



# TE ARA HAPARA

Business Plan November 2013 – November 2016



He iti Pioke, he iti marangai, tu ana te  
pahukahuka, he iti Pioke no Rangaunu,  
he Au tona...

Small although the Pioke (dogfish shark)  
may be, great is its wake, as it traverses  
the might of the Rangaunu harbour.



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# Foreword

Ngā mihi nui ki a koutou katoa ngā whānau, ngā marae, O NgaiTakoto.

The iwi of NgaiTakoto has grown significantly and come a long way since we undertook Treaty Settlement processes with the Crown in 1986. We have achieved a great deal since that time through hard work and sheer determination to succeed and now we arrive at a point in that process whereby the responsibility for managing and determining the NgaiTakoto future and how that may be organised, is no longer the responsibility of the crown but now up to ourselves, as a people, and as a tribe.

The period of time spanning the next 3 years is, and will be, vitally crucial to ensuring that the completion of and bedding down of the post Treaty settlement responsibilities is developed as our tribes primary goal, and ensuring that the agreed too decisions ratified by our members is substantially realised.

Whilst the final goals look insurmountable, they are achievable, but to ensure that the desired outcomes achieve longevity and sustainability, it requires us as a people to build the future structure of NgaiTakoto on firm foundations, having understood the past historical account (as well as the present) of where we have come from, that informs us of where we should be going, and taking into account the learnings and lessons that come from within all of those experiences.

This also requires us to seriously re-evaluate, review and redevelop the NgaiTakoto capacity, and capability to managing the settlement assets and implementing the appropriate management and distribution entities (at all levels) to ensure that the Tribes settlement outcomes are enduring for the future generations whilst at the same time we are moving forward to creating and implementing a new positive future that we ourselves, are now duly responsible too, and for.

In our initial 20 year Strategic Plan (Te Ara Hapara 2000) this goal was identified as;

.....  
*“Our people have a legitimate right to an environment that is adequate for healthy living and well-being. The objective for our tribal authority that holds the responsibility to do with our environment and its resources is to ensure that management of such meets the needs of NgaiTakoto people today without compromising the heritage of future NgaiTakoto generations, as to their needs, tomorrow”...*  
.....



The 2013-2016 Business Plan is the first of “our own steps” towards completing that journey which we initiated as the NgaiTakoto 20/20 Vision Plan in 2000 (Te Ara Hapara) and one that we have consistently planned and received endorsement for.

Those tasked with that new responsibility (Te Runanga O NgaiTakoto) have produced this business plan and its associated budget for the purpose of ensuring that as we approach the final significant work tasks ahead, this is done in a planned and structured way and to which the NgaiTakoto tribal membership has confidence in the approach and direction that the Board of Te Runanga O NgaiTakoto is intending to take.

The Board in conjunction with our Australian whanau representatives will be undertaking this work alongside the requirement to engage with professional supports and advice, as well as the input of our beneficiaries.

The sole responsibility of change is not entirely that of the Board only, but to all of us people as a whole within NgaiTakoto, this is about the present generation building and preparing for the future generations, this requires us to make change from the status quo position that has not served our NgaiTakoto people well, into a tribal organisation that will.

Changes will provide challenges, debate, and a required significant shift by those involved, in order to build capacity and capability at all levels within the structure, and in order to strengthen the tribe capability to engage and respond appropriately, effectively and efficiently in an ever evolving world.

We must forever be reminded also of our obligations to the required ongoing nurturing, caring, and sharing responsibilities that ensures our survival as whanau, as marae, as the Iwi of NgaiTakoto. In this regard we seek your patience and the support required to complete the work ahead.

*He iti marangai, tu ana te pahukahuka, he iti pioke no Rangaunu, he au tona...*

*Mauri ora,*

*Rangitane Marsden*

Rangitane Marsden  
Te Runanga O NgaiTakoto CEO



# The Historical Tribal Boundaries of NgaiTakoto





*Mai i nga moutere o Rangitahua, ka heke mai kite motu o Manawatawhi, a ka tae atu ki Te Rerenga Wairua, neke atu kite motu a Pao, a, ka haere tonu ana kite awa o Waimimiha, a, ka heke mai kite maunga o Okahu, ka hau atu te awa o Whangatane, ka puta noa atu kite wahapu o Rangaunu ki a Rangiawhia, a, ka haere hoki ki a Murimotu, a, ka tae mai ano ki nga moutere o Rangitahua.*

*From the Kermadec Islands across to Three Kings Island across to Te Rerenga Wairua (Cape Reinga) south to the island of Pao and south along the Ninety Mile Beach to the river of Waimimiha, (Ahipara) inland to the hills of Okahu linking up to the Whangatane river and out into the Rangaunu harbour via Rangiawhia on the east coast than north to Murimotu (North Cape) and back to the Kermadec Islands.*



# The Objectives

## of the NgaiTakoto Post Treaty Settlement Process

To complete the Settlement process through to completion being:

- ▶ **Parliamentary Legislation – Asset Transfers**
- ▶ **Te Runanga O NgaiTakoto (PSGE) - Mandated and Ratified**





Whilst continuing:

- To promote an ongoing understanding of the history of NgaiTakoto
- To build up, restore the **Mana** and **Identity** of NgaiTakoto throughout this process
- To **protect** and **enforce** the guarantees that the Crown made to NgaiTakoto pursuant to the Treaty of Waitangi
- To restore to NgaiTakoto, **Ownership, Responsibility** and **Control** of their ancestral lands, resources, taonga tuku iho
- To establish an **Economic** base for the iwi of NgaiTakoto
- To promote sustainable **social development** of NgaiTakoto communities, flourishing in every aspect of their environments to achieving a high quality of Wellbeing
- To promote and protect the **tikanga, kawa, culture** and **te reo** of NgaiTakoto

Therefore the NgaiTakoto view is;

.....  
*'Our people have a legitimate right to an environment that is adequate for their healthy living and wellbeing, the objective for any Authority that has anything to do with our environments, and its resources, is to ensure that the management of such, meets the needs of our NgaiTakoto people **today**, without compromising the heritage of our future NgaiTakoto generations as to their needs **tomorrow**...*  
.....

## Planning Period November 2013 – November 2016

### 1.0 Introduction

The Business Plan sets out the goals and objectives for Te Runanga O NgaiTakoto as it relates to the settlement of the NgaiTakoto claim

This Business Plan has a lifespan of 36 months.

**This Business Plan is informed and guided by:**

*Te Ara Hapara Report 2000 – 2011*

- NgaiTakoto 20/20 Vision Beyond 2000
- NgaiTakoto Goals and Objectives
- NgaiTakoto Business Development
- NgaiTakoto Horticulture
- NgaiTakoto Housing
- NgaiTakoto Tourism Ventures
- NgaiTakoto Decision Making Processes

**And Underpinned by:**

- NgaiTakoto Deed of Settlement

.....  
**BUSINESS PLAN GOALS:**

Develop strategic goals for the future aspirations of the iwi, setup networks and relationships, develop an operational and management strategy; Forecast budgets to implementing the new entity, Build in sufficient support to up-skill directors, trustees and encourage Stakeholder / Marae participation, maintain specialist advice support as required and other services such as mentoring support for any potential business development, social development planning, capacity building, and competence development. This Business Plan will also apply to and include our key stakeholders in Australia, in regards to the establishment of a representative NgaiTakoto organisation there.

.....



## 2.0 Overview

### 2.1 Purpose

1. This Business Plan sets out the expected activities and Budget costs for Te Runanga O NgaiTakoto for the period November 2013 - November 2016 (36 months).
2. It is expected that this Business Plan will assist NgaiTakoto and the Crown to reach a Legislative Deed of Settlement and subsequent transfer of settlement assets by 01 July 2014.
3. It is expected that this Business Plan will assist NgaiTakoto to mandate, ratify and implement the NgaiTakoto settlement governance structure by November 2016
4. The Budget costs and activities are included in this Business Plan. The goal for total completion is anticipated for – 2016.

### 2.2 Background

5. This Business Plan seeks funding to explicitly prioritise support and accelerate the work Te Runanga O NgaiTakoto is required to achieve in order to reach its key objective for its key stakeholder group. A key endeavour for Te Runanga O NgaiTakoto and through support from its Management / Project group is to progress the NgaiTakoto claim to total completion and further advance that work to achieving the implementation of the final NgaiTakoto settlement PSGE.
6. The project objectives detailed in this Business Plan for which funding is sought are necessary to
  - (1) **COMPLETE** within stringent time frames the ability for NgaiTakoto and the Crown to reach a legislated Deed of Settlement Agreement [acknowledging the pressures brought on by the progress and speed of the X5 Iwi Forum and other post Deed of Settlement activities];
  - (2) **MAINTAIN** a robust operational base to plan, coordinate and manage the Business strategy which shall include the general improvement and performance of the Governance board;
  - (3) **CONTINUE** to raise the profile of the Te Runanga O NgaiTakoto work with internal / external stakeholders and continue to improve communication internally with NgaiTakoto beneficiaries Whanau / Marae (stakeholders) about the settlement of their claim, and the post settlement work objectives;
  - (4) **CONTINUE** to seek and engage with Specialist Advice providers, to fine tune NgaiTakoto's redress specifications, business and financial obligations, and to consider a range of other long term implications and opportunities including the implementation of an appropriate new entity (PSGE)

### 2.3 NgaiTakoto Status.

#### The Forum & Crown Commitments

7. The Crown has accepted that the Te Runanga O NgaiTakoto is mandated to negotiate to completion the NgaiTakoto Claim and having achieved a Deed of Settlement agreement are ready to progress to the legislation stages of implementing the NgaiTakoto Deed of Settlement. The Office of Treaty Settlements has confirmed that the Crown is committed to the completion of the Treaty claims of NgaiTakoto and this was confirmed in the Terms of Negotiation, Agreement in Principle, and the subsequent, NgaiTakoto Deed of Settlement itself.
8. NgaiTakoto continues to draw similar comparisons with other "smaller iwi" members of the settlement process as well as "battling" perceptions of "small" from other members of the Te Hiku Forum, and the crown itself. NgaiTakoto whilst growing their organisational profile are not fully yet viewed as a partner of equivalent status by comparison to other Iwi within the Te Hiku Claim. Ongoing adequate resourcing, acceleration of the NgaiTakoto claim to completion and improved profiling and management of the Runanga, collectively contributes to the desired and necessary ongoing improvements sought.
9. With 4 of the 5 iwi within the Te Hiku Forum now sufficiently and organisationally resourced to achieve Deed of Settlement / legislation status NgaiTakoto continues to be challenged not only by the quickening pace of the Forum toward final settlement processes but also the requirement and urgency to import the specialist skills and experiences needed to achieve those final settlement objectives exclusive to NgaiTakoto. These services, (Specialist Advice) are presently being run in tandem with the work of the Negotiations team.

### 2.4 Representative Body

10. As of the 15 May 2013 the Crown recognises that for the purposes of negotiating a complete settlement of the NgaiTakoto Claims, a mandated authority, known as Te Runanga O NgaiTakoto acts in a representative capacity to conduct / complete settlement negotiations with the Crown.
11. Te Runanga O NgaiTakoto desires to move toward a single all-encompassing legal entity, once the new tribal entity (also suitable for the post settlement entity) is formally ratified. The role of the project / negotiations group will then terminate at that point. All assets and resources of Te Runanga O NgaiTakoto shall remain within the new PSGE tribal entity.



12. Furthermore, a new entity once established may potentially govern all activities (including the potential management of the fisheries settlement), and that of the NgaiTakoto land settlement. The primary responsibility for governance will however reside with Treaty land settlement matters.
13. Te Runanga o NgaiTakoto will use its best endeavours to ensure that a Governance Entity, (PSGE) which adequately represents NgaiTakoto, is ratified and established by the end of 2016, or prior to.
14. Once the Governance Entity (PSGE) is operational, it will be recognised as holding the mandate on behalf of NgaiTakoto as the tribal authority for the purposes established.

## 2.5 Governance and Leadership

Te Runanga O NgaiTakoto (TRON) is a legal entity, established in May 2013, it holds the tribal mandated authority to negotiate the ongoing aspects of the NgaiTakoto Treaty settlement with the Crown, and secondly, to receive on behalf of NgaiTakoto, the return of those Treaty Settlement assets.

