

**NGĀTI RANGI STRATEGIC PLAN
2009 to
'Ā Tōna Wā'**



Commissioned by Te Kāhui o Paerangi
Ngāti Rangi Iwi Rūnanga

HEALTH: No# 1

E toitū ana te ora o Ngāti Rangī tāngata

All Ngāti Rangī uri achieve absolute wellness

POLITICAL: No# 2

Te whakaea i ngā take Tiriti

Ensure all treaty issues settled

PEOPLE: No# 3

E muramura ana te ahi kā roa o Ngāti Rangī

Ngāti Rangī ethos and being vigorously burns in all uri

ENVIRONMENT: No# 4

E ora pai ana te taiao hei painga mo Ngāti Rangī

An abundant environment is sustainably controlled by Ngāti Rangī

GOVERNANCE: No# 5

E tū ana a Ngāti Rangī i runga i tōna mana motuhake

Ngāti Rangī controls its own destiny

OPERATIONS: No# 6

E ringa hāpai ana i te mahi kia mura ai te ahi kā roa

To ensure Ngāti Rangī operates effectively and efficiently in maintaining the ahi kā roa

BUSINESS: No# 7

E toitū ana a Ngāti Rangī i te ao pākihi

Ngāti Rangī is the epitome of excellence in business

EDUCATION: No# 8

E toitū ana te kupu me te pito mata a Ngāti Rangī

To harness, focus and unleash the potential of Ngāti Rangī uri and its collective

Ngāti Rangī Strategic Plan

2014 / 15

- Internationally renowned indigenous iwi authority

2013 / 14

- Well established international education, health, environment and business relationships

2012 / 13

- Expansion of business services
- Expansion of social services
- Expansion of environmental services

2011 / 12

- Establish iwi business management services
- Joint research and development programmes in place

2010 / 11

- Make progress through better linkages and collective action across social, environmental and economical sectors

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NGĀTI RANGI STRATEGIC PLAN SUMMARY

| STRATEGIC PLANNING PATHWAYS | | MILESTONES | | | | |
|---|---|---|---|---|--|---|
| STRATEGIC CHALLENGE | MEASURES | 2009 | 2010 | 2011 | 2012 | 2013 |
| <p><u>HEALTH: No# 1</u></p> <p>E toitū ana te ora o Ngāti Rangi tāngata</p> <p><i>All Ngāti Rangi uri achieve absolute wellness</i></p> | <ul style="list-style-type: none"> 25% decrease in all major diseases 5 endorsed milestones achieved | <ul style="list-style-type: none"> Secure a research grant to research major diseases affecting Ngāti Rangi people | <ul style="list-style-type: none"> Reduce by 5% the effects of diabetes and respiratory problems | <ul style="list-style-type: none"> Reduce by 5% the effects of cervical and prostate cancer | <ul style="list-style-type: none"> Reduce by 5% the effects of heart and obesity problems Complete a review of the health gains over the last 3 years by December 2012 | <ul style="list-style-type: none"> 25% increase in participating in healthy activities |
| <p><u>POLITICAL: No# 2</u></p> <p>Te whakaea i ngā take Tiriti</p> <p><i>Ensure all treaty issues settled</i></p> | <ul style="list-style-type: none"> Achieved Treaty Settlement 5 endorsed milestones achieved | <ul style="list-style-type: none"> Achieve robust mandate by the end of 2009 | <ul style="list-style-type: none"> Sign Agreement in Principle by the end of 2010 | <ul style="list-style-type: none"> Deed of Settlement endorsed by the end of 2011 | <ul style="list-style-type: none"> Post Settlement Governance Entity endorsed by the end of 2012 | <ul style="list-style-type: none"> Amended entity established by the end of 2013 |
| <p><u>PEOPLE: No# 3</u></p> <p>E muramura ana te ahi kā roa o Ngāti Rangi</p> <p><i>Ngāti Rangi ethos and being vigorously burns in all uri</i></p> | <ul style="list-style-type: none"> 75% of all Ngāti Rangi people are fully informed of the Ngāti Rangi Strategic direction for the next five years 5 endorsed milestones achieved | <ul style="list-style-type: none"> Increase Iwi register to 1500 by end of 2009 | <ul style="list-style-type: none"> Increase participation by 25% | <ul style="list-style-type: none"> Papa kāinga employment programme implemented by the end of 2011 | <ul style="list-style-type: none"> Whare taonga / archives established | <ul style="list-style-type: none"> Full employment programme implemented |
| <p><u>ENVIRONMENT: No# 4</u></p> <p>E ora pai ana te taiao hei painga mo Ngāti Rangi</p> <p><i>An abundant environment is sustainably controlled by Ngāti Rangi</i></p> | <ul style="list-style-type: none"> Direct and effective Ngāti Rangi involvement, as the Kaitiaki, in the sustainable management of our ancestral taonga, water, air, land, mineral and geothermal resources. 5 endorsed milestones achieved | <ul style="list-style-type: none"> Complete business case for environmental unit by December 2009 | <ul style="list-style-type: none"> Water quality measured for purity Land quality measured for purity | <ul style="list-style-type: none"> Air quality measured for purity | <ul style="list-style-type: none"> Start Eco energy investigation | <ul style="list-style-type: none"> Well established Environment Unit |

