



Ngātiwai Moana, Ngātiwai Whenua, Ngātiwai Tāngata

Ngātiwai Trust Board Strategic Plan 2011-2016

[Version 3: March 2011 - update 2]

Chairman's Mihi

Tihei Mauri Ora!

Ngā uri o Ngātiwai Whānui, tēnei ngā mihi atu ki a koutou e noho nei i ō koutou nei kainga, marae, rohe hoki. Kei te tangi atu ki ō tātou tini aituā kua whetūrangitia, ki a rātou mā he rangai maomao ka taka ki tua o Nukutaurua, e kore rā ā muri e hokia, nō reirā, haere atu rā, haere atu rā. Apiti hono tātai hono, te hunga mate ki te hunga mate, āpiti hono, tātai hono, te hunga ora ki te hunga ora.

Nei rā tō tātou nei mahere rautaki mō tēnei o tātou nei rerenga mō ngā tau e rima e whai ake nei. Ahakoa he rehutai me te hukatai o te moana o tō tātou rerenga, ka pupuhi i te hau pūkeri, ka taupoki ai tō tātou nei waka, ko te tumanako ka ū ai tātou ki tō tātou nei ahuru mōwai kei Taihāruru.

This Strategic Plan outlines our development as a Trust Board for the next five years. It will set the direction in the way we manage the Trust Board's affairs on behalf of our beneficiaries, outline our priorities, and help inform our annual planning processes. The Trust Board's main priority in the next few years is complete the research, negotiation and settlement of our Treaty Claims. By the time the next plan is written we want to have settled our claims with the Crown so we can move on as an iwi.

At the same time we need to continue to safeguard our investments as well as build on our cultural, educational, social, communication and environmental projects that support the achievement of our aspirations. We also want to better engage with our network of marae.

At the end of the day this Plan is only made real by your engagement, and the enthusiasm in which you participate in its implementation.

I look forward to helping us navigate through this important mahi, along with my fellow kaihoe, arā the trustees, our Trust Board's management team and our key advisers.

Koiēnei tūmomo kaihoe, kua ū ake, kua ū ake, kua ū ake.

Laly Haddon QSM
CHAIRMAN
March 2011



Ngātiwai

Ngātiwai descend from Manaia (the rangatira of *Māhuhu-ki-te-rangi* or *Ruakamea waka*, and some say even *Moekākara*) and his uri of Ngāti Manaia and Tāhuhuniorangi. Ngātiwai iwi possess one of the oldest whakapapa lineages of tribes in Te Tai-tokerau. Descending from Manaia II to Whāpapa and Wairua came important ancestors such as Torematao, Te Rangapū and Te Rangihōkaia. From Te Rangihōkaia came Rēhua, Haua, Repongāhau, and Hikihi being a major kāwai whakaheke of Ngātiwai. Ngātiwai can also trace it's ancestry through to Ngāpuhi, Ngāti Hine, Ngāti Whātua, Te Kawerau ā Maki, and some of the older tribes of Te Tai-tokerau such as Ngare Raumati, Ngāi Tāhuhu, Ngāti Tū, Ngāti Paeahi and some Hauraki hapū.

The history of Ngātiwai is intimately connected with the coastal waters and the traditions at Manawāhuna, a cave beneath the island of Motu Kōkako and other tapu places by the sea. Well known as coastal raiders and traders, Ngātiwai's customary takiwā, both land and sea, spans from Rākaumangmanga (Cape Brett) in the north to Takatū Point in the south, and eastward to the islands of Hauturu and Aotea (Piki Pāria) back north to Marotiri and Tāranga to and including other offshore islands, onwards to Aorangi and Tāwhiti Rahi (Poor Knights) returning to Motu Kōkako and Rākaumangmanga.

Today, most of the tribe live north and south of Whangārei or in Tāmaki Makau-rau or are dispersed around other parts of the country.



Ko ngā kāwai whakaheke Māori.

In the 2006 Census:

- 4,866 people (or less than 1 % of the total Māori population) belonged to Ngātiwai, an increase from 3,963 people identified in 2001.
- 32% of Ngātiwai indicated that Ngātiwai was their sole iwi.
- 80 % of Ngātiwai iwi members live in urban areas with the majority of our people living either in Te Tai Tokerau (1830) or Tāmaki-makau-rau (1749), followed by Waikato (437), Wellington (273), and Bay of Plenty (216).
- 36 % of Ngātiwai were under the age of 15, 23% aged 15–29 years, 36% aged 30–64 years and only 5% were 65 years and over.

