



TE RŪNANGA O NGĀTI AWA

ANNUAL PLAN 2017/2018

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The Annual Plan sets out what the Rūnanga wants to achieve over the next financial year, the resources required, and how success will be measured.

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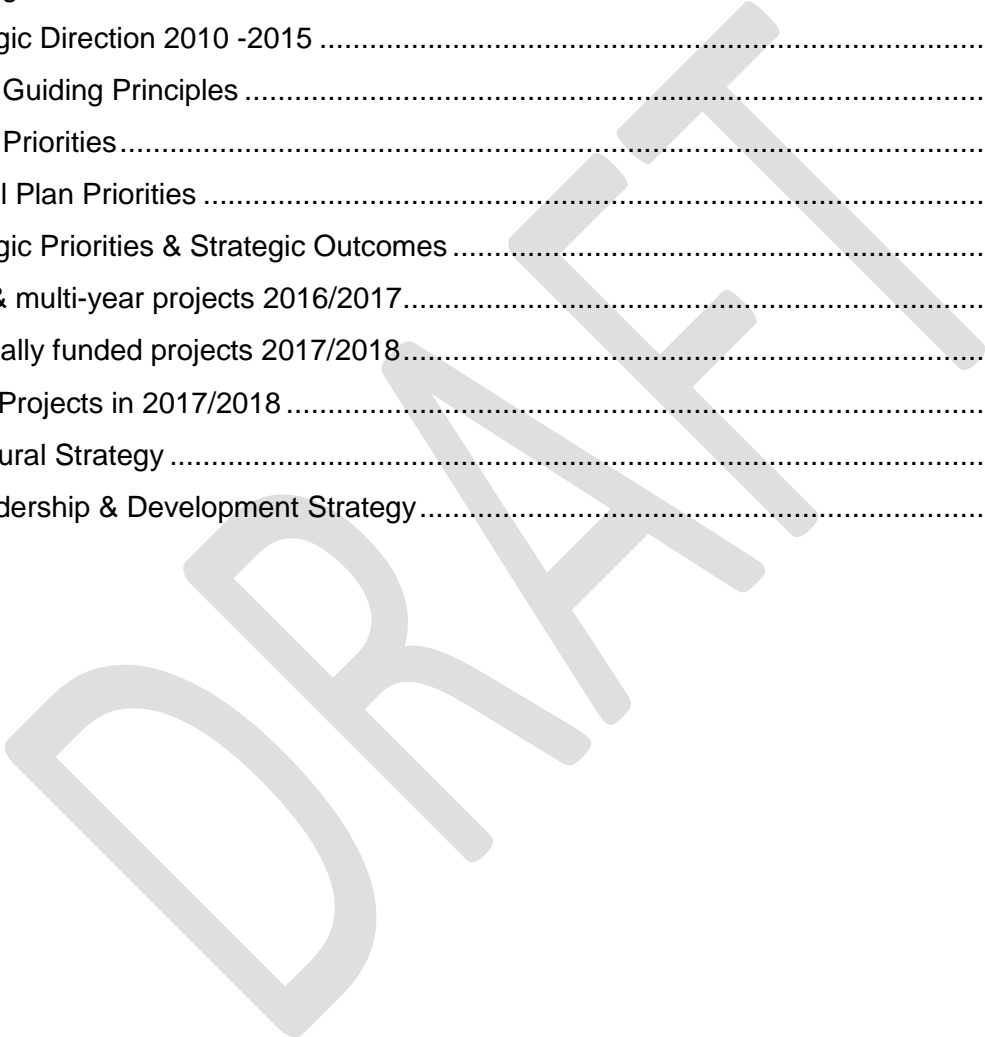
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Process

The Annual Plan must be adopted prior to the beginning of the financial year to which that plan relates. The Annual Plan is operational in focus while the overall strategic direction of the Rūnanga is set out in Te Ara Poutama o Ngāti Awa.

