

2018 – 2023 Strategic Plan

E titia nei e Te Ātiawa, i te iti, i te rahi, te katoa

To shine as Te Ātiawa, the few, the many, all of us



TE ĀTIAWA

O TE WAKA-A-MĀUI

Enabling Te Ātiawa Vibrance & Success

Using our Tino Rangatiratanga, leadership and influence to realise the potential of our people and resources

TE ĀTIAWA
Tikanga
O TE WAKA-A-MĀUI

Pono	Manaaki	Kaitiaki	Pūmau
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Acting with
honesty &
integrity

Enhancing the
mana of others

Being good
guardians

Inspiring unity &
commitment

Kaupapa

Whai Tangata	Whai Rawa	Whai Taumata	Whai Whanaunga
Developing our People	Developing our Economy	Developing our Organisation	Connecting & communicating

Moemoeā

E titia nei e Te Ātiawa, i te iti, i te rahi, te katoa.

To shine as Te Ātiawa, the few, the many, all of us.

Our success lies within the collective potential of the Whānau, Hapū and Iwi.

Introduction

'E Titia' is the Strategic Plan for Te Ātiawa o Te Waka-a-Māui Trust 2018 – 2023.

Te Ātiawa o Te Waka-a-Māui Trust (the Trust) was established as the Mandated Iwi Organisation and Post-Settlement Governance entity for Te Ātiawa o Te Waka-a-Māui. These responsibilities include a range of statutory obligations and functions outlined in the Deed of Trust.

Achieving these responsibilities requires the effective governance and management of funds and resources on behalf of Te Ātiawa o Te Waka-a-Māui descendants.

This Strategic Plan provides guidance and clarity to:

- our direction in supporting iwi aspirations
- our approach in getting there
- our long-term outcomes
- our priority areas for the next 5 years
- our measures of success

Whāinga

Enabling Vibrance & Success

Using our Tino Rangatiratanga, leadership and influence to realise the potential of our people and resources. Our success is realised in the moemoe of 'E Titia' of our people recognising the collective potential.

Te Ātiawa potential is enabled and resourced for ***the physical*** and ***spiritual wellbeing of whānau, hapū and iwi.***

Pono

Acting with honesty & integrity

Our tikanga sets the standard and the expectation that guides our behaviour and approach to everything we do.

We will act consistently in keeping with our values and tikanga.

The Trust will at all times be transparent and accountable, upholding our identity and reputation as Te Ātiawa with honesty and integrity.

The Trust is open and transparent acting with and recognise; honesty and integrity as integral to our success.

Manaaki

Enhancing the mana of others

Te Ātiawa enhances others through the Tradition of Manaaki Tangata and recognise the mana of all people.

Manaaki Tangata is honoured through kawa me ona tikanga.

Nau te rourou

Naku te rourou

Ka ora te tangata

Kaitiaki

Being good guardians

From the tops of the mountains to the depths of the oceans we inherit the Kaitiaki legacy.

‘Kaitiaki o nga Taonga Tuku Iho’... for current and future generations

We are dedicated to operating in a manner that acknowledges our intergenerational responsibilities and obligations to our people and environment.

Pūmau

Inspiring unity & commitment

Rangatiratanga and Whakapapa brought the tupuna to Te Tau Ihu. We are inspired by their story of whanaungatanga! We are empowered to fulfilling our moemoeā.

Kaupapa

The following kaupapa or areas of priority have been identified by the Trust along with a number of long term outcomes within each kaupapa. Our work over the next 5 years will aim to achieve each of these outcomes.

Whai Tangata

Developing our people

Outcomes – Our people:

- are competent and confident in their ahurea and identity as Te Ātiawa;
- have a marae base that is strong and able to meet their diverse and dynamic needs in a rapidly changing world;
- are well prepared for the future through the specific development and involvement of our rangatahi;
- are fully utilising mainstream and iwi-based health, education and well-being services;
- have access to sustainable housing enabling them to live and work 'at home';
- have access to a healthy home, kai, education, te Reo, mātauranga, marae, and healthcare;
- have strong Marae both physically and spiritually that support manaaki tangata and kawa me ona tikanga;
- have mokopuna, tamariki, taiohi and taipakeke who are connected, recognised, supported and developed; and
- have kaumātua who are supported and cared for.

