



NGĀTI TAMA
KI TE TAU IHU

Ngāti Tama ki Te Tau Ihu

Strategic Plan 2015 - 2020

Trustees' Foreword

As Trustees we have decided to deviate from the normal type of forewords and content that they contain so that we can signal to you how we feel about this Strategic Plan.

In our minds it is pertinent, realistic, and has been tailored for all of us as Tama whānau.

We want you to be part of this piece of work, and that started last year when we gathered Tama whānau to be part of the initial strategy planning process. The information that was gathered during that strategic day from Tama whānau, Trustees, Associate Trustees and our Kaumātua has grown into this living breathing document.

We are now asking everyone to help with this journey and go through this document with our Tupuna in our thoughts and our minds looking to the future.

We hope that in reviewing this document you will find that it resonates and actually makes it clear what we are doing, how we will get where we need to be, why we need this strategic plan as our roadmap, when and where we are accountable as Trustees to our Tama whānau.

Our next steps will be presenting the draft Strategic Plan at our Annual General Meeting in April 2015.

When everyone is satisfied that this is the kind of Strategy that our Tama whānau want we will then at a later date will ask this to be ratified by consensus view.

Ngā mihi

Ngāti Tama ki Te Waipounamu Trustees

He Kupu Whakataki - Introduction

A lot has happened since we first developed a strategic direction for ngā uri o Ngāti Tama ki Te Tau Ihu (Tama Uri) where the main drive and responsibility was to ensure we reached our Treaty settlement. It has been a long, hard, and enduring battle to ensure that Ngāti Tama's future will survive for future generations of our Mokopuna.

Having attained our Treaty Settlement in August 2014, Trustees realised we need to continue our drive and focus to ensure that what we had received would be safe guarded for those future generations.

We are aware that the Trust is only the vehicle for the future of our Tama whānau. What we do now, and how we do it, must resonate and propel our people forward.

We must move out of grievance mode to focus on securing and surviving in the post-settlement environment. We realised it is time to re-align our strategy so that together we can develop a focus on creating a sustainable and brighter future.

This an exciting time for Ngāti Tama. We acknowledge our past and those who helped us get here, and look forward to a shared vision for our future.

This document is a living breathing part of Ngāti Tama that will spearhead our continuing journey. A journey which will see Ngāti Tama learning, developing and growing so that we can be a successful, sustainable and innovative Iwi.

It is crucial that we all paddle together on this journey; we can only do this if we are paddling where we are supposed to be going and with our Iwi beside us, as we plan and set our direction for that sustainable and brighter future.

Ngāti Tama history and traditions

This section provides a brief overview of Ngāti Tama history and traditions in our rohe (area). This is not intended to be a comprehensive account, but rather an introduction to Ngāti Tama's arrival and occupation of the area. Te Ahi kā roa o Tama or continual occupation of our rohe reflects the concept that Ngāti Tama have continued to 'keep the home fires burning' and maintained their mana and connections with the whenua (land) since their arrival in Te Tau Ihu.

For Ngāti Tama, their relationship with natural resources in the rohe originates through whakapapa (genealogy). Ancestral ties bind Ngāti Tama to wāhi taonga and associated ecosystems, as these resource areas were used extensively by tūpuna (ancestors). This centuries old relationship is reflected in the numerous and interconnected occupation and cultivation sites (wāhi tapu) found from Kahurangi in the west to Whangamoa in the east. The spatial and temporal distribution of wāhi tapu within these boundary markers is an indication of the importance of wāhi taonga (sacred resources) found across the rohe and the fact that whānau tūpuna maintained a continuous connection with these taonga for generations.

Historical overview

Ngāti Tama traces their roots to the Tokumarū waka from Hawaiki, and takes their name from Tamaariki, one of the five co-captains aboard the vessel. Whakapapa of these rangatira and others aboard, the sagas of their journey and eventual establishment in northern Taranaki are preserved in tribal traditions. Inter-marriages between the senior lines of Ngāti Tama and other Taranaki and coastal Tainui tribes forged close relationships between these groups.

Around 1820, an alliance of Tainui and Taranaki tribes, including some Ngāti Tama under their paramount chief Te Pūoho ki te Rangī, participated in a raid to Te Upoko o Te Ika (southern North Island). By mid-1820 these tribes had established themselves at Kapiti Island and on the mainland east and south to Cook Strait. Relationships based on trade, service provision and marriage were established with whalers.

Eventually the Tainui and Taranaki alliance crossed the Cook Strait to Te Tau Ihu o te Waka a Māui (the northern South Island). Te Pūoho ki te Rangī, other Ngāti Tama chiefs, and rangatira from other Iwi led the invasion of western Te Tau Ihu. After the invasion, members of Ngāti Tama established permanent communities in the northern South Island. Ngāti Tama thus established customary rights in Te Tau Ihu by raupatu followed by occupation.