The financial year for the Rūnanga and subsidiaries¹ runs 1 July to 30 June the following year. The Annual Plan is reviewed and approved by the Rūnanga at least one month before the start of the financial year. At the completion of the financial year the Rūnanga reports its progress against the plan as part of the Annual Report.

The Annual Plan and other Documents

In 2009/2010, Ko Ngāti Awa Te Toki – our Iwi Vision to 2050 was developed, with associated strategies and priorities.

Without exception, Ngāti Awa of all ages share the view that the survival and revitalisation of our identity and culture into the future is paramount. This shared vision is very powerful and unifying.

Te Ara Poutama is the Te Rūnanga o Ngāti Awa response to how we contribute to the achievement of Ko Ngāti Awa te Toki.

The strategies collated in Te Ara Poutama are in the following strategic areas: Cultural; Wellbeing; Leadership development; and Environmental & resources.

These strategic areas further progress the collective iwi aspirations contained in Ko Ngāti Awa te Toki, and provide a pathway for enhancing the cultural, social, economic and political aspirations of iwi members.

In addition, there are associated strategies which contribute to the iwi vision: Te Rautaki Reo o Ngāti Awa, Te Rautaki Matauranga o Ngāti Awa and the Outcomes Strategy that will measure our achievements.

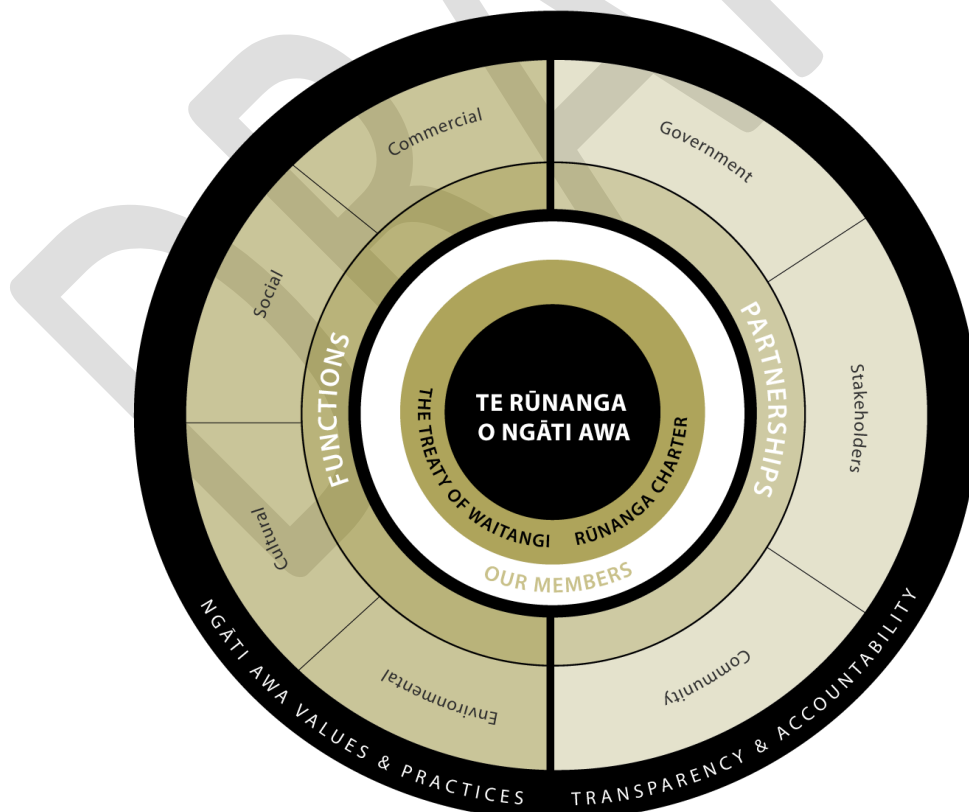
¹ Ngāti Awa Community Development Trust (Development Ngāti Awa), Ngāti Awa Group Holdings Ltd and Ngāti Awa Research and Archives Trust

Rūnanga Structure

Te Rūnanga o Ngāti Awa is a statutory body established under Te Rūnanga o Ngāti Awa Act 2005. It represents ngā uri o ngā hapū o Ngāti Awa of which there are over 19,000 registered members. There are 22 Representatives on Te Rūnanga o Ngāti Awa. Each Representative is elected on a hapū basis and serves a three-year term.

