

Ngatiwai Trust Board - Strategic Plan

2015 - 2030

Introduction

The following one-paged *balanced scorecard* sets out the Strategic Plan for Ngatiwai Trust Board. We developed this pathway for the future during workshops facilitated by Shea Pita & Associates in August 2015. It captures our aspirations as a Trust on behalf of the people of Ngatiwai, and provides a principled and considered direction for the people of today and of those generations to come.





Ngatiwai Trust Board Strategic Plan

2015 - 2030

Strategic themes	Vision: “Ngatiwai: A dynamic, united and thriving iwi”				
	Mission: “To strengthen the wellbeing and prosperity of Ngatiwai”				
	Strategic Goals				
Tangata	Forge strong and dynamic relationships across the iwi	Communicate effectively with all of our people	Create employment and education pathways and opportunities	Share value with our people and marae	Support and promote te reo me nga tikanga o Ngatiwai
Environment	Promote and protect our waterbodies and whenua		Promote and protect native flora and fauna		Support Whanau Ora and Healthy Kainga programmes
Organisation	Develop our people and continue to grow capability of our organisation at all levels		Apply best practice organisational structures, processes and policies		Strengthen the position of Ngatiwai through strategic partnering
Growth	Set and achieve growth targets to deliver optimal long term economic benefits	Identify, evaluate and action new opportunities for economic growth (pre and post settlement)	Grow the financial knowledge of our organisation		Conclude Treaty settlement
Our values	“Ngatiwaitanga” <i>People - Unity - Integrity - Real - Dynamic</i>				

Values

Our strategy is built upon our core values – together, these underpin everything we say and do as an organisation, individually and collectively.

Ngatiwaitanga

The cultural bedrock upon which our values sit is our pride in, and adherence to, the tikanga of our tupuna – *our Ngatiwaitanga*

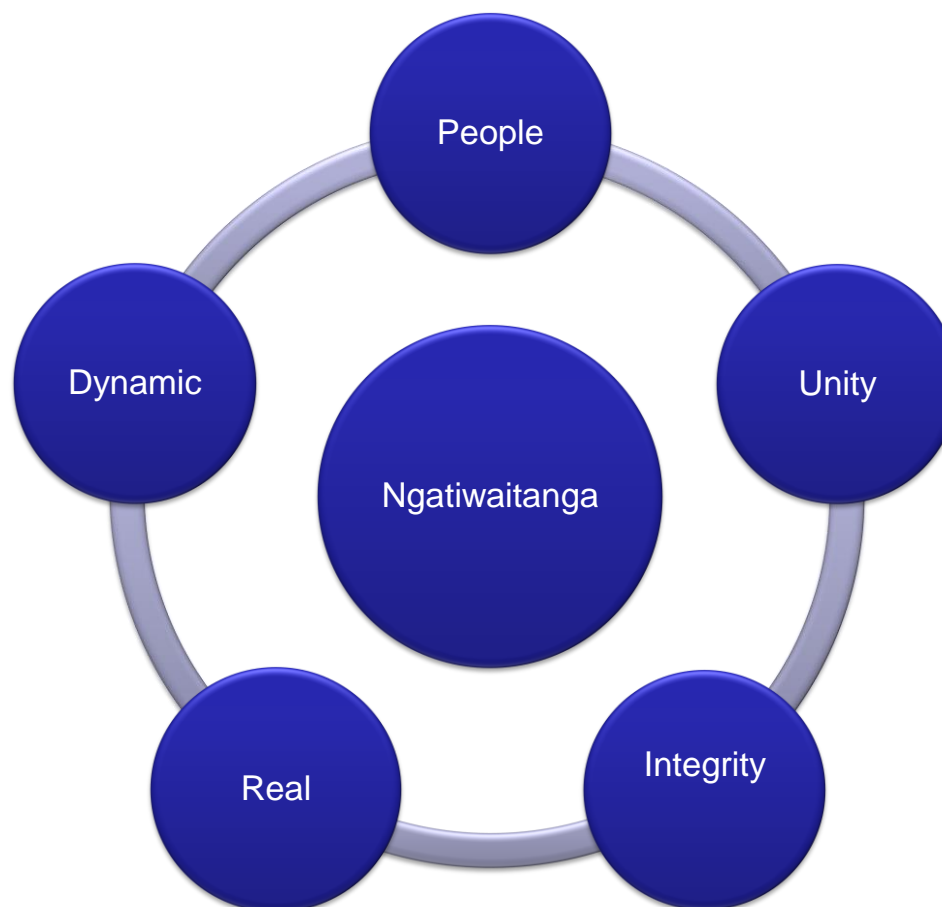
People: our focus is on enabling the people of Ngatiwai and promoting levels of wellbeing and prosperity. We want to help create real results for real Ngatiwai whanau

