

Strategic Plan

2014 – 2019

Te Rūnanga-ā-iwi o Ngāpuhi



HAKATAUKI

This hakatauki depicts the sacred house of Ngāpuhi. Papatuānuku (earth mother) is the foundation, Ranginui (sky father) is the over arching tuanui (roof) with the sacred mountains being the poupou (pillars). The boundaries are within the area covered by these sacred maunga (mountains) of Ngāpuhi. This must not be confused with the boundary of Ngāpuhi-Nui-Tonu which is contained in the hakatauki – te whare o Ngāpuhi, Tāmaki Makaurau ki te Rerenga Wairua.

He mea hanga tōku whare, ko Papatuānuku te paparahi.

Ko ngā maunga ngā poupou, ko Ranginui e titiro iho nei, te tuanui.

Pūhanga-tohoro titiro ki Te Ramaroa e whakakurupaeake ra i te Hauāuru.

Te Ramaroa titiro ki Whiria, te Paiaka o te riri, te kawa o Rāhiri.

Whiria titiro ki Panguru, ki Papata, ki te rākau tū papata ki te tai Hauāuru;

Panguru, Papata titiro ki Maungataniwha.

Maungataniwha titiro ki Tokerau.

Tokerau titiro ki Rākaumangamanga.

Rākaumangamanga titiro ki Manaia, e tu kohatu mai ra i te akau.

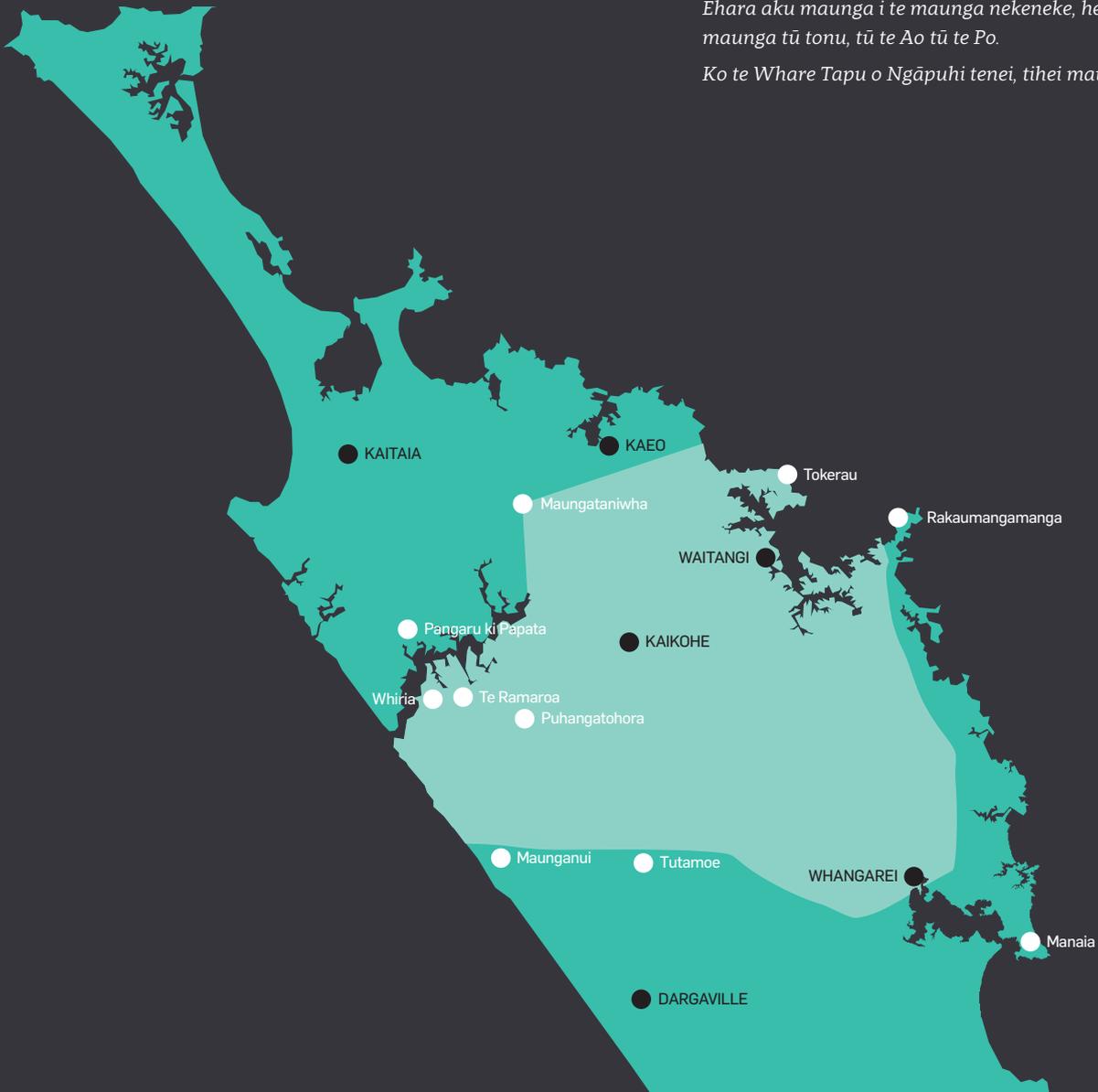
Manaia titiro ki Tutamoe.

