

Te Rūnanga-Ā Iwi-Ō-Ngāpuhi Five-Year Directional Plan

2023/2024 – 2027/2028
Guiding our way forward

Purpose of the Five-Year Directional Plan

The purpose of the Five-year Directional Plan is to give guidance to achieving the strategic aims for the Ngāpuhi Group over a longer-term horizon. It will inform the respective annual plans of the group. The annual plans provide more detailed guidance on the specific activities and initiatives to be undertaken in the short term to achieve the goals and objectives outlined in the Directional Plan and Group Strategy, which we outline below.

Ngāpuhi Rūnanga Group

The Ngāpuhi Rūnanga Group (also known as TRAION Group) is a collective of four organisations that represent the interests and aspirations of more than 165,000 people who identify as Ngāpuhi.

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi (TRAION) is the parent organisation of the group that includes Ngāpuhi Iwi Social Services (NISS), Te Hau Ora Ō Ngāpuhi (THOON) and Ngāpuhi Asset Holding Company (NAHC).

As a collective, the Group provides a range of support, advisory services and kaupapa to help progress our iwi, hapū, marae and whānau towards a vision where Te Whare Tapu o Ngāpuhi, the sacred house of Ngāpuhi, stands strong.

Our vision for Ngāpuhi remains constant:

Kia tū tika ai te whare tapu o Ngāpuhi

That the sacred house of Ngāpuhi stands strong.

Our mission statement also remains the same:

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.

We lead the spiritual, social, cultural, environmental and economic growth of Ngāpuhi by ensuring the self-determination and on-going sustainability of our people.

Our Group planning framework

This year, we have made refinements to how our mahi is framed and organised. In June 2023, Trustees of TRAION adopted a Group Strategy. The Group Strategy objectives headline the group 5-year directional plan.

In turn, the Five-year plan informs TRAION's annual plan; it also informs the annual plans of NISS, THOON and NAHC.

This planning framework is illustrated on the following pages.



Group Strategy

Purpose

Our purpose is to advocate for and uphold the tino rangatiratanga o ngā hapū o Ngāpuhi

Role

As the iwi authority, we represent the collective interest of Ngāpuhi

Values/Behaviours

We value whanaungatanga; we are tika and pono; we are audacious; and we honour mana atua, mana tangata and mana whenua

Outcomes *that we will achieve in the next 5 years*

1. Manaaki hapū preparedness to achieve Te Tiriti o Waitangi redress
2. Our Group joint work programme is driving spiritual, social, cultural, environment and economic prosperity
3. Increase group net assets

Principles *that will guide our work programme over the next 5 years*

1. Ngāpuhi tamariki and whānau are at the heart of everything we do
2. Hapū mana motuhake is paramount
3. Tino rangatiratanga and kawanatanga require a sharing of power as envisaged by Te Tiriti o Waitangi
4. Advancing Ngāpuhi's prosperity benefits the Taitokerau region, as well as the nation
5. He Whakaputanga and Te Tiriti and are sacrosanct



Group Strategy Outcomes



1. Manaaki hapū preparedness to achieve Te Tiriti o Waitangi redress
2. Our Group joint work programme is driving spiritual, social, cultural, environment and economic prosperity
3. Increase group net assets

Group 5-year Directional Plan



Group Annual/Business Plans

TRAION

NISS

THOON

NAHC

Group Strategy Outcomes

The **three Group Strategy Outcomes** and targets provide guidance to the annual plans for TRAION, NISS, THOON and NAHC. They are:

I. Manaaki Hapū Preparedness to Achieve Te Tiriti o Waitangi Redress

How may this be achieved?

- A. Develop with hapū a comprehensive approach for hapū redress
- B. Strengthen hapū engagement and collaboration
- C. Establish a support framework for hapū capacity building

II. Crown Joint Work Programme to drive Holistic Prosperity

A. Spiritual Prosperity. How may this be achieved?

- 1. Strengthening Ngāpuhitanga
- 2. Supporting marae and hapū initiatives

B. Social Prosperity. How may this be achieved?

- 1. Social service initiatives
- 2. Housing and wealth management

C. Cultural Prosperity. How may this be achieved?

- 1. Preservation and celebration of Ngāpuhi culture and tikanga
- 2. Education and lifelong learning

D. Environmental Prosperity. How may this be achieved?

- 1. Taiao protection and enhancement
- 2. Climate risk awareness and resilience

E. Economic Prosperity. How may this be achieved?

- 1. Manaaki Hapū Preparedness to Achieve Te Tiriti o Waitangi Redress
- 2. Employment and economic development
- 3. Consider spiritual and cultural aspects around selling land

III. Increase Group Net Assets

- A. Asset management and growth strategies
- B. Diversification of investment portfolio
- C. Collaboration with other iwi and organisations

Group Impact Statements

We currently have eleven Impact Statements. Our group Impact Statements tell us the impacts of our efforts across the three Strategy Outcomes. These in turn will inform the Annual Plans.

Turning Impact Statements into Action.

