



TE RUNANGA O  
**NGAI TAKOTO**

**Draft Strategic Plan  
2024-2027**

*HE ITI MARANGAI TŪ ANA TE PĀHUKAHUKA HE  
ITI PIOKE NŌ RANGAUNU HE AU TŌNA*

*SMALL ALTHOUGH THE PIOKE MAY BE, GREAT IS ITS WAKE, AS IT  
TRAVERSES THE MIGHT OF THE RANGAUNU HARBOUR*

# OBJECTS AND PURPOSES OF THE TRUST

- The promotion amongst Ngāi Takoto of the educational, spiritual, economic, health, social and cultural advancement or well-being of Ngāi Takoto
- The ongoing maintenance and establishment of places of cultural or spiritual significance to Ngāi Takoto
- The undertaking of commercial activities to support the other objects and purposes of the Trust
- Any other purpose that is considered by the trustees from time to time to be beneficial to Ngāi Takoto

**01 INTRODUCTION**

**02 ENABLE**

**03 CONSOLIDATE**

**04 MAXIMISE**

**05 STRENGTHEN**

# INTRODUCTION

Ngāi Takoto's journey reflects the strength of our unity and the resilience of our people. Like the pioke cutting through the waters of Rangaunu Harbour, our collective efforts create ripples that extend far beyond the present, shaping the future for generations to come.

This draft strategic plan for 2024-2027 sets out the aspirations and goals that will guide us over the next three years. It has been crafted to foster the cultural, economic, and spiritual well-being of our iwi. We bring this plan to you, our people, to gather your feedback and ensure it reflects our shared vision for the future of Ngāi Takoto.

In everything we do, we honour the spirit of our tūpuna and the hopes of future generations. As we move forward together with purpose and care, the strength of our unity will leave a lasting legacy, much like the enduring wake of the pioke across the waters.

## OUR FOUR POU

The fins are what drives the pioke forward. Each fin represents one of the four key priorities (four pou) as they provide the thrust to move Ngāi Takoto ahead.

As the pioke moves it generates ripples which represent the goals and outcomes. These are the visible impacts or waves left behind by the movement of the iwi.

### 1 RŪNANGA AS THE ENABLER FOR NGĀITAKOTO PROSPERITY & ADVANCEMENT

Dorsal fin providing stability and guidance

### 4 STRENGTHEN NGĀITAKOTOTANGA – CULTURE, CONNECTION, WHAKAPAPA

Tail fin, the strongest fin as the fin that provides the forward push connecting Ngāi Takoto to its roots, propelling it forward

### 3 MAXIMISE OPPORTUNITIES THROUGH STRATEGIC RELATIONSHIPS

Pectoral fin providing the balance to keep momentum steady

### 2 CONSOLIDATE NGĀITAKOTO ECONOMICALLY

Pectoral fin providing the balance to keep momentum steady

# RŪNANGA AS THE ENABLER FOR NGĀITAKOTO PROSPERITY & ADVANCEMENT



Strengthening our foundations ensures our future is secure and prosperous. By nurturing our structures, we are better positioned to empower our people and advance Ngāi Takototanga.

Whāinga   Strategic Goals	Ngā Hua   Outcomes	
Keep beneficiaries well informed – AGM, Annual Report, Quarterly Updates (online and in person) (Goal 1.6)	<ul style="list-style-type: none"> <li>Engaged beneficiaries</li> </ul>	Ongoing
Establish Audit and Risk Committee & Risk Register (Goal 1.2) Implement Board evaluation (Goal 1.5)	<ul style="list-style-type: none"> <li>Strengthened accountability and transparency in operations</li> <li>Improved board efficiency and performance</li> <li>Clear development plan</li> </ul>	Year 1
Update Trust Deed of the Rūnanga (Goal 1.1)  Confirm the appropriate legal structures to maximise Ngāi Takoto benefits, commencing with the potential alignment/merger of Rūnanga and Ngā Taonga (fisheries) (Goal 1.3)	<ul style="list-style-type: none"> <li>Trust Deed aligned with current governance and operational needs</li> <li>Enhanced clarity and direction for Trustees and Management</li> <li>Legal and operational framework optimised for efficiency.</li> <li>Successful alignment or integration with Ngā Taonga enhancing resource management</li> </ul>	Year 1-2
Confirm best structure for commercial assets (Pioke or not) (Goal 1.4)	<ul style="list-style-type: none"> <li>Improved management and profitability of commercial assets</li> </ul>	Year 2
Confirm investment priorities including reducing duplication with Ngā Taonga (see 1.1) and agreeing annual contribution to marae (Goal 1.7)	<ul style="list-style-type: none"> <li>Clarity for board and management</li> </ul>	Year 3



# CONSOLIDATE NGĀITAKOTO ECONOMICALLY



Through a lens of kaitiakitanga, we ensure that our resources work for us, turning non-productive assets into ones that sustain and uplift our people.