Tutamoe titiro ki Maunganui.

Maunganui titiro ki Pūhanga-tohora.

Ehara aku maunga i te maunga nekeneke, he maunga tū tonu, tū te Ao tū te Po.

Ko te Whare Tapu o Ngāpuhi tenei, tihei mauri ora.



Moemoea

OUR VISION

**Kia tū tika ai te
whare tapu o Ngāpuhi**

That the sacred house of Ngāpuhi

STANDS FIRM



Whaingā

OUR MISSION

**Mā te Rūnanga e arahi atu
i te wairuatanga,
i te pāporitanga,**

**i te tikanga me te tupu whai hua mō Ngāpuhi,
kia hua ai ki te katoa o Ngāpuhi te mana motuhake me te ora tonu**

**To lead the spiritual, social,
cultural, environmental,
and economic growth of Ngāpuhi**

by ensuring the self-determination and on-going sustainability

OF OUR PEOPLE

Tikanga

ACCOUNTABILITY

*“E kore tōu maunga, tōu awa, tōu whenua e tika,
me pēhea koe e tika ai”*



VISION

*“Kaua tātou e tuku hei a tātou te raru, e kore e
puawai a tātou moemoea”*



OWNERSHIP

“Titiro ki te taumata o te moana”



RESPECT

“Me aroha ki te Tangata ahatia ko wai”



DIRECTION

“Kia tika te parepare o te waka”



COMMUNICATION

*“Tuhia ki te ngākau e kore e kitea, tuhia ki te
rangi ka kitea”*



INTEGRITY

“Ko hau taku kupu, ko taku kupu ko hau”



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Introduction

Te Rūnanga-ā-iwi o Ngāpuhi has a clear responsibility to build on, consolidate and plan a pathway forward for Ngāpuhi into the future. The destination, however, is one that can be determined only by Ngāpuhi.

The Rūnanga acknowledges the many from each takiwā who have freely shared their dreams and aspirations. These dreams and aspirations form the foundations to this strategy.

Te Rūnanga-ā-iwi o Ngāpuhi was incorporated as a charitable trust on 28 April 1989, and is registered under the Charitable Trusts Act 1957. It was established for all people of Ngāpuhi descent and is rooted firmly to Ngāpuhi tikanga and cultural values.

The objects of our Trust Deed, this strategic plan and our service and business activities inform the role and functions of the Rūnanga.

Thus, the Rūnanga's roles and functions are:

- *supporting the development of sustainable marae and hapū*
- *communicating with Ngāpuhi*
- *safeguarding access to and protecting our natural resources*
- *ensuring the retention of our cultural knowledge and the acquisition of new knowledge*
- *ensuring safe and healthy whānau*
- *providing strong leadership into the future*
- *protecting and growing tribal assets*
- *ensuring compliance with all legal and charitable obligations.*

Although having not yet met our total moemoea, it is intended that Ngāpuhi be made up of many strong and independent hapū, united by the common aspirations

*Ngāpuhi kohao rau,
Ngāpuhi of a hundred
holes, best describes
our hapū strength:
diverse groups with
varying priorities and
perspectives*

for the future of our mokopuna and the Ngāpuhi nation.

*Ngāpuhi kohao rau,
Ngāpuhi of a hundred
holes, best describes
our hapū strength:
diverse groups with
varying priorities
and perspectives.*

This diversity defines Ngāpuhi and makes

us who we are, and enables us to come to informed decisions through robust debate on our marae. Through our discussions we are able to observe other viewpoints and work towards a common goal.

These provide challenges for the Rūnanga as we work together with our people to build empowering initiatives that support our aspirations.