**Te Runanga O NgaiTakoto is the present NgaiTakoto Iwi interim PSGE.**

**Te Runanga O NgaiTakoto primary governance role is to;**

1. **Complete current negotiations for Treaty Settlement with the Crown through to Legislation and beyond**

2. **Participate in the interim management of any returned settlement assets**
3. **Monitor the oversight and progress of this 2013-2016 Projects Strategy and associated work streams.**
4. **Support and approve Financial Budgets to this project**
5. **Establish the NgaiTakoto Post Settlement Governance Entity**
6. **Identify and implement the immediate deliverables i.e.: scholarships and property purchases**

The development and delivery of this business plan within the agreed budget and time frame, will be achieved through a defined Project Management team. This Project Management team will report back to the Governance structure of the interim Te Runanga O NgaiTakoto, who in turn ultimately report to all our stakeholders.

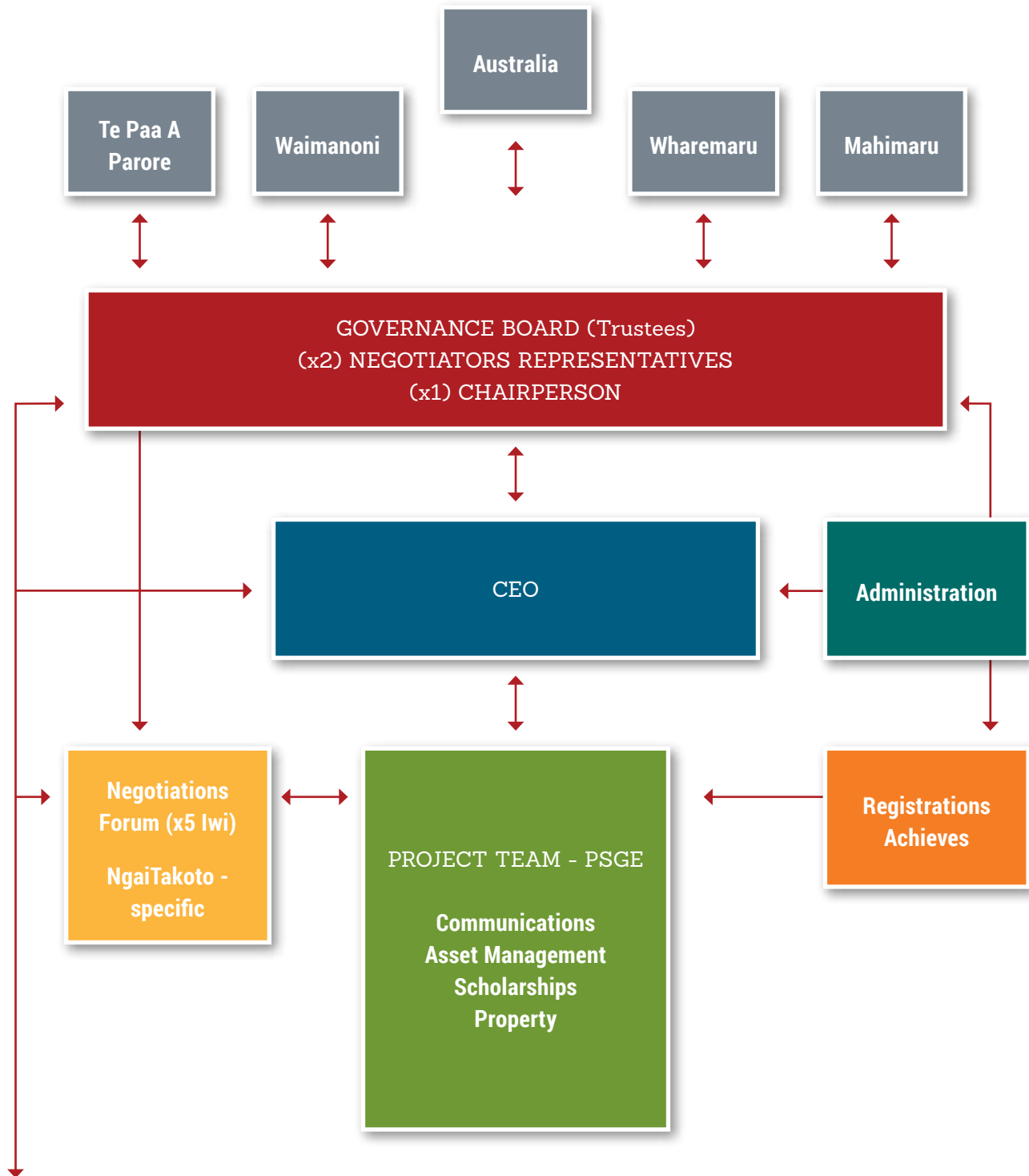
Inherent in this plan is the development of the capacity of our Board, Management team, Marae and NgaiTakoto people.

The essence of the interim Governance structure is to mentor, develop and grow the virtues and vision of the NgaiTokoto people into the entity that we are building; the post settlement government entity that is Te Runanga O NgaiTakoto Iwi.

**It is made of our people, for our people.**



## 2.6 Interim Te Runanga O NgaiTakoto Structure



### RELATIONSHIPS

FNDC Council, Regional Council, OTS, CFRT, Forum Working Parties, Te Aupouri, Te Rarawa, Ngati Kahu, Ngati Kuri, NgaiTakoto Marae (x4) DOC, Ministry of Primary Industries, Crown.



## 3.0 Work tasks summary

3.1 Te Runanga O NgaiTakoto expects the following activities to be undertaken between November 2013 and November 2016, a 36 month time frame for which funding from within its financial resource base is sought in order to:

3.2 Continue negotiations with the Office of Treaty Settlements to progress towards completing a Deed of Settlement with the Crown and ratified Post Settlement entity specific to the needs of NgaiTakoto. That requires completing legislative settlement matters; developing cultural, and commercial redress management responsibilities, (including a business case on economic opportunities) maintaining an iwi communication strategy throughout this critical period with regular hui a iwi, claims update reports, road shows, information mail outs via emails, panui, NgaiTakoto website, particularly regarding cross claims. Obtaining access to specialist advice and other services to inform decision making on the impact and benefits for NgaiTakoto, on a whole of iwi settlement proposal.

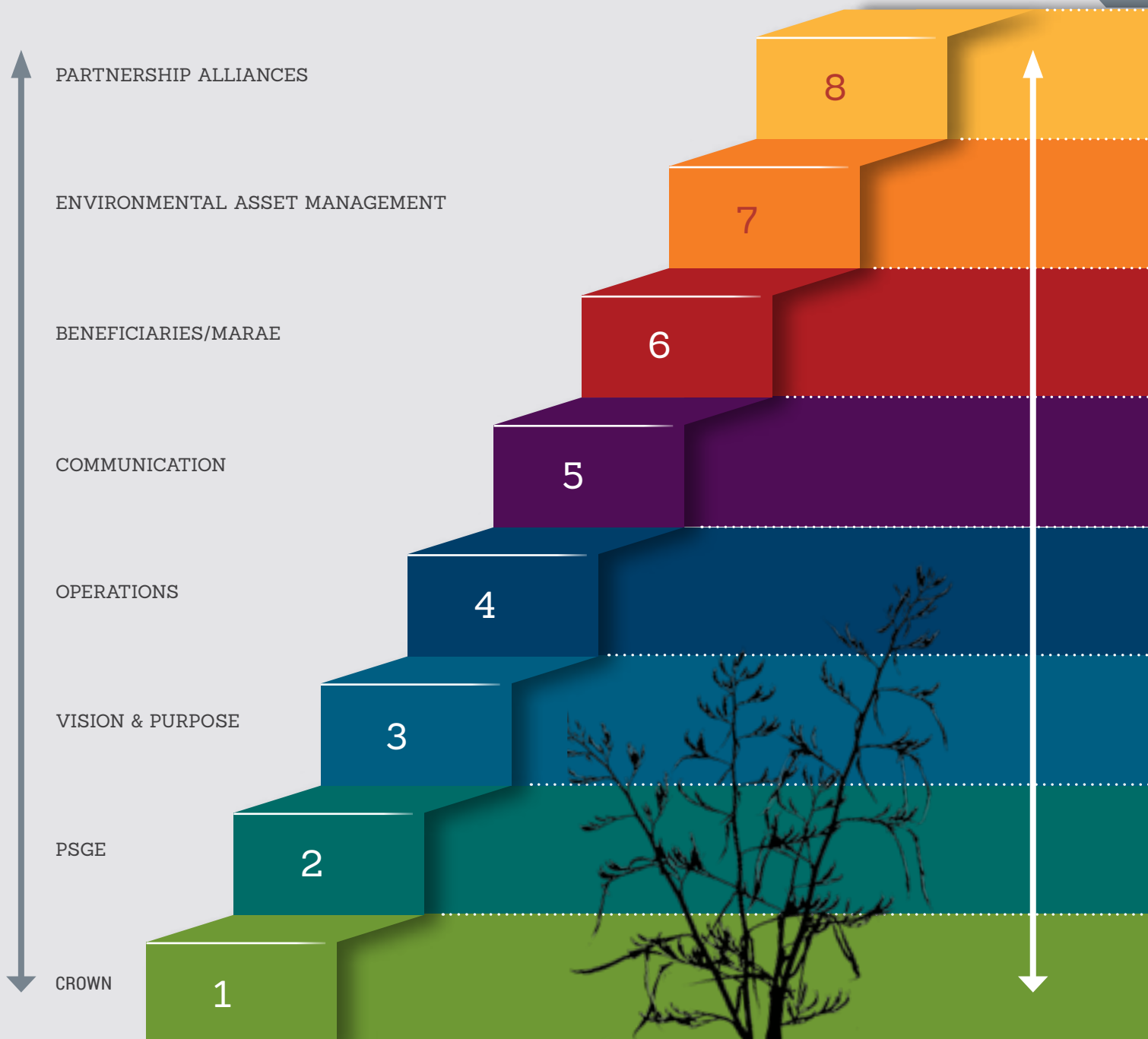


### 3.1 Work Tasks specifics

This 2013-2016 Business Plan outlines the specific project tasks to Progressing and achieving a Mandated and Ratified Settlement Structure (PSGE).

The long term goal of the PSGE is to provide effective governance and management of the NgaiTakoto Treaty Settlement assets and it is to be operational from 2016.

## Te Ara Hapara 2013 - 2016 Business Plan - Key Worktasks



worktasks





#### PARTNERSHIP ALLIANCES

Develop and strengthen the structure and working relationships with collective Iwi organisations, co-governance arrangements and within the wider political, regulatory and economic environment.

#### ENVIRONMENTAL ASSET MANAGEMENT

Develop a foundational environmental vision, strategy and works programme to support, protect and sustain our environment and people – Water, Earth, Air

#### BENEFICIARIES/MARAE

Continue to increase our Marae beneficiary registrations, participation and decision making. Develop individual Marae vision, project plans & budgets. Create a model that supports their growth and membership knowledge.

#### COMMUNICATION

Continue to improve our Communications to effectively engage and inform our people so they are inclusive in our shared vision and ongoing development.

#### OPERATIONS

Continue to maintain our Administration, Management Operations, develop clear governance roles and build people capacity internally and external to the business.

#### VISION & PURPOSE

Within the structure of the PSGE refine and clarify our scope of business, vision and purpose, business objectives and core values. Create an organisation and develop capabilities that reflect our people and place in Te Hiku, Aotearoa, the world.

PSGE (Post Settlement Governance Entity) Form a tribal authority (Post Settlement Governance Entity) that majority stakeholders understand and agree to it as the best option. This is likely to include cultural, organisational, and structural changes to how NgaiTakoto operate now. Develop a Commercial and Charitable Trust component to the structure and a strategy and works programme within those portfolios; Scholarships, People Management, Property Management and Assets.

#### CROWN

Continue Negotiations with (a) Te Hiku Forum & (b) The Crown to achieving Settlement Legislation.





# Work Task 1: CROWN

Continue Negotiations with  
(a) Te Hiku Forum & (b) The Crown to achieving Settlement Legislation.