Whai Rawa

Developing our economy

Outcomes – We have:

- financially independent and self-determined whanau;
- vibrant and innovative iwi owned and/or operated businesses;
- relationships, partnerships and influence that create sustainable employment opportunities;
- sound and sustainable investment, business, and natural environment strategies that provide for future generations;
- are guided by our values and policies, Strategic Plan and SIPO to support decision making, managing risk and accountability;
- are committed to networking with our tuākana and whanaunga Maori organisations to leverage from their experience and knowledge; and
- a Commercial Advisory Board selected for leadership, competency, experience, expertise, common sense and succession.

Whai Taumata

Developing our organisation

Outcomes – The Trust:

- has strong leadership with reputable governance and management frameworks, and structures that meet the needs of its whanau;
- has a strong and sustainable financial position with an operational arm that is well resourced and able to deliver on the needs of the iwi;
- is a pioneer and innovator with influence regionally, nationally and internationally;
- is an 'employer of choice' attracting our best and brightest locally and abroad;
- has a Strategic Plan that is understood and supported by the people (keep it simple);
- develop the Group and Organisational Structures to enable the increase in capability, and capacity for improved outcomes; and
- Governance and Organisational Management has strong leadership, competent Directors and excellent communication.

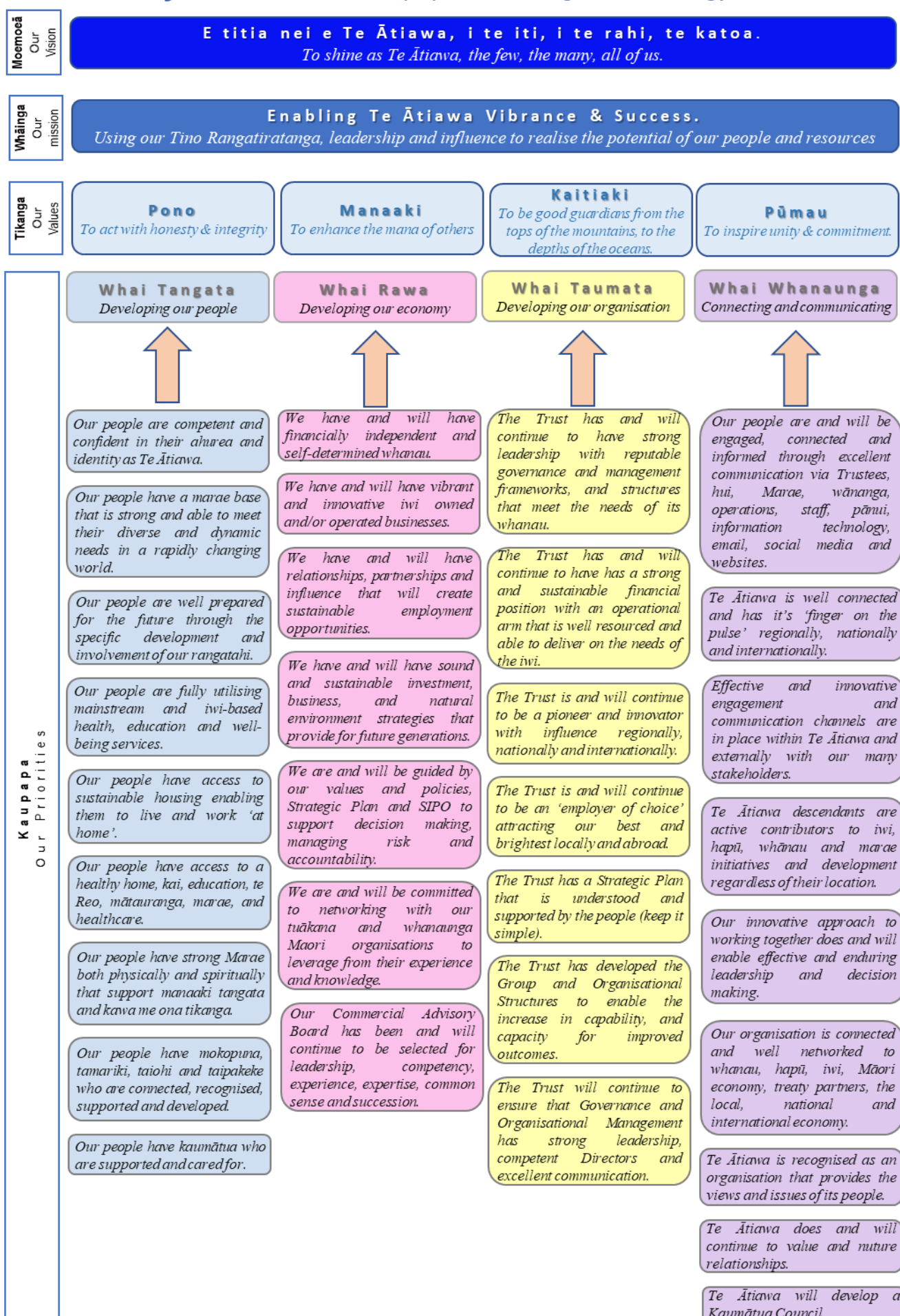
Whai Whanaunga

Connecting & communicating

Outcomes:

- Our people are engaged, connected and informed through excellent communication via Trustees, hui, Marae, wānanga, operations, staff, pānui, information technology, email, social media and websites.
- Te Ātiawa is well connected and has it's 'finger on the pulse' regionally, nationally and internationally.
- Effective and innovative engagement and communication channels are in place within Te Ātiawa and externally with our many stakeholders.