Ngāti Tama established pā and kāinga at several locations in Te Tau Ihu and at some places in northern Te Tai Poutini (Westland). In Te Tau Ihu, Ngāti Tama's main pā were at Wakapuaka (near Nelson) and at Wainui, Takaka, Tukurua and Parapara in Mohua (Golden Bay). Ngāti Tama used the rich resources available across the rohe, including flora, fauna, minerals and kaimoana.

Te Pūoho visited Te Upoko o Te Ika and Taranaki to maintain rangatiratanga within northern Ngāti Tama communities, and to attend to his land interests. In 1836 Te Pūoho was killed at Tuturau at Southland, along with other Ngāti Tama. Some who accompanied him on the southern expedition were taken captive, including Paremata Te Wahapiro, Te Pūoho's nephew/stepson. Subsequently Wi Katene Te Pūoho, the youngest of Te Pūoho's four sons, became paramount chief of Ngāti Tama ki Te Tau Ihu. Paremata was subsequently freed to rejoin his Whānau at Wakapuaka in 1839-1840.

(for the comprehensive history of Ngāti Tama ki Te Tau Ihu, please refer to John and Hilary Mitchell's books)

Whakamua (looking forward)

Our guiding principles and our strategies for achieving the strategic vision for Ngāti Tama are set out in our strategic framework which will ensure that we hold fast to our vision and mission. This strategic framework will allow us to position ourselves to develop and use our to our advantage the resources we have, our capacity, and capabilities to drive Ngati Tama forward.

We realised that the strategic direction of Ngāti Tama needs to be fully entwined with our vision, mission and our steadfast values.

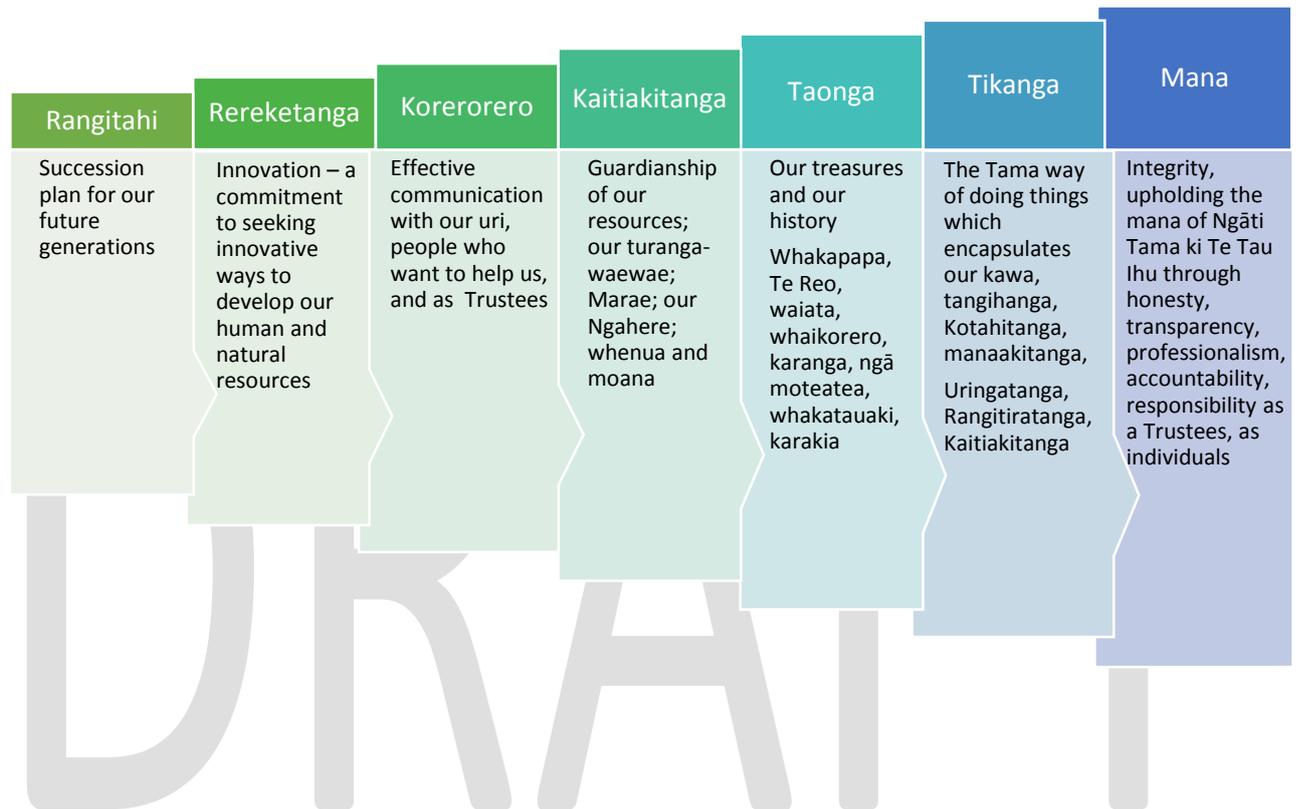
We hope these reflect our Ngāti Tama values and resonate with you.



