



STRATEGIC PLAN

2009-2014



hakatauki

He mea hanga tōku whare ko Papatuanuku te paparahi
Ko ngā maunga ko ngā poupou, ko Ranginui e titiro iho nei te tuanui.
Pūhanga-tohora titiro ki Te Ramaroa e hakakurupae ake rā i te
Hau-ā-Uru
Te Ramaroa titiro ki Whiria te Paiaka o te riri te kawa o Rāhiri.
Whiria titiro ki Panguru, ki Papata ki te rākau tū patapata ki te tai
Hau-ā-Uru
Panguru Papata titiro ki Maungataniwha
Maungataniwha titiro ki Tokerau
Tokerau titiro ki Rākaumangamanga
Rākaumangamanga titiro ki Manaia e tū kōhatu mai rā i te ākau
Manaia titiro ki Tutamoe
Tutamoe titiro ki Maunganui
Maunganui titiro ki Pūhanga-tohora.
Ehara oku maunga he maunga nekeneke he maunga tū tonu tū
te Ao tū te Pō.
Ko te Whare Tapu o Ngāpuhi tēnei

Tihewā Mauri Ora!

This hakatauki depicts the sacred house of Ngāpuhi. Papatuanuku 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

STRATEGIC PLAN 2009-2014

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vision

Kia tū tika ai te whare tapu o Ngāpuhi

That the sacred house of Ngāpuhi stands firm.

mission

Mā te Rūnanga e arahi atu i te wairuatanga, i te paporitanga, 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.

he ahu hakamua

the way forward

Te Rūnanga-Ā-Iwi-O-Ngāpuhi was established for all people of Ngāpuhi descent and is based around Māori tikanga and cultural values.

Made up of many strong and independent hapū, we are united by the common aspirations for the future of our mokopuna and the Ngāpuhi nation.

Ngāpuhi ko hao rau, Ngāpuhi of a hundred holes, best describes our hapū strength: diverse groups with varying priorities and perspectives. At times, this can be a long journey for the Rūnanga, making it difficult to reach a consensus!

However, it is this diversity that 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.





The purpose of this strategic plan is to provide a detailed overview of the conclusions from the recent Ngāpuhi information roadshows held nationwide.

Board members and Rūnanga staff worked hard in seeking the moemoeā (dreams) and aspirations of Ngāpuhi members to develop a pathway forward, and to check that what has been achieved to date aligns with these moemoeā.

This kanohi ki te kanohi contact is our greatest way to maintain communication with our many members and continue Ngāpuhi tikanga, regardless of where in the country or overseas our members are living.

The common tikanga running through all our seven strategies is **mana motuhake**: control of our own destiny.

As a Rūnanga, our challenge is to ensure we have done all we can to make the world we pass on to our mokopuna better than the one we inherited. The Rūnanga hopes that in setting these seven strategic directions, we are providing a lasting platform for Ngāpuhi for the future.

The journey forward depends entirely on the support of our members to help us implement this plan together over the next five years.

Nō reira, kia tū tika ai te whare tapu o Ngāpuhi



Raniera T (Sonny) Tau
Chairman



values

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 atia 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”

Honesty

“Te tūwhera te pono me te tika”

Commitment

“Kia mau tae noa ki te mutunga”

Ko ngā hakamāramatanga

background

In 1989 kaumātua, kuia and other Ngāpuhi members responded to the devolution of the Maori Affairs department by establishing Te Rūnanga-Ā-Iwi-O-Ngāpuhi (the Rūnanga). The entity was incorporated under the 1957 Charitable Trusts Act in Auckland on 28 April 1991. A new structure and constitution was registered in 1995.

During 2001 a comprehensive constitutional review was undertaken with 13 hui held across the country, and more than 1000 Ngāpuhi consulted. The result was an updated constitution that was ratified at the Annual General Meeting on 20 May 2002.

Since 2002, the Rūnanga has made important advances.

From an old RSA hall in Kaikohe with a staff of three and records kept in a shoebox of the less than 2000 members, the Rūnanga is now a significant kaupapa-driven entity.

It now employs 39 permanent staff, delivers social services throughout Auckland and the North and has an investment company to manage its more than \$35 million of assets, including our Waitangi fisheries allocation.