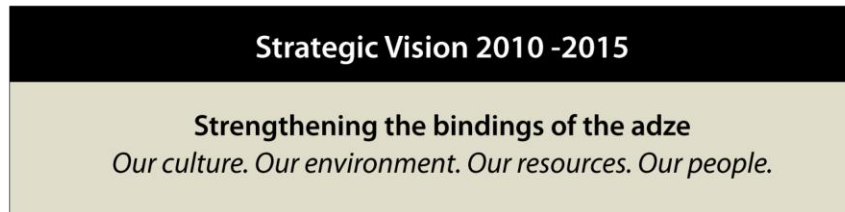
Te Rūnanga o Ngāti Awa is governed by a Charter which was approved by members of the Rūnanga. The Charter provides for the establishment of a Community Development Trust to manage the community development activities and a Company (Ngāti Awa Group Holdings Ltd) to manage the commercial activities. Each of these organisations is a wholly owned subsidiary of Te Rūnanga o Ngāti Awa. The Rūnanga also operates the Ngāti Awa Research and Archives Trust.

The Te Rūnanga o Ngāti Awa functions are illustrated below:



Strategic Direction 2010 -2015

Based on the aspirations of Ngāti Awa as collated in Ko Ngāti Awa te Toki, Te Rūnanga o Ngāti Awa has developed an organisational strategic vision for 2010 to 2015.



In the context of Ngāti Awa development, the bindings represent our shared values and aspirations – strengthening and protecting our culture, our environment, our resources and our people.

Our Guiding Principles

Ngāti Awatanga – our culture and language: our responsibilities to uphold and protect our language and culture which derive from our shared ancestry as the cornerstone of our unique identity.

Kaitiakitanga – guardianship for future generations: our obligations to protect our culture, environment, our resources and our people today and for future generations in accordance with our cultural practices.

Manaakitanga – Caring for each other: our shared obligations to care for one another, with emphasis on our youth and elders.

Our Priorities

Te Rūnanga o Ngāti Awa priorities² for achieving the strategic vision for Ngāti Awa are:

- Ngāti Awatanga – our culture and language
- Leadership – self-determined futures
- Rangatahi potential – nurturing our youth.

² Identified through the Marae Toolkit Project, Development Ngati Awa 2009. Merito, E (2009). *Vision Ngati Awa: Identifying future aspirations of Ngati Awa uri, whānau, marae and hapu to the year 2050*. Whakatane: Development Ngati Awa.

Annual Plan Priorities

In the absence of reviewed strategic priorities and framework this annual plan reflects the existing Te Ara Poutama priorities.

Te Ara Poutama Priority	Strategic Priorities for 2017/2018
Ngāti Awatanga – our culture & language	Regeneration and repatriation of Te Reo ō Ngāti Awa (Rautaki Reo activities)
Leadership Development – Self determined futures	Hapū development and support (Hapū workshops) Kaitiakitanga (Enhancing our environment) Strategic relationships (Iwi, Crown, government) Effective Governance Effective Operations
Rangatahi Potential – Nurturing our youth	Up-skilling & development of future and present leaders