Our Vision and Mission are intrinsically linked with our values. Our values are what bind us together as an Iwi, how we want to be treated, how we treat others, how we live with the land, and what footprints we choose to leave behind. We looked at our values that we have had for previous Strategic plans and agree that the values we first chose are still the underpinning foundations we want to live and prosper by. We want to lay solid foundation for future generations, identify we can extract value from its current assets, and develop innovative business plans that provide opportunities for current and future generations.

Ko tātou, mā tātou Our Values - Our pathway forward

We recognise that our values as Ngāti Tama ki Te Tau Ihu have to underpin and influence our vision, mission and the strategies to achieve these. They are:



Ko Ngā Whāinga Matua Ngāti Tama Mission – Our direction forward

Ko Ngā Whāinga Matua - Our Mission

Ko te kaupapa ki te tiaki, ki te whakatupu, ki te hiki, ki te whakamau i o tātou taonga

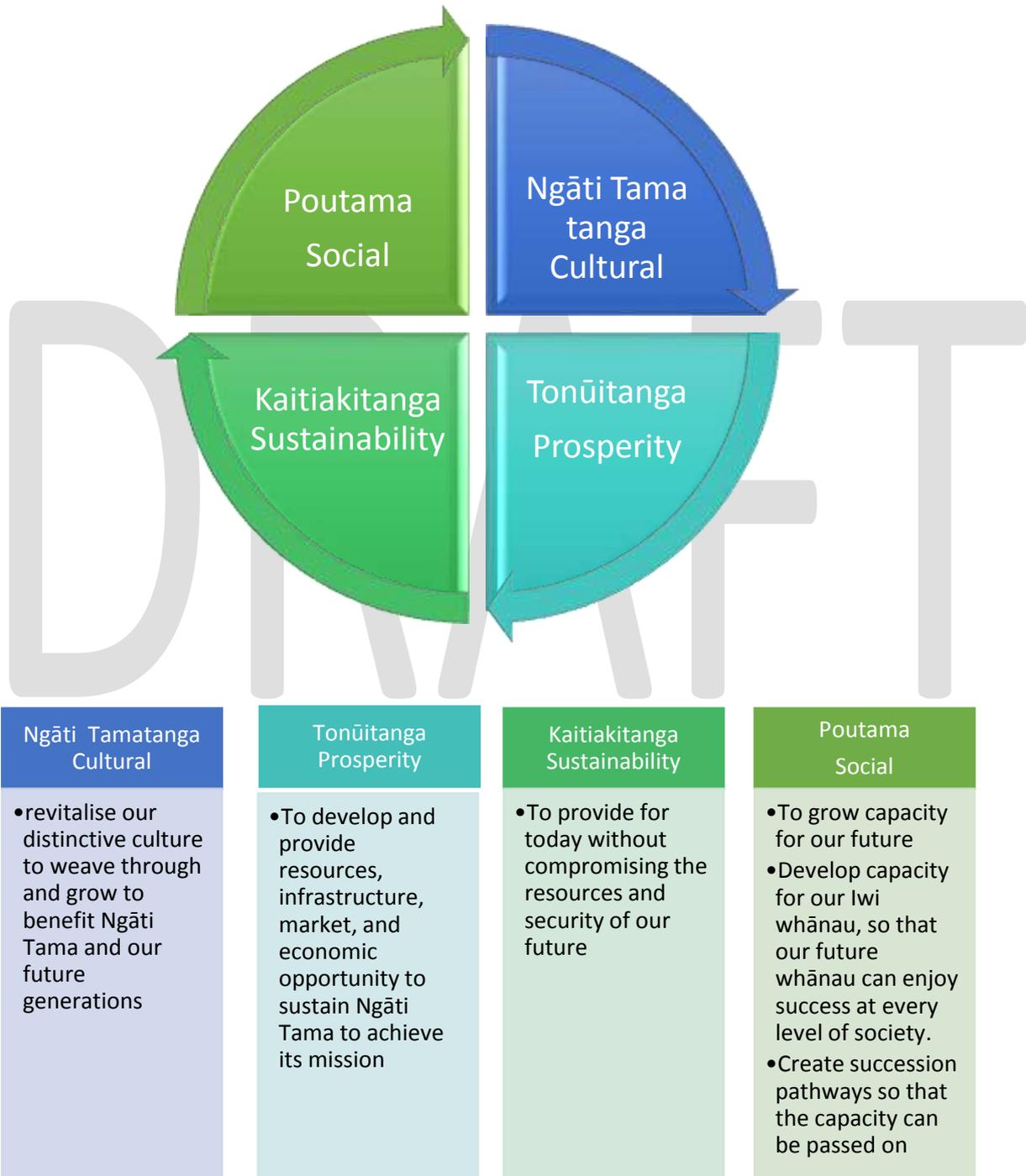
To protect, to grow, develop, strengthen and hold fast to our Taonga.