## 1.1 Introduction

We are almost there with the Crown negotiations but still have some final completion and a tight time frame to November 2013. Legislation is expected to pass in 2014.

## 1.2 Negotiations

Continue to complete negotiations with the Office of Treaty Settlements on redress matters, maintaining a collective iwi communications strategy particularly regarding Iwi cross claims, developing the collective commercial redress package including a business case on x5 iwi collective economic opportunities; supporting collective access to specialist advice and other services; seek advice on the impact and benefits for NgaiTakoto (on a whole of iwi collective settlement) over strategic assets, hui a iwi consultations; negotiations with the Te Hiku Forum; and visits to learn from other iwi groups that have settled with the crown;

The negotiations process for NgaiTakoto's engagement both within the Forum and individually has been fast tracked and does not follow the standard procedure for historical settlement negotiations due to the shortened timeframes agreed between the Crown and the Forum for a proposed Deed of Settlement. As a consequence, all 7 Phases will operate simultaneously, rather than consecutively and involve a complexity of multi-pronged activities happening at once for the NgaiTakoto negotiations team. This means that the workload for them is a lot more active as they involve themselves in negotiations with the Forum, their own specific claim with the Crown, bi lateral, tri lateral negotiations with other Iwi groups over cross claims.

In addition the NgaiTakoto project team will continue to seek, as before, funding of work stream processes and propose a series of Milestone payments from the Runanga to allow work to be achieved in compressed timeframes and with financial resources on hand to expedite progress.

## WORK TASK ONE – SUMMARY

- 1 Continue negotiations towards NgaiTakoto Settlement Legislation
- 2 Continue Legislation Drafting within the Te Hiku Iwi Forum group
- 3 Drafting Deed Of Settlement Legislation completed
- 4 NgaiTakoto Treaty Settlement Legislation Enacted by Parliament







*Toi tu te kupu, toi tu te mana,  
toi tu te whenua*

*Hold fast to your word, to your mana  
and to your land, or perish*



## Work Task 2: PSGE

Form a tribal authority (Post Settlement Governance Entity) that majority stakeholders understand and agree to it as the best option. This is likely to include cultural, organisational, and structural changes to how NgaiTakoto operate now. Develop a Commercial and Charitable Trust component to the structure and a strategy and works programme within those portfolios; Scholarships, Property Management and Assets.

### 2.0 Introduction

We are progressing with the development of the PSGE, the draft structure is outlined below and aims to include the NgaiTakoto aspirations we had discussed with our members last year.

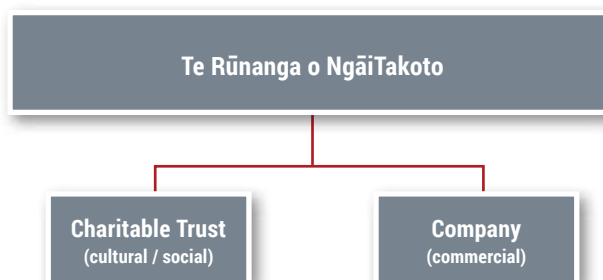
### 2.1 PSGE aspirations

- 2.1.1 The structure ensures high levels of accountability and transparency – these matters will be covered in the PSGE trust deed (and other constitutional documents), but are fundamental to the process;
- 2.1.2 Beneficiaries/Marae representation and mechanisms for motivating the beneficiary/marae representatives to work towards the goals of the post settlement governance entity (PSGE) and collective NgaiTakoto vision.
- 2.1.3 Establishes an economic commercial arm that is highly accountable for its operations, with people that have expertise in investments, the ability to increase the asset base, and will ensure best practice processes are followed. Consideration is given to activities such as Forestry, Farming, Property development, and small business
- 2.1.4 A charitable trust will be created that will manage the social/cultural aspects of NgaiTakoto

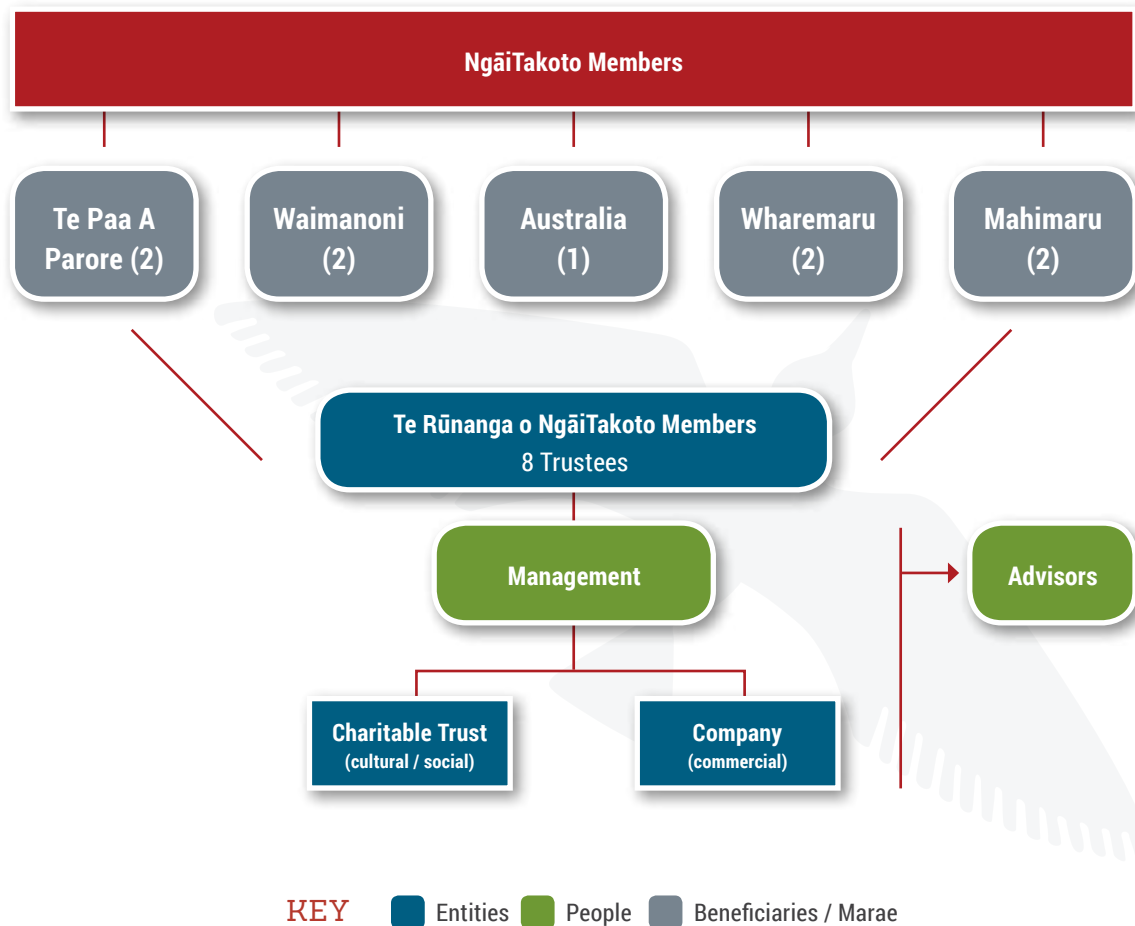
### 2.2 Draft PSGE structure

#### Te Rūnanga o NgāiTakoto

- Private trust model
- **8 Trustees (interim arrangement)**
- Compliant with Crown principles
- Flexibility to create **companies and charitable trusts** as needed
- Ability to move current mandated entity (NTRU Trust) into the structure as the charitable trust



## PROPOSED REPRESENTATION MODEL



## WORK TASK TWO – SUMMARY

- 1 Revisit and redraft Trust Deed constitution, obtain ongoing specialist advice on Development, Ratification, Implementation and ramifications of a new NgāiTakoto Governance Entity;
- 2 Obtain specialist advice on tax implications, transfer of assets to new Governance Entity; the establishment of the Governance Entity by July 2016 or prior too.
- 3 Obtain Specialist Advice to develop revenue streams and enterprise opportunities at a micro and strategic level.
- 4 Communications with IRD, accountants, lawyers, organisational development experts; Build in sufficient support to up-skill directors, trustees and potential candidates through programs like the institute of directors.
- 5 Forecast budgets to administer the new entity



# Te Rūnanga o NgāiTakoto Trust

## Trustees' Initial Resolutions – 8<sup>th</sup> March 2013

Account of resolutions to be included in Trust Board minutes:

### IT WAS RESOLVED THAT:

1. The Trustees agree to be bound by the terms of the Te Rūnanga o NgāiTakoto Trust Deed (Deed);
2. The Trustees agreed to be bound the terms of a deed of settlement concluded between NgāiTakoto and the Crown in October 2012, settling NgāiTakoto's historical grievances;
3. The Trustees agree to prepare a Post-Deed Implementation Plan, outlining key work-streams required to progress to the legislative stage of Settlement. The plan will include a business case and budget.
4. A bank account in the name of the Te Rūnanga o NgāiTakoto Trust (Trust) would be established for the purpose of receiving the proceeds of settlement with the Crown, and for any other purpose that is consistent with the Deed;
5. [insert law firm] were appointed solicitors for the Trust;
6. [insert accounting firm] were appointed accountants for the Trust;
7. [insert accounting firm/auditors] were appointed auditors for the Trust.

### SIGNED by the following individuals:


Wallace Rivers



Mangu Awarau



Dale Mehana



Jasmine Marino

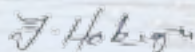


Trudy Brown – Patuwairua



### in the presence of:

WITNESS



Name: Fran Hakianga  
Occupation: Administration  
Address: 4 Dods Road  
RD 2 Kaitiaki



*E tipu e rea, mo nga ra o tou ao  
Ko o ringa ki te rakau a te pakeha  
Hei ora mo to tinana  
Ko to ngakau ki nga taonga a o Tipuna  
Hei tikitiki mo to mahunga  
Ko to wairua ki Te Atua  
Nana nei nga mea katoa...*



*Grow tender shoot,  
for the days of your world,  
Your hands to the tools of the  
pakeha,  
for the wellbeing of your body,  
Your heart to the treasures  
of your ancestors,  
as a crown for your head,  
Give your soul unto God,  
the author of all things....*

# Work Task 3: Vision and Purpose

Within the structure of the PSGE refine and clarify our scope of business, vision and purpose, and core values. Create an organisation and develop capabilities that reflect our people and place in Te Hiku, Aotearoa, the world.

## 3.1 Introduction

As an Iwi we are engaged in working towards our 20/20 vision but over the next three years and within our new structure we need to further develop and instill our guiding values as we shape our strategies and future policies.

Policies based on our values will help our people no matter what age, marae or country, to personally relate to and translate the vision when they are making choices on behalf of the Rungana. This consistency of behaviour is what makes us who we are, and builds on and integrates our past and future.

## 3.2 20/20 Vision

“Our people have a legitimate right to an environment that is adequate for their healthy living and wellbeing, the objective for any Authority that has anything to do with our environments, and its resources, is to ensure that the management of such, meets the needs of our NgaiTakoto people today, without compromising the heritage of our future NgaiTakoto generations as to their needs tomorrow...”

## 3.3 Purpose

To realise our tribes aspirations our PSGE will have both a commercial and charitable arm, as detailed in Part 2.0, this structure should allow for some ‘heart and head’ in our decision making and influence over our future plans. It is important we get the balance right and will be working with our members and external advice to keep our vision in our grasp.