- Te Ātiawa descendants are active contributors to iwi, hapū, whānau and marae initiatives and development regardless of their location.
- Our innovative approach to working together has enabled effective and enduring leadership and decision making.
- Our organisation is connected and well networked to whanau, hapū, iwi, Māori economy, treaty partners, the local, national and international economy.
- Recognised as an organisation that provides the views and issues of its people.
- Relationships are valued and nurtured.
- Develop a Kaumātua Council.

Our Pathway - Moemoea to Kaupapa: our integrated strategy



Kaupapa in action: - Our actions, our commitment

Our E Titia is measured by our achievement of the following objectives:

Whai Tangata – Developing Our People	Participants	Delivered By				
		2018	2019	2020	2021	2022
Our people are competent and confident in their ahurea and identity as Te Ātiawa.						
1. Develop and implement an Ahurea Plan that addresses the development of Te Ātiawa reo, mātauranga, whakapapa, tikanga and connection to moana and whenua, by:						
a. Developing a scoping report that assesses the sorts of approaches and training provided by other iwi organisations for ahurea development (e.g. te reo, kapa haka, waka, wānanga etc.).	CEO					
b. Holding meeting/s with all current providers (including marae) of ahurea training or wānanga relevant to Te Ātiawa o Te Waka-a-Māui to discuss opportunities for coordination of outcomes and activities.	CEO / Marae					
c. Meeting/s held with kaumātua and registered whanau to discuss ahurea aspirations, priorities and the transfer of knowledge and history (including paepae succession planning programme and Tribal Knowledge Centre development).	Trust / Marae					
d. Producing an Ahurea Development plan prepared in partnership with relevant organisations (e.g. marae, providers etc.) for implementation in 2019 & beyond.	CEO / Trust / Marae					
2. Develop an integrated Tribal Te Ātiawa Strategy that supports educational achievement in Māori and mainstream education at all levels and in all sectors.						
a. A report compiled identifying key educational providers (Māori and mainstream) and the opportunities they pose for Te Ātiawa whanau.	CEO					