Strategic Priorities & Strategic Outcomes

Te Ara Poutama Priority	Strategic Priority	Operational Priority	Operational Activity	Strategic Outcomes
Ngāti Awatanga - Our Language and culture	Regeneration and repatriation of Te Reo o Ngāti Awa	Implement Te Rautaki Reo o Ngāti Awa	Te Rautaki Reo o Ngāti Awa Activities & Initiatives implemented	Our traditions, customs and language are being understood and practised in our marae, homes, schools and communities
	Celebrating Ngāti Awatanga	Celebrate our identity and connections to each other	Two Iwi events hosted promoting whanaungatanga and iwi identity	Meaningful pathways for all Ngāti Awa members to connect with their whānau, hapū and peers
	Marae Sustainability	Hapū and Marae development	Hapū development programme implemented (external workshops)	Dynamic fully functioning inclusive, sustainable marae
Leadership - Self-determined futures	Leadership Development	Implement the Rūnanga Leadership programme	Associate directorships	Future leaders nurtured & developed so they have the confidence and ability to lead into the future
	Strategic relationships	Developing strategic relationships to further Te Rūnanga o Ngāti Awa goals	Prioritise & maintain strategic relationships with new and existing stakeholders and partners	Create & leverage opportunities within the Ngāti Awa community and wider networks

Strategic Priorities & Strategic Outcomes

Te Ara Poutama Priority	Strategic Priority	Operational Priority	Operational Activity	Strategic Outcomes
Leadership - Self-determined futures	Ngāti Awa authority and influence is enhanced	Enhanced internal and external capacity to further progress Ngāti Awa kaitiakitanga	<p>Ngāti Awa Iwi Management Plan implemented, reviewed and monitored.</p> <p>Support hapū to develop Hapū Environmental Management Plans</p>	Maintain our spiritual & cultural connections to our customary resources for our future wellbeing
	Benchmarks for effective governance and representation	Ensuring the delivery of effective governance by setting benchmarks, measuring effectiveness on an ongoing basis and preparing for the future	Implement the findings of the Governance Review Committee focussing on identifying effective governance and representation models, and a governance succession plan	Effective governance, representation and leadership that supports the achievement of self-determined development, expansion and sustainability for future generations
	Leadership Development	Implement the Rūnanga leadership programme	Develop an ongoing governance training programme for upskilling our leaders	Current leaders have the right skills to effectively represent our members
	Leadership Development	Skilled management of our resources and enterprises	Further develop operational leadership	Effective leadership that supports the

Strategic Priorities & Strategic Outcomes

Te Ara Poutama Priority	Strategic Priority	Operational Priority	Operational Activity	Strategic Outcomes
		and highly capable people	capability and capacity to deliver the Strategic Outcomes of Te Ara Poutama o Ngāti Awa and Te Rūnanga o Ngāti Awa	achievement of self-determined development, expansion and sustainability for future generations
Rangatahi Potential - Nurturing our youth	Leadership Development	Up-skilling & development of our current and future leaders	Ngāti Awa Rangatahi Leadership programme is implemented	Future and current leaders are nurtured and developed so they have the confidence to lead into the future

Core & multi-year projects 2016/2017

Operational Activity	Detail
Compliance	Charter Legislation Audit and reporting
Operations	Human Resources / staff management Health & Safety training programme & monitoring
Effective Representation	Board and Committee governance and support & administration Kāhui Kaumātua support & administration Audit Finance & Risk Committee reporting
Accountability and access	Annual General Meetings Administer Member's register Communications with members and hapū / marae Website & social media management Historical archive Iwi Events/Celebrations
Kaitiakitanga	Consents Legislation and Charter Compliance Enhance hapū capacity
Hapū Development	Direct distributions

Compliance

Operational Activity	Measurement
Financial monitoring and reporting is accurate and timely	Financial systems meet audit standards Meeting reporting deadlines Monthly variance reports are available when required
Risks are identified and managed	Risk management policies are complied with and regular reporting occurs
Meet all audit requirements	Audit successfully concluded
Prepare annual accounts and annual report	Annual accounts are prepared to meet Charter requirements
Prepare Annual Plan 2018/2019	Approved in accordance with Charter
Prepare Annual Report 2016/2017	Approved in accordance with Charter
AGM 2016/2017	AGM held
Achieve income and expenditure targets	Actual expenditure within budget
Board reviews and approves reports and plans for Development Ngāti Awa and Ngāti Awa Group Holdings for FY2016/2017	Plans approved in accordance with Charter

Operations

Operational Activity	Measurement
Review and develop staff training and development programme	Staff have professional development plans