When we look at our Mission it is very easy to see and understand that these have to be our strategic imperatives. These strategic drivers and how we do them are our objectives and strategies.

We want to be a successful innovative Iwi striving for mana motuhake, self-determination through cultural and economic development that provides quality opportunities for its people. Not only are we Ngāti Tama, by whakapapa and by Deed of Settlement, we are also here to protect, and grow our assets into a viable future. Our Mission must look to at the whole in order to strengthen our goals. There are four main things that we aspire to as an Iwi. We want to do well, we need to grow our assets, be sustainable, look after our people and understand the culture of our rohe environment.

These four corner foundations are something that we really understood and best matched our mission.

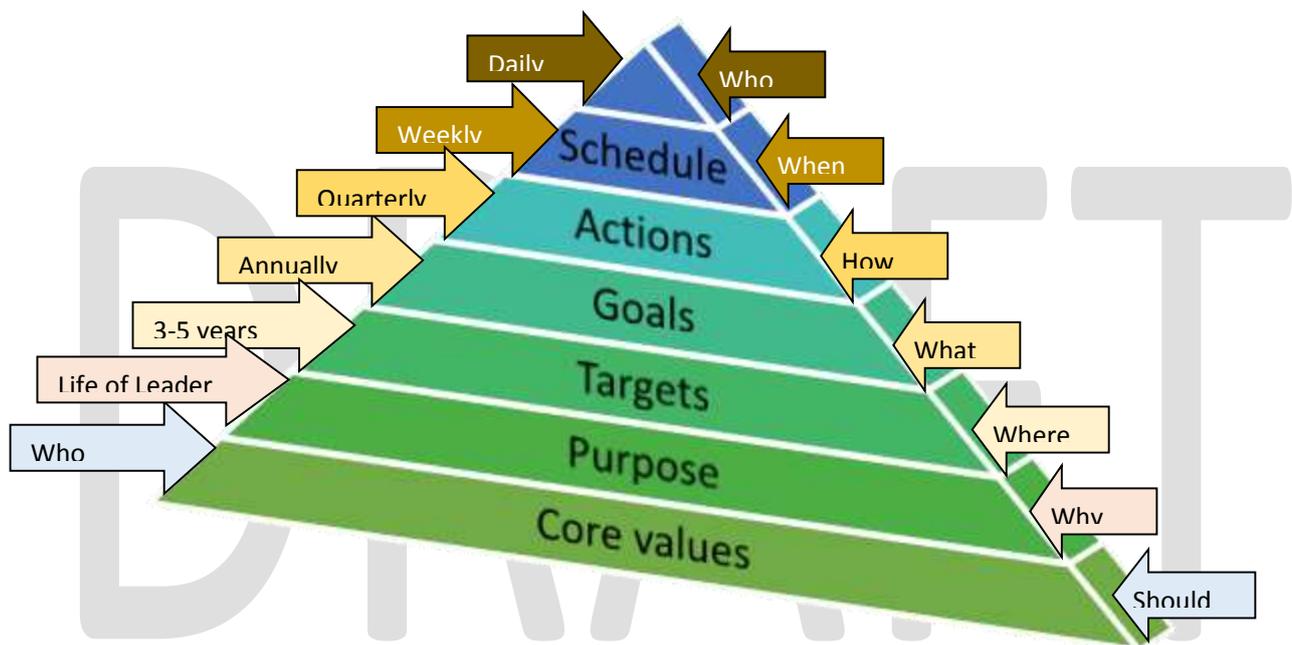
These are now reflected as:



Our Strategic Plan

This plan will be reviewed annually and work to a 3-5 year timetable.

Strategic Planning Pyramid Accountability



Our Target plan – for the next 3-5 years is to commit, enhance and realise the following strategic objectives.