Unity: together the people of Ngatiwai are strong. By standing as one we can create scale to enhance our performance as a people - socially, culturally, economically and politically

Integrity: reciprocal honesty, trust and respect govern our thinking and conduct towards others and one another. We are free to agree and disagree but always in light of this principle handed down to us from our old people: he tika, he pono

Real: recognising that real Ngatiwai whanau want real opportunities. A focus on pragmatic outcomes that contribute in a practical way to the ongoing growth and prosperity of our people, today and tomorrow

Dynamic: responding nimbly to the ever changing world of our iwi and our people. Realising new opportunities as they present themselves on behalf of Ngatiwai. Staying present to the lives, needs and expectations of our people wherever they live



Strategic Goals and Objectives

In this table we describe the work-streams which lie behind each of the goals we have set out in our *balanced scorecard*. Trustees will use these objectives in conjunction with their goals and key performance indicators¹ to build a reporting dashboard that tracks the organisation’s operational performance on a monthly basis, thus ensuring our continued collective focus on the attainment of the organisation’s wider vision and mission.

Tangata				
Goals	Objective 1	Objective 2	Objective 3	Objective 4
Forge strong and dynamic relationships across the iwi	Run regular hui a iwi across the rohe (ongoing)	6 monthly hui with marae Chairs	Implement MOU with hapu by July 2016	Review representative structure for Trust board by July 2016
Communicate effectively with all of our people	Complete Communications strategy by 28 August and commence implementation			
Create employment and education pathways and opportunities	Develop clear strategy and view on the Board’s role in the honey industry by 10 December 2015	Develop education and employment strategy by 31 March 2016		
Share value with our people and marae	Support marae engagement with local, regional and central government	Complete valuations for marae insurance by 1 September 2015; negotiate bulk insurance deal by 11 December 2015	Establish Pataka kai by 11 December 2015	

¹ To be developed to track progress against goals and objectives.

Support and promote te reo me nga tikanga o Ngatiwai	Complete policy on te reo me nga tikanga by 11 December 2015 and begin implementation			
Environment				
Goals	Objective 1			
Promote and protect our waterbodies and whenua	Update the Ngatiwai iwi Environmental management plan by 11 December 2015 and begin implementation			
Promote and protect native flora and fauna	Update the Ngatiwai iwi Environmental management plan by 11 December 2015 and begin implementation			
Support Whanau Ora and Healthy Kainga programmes	Identify what steps the Board needs to take to become Whanau Ora accredited, by 11 December 2015	Identify Whanau Ora stakeholders to align with by 11 December 2015	Identify resources required to deliver in partnership with other entities by 11 December 2015	
Organisation				
Goals	Objective 1	Objective 2	Objective 3	
Develop our people and continue to grow capability of our organisation at all levels	Establish development plans for all staff and Board members by 31 March 2016	Conduct annual staff performance reviews/establishing and panning KPIs, etc	Undertake three yearly Board member 360 degree review by November 2016	
Apply best practice organisational structures, processes and policies	Complete policy review by June 2016			

Strengthen the position of Ngatiwai through strategic partnering	Continually identify relevant strategic partners and grow value based relationships over time			
Growth				
Goals	Objective 1	Objective 2	Objective 3	Objective 4
Set and achieve growth targets to deliver optimal long term economic benefits	Undertake review of current commercial assets/portfolio by 31 March 2016	Develop Investment Strategy by 30 April 2016		
Identify, evaluate and action new opportunities for economic growth (pre and post settlement)	Once Investment Strategy is complete develop tool to manage vetting of new investment opportunities in efficient manner (May 2016)			
Grow the financial knowledge of our organisation	Ongoing financial training programmes for trustees			
Conclude Treaty settlement	Achieve mandate by 1 September 2015	Appoint negotiators by 30 November 2015	Establish PSGE by 1 December 2016	Negotiate final settlement by 2018