In 2007 the Rūnanga's strategic directions increased from four to seven, followed by a comprehensive realignment of the organisation to ensure the Rūnanga structure supports delivery on the strategy.

In 2008 a comprehensive independent review was held of the Rūnanga's governance and operations. The results of this review were positive, assuring Ngāpuhi-nui-tonu that we are steadily increasing the efficiency, effectiveness and quality of service to our members.

Our first five year plan (2004-2009), a period of consolidation, is now complete.

This 2009-2014 strategic plan builds on this work. We go into this period with a new and more focused structure and with greater clarity on our core business.

This plan is based largely on the direction gained from discussions Rūnanga Board representatives have had with Ngāpuhi members. To keep the aspirations of the Ngāpuhi nation alive, these discussions are held regularly.

Since receiving our fisheries settlement assets, there has been a significantly larger focus among Ngāpuhi on economic growth and development.

Value from these assets will help drive this strategic plan.

I tenei wā

current environment

It is important to understand the environment in which this strategic plan was developed.

The first six months of 2009, during its drafting, have been a period of extraordinary national and international change and instability, including:

- The world-wide economic crisis compounded by international events, has seen Aotearoa New Zealand officially in recession for six quarters to June 2009.
- Unemployment is rising and predicted to increase significantly, impacting particularly on Māori whānau.
- The election of the National Government in November 2008, with resultant major changes in policy direction and wide-spread funding cuts.
- The Māori Party entered into a partnership agreement with National to become part of the Government, thus exerting influence on government policy development for Māori issues and outcomes.
- The new National Government announced it is serious about accelerating the Treaty settlement process, and hopes to conclude all claims by 2014.

Any one or all of these events could impact – either positively or negatively - on the delivery of this strategic plan.

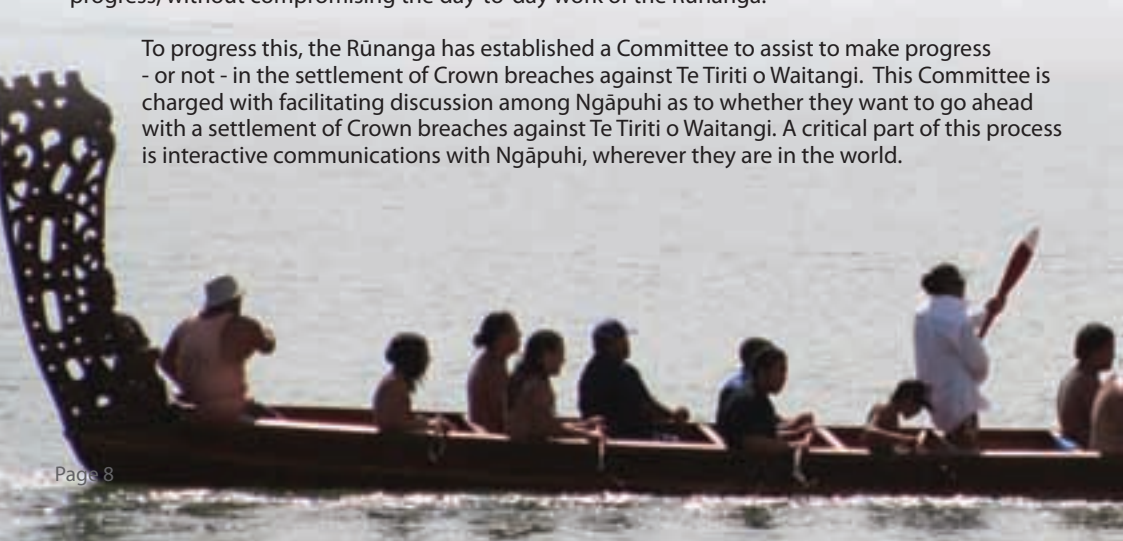
Further, during this period a milestone event occurred. At the 2009 Annual General Meeting of Rūnanga-Ā-Iwi-O-Ngāpuhi, the Rūnanga was directed to lead Ngāpuhi in its Treaty Claims.

