

# Te Taurahere o Ngāti Porou ki Tāmaki

## Strategic Plan

2008-2010



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## Karakia (Affirmation)

**“Teretere te waka, haki nuku, haki rangi.  
Uenuku pōhūhū, he nuku ka hingahinga, he nuku ka rarau.  
Kopua te hau – ngungu taha ki te rangi.  
Eke, eke, eke penu, uhi tāiki ē!”**

*“Let the canoe glide swiftly,  
Let the earth and sky be cast aside.  
May the Rainbow God clear the gray skies  
May the journey be shortened & the horizon reduced.  
Let the ill winds be brought together –  
Turned aside & deflected into the sky  
Let us surmount the waves, clearing the crests, spread out, we command it be so!”*

Rata  
|  
Pou-mātangatanga  
|  
Pai-māhutanga  
|  
Ruatapu  
|  
Hau  
|  
Nanaia  
|  
Porourangi

*(From the story of our ancestor Rata – the first karakia for launching waka. Recorded by Mohi Ruatapu 1871. Tobunga of Te Rauheoro Whare Wananga, Uawa)*

## Ōhākī (Ancestral Maxims)

**Otirā me mutu mai i tōku takiwā nei te kūaretanga; aua ki tō koutou, nō te mea kei te ngāwari ō koutou nā taringa.**

*‘Let the ignorance of my time be ended; let the future be improved by the young, who are by nature capable of being taught.’*

(1874 Major Rapata Wahawaha exhorts Ngāti Porou to educate their young.)

**Huia mai ki a au, e karanga au kia tū ki runga, kia rite te whakatikanga ake ki tō te rā whanaketanga i te rua.**

*‘Gather round me; when I call for you to stand up, let your uprising be like the sun rising from the depths.’*

(1911 Rev Mohi Turei recounts one of Ngāti Porou’s most famous ancestors Tuwhakairiora, calling on his warriors at the Battle of Te Hikutawatawa 400 years ago.)

**He tōnga kē ta te kōkā, he tōnga kē ta te kauri.**

*‘A mother fashions her daughter well, but the Moko fashions her better.’*

*Our culture & language embellish our existence.*

(1950s Rev Reweti Kohere records.)

## Tūmanako (Vision)

**Kia tū kotahi a Ngāti Porou i runga i te marae i te ao-tūroa.**

*That Ngāti Porou fulfills its logical destiny as a leading Iwi in this region and nationally.*

## Whakatakanga (Mission)

**Kia piki te Wīwī Nāti i Tamaki ki tō matau nei Ngāti Poroutanga, wairuatanga me te whaihuatanga. Kia tū ake hai taurira mō Ngāti Porou i konei, kai tāwāhi hoki rā.**

*To lead the social, cultural, spiritual and economic growth of Ngāti Porou in the Tamaki Region. Providing a model for other Ngāti Porou groups nationally and overseas.*

## Tikanga (Values)

(Not in any order of priority)

<b>Arikitanga</b>	Leadership
<b>Hiranga</b>	Excellence
<b>Hiringa</b>	Drive
<b>Manaakitanga</b>	Respect
<b>Ngākau Manawa Reka</b>	Sense of Humour
<b>Ngāti Poroutanga</b>	Tradition
<b>Rerekētanga</b>	Innovation
<b>Whakahī</b>	Pride
<b>Whakapātari</b>	Challenge
<b>Whanaungatanga</b>	Kinship

## Kaupapa (Statement of purpose)

Te Taurahere o Ngāti Porou ki Tamaki (TTONPKT) has spent the last two & half years developing a base for capacity as a self-sustaining organisation in the Tamaki region. A number of historical problems have affected its success. Activities engaged by the Taurahere so far have been limited by a lack of coherent strategy. Within the last few months a new Kaitātaki-a-Rohe (Kristen Kohere) was appointed. A quantitative needs analysis was produced and the organisation's website was active by December 2007, officially launching shortly in April/May 2008. Therefore the first year of operation is focused on developing the necessary organisational support processes to sustain this plan.

