

NGĀTI WHARE GROUP
Te Rūnanga o Ngāti Whare Trust
Ngāti Whare Holdings Limited
Te Puāwai o Ngāti Whare Charitable Trust



NGĀTI WHARE GROUP

ANNUAL PLAN

1 July 2017 to 30 June 2018

Contacts

Please direct all enquiries regarding this Annual Plan to:

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1. SUMMARY

This document constitutes the Annual Plan for the Ngāti Whare Group for the 12-month period from 1 July 2017 to 30 June 2018. The Annual Plan is subject to approval of Te Rūnanga o Ngāti Whare, after advice from management. Once approved the Annual Plan effectively provides the basis against which the Rūnanga will monitor the performance of Ngāti Whare Group staff and management.

The Ngāti Whare Group comprises three entities: Te Rūnanga o Ngāti Whare Trust (the Rūnanga) as the post-settlement governance entity; Ngāti Whare Holdings Limited (the company), a commercial subsidiary of Ngāti Whare; and Te Puāwai o Ngāti Whare Charitable Trust (the charity) established for Ngāti Whare iwi members irrespective of where they live.

Our strategy for the Ngāti Whare Group is as follows:

Vision	Kia pūmau te mana o Wharepākau, kia tiaki i te wao me te wai, kia puāwai, kia mauri ora te iwi a Ngāti Whare. The power, authority and identity of Wharepākau are preserved forever, our sacred forests and waters are protected, and our people fulfil their potential and achieve their desired wellbeing.
Mission	Te kōkiritanga o Ngāti Whare. Advance the long term wellbeing and wealth of Ngāti Whare
Values	<ul style="list-style-type: none">• Wharepākoutanga• Kotahitanga• Kaitiakitanga• Rangatiratanga• Manaakitanga
Strategic goals	<ol style="list-style-type: none">1. Preserve the Ngāti Whare identity and way of life2. Advance the wellbeing and self-determination of Ngāti Whare3. Grow long term wealth and returns to sustain Ngāti Whare4. Provide quality representation, governance and organisations5. Exercise kaitiakitanga towards management of Whirinaki Te Pua a Tane

This Annual Plan sets out an action plan with objectives and actions aligned to the five strategic goals in the Ngāti Whare Group's Strategic Plan. The action plan contains objectives and associated actions. In addition, the lead entity within the Ngāti Whare Group is identified for each action, but all three entities and other stakeholders may be expected to assist in their achievement. The proposed actions and timing are subject to change depending on the priorities of the Ngāti Whare Group boards, availability of funding (internal and external), organisational capacity and capability, and factors outside our control (e.g., ministerial availability).

An Annual Budget has been prepared taking into account the anticipated revenue and costs of this Annual Plan. Importantly, the Ngāti Whare Group does not have sufficient internal revenue to implement all of the objectives and actions in this plan. We will need to focus attention on securing external funding, increasing returns from financial assets, and investing in and developing income-generating enterprises. This is a significant challenge because government funding is highly contestable and private sector capital dependent on risk/return evaluations presented by Ngāti Whare assets, enterprises and investments.

2. INTRODUCTION

2.1 Purpose

This document constitutes the Annual Plan for the Ngāti Whare Group for the 12-month period from 1 July 2017 to 30 June 2018. The Annual Plan sets out the aims, objectives and work programme for the Ngāti Whare Group and should be read along with the Strategic Plan.

2.2 Process

Once approved, the annual plan sets out a framework for the strategic and operational activities of all three entities. The annual plan should be reviewed and updated annually, with regular governance time allocated to monitoring performance against the strategic plan during the year.

This annual plan has been developed over a two month period from May to June 2017. Input was provided from Rūnanga trustees, staff and representatives of subsidiary entities via planning workshops. The planning process involved:

- Draft Strategic Planning session held in April 2017 (one of three to year end 30 June 2018)
- Analysis of core documents, previous plans and financial statements;
- Workshops (8 April, 16 May & 13 June 2017) with Rūnanga trustees and staff;
- Input from GHA consulting and accounting teams;
- Prioritisation of strategic initiatives; and
- Formal adoption of the annual plan by Te Rūnanga o Ngāti Whare board.