## Whāinga | Strategic Goals

## Ngā Hua | Outcomes

### Year 1

Review each current asset for performance – economic and cultural (Goal 2.1)

- Maximised investment for the iwi

### Year 2

Develop a plan for each non-performing asset to improve performance (Goal 2.2)

- Maximised investment for the iwi

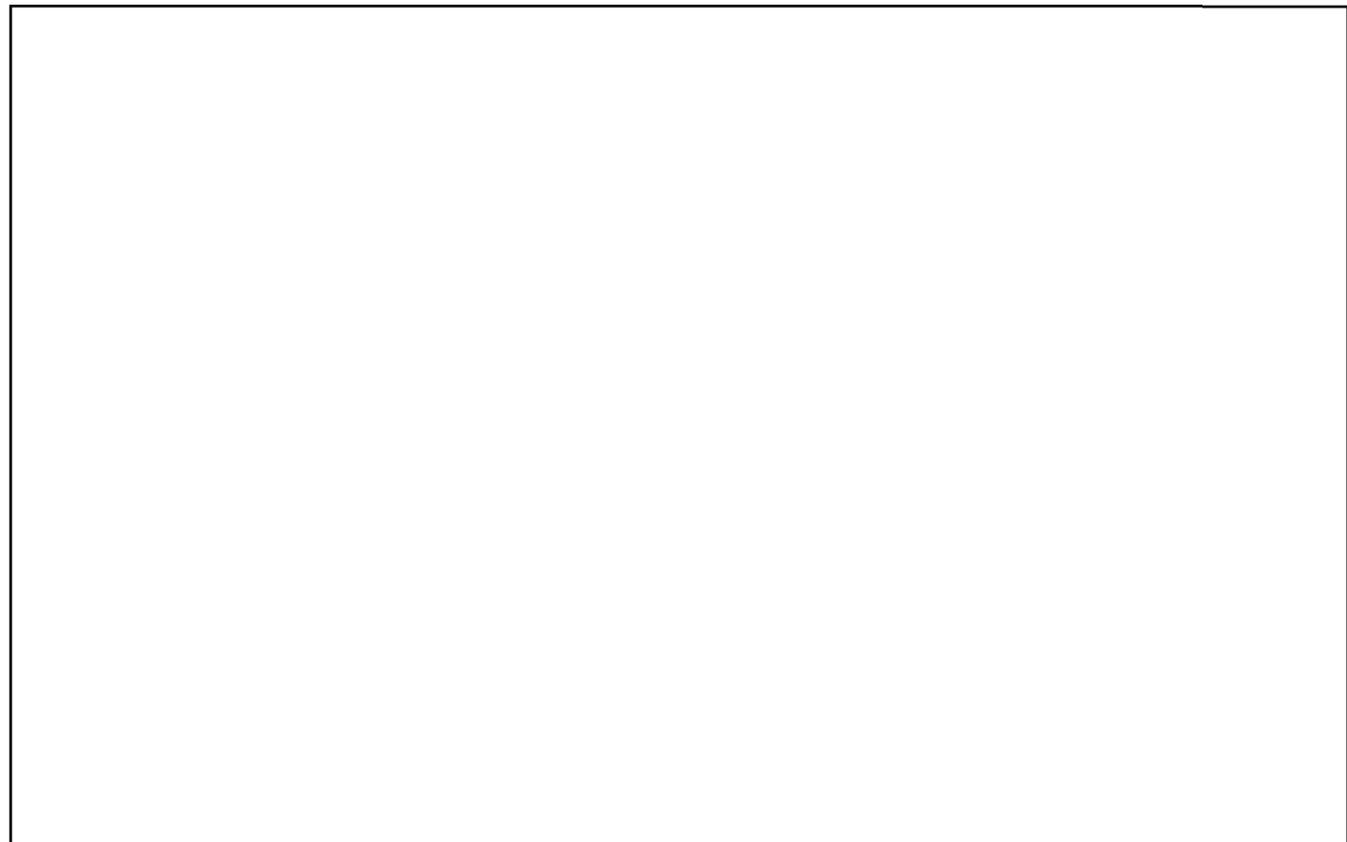
Agree sites for potential housing developments in light of the recent external report and activity completed at 2.1 (Goal 2.4)

- Next steps in Housing Strategy determined

### Year 3

Agree which non-performing assets to divest (if any) (Goal 2.3)

- Recycled capital for future investments



# MAXIMISE OPPORTUNITIES THROUGH STRATEGIC RELATIONSHIPS

By nurturing strong relationships within our iwi and beyond, we create new pathways for economic growth and ensure that Ngāi Takoto is well-positioned for future opportunities.