Whai Tangata – Developing Our People	Participants	Delivered By				
		2018	2019	2020	2021	2022
b. A wānanga (or series of wānanga) held with Trustees and invited experts to clarify aims and outcomes of a proposed integrated strategy.	Trustees / Marae					
c. Strategy developed for tribal input and Trustee approval.	CEO / Trust					
3. Utilise the Trusts influence to establish and/or support the enhancement of Te Ātiawa identity in public buildings, spaces and the community generally.						
a. Opportunities explored through existing relationships and partnerships with local government and commercial operators.	CEO / Marae					
b. A meeting held with local authorities to discuss future opportunities for displaying or installing Te Ātiawa art, information, cultural expressions in public/community spaces.	CEO / Marae					
Our people have a marae base that is strong and able to meet their diverse and dynamic needs in a rapidly changing world.						
4. Complete a needs assessment in partnership with each of our marae.						
a. Meet with representatives of each marae to identify the sorts and scope of support that could be provided by the Trust- for example: Financial, in kind, operational.	CEO / Marae					
b. Based on these support requirements, develop an annual plan of support (e.g. financial, communication etc.) and/or services (budgeting, planning etc.) to be provided to our marae.	CEO / Marae					

Whai Tangata – Developing Our People	Participants	Delivered By				
		2018	2019	2020	2021	2022
5. Be active contributors to the strategic and annual planning of our marae.						
a. Establish a programme of quarterly Trust/Trustee and Marae Management Committee meeting with our four marae.	Trust / Marae / CEO					
b. Trustees attend marae AGM to be active contributors in strategic and planning discussions.	Trust					
c. Develop a database of agencies, organisations and forums whose activities, services or funding programmes would benefit our marae.	CEO					
d. Develop a distribution policy which is sustainable and long term to give effect to the various strat plan initiatives.	CEO					
6. Ensure our marae are well informed and have access to resources.						
a. Work with our marae to ensure they have representation on any regional or local forum or activity of relevance and benefit.	CEO / Marae					
b. Maintain and regularly (quarterly) disseminate information and updates of relevance to our marae (e.g. funding opportunities, legislative changes, insurance requirements etc.).	CEO					

Whai Tangata – Developing Our People	Participants	Delivered By				
		2018	2019	2020	2021	2022
Our people are well prepared for the future through the specific development and involvement of our rangatahi.						
7. Provide development and participation opportunities that enable our rangatahi to be active contributors to the iwi.						
a. Meeting/s held with rangatahi focus groups to discuss ahurea, educational and employment aspirations aligned to the vision of the iwi (to be organised alongside meetings organised for objective 1c).	Trust / Marae					
b. Build specific rangatahi initiatives and aims in to the Ahurea Development Plan.	Trust / Marae					
c. Establish and facilitate a rangatahi leadership forum/s that meet bi-annually to discuss tribal and other issues of relevance.	Trust / Marae					
d. Support representative rangatahi to attend international indigenous leadership forums and programmes.	CEO / Trust					
e. Establish a rangatahi contact database to provide regular communications and to advertise opportunities.	CEO / Trust					
f. Provide a programme of annual education and other grants (see Education Policy).	CEO					
g. Host ‘Rangatahi Open Days’ where the Trust/Trustees invite rangatahi to open sessions where they can learn about the Trust, its role, and its vision for the future.	Trust					

Whai Tangata – Developing Our People	Participants	Delivered By				
		2018	2019	2020	2021	2022
h. Explore work experience opportunities with the Trust, Trust entities, or other organisations of relevance.	CEO					
i. Explore Māori Health Based options.	CEO					
Our people are fully utilising mainstream and iwi-based health, education and well-being services.						
8. Develop working relationships and communication protocols with key agencies and organisations.						
a. Letters of introduction and Trust strategic priorities provided to key agencies and organisations.	CEO					
b. Annual meetings held with representatives of key agencies and participation on Regional Interagency Forums (RIF).	CEO					
c. Inventory / database developed, provided through our website and kept up to date on annual basis including links to electronic information and data of relevance.	CEO					