## 3.4 Crown Policies

The development of our PSE must also comply with Crown policies, including the three core principles of:

- Accountability
- Transparency
- Representation

## 3.5 Our Values

Te Runanga O NgaiTakoto Iwi Values as outlined in our 20/20 Vision are detailed below:

| Value                        | Description   |
|------------------------------|---|
| <b>Independence</b>          | An independent, political, economic and industrial organisation of members in which the organisation's operations consistently reflects our values and strategies   |
| <b>Democratic leadership</b> | Democratic leadership processes, systems and forums that are; Participative, Inclusive, Transparent, Disciplined and Focused to achieving our strategy  |
| <b>Credibility</b>           | Being credible because we will consistently be required to deliver the outcomes of our values and strategies to our people in a well organised, efficient and coherent manner.  |
| <b>Integrity</b>             | Having organisational integrity because we are to be trustworthy and have an open and honest relationship with our people, within our own organisation and with others, at all levels   |
| <b>Communication</b>         | Having a communication that demonstrates Creativity, Clarity, Diversity and Motivates participation from all members and others to achieving our strategies   |
| <b>Change</b>                | Therefore we seek to create an environment that encourages cooperation and effects change, An environment which also maximises individual personal development (investment) and in turn contributes to the development of the tribe as a whole. |

## WORK TASK THREE – SUMMARY

- 1 Confirm the above values as a governance unit and then that they resonate with our tribe
- 2 Qualify the Crown values and what and how they will come to life in Te Runanga O NgaiTakoto
- 3 Include Values/Vision/Purpose in communication and organisational strategies





## Work Task 4: Operations

Continue to maintain our Administration, Management Operations, develop clear governance roles and build people capacity internally and external to the business. Identify external expertise and specialist roles.

### 4.1 Introduction

Basically we need to keep the organisation running on a day to day level as we transition to a PSGE. This includes office administration, technical support, human resources, organising travel, meetings and preparation of monthly board papers.

4.2.6 Ensure payment for services across the project phases, manage and report on budget/actual cash flows, provide administrative and project management support across all phases, manage procurement and maintenance of resources and assets.

### 4.2 Organisational Capabilities

- 4.2.1 Continue to develop a simple yet efficient database & systems to centrally store / archive reports and information (paper and electronically).
- 4.2.2 Resources are needed for project management and to maintaining an office, including payments for skilled manpower.
- 4.2.3 Confirm the roles and resources required of the project team and general manager. Develop job and performance agreements.
- 4.2.4 Develop or improve upon quality systems and process templates for administrative operational requirements.
- 4.2.5 Meet with accountants, build internal skill capacity in governance, management, financials, planning; solicit specialist advice to build internal capacity and capability through a work force development strategy; obtain specialist advice to help establish the systems, processes and operating procedures where required including HR, finance, technology, and communications.

### 4.3 Technical Expertise

- 4.3.1 Specialist funding will be sought through its own specific allocated budget and this enables Te Runanga O NgaiTakoto to make competent informed choices and decisions to aid the settlement process with the Crown (and other Iwi) and to assist in the direction of our resources and energies post settlement.
- 4.3.2 Legal Counsel currently provides both legal and strategic advice. The Workgroup requires advice throughout this process, and the advice sought and provided for by specialist advisers is mission critical to achieving the strategic work stream goals. This area of specialist support needs to be resourced in order to provide supporting services to achieving the work stream goals.
- 4.3.3 Resources for Specialists in valuations and economics are still required to assess the economic worth of NgaiTakoto assets and complete a stock-take & valuation of these assets including assets under cross claim.



- 4.3.4 NgaiTakoto are still in the middle of the most carved up pieces of land under settlement (the Aupouri Forest, Te Oneroa a Tohe, Kaitaia Township, Rangaunu Harbour, Kaitaia Airport, Sweetwater Block, Muriwhenua South Block). NgaiTakoto will continue to seek guidance on the Crown's "whole of settlement proposal" and the implications for the tribe. BERL has completed viability reports on the Aupouri Forest and other strategic assets within Te Hiku. On completion of these reports, NgaiTakoto will review the findings of the report as to the benefits and risks, to NgaiTakoto in particular.
- 4.4.4 NgaiTakoto would agree at the onset of work the work to be supplied by each of the preferred advisors. The preferred providers at this stage is Tuia Group Limited and they are currently not funded for elements of this work. Their work was previously confined to the Negotiation process and pre settlement phases and to help develop models to form a governance entity and the work required post settlement for the framework of that entity, we would be seeking to continue on with their support for a finite period post settlement.
- 4.4.5 Tax experts, and experienced accounting firms are considerations that can assist helping NgaiTakoto develop the governance body and provide information when required as part of that objective.
- 4.4.6 Given the desire to move toward a formal structure, specialist advice to establish internal management planning and support systems are advantageous – getting it right now will reduce cost and energy downstream and make for a seamless transition when the new entity is established. Other providers may be approached to assist with organisational development and workforce development. They may also prepare the contracting services/agreements and help with functions/role, training and guidance
- 4.4.7 Independent expertise to assess NgaiTakoto's redress position including our social, cultural, environmental, economic position now and in the future may be achieved through the engaging of economists and researchers.

## WORK TASK FOUR – SUMMARY

- 1 Identify and recruit specialist staff or suite of approved contractors
- 2 Continue business as usual



## Work Task 5: Communication

Continue to improve our Communications to effectively engage and inform our people so they are inclusive in our shared vision and ongoing development.

### 5.1 Introduction

Critical to the success of NgaiTakoto is an effective communication strategy. This has come along way over the settlement process and we want to keep up that membership inclusion and shared vision for our future over the next three years and beyond.

As we move into a new period that requires a “new way of doing things” and a time that requires NgaiTakoto to look towards a bigger picture, so too are people looking at us. Our intention is through professional and engaging communications present a confident and clear image of ourselves, our history and our vision.

### 5.2 Communication Strategy

- Deliver hui a iwi consultations throughout Aotearoa - Australia on the opportunities and options and include discussions / Ratification on the recommended model for the tribal entity (PSGE),
  - Improve upon and redesign and maintain the NgaiTakoto website;
  - Promote the attendances of NgaiTakoto members to hui concerning the implementation of a PSGE.
  - Import where required and engage with specialist advice providers to help the Runanga implement a communication strategy across a suite of communication mediums to stimulate interest in the projects progress and importantly to strengthen people's identity and association to NgaiTakoto.
  - Help develop, edit and package key messages/reports.
  - Employ a part time communications worker to oversee communications, update the website including blog/U-Tube/Facebook etc., write regular media releases, oversee web based applications/resources, event manage hui when required.
- Maintain and develop an ongoing effective communication strategy
  - Maintain and improve communication resources and information sheets which raise awareness, allows access and facilitates participation in NgaiTakoto affairs.





*Te amorangi Ki mua, te hapai o ki muri*

*Refers to that whilst there is leadership in the front those at the back play a key role to supporting, the two work in tandem*

## WORK TASK FIVE – SUMMARY

- 1 Develop communication plan & key messages
- 2 Develop Branding Strategy
- 3 Develop improvements to the NgaiTakoto web site / social media
- 4 Member Engagement: Produce regular reports / brochures and circulate widely to members





*If we live as we ought,  
we shall know things as they are, ...  
and if we see things as they are,  
our vision will help us live as we ought.*

# Work Task 6: Beneficiaries/Marae

Continue to increase our Marae beneficiary registrations, participation and decision making. Develop individual Marae vision, project plans & budgets. Create a model that supports their growth and membership knowledge.

## 6.1 Introduction

The identity of NgaiTakoto is in the cohesive social relationships that are derived from whakapapa (kin based) and this physical-social cohesion is centered around our Marae and whanau communities. Marae and their activities provide for social interaction on a daily basis and it's within this environment the socialisation of tikanga, kawa, and lore are implemented, fostered and promoted.

The Marae environment and the interaction that it enables is the most unique feature of our culture, people and identity. NgaiTakoto beneficiaries affiliate to one of four Marae, and through that our Marae are key cornerstones of the development of this PSGE structure and the future vision of NgaiTakoto. Through strengthened Marae affiliations, the alignment of beneficiary aspirations, strong Marae management and developing vision and governance within each Marae, the tribes future will be strong.

This plan also needs to recognize the changing structure of our membership with many relocating to urban environments or Australia, this plan needs to be realistic to this, and how we keep membership and culture strong in these scenarios.

## 6.2 Current Marae membership

Total Marae membership is currently at just over 2000 registered members (2034) and through the ratification of the Treaty Settlement agreement we have connected with many of our whanau. Primary membership as noted to our four Marae:



### 6.2.1 WAIMANONI MARAE

*Registered members: 805*

Situated on State Highway 1 north of Awanui at Waimanoni on approximately 5 acres remaining of the Waimanoni Reservation.

*Urupa: Matarau*



### 6.2.2 MAHIMARU MARAE

*Registered members: 232*

Situated on State Highway 10 East of Awanui at on the banks of the Whangatane River. Approximately 5 acres remaining of the Maori Reservation.

*Urupa: Komako / Matarau*





### 6.2.3 TE PAA A PARORE MARAE

Registered members: 331

North west of Waipapakauri and established on land identified as Maxwell's grant.

Urupa: Te Rewa



### 6.2.4 WHAREMARU MARAE

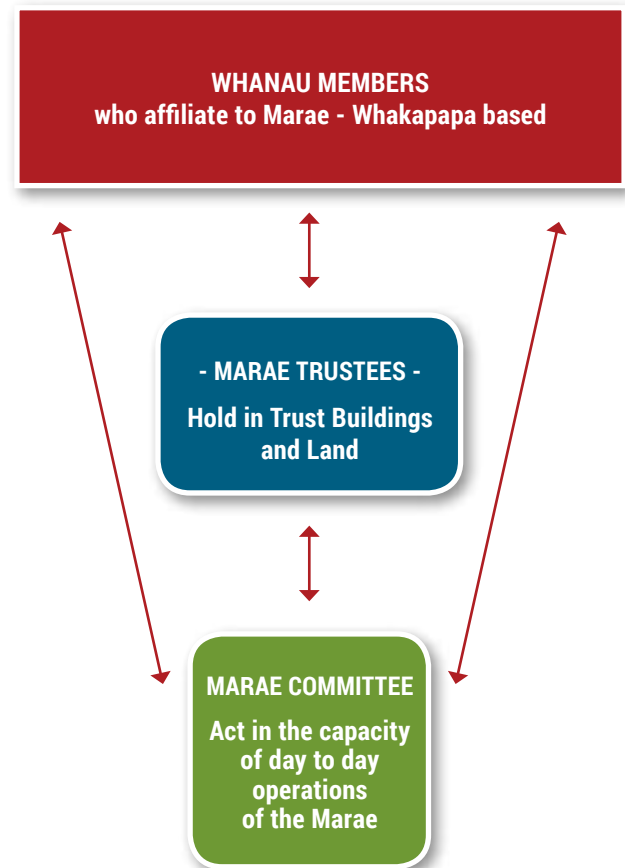
Registered members: 519

Situated on the Shores of the Rangaunu Harbour the Wharemaru Marae has yet to be built and this is one of the aspirations for the whanau from that place. The area set aside for the building is presently called Wharemaru o Kaimaumu.

Urupa: Te Hiritanga o Te Aroha

## 6.3 Current Marae structure

Marae Committees maintain the day to day running of the Marae and the financial management and reporting; such as Power, bookings, bills, maintenance, cleaning, gardens etc. Marae Committee's are elected annually.



## WORK TASK SIX – SUMMARY

- 1 Develop a high quality beneficiary register (includes database management and internet capability)
- 2 Establish an administration position to manage this process and build database from all sources
- 3 Develop database rules, procedures and policies including parameters for beneficiary enrolments including privacy and engagement
- 4 Continue to develop an urban and off-shore strategy for urban Whanau to register and participate in Marae decisions
- 5 Develop a Marae communication strategy that includes monthly reporting, promoting activities and transparency around Marae activities
- 6 Develop Marae Committee capacity and skills through training, support and tools. Ensure a succession plan is in place to develop capacity throughout membership and youth
- 7 Create a vision, strategy and business plan unique to each Marae that reflects the aspirations and future plans of their members over the three year period. These plans and resourcing requirements feed up into the Runanga strategy.

*Ki te kahore he whakakitenga ka ngaro te iwi*

*Without a vision the people will be lost*







## Work Task 7: Environmental Asset Management

Develop an environmental vision, strategy and works programme to support, protect and sustain our environmental assets, land and cultural environments.

### 7.1 Introduction

The identity of NgaiTakoto is strongly associated with our natural environment. The whenua, moana, and awa in the region define us as an Iwi, they are the source of our stories and whakatakuki, and in some cases embody our Tupuna. Over the past 172 years NgaiTakoto's ability to express these relationships and exercise our kaitiaki responsibilities has been drastically eroded. Through our settlement redress we have had these assets and the responsibilities returned to us and over the next three years of this Te Ata Hapara process we need to develop a strategy to manage and develop this.