2.3 Ngāti Whare Group

The Ngāti Whare Group comprises three related entities as follows:

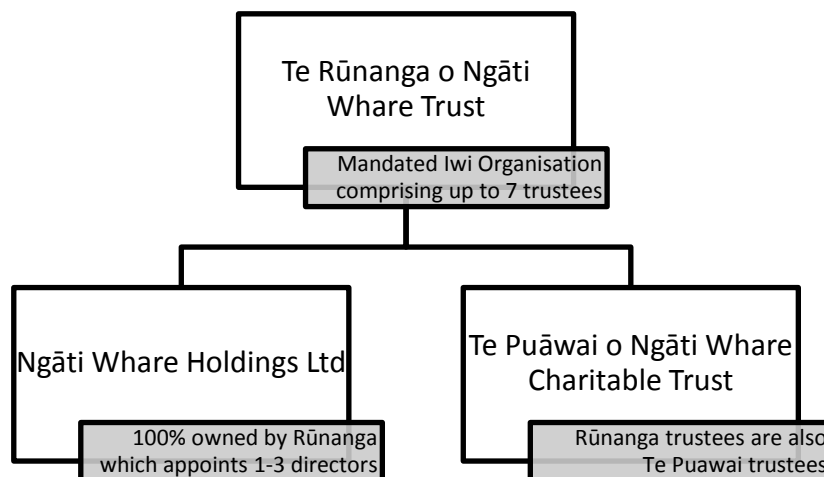


Figure 1 Ngāti Whare Group organisations

2.4 Te Rūnanga o Ngāti Whare

Te Rūnanga o Ngāti Whare is the parent body of the Ngāti Whare Group. Its core functions are outlined in its trust deed, which are as follows:

- Legal representative of the collective interest of Ngāti Whare;
- Post-settlement governance entity for treaty settlements;
- Advancing the development and wellbeing of Ngāti Whare;
- Administrating the trust fund and subsequent assets and operations;
- Mandated iwi organisation for fisheries settlements; and
- Strategic governance and oversight of subsidiaries.

In summary, the role of the Rūnanga within the Ngāti Whare Group is to provide representation, advocacy and strategic governance of Ngāti Whare assets and interests. It is primarily a political and administrative body for Ngāti Whare.

2.5 Ngāti Whare Holdings Limited

Ngāti Whare Holdings Limited is a commercial subsidiary 100 percent owned by the Rūnanga. Its core function is to manage treaty settlement assets, including fisheries quota and shares, and other assets for and on behalf of the Rūnanga. The company is responsible for the generation of wealth for the Rūnanga for the benefit of Ngāti Whare members. As such, the company is expected to pay a regular and sustainable dividend to the Rūnanga as its sole shareholder. The Rūnanga has the power to appoint and remove directors on the company, with one director being a trustee of the Rūnanga and two directors being independent.

The company's purpose is further outlined in its statement of intent, and strategic and business plans. According to the strategic plan (2012-2016), the company's vision is to achieve a diversified portfolio of \$50 million in business assets by 2022. The statement of intent (2012-2016) defines the company's mission as increasing the wealth of Ngāti Whare in a manner consistent with the Rūnanga's kaupapa and mandate. This means taking a prudent and expert approach to its commercial role.

Subject to review of LOE and SCI 2017

The core functions of the company include:

- Growing shareholder value over the long term;
- Protecting Ngāti Whare assets for future generations;
- Commercial management and investment monitoring of its assets;
- Analysing and assessing investment opportunities;
- Managing other assets and investments transferred to it.

The company's primary assets and investments include:

- Cash, bonds and equities;
- Forestry assets;
- Property and land assets; and
- Fisheries assets.

The company anticipates a more active investment role in owning and managing enterprises. The Minginui nursery and Department of Conservation contracts are examples of this.

2.6 Te Puāwai o Ngāti Whare Charitable Trust

Te Puāwai o Ngāti Whare Charitable Trust is an Rūnanga entity established by Te Rūnanga o Ngāti Whare for charitable purposes benefiting Ngāti Whare. The charitable purposes include:

- Educational, spiritual, economic, social and cultural advancement and wellbeing;
- Health and wellbeing of aged, mentally and physically unwell and disabled members;
- Business, commercial and vocational training of Ngāti Whare members; and
- Maintenance of cultural and spiritually significant Ngāti Whare places.

Importantly, the Rūnanga exercises strategic governance over the charity by controlling the appointment and removal of trustees. One such control has seen the amalgamation of the two boards ie, the trustees for the Runanga are the same for the Charitable Trust. Moreover, in practical terms, the funds available to apply to charitable purposes are derived from the Rūnanga, which in turn relies on income from the company for this purpose. As internal funds are likely to be limited relative to the scale of demand for funding and charitable services, there is an unwritten expectation that the charity should seek additional outside funds wherever possible.