Strategic Objective 1 – Protect, strengthen and grow our assets

Strategic Objective 2 – Governance and Leadership Capability

Strategic Objective 3 – Improve our Engagement with our Iwi whānau

Strategic Objective 4 – Cultural Growth and Development

Strategic Objective 5 – Ensure sustainability and enhance our environment

Strategic Objective 1 – Protect, strengthen and grow our asset base

To protect develop and provide resources, infrastructure, market, and economic opportunity to sustain Ngāti Tama to achieve its mission

STRATEGIC PRIORITIES

- Asset protection
- Maximise Returns in a Sustainable Manner
- Invest in the Tama Whānau
- Resourced and Managed to Best Practice
- Strategic Partnerships

Strategic Priority 1 – Asset protection

Our Tupuna, our negotiators, our settlers and most importantly our Iwi worked too hard to get us to this post settlement phase. It is now our turn to make sure that our assets remain our assets. That not only do we endeavour to grow them, but that we first and foremost protect them from fraud, theft, mis-management and any other form of risk. We have agreed as Trustees that this is something we will rigorously manage and maintain.

1.1

- We will ensure that we have a strong separation between our business funds, assets and transactions, this will enable our veil of protection to be strong

1.2

- To ensure our assets are continually protected we will develop, in addition to the controls we already have in place, a Ngāti Tama Asset Protection Strategy plan

1.3

- Our established strategies will be regularly maintained and the compliance measures reviewed to maximise our asset protection benefits.

1.4

- To have robust, best practice, financial accounting systems and reporting.



We will have actively planned, developed and created a Asset Protection Strategy Plan, reduced liability risks, and maintain control of our assets.

Strategic Priority 2 – Maximise Returns in a Sustainable Manner

2.1

- Create optimised growth and stable revenue. In order to achieve this, it will be important for our investments to match our expectations in terms of growth and revenue.

2.2

- Commitment to best environmental practices, and to align our assets with the wider Ngāti Tama Strategy.

2.3

- Being aware of the Social and Cultural impact, when investigating investment opportunities.

Strategic Priority 3 – Build capacity and Invest in the Tama Whānau

Creating optimised growth for our people is a priority, and the Trustees are committed to building capacity for our Tamariki through scholarship and internship opportunities.

The Trustees are focused to align themselves with Ngāti Tama mana motuhake self-determination; *Ngāti Tama for Ngāti Tama*. The development of our people is important to any long term strategy.

3.1

- Ngāti Tama will scope and identify suitable Tama Uri to be appointed as alternate directors or associate trustees to build capacity within the Group.

Strategic Priority 4 – Company Managed and Resourced to Best Practice

Reviewing the vision and developing a plan on an annual basis is essential in order to ensure that Ngāti Tama is pursuing its goal and assure our Tama whānau that these obligations are being met. Ngāti Tama is committed that we maintain accountability and provide our Tama whānau with the opportunity to be informed and engaged.

Ngāti Tama will develop and implement cost effective policies and procedures to facilitate good governance and management for the Tama Group, including the management of our relationship with our Tama whānau. We will do this with the following strategic priorities:-
Appropriate resourcing, Leadership, Strategic planning and Reporting.

4.1

- All our key business systems and processes will be documented. This will ensure that we are unaffected by the attrition of people.

4.2

- Ngāti Tama will develop and implement cost effective policies and procedures to facilitate good governance and management Group wide.

4.3

- Transparent reporting to Tama whānau.

Strategic Priority 5 – Strategic Partnerships

The Ngati Tama Group will work with national Māori organisations to ensure that Ngāti Tama is represented on issues that may threaten our integrity and the value of our assets.

Ngāti Tama consider that maximising returns from all assets without losing site of the origins of the settlement and our responsibilities can be better achieved through collaborative action.

5.1

- Ngāti Tama will nurture and create strategic alignments. Collaboration will be sought to achieve the critical mass to compete globally and making efficient use of financial resources.

Strategic Objective 2 – Good Governance and Leadership Capacity

Good governance is essential to ensure the needs of Tama whānau are being met and the focus is properly on future generations. Good leadership enhances good governance. Good governance is met through appropriate structures, decision processes and transparency. Leadership capability is built through capability

and capacity building through training, up-skilling and succession planning.

STRATEGIC PRIORITIES

1. Governance Practices
2. Structure
3. Succession Planning,
4. Processes, systems and policies
5. Ngāti Tama Health Check

Strategic Priority 1 – Governance Practices

Governance is the process through which we articulate our interests, exercise our rights and obligations and mediate our differences' under the umbrella of our values. The Trustees must demonstrate strong leadership and good governance.

1.1

• Trustees will review all processes, systems and policies ensuring that they are able to manage our activities, whilst being flexible enough to grow with our development .

1.2

• Trustees will focus on ensuring best practice, decision making, and that transparent processes are implemented and followed at all times.