Various document reviews, meetings and discussions have been completed in the intervening period with executive members of the Incorporated Society, Ngāti Porou leaders in Tamaki and elsewhere, other Taurahere and/or Iwi groups. A few key themes are apparent. For the sake of brevity, a three year strategic plan for TTONPKT includes the following four broad groups:

<b>Waioratanga</b>	creating a self-sustaining organisation
<b>Whanaungatanga</b>	communication and identity
<b>Wānanga</b>	promoting matauranga/education/reo Nāti
<b>Wā-kainga</b>	connecting with the home base

## Tūāpapa (Background)

TTONPKT today reflects its origins born of a long relationship between Ngāti Porou in the Tairāwhiti and the Tamaki region. This began with trade relationships in the 1850's, particularly by Ngāti Porou hapu owned schooners trading wheat in the Tamaki markets. Subsequently, immigrants have become our greatest export to the region after World War Two. This significant one-way traffic has culminated today in nearly 95% or 67,657 of us nationally living outside the traditional tribal boundary (Gisborne City for this discussion is considered outside Ngāti Porou influence/control). Almost 20% or 13,215 of us live in the Tamaki region. Combined with our people residing in the Waikato (Hamilton) the total rises to almost 28%.

Since the 1950's various associations have served the needs of immigrating Nāti's. These focused on the social, cultural, housing, employment and crime needs/issues facing our people here. Over the last few years

an incorporated society managed a number of activities on behalf of members. These included: a ball, “whakapapa” parties, attendance at public Maori based events (Atamira), sports tournaments (Iwi of Origin, local Touch competition), wananga pilot series and representation at various hui, including Manawhenua Committees at the four Local Authorities, the 2007 national Digital Summit or social and broadly described Maori network functions.

The Incorporated Society has transitioned to a new Charitable Trust and this process is expected to complete within the month. A set of seven new trustees have been appointed to the Board of the Trust (Pou Kōkiri) and have also contributed to developing this 3 year strategic plan. The trustees represent a significant range of vertical industry knowledge, expertise and experience in covering Maori development and business internationally. Supporting the Board is a separate advisory council (Pou Tikanga) comprising key pakeke, among whom are nationally recognised leaders of Maoritanga, Ngāti Poroutanga and acknowledged community leaders in this region.

A 200 contact emailer has been regularly sent since October 2006. While the primary subject of interest was sport, it also focuses on culture and subjects of interest in general for Ngāti Porou in the region. A basic theme permeating the resulting two-way dialog has been “whanaungatanga”. A definitive analysis of customised census data for Ngāti Porou in Tamaki has also been completed. It shows comparisons against Maori in Tamaki, Ngāti Porou in the Tairāwhiti and New Zealanders in general. The results in large show Ngāti Porou in Tamaki are better off or comparable to Maori in general. However, the common assumption that Ngāti Porou has deep cultural ‘Intellectual Property’ must not be allowed to dilute revitalisation development plans.

A monthly wananga series was piloted last year. The key objectives of this were to learn a moderate number of moteatea, waiata, haka and hapu histories over the year. Encouraging the use & retention of ‘te reo ake o Ngāti Porou’ with experts among our pakeke in support. Coordinating ‘educational’ trips back home. Harnessing the collective cultural power here for the benefit of Ngāti Porou Whanui. Once the pilot is completed in March, we hope to use the results to develop a proposal to *Ma Te Reo* funding to engage a “strategic reo” initiative for the year.

The relationship between the Taurahere and the Runanga o Ngāti Porou has effectively been either very limited or non-existent. Among the reasons are: historical issues; lack of purpose; and the tyranny of distance. Therefore a strategy is required to engage with both the runanga and our hapu/marae to determine mutually supportive projects. Absentee land owners are probably well-represented among our Tamaki population. There may be an opportunity to re-engage our people with both their hereditary land blocks & marae as well as providing an effective way of assisting the Runanga communicating with members in Tamaki.

The launch of an inaugural Ngāti Porou team in an Auckland Central summer touch competition resulted in winning 3<sup>rd</sup> place position last season. More importantly, the profile created has generated strong enthusiasm to extend and develop a fuller sport strategy to promote Ngāti Porou as a brand here.