Ngātiwai Trust Board

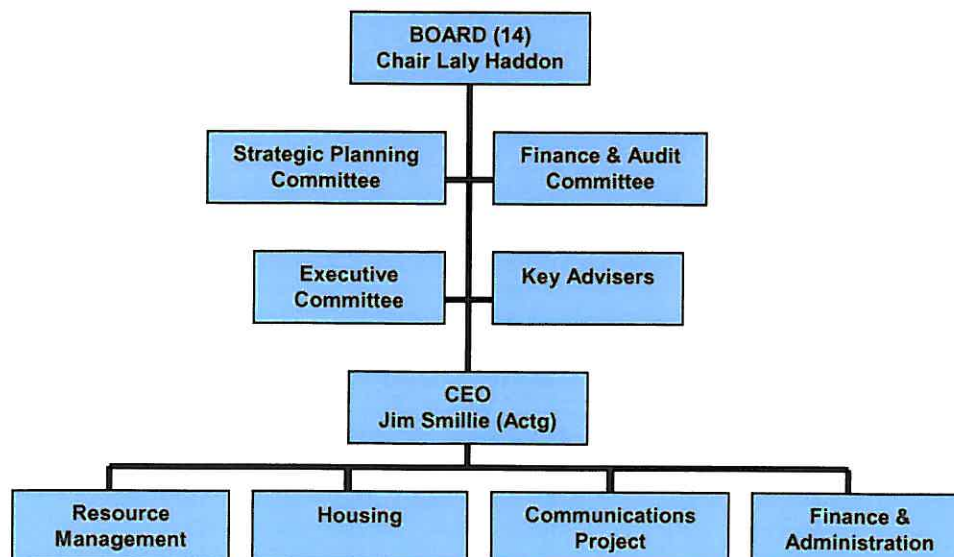
Ngātiwai Trust Board is the mandated iwi authority for Ngātiwai iwi, and is registered under the Charitable Trusts' Act 1957. Those people that whakapapa to Ngātiwai can register as a beneficiary of the Board.

The Board is comprised of 14 trustees representing those affiliated marae in the Ngātiwai takiwā. A new constitution was put in place in 2005 and trustees are charged with achieving the objectives of that constitution. One compliance requirement to receive our Treaty fishing settlement allocation is that trustees be elected by their respective iwi beneficiaries via their marae. The Trust Board ran its first election under these terms in February 2011. 6 marae nominated their trustee un-opposed. 8 marae ran election processes* and the following marae representatives were declared as elected trustees. The next highest polling reps in those elections are Alternative Trustees (Alt) as noted.

At present, the trustees are the following representatives:

Marae	Trustees & Committees
Tūparehuia*	Kathy Pita (Dick Pene - Alt)
Ngaiotonga*	Merepeka Henley (Jury Greenland - Alt)
Punaruku	Hadyn Edmonds
Otetao*	Gary Reti (Elvis Reti - Alt)
Mōkau	Eta Haika
Oākura	Henry Murphy
Whananāki*	Allan Moore (Isha Waetford - Alt)
Matapōuri*	Kris MacDonald (Marion Kerepeti-Edwards- Alt)
Ngunguru*	Erica Wellington (Mike Rundlett - Alt)
Pātaua*	Himiona Munroe / George Māhanga - Alt)
Takahīwai*	Grant Pirihi JP (Dave Milner - Alt)
Pākiri	Laly Haddon QSM (Chair)
Motairehe	Marilyn Stevens
Kawa	George Ngāwaka

The Trust Board's Governance (& sub-committees) and Management are structured as follows as at March 2011:



Ngātiwai Commercial

Ngātiwai Trust Board is the sole shareholder of the following subsidiary companies:

- Ngātiwai Fishing Ltd
- Ngātiwai Holdings Ltd
- Ngātiwai Housing Ltd

Ngātiwai Fishing Ltd is also the parent company of Ngātiwai Tourism Holdings Ltd, Oceans Resort Tutukākā Ltd and holds a minority shareholding in Oceanz Seafood Markets Ltd.

Ngātiwai Fishing Ltd.

Our fishing company has been operating since the early 1990's. The nature of the business is to lease our fishing quota (purchased some time ago by the Board over the years), to buy and sell fishing quota lease, and general monitoring of fishing issues. All profits are prudently invested by the directors and also, a dividend is paid to the Board to fund the Board's annual operational costs and activities. The company is one of the best performing in the country however it must look to diversify as pressure will inevitably come on our fish stocks. The Directors are Laly Haddon and accountant Bryce Moffat and the company is managed by our by Wayne Peters of Wayne Peters & Associates.

Ngātiwai Tourism Holdings Ltd & Oceans Tutukākā Resort Ltd

The nature of business of Ngātiwai Tourism Holdings Ltd is rental of the Oceans Tutukākā resort hotel purchased by the fishing company in 2008, and the nature of business of Oceans Tutukākā Resort Ltd is hospitality.