In support of this, on March 17, 2009, Kaumātua and Kuia unanimously supported the following resolution: ***This hui endorses the engagement of Ngāpuhi hapū and Marae into beginning a comprehensive process on te huarahi kia tu tika ai te whare tapu o Ngāpuhi.***

This resolution fit with the direction set by Kaumātua and Kuia at the 2008 Annual General Meeting and the Rūnanga's overall mission 'To lead the cultural, social and economic growth of the Ngāpuhi nation through the vision "kia tu tika ai te whare tapu o Ngāpuhi"'

The role of the Rūnanga is to provide the appropriate level of support and resources to make progress, without compromising the day-to-day work of the Rūnanga.

To progress this, the Rūnanga has established a Committee to assist to make progress - or not - in the settlement of Crown breaches against Te Tiriti o Waitangi. This Committee is charged with facilitating discussion among Ngāpuhi as to whether they want to go ahead with a settlement of Crown breaches against Te Tiriti o Waitangi. A critical part of this process is interactive communications with Ngāpuhi, wherever they are in the world.



te anga whakahaere

organisational governance and structure

The governance consists of representatives from eight Takiwā (marae cluster) within the Ngāpuhi tribal boundaries and two Taurāhere (tribal groupings outside of the Ngāpuhi tribal boundaries) in Auckland with the same voting rights and Board representation. These Taurāhere are based in Manurewa and Waitakere City.

The Takiwā and Taurāhere are:

1. Ngāpuhi ki te Hau-ā-Uru
2. Hokianga ki te Raki
3. Ngā Ngaru o Hokianga
4. Te Roopu Takiwā o Mangakahia
5. Te Rūnanga o Taumārere ki Rākaumangamanga
6. Te Takiwā o Ngāpuhi ki Whangārei
7. Taiāmai ki te Marangai
8. Te Runanga o Ngāti Hine
9. Te Taurahere-O-Ngāpuhi-ki-te-tonga-o-Tāmaki Makaurau
10. Te Taurahere O Ngāpuhi ki Waitematā

The Takiwā each represent a number of marae contained in a geographical area and are usually closely linked by haka-papa (genealogy). Marae democratically elect representatives to respective Takiwā. Takiwā then democratically elect one representative to the Rūnanga Board.

Taurāhere are groups of Ngāpuhi who come together and democratically elect representatives to the Rūnanga Board.

The Rūnanga currently employs 39 staff under the leadership of the Chief Executive Officer who is responsible for the operational area of the organisation.

Two subsidiary companies are owned by Te Rūnanga-Ā-Iwi-O-Ngāpuhi, they are:

- Ngāpuhi Iwi Social Services Limited

100% owned by Te Rūnanga-Ā-Iwi-O-Ngāpuhi with the primary function to deliver social service contracts in the mid-north and Auckland region.

- Ngāpuhi Asset Holding Company

Formerly Ngāpuhi Fisheries Limited, it now manages fisheries and investments.



NGAPUHI
Te Runanga A Iwi O Ngapuhi

ngā whai ōhanga

economic and commercial opportunities

The Rūnanga has developed a business and investment vehicle through the establishment of the Ngāpuhi Asset Holding Company (NAHC), formerly Ngapuhi Fisheries Limited.

As part of its mandate, NAHC has considered a number of new opportunities to broaden its asset base while at the same time ensuring its existing assets and revenue streams are protected. It has restructured its investment portfolio to include some property but otherwise retaining a low risk profile. It has also restructured its fisheries to provide a more effective operation with opportunity to expand as required.

The NAHC 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
- Economic development of whānau, hapū and marae

There will be some cross-over between NAHC 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.



te ara o te mahere rautaki

strategic direction for 2009 - 2014

Te Rūnanga-Ā-Iwi-O-Ngāpuhi has reached the end of its first five year strategic plan.

This document (2009 – 2014) sets out the next five year plan, which it embarks on at an extremely important phase in the future of the Ngāpuhi nation.

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

A number of clear messages were expressed by our hapū in the development of our strategic plan. These culminated into two key areas: the need for solid social and economic development across the rohe. These messages are reflected in the Strategic Plan 2009-2014.

Our aim with this strategic plan is to move forward with a sense of purpose, endorsed by our hapū, to achieve our social and economic goals for the next five years.

These goals focus on seven strategic directions:

1. Hapu Development

Mana motuhake of our hapū, by providing assistance and support planning processes that develop sustainable management plans and practices for whānau, hapū and marae.