Within this context, the Rūnanga is guided by its vision and mission statements, ensuring that we remain focused on achieving long-term outcomes beneficial for Ngāpuhi.

When one steps back to see where the Rūnanga has come from in the past 25 years, we see an astonishing journey. Now Ngāpuhi is on the cusp of an event that will propel it into the future, moving from an iwi of dependence to independence.



Current Environment

It is important to record the environment in which this 2014-2019 strategic plan was developed.

From the 2013 Census, Ngāpuhi is shown to be the largest iwi with 125,601 proudly identifying themselves as Ngāpuhi.

Of these, 25,026 live in Northland with 73,067 living in greater Auckland and Waikato. The remainder can mostly be found in the other large centres of Aotearoa. Also, it is believed a further approximately 25,000 Ngāpuhi may now be living in Australia or elsewhere in the world.

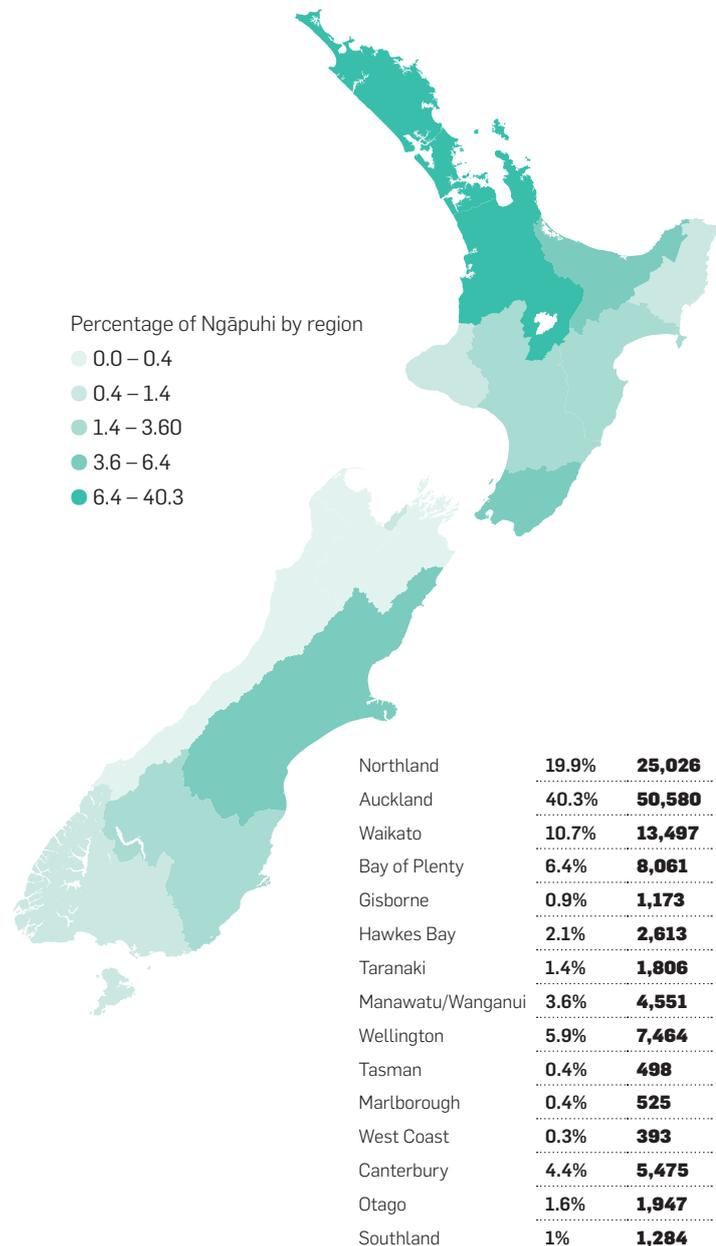
Our population is a relatively young one with 70 percent of all of Ngāpuhi under the age of 29. Our kaumātua and kuia - 65-plus years - make up 4.5 percent (5670). It is no surprise, therefore, to find the median age of Ngāpuhi to be 21.

It is a concern that only 21.7 percent are able to hold a conversation in Māori and that there are some of our marae that find it a challenge to maintain their taumata.

In terms of education, 68.3 percent of Ngāpuhi hold a formal qualification with 10 percent holding a bachelor degree or higher. Though there has been a gradual increase shown over the past 10 years, much more needs to be done to improve on this.