NGĀTI RANGI STRATEGIC PLAN SUMMARY

STRATEGIC PLANNING PATHWAYS

MILESTONES

| STRATEGIC CHALLENGE | MEASURES | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|--|--|---|---|--|
| <p><u>GOVERNANCE: No# 5</u></p> <p>E tū ana a Ngāti Rangi i runga i tōna mana motuhake</p> <p><i>Ngāti Rangi controls its own destiny</i></p> | <ul style="list-style-type: none"> 10 key success factors for Ngāti Rangi Governance long term development identified and implemented 5 endorsed milestones achieved | <ul style="list-style-type: none"> Complete a TPK Governance audit by the end of 2009 | <ul style="list-style-type: none"> All marae have endorsed governance manuals by the end of 2010 | <ul style="list-style-type: none"> Succession planning programme implemented by May 2011 Rangatahi Wānanga programme implemented by June 2011 | <ul style="list-style-type: none"> Governance training model developed and implemented by March 2012 | <ul style="list-style-type: none"> Produce a governance training manual for distribution on the open market |
| <p><u>OPERATIONS: No# 6</u></p> <p>E ringa hāpai ake ana i te mahi kia mura ai te ahi kā roa</p> <p><i>To ensure Ngāti Rangi operates effectively and efficiently in maintaining the ahi kā roa</i></p> | <ul style="list-style-type: none"> Management and operation performances are benchmarked against the NZ Business Foundation best practice business framework 5 endorsed milestones achieved | <ul style="list-style-type: none"> Application to NZ Business Foundation acknowledged, preparation of best practice business framework started by November 2009 | <ul style="list-style-type: none"> Robust Communication Strategy implemented by May 2010 | <ul style="list-style-type: none"> Best practice and TQM framework fully implemented by December 2011 | <ul style="list-style-type: none"> ICT capacity identified ICT development and implementation programme developed by September 2012 | <ul style="list-style-type: none"> Marae administration SWOT and needs analysis completed Marae administration strengthening programme undertaken by June 2013 |
| <p><u>BUSINESS: No# 7</u></p> <p>E toitū ana a Ngāti Rangi i te ao pākihi</p> <p><i>Ngāti Rangi is the epitome of excellence in business</i></p> | <ul style="list-style-type: none"> 15 key business success factors for Ngāti Rangi long term growth identified and implemented 5 endorsed milestones achieved | <ul style="list-style-type: none"> Business Governance integration fully operational by December 2009 | <ul style="list-style-type: none"> Five key Business success factors identified and implemented | <ul style="list-style-type: none"> Five key Business success factors identified and implemented Institute of Directors Business Training plan implemented | <ul style="list-style-type: none"> Five key Business success factors identified and implemented All business applications aligned to the PSGE | <ul style="list-style-type: none"> Business management services company established |
| <p><u>EDUCATION: No# 8</u></p> <p>E toitū ana te kupu me te pito mata a Ngāti Rangi</p> <p><i>To harness, focus and unleash the potential of Ngāti Rangi uri and its collective</i></p> | <ul style="list-style-type: none"> Full potential unlocked, unleashed and utilised 5 endorsed milestones achieved | <ul style="list-style-type: none"> Develop scope for Education Plan To establish four strong stakeholder relationships | <ul style="list-style-type: none"> Enter into stakeholder relationships to prepare a short, medium and long-term education plan | <ul style="list-style-type: none"> Enter into contractual arrangements with MOE and education stakeholder groups | <ul style="list-style-type: none"> Roll out education plan and start educational initiative by the end of 2012 | <ul style="list-style-type: none"> 25% increase in Ngāti Rangi people participating over all sectors of education |

KUPU WĀWAHI

TE ARA KI TE MOUNGAROA

Mai Paretetaitonga ki te uranga mai o te rā ki Te Roro-o-Taiteariki, mai Te Roro-o-Taiteariki ki Moawhango-iti, mai Moawhango-iti rere whakatonga ki Namunui. Mai Namunui ki Tiri-raukawa whiti atu ki Pohonui-a-Tāne ki Maungakaretū. Mai Maungakaretū ki Raukawa, mai Raukawa ki Waipuna ko ngā pari karangaranga o te uru tēnā. Mai Waipuna mārakiraki te topa atu ki Moturoa, Moturoa ki Te Kohatu kia pae ake ki te pū anō ki Paretetaitonga.

