

**PARAHIRAHAI NGAWA WAIARIKI TRUST
STRATEGIC PLAN 2016-2021**



<p>VISION</p>	<p>Kia tu tika ai Nga Waiariki i roto o te pono me te tika mo nga uri whakatupu Nga Waiariki will be self-sustaining into the future for the benefit of mokopuna</p>
<p>MISSION</p>	<p>To manage and promote Nga Waiariki and its environs and ensure that its cultural, spiritual and historical values are cared for and preserved</p>
<p>VALUES</p>	<p>Whakapono – Truth and integrity Tika – The right way Te Aroha – Respect and appreciation for each other Kotahitanga – actively engaged and working together Tumanako – Desire and good intentions Ngohengohe – humility</p>

STRATEGIES

1. Secure our turangawaewae to advance our vision
2. Secure our economic base to advance our vision
3. Competent operational management of Nga Waiariki
4. Skilled and capable trustees
5. Strong connection between Trust, beneficiaries and Nga Waiariki
6. Strong kaitiakitanga exercised over geothermal resource

1 Securing our turangawaewae to advance our vision			
	Key Strategic Goal	Key Result Area	Deadline
	Resolution of Treaty of Waitangi Claims	<ol style="list-style-type: none"> 1. Plan for return of the 4 acres 2. Negotiating brief developed 3. Brief hapu representatives representing Trust's interests 4. Appropriate redress received (including the return of 4 acres) 	June 2018 <i>Subject to resolving Ngapuhi mandate and entering into settlement negotiations</i>
	Secure the return of the Ginns pools	<ol style="list-style-type: none"> 1. Set up transition plan 2. Conclude transfer process 	June 2018 August 2019
	Investigate other property acquisition options	<ol style="list-style-type: none"> 1. Identification of other important land parcels/blocks 2. Progress the return of additional identified land 	August 2019 August 2020
2 Securing our economic base to advance our vision			
	Key Strategic Goal	Key Result Area	Deadline
	Integrated management and development plan	<ol style="list-style-type: none"> 1. Planning undertaken to develop the big picture for the Trusts management and development of Nga Waiariki me nga whenua 2. Map out the phased implementation plan with timeframes (note first phase current development) 	June 2018

	Enhancement and redevelopment of Nga Waiariki	<ol style="list-style-type: none"> 1. Resource and building consents obtained 2. Final design and plan confirmed by beneficiaries 3. Attract funding to undertake redevelopment 4. Development commenced 5. Development completed 	<p>June 2018</p> <p>July 2018</p>
	Business opportunities	<ol style="list-style-type: none"> 1. Identify and secure key relationships to support the Trust's economic aspirations 2. Investigate options for the redevelopment of Ginns 3. Tourism plan developed and implemented 4. At least one new business opportunity identified and investigated 	<p>Ongoing</p> <p>June 2018</p> <p>June 2018</p> <p>Dec 2019</p>

3	Competent operational management of Nga Waiariki operations		
	Key Strategic Goal	Key Result Area	Deadline
	Generate income from Nga Waiariki for its own administration, upkeep and development	<ol style="list-style-type: none"> 1. Annual budget developed, approved, implemented and reviewed 2. Annual maintenance plans developed, implemented and reviewed 3. Maintain and improve current average income 4. Review pools operation – management and staffing 	<p>Annually/ongoing</p> <p>Annually/ongoing</p> <p>Annually/Ongoing</p> <p>Annually/Ongoing</p>
	Health and Safety	<ol style="list-style-type: none"> 1. Health and safety risks identified, eliminated or minimised 2. Identify and ensure all regulatory compliances met 	<p>Monthly/Ongoing</p> <p>Ongoing</p>
	Operational policies in place	<ol style="list-style-type: none"> 1. Financial management systems monitored 2. Operational policies implemented 3. Risk management Plan developed 	<p>Ongoing</p> <p>Ongoing</p>
	Competent and capable workforce	<ol style="list-style-type: none"> 1. Performance reviews for employees completed 2. Source and manage volunteer workers and their performance 3. Implement induction and ongoing training programme for employees/volunteers 	<p>Annually</p> <p>Ongoing</p> <p>Annually</p>

4 Skilled and capable trustees		
Key Strategic Goal	Key Result Area	Deadline
All Tupuna represented on the Trust	<ol style="list-style-type: none"> 1. Liaison with whanau to ensure all trustee positions are filled 2. MLC processes followed for confirmation of trustees 3. Review payment of trustees when pool developments are completed 4. Broaden pool of trustees 	<p>Ongoing</p> <p>Ongoing</p> <p>June 2018</p> <p>Ongoing</p>
Trustees trained in their responsibilities in governance, administration and management	<ol style="list-style-type: none"> 1. Develop capability building programme for trustees 2. Each trustee will take responsibility for leading key result areas 	<p>June 2018</p> <p>Ongoing</p>
Clear policies and procedures developed and implemented	<ol style="list-style-type: none"> 1. Maintain administration systems (meetings, reporting, financial management) 2. Review structure of Trust accounts to clear for operations, maintenance and project budget 3. Annual review of policies and their implementation 4. Implement storage options for Trust information 	<p>Ongoing</p> <p>March 2018</p> <p>September</p> <p>Ongoing</p>
Regular reporting implemented	<ol style="list-style-type: none"> 1. 5 year strategic plan reviewed annually 2. Annual plans developed and implemented 3. Each trustee will provide monthly reports on progress of work plan and risks identified key result areas they are responsible for 	<p>October</p> <p>November</p> <p>Monthly</p>

5 Strong connection between Trust, beneficiaries and Nga Waiariki		
Key Strategic Goal	Key Result Area	Deadline
Beneficiary confidence in the Trust established and maintained	<ol style="list-style-type: none"> 1. Develop Complete quarterly newsletter 2. Develop beneficiary roll database 	<p>Quarterly</p> <p>Dec 2018</p>
Transmission of the cultural knowledge and history of the springs to users and beneficiaries	<ol style="list-style-type: none"> 1. Compilation of knowledge base of cultural knowledge and history 2. Incorporate cultural knowledge into the enhancement and redevelopment project 3. 1 wananga for trustees held annually 4. 1 sessions for pool workers conducted annually 	<p>Ongoing</p> <p>Completed/ongoing</p> <p>Annually</p> <p>Annually</p>

6 Strong kaitiakitanga exercised over geothermal resource		
Key Strategic Goal	Key Result Area	Deadline
Build on Trust knowledge of geothermal resource, its use and its management	<ol style="list-style-type: none"> 1. Maintain knowledge database 2. Appoint Scientific Advisor to the Trust 3. Appoint kaitiaki advisor 4. Develop plan for monitoring pools 5. Maintain and extend relationship with GNS and SCION 	<p>Ongoing</p> <p>Review</p> <p>Completed</p> <p>June 2018</p> <p>2018</p>
Activate participation in sustainable geothermal power generation	<ol style="list-style-type: none"> 1. Maintain relationship with Top Energy 2. Participation in development of cultural indicators report 3. Kaitiaki and scientific advisors participation in Geothermal Peer Review Panel 	<p>Ongoing</p> <p>Dec 2016</p> <p>Ongoing</p>
To have significant input into resource consent processes and district, regional and national planning processes	<ol style="list-style-type: none"> 1. Input into resource consents as required 2. Confirm no requirement for discharge consents 3. Input into regional government planning processes -LTP 	<p>Ongoing</p> <p>Dec 2016</p> <p>Feb 2018</p>