Connecting with all Ngāpuhi has been a challenge: 67.5 percent have internet access with 3.3 percent no access to telecommunications systems. Engaging with Ngāpuhi to determine our aspirations is vital to the Rūnanga's role.

The economy and employment go hand in hand. Of the 81,138 Ngāpuhi of working age, 66.6 percent are employed. The total unemployment rate is 17.4 percent. The median income for Ngāpuhi is \$21,700 (New Zealand \$28,500).



81,138 Ngāpuhi of working age
(16 and older)

66.6% are employed

17.4% are unemployed (average
for New Zealand is 7.1%)

\$21,700 is the average income for
Ngāpuhi (the average for
New Zealand is \$28,500)

26.6% own or partly own the
homes they live in

55.5% in rental accommodation

67.5% have internet access

3.3% no access to tele-
communications systems

Home ownership, and, in particular, the development of papakainga to re-establish tūrangawaewe is difficult, given the current economic and social environment.

For Ngāpuhi, 26.6 percent own or partly own the homes they live in with 55.5 percent in rental accommodation.

These statistics reflect Ngāpuhi's moemoea of better education outcomes for our tamariki, retention of Te Reo and mātauranga Ngāpuhi, employment and housing.

The 2009 mandate from Ngāpuhi for the Rūnanga to expedite a Te Tiriti o Waitangi settlement has now reached a critical point where Tūhoronuku Iwi Mandated Authority has been established. The journey to reach this

Critical to meeting Ngāpuhi needs are the formation and nurturing of relationships and partnerships formed at all levels

point has been an extraordinary and incredible one. The Rūnanga committed support and resources to ensure that Ngāpuhi's wishes were met. This exemplifies the Rūnanga role: *To lead the cultural, social and economic growth of the Ngāpuhi nation through the vision "kia tu tika ai te whare tapu o Ngāpuhi"*.

Given the effects of external events over recent years, astute decision-making is required if Ngāpuhi is to be prepared for the effects from potential national/world economic recession or natural disaster.

Social gains through Whānau Ora and the transformation of services to whānau must be consolidated and not lost.

Critical to meeting Ngāpuhi needs are the formation and nurturing of relationships and partnerships formed at all levels.

It is imperative that the strategic focus remains on building and strengthening the foundations from which Ngāpuhi will grow and prosper – both culturally and economically.

The intention of this strategic plan, developed with input from Ngāpuhi, is to do just that. It will be reviewed annually to ensure that the Rūnanga considers and takes every opportunity it is presented with, to achieve the moemoea "*kia tu tika ai te whare tapu o Ngāpuhi*".



Governance and Organisational Structure

The Rūnanga's governance consists of representatives from eight takiwā regions within the Ngāpuhi tribal boundaries, and two Auckland-based takiwā (capturing the 50,000-plus Ngāpuhi there).

The Takiwā are:

1. *Ngāpuhi ki te Hau-ā-uru*
2. *Hokianga ki te Raki*
3. *Ngā Ngaru o Hokianga*
4. *Te Rōpū Takiwā o Mangakāhia*
5. *Te Rūnanga o Taumārere ki Rākaumangamanga*
6. *Te Takiwā o Ngāpuhi ki Whangārei*
7. *Taiāmai ki te Marangai*
8. *Te Takiwā o Ngāti Hine*
9. *Ngāpuhi-Ki-Te-Tonga-O-Tāmaki Makaurau*
10. *Ngāpuhi ki Waitematā*

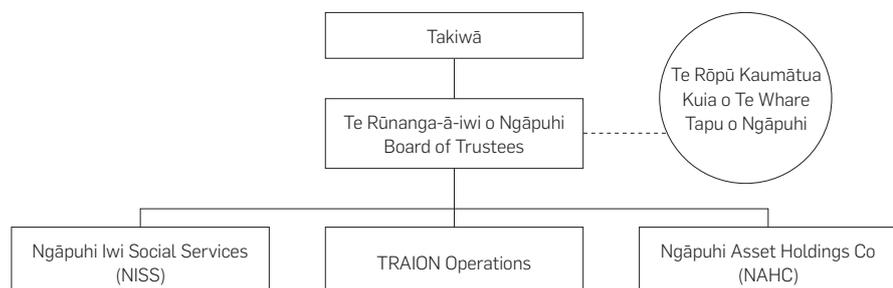
The takiwā each represent the Ngāpuhi population contained in a geographical area and are usually closely linked by haka-papa (genealogy). Each takiwā democratically elect one representative to the Rūnanga Board.