Nau mai e rea kia mihi atu au ki a koe hei rautaki mā te nui o Ngāti Rangī. Inā, he rautaki tēnei hei whakatakoto i tētehi mahere mā Te Kāhui o Paerangi e whakatutuki kia whai hua ai a Ngāti Rangī. Heoi anō kia hoki ake ki ngā kupu rāhiri i ahu mai ai i te hau tonga hei wāwahi i te rautaki nei:

*Ngā wāhi pukepuke kia papatairite
Ngā wāhi taratara kia ara-māeneene
Ngā wāhi pikopiko, whakatikatikaina...*

Mā kōnei ka puawai ai ngā moemoeā hei pikinga mā te tini o Ngāti Rangī kia eke i te ara ki te Moungaroa kia rongō ngā uri katoa i te hohonutanga o te pae-ururangi. Nō reira, Ngāti Rangī:

... puritia tō mana, kia mau, kia ita, aha ita, ita, mau tonu!

Nā Te Kāhui o Paerangi (Ngāti Rangī Rūnanga)

INTRODUCTION

PURPOSE

Te Ara ki te Moungaroa (The Path to the Milky Way) is the Ngāti Rangi Strategic Plan. It belongs to Ngāti Rangi and will give direction to Te Kāhui o Paerangi (Ngāti Rangi Rūnanga) and Te Tōtara Hoe o Paeangi (Ngāti Rangi Trust – iwi executive). It identifies the priorities for Ngāti Rangi and informs stakeholders and other interested parties of our aspirations and where our energies will be focussed.

Te Ara ki te Moungaroa is the culmination of two years of work starting in November 2007 to its completion in September 2009. It uses the people's words and is based on the proposition – how do we ensure Ngāti Rangi exists in 1,000 years? It is a living document which will evolve over time and be reviewed every five years to ensure that we are still on the correct pathway for a positive and inspired Ngāti Rangi future.

Te Ara ki te Moungaroa specifically:

- Identifies a platform in order to inform, motivate and involve uri
- Serves as an internal governance framework for decision making
- Provides the basis that will create economic, political and social strategic alliances
- Sets the foundation for other detailed planning e.g. business plans
- Stimulates and exacts progress and change

The Strategic Plan is very important in terms of identifying a direction for Te Kāhui o Paerangi and laying down the foundation for our business plan to be developed. The strategic plan is succinct and identifies the long term goals, aspirations and direction of the iwi. A business plan is delivered by management and is short-term focused and measurable. The strategic plan allows governance to think strategically and management to act operationally.

COMMUNICATION

Ideally all Ngāti Rangi uri should be involved in the strategic planning process however the many demands on peoples time makes this almost impossible to achieve at this stage. Every effort must be made therefore to communicate to uri before, during and after planning. Involving key people in the planning process ensures that uri are informed and clear about the direction and the reasons why. Ngāti Rangi needs the commitment and support of all uri in order to achieve the desired outcomes. It is Te Kāhui o Paerangi assisted by Te Tōtara Hoe that is responsible for communicating this strategic plan to uri.

The following strategic challenges are outlined in the plan:

1. Health
2. Political
3. People
4. Environment
5. Governance
6. Operations
7. Business
8. Education

Alongside these challenges are ways in which we will measure progress by setting key milestones that will be achieved by 2013. Added to this are statements encapsulating the values that underpin an aspired pathway forward for Ngāti Rangi.

VALUES AND PRINCIPLES

The value of tikanga and the principles of leadership and quality guide the iwi in pursuit of our vision.

TIKANGA

Our tikanga guide the way we operate/ behave as an iwi. We acknowledge the value of our customs and beliefs as handed down from our ancestors. These taonga will be incorporated into the way we do things as an iwi.

LEADERSHIP

Te Kāhui o Paerangi (Ngāti Rangi rūnanga) and Te Tōtarahoe o Paerangi (Ngāti Rangi Trust) are responsible for the implementation of this Strategic Plan. We will take a leadership role to inform organisations and agencies about how best to improve the status of Ngāti Rangi uri. We will establish partnerships that support this and we will take a leadership role within such partnerships.

QUALITY

Continuous improvement shall be embedded in the way things are done in Ngati Rangi. We will continue to strive for the highest standards of management practice.

STRATEGIC CHALLENGE

Te Ara ki te Moungaroa is the Ngāti Rangi Strategic Plan, mapping out our pathway forward. We encourage all uri and supporters to embark on our journey.

Kua whakarahī mai te rau, tēnā hikina!