### 7.2 Cultural/ Environmental Assets

NgaiTakoto cultural redress with the Crown provides recognition of the traditional, historical, cultural and spiritual association of NgaiTakoto with places and sites owned by the Crown within their primary area of interest.

A total of ten properties will be vested in NgaiTakoto, and six jointly vested in one or more other Te Hiku iwi (approximately 1355 hectares).

#### 7.2.1 SITES TO BE VESTED IN NGĀITAKOTO

- Wharemaru / East Beach site, 1000 hectares (approx.)
- Kaimaumau Marae site, 14.57 hectares (more or less)
- Waipapakauri Beach site, 6 hectares (approx.)
- Waipapakauri Papakainga site, 5.3 hectares (approx.)
- Bed of Lake Ngatu, 54 hectares (approx.)
- Bed of Lake Rotokawau, 16 hectares (approx.)
- Bed of Lake Ngakapua, 14 hectares (approx.)
- Bed of Lake Katavich, 7 hectares (approx.)
- Bed of Lake Waiparera, 112 hectares (approx.)
- Hukatere site A, 2 hectares (approx.)

#### 7.2.2 JOINT VESTING TO NGĀITAKOTO AND TE RARAWA

- Tangonge site, 110 hectares (approx.)
- Lake Tangonge site A, 31 hectares (approx.)

#### 7.2.3 JOINT VESTING TO NGĀITAKOTO, TE RARAWA, NGĀTI KURI AND TE AUPŌURI

- Te Oneroa-a-Tōhe sites, totalling 214 hectares (approx.)





### 7.3 Statutory Acknowledgements and deeds of recognition

The settlement also provides for Statutory Acknowledgements and deeds of recognition over the following sites and these assets and the joint management and relationships need to be considered within this Work Task.

- Lake Heather (Wai Te Huahua)
- Lake Rotoroa
- Lake Waikaramu
- Remainder of Lake Ngatu Recreation Reserve
- Rarawa Beach Campground
- Kowhai Beach
- Southern part of Waipapakauri Conservation Area
- Whangatane Spillway
- Awanui River


### 7.4 Cultural redress fund

NgāiTakoto have a cultural redress fund of \$2.4 (less \$300K) for the purposes of purchasing or negotiating additional culturally significant properties.



## WORK TASK SEVEN – SUMMARY

- 1 Identify the additional properties of significance
- 2 Negotiate transfer, or opportunities to transfer, these assets to NgāiTakoto
- 3 Establish a small Environmental team with resources to manage this Work Task over the next three years
- 4 This team is to develop a strategy around the future vision, management and kaitiaki of these assets.
- 5 The asset strategy and work tasks of each will have varying degrees of input; some with little to low intervention, while others can be pro actively enhanced through planting, protection, natural laws, communication, youth ownership



*Na to rourou, na taku rourou,  
ka ora ai te iwi*

*With your contribution and my contribution,  
the wellbeing of the Iwi is secured*

# Work Task 8: Partnership Alliances

Develop and strengthen the structure and working relationships with collective Iwi organisations, co-governance arrangements and within the wider political, regulatory and social-economic environment.

## 8.1 Introduction

With the treaty settlement outcomes comes a necessity to engage with other critical groups/organisations who play a role within Te Hiku and the wider operational environment. We need to continue our journey and assist in shaping these foundations and relationships with key stakeholders who we not only engage with, but who can ultimately assist (or hinder) us in achieving our aspirations and the outcomes that we seek for our people.

## 8.2 Environments

Critical to the success of this plan, and indeed NgaiTakoto moving forward, is our ability to develop an organisation that can influence the political, economic, industrial and social environments we operate in for the best the interest of our members.

A relationship strategy is nothing new and inherent in our 20/20 Vision which talks clearly of:

- Establishing influence (for NgaiTakoto) through partnership in industry, economic enterprises and social environments.
- Advancing our NgaiTakoto Organisation within specific industries and within sectors of Government and local government services.
- Establishing NgaiTakoto credibility in partnership with our local communities and other organisational bodies
- Being an advocate of NgaiTakoto interests in the quality and delivery of services

We need to recognise and plan for how the regulatory environment impacts on our business and assets. Resource management and consents will become a greater component of our role now that we are managing assets and developing business opportunities.

## 8.3 Relationships

This includes developing and maintaining relationships with: Far North District Council, Northland Regional Council, Office of Treaty Settlements, Crown Forestry Rental Trust, Forum Working Parties, Te Aupouri, Te Rarawa, Ngati Kahu, Ngati Kuri, NgaiTakoto Marae (x4) Department of Conservation, Ministry of Primary Industries, Crown, Bank of New Zealand, Chartered Accounts, LandCorp,

Cooperation can address capability needs and we can work together through Te Hiku Forum and Te Hiku Social Accord to influence our operating environments.

Te Hui Topu o Te Hiku o Te Ika - This Forum has been established to deal with the collective interests of Te Rarawa, Te Aupouri, NgaiTakoto, Ngati Kuri, and Ngati Kahu in terms of Treaty Claims. The Forum focuses on developing solutions for common interests in relation to Te Aupouri Crown Forest lands, rentals and compensation; Te Oneroa-a-Tohe; and other interests as agreed. In January 2010, the Agreement in Principle was signed by NgaiTakoto, the 4 remaining Iwi, and the Crown.

## WORK TASK EIGHT – SUMMARY

- 1 Develop and strengthen relationships with key partners via communication channel and ongoing forums
- 2 Develop strategic goals for the future aspirations of the iwi, setup networks and a relationship management strategy; and shortlist potential priorities.
- 3 Work to establish roles, strengths and resources across Te Hiku Forum
- 4 Governance and partnership mentoring through the Ice House and BNZ – individually for NgaiTakoto and collectively with other Iwi
- 5 Persist with local government relationships and work with Te Hiku Forum to get partnership agreements in place
- 6 Continue to lead greater social change policy via Te Hiku Accord





# Proposed work plan

## November 2013 - November 2016

As identified as Key Work Tasks from NgaiTakoto Business Plan.

| PREPARATION UPON RECEIPT OF BUSINESS PLAN | PROVIDER |
|---|----------|
| Confirm approval of x3 Year Business Plan | TRON     |
| Implement contents of Business Plan       | CEO      |
| Approval to appoint a NgaiTakoto CEO      | TRON     |

### Work Task 1.1 - 1.4 Legislation Negotiations (include Forum & Crown)

|  |             |
|--|-------------|
| Continue negotiations towards NgaiTakoto Settlement Legislation  | Negotiators |
| Continue Legislation Drafting within the Te Hiku Iwi Forum group | Negotiators |
| Drafting Deed Of Settlement Legislation completed                | Negotiators |
| NgaiTakoto Treaty Settlement Legislation Enacted by Parliament   | Negotiators |

### Work Task 2.1 - 2.6 (PSGE) Forming the New Governance Entity

|  |             |
|--|-------------|
| Develop Implement / complete PSGE proposals                        | CEO/Project |
| Implement Entities Commercial / Charitable/Sponsorships            | CEO/Project |
| Engage Specialist Advice: Taxation / Accounting / Auditing/Banking | CEO/Project |
| Review Runanga Trust Deed  |             |
| Scholarships / Sponsorship / Distribution Policies                 |             |

### Work Task 3.1 - 3.3 Vision and Purpose

|   |      |
|---|------|
| Refine and Clarify Scope of NgaiTakoto Business Vision, Core Values and Purpose | TRON |
|---|------|

### Work Task 4.1 - 4.2 Operations

|  |     |
|--|-----|
| Continue to Maintain office and Administrative requirements. Maintain Financial controls and systems | CEO |
| Identify specialist staff  | CEO |



|  | PREVIOUS  | FIRST 6 MONTHS: AUG 2013 - DEC 2013 |     |     |     |     |      |      |          |
|--|-----------|-------------------------------------|-----|-----|-----|-----|------|------|----------|
|  |           | AUG                                 | SEP | OCT | NOV | DEC | 2014 | 2015 | 2016     |
|  |           | Aug 2013                            |     |     |     |     |      |      |          |
|  |           | Aug 2013                            |     |     |     |     |      |      | Nov 2016 |
|  | July 2013 |                                     |     |     |     |     |      |      |          |

|  |          |  |          |           |
|--|----------|--|----------|-----------|
|  | Oct 2012 |  | Nov 2013 |           |
|  | Oct 2012 |  | Nov 2013 |           |
|  | Oct 2012 |  | Nov 2013 |           |
|  |          |  |          | June 2014 |

|  |           |          |               |
|--|-----------|----------|---------------|
|  | Oct 2012  |          | Nov 2016      |
|  | June 2012 |          | Nov 2016      |
|  | Aug 2013  | Dec 2013 |               |
|  |           |          | Feb-June 2014 |
|  | Aug 2013  |          | Feb 2014      |

|  |          |          |  |          |          |          |
|--|----------|----------|--|----------|----------|----------|
|  | Aug 2013 | Nov 2013 |  | Nov 2014 | Nov 2015 | Nov 2016 |
|--|----------|----------|--|----------|----------|----------|

|  |          |          |      |
|--|----------|----------|------|
|  | Aug 2013 |          | 2016 |
|  | Sep 2013 | Dec 2013 |      |



## Proposed work plan continued

As identified as Key Work Tasks from NgaiTakoto Business Plan.

| PREPARATION UPON RECEIPT OF BUSINESS PLAN | PROVIDER |
|---|----------|
|---|----------|

### Work Task 5.1 - 5.4 Communication

|  |     |
|--|-----|
| Develop communication plan & key messages  | CEO |
| Develop Branding Strategy  | CEO |
| Develop improvements to the NgaiTakoto web site / social media                         | CEO |
| Member Engagement: Produce regular reports / brochures and circulate widely to members | CEO |

### Work Task 6.1 - 6.7 Marae / Beneficiaries

|   |           |
|---|-----------|
| Improve, Complete, Processes for Marae Registrations & Approvals. Develop IT                  | CEO       |
| Administration of Registrations Data Base / IT  | CEO/Marae |
| Developing Marae / Members Participation and Strategic Business Planning - Includes Australia | Marae     |

### Work Task 7.1 - 7.5 Environmental Asset Management

|  |     |
|--|-----|
| Identify Properties of additional significance and negotiate transfer back to NgaiTakoto | CEO |
| Develop Foundational Vision, Management Strategy and Works Programme                     | CEO |

### Work Task 8.1 - 8.8 Partnership Alliances

|   |          |
|---|----------|
| Developing, Strengthening, and Maintaining relationships - Crown, Iwi, Local Govt, Business, NgaiTakoto Australia | CEO/TRON |
| Governance and Partnership Mentoring Programmes Ice House / BNZ /Training   | CEO/TRON |





|  | PREVIOUS | FIRST 6 MONTHS: AUG 2013 - DEC 2013 |     |     |     |     |      |      |      |
|--|----------|-------------------------------------|-----|-----|-----|-----|------|------|------|
|  |          | AUG                                 | SEP | OCT | NOV | DEC | 2014 | 2015 | 2016 |

|  |  |          |  |  |  |          |      |      |      |
|--|--|----------|--|--|--|----------|------|------|------|
|  |  |          |  |  |  | Dec 2013 | 2014 | 2015 | 2016 |
|  |  | Aug 2013 |  |  |  | Dec 2013 |      |      |      |
|  |  | Aug 2013 |  |  |  | Dec 2013 |      |      |      |
|  |  |          |  |  |  | Dec 2013 | 2014 | 2015 | 2016 |

|  |  |          |  |  |  |          |                 |      |      |
|--|--|----------|--|--|--|----------|-----------------|------|------|
|  |  | Aug 2013 |  |  |  | Dec 2013 |                 |      |      |
|  |  |          |  |  |  | Dec 2013 | 2014            | 2015 | 2016 |
|  |  |          |  |  |  |          | Feb-Nov<br>2014 |      |      |

|  |  |  |  |  |  |  |          |      |      |
|--|--|--|--|--|--|--|----------|------|------|
|  |  |  |  |  |  |  | Mar 2014 | 2015 | 2016 |
|  |  |  |  |  |  |  | Mar 2014 | 2015 | 2016 |

|  |  |          |  |  |  |  |           |           |      |
|--|--|----------|--|--|--|--|-----------|-----------|------|
|  |  | Aug 2013 |  |  |  |  | 2014      | 2015      | 2016 |
|  |  |          |  |  |  |  | June 2014 | June 2015 |      |