TE RŌPŪ KAUMĀTUA KUIA O TE WHARE TAPU O NGĀPUHI

Te Rōpū Kaumātua Kuia o Te Whare Tapu o Ngāpuhi is at the heart of our organisation and is recognised as such within the Rūnanga Trust Deed. The group's role is to maintain the mana of Ngāpuhi by ensuring that the Trustees meet their cultural and spiritual obligations to Te Whare Tapu o Ngāpuhi.

TE RŪNANGA-Ā-IWI O NGĀPUHI OPERATIONS

The Rūnanga employs 25 staff under the leadership of the Chief Executive, who is responsible for the organisation's operations. It works directly with whānau, hapū, marae and trusts to build capacity and capability in the areas of iwi development and natural resources. It also provides support services across the group.



NGĀPUHI IWI SOCIAL SERVICES LIMITED (SUBSIDIARY COMPANY OWNED BY THE RŪNANGA)

Ngāpuhi Iwi Social Services (NISS) was established in 1986 to provide social services for all whānau living within Te Whare Tapu o Ngāpuhi, whether Māori or non-Māori. The strategic direction of NISS is aligned to the Rūnanga's vision and mission statement and its desire for safe and healthy whānau.

The strategic focus of NISS is on:

1. *Self-managing whānau*
2. *Collaborative integration*
3. *Innovative service delivery*
4. *Sustainable growth*
5. *Quality and excellence*

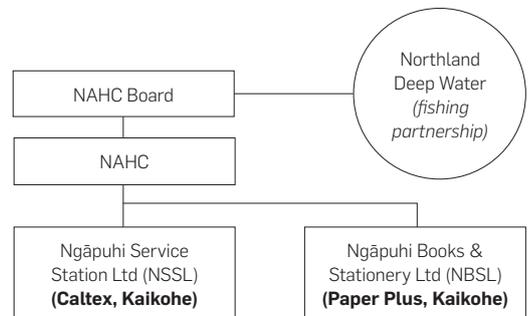
Services are provided under government contracts to the ministries of Social Development, Justice and Education by 47 skilled staff. NISS delivers social service contracts to the mid-North, inclusive of Whangarei and, more recently, in the Auckland region.

NISS is a member the Whānau Ora collective, Te Pū o Te Wheke, made up of seven of health and social providers.

NGĀPUHI ASSET HOLDING COMPANY (SUBSIDIARY COMPANY OWNED BY THE RŪNANGA)

With astute governance, Ngāpuhi will hold a robust commercial investment portfolio, which will, to the best of its ability, cater equitably for current and future generations.

The Rūnanga's business and investment vehicle is through its subsidiary, the Ngāpuhi Asset Holding Company (NAHC), and complies with the requirements set out in sections 16 and 17 of the Māori Fisheries Act 2004.



While safeguarding its revenue streams, NAHC is expected to focus on ensuring maximum benefit from existing asset classes (fishing, property and commercial endeavours), while positioning itself organisationally to expand its capabilities to develop additional asset investment.

NAHC's strategic framework is driven by the Rūnanga's economic development and investment goals, outlined in this strategic plan. The three main areas of the framework are:

- *Management of fisheries and related assets*
- *Management of investments*
- *Management of expansion to develop additional asset classes*

There will be some cross-over among its activities and that of the Rūnanga. NAHC is expected to implement aspects of the Rūnanga's economic development strategy, aligning with the vision, mission and values of the Rūnanga.



Strategic Direction for 2014 to 2019

This document sets out the plan for the Rūnanga for the next five years, as it embarks on an extremely important phase in the history of the Ngāpuhi nation.

With the uncertainty of local and international economies, the Rūnanga must both protect and grow its physical assets and seek significant improvements in outcomes for the people of Ngāpuhi.

A number of clear messages were expressed by our hapū in the development of this strategic plan. These culminate into two broad, but key areas – the need for solid social and economic development across the rohe. These messages are reflected in this strategic plan.

The aim of this strategic plan is to move us forward with a sense of purpose, and with the knowledge that we are endorsed by our hapū, to achieve our cultural, social and economic goals for the next five years.

These goals focus on six strategic directions:

- 1. Communications and Identity**
Connecting people
- 2. Iwi Development**
Enabling Ngāpuhi to develop sustainable whānau, marae, and hapū
- 3. Natural Resource Management**
Empowering whānau and hapū to exercise kaitiakitanga over their natural resources for future generations
- 4. Whānau Ora**
Realising whānau aspirations
- 5. Governance**
Positioning Te Rūnanga-ā-iwi o Ngāpuhi to meet the future
- 6. Economic Development**
Realising wealth and self-determination for Ngāpuhi through sustainable economic growth and development.