2. Communications and Identity

Developing positive and effective relationships between the Rūnanga, whānau, hapū and marae to meet current and future aspirations.

3. Mātauranga

Promoting among whānau, hapū and marae, the retention of tūturu knowledge and the acquisition of new knowledge.

4. Natural Resource Management

Whānau and hapū are able to exercise mana and kaitiakitanga over their sacred sites and other taonga while sustaining and protecting resources for current and future generations.

5. Social Development

Ngāpuhitanga and the dynamics of whanaungatanga are actively promoted to enhance the development of positive social outcomes for Ngāpuhi.

6. Ngāpuhi Policy Development

Strategically working to influence and fully participate in policy development within the private and public sectors.

7. Economic Development

The wealth and self determination for Ngāpuhi is realised through sustainable economic growth and development

effective relationships

Ngāpuhi Communications and Identity

Ngāpuhitanga

aspirations

Ngāpuhi brand

Communication is key to developing positive and effective relationships.

It is important that information is communicated between the Rūnanga, whānau, hapū and marae to meet current and future aspirations.

5 YEAR STRATEGIC GOALS

KEY PERFORMANCE INDICATORS

1. Communication systems and processes are effective and efficient.

- 1. Internal and external communication systems and processes developed and implemented as per the Communications Strategy.
- 2. Monitoring programme developed and applied annually to measure effectiveness of communication systems.
- 3. Ngāpuhi brand promoted and recognised New Zealand wide and with whānau in Australia by 2014.

2. The Rūnanga is fully involved and participating with Ngāpuhi.

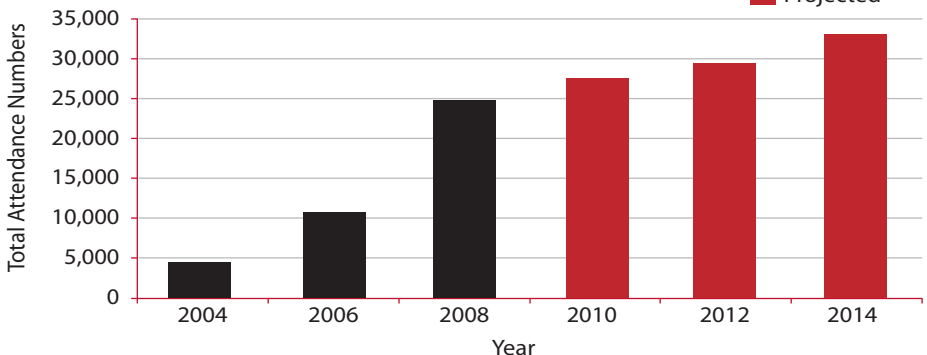
- 1. Ngāpuhi needs and views are heard and acknowledged through annual road shows.
- 2. Ngāpuhi are informed and interested in Rūnanga activities and services through bi-monthly publications and monthly reports.
- 3. Ngāpuhi are informed of Rūnanga obligations as set by the Rūnanga Trust Deed.
- 4. Ngāpuhi Festival organised and held for Ngāpuhi to celebrate Ngāpuhitanga in 2010, 2012 and 2014.

3. Stakeholders are participating and seeking involvement with the Rūnanga.

- 1. Stakeholders are informed and understand Ngāpuhi aspirations and desired outcomes.
- 2. Formal relationships are established with identified stakeholders who will assist in meeting Ngāpuhi aspirations and outcomes.

Table 1: Ngāpuhi Festival Attendance

■ Past
■ Projected



Hapū Development

At the heart of Ngāpuhi growth is the development and mana motuhake of our hapū.

The Rūnanga sees this as providing assistance and planning processes to develop sustainable management plans and practices for whānau, hapū and marae.

5 YEAR STRATEGIC GOALS

1. A socio-economic model for sustainable development completed and ready for implementation

KEY PERFORMANCE INDICATORS

1. Kainga – Five. Hapū are assisted to determine for themselves the foundations required for the establishment of kainga.
2. Sustainable Plans. Thirty hapū based trusts assisted to develop and implement sustainable plans.
3. Sustainable Economic Development. Four hapū based trusts are assisted to achieve sustainable economic development of their assets and natural resources.
4. Land Development. Two hapū are assisted to enable landowners to develop land for a competitive economic future.
5. Social Development. Five marae are assisted with the strengthening of their social development.
6. Cultural development. Five marae are assisted with sustainable cultural development.