Whai Tangata – Developing Our People	Participants	Delivered By				
		2018	2019	2020	2021	2022
9. Establish an inventory/database of the most relevant services available to our people.						
a. A research report prepared outlining the demographic of our whanau (location, employment status, educational achievement, income levels, etc.).	CEO					
b. Bi-annual data collected and analysed on the uptake of services by our registered whanau from key agencies and organisations.	CEO					
10. Understand and advocate for the effective uptake of services by our people.						
a. Anonymous bi-annual survey data from our registered whanau collected and analysed to determine what services (govt and iwi) they utilise and any issues requiring Trust intervention and support.	CEO					

Whai Tangata – Developing Our People	Participants	Delivered By				
		2018	2019	2020	2021	2022
Our people have access to sustainable housing enabling them to live and work ‘at home’.						
11. Develop a 25-50 year Sustainable Housing Strategy for our people.						
a. An analysis undertaken of the nature and scale of the housing issues and needs amongst registered whanau.	CEO					
b. Relevant expertise secured and a strategy scoping paper prepared for Board consideration.	CEO					
c. Relationships and/or partnerships developed with government and private agencies and organisations relevant to developing the strategy.	CEO					
d. A Sustainable Housing Strategy completed for implementation.	Trust/CEO					

Whai Rewa – Developing Our Economy	Participants	Delivered By				
		2018	2019	2020	2021	2022
We have financially independent and self-determined whanau.						
1. Provide support and information on financial literacy and management to our whanau.						
a. Partner with a financial literacy provider/s to establish a Trust subsidised and tailored financial literacy course available to registered whanau.	CEO					
b. Prioritise financial management as an area of priority for funding under the Education Policy.	CEO					
c. Maintain and regularly (quarterly) disseminate information and updates of relevance to personal and business financial management and independence.	CEO					
d. Investigate a program of Financial Literacy to our school children.	CEO					
We have vibrant and innovative iwi owned and/or operated businesses.						
2. Provide active support, advice and/or facilitation of connections and opportunities to our whanau in business.						
a. Prioritise Te Ātiawa owned and/or operated businesses when deciding new Trust investments.	CEO					

Whai Rewa – Developing Our Economy	Participants	Delivered By				
		2018	2019	2020	2021	2022
b. Actively explore joint venture investment opportunities with other iwi (other Te Ātiawa entities, Te Tau Ihu iwi, and others).	CEO					
c. Identify and partner with business mentors to support and provide advice to Te Ātiawa owned and/or operated businesses.	CEO					
d. Explore and facilitate 'angel' investment opportunities for iwi owned and/or operated start-up businesses or ventures.	CEO					
e. Develop a plan for the establishment of a long term Te Ātiawa or joint venture 'iwi business & innovation hub' to support future iwi led business opportunities – connect with the Maori economy.	CEO					
We have relationships, partnerships and influence that create sustainable employment opportunities.						
3. Development and facilitation of long term employment security for Te Ātiawa whanau.						
a. Meet with economic partners in fishing, aquaculture, forestry etc., annually to explore and provide employment and mentoring opportunities for Te Ātiawa whanau.	CEO					

Whai Rewa – Developing Our Economy	Participants	Delivered By				
		2018	2019	2020	2021	2022
b. Meet with employment and recruitment agencies and organisations to discuss Te Ātiawa aspirations and to explore potential opportunities.	CEO					
c. Develop a long-term employment plan.	CEO					
We have sound and sustainable investment, business and natural environment strategies that provide for future generations.						
4. Formalise the establishment of, and infrastructure for a Commercial Advisory Board to the Trust.						
a. Develop (in consultation with Committee whanau) Terms of Reference, budget requirements, confidentiality and conflict of interest requirements as well as an Annual Plan.	CEO/Trust					
b. Monitor and provide quarterly reports to Trustees on:	CEO					
(i) the implementation of the Strategic Investment Plan (SIPO),	CEO					
(ii) the alignment of our investments with our Resource Management Plans and criteria to ensure environmental responsibility.	CEO					
(iii) consider ethical investments in the SIPO	CEO					

Whai Rewa – Developing Our Economy	Participants	Delivered By				
		2018	2019	2020	2021	2022
5. <i>Establish agreements, management structures and frameworks for commercial and cultural properties jointly held with other iwi.</i>						
a. Coordinate a meeting/s with other iwi with jointly held interests in property to discuss management options.	CEO					
b. Facilitate the development of management agreements.	CEO					
c. Finalised management agreements for signature.	CEO					
d. Acknowledge that we have Whanau Claims.						