Strategic Goals and Critical Success Factors

1. COMMUNICATIONS & IDENTITY

CONNECTING PEOPLE

| GOAL | CRITICAL SUCCESS FACTORS |
|---|--|
| 1. Ngāpuhi is connected to Ngāpuhi | <ol style="list-style-type: none"> 1. Processes developed and implemented for marae, hapū and takiwā to communicate with and among themselves. 2. Ngāpuhi registrations database is maintained, is current and up-to-date. Registration database is constantly growing. 3. An investigation for the establishment of a Ngāpuhi whakapapa unit is completed. 4. Ngāpuhi are informed of Rūnanga obligations annually. |
| 2. The Rūnanga is connected with stakeholders | <ol style="list-style-type: none"> 1. Formal relationships are established with the Crown and their agencies. 2. Formal relationships are established with local body and NGO organisations that will benefit Ngāpuhi. 3. Work with other iwi for the benefit of Māori. |
| 3. The Rūnanga is fully involved and participating with Ngāpuhi | <ol style="list-style-type: none"> 1. Rūnanga consults and reports to Ngāpuhi annually. 2. Rūnanga consults takiwā through their Trustees. |
| 4. Ngāpuhi is promoted to the world | <ol style="list-style-type: none"> 1. A comprehensive communication strategy is developed, implemented and reviewed quarterly. 2. A marketing strategy is developed, implemented and reviewed annually. |

2. IWI DEVELOPMENT

ENABLING NGĀPUHI TO DEVELOP SUSTAINABLE WHĀNAU, MARAE, AND HAPŪ

| GOAL | CRITICAL SUCCESS FACTORS |
|---|---|
| 1. Models for sustainable development are completed and implemented | <ol style="list-style-type: none"> 1. Kāinga self-assessment (physical/people) pilots are completed. 2. Assessment models are implemented. 3. Tools are developed and available to support models. |
| 2. Ngāpuhi capacity and capability grown | <ol style="list-style-type: none"> 1. Model kainga development plans are developed and rolled out to hapū and marae. 2. Support mechanisms for marae and hapū are identified, developed and implemented. |
| 3. Nga Taumata o Ngāpuhi is strengthened and active | <ol style="list-style-type: none"> 1. A strategy is developed and implemented to strengthen Ngāpuhi Kaumātua and Kuia. 2. Te Reo strategy is reviewed and implemented. |
| 4. Repositories for Ngāpuhi mātauranga and taonga are identified | <ol style="list-style-type: none"> 1. Support mechanisms for assisting marae are identified, developed and implemented. 2. A Ngāpuhi specific wananga is scoped. 3. Stocktake and review research studies undertaken to date on the establishment of a whare mātauranga. |

3. NATURAL RESOURCE MANAGEMENT

EMPOWERING WHĀNAU AND HAPŪ TO EXERCISE KAITIAKITANGA OVER THEIR NATURAL RESOURCES FOR FUTURE GENERATIONS

| GOAL | CRITICAL SUCCESS FACTORS |
|--|---|
| 1. Whānau, hapū and marae are enabled to fulfill their kaitiaki roles. | <ol style="list-style-type: none"> 1. Ngāpuhi NRM policy and strategy are developed. 2. Support mechanisms for marae and hapū are identified, developed and implemented. 3. Capacity and capability is strengthened to enable whānau and hapū to fulfill their kaitiaki roles. |

4. WHĀNAU ORA

REALISING WHĀNAU ASPIRATIONS

| GOAL | CRITICAL SUCCESS FACTORS |
|--|--|
| 1. Service models of best practice across all sectors support Whānau Ora outcomes. | 1. Influential relationships are established and maintained at all levels with funders and providers of services to Ngāpuhi whānau. |
| 2. Improved outcomes for Ngāpuhi through education and through research. | 1. Education strategic plan is implemented and annually reviewed. 2. Research priorities for Ngāpuhi are identified, resourced and implemented. |