3. STRATEGY

3.1 Vision

Our vision represents the future we want to create for Ngāti Whare:

Kia pūmau te mana o Wharepākau, kia tiaki i te wao me te wai, kia puāwai, kia mauri ora te iwi an Ngāti Whare.

The power, authority and identity of Wharepākau are preserved forever, our sacred forests and waters are protected, and our people fulfil their potential and achieve their desired wellbeing.

We will know we have achieved our vision when:

- Ngāti Whare exists and operates as a self-determining indigenous people;
- Ngāti Whare descendants proudly identify with and live by Ngāti Whare values;
- Ngāti Whare establishes and maintains interdependent relations with other iwi;
- Ngāti Whare's relationship with the Crown supports Ngāti Whare developments; and
- Ngāti Whare descendants irrespective of where they live, engage with iwi resources.

3.2 Mission

Our mission represents our reason for existing and driving force:

Te kōkiritanga o Ngāti Whare

Advance the long term wellbeing and wealth of Ngāti Whare

We know will have achieved our mission when:

- Ngāti Whare culture, identity, language and institutions are strong and enduring;
- Ngāti Whare assets contribute to the wellbeing of current and future generations;
- Ngāti Whare actively develop and manage their own assets and enterprises;
- Ngāti Whare iwi is growing, enjoys good health, education, housing and work; and
- Ngāti Whare communities have the resources, capacity and infrastructure they need.

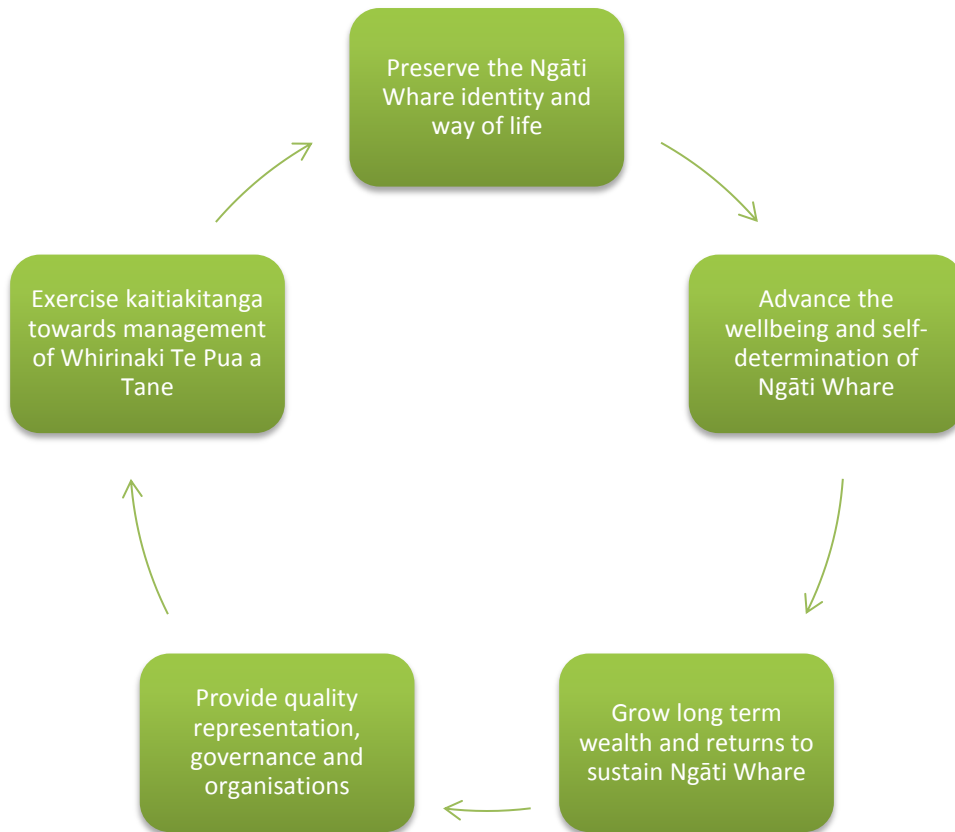
3.3 Values

The decisions and actions of the Ngāti Whare Group will adhere to the following values:

- Wharepākautanga – preserve the identity and knowledge of Ngāti Whare;
- Kotahitanga – strength and unity of Ngāti Whare;
- Kaitiakitanga – sustainable development of the Ngāti Whare people, environment and economy;
- Rangatiratanga – demonstrating positive leadership, upholding the mana and chiefly authority of Ngāti Whare; and
- Manaakitanga – expressing generosity in our obligations and commitments to others.