Whai Taumata – Developing Our Organisation	Participants	Delivered By				
		2018	2019	2020	2021	2022
The Trust has strong leadership with reputable governance and management frameworks and structures that meet the needs of its whanau.						
1. Ensure the Trust is guided by best practice governance and management.						
a. Prepare an annual professional development, succession and mentoring programme and plan for Trustees and management with specific emphasis on governance, financial literacy and leadership.	CEO					
b. The Trust has a full set of well maintained, reviewed and ‘fit for purpose’ policies and processes that are based on best practice governance and management.	CEO					
2. Trustees and staff have clear performance expectations and management processes						
a. Develop a ‘performance scorecard’ for Trustees and undertake an annual performance review (self and/or independent review).	CEO/Trust					
b. Develop annual performance and development plans for staff.	CEO/Trust					
3. Ensure the iwi has the best governance and management structure to enhance our post-settlement success.						
a. Undertake a review of the Trust’s structures and functions.	CEO/Trust					

Whai Taumata – Developing Our Organisation	Participants	Delivered By				
		2018	2019	2020	2021	2022
b. Explore post-settlement models and options utilised by other iwi and other groups of relevance (including other indigenous groups).	CEO/Trust					
c. Wānanga with iwi representatives and experts on options for the development of the best post-settlement structure for Te Ātiawa.	CEO/Trust					
d. Finalise the best model and develop a transition and implementation plan.	CEO/Trust					
The Trust has a strong and sustainable financial position with an operational arm that is well resourced and able to deliver on the needs of the iwi						
4. Ensure the Trust has the necessary mechanisms in place to provide for an increasingly strong financial position.						
a. Develop, regularly review and implement best practice and 'fit for purpose' policies and process for efficient financial management.	CEO					
b. Develop annual budgets for all Trust Entities.	CEO					
c. Undertake monthly budget assessments for regular reporting to Trustees.	CEO					
d. Regularly review the Group Structure for efficiency and to maximise returns.	CEO					

Whai Taumata – Developing Our Organisation	Participants	Delivered By				
		2018	2019	2020	2021	2022
5. Establish an organisational structure that meets the needs of the iwi and is well placed to implement the Strategy – E Tītia.						
a. Review the Trusts organisational structure to ensure the support office has the required capability and capacity to effectively and efficiently undertake its functions.	CEO					
b. Develop, regularly review and implement best practice recruitment policies and processes that prioritises ‘in-house’ capability development and clear qualifications criteria.	CEO					
c. Develop an annual plan for the building of required in-house capability.	CEO					
The Trust is a pioneer and innovator with influence regionally, nationally and internationally.						
6. Ensure the Trust is an active participant in influential forums.						
a. Trustees and/or representatives attend and present at forums that provide a clear benefit or value to Te Ātiawa (e.g. Iwi Chairs Forum, RIF’s, and Council Committees/Groups etc.).	CEO/Trust					
b. Prepare proactively for meetings and engagements with key influencers (e.g. Ministers, Councils, key agencies etc.) that can contribute to the achievement of our Strategy.	CEO/Trust					