## Whāinga | Strategic Goals

## Ngā Hua | Outcomes

### Ongoing

Maintain strategic relationships, where appropriate across Iwi, to maximise regional and local economic opportunities (Goal 4.2)

- Iwi well positioned for future opportunities

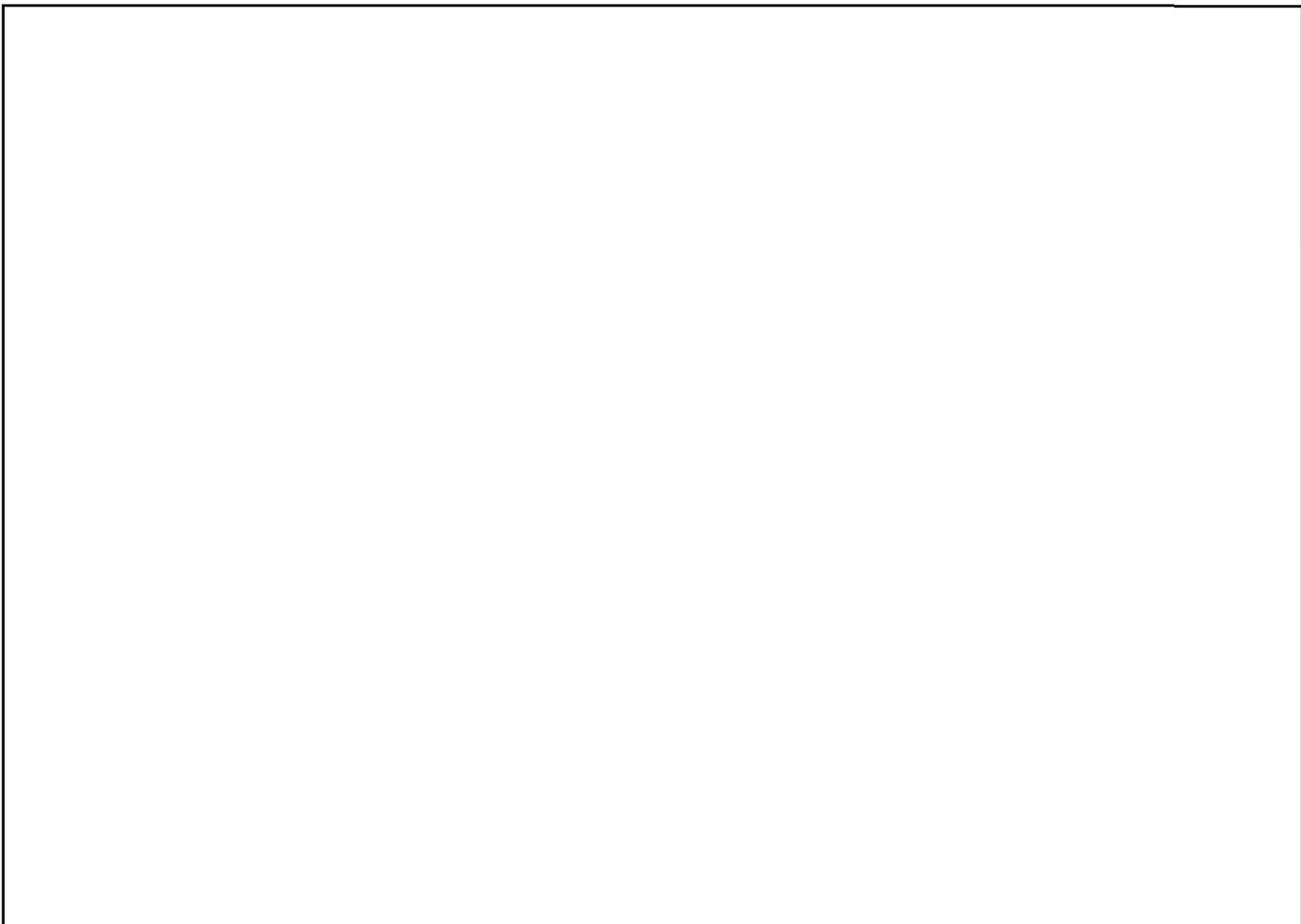
Protect our contemporary settlements and advance the work that has commenced, e.g.: the airport, forestry (Goal 4.3)

- Growth of asset base

### Year 3

Once complete at 1 and 2 create new opportunities for economic growth, e.g. tourism, honey (Goal 4.1)

- Solid foundations in place to enable new ventures



# STRENGTHEN NGĀITAKOTOTANGA CULTURE, CONNECTION, WHAKAPAPA



Our culture is the backbone of our identity. Strengthening our connections to te reo, tikanga, and whakapapa will ensure that wherever our whānau may reside, they remain anchored to NgāiTakoto.