The methodology for turning each Impact Statement into actionable and practical activities and tasks are illustrated in the Te Rūnanga ā Iwi o Ngāpuhi Annual Plan, and requires defining:

Activities (for example, Connecting Ngāpuhi, or Giving Effect to Tino Rangatiratanga and Kawanatanga).

Impact Statement: Ngāpuhi enjoy effective tribal governance.

Mahi – the work that is involved for that activity focus. For example: Manaaki hapū preparedness to achieve Te Tiriti o Waitangi redress; providing ways for whānau to register with TRAION; maintaining a registrations database; actively promoting registrations and benefits of membership etc.

Commitments – the goals set for that year. For example, connecting community, hapū and Takiwa. Managed by: Hapū Development.

Project budget: BAU (business as usual) / external funding

Five-year horizon. Between now and 2027/2028, we will: (list milestones to be achieved).

The guiding Impact Statements are:

- A. **Taitamariki** navigate the transition to adulthood with confidence.
- B. **Employment and Economic Development:** Ngāpuhi benefit from abundant employment and economic development opportunities.
- C. **Whanau Ora:** Ngāpuhi whānau achieve whanau ora.
- D. **Ngāpuhitanga:** the culture and tikanga of Ngāpuhi are preserved, expressed and celebrated.
- E. **Education:** Learners benefit from an education that is responsive to who they are.
- F. **Governance and communications:** Ngāpuhi enjoy effective tribal governance. Registered members of Ngāpuhi report high levels of satisfaction with the governance of the iwi.
- G. **Hapū and Marae of Ngāpuhi** flourish, and are strong and functional.
- H. **Taiao:** the whenua, awa and moana of Ngāpuhi are protected, incl by 2035, key metrics pertaining to the mauri of the whenua, awa and moana are satisfactory and improving AND waterways are restored to satisfactory standards.
- I. **Kaumātua and Kuia** live high-functioning and rewarding lives in an accepting whānau, hapū and iwi context. Includes a high proportion of kaumātua and kuia living independently in their own homes.
- J. **Housing and Wealth Management:** Ngāpuhi enjoy high levels of home ownership and wealth accumulation | a good standard of housing | access to satisfactory emergency housing | safe communities | awareness of climate risk.
- K. **Asset Management:** Ngāpuhi benefit from well-managed commercial assets.

Creating the Annual Plan

A. Creating Annual Plans for TRAION, NISS, THOON, and NAHC

All four business organisations (TRAION, NISS, THOON, and NAHC) will make yearly plans that match the Directional Plan's aims, impact statements, and key results. Each annual plan will outline particular initiatives, programmes, and projects for the year, including:

1. Clear objectives, goals, and activities for every initiative (including required work and five-year targets)
2. Allocating tasks to appropriate teams or individuals
3. Predicted budgets and resource distribution
4. Key performance indicators (KPIs) to track progress and success
5. A timeline for starting and finishing each initiative
6. Identifying potential risks and challenges, as well as ways to address them

B. Aligning with the Three Group Strategic Outcomes

Each annual plan must ensure that its initiatives and programmes contribute to the three relevant strategic outcomes:

1. Supporting hapū readiness to achieve Te Tiriti o Waitangi redress
2. Joint Crown work programme promoting spiritual, social, cultural, environmental, and economic prosperity
3. Increasing group net assets

To maintain alignment, organisations should regularly review their initiatives, measure progress using KPIs, and adjust strategies as needed to stay focused on the strategic outcomes

C. Tracking Progress and Assessing Results

A strong framework for monitoring and evaluating progress is essential to track each initiative's contribution to the strategic outcomes. The framework should include:

1. Regular progress reports: These updates should cover each initiative's status, including accomplishments, challenges, and lessons learned, keeping stakeholders informed and involved.
2. Performance data collection: Reliable and accurate data collection methods should be used to track progress against KPIs and targets, which will be vital in evaluating initiatives' success and guiding future strategies.
3. Evaluation studies: In-depth assessments should be conducted at essential milestones to measure the initiatives' impact on the strategic outcomes, using both quantitative and qualitative methods for a comprehensive understanding of their effectiveness.
4. Feedback mechanisms: Regular input from stakeholders, including iwi members, partners, and beneficiaries, should be gathered and integrated into the monitoring and evaluation process, helping to identify areas for improvement and increase the initiatives' overall effectiveness.

D. Continuous Engagement and Communication with Ngāpuhi iwi members

Clear communication and engagement with members are crucial for successfully implementing the Directional Plan. A communication strategy should be developed to ensure consistent and transparent information sharing, including:

1. Regular updates on the initiatives and programmes' progress
2. Opportunities for members to provide input and feedback during implementation
3. Public forums, hui, and workshops to encourage dialogue and knowledge sharing
4. Digital platforms, such as websites and social media, to reach a broader audience and offer real-time updates

By following these steps for implementation and monitoring, Te Rūnanga ā Iwi o Ngāpuhi, as the group parent can effectively carry out the Directional Plan and track progress towards achieving the strategic outcomes, ultimately improving the well-being and prosperity of Ngāpuhi