Oceanz Seafoods Markets Ltd.

Our fishing company owns a 25% shareholding in Oceanz Seafoods Markets and also leases quota to Oceanz at market value. Oceanz is a premium seafood retail chain with shops in Warkworth, Albany, Silverdale, North Shore, downtown Auckland, Mt Wellington, and Botany Downs. Our director appointed to the Board of Oceanz is Wayne Peters.

Ngātiwai Holdings Ltd.

The holding company was established as part of the requirements to receive and manage current and pending Treaty of Waitangi Fisheries Settlement and no doubt will be important vehicle for our future Treaty settlements. The directors are Laly Haddon, Wayne Peters and Bryce Moffat.

Ngātiwai Housing Ltd.

The housing company was set up to manage the business activities of the Trust Board's housing retrofitting programme and other housing related projects. The directors' appointments are currently being reviewed.

Ngātiwai Vision & Mission

VISION

Our vision is: Ngātiwai Moana; Ngātiwai Whenua; Ngātiwai Tāngata.

This vision captures our close connection with the moana, the whenua and our identity. As told by our pepeha: *Kia tūpato! Ka tangi te Tūkaiaia kei te moana, ko Ngātiwai kei te moana e haere ana, ka tangi te tūkaiaia kei tuawhenua, ko Ngātiwai kei tuawhenua e haere ana.*

MISSION

The Board's mission is to ensure that Ngātiwai enjoys a position of cultural and economic strength in the 21st century and to develop cultural economic prosperity as an iwi. To also promote the expectations and aspirations of the iwi and the individuals within.

VALUES

- | | |
|-----------------|-----------------|
| △ Mana Motuhake | △ Pūataata |
| △ Kaitiaki | △ Matatika |
| △ Manaaki | △ Ngātiwaitanga |

FOCUS AREAS

1. Living and thriving as Ngātiwai
2. Managing our Affairs Effectively
3. Developing our People and Assets

STRATEGIC GOALS

Living and thriving as Ngātiwai

- Ngātiwai Whakapapa
- Whakapiki ake tō tātou reo ake me ōna tikanga
- Kaumātua Oranga
- Rohe Management
- Treaty Claims Settled
- Marae

Managing our Affairs Effectively

- Governance
- Management
- Communication
- Investments

Developing our People and Assets

- Iwi
- Resource Management
- Moana
- Manaaki Whenua
- Health, Education and Social Development
- Housing
- Economic Development

Strategy One: Living and Thriving as Ngātiwai

This strategy focuses on building and maintaining our Ngātiwaitanga in terms of who we are as a people, our unique identity as iwi tūturu of Te Tai-tokerau, and the mana we exercise over the moana, our whenua, and the natural environment.

Strategic Objectives	By December 2012	By December 2016	Funding Source
1.1. Ngātiwai Whakapapa	<p>Research on whakapapa completed.</p> <p>New whakapapa database developed and reconciled to our beneficiary list.</p>	<p>Key Ngātiwai tūpuna published on our website so beneficiaries can link their whakapapa to them.</p>	Internally funded
1.2. Whakapiki ake tō tātou Reo ake me ōna tika.	<p>Programme in place to foster tō tātou Reo ake me ōna tika in 100 Ngātiwai homes.</p> <p>Research done on our dialect, waiata, mōteatea, ngeri, haka etc.</p>	<p>More Ngātiwai who are fluent speakers in our dialect.</p> <p>More old and new waiata, mōteatea, ngeri, haka of Ngātiwai being heard and taught.</p>	Mā te Reo funded
1.3. Kaumātua Oranga.	<p>Development programme in place to build our current and future Kaumātua (s) knowledge, skills and well-being.</p>	<p>Well recognised kaumātua - matatau i roto i tō Ngātiwai tikanga.</p> <p>Regular wānanga held</p>	<p>Internal</p> <p>Wānanga</p>
1.4. Rohe management	<p>Customary boundaries completed and tangata kaitiaki in place.</p> <p>All government agencies and stakeholders are aware of our status as mana moana and mana whenua.</p>	<p>Management system in place and marae controls networked.</p> <p>Strategic Ngātiwai appointments and joint ventures in place with key agencies.</p>	<p>Internally funded and Ministry of Fisheries.</p> <p>Internally funded</p>
1.5. Treaty claims settled	<p>Treaty claims researched, mandated, negotiated and settled.</p> <p>Our story is told.</p>	<p>Post settlement infrastructure in place to manage post-settlement issues and assets wisely.</p> <p>Policy on devolvement implemented.</p>	<p>Fishing Company</p> <p>CRFRT, post AIP</p>
1.6. Marae	<p>Stronger communication and engagement with marae in place.</p> <p>Trustee election process in place.</p>	<p>Marae systems and processes in place, and a sense we are supporting them.</p> <p>Treaty allocation issues, debated, agreed and appropriate devolvement programme developed.</p>	Internally funded

Strategy Two: Managing our Affairs Effectively

This strategy ensures that as a Trust Board we are managing our business affairs effectively including: providing sound strategic leadership and governance; that we have efficient management and management systems in place, and that our investment companies are protecting our assets and maximising returns within the context of best practice business ethics and standards.