3.4 Strategic goals

The strategic goals for Ngāti Whare Group are to:



4. ACTION PLAN

4.1 Purpose

The following action plan prioritises initiatives from the Strategic Plan for the Ngāti Whare Group over next 12 months. The action plan indicates key actions, timeframes, the lead entity and whether or not new costs, investment or funding is associated with the action. The traffic light approach has been adopted in this action plan to demonstrate where we are at with this body of work. This approach is a good way of tracking the work.

Green = complete and operative

Orange = operative

Red = to be effected

4.2 Goal 1: Preserve the Ngāti Whare identity and way of life

Objective 1 Implement the Conservation Management Plan (CMP)

Actions	When	Lead
1.1 Monitor implementation of the CMP with DoC following its approval and launch 21 October 2017	Oct 2017	Rūnanga

Objective 2 Maintain involvement and influence in Rangitaiki River Forum

Actions	When	Lead
2.1 Work with iwi and other stakeholders to restore tuna access and numbers in the river	Mar 2020	Rūnanga

Objective 3 Conduct Research on the status of Ngāti Whare reo, tikanga, kawa

Actions	When	Lead
3.1 Complete research on the state of Ngāti Whare reo and tikanga and cultural resources	Dec 2018	Charity
3.2 Develop a Ngāti Whare reo and tikanga revitalisation plan and programme in conjunction with marae and Kaumatua	Jun 2019	Charity
3.3 Secure outside funding to implement the Ngāti Whare reo and tikanga revitalisation plan	Jun 2020	Charity

Objective 4 Support tribal initiatives that engender whanaungatanga and kotahitanga

Actions	When	Lead
4.1 Develop a plan for community initiatives (e.g. Hauora Days, Hui-a-Iwi, Hapori Days & Community Led Development)	Jun 2018	Charity
4.2 Secure funding and implement agreed initiatives on whanaungatanga and kotahitanga	Jun 2018	Charity

Objective 5 Preserve and enhance our natural environment together with key stakeholders

Actions	When	Lead
5.1 Identify and work to address threats to our	Jun 2020	Rūnanga

Actions	When	Lead
lands, forests and waterways (e.g., pollution, myrtle rust)		
5.2 Promote knowledge sharing on integrating Ngāti Whare values into natural resource management with iwi and others (eg. rongoa maori, iwi management plan, cultural materials/harvest plan)	Jun 2018	Rūnanga
5.3 Exercise kaitiakitanga role in respect of resource management decision-making, monitoring and compliance	Jun 2020	Rūnanga

Objective 6 Facilitate and manage access to, use and enjoyment of our forests and waters.

Actions	When	Lead
6.1 Explore options for commercial and non-commercial access and use of our forests and waterways e.g., ecotourism, campsites. (Concessions Permissions Plan)	Jun 2018	Rūnanga
6.2 Develop proposals and plans for commercial and non-commercial access and use of forests and waterways (Concessions Permissions Plan)	Jun 2018	Rūnanga & NWHL
6.3 Explore innovative examples such as Ngāti Rangī Trust; CNI, TLL (royalties) to expand on opportunities	Jun 2018	Rūnanga & NWHL

4.3 Goal 2: Advance the wellbeing and self-determination of Ngāti Whare

Objective 7 Complete high quality research on the iwi using internal and external researchers

Actions	When	Lead
7.1 Disseminate the results to Ngāti Whare iwi members and other stakeholders	Jun 2017	Rūnanga

Objective 8 Support initiatives that enable Ngāti Whare whānau to be good money managers

Actions	When	Lead
8.1 Identify and engage external agencies to provide financial literacy and budgeting services	Jun 2018	Charity

Objective 9 Facilitate access for Ngāti Whare to whānau ora development assistance

Actions	When	Lead
9.1 Engage whānau ora navigators to facilitate hui to assess needs for Ngāti Whare whānau	Jun 2017	Charity
9.2 Engage providers to assist whānau to produce and implement whānau development plans	Jun 2017	Charity
9.3 Evaluate the impact of whānau ora development assistance	Jun 2017	Charity
Whanau Ora contracts have now been confirmed for a further 3 years	Jun 2020	Charity

Objective 10 Improve access to and delivery of holistic health services for Ngāti Whare members