1.3

• Governance will be supported by ongoing development of all our Trustees.



We will have good performance, accountability, reputation, sustainability and durability. By having good processes, systems and processes we will be able to deliver value for Ngāti Tama and align with our Ngāti Tama values and strategy.

Strategic Priority 2 – Structure

We will ensure the Tama Group structure efficiently and effectively meets the needs of our organisation and Tama whānau. We will undertake reviews as required and where necessary independent reviews will be undertaken.

2.1

- Trustees will obtain an independent review of the Tama Group structure to ensure it meets requirements and is efficient and effective.

2.2

- Trustees will ensure ongoing reviews as required.



We will have an enduring Tama Group structure that helps us achieve our goals.

Strategic Priority 3 – Succession Planning

Trustees have developed a Succession Plan; this plan has identified our key strategic areas.

3.1

- Implement and follow the Succession Plan to ensure our leadership capability is strengthened.



We will have strong leadership capability and our future generations will have success, health and a strong sense of Ngāti Tama identity.

Strategic Priority 4 – Processes, systems and policies

The Board will ensure there are processes, systems and policies firmly in place to efficiently manage our activities and allow for future development.

1.1

- The Board will review all processes, systems and policies ensuring that they are able to manage our activities, whilst being flexible enough to grow with our development .



By having good processes, systems and processes we will be able to deliver value for Ngāti Tama and align with our Ngāti Tama values and strategy.

Strategic Priority 5 – Ngāti Tama Health Check

There is a saying that “the difference between a Group’s success and failure may be the effectiveness of the Trustees itself”. With this in mind we decided it pertinent timing post-settlement to undertake a comprehensive review of our governance and structures within the Tama Group. The aim of the review is to have a model that enables greater leadership, stability, effective decision-making, communication and accountability across all of our roles and responsibilities. This process will be ongoing as part of good business practice.

4.1

- Engage independent consultant to review our governance and structures.

4.2

- This process is ongoing and will continue. We are constantly evolving in our quest to provide the best possible governance structure

4.3

- Determine and constantly evaluate our structures so that they take into account our lwi size, asset base and income.



Good reporting back to our Tama whānau on progress of this project.

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Strategic Objective 3 – Improve Engagement with our Iwi

To grow capacity for our future. Develop capacity for our Iwi whānau, so that our future whānau can enjoy success at every level of society. Create succession pathways so that the capacity can be passed on to aspiring Tama rangatahi.

STRATEGIC PRIORITIES

1. Map our present communication needs
2. Enhance and look for ways to communicate with external and internal stakeholders
3. Understand and future proof our communications pathways

Strategic Priority 1 – Map our present communication needs

We have listened to our Tama whānau when they said they wanted enhanced communications. The ability to ensure we are communicating the best way we can with our Iwi Members and stakeholders. Less than 2% of our Iwi do not have any form of technology to be able to access this form of communications. The remaining 98% have some form of technology that can bring them information in a different manner.

1.1

- Update and amend the current Communications Plan.

1.2

- Identify the best ways to communicate with our Iwi now whilst looking for the best ways to do this in the future.

1.3

- Provide measurable outcomes to ensure and make visible to our Iwi that we are meeting all communication targets.



A Communications strategy that covers all aspects of Ngāti Tama communication requirements, and enables us to function simply and effectively.

Strategic Priority 2 – Effective communications to engage with external and internal stakeholders

We need to invest in effective communication to engage with Tama whānau who live outside the Te Tau Ihu takiwā. With the advance of technology and the ways people communicate these days, we need to look at new ways of communicating and be forward thinking about how we attempt to do this so that our Iwi Members have access to the best possible information in a timely manner. We are also a global community and we need to assess the best ways to communicate in this climate. Our Tamariki (which are a large proportion of our makeup) use technology very well and as this is their main means of communicating we need to understand how we can get a pathway to them and deliver the information required and engage them in the process.

2.1

- Understand the current demographics of our internal and external stakeholders, so we can determine the best communication pathways.

2.2

- Engage our external stakeholders in collaboration to determine future proofing our ability to communicate on a global scale.

2.3

- Engage our Tamariki to determine best ways of communicating and bring them on Trustees to assist and support this mahi.



Ngāti Tama Ki Te Waipounamu Trust will report to Tama Whānau via routine Pānui based on the following measurable outcomes:-

- Establish baseline measures for Tama whānau awareness of the Trusts activities. Increase number of direct communications and information exchanges with our Tama uri by 50%.
- Increase number of visitor's to the Ngāti Tama website by 60%.
- Increase number of Facebook followers by 35%.
- Increase webpage participation by 60%.
- Conduct Tama uri opinion research on individual interests (for example, with an email survey using Survey Monkey) to align interests with communication.
- Continued robust relationships with our external stakeholders.