Effective representation

Operational Activity	Measurement
Support Boards & committee meetings	Agendas and papers are available in advance of meetings
Support activities of Kāhui Kaumātua	4 Kāhui Kaumātua Meetings Administration Support for Kāhui Kaumātua

Improving accountability and access

Operational Activity	Measurement
Maintain regular communications with hapū and members through email, website & social media	<p>Rūnanga website & social media managed and maintained</p> <p>Website information is up to date and meets the needs of members (website audit)</p> <p>Social media channels are managed, monitored and maintained.</p> <p>Compliance with Media and Communications Policy</p>
Support the Whakapapa Committee	Whakapapa Committee to meet 8 times per year
Ensure all member registration applications are completed in a timely manner	<p>75% of applications processed within 2 months</p> <p>100% of applications processed within 3 months</p>
Maintain the Te Rūnanga o Ngāti Awa Register	<p>Update Technology (IT) supporting the members' register Data is secure and complies with Rūnanga policies on privacy and data use and collection</p> <p>Information changes are processed within 20 working days</p> <p>Online register is updated and monitored as necessary</p>
Collect and maintain Ngāti Awa's archives and historical records	<p>Cataloguing of Ngāti Awa Archive that supports access to the archive material</p> <p>Policies in place to maintain archives, regulate access and enhance collections</p>
Celebrate important events in Ngāti Awa history	<p>Te Tiriti o Waitangi Commemorations (16 June)</p> <p>Te Kupenga Commemorations (20 October)</p> <p>Ko Ngāti Awa Te Toki Kapa Haka (TBC)</p>

Resources Strategy

Operational Activity	Measurement
Ngāti Awa kaitiakitanga promoted and protected through the resource consent process	Ngāti Awa Iwi Environmental Management plan implemented and monitored All consents with an impact on Ngāti Awa noted and actions agreed
Comply with obligations under Ngāti Awa Claims Settlement Act, Resource Management Act and other statutory provisions	All obligations are met within reasonable timeframes
Support ngā hapū o Ngāti Awa to contribute to environmental projects	Support provided to committees with Ngāti Awa representatives as required Provide technical support to hapū on environmental matters as required
Support customary fisheries activities Kaitiaki support and policy advice	Ngāti Awa participate in fisheries forum as required Operational support provided

Leadership & Development Strategy

Operational Activity	Measurement
Provide tertiary education grants & scholarships	Funds available for tertiary study Celebrate tertiary students' achievements – presentation event 2017/2018

Externally funded projects 2017/2018

Te Rūnanga o Ngāti Awa is seeking to maximise other funding sources which contribute to the delivery of projects and services. The externally funded projects for 2017/2018 are to be confirmed.

Major Projects in 2017/2018

Cultural Strategy

Te Rautaki Reo o Ngāti Awa

Me pūmau tātau ki Te Reo, a kia tū rangatira ai tātau, ko Ngāti Awa Reo Rau.

Operational Activity	Measurement
Te Rautaki Reo o Ngāti Awa activities & initiatives	Foster and support Te Reo within Homes & Marae environments Communications campaign to increase critical awareness of issues and matters pertaining to Te Reo o Ngāti Awa Create new, and collate existing Te Reo o Ngāti Awa resources Foster and support initiatives which promote high level te reo proficiency

Leadership & Development Strategy

Governance Review Findings

Implement the findings of the Governance Review Committee Establish a Working Group to review and identify effective governance and representation for Te Rūnanga o Ngāti Awa

Operational Activity	Measurement
Implement Governance Review Committee findings	Board approval Iwi Communications implemented
Review completed	Recommendations made to Te Rūnanga o Ngāti Awa and approved by Board Succession plan developed and endorsed by the Board Governance training plan developed and approved by the Board

Youth Leadership

The upskilling of our current and future leaders will ensure we have the right people, skills and experience to lead us through our long term strategic pathways.

Operational Activity	Measurement
Provide leadership opportunities for rangatahi	Rangatahi Leadership programme delivered Evaluation and measurement plan developed and implemented Evaluation completed

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