**TE TIRITI O WAITANGI**

*Me ako a tatou tamariki,  
He kawenata, Te Tiriti O Waitangi,  
ona putaketake,  
He Rangatiratanga,  
He Manaakitanga,  
He Tohungatanga,  
He Whanaungatanga,  
He Ukaipo,  
Otira, kei tua ko te aka matua,  
tona ingoa,  
KOTAHITANGA*

**THE TREATY OF WAITANGI**

*We must teach our children  
the covenant of the Treaty of Waitangi,  
the root connections being;  
the coming together and uplifting of people,  
the responsibilities of caring,  
the teachings of wisdom's,  
the maintenance of relationships,  
the nurturing,  
however beyond these, is the parent root  
that name is;  
UNITY*



# Appendices Content

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# Specialist Advisors

## Legal Services

### **TOKO KAPEA**

*Director*

Tuia Group

Level 6 Wakefield House, 90 The Terrace, PO Box 10086,  
THE TERRACE, WELLINGTON 6143

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## Iwi Advisor

### **HEMI TOIA**

*Business Manager*

Te Waka Pupuri Putea (Te Rarawa)

## Accountants

### **CRAIG WELLS**

*Chartered Accountant*

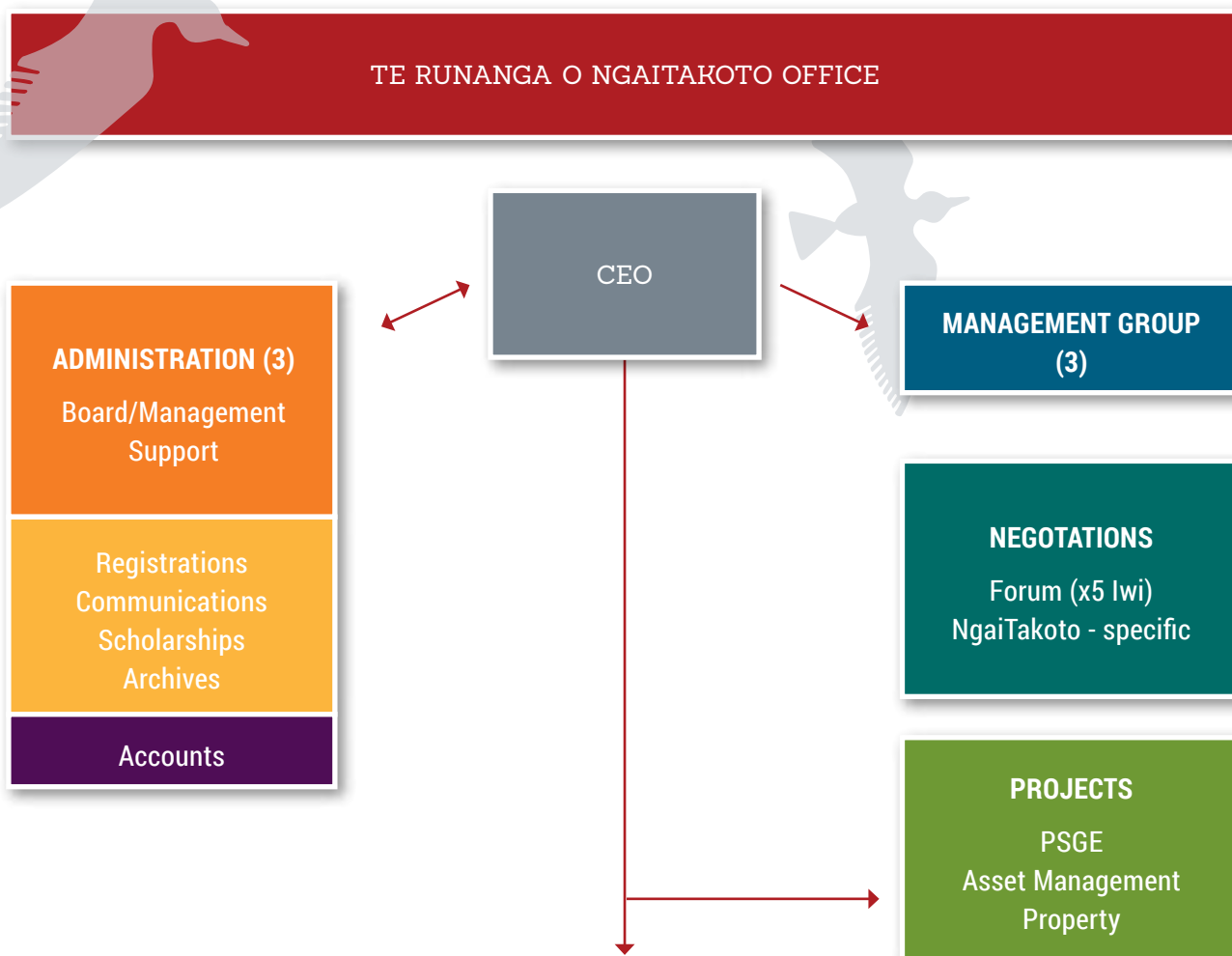
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# NgaiTakoto Office Structure



# Risk Management

Te Runanga O NgaiTakoto – November 2013 – November 2016

## Introduction

The following policy for managing the risks for the NgaiTakoto Research Unit Trust in conducting settlement negotiations with the crown and the Te Hiku Forum and developing a post-settlement entity contains two major elements:

**The Plan** seeks to identify / anticipate the risks the Te Runanga O NgaiTakoto will encounter as it goes about facilitating and completing negotiations; developing Legislation to the NgaiTakoto Deed of Settlement proposal with the Crown and aiding the passage of NgaiTakoto / Te Hiku settlement legislation.

**The Plan** seeks to identify the risks the Te Runanga O NgaiTakoto will encounter as it develops a post settlement governance entity and structure for the return of and management of NgaiTakoto settlement Quantum / assets.

## Background

The Te Runanga O NgaiTakoto has entered a united arrangement with Te Rarawa, Ngati Kahu, Ngati Kuri & Te Aupouri to jointly enter negotiations with the Crown for settlement over the strategic assets for all five iwi. However, it is desired that two Deeds of Settlement for NgaiTakoto are achieved – one

that sees NgaiTakoto receive equity in the 5-tribal settlement and one which sees NgaiTakoto successfully negotiate for historical grievances specific to NgaiTakoto. Therefore, this risk assessment is made by the Te Runanga O NgaiTakoto to achieve these goals in tandem of each other.

The time frame for achieving Settlement Legislation for NgaiTakoto and Te Hiku Iwi is proposed for June 2014 or sooner. Because of the fast tracking arrangement with the crown on the Te Hiku collective settlement, a methodical and robust approach by the Te Runanga O NgaiTakoto to its tasks ahead is absolutely essential.

## Risk Profile

The following profiles are outlined on the basis of the plans and policies the Te Runanga O NgaiTakoto has developed to guide it as it fulfils its obligations to ensuring that it meets its specific targets and has the planned ability to address any of the issues that may arise during the course of this work. Many of the responses to addressing the risks will be subject to member's scrutiny and the scrutiny of the Crown, Office of Treaty Settlements, and specifically members and affiliates of NgaiTakoto Iwi.

| PART 1                 | RISK   | RISK MANAGED MECHANISM OR PROCESS   | RISK (H/M/L) | MANAGED BY WHOM   |
|------------------------|--|---|--------------|-------------------|
| Maintain Office Set Up | <ul style="list-style-type: none"> <li>Information is not coordinated.</li> <li>Poor systems and processes.</li> <li>Capacity and Capability of staff and HR systems and processes is lacking.</li> </ul>                            | <ul style="list-style-type: none"> <li>Seek appropriate resources to maintain and operate an office.</li> <li>Establish central filing facility – on line and manual</li> <li>Seek external support to establish robust admin reporting systems</li> </ul>  | Medium       | Admin CEO         |
| Contracts for Service  | <ul style="list-style-type: none"> <li>Short timeframes</li> <li>Lack of job security</li> <li>Downtime finding suitable skills</li> <li>No agreements templates</li> <li>Compressed timeframes</li> <li>Poor performance</li> </ul> | <ul style="list-style-type: none"> <li>Work specs, performance outcomes and timeframes agreed and understood prior to signing</li> <li>Monthly updates to the Te Runanga O NgaiTakoto Board</li> <li>Regular monitoring and tracking by CEO</li> <li>Initiate HR actions where appropriate</li> </ul> | Medium       | TRON CEO Admin    |
| Work steam Activities  | No enough resources or funding provided to complete tasks  | <ul style="list-style-type: none"> <li>Outsource to other agencies (interim)</li> <li>Develop capability of people to manage</li> <li>Report to Board where required</li> </ul>   | High         | TRON CEO Proj-Man |
| Human Resource         | <ul style="list-style-type: none"> <li>Cannot locate skills required</li> <li>Unclear on roles and responsibilities</li> <li>Unsure of hours/manpower</li> <li>Part time work too insecure for skilled labour</li> </ul>             | <ul style="list-style-type: none"> <li>Use networks to shoulder tap</li> <li>Provide proper induction and training</li> <li>Develop HR policies to assist and have the right systems and processes in place</li> <li>Remunerate more to offset part time work</li> </ul>                              | Medium       | TRON CEO Proj-Man |



| PART 1                            | RISK   | RISK MANAGED MECHANISM OR PROCESS  | RISK (H/M/L)                   | MANAGED BY WHOM  |
|-----------------------------------|--|--|--------------------------------|--|
| Budgets                           | <ul style="list-style-type: none"> <li>Reliance on Banked Funds only- poor planning</li> <li>Reduced TRON funding streams policy not flexible enough to deal with truncated time frame and compacted settlement process do not support to achieve outcomes sought.</li> </ul>  | <ul style="list-style-type: none"> <li>Provide TRON board with a comprehensive plan illustrating risk of using their current rules when playing field has changed</li> <li>Implement Financial controls policy</li> <li>CEO monthly reports to Workshops for Board to support and enhance operations</li> <li>Regular meetings with negotiators, Board and legal counsel</li> </ul>  | High                           | TRON CEO<br>Proj-Man<br>Accounts                                   |
| Timelines                         | <ul style="list-style-type: none"> <li>Te Hiku Forum overshadowing activity for NgaiTakoto - whirlpool</li> <li>Crown / Te Hiku Forum moving at fast pace destabilizes TRON work plans</li> <li>Compressed timeframes create conflict and inefficiency Compressed timeframes result in hasty ill thought through decisions by TRON</li> <li>Compressed timeframes make it difficult to project manage multiple work streams and find expertise at short notice.</li> <li>Workload of Project team is extreme in order to maintain and deliver within timeframes</li> </ul> | <ul style="list-style-type: none"> <li>Negotiation team present monthly reports from the Te Hiku Forum &amp; current negotiations</li> <li>Project team leader provides monthly reports on work plans</li> <li>Outsource work to prepare project briefs, tenders and to locate/shortlist specialist advisers for TRON approval</li> <li>TRON meetings are disciplined and well chaired = reps have been sent reports prior to meetings</li> <li>Ensure that Negotiations Project Team has access to sufficient quality supports, HR, resources</li> </ul>  | High<br><br>High               | Negotiations<br>Team TRON CEO                                      |
| Cost of Business Plan Activities' | <ul style="list-style-type: none"> <li>Under budgeted – need more money</li> <li>TRON funding process slows momentum</li> <li>Funding limitations impact on progress and Business Plan activities.</li> </ul>  | <ul style="list-style-type: none"> <li>Set financial parameters for technical advice sought</li> <li>Monitor technical advisors closely</li> <li>Active contract management in all areas.</li> <li>Develop Communications Plan</li> <li>Regular Budget Monitoring</li> <li>Financial controls policy</li> <li>Maintain confidentiality of information</li> </ul>   | High                           | TRON CEO<br>Proj-Man<br>Accounts<br>Specialist Advisors            |
| Overlapping Business Interests    | <ul style="list-style-type: none"> <li>Cross claimants either not ready or unwilling to talk to NgaiTakoto</li> <li>Te Hiku Forum / Crown disadvantages individual settlement rights for NgaiTakoto</li> <li>Crown is reluctant to address overlapping Iwi claim interests appropriately.</li> </ul>   | <ul style="list-style-type: none"> <li>Cohesion in the NgaiTakoto TRON</li> <li>Ongoing work on our settlement package provides further clues for negotiating overlapping issues</li> <li>With urgency engage in hui with other Iwi to produce outcomes that produce a "win win" outcome for NgaiTakoto and others.</li> </ul>   | High                           | TRON<br>Negotiating team,<br>Legal Counsel,<br>Crown,<br>Other Iwi |
| Business Plan Strategy            | <ul style="list-style-type: none"> <li>Clash between tribal expectations and settlement process realities</li> <li>Lack of cohesion - No agreement within TRON and with the negotiators and members</li> <li>Expert advice is costly and ad-hoc does not support outcomes desired.</li> </ul>  | <ul style="list-style-type: none"> <li>Communicate consistently and effectively to the NgaiTakoto Membership</li> <li>Review progress and impact of current settlement strategy TRON accepts ultimate responsibility</li> <li>Regularly planned meetings between Management and TRON members</li> <li>Communicate regularly, provide simple informative updates to NgaiTakoto members build strong relationships with key Experts to ensure expertise is on tap and on time.</li> <li>Align Individual NgaiTakoto progress with that of the Iwi Forum, i.e. communicate individually / collectively</li> </ul> | Medium-High<br><br>Medium-High | TRON CEO<br>Negotiation team<br>Proj-Man<br>Specialist Advisors    |