Strategic Priority 3 – Understand and future proof our communications pathways

Technology has advanced and the face of communications is in a constant state of change. We need to understand and anticipate that there will be changes and new methodologies we need to utilise these new technologies for the better of our Uri and in our day to day business.

3.1

- Scope and understand what identifiable trends could impact or improve on our ability to communicate with our Tama whānau.



Ngāti Tama Ki Te Waipounamu Trust will report to Tama Whānau via routine Panui any communication changes or updates. Any new technologies that are adapted into policy will be notified to the Uri.

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Strategic Objective 4

Cultural Growth and Development

To revitalise our distinctive culture to weave that culture through everything we do, to grow and benefit Ngāti Tama now and for our future generations

STRATEGIC PRIORITIES

1. Who we are as Tama - understanding the Tama whānau (Social Mapping)
2. Ngāti Tama Reo Strategy
3. Investing in the Tama Whānau
4. Taumata Kaumātua and Kuia Group

Strategic Priority 1 – Who we are as Tama - understanding the Tama whānau (Social Mapping)

Understanding and knowing where you come from and your whakapapa is an important driver for all our Tama whānau. To grow and prosper as a sustainable Iwi we must understand our greatest assets are our people. Building a Tama whānau profile of where our whānau live, work, grow and socialise is important to our Tama identity and culture. Social mapping is a tool that can assist us in understanding and engaging our Tama whānau, and identify ways the trust can assist and awahi our Tama whānau. This tool will be used by the Ngāti Tama group to be of benefit to Ngāti Tama Iwi by knowing what to improve and implement for our Iwi.

1.1

- Scope and implement a project to start a project for Ngāti Tama Social Mapping

1.2

- Identify resource and a management plan for Ngāti Tama Social mapping

1.3

- Concept mapping of systems required to establish a Ngāti Tama Database

1.4

- Imbed Social mapping services into the wider Ngāti Tama Group

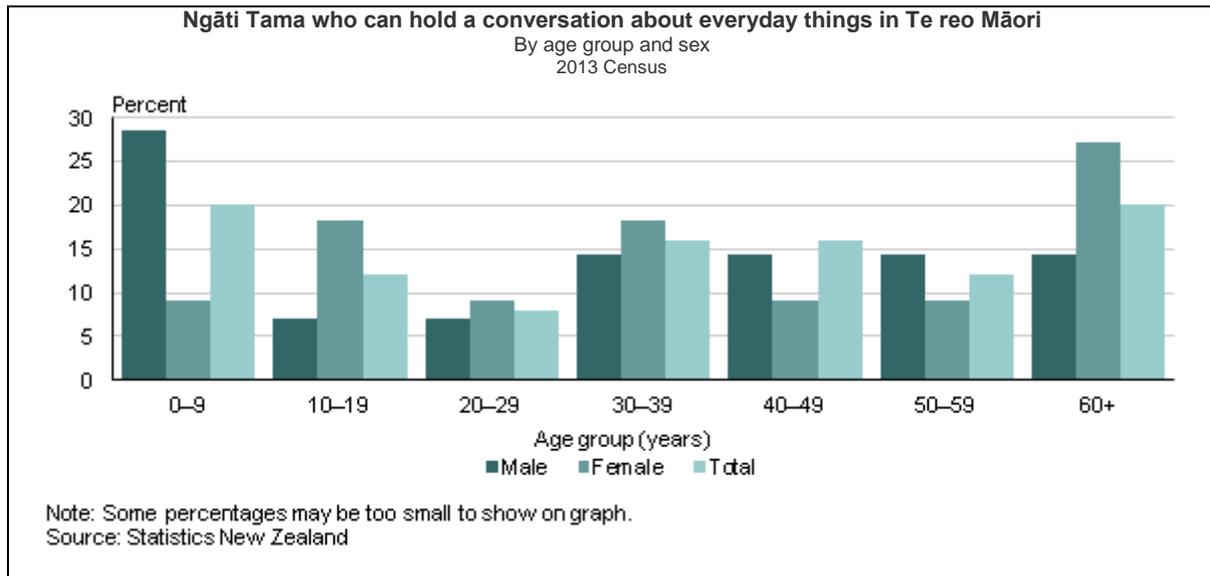


Whānau reconnecting with their whānau, whakapapa, whenua and marae in Te Tau Ihu and the legacy and history of Ngāti Tama tupuna will be the measure of success.

Strategic Priority 2 – Ngāti Tama Reo Strategy

To revitalise, foster and grow our Te reo capacity and capability in our Rohe, to enhance the culture of future generations.