5. GOVERNANCE

POSITIONING TE RŪNANGA-Ā-IWI O NGĀPUHI TO MEET THE FUTURE

| GOAL | CRITICAL SUCCESS FACTORS |
|--|---|
| 1. Te Rūnanga-ā-iwi o Ngāpuhi is positioned to meet future needs and demands. | 1. Governance and takiwā structures meet the requirements of the Rūnanga's Trust Deed. 2. Governance functions effectively and efficiently. |
| 2. Ngāpuhi influences policy across all sectors. | 1. The Ngāpuhi position on cultural, social, economic and environmental matters is supported by Ngāpuhi policy. 2. Key cultural, social, economic and environmental issues are determined for Ngāpuhi. |
| 3. Ngāpuhi is influential locally, regionally, nationally and internationally on policy that concerns Ngāpuhi. | 1. Ngāpuhi has a formal relationship with the Crown. 2. Ngāpuhi is participating at local, regional, national and international forums. 3. Ngāpuhi is an integral part of the Iwi Chairs Forum. |

6. ECONOMIC DEVELOPMENT

REALISING HEALTH AND SELF-DETERMINATION FOR NGĀPUHI THROUGH SUSTAINABLE ECONOMIC GROWTH AND DEVELOPMENT.

| GOAL | CRITICAL SUCCESS FACTORS |
|--|--|
| <ol style="list-style-type: none"> 1. With astute governance Ngāpuhi will hold a robust commercial investment portfolio, which will to the best of its ability cater equitably for current and future generations of Ngāpuhi. | <ol style="list-style-type: none"> 1. Ngāpuhi Asset Holding Company Limited (NAHC) strategic plan is reviewed and implemented within Year 1. 2. Portfolio meets investment criteria and risk profile for the protection and enhancement of value. 3. NAHC is managed within best-practice guidelines for corporate governance. 4. NAHC policy and investment decisions are consistent with Rūnanga strategic goals. 5. Operations are conducted with strict adherence to all applicable laws and regulations. 6. NAHC will ensure maximum benefit from existing asset classes. 7. NAHC will position itself to expand its capabilities to develop additional asset classes. |
| <ol style="list-style-type: none"> 2. The Rūnanga supports the settlement of Crown breaches against Te Tiriti O Waitangi and Ngāpuhi. | <ol style="list-style-type: none"> 1. A post-settlement governance entity (PSGE) option developed. 2. Ngāpuhi support the Rūnanga as the PSGE. |



Reporting Framework

The Māori Fisheries Act 2004 requires Te Rūnanga-ā-iwi o Ngāpuhi to be accountable for its performance to all members of the iwi.

In October each year, the Board presents its annual report and strategic plan at the annual general meeting. This is a public document and all Ngāpuhi are encouraged to review its contents and offer their views. It is available on the website www.ngapuhi.iwi.nz under publications.

A business plan, aligned to the strategic plan, details key business initiatives and budgets. Because of commercial sensitivities, this plan is not a public document.

Throughout the year, the Board will meet no fewer than seven times. Individual Trustees must disclose interests that could conflict with their obligations to the Rūnanga. To assist Trustees, the Board has developed a comprehensive governance manual, which details the responsibilities of Board members.

The Board also appoints suitably qualified professionals to act as directors of Ngāpuhi subsidiary companies, and monitors the performance of these companies.

The Board considers and approves new policies, authorises transactions outside the prescribed delegated authorities of management and appoints the Chief Executive.

The Chief Executive's performance is linked to the strategic plan and the successful implementation of the business plan's key result areas.

The Chief Executive reports to the Board at every meeting on progress against operational plan performance measures.



To assist Trustees, the Board has developed a comprehensive governance manual, which details the responsibilities of Board members



Budget

The Rūnanga is committed to keeping total expenditure on overheads low through prudent fiscal management.

The Rūnanga will ensure that this strategic plan is financially achieved within its five-year period.

Rūnanga operations are not externally funded, although we do seek specifically targeted contestable short-term funding from the government and other agencies. Ngāpuhi Iwi Social Services is totally reliant on externally funded contracts.



Human Resources

The Rūnanga Group considers employees to be our most valuable resource. It endeavours to maintain excellent working conditions and support higher learning and professional development.

In order for the Group to deliver on this strategy, staff must be in a position to tackle the key result areas, armed with the appropriate skill sets and knowledge. Staff professional development, therefore, will always be a priority and will form a major component of performance assessment. All staff are allocated development opportunities reflecting the needs of the organisation.

All staff are made aware of the Rūnanga's vision and mission statement and what it means to work for an iwi organisation.

The Rūnanga's goal is to eventually provide remuneration comparable to staff peers in major cities to ensure the best possible candidates are appointed, based on their expertise and skill.