Table 2: Hapū Development Applications

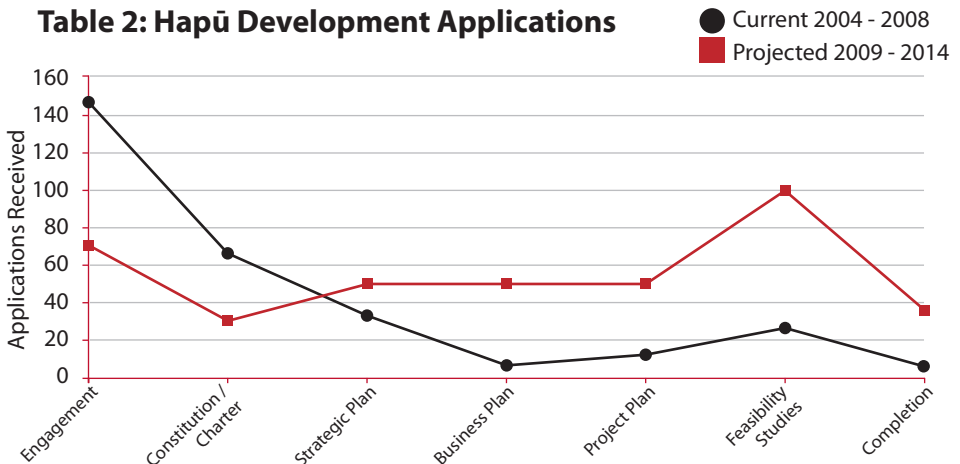
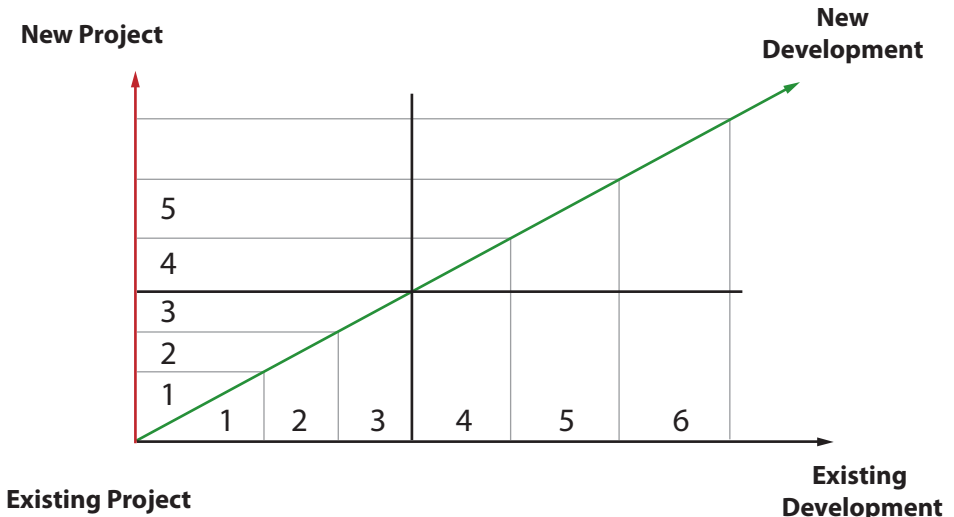


Table 2 sets out the number of applications made to the Hapū Development Fund for the past five years and projected for the next five years. The categories listed relate to the Hapū Development matrix set out below which shows movement of hapū through the four development quadrants.

In the last five years the majority of applications were related to engagements and information with a few applications for business planning, project planning and completion.

Table 3: Expected Hapū Development Direction



- 1 = Constitution Charter 2 = Strategic Plan 3 = Business Plan
- 4 = Project Plans 5 = Feasibility Studies 6 = Completion

The projection for the next five years shows an appropriate shift to greater strategic, business and project planning and feasibility studies leading to completion.

management planning

sustainable development

Ngāpuhi
Natural Resource
Development

kaitiakitanga

wāhi tapu

te Tiriti


The Rūnanga wishes to empower whānau and hapū to exercise mana and kaitiakitanga over their sacred sites and other taonga while sustaining and protecting resources for current and future generations.