Nā Te Tōtarahoe o Paerangi (Ngāti Rangi Trust)

STRATEGIC CHALLENGE NO# 1 - HEALTH

PROJECT SPONSOR: Te Kāhui o Paerangi

TWO STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 2

Increase the health dollar spend on Ngāti Rangī people

Strategy #1

Strengthen relationships with NRCHC, DHB, PHO and all health stakeholders

Strategy #2

Out think and out perform our competitors

Project

- Establish an Iwi Health Plan

Project

- Customer feedback surveys
- Competitor SWOT analysis

STRATEGIC CHALLENGE NO# 2 - POLITICAL

PROJECT SPONSOR: Te Kāhui o Paerangi

THREE STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 2

Achieve Robust Mandate

Strategy #1

Lead Ngāti Rangī to enter into direct negotiations with the Crown

Strategy #2

Enter into direct negotiations with the Office of Treaty Settlements

Strategy #3

Address all cross claims issues

Project

- Produce and present a Direct Negotiations Project Plan for the iwi

Project

- Define roles and responsibilities of Te Kāhui o Paerangi within the direct negotiations process

Project

- Produce an iwi relationships protocol

STRATEGIC CHALLENGE NO# 3 - PEOPLE

PROJECT SPONSOR: Te Kāhui o Paerangi

THREE STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 3

Increase participation in Ngāti Rangī kaupapa

Strategy #1

Go out and register Ngāti Rangī uri

Strategy #2

To continually inform all Ngāti Rangī uri of Ngāti Rangī kaupapa for future development

Strategy #3

Produce ongoing series of literature based on Ngāti Rangī history

Project

- Secure funding to employ a registration person fulltime

Project

- Establish a website, newsletter and annual report.
- Convene regular Wānanga
- Convene a Ngāti Rangī conference

Project

- To collate all tribunal evidence into a series of historical documents for distribution to uri
- To produce an historical account of Ngāti Rangī

STRATEGIC CHALLENGE NO# 4 - ENVIRONMENT

PROJECT SPONSOR: Te Kāhui o Paerangi

THREE STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 4

Valuing and enhancing our natural environment to be enjoyed by us now and for future generations

Strategy #1

Improve land, water and air quality to meet international standards

Strategy #2

Clarify the ecological health of all catchments throughout the Ngāti Rangī region

Project

- Revise Ngāti Rangī Waterways Plan, apply policy and implement
- Initiate an Environmental Kaitiaki Plan for Ngāti Rangī

Project

- Research, investigate and participate in environmental revitalisation projects locally, regionally, nationally and internationally

STRATEGIC CHALLENGE NO# 5 - GOVERNANCE

PROJECT SPONSOR: Te Tōtarahoe o Paerangi

TWO STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 5

Achieve Robust Mandate

Strategy #1

Provide strategic directions for the protection and development of the Ngāti Rangī assets

Strategy #2

Ensure appropriate policies and processes are in place and aligned to the principles of Ngāti Rangitanga

Project

- Undertake a governance review and develop an indigenous governance model for Marae and Te Kāhui o Paerangi

Project

- Initiate and assist development of policies and processes that assist Te Kāhui o Paerangi to deliver sustainable benefits to our marae, whānau, hapū and iwi

STRATEGIC CHALLENGE NO# 6 - OPERATIONS

PROJECT SPONSOR: Te Tōtarahoe o Paerangi

THREE STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 6

To be fully active in the communities relevant to our business

Strategy # 1

Demonstrate superior performance against similar sized organisations nationally and internationally

Strategy # 2

Satisfy needs and wants of Ngāti Rangī people through programmes and appropriate resource allocations.

Strategy # 3

Run ongoing training programmes that focus on operational excellence

Project

- To identify and implement a best practice model
- To participate in the NZ Excellence Awards

Project

- Complete an Iwi and Operational Needs Analysis

Project

- Develop or source appropriate training programmes to be delivered

STRATEGIC CHALLENGE NO# 7 - BUSINESS

PROJECT SPONSOR: Te Tōtarahoe o Paerangi

THREE STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 7

Ensure access to critical business skills

Strategy #1

Make staff personal development opportunities available

Strategy #2

To commercialise where appropriate or possible all Ngāti Rangī activities

Strategy #3

Form relationships with preferred joint venture partners

Project

- Develop staff personal development policies

Project

- The establishment of a commercially viable business training unit
- Identify 15 key business success factors

Project

- Research, identify and evaluate potential joint venture partners

STRATEGIC CHALLENGE NO# 8 - EDUCATION

PROJECT SPONSOR: Te Kāhui o Paerangi

TWO STRATEGIES FOR: 2009/2010

STRATEGIC GOAL NO# 8

No uneducated Ngāti Rangī people

Strategy #1

Double number of educated Ngāti Rangī people in targeted areas by end of the decade

Strategy #2

Provide Ngāti Rangī people support to become educated

Project

- Increase awareness of the importance of education

Project

- Establish an Education, Information and Training Unit