
- Building member capability.

Relationship Management: Section 4.1 lists the stakeholders who Kāpō Māori Aotearoa will work with in order to achieve this goal.

Outcomes:

Kāpō Māori Aotearoa members are:

- Self-managing.
- Living healthy lifestyles.
- Participating fully in society.

- Confidently participating in Te Ao Māori.
- Have economic security and are successfully involved in wealth creation.
- Cohesive, resilient and nurturing.

Objectives:

1. Sustain and grow national rōpu iti network.
2. Facilitate regional member hui.
3. Sustain established Kāpō Māori Aotearoa consumer programs.
4. Develop new projects that advance Kāpō Māori Aotearoa whānau ora outcomes.
5. Conduct annual member satisfaction surveys to evaluate organizational performance and responsiveness to member needs.
6. Support Tibble Wai Claim 2109.

2.4 Goal 4: Build robust long-term sustainable relationships.

Description:

This goal seeks to cultivate and sustain long-term relationships with like-minded organisations and key stakeholder groups and individuals.

Advanced through:

- Forming alliances with Iwi and organisations (regional and national) that demonstrate the same aims and values of Kāpō Māori Aotearoa to advocate for the rights of kāpō Māori, Tangata whai kaha me ngā whānau in accordance with Te Tiriti o Waitangi.
- Forming relationships with international indigenous disabled DPOs to advocate for the rights of indigenous disabled persons in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- Working in collaboration with the Pacific Disability Forum

(PDF) group members to advance the rights of Tangata whai kaha persons in the Pacific in accordance with the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

- Working in collaboration with the Disabled Persons Coalition (DPC) to positively influence Government and change Aotearoa, New Zealand society's perception of the kāpō Māori community and whānau specifically, Tangata whai kaha community and whānau generally in accordance with Te Tiriti o Waitangi, the United Nations Declaration on the Rights of Indigenous Peoples, and the United Nations Convention on the Rights of Disabled Persons (UNCRPD).
- Leading the development of a national Tangata whai kaha whānau network.
- Working in collaboration with Blind Sector Forum group members to advance the rights of the blind sector.
- Maintaining collaborative professional relationships with the Blind Foundation and BLENNZ.
- Extending networks with politicians, Government officials and other agencies that have an influence on legislation and policy development that directly affects Kāpō Māori Aotearoa members.
- Educating corporate companies about the cultures that the Society and its membership interact with e.g. Māori, disability and non-Māori.

Relationship Management: Section 4.1 lists the stakeholders who Kāpō Māori Aotearoa will work with in order to achieve this goal.

Outcomes:

- Kāpō Māori Aotearoa is recognized and acknowledged nationally and internationally as a leader in advancing indigenous disability rights.
- Government legislation and policy supports and promotes the rights of kāpo Māori specifically and

Tangata whai kaha generally in accordance with Te Tiriti o Waitangi, UNDRIP and UNCRPD.

- A national Tangata whai kaha whānau network is established.

Objectives:

1. Strengthen strategic alliances with national Māori health and disability consumer and provider organisations.
2. Formalise service provision relationship with BLENNZ.
3. Establish communication channels with Iwi.
4. Participate in forums that develop and implement solutions to positively change Aotearoa, New Zealand society's perception of the Tangata whai kaha community.
5. Develop a strategy to establish a national Tangata whai kaha whānau network.

2.5 Goal 5: Expand the profile and reputation of Kāpō Māori Aotearoa.

Description:

This goal focuses upon broadening the profile and reputation of Kāpō Māori Aotearoa as a consumer driven organisation, government service provider and published research body in the disability and non-disability sectors of Aotearoa, New Zealand.

Advanced through:

- Implementing the Kāpō Māori Aotearoa Communications Strategy.
- Building market collateral and promotional tools.
- Promoting the Society's new brand nationally and internationally: "Kāpō Māori Aotearoa, an *“organisation of integrity that delivers because it cares about its people.”*
- Establishing a pataka of member and whānau 'lived experience' for publications, funding applications and external accountability reports.

- Attending and or assisting in organising Iwi and hāpu specific events.
- Strengthening research cogency.

Relationship Management: Section 4.1 lists the stakeholders who Kāpō Māori Aotearoa will work with in order to achieve this goal.

Outcomes:

- Kāpō Māori Aotearoa is known nationally and internationally as an *organisation of integrity that delivers because it cares about its people*.
- Kāpō Māori Aotearoa is providing advice to Iwi about developing initiatives that are inclusive of kāpō Māori specifically and Tangata whai kaha generally.
- Crown agencies promote Kāpō Māori Aotearoa as a provider of choice.
- Kāpō Māori Aotearoa research contribution acknowledged and expertise and capabilities to host and lead research initiatives sought.

Objectives:

1. Implement Kāpō Māori Aotearoa Communications Strategy.
2. Identify opportunities to promote the Kāpō Māori Aotearoa brand and profile.
3. Establish Kāpō Māori Aotearoa pataka of member and whānau lived experiences.
4. Develop Kāpō Māori Aotearoa 2016-2017 research schedule.
5. Identify 2016-2017 partnership research initiatives with other indigenous disabled persons organisations (national and international).