KEY STRATEGIC GOALS

1. Strengthened iwi, hapū or marae capacity and skills for Resource Management Act 1991 utilisation with an emphasis on kaitiakitanga.

KEY PERFORMANCE INDICATORS

1. Up-skill five hapū in Resource Management Act, Council interactions and management planning.
 2. Assist five hapū to identify and register their wāhi tapu or other sites of significance.
 3. Local and central government agencies will carry out marae based consultation processes, in line with Te Tiriti O Waitangi obligations.
 4. Waste water treatment and other waste disposal systems developed in line with kaitiakitanga and current principles of best practice by 2014.
 5. Develop and deliver a resource management strategy that is aligned with Ngāpuhi kaitiakitanga principles by 2014.
-

A group of children and adults are gathered together, holding up signs and caps that say 'NGAPUHI'. The scene is dimly lit, with the text overlaid in white. The children are wearing various clothing, including jackets and caps. One child in the foreground is holding a small object, possibly a piece of food. The background shows a brick wall and some wooden steps.

improving outcomes

Mātauranga Ngāpuhi

Te Reo o Ngāpuhi

Taonga

repository

Wairua

The Rūnanga wishes to promote among whānau, hapū and marae the retention of tūturu knowledge and the acquisition of new knowledge.

Ko te tuatahi, ko te manu ka kai i te miro, nōna te ngāhere. Ko te manu ka kai te Mātauranga nōna te ao.

Ko te tuarua, kia ū ki ngā tikanga a ō mātua tūpuna hei orange ō te wairua

Ko te tuatoru, aru ake i te Mātauranga a te ao hurihuri hei orange mō te tinana

Ko te tuawhā, whaia te iti kahurangi, mei tūohu koe, he maunga teitei ...

The bird that feeds on the miro berry, its domain is the forest

The bird that feeds on knowledge, its domain is the world

By holding on to the traditions of our ancestors, we will keep our spirit alive

By learning within this changing world, we will keep our physical being alive

Seek the treasure you value most dearly; if you bow your head, let it be to a lofty mountain ...

KEY STRATEGIC GOALS

KEY PERFORMANCE INDICATORS

1. Mātauranga derived opportunities for iwi and hapū to improve socio-economic status are sought, investigated, developed and archived appropriately.	1. Process developed for sourcing, archiving and distributing information by 2012. 2. A Ngāpuhi Mātauranga Centre in operation 2014. 3. Strengthen a marae cultural base within each Takiwā.
2. Mātauranga Ngāpuhi policy determined and promulgated.	1. Mātauranga priorities confirmed by 2010. 2. Policy developed and applied 2011.
3. Improved outcomes for Ngāpuhi in education.	1. Formal relationships established with key education partners in 2014. 2. Ngāpuhi education strategy completed and implemented in 2012.
4. Mana Motuhake achieved through use of Mātauranga.	1. Marae strengthened as a cultural base for retention and/or capturing Mātauranga Ngāpuhi across each Takiwā. 2. Te Reo o Ngāpuhi Strategy implemented in 2010.

whānau

Ngāpuhi Social Development

positive role models

Taitamariki

vibrant

Ngāpuhitanga and the dynamics of whanaungatanga are actively promoted to enhance the development of positive social outcomes for Ngāpuhi.

KEY STRATEGIC GOALS**KEY PERFORMANCE INDICATORS**

1. Social development for better life outcomes is an integral part of

1. Plans are developed for Ngāpuhi communities have social trends identified by 2012.
 2. Ngāpuhi communities have identified solutions and opportunities by 2013
-

2. Social development is driven by Ngāpuhi whānau and hapū.

1. A hapū social development strategy is developed with Ngāpuhi whanau and hapū by 2010.
 2. Ngāpuhi communities have strengthened their capacity to address social outcomes by 2014.
 3. Agreement with government agencies that by 2014, funding and contracts will meet priorities identified by Ngāpuhi.
-

3. Ngāpuhitanga forms the basis of social development practice.

1. A plan will be developed by 2010 to enable tikanga a Ngāpuhi to be practised.
-

4. Taitamariki culture is vibrant and positive.

1. Plans developed for coordinated taitamariki development that involves ten hapū and/or marae by 2010.
 2. Programmes will be implemented that will see taitamariki contributing to iwi development by 2014.
-

community

determination

Ngāpuhi Policy Development

legislation

district council

regional council

Ngāpuhi are members of the wider community. To have meaningful input and reflect our Ngāpuhitanga, the Rūnanga is working strategically to influence and fully participate in policy development within the private and public sectors.