# Australian Objectives for Te Runanga O NgaiTakoto

## “Connecting with our roots”

### Kia ora tatou katoa,

Numerous ideas were shared among those NgaiTakoto whanau present during the recent Waitangi Day Festival celebration at Holroyd Gardens Park in Sydney's Western suburbs on Saturday, February 9th 2013. The festival was a great opportunity to spend time immersed in all things Maori, including whakawhanaungatanga and what that actually means to those of us residing here in Australia. It is our hope that the majority of our future projects here in Australia will be self-sustainable wherever possible and view any possible external funding as a bonus. The key goals that we hope to achieve development in are as follows;

1. Communication
2. Kaupapa
3. Education
4. Administration
5. Marae
6. Whakapono

There are many facets to each of these goals and more time needs to be spent in delivering a business plan specific to each. However, our initial aim is to put some “flesh on the bones” of what may be possible and put this to Te Runanga O NgaiTakoto for consideration for potential funding.

### Communication

We see this as the key to growing our understanding of who we are and where we come from. Unless we can identify who our beneficiaries are and what is it they want then our efforts will be wasted. The recent Waitangi Day Festival in Sydney gave us a

vehicle to reach out to those Maori living in & around Sydney by hosting a stall encouraging any NgaiTakoto members to register to the iwi as well as purchase NgaiTakoto merchandise. What was noticeable was the hunger in “all” Maori residing here in Australia for a way to reconnect with their roots in Aotearoa. There were 8-10,000 people in attendance on the day and our stall was constantly busy answering questions & filling in registrations. It is obvious that our Maori people living here in Australia are looking for more information on their history & their kaupapa but do not know where to begin. With that aim we feel that opportunities are available in various ways;

### REGISTRATIONS

- From knowing who our beneficiaries are we can accurately learn what it is they want to achieve as an iwi
- This is the first step in teaching our people where it is they have come from as it forces them to make the connection back to their whakapapa
- Having a formalised register inherently demands transparency
- We immediately become accountable

### DEVELOPING THE NGAITAKOTO AUSTRALIA WEBSITE

- This is already up and running and the content is largely provided by Te Runanga O NgaiTakoto & other Maori resources from Aotearoa
- The setup & running cost to keep this active are minimal which has been absorbed by NgaiTakoto members living in Australia to date. However, a professional approach needs to be taken to continue this site going forward
- We expect that our site will complement & support the Runanga site, not overshadow it. We can also offer assistance in this field if required



- We expect that this will be the best source of information for our iwi here in Australia for formal literature, events management & educational resources
- Registrations can be driven from this site and information can be passed on to the beneficiaries quickly & effectively
- Some hardware may be necessary to facilitate more professional delivery with meetings and learning resources. Specifically a video camera, an overhead projector and up to date internet hardware.

#### DATABASE

- We feel an accurate record of our iwi members will be critical in getting a consensus of opinion for future decisions on direction for NgaiTakoto in both Australia & NZ
- A cost will have to be incurred to purchase an inexpensive database management system to help maintain this information.
- This database manager may be used together with the Runanga
- This will allow us to filter our beneficiaries into differing categories and to identify target groups, including whanau with specialised skills as well as obtain responses to deliverable information

#### SOCIAL MEDIA

- This is rapidly becoming the medium of choice for many Maori and most definitely our younger generations. We have actively engaged a Facebook page and keep it current with all things NgaiTakoto
- Due to the vast spread of our iwi here in Australia we also see Skype as a great tool to help hold regular meetings and present some educational resources. These are already happening amongst some Te Reo classes and our own monthly meetings.

#### EVENTS

- There are many maori cultural events that take place in Australia each year. Most proceed without the burden of

party politics and tribal bias. Given we are all perceived as “one race” here in Australia, it makes it easier to run events with a collaborative approach.

- The recent Waitangi Day Festival in Sydney was a great example of how we can help our people re-connect and put our NgaiTakoto brand out there. These events are not overly expensive to sponsor and provide significant value in return

#### TATOU TATOU (SOFT LANDING)

- We believe we can help make the transition from Aotearoa to Australia, as well as our whanau returning home to Aotearoa, as hassle free as possible
  - › Whanau here in Australia can act as temporary, unofficial sponsors for whanaunga arriving in Australia to help them integrate
  - › The same can be done for those whanau returning to Aotearoa

#### Kaupapa

This is separate from education as this is what most of the Maori here in Australia cannot readily get access to.

This is where we can help our people connect with who they are and where they have come from. There is a great hunger for tikanga Maori and there is a lack of resources, facilities and kaiako (teachers) to implement any programs. We see an opportunity to help develop programs for all Maori, not just NgaiTakoto and this is where we are desperately under-resourced. We hope to deliver programs in the following areas;

#### WANANGA

- Here we can deliver the greatest opportunity to teach our people the tikana & kawa from home. Things such as;
  - › Te reo
  - › Waiata
  - › Whaikorero
  - › Karakia
  - › Hou Ora
  - › Tangihanga





- We have limited facilities and most of the above are done in peoples' homes with limited room
- We are fortunate to have at least one facility at the church of Te Wairua Tapu which provides some opportunities for our cultural expression but it is located in the Sydney CBD which is far removed from the majority of the Maori population
- Up skill those interested in becoming kaiako
- These wananga can potentially be held in a camp like environment which can be wholly or partly funded by the participants

**LEARNING PACKAGES** similar to Mauri Ora, which are not available in Australia, but hopefully can be replicated and made available to beneficiaries

### Education

There has been a great desire for assistance in continued higher learning for those looking to further their education. This would need to be a sponsored program with any potential funds from Te Runanga O NgaiTakoto that may become available. Eligibility and delivery of any form of scholarship would go through appropriate vetting channels on a "case by case" basis. We may simply dovetail into the existing scholarships that exist in NZ. We would hope to introduce some form of recompense from any beneficiary who might receive such a scholarship which would benefit the iwi, preferably in trade or mentoring.

### Registration

The obvious goal here is to involve as many of our iwi as possible. A formulated approach in spreading the message has already proved fruitful as registrations have grown rapidly. There is a greater number of NgaiTakoto here than people realise and the distance from Aotearoa has proven to be more of a benefit than a hindrance. The political, socio and economic landscape within the boundaries of NgaiTakoto is not an issue here in Australia as we are not living at home. All we are looking to do is reconnect & help move our iwi forward. We hope to achieve growth in registrations by gathering names & email addresses

as this way we can direct information as needed. We can do this in the following ways;

- Networking amongst our whanaunga
- Advertise hui in different major cities of Australia & present the latest information to our iwi
- Have stalls in different Maori community events in all Australian states
- Promote our website
- Social media campaigns

### Administration

There are a number of NgaiTakoto iwi members here in Australia who have been involved with the resurgence of our iwi interests even before the recent Treaty Settlement. Many have taken an active part in furthering these interests here in Australia & have consequently formed a preliminary committee. Ultimately this team will be decided by the beneficiaries here in Australia with our own Constitution & Charter. However, for now, we have taken it upon ourselves to kick start this process & make contact with Te Runanga O NgaiTakoto expressing our objectives. It will be necessary to have a team to drive many of the initiatives that we have in mind, such as those outlined in this paper. The fundamental operation of this team will require basic resources;

- Resources to provide educational programs
- Resources to hold monthly meetings
  - › Travel expenses
  - › Multimedia expenses
- Resources to present the ultimate objectives of Te Iwi O NgaiTakoto around the country
- Resources to administer the IT
  - › Website maintenance
  - › Database management
  - › Hardware
- Resources to create information material
- Resources to procure merchandise
- Resources to promote NgaiTakoto in the greater community



## Marae

Maori are the only major ethnic community in Australia we know of that does not have a cultural focal point of reference. The marae is the epicentre of our kaupapa and in Australia there are none yet we still continue on as best we can. Tangihanga are held in homes, Te Reo classes are held in churches and kapa haka is practiced in scout halls.

*"Our greatest wish is to have a marae  
for the people, built by the people."*

We have recognised several opportunities in the past which typically have had the same recurring obstacles to overcome;

- Working with the local tangata whenua
- Identifying a suitable site
- Procuring sufficient finance
- Appeasing local, state & Federal government
- Enlist the support of the Maori community

These obstacles are not insurmountable but have typically been addressed individually and not as a whole. We are looking at an independent approach which will look to satisfy as many of these criteria before "going public" so as to minimise resistance when genuine opportunities present themselves. NgaiTakoto members are at the forefront of this initiative and the following support from Te Runanga O NgaiTakoto would be welcome;

- Greater collaboration with other iwi to help build a base of moral & financial support
- Trans-Tasman relationship building on national government & corporate levels
- Assistance in protocol for marae procurement of funds

## Whakapono

Karakia and worship has always been an intrinsic part of NgaiTakoto life and it is fundamental to our iwi that we hold onto our spirituality both Maori and Christian in Australia and maintain the balance between the physical and spiritual realms.

How we can do this;

- Support Anglican Maori Missions in Australia
- Joint Venture with Church of Te Wairua Tapu, Sydney
- Resources to provide educational programs
- Resources to produce and print our own literature

These are our fundamental objectives with a realistic understanding that we must start small & grow. Our aim is not to stand with hat in hand begging for a handout as many may believe. The fortunate thing with the recent settlement is that it has been a catalyst for awareness of who we are and the responsibility of being kaitiaki over our iwi settlement. In addition we realise the transition from government dependency to self-sufficiency puts

NgaiTakoto in a strong position to make a real difference in Maori communities both here in Australia & back in Aotearoa. Our small iwi does very much personify the pioke in that regard and many of us here in Australia are looking to identify with our roots & reconnect to our marae. Money is simply the commodity to help further our iwi here in Australia. No one here believes that there will be a pot of gold for one & all to draw from. We understand we will have to earn our way but our way has become considerably clearer.

In conclusion, we in Australia realise that there is much to do to improve the lives of our iwi and we are committed to helping make it happen. We believe that NgaiTakoto are a humble but deliberate people and can lead the way here in Australia with many of the initiatives presented above. We have achieved a good deal already with the resources available to us now, as we have proven. We hope that any assistance granted will allow us to achieve greater things in the future that we can look back on from a humble position and quietly smile about our amazing achievements.