What the 2013 census shows is that Ngāti Tama is 1.6% ahead of the Māori population in being able to converse in Te reo, this has dropped a total of 5.2% in the last 8 years. Our Ngāti Tama males are 56% compared to 44% of female speakers. This is a trend we need to watch and bring up the % of Te reo speakers.



2.1

- Commitment for cultivating positive approaches for Ngāti Tama reo.
- Work to obtain agreement from all major reo focused bodies within Ngāti Tama to actively promote positive perceptions toward the diversity of te reo through the rohe

2.2

- Recognition of commitment made by Ngāti Tama iwi who pursue standards in te reo

2.3

- Apply a policy statement from Ngāti Tama that reflects the commitment and leadership needed to drive the Iwi Reo Strategy. (This could include reo development, recruitment reo preference, use of Te reo in Rūnanga hui)



We will reverse the downhill trend of Ngāti Tama ki Te Tau Ihu Te reo speakers. We will increase the number of younger Te reo speakers, this will be done on a gradual basis, year by year we will continue to look at ways to increase Te reo.

Strategic Priority 3 – Ko wai au? Investing in our Tama Whānau

He aha te mea nui o te Ao? He Tangata, He Tangata, He Tangata

What is the most important thing in the world, it is people, people, people.

To understand who we are as Tama whānau we must understand where our ancestors have come from and the journey that they have taken.

Our interconnection of whakapapa gives us our unique identity as Tama whānau. To strengthen and hold fast to our taonga, we must know who we are and where we come from, and to walk the talk and know all there is to know about Te Ao Māori and our own Ngāti Tamatanga (things that are unique to Ngāti Tama ki Te Tau Ihu).

Part of our Ngāti Tamatanga journey is to ensure that everyone has the resources available to learn the Tama whakapapa, history, waiata, karanga, haka, mōteatea and have a sense of belonging to Tama whānau.

We plan to offer all Tama Uri the opportunity to participate in wananga to understand all there is to know about Ngāti Tama, its whenua, its awa, its maunga, its moana, and takiwa, we need to hoki mai ki te Tau Ihu. To walk in the footsteps of our tupuna; to visit our wahi tapu; to swim in our moana; and gather mahinga kai from our Tama pātaka.

3.1

- Ngāti Tama ki Te Waipounamu Celebrations and Wananga in January 2015

3.2

- Developing Tama resources (CDs) for our whānau to learn Tama waiata and karakia

3.3

- Providing our Tama whānau the opportunity to attend whakapapa wananga. To ensure that Tama whānau receive pukapuka pertaining to Ngāti Tama whakapapa



Tama whānau will celebrate and stand tall as Ngāti Tama on marae within our Te Tau Ihu rohe, to recite our tupuna whakapapa and sing our waiata.

Strategic Priority 4 – Taumata Kaumātua and Kuia group

Our Kaumātua are great oracles and provide valuable guidance, history, knowledge, language and customary practices to our iwi. As guardians of our Tikanga, they uphold the Mauri of Ngāti Tama for future generations. We could not function without their valuable input on our waka journey forward. Providing opportunities for Kaumātua to hui together and self-determine their roles is an essential part of Tamatanga.

4.1

- To develop an appropriate group to provide opportunities for our Kaumātua to Hui together to determine their roles, to share their moemoeā for the future of Ngāti Tama.



Kaumātua will self determine and measure their own success.

Strategic Objective 5 – Ensure sustainability and enhance our environment

*To provide for today without compromising the
resources and security of our future*

STRATEGIC PRIORITIES

1. Kaitiakitanga responsibilities

Strategic Priority 5 – Kaitiakitanga Responsibilities

Part of our Kaitiakitanga Responsibilities are to manage ancestral whenua (land), awa (waters), wāhi tapu (sites) and wāhi taonga (sacred resources) within the Ngāti Tama rohe from Whangamoā in the east to Kahurangi in the west. Based on whakapapa and ahi kā roa, we recognise the interconnectedness of Ngāti Tama with wāhi taonga in the rohe which is underpinned by the spiritual, emotional and physical relationship Ngāti Tama whānau has with their natural environment. Developing a Ngāti Tama environmental plan to assist with identifying, protecting and managing our taonga within Te Tau Ihu is a priority for us.

5.1

- Develop a Ngāti Tama environmental plan to manage our ancestral whenua, awa, wāhi tapu and wāhi taonga from Whangamoā to Kahurangi.



Our Tama whānau will continue to have ahi kā roa over their ancestral whenua, awa, wāhi tapu and wāhi taonga within the Tama rohe from Whangamoā in the east to Kahurangi in the west. Our taonga will be protected, well managed by our Iwi with engagement with local bodies and government departments.