**Whāinga | Strategic Goals**

**Ngā Hua | Outcomes**

**Ongoing**

Increase Te Reo and tikanga knowledge (link to capacity and cultural strength at marae) (Goal 3.1)

- Increased connections back to iwi

Connect to whanau overseas; improve communications and connection back to NgāiTakoto (Goal 3.2)

- Greater engagement with overseas whānau

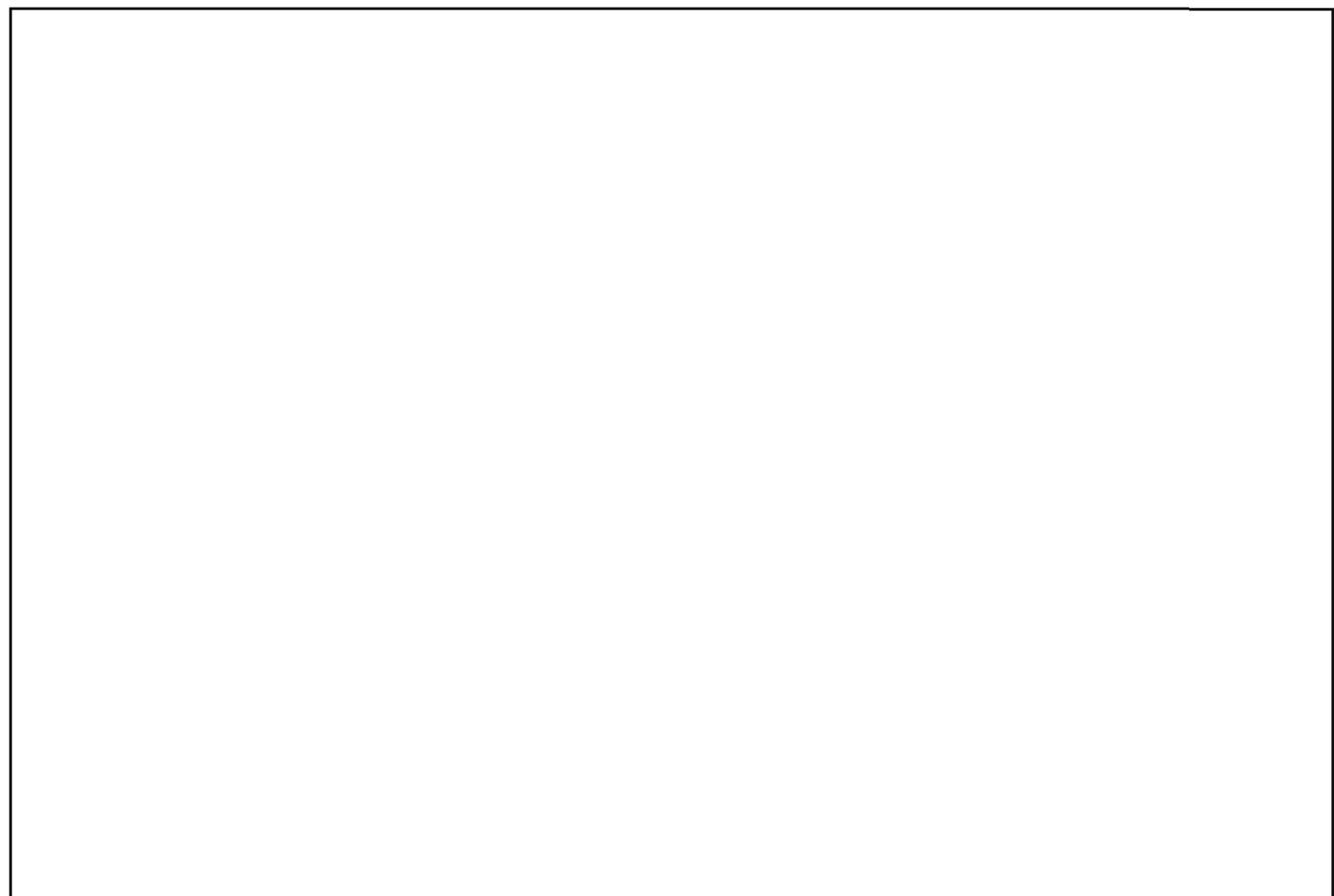
**Year 1-2**

Understand marae development needs (Goal 3.3)

- Content to inform Marae Development Plan

Develop and support marae development programme eg repairs and maintenance, telecoms/ digital (Goal 3.4)

- Development of budget and timeline for marae development work





# TE RUNANGA O NGAI TAKOTO

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