Actions	When	Lead
10.1 Work with relevant DHBs and PHOs on ways to increase health service provision to Ngāti Whare	Jun 2018	Charity
10.2 Support the development of research on health inequities and health needs for Ngāti Whare, subject to funding	Jun 2019	Charity
10.3 Explore opportunities for self-sustainable health services	Jun 2018	Charity

Objective 11 Advocate for and support improved Ngāti Whare educational outcomes at all levels

Actions	When	Lead
11.1 Work alongside the Kura and MOE regarding the state of educational achievement and provision within Ngāti Whare	Jun 2018	Charity
11.2 Assist with development of an education plan for Ngāti Whare supported by Tertiary Providers and secure resources to implement the plan	Jun 2018	Charity
11.3 Assist with implementation of agreed educational initiatives to improve educational achievement by Ngāti Whare	2018	Charity

Objective 12 Provide access to training, work and other initiatives for Ngāti Whare iwi

Actions	When	Lead
12.1 Identify training, work and iwi development needs and options for Ngāti Whare. Eg. Driver licensing, literacy and numeracy, DIY projects and improving housing pathways.	2018	NWG
12.2 Engage with preferred providers to deliver training and development programmes, subject to funding	2018	NWG
12.3 Facilitate access to work experience and training for Ngāti Whare iwi.	Jun 2019	NWG

4.4 Goal 3: Grow long term wealth and returns to sustain Ngāti Whare

Objective 13 Rebuild the Ngāti Whare economy and increase entrepreneurship and employment

Actions	When	Lead
13.1 Identify economic opportunities and assess barriers and enablers to economic development within the Ngāti Whare rohe	Jun 2020	Company
13.2 Engage with Ngāti Whare iwi members in consultation and planning for local economic development	Jun 2020	Company
13.3 Facilitate delivery of entrepreneurship services and programmes to Ngāti Whare (e.g., Be	Jun 2020	Company

Actions	When	Lead
Your Own Boss; Māori Business Facilitation Service; Local economic development agencies)		

Objective 14 Grow net assets to \$50 million by 2022, consistent with Ngāti Whare values – subject to review of LOE & SCI 2017

Actions	When	Lead
14.1 Develop a long range investment plan to achieve the asset growth target	Jun 2018	Company
14.2 Seek external advice on the long range investment plan to ensure the plan is robust	Jun 2018	Company
14.3 Review and assess new and existing investments against the long range investment plan	Jun 2018	Company
14.4 Review and revise investment policies and objectives to accord with the long range investment plan	Jun 2018	Company
14.5 Monitor investment performance and fund manager performance against the investment plan	Jun 2018	Company

Objective 15 Achieve overall returns of 10 percent per annum

Actions	When	Lead
15.1 Identify an investment strategy and range of investments to achieve 7% annual returns	Jun 2018	Company
15.2 Develop an annual plan and budgets that will enable the company to achieve 7% annual returns	Jun 2018	Company
15.3 Report on the performance of Ngāti Whare financial and other assets	Jun 2018	Company

Objective 16 Generate sufficient cash flows to meet the Rūnanga's dividend requirement

Actions	When	Lead
16.1 Assess and determine the cash flow needs of the Rūnanga and Charity during annual budget preparation	Jun 2018	Rūnanga
16.2 Negotiate with the company board on the dividend policy and expectation for the year ahead	Jun 2018	Rūnanga
16.3 Monitor the payment of the dividend	Jun 2018	Rūnanga

Objective 17 Support the development of commercially viable enterprises and employment

Actions	When	Lead
17.1 Review and adjust to the Department of Conservation contracts to ensure these are financially viable	Jun 2020	Company & Runanga
17.2 Expand the capacity for Ngāti Whare to tender and secure Department of Conservation contracts for track maintenance and pest control	Jun 2020	Company & Runanga

4.5 Goal 4: Provide quality representation, governance and organisations

Objective 18 Strive to ensure iwi funds are supported by external funding for all developments

Actions	When	Lead
18.1 Develop a policy and strategy to introduce NWG to access external funding for all Ngāti Whare projects	Jun 2018	NWG
18.2 Identify funding avenues that align with Ngāti Whare goals and plans (e.g., Fund View)	Jun 2018	NWG
18.3 Complete proposals for funding that address specific project needs of Ngāti Whare	Jun 2018	NWG

Objective 19 Represent and uphold Ngāti Whare mana in inter-tribal and Crown relations