Whai Taumata – Developing Our Organisation	Participants	Delivered By				
		2018	2019	2020	2021	2022
7. The Trust continues to be a resource and environmental management leader.						
a. Facilitate the development of Te Ātiawa resource management plans across the rohe.	CEO					
b. Monitor and enforce resource management plans (including statutory acknowledgements, interests etc.).	CEO					
c. Participate in regional and national forum to share our views and knowledge toward improved environmental management.	CEO/Trust					
The Trust is an ‘employer of choice’ attracting our best and brightest locally and abroad.						
8. Build a positive reputation for professionalism and innovation						
a. Monitor our subsidiary companies for professionalism and best practice.	CEO					
b. Utilise our communication strategy and channels to publicise our commercial interests, investments and employment opportunities.	CEO					

Whai Taumata – Developing Our Organisation	Participants	Delivered By				
		2018	2019	2020	2021	2022
c. Utilise existing mechanisms to preference our own people in recruitment (e.g. rangatahi database, grant/scholarship recipients, mentoring/training programmes etc.).	CEO					
d. Explore options for remote access employment that enables iwi whanau living away from the rohe the opportunity to work for the Trust.	CEO					

Whai Whanaunga – Connecting & Communicating	Participants	Delivered By				
		2018	2019	2020	2021	2022
Te Ātiawa is well connected and has it's ‘finger on the pulse’ regionally, nationally and internationally.						
1. Understand the networks and relationships that provide greatest benefit to the Trust and the Iwi.						
a. Undertake an assessment of our existing and potential networks (e.g. RIF’s, other agency/sector forums, other iwi, international forums etc.) and relationships (iwi, commercial etc.) to identify priorities and clarify purpose.	CEO					

Whai Whanaunga – Connecting & Communicating	Participants	Delivered By				
		2018	2019	2020	2021	2022
2. Establish strong cultural, social and economic partnerships.						
a. Identify key Trust and/or iwi personnel to lead our participation in our priority networks and relationships, providing clear guidance on expectations and information sharing back to the Trust/iwi.	CEO					
Effective and innovative engagement and communication channels are in place within Te Ātiawa and externally with our many stakeholders						
3. Operate an approach to engagement and communication that advances our aspirations.						
a. Develop a Communication Strategy that provides for and guides necessary and effective internal and external communication and engagement.	CEO					
b. Recruit necessary capability to implement the strategy (as part of the Organisational Review conducted).	CEO					
c. Regularly monitor the implementation of the Communication Strategy employing the mechanisms and tools to:	CEO					
(i) Advance our agenda regionally and nationally						

Whai Whanaunga – Connecting & Communicating	Participants	Delivered By				
		2018	2019	2020	2021	2022
(ii) Effectively share information and facilitate opportunities with our marae and whanau	CEO					
(iii) Establish top class channels (e.g. pānui, website, other forms of media etc.)						
(iv) Encourage and enable member participation and input regardless of location						
(v) Maximise whanau membership of our iwi register.						
Te Ātiawa descendants are active contributors to iwi, hapū, whanau and marae initiatives and development regardless of their location.						
4. Ensure our whanau are registered.						
a. Compile and complete one Member Register.	CEO					
b. Utilise our communication strategy and channels to publicise our plan. Undertake an advertising and communication campaign to encourage those who are not registered, to register.	CEO					

Whai Whanaunga – Connecting & Communicating	Participants	Delivered By				
		2018	2019	2020	2021	2022
5. Enable active participants and contributors to Te Ātiawa activities.						
a. Utilise the Communications Strategy to achieve high levels of participation and contribution by registered whanau (including through remote or online mechanisms).	CEO					
The Trust is a pioneer and innovator with influence regionally, nationally and internationally.						
6. Enable transparency and collective understanding.						
a. Publicise key decisions made by the Trust and its entities to registered whanau.	CEO					
b. Consult widely with registered whanau when making important decisions on behalf of the iwi and publicise the outcomes.	CEO					
c. Host annual wānanga to share ideas, views and learnings on key issues facing the Trust and iwi.	Trust					
d. Establish a working committee (including clear Terms of Reference) made up of Trustees, Operational Management and Marae representatives to regularly share information, establish project working groups and oversee jointly organised initiatives.	CEO / Trust / Marae					



TE ĀTIAWA

O TE WAKA-A-MĀUI