5 YEAR STRATEGIC GOALS

KEY PERFORMANCE INDICATORS

1. Key directions for Ngāpuhi determined through policy.

1. Processes and alternative courses of actions identified for the formulation of policies by 2010.

2. Ngāpuhi hapū involved in determining Ngāpuhi direction in all policy development.

2. Impacts of new policies and legislation on Ngāpuhi determined.

1. Ngāpuhi policy priorities established by 2010.

2. The impact on Ngāpuhi of all new district, regional and national policies are assessed before promulgation.

3. Responses are timely made to policies, plans and directives from district, regional, and/or national agencies, to ensure they are appropriate and in keeping with Ngāpuhi priorities and position.

3. To influence and have significant input into district, regional and national planning and policy documents.

1. Assist affected Ngāpuhi to retain their interests and further their development through the dissemination of appropriate legislative information pertaining to new developments.

self determination

Ngāpuhi Economic Development

commercial value

value

enhancement

assets

The wealth and self determination for Ngāpuhi is realised through sustainable economic growth and development.

5 YEAR STRATEGIC GOALS

KEY RESULT AREAS

1. A comprehensive five year socio-economic development plan established and implemented.

1. Key socio-economic policies identified and drafted for the five year plan within Year 1.
2. Key socio-economic components and drivers identified for the five year plan within Year 1.
3. 5 year plan and implementation programme established within Year 1.
4. Socio economic plan implemented in phases across five year time frame.

2. Rūnanga asset base developed and grown with values protected and enhanced.

1. Strategic asset portfolio developed and in place within Year 1.
2. Portfolio meets investment criteria and risk profile for protection and enhancement of value.
3. Strategy for asset growth, value protection and enhancement developed within Year 1.
4. Strategy meets investment criteria and risk profile for protection and enhancement of value.
5. Strategy for asset growth, value protection and enhancement developed and implemented across a five year time frame.
6. Annual reviews carried out show board satisfaction with annual strategic goals achieved by NAHC.

3. Facilitated development and growth of the hapū asset base.

1. Strategies for the development and growth of the hapū asset base, value protection and enhancement in place and developed with hapū achieved within Year 1-2.
2. Annually up to two key initiatives identified with hapū for facilitated development.
3. Commercial advisory services established and supported to achieve up to two key initiatives annually.
4. Following on from key initiatives identified with Hapū, up to three key initiatives completed with a five year time frame.
5. Annual review taken of commercial advisory services provided to hapū, with board or management of those hapū showing services are better than satisfactory.

4. An effective five year shared services strategic plan established and implemented.

1. Key shared services components and drivers and goals identified and planned for the five year plan, completed within Year 1.
2. Five year shared services strategic plan established within Year 1.
3. Five year shared services strategic plan implemented across five year time frame.
4. Annual reviews carried out of shared services strategic plan showing 80% or more of goals achieved each year.

Reporting framework

In October each year, the Board of Te Rūnanga-Ā-Iwi-O-Ngāpuhi 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.

A business plan, aligned to the strategic plan, details key business initiatives and budgets. This plan is not a public document.

Throughout the year, the Board meets monthly. 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 key result areas.

The Chief Executive reports monthly to the Board on progress in achieving operational plan performance measures.

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.

We are fortunate not to rely on external funding to operate, although we are allocated specifically targeted contestable short-term funding from government. This situation applies to the Rūnanga, but not Ngāpuhi Iwi Social Services, which is reliant on government contracts.

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.