Na matou noa,

**Te Iwi O NgaiTakoto Ahitereiria**

# Conflict of Interest Policy

Te Runanga O NgaiTakoto – November 2013 – November 2016

## Introduction

The ability to make good decisions is sometimes affected by other interests – personal or professional – of individual Te Runanga o NgaiTakoto members/appointed representatives.

It is in the interests of Te Runanga O NgaiTakoto and NgaiTakoto members that this policy enables Te Runanga O NgaiTakoto to manage potential conflicts of interest successfully.

## Background

In practice, the guiding principles of Te Runanga O NgaiTakoto (outlined below) is a Code of Conduct and this indicate that the interests of the NgaiTakoto membership are paramount. Therefore, the conflict of interest policy is pivotal in ensuring that Te Runanga O NgaiTakoto Board members do not put their own professional, personal or other organizational interests, before those of the NgaiTakoto membership.

## When Does a Conflict of Interest Exist?

Common sources of a conflict of interest are when a Trustee or member of the Te Runanga O NgaiTakoto Board is liable to gain:

- › Personal advantage from the decision he or she has been involved in making; or
- › Some advantage for an organization (other than Te Runanga O NgaiTakoto) with which he or she is involved directly.

A conflict of interest might also be considered to exist when Te Runanga O NgaiTakoto members' duties, interests or obligations outside of the Runanga Board can be seen to or do differ fundamentally from his or her obligations as a Board member to Te Runanga O NgaiTakoto. It is acknowledged and accepted that Te Runanga O NgaiTakoto Board members are likely to have affiliations to other iwi. Te Runanga O NgaiTakoto Board members need to be conscious that actual, perceived or potential conflicts of interests may arise as a result of their other iwi affiliations, in which case this policy will apply.

## The Policy

Where a conflict of interest either exists or is perceived to exist, that conflict must be aired and all actual conflicts of interest

disclosed and each recorded in the minutes of the Te Runanga O NgaiTakoto Board meetings.

Where a conflict is proven and/or has been disclosed, all members' must agree unanimously to the management of that conflict and such agreement recorded in the minutes of the Runanga meetings.

## When an actual, perceived or potential conflict is identified:

1. The members' will disclose the conflict fully to the Chairperson and then to all Members;
2. In discussing the conflict, the member's (including the member who has disclosed a conflict) can then decide to:
  - a. exclude the member from being involved in the decision making process; or,
  - b. include the member in discussions but exclude him or her from voting; or
  - c. ask the Member to be absent during discussions about the matter or decisions in question; or
  - d. include the Member to be absent during discussions but ask him or her to leave while further discussion takes place and the decision is made; or
  - e. include the Member in a confidential vote on the matter of decision in question; or
  - f. agree that the Member may participate fully and openly in the discussion and vote.
3. Any Member can ask for any decision to be made by confidential vote where there is a conflict of interest.
4. The minutes of any Te Runanga O NgaiTakoto meetings must record any actual, perceived or potential conflict of interest and record how it was dealt with.
5. When agreement cannot be reached on whether a conflict of interest exists and/or how it should be managed, the Chairperson, may seek legal advice.
6. If the conflict of interest involves the Chairperson, then either the Vice- Chairperson or another Member can seek legal advice.

## Common Sense

The management of conflict of interest requires the application of common sense by all the Members and relies on each Member using his or her judgment about how any particular conflict of interest should be handled.



# Crown Agreements

NgaiTakoto Settlement Redress 2012



Deed of Settlement - *The Redress Package*

| Redress Instrument                     | Item of Redress   |
|--|---|
| <b>Settlement Quantum</b>              | \$21.04m<br>(including \$4.11m on-account payment at signing of Deed of Settlement)   |
| <b>Cultural Redress Funds</b>          | \$2.4m – 1.6mil to purchase Mekerene (or other properties).   |
| <b>Commercial Properties Purchases</b> | <ul style="list-style-type: none"> <li>• Sweetwater Station (Farm)</li> <li>• Office Matthews/Melba St</li> <li>• Kaitaia Nurses Home Rd</li> <li>• 76 Allen Bell Dr</li> <li>• 80 Allen Bell Dr</li> <li>• 6 Summerville Ave</li> <li>• Far North Rd, Houhora</li> <li>• Camp Rd, Waiharara</li> <li>• Off Sandhill's Rd</li> </ul> <div> <u>Transfer / Lease back</u> <ul style="list-style-type: none"> <li>• Awanui School</li> <li>• Paparore School</li> <li>• Waiharara School</li> </ul> <br/> <u>Deferred Selection Properties</u> <ul style="list-style-type: none"> <li>• Kaitaia Intermediate</li> <li>• Kaitaia School</li> <li>• Kaitaia College</li> <li>• Kaitaia Courthouse</li> <li>• 42 Church Rd</li> <li>• Kaitaia Aerodrome</li> <li>• Kura Kaupapa</li> </ul> </div> |

| Redress Instrument         | Item of Redress   |
|----------------------------|---|
| <b>Cultural Properties</b> | <div> <u>Exclusive fee simple to NgaiTakoto</u> <ul style="list-style-type: none"> <li>• Wharemaru / East Beach</li> <li>• Kaimaumu Marae site</li> <li>• Waipapakauri Beach site</li> <li>• Waipapakauri Papakainga</li> <li>• Lake Ngatu bed</li> <li>• Lake Ngakapua bed</li> <li>• Lake Katavich bed Lake</li> <li>• Rotokawau bed</li> <li>• Lake Waiparera bed</li> <li>• Hukatere Site A</li> </ul> </div> <div> <u>Joint fee simple with Te Rarawa</u> <ul style="list-style-type: none"> <li>• Lake Tangonge Site A</li> <li>• Tangonge Site</li> </ul> </div> |

| Redress Instrument  | Item of Redress   |              |          |   |  |
|---|---|--------------|----------|---|--|
| <b>NgaiTakoto Geographic Name Changes</b>   | <table> <tr> <th>Current Name</th><th>New Name</th></tr> <tr> <td> <ul style="list-style-type: none"> <li>• Ninety Mile Beach</li> <li>• Cape Reinga</li> <li>• East Beach</li> <li>• Tatarakihi</li> <li>• Walker Island</li> </ul> </td><td> <ul style="list-style-type: none"> <li>• Te Oneroa a Tohe/Ninety Mile Beach</li> <li>• Cape Reinga/Te Rerenga Wairua</li> <li>• Ngarui-o-te-Marangai Beach</li> <li>• Tutatarakihi</li> <li>• Tahuahua-Paopao-Karoro Island</li> </ul> </td></tr> </table> | Current Name | New Name | <ul style="list-style-type: none"> <li>• Ninety Mile Beach</li> <li>• Cape Reinga</li> <li>• East Beach</li> <li>• Tatarakihi</li> <li>• Walker Island</li> </ul> | <ul style="list-style-type: none"> <li>• Te Oneroa a Tohe/Ninety Mile Beach</li> <li>• Cape Reinga/Te Rerenga Wairua</li> <li>• Ngarui-o-te-Marangai Beach</li> <li>• Tutatarakihi</li> <li>• Tahuahua-Paopao-Karoro Island</li> </ul> |
| Current Name  | New Name  |              |          |   |  |
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| <b>NgaiTakoto Right of First Refusal (RFR)</b>  | 172 years (DoC, MoE, NZ Police, and Housing NZ Corporation properties)  |              |          |   |  |
| <b>Aupouri Forest</b>   | 20% Future Forest Rentals – NgaiTakoto <ul style="list-style-type: none"> <li>• Purchase at \$1,532.mil (NgaiTakoto share) from a total of \$7.760mil</li> <li>• 2mil dividend of current rentals</li> <li>• 8513.2 ha of forest land within NgaiTakoto rohe.</li> </ul>  |              |          |   |  |

| Redress Instrument   | Item of Redress  |
|--|--|
| <b>Statutory Acknowledgements to NgaiTakoto &amp; Deeds of Recognition</b> | <ul style="list-style-type: none"> <li>• Lake Heather (Wai Te Huahua)</li> <li>• Lake Rotorua</li> <li>• Lake Waikaramu</li> <li>• Remainder of Lake Ngatu Recreation Reserve</li> <li>• Rarawa Beach Campground</li> <li>• Kowhai Beach</li> <li>• Waipapakauri South Conservation Area</li> <li>• Whangatane Spillway</li> <li>• Awanui River</li> </ul> |
| <b>Sweetwater Farm:</b>  | Share with Te Rarawa 50/50 Split.<br>Allocation of Dairy Farm Units 1 & 3<br>Jointly share Dairy Unit 2<br>NgaiTakoto Purchase price % shares \$5.800mil (-12 mil)   |
| <b>NgaiTakoto Protocols</b>  | <ul style="list-style-type: none"> <li>• Fisheries</li> <li>• Culture and Heritage</li> <li>• Crown Minerals</li> </ul>  |



## Deed of Settlement - *Collective / Te Hiku*

### Governance of Te Oneroa-a-Tohe/ Ninety Mile Beach

Establishment of a statutory board covering the foreshore and seabed areas of Te Oneroa-a-Tohe

The Board's purpose is to:

Provide governance and direction to protect and enhance the environmental, economic, social, cultural, and spiritual wellbeing for present and future generations

Chairperson to be from manawhenua Iwi; equal Crown/Iwi representation

Acknowledgement of the iwi as kaitiaki of Te Ara Wairua (the spiritual path)

Board to have tikanga-based operation (to protect and improve conservation values)

Retaining public access and recreation



### Korowai for Enhanced Conservation

Establishment of Te Hiku o te Ika Conservation Board to support current conservation regime

Northland Conservation Management Strategy to consist of "Te Hiku o te Ika CMS", as developed by the Board

Local hapu involvement

Key principles:

- Collaborating on shared knowledge/ expertise
- Co-operation
- Early engagement
- Use of tikanga and Te Reo Maori



### Te Hiku o Te Ika – Crown Social Development and Wellbeing Accord

Stems of Crown's failure to provide sufficient land and resources to support Iwi

Overarching purpose is to improve the social wellbeing of Te Hiku Iwi, whanau, hapu and the wider community by:

- Securing a standard of living comparable to rest of NZ;
- Becoming more educated and skilled;
- Being culturally strong (including protection of in-tangible Taonga);
- Being healthy, and having better access to health care (including better housing);
- Having a progressive, secure, and sustainable economy, and;
- Living in a safe and just society, with respect for the democratic process

Implemented through:

- An annual Te Hiku-Crown Taumata Rangatira Hui
- Regular operational engagement with Te Kahui Tiaki Whanau Hui (evaluation, planning, design and implementation strategies to achieve purpose, as above)
- Specific agreements with relevant government departments



| FUTURE |  |
|--------|--|
| 2016   | Implementation of new settlement structure Te Runanga o NgaiTakoto   |
| 2014   | Settlement legislation for Te Hiku Iwi for Parliament  |
| 2013   | Develop NgaiTakoto strategic business plan   |
| 2013   | Te Runanga NgaiTakoto interim Governance Body  |
| 2013   | Te Hiku Social Accord signed at Waitangi   |
| 2013   | Ngati Kuri Deed of Settlement with the Crown   |
| 2012   | Te Aupouri, Te Rawara, NgaiTakoto sign Deeds of settlement with the Crown  |
| 2010   | Te Hiku Iwi Collective signs an agreement in principle with the Crown<br><i>Ngati Kahu withdraw from collective negotiations</i> |
| 2009   | NgaiTakoto advocates collective approach to negotiations - Te Hiku Forum   |
| 2009   | NgaiTakoto establish office in Kaitaia and sign terms of negotiations with the Crown   |
| 2009   | Ngati Kahu negotiations  |
| 2008   | NgaiTakoto reach agreement on mandate with the Crown   |
| 2007   | Te Rawara negotiations reach agreement in principle  |
| 2007   | Te Aupouri negotiations reach agreement in principle   |
| 2000   | Te Hiku Iwi seek mandate to enter negotiations   |
| 1997   | Waitangi Tribunal Muriwhenua Report findings   |
| 1995   | Sealords Deal - Fisheries Settlement   |
| 1986   | Muriwhenu Claim at Waitangi Tribunal   |
| 1975   | The Waitangi Tribunal was established by the Treaty of Waitangi Act  |



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