Strategic Objectives	By December 2012	By December 2016	Funding Source
2.1 Governance	<p>All trustees' trained in sound governance and tikanga.</p> <p>Review of the Board structure is completed</p> <p>Key governance policies in place and Board running smoothly and proactively.</p> <p>Constitution revamped to meet our needs, including review of representative structure.</p> <p>Communicate in a way that reflects or vision, mission & strategic direction.</p>	<p>Trust Board well regarded by our beneficiaries for strategic leadership, transparency, and accountability.</p> <p>Board benchmarked favourably against the best iwi organisations in the motu.</p> <p>Representative structure reviewed and in place.</p>	Internally funded
2.2 Management.	<p>Annual business planning process in place and delivering performance.</p> <p>Strong strategic management and capability</p> <p>High performing happy staff</p> <p>Best practice management systems in place</p>	<p>Less reliant on dividends for operational costs</p> <p>Professional, eco friendly, high tech workplace and awesome staff culture.</p> <p>Less reliance on external advisers.</p> <p>Safe secure facility for accumulated information</p>	<p>Dividend</p> <p>Explore new income and funding options</p>
2.3 Communication.	<p>Communication Plan developed and implemented</p> <p>Communication Project evaluated and findings implemented</p>	<p>Mutually sustainable relationships developed with all key stakeholders.</p> <p>Clear communication channels in place</p>	<p>Plan internally funded</p> <p>Project self funded</p>
2.4 Investments	<p>Investment Strategy & Policy developed and in operation</p> <p>All investment decisions supported by robust business plans & cases</p> <p>Profitability through trading and prudent investment</p>	<p>High performing quality investments portfolio with risks effectively managed.</p> <p>Investment portfolio highly diversified with new income streams</p> <p>Directorships reviewed and diversified</p>	<p>Investment income</p> <p>Treaty settlements</p>

Strategy Three: Developing our People and Assets

This strategy focuses on developing our Iwi potential in terms of our pūmanawa, hauora, mātauranga, whanaungatanga me rawa as well as the kaitiakitanga ki tō tātou whakapapa ki te moana, ki te whenua, ā, ki te ao tūroa hoki.

Strategic Objectives	By December 2012	By December 2016	Funding Source
3.1 Iwi	<p>Create employment and business opportunities</p> <p>Identify the needs of our iwi and advocate their concerns</p> <p>Identify our talent and how we capitalise on their potential.</p>	<p>Job and business opportunities created</p> <p>All Ngātiwai descendants registered as beneficiaries</p> <p>Programmes which attract & promote our tamariki, rangatahi & talent</p>	Internally funded
3.2 Resource Management	<p>Build on our resource management expertise capabilities</p> <p>Specific projects developed</p>	<p>Resource management is self funded and highly regarded</p>	DOC, councils & private
3.3. Moana.	<p>Build on our expertise and reputation in fishing and marine management.</p> <p>A plan on the management of our tauranga ika, mahinga mātaimai areas.</p> <p>Have a position on waimāori</p>	<p>Fishing resources managed sustainably and customary fishing and reserves protected</p> <p>Ngātiwai world renown for our marine & water expertise</p>	MAF, DOC
3.4. Manaaki whenua	<p>Clear mapping of our whenua, noho kainga, and wahi tapu sites.</p> <p>Return and management of traditional lands</p>	<p>Management and co-management relationships over key traditional sites</p> <p>Traditional names restored</p>	<p>Internal</p> <p>Joint ventures</p>
3.5. Health, education and social development	<p>Seek opportunities to re-engage in health, education and social development.</p> <p>Get involved in governance of these sectors</p>	<p>New services developed and offered to our iwi.</p> <p>Joint venture partnerships established</p>	Contract funding
3.6. Housing	<p>Be more involved in the provision and brokering of shelter/ housing/ land development to our iwi.</p>	<p>Well regarded housing programme available</p>	HCNZ
3.7. Economic development	<p>Pursue business opportunities for wealth creation.</p> <p>Encourage our iwi to budget, save and plan for retirement</p>	<p>Joint business venture partnerships established.</p> <p>Savings regime in place (e.g. Kiwi Saver)</p>	Self funded