This strategy will need to be communicated to the following stakeholders:

Locally	Key Issues	Action Plan
Runanga Staff	Implementation	Management Plan
Runanga Board	Implementation	Management Plan
Takiwā	Dissemination	Continued hui
Marae	Empowerment	Continued feedback
Taurāhere	Empowerment	Continued feedback
Te Taitokerau CEO regional forum	Collaboration Capacity	Collective planning
Far North District Council	Partnership	Co-management plans
Northland Regional Council	Partnership	Co-management plans
Whangarei District Council	Partnership	Co-management plans
Te Runanga o Ngāti Whatua	Relationships	Sharing information
Te Runanga o Ngāti Wai	Relationships	Sharing information
Te Runanga o Whaingaroa	Relationships	Sharing information
Te Runanga o Te Rarawa	Relationships	Sharing information
Te Aupouri Māori Trust Board	Relationships	Sharing information
Waananga / Education institutions	Partnerships	Monitoring Co-management plans
Northland Intersectorial Forum	Dialogue Collaboration	Presentation Collective planning
Nationally		
PM and advisors	Dialogue	Presentation
Ministry of Social Development	Collaboration	Collective planning
Ministry of Fisheries	Partnership	Co-management plans
Department of Conservation	Partnership	Co-management plans
Te Puni Kōkiri	Collaboration Capacity Partnerships	Collective planning Sharing information
Ministers of Māori Affairs	Relationships	Sharing information
Iwi Runanga and Trust Boards	Relationships	Sharing information
Iwi enterprise	Dialogue Relationships Collaboration	Presentation Sharing information Collective planning
Waananga / Education institutions	Relationships	Monitoring Co-management plans

Human Resources

The Rūnanga considers employees to be our most valuable resource and by doing so, endeavours to maintain excellent working conditions and support higher learning and professional development.

With the appointment of an administration manager, responsible for human resources, staff professional development is now a priority, with all staff allocated development opportunities reflecting a percentage of their salary.

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 working policies.

Combined with co-operation, this should deliver positive results, opportunities and benefits to both parties.

The Rūnanga has recently conducted an organisational review that has realigned the organisation to deliver on the seven strategic directions in the next five years.

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 effective communication between Rūnanga, hapū and marae
- inability to secure government funding
- organisational incapacity
- the world economic climate continues to decline
- changes in government policy
- Ngāpuhi's Tiriti o Waitangi settlement is not concluded



Appendix I

At the date of publication of the 2009 – 2014 Strategic Plan, the current Governance of Te Runanga-a-iwi-o-Ngāpuhi is:

Chairperson	Raniera T (Sonny) Tau
Deputy Chair	Mere Forbes
Deputy Chair	Carol Dodd
Trustee	Judah Heihei
Trustee	Paul Haddon
Trustee	Mike Kake
Trustee	Ruby Winikerei
Trustee	Joe Bristowe
Trustee	Taiawa Harawira
Trustee	Pita Tipene

Ngāpuhi Asset Holding Company

Chairperson	John Goulter
Director	Teresa Tepania-Ashton*
Director	Paki Rawiri
Director	Leigh Auton
Director	Raniera T (Sonny) Tau

Ngāpuhi Iwi Social Services

Chairperson	Raniera T (Sonny) Tau
Director	Carol Dodd
Director	Teresa Tepania-Ashton*

*Denotes Executive

Appendix II

The following table is a reflection of the last five years and looks forward to the next 10 years.

Last 5 years 2004 – 2009	Next 5 years 2014	Next 10 years 2019
Constitution approved		
Strategic plan implemented		
Strategic plan reviewed		
New strateic plan developed	Strategic plan implemented	Strategic plan reviewed
Environmental policy confirmed	Environmental policy implemented System designed for land stock-take Some hapū managing their own or collaborative environmental management plans	All hapū have mana motuhake within their rohe.
Resource management policy confirmed	Resource management policy implemented Some coastal hapū managing their own or fisheries management plans	
Fisheries policy confirmed	Fisheries policy implemented Some coastal hapū managing their own or fisheries management plans	
Education strategy confirmed	Education strategy implemented	Ngāpuhi leading outcomes in education.
Ngāpuhi registrations database increased by 50%	Increased attendance by Ngāpuhi to Ngāpuhi / hapū events	
A balanced investment portfolio implemented	A diverse investment portfolio managed	Te Rūnanga-Ā-Iwi-O-Ngāpuhi has diverse business portfolio and major business developer in Te Taitokerau.