Employment guidance is provided by an extensive Employees' Manual, highlighting working conditions, benefits and policies.

Combined with sound leadership, clear accountability structures and co-operation, this should deliver positive results, opportunities and benefits to both employer and employees.



Key Risks

The Rūnanga believes there are several possible risks to the successful implementation of this strategic plan. These are:

- *lack of engagement and/or commitment at hapū or marae level to implement this plan*
- *lack of engagement and/or commitment by other stakeholders to implement this plan*
- *inability to maintain income/funding streams*
- *organisational incapacity*
- *changes in government policy*
- *the outside world -- economic recession, climate change or natural disasters.*



Appendix 1

Ngāpuhi Key Stakeholders

NGĀPUHI KEY STAKEHOLDERS

To build strong relationships, the Rūnanga will need to continue to develop the very best relationships with key organisations and individuals to assist with the achievement of the strategic plan.

At the publication date of Strategic Plan 2014-2019, current stakeholders are:

| NATIONAL | KEY ISSUES | ACTION PLAN |
|--------------------------------|---------------------------------------|--|
| Prime Minister and advisors | Dialogue | Presentation |
| Ministry of Social Development | Collaboration | Collective planning |
| Child Youth and Family | Collaboration/Capacity | Compliance /Sharing information |
| Ministry of Health | Collaboration/Capacity | Compliance /Sharing information |
| Ministry of Education | Collaboration | Strategy development |
| Ministry of Primary Industries | Partnership | Co-management plans |
| Te Puni Kōkiri | Collaboration/Capacity /Partnerships | Collective planning/Sharing information |
| Minister of Māori Development | Relationships | Sharing information |
| National Iwi Leaders Group | Dialogue/Relationships /Collaboration | Sharing information/ Collective planning |

| REGIONAL | | |
|---|-----------------------------------|--|
| Te Kahu o Taonui Iwi Leaders | Collaboration | |
| Te Taitokerau CEO Regional Forum | Collaboration Capacity | Collective planning |
| Iwi Local Government Agency Chief Executives | Dialogue /Capacity /Collaboration | Co-management plans Sharing information |
| Far North District Council | Partnership | Co-management plans |
| Northland Regional Council | Partnership | Co-management plans |
| Whangarei District Council | Partnership | Co-management plans |
| Te Rūnanga o Ngāti Whatua | Relationships | Sharing information |
| Te Rūnanga o Ngāti Wai | Relationships | Sharing information |
| Te Rūnanga o Whaingaroa | Relationships | Sharing information |
| Te Rūnanga o Te Rarawa | Relationships | Sharing information |
| Te Aupouri Māori Trust Board | Relationships | Sharing information |
| Wānanga / education institutions | Partnerships | Monitoring /Co-management plans |
| LOCAL | | |
| Rūnanga staff | Implementation | Management Plan |
| Rūnanga Board | Implementation | Management Plan |
| Takiwā | Dissemination | Continued hui |
| Marae | Empowerment | Continued feedback |
| Taurāhere | Empowerment | Continued feedback |
| Te Pu O Te Wheke Whānau Ora Collective Health and Social Service Providers | Partnerships | Monitoring /Co-management plans |
| Ngāpuhi Iwi Social Services partners | Partnerships | Sharing information |



Appendix 2

Governance Groups

GOVERNANCE GROUPS

At the publication date of Strategic Plan 2014-2019, the current governance groups are:

TE RŪNANGA-Ā-IWI O NGĀPUHI

| | |
|--------------|-----------------------|
| Chairperson | Raniera T (Sonny) Tau |
| Deputy Chair | Carol Dodd |
| Trustee | Ngawai Tuson |
| Trustee | Te Rau Allen |
| Trustee | Brian Joyce |
| Trustee | Mike Kake |
| Trustee | Helene Leaf |
| Trustee | Joe Bristowe |
| Trustee | Wayne Wharerau |
| Trustee | Keith Wihongi (Proxy) |

NGĀPUHI ASSET HOLDING COMPANY

| | |
|-------------|-----------------------|
| Chairperson | Leigh Auton |
| Director | Raniera T (Sonny) Tau |
| Director | Erena Kara |
| Director | John Rae |
| Director | Wayne Wharerau |

NGĀPUHI IWI SOCIAL SERVICES

| | |
|-------------|-----------------------|
| Chairperson | Carol Dodd |
| Director | Raniera T (Sonny) Tau |
| Director | Pae Reihana |
| Director | Allen Wihongi |