Actions	When	Lead
19.1 Appoint and support Ngāti Whare representatives on inter-iwi and Crown groups, including: (i) Rangitaiki River Forum; (ii) Conservation Management; (iii) Regional Council	Jun 2018	Rūnanga
19.2 Provide leadership development opportunities and programmes for emerging Ngāti Whare leaders (e.g., associate directorships, internships, leadership wānanga, Rangatahi Council)	Jun 2018	NWG
19.3 Evaluate the performance of Ngāti Whare Group governance annually and report on outcomes and improvements made	Jun 2018	Rūnanga

Objective 20 Increase the Iwi Register and communicate widely with Ngāti Whare iwi members

Actions	When	Lead
20.1 Review current systems and procedures for maintenance of the Iwi Register and identify improvements	Jun 2018	Rūnanga
20.2 Implement agreed plan to improve the quality and use of the Iwi Register for Ngāti Whare	Jun 2018	Rūnanga

Objective 21 Develop capable and efficient Ngāti Whare institutions, organisations and people

Actions	When	Lead
21.1 Review the roles, responsibilities and functions of the Ngāti Whare entities and identify improvements	Jun 2020	NWG
21.2 Implement agreed changes to the Ngāti Whare entities and their organisation, in consultation with relevant boards, management and employees	Jun 2020	NWG

4.6 Goal 5: Exercise Kaitiakitanga towards management of Whirinaki Te Pua a Tane

Objective 22 Explore training, employment and contract opportunities and risks

Actions	When	Lead
22.1 Terms of Reference	Sep 2017	NWG
22.2 Plan	Dec 2017	NWG
22.3 Evaluate Pilot / test	Mar 2018	NWG
22.4 Develop conceptual plan	Jun 2018	NWG
22.5 Facilitate and maintain on-going relationships with key stakeholders	Jun 2018	NWG

5. BOARD WORK PROGRAMME

5.1 Te Rūnanga o Ngāti Whare & Te Puawai o Ngati Whare Charitable Trust meeting schedule

Tuesday 31 Jan 2017
Monday 20 Feb 2017
Monday 20 Mar 2017
Monday 24 Apr 2017
Monday 22 May 2017
Monday 26 Jun 2017
Monday 24 Jul 2017
Monday 28 Aug 2017
Monday 25 Sep 2017
Monday 30 Oct 2017
Monday 27 Nov 2017
Wednesday 20 Dec 2017

5.2 Ngāti Whare Holdings Limited meeting schedule

Thursday 9 Feb 2017
Wednesday 8 Mar 2017
Monday 1 May 2017
Wednesday 21 Jun 2017
Thursday 18 Jul 2017
Friday 25 Aug 2017
Thursday 21 Sep 2017
Friday 20 Oct 2017
Thursday 16 Nov 2017
Friday 8 Dec 2017

6. ORGANISATIONAL DIRECTORY

Te Rūnanga o Ngāti Whare & Te Puawai o Ngati Whare Charitable Trust trustees

Daryl Christie ([Chairperson](#))

Lena Brew ([Deputy Chair](#))

David Carson

Lance Taurua

Kohiti Kohiti

Cathryn Eden

Wiremu Tamaki

Ngāti Whare Holdings Limited directors

Rick Braddock ([Chairperson](#))

David Carson

Ian Hulton

Ngāti Whare Group management and employees

Te Waiti Rangiwai (Pou Whakahaere) –

Sharon Nikora (Kaiwhakahaere a roopu)

Mary Reedy (Kaiwhakahaere a tari)

Wikitoria Hona (Kaitiaki Hapori)

(Group General Manager)

(Group Administration Support)

(Administration Support)

(Social Development Manager)

Wilhemina Eketone

Moana Hall (Kaiarahi Whanau Ora)

Earl Rewi (Kaitiaki Taiao)

(TPW Medical Reception)

(Whanau Ora Navigator)

(Environment Manager)

Ngati Whare Holdings Ltd

Peter Harington

Doreen Roberts

Adam Matekuare Toby Matekuare

Alex Reedy, Taniwaka Kohiti

Alex Matapuku,

Robert Ransfield Jnr, Gavin Carson, John Meroiti

Mark Jefferson

Nursery Manager

Nursery Technician

Nursery Casuals

Nursery Casuals

Nursery Security Officer

Trapline Crew

Trapline Crew

Accountants

GHA, Rotorua

Auditors

Iles Casey, Rotorua

Bankers

Westpac Trust

Solicitors

Kahui Legal