The statistics demonstrate one-way traffic in terms of physical settlement. Clearly, Tamaki continues to be a target destination for our people from home. While there is a significant exit of our over-65 residents from Tamaki, some further work is needed to determine whether that exodus is to other locations or in fact back

to the home base. Despite this a real focus is required to build an effective relationship with the Runanga and provide a physical grounding for the culture retention in Tamaki with the home base.

Major challenges at home including infra-structure, politics and social pressures (e.g. power, transport, land tenure, communications, human & financial capital) are adversely affecting the home area. Anecdotal evidence shows a strong disconnect between our people in Tamaki and the land blocks/marae they legitimately belong to. Reconnecting would create multiple benefits for all.

The objects of the Trust Deed, the Strategic and Business Plans will be used as the basis to inform the roles and functions of the Trust. Some of these include the following:

- Promote the welfare of whanau
- Create & manage appropriate programmes – health, social, cultural, sport
- Develop education opportunities focused on cultural retention & revitalisation
- Influence government and other key agencies
- Providing information to whanau
- Supporting our youth and their development

The Kaitātaki-a-Rohe has prepared a draft business plan in this the first year. Management will subsequently complete this function on an annual basis. They will be expected to ensure the plan is aligned to the key strategic objectives yet to be endorsed by the Trustees. The Trustees broadly represent the hapu mix, gender balance and geographic location of our whanau in the region. Their skill mix and industry content knowledge crosses multiple verticals viewed as particularly appropriate to the objectives of the trust. These include: media (television); education (tertiary); Maori development; business, commerce & entrepreneurship; law; Maori land tenure & development; Information Technology; strategic development & evaluation; and governance.

## Strategic direction

Trustees are elected for 3 years, but this is not seen as an impediment to the review process. This first year is being investing significant effort in refining the first business plan. An informal annual review will be held by the Board with a three year full review. The 3 year review will be facilitated by an external professional(s) with some experience of the sector.

Management will have to continue the efforts of the Kaitātaki-a-Rohe and ensure strong representation of the Trust to local, regional and central government. Core funding of the Trust's projects are expected to derive from these sources. In parallel, we must be active in engaging in public sector decision-making processes on behalf of our members.

A number of efforts over time have been made to collect member registrations. Various issues such as management changes and IT illiteracy have meant that an effective database of no more than 250 exists. The website is now live and a launch is in process. A concerted long-term programme is being developed to attract registrations. Given the youthfulness of our target population and high access rates to modern communications (web & mobile), the website ([www.ngatiporouauckland.co.nz](http://www.ngatiporouauckland.co.nz)) is the major medium for communicating with members.

Networking with other Iwi and Taurahere groups has also been initiated, although progress has been deliberately delayed until a clear mandate from the new Board is issued via the Communications Plan. The Trust will explore the opportunities and benefits for partnering with such groups, including identifying a priority list of targets.

## Environmental analysis

There are 13,215 people in Tamaki who have identified themselves as affiliating to Ngāti Porou (East Coast). This number ignores the 303 who affiliate to Ngāti Porou ki Harataunga ki Mataora (Coromandel).

According to the 2006 Census, Ngāti Porou in Tamaki comprises the following key demographics:

- very youthful population
- high percentage of young boys
- many of our kuia leave the area on retirement
- higher than normal speakers of Te Reo
- large pool of Native speakers
- higher than average general & tertiary qualifications
- high proportion of professionals
- high participation in the education sector
- higher employment rates than other Maori

Key general negative societal issues facing Maori include:

- Crime – Gangs, Youth, Domestic & Drugs
- Economic Development - Low education, Limited professional experience & Low track record
- Education – Under-achievement & getting lost in the system
- Families – Dysfunction, low-income & poor health
- Health – Obesity & diabetes

General strategies to mitigate the above may include: Mentoring Programmes; Capacity Building; Cultural Initiatives; Mentoring Programmes; Strengthening Whanau; Education Programmes; & Developing the Health Workforce. While our initial target market may be focused away from these demographics, management should advise when our programmes might assist in delivering benefits here.

## Planning process

The planning process began anew with the first meeting of the new Board in January, 2008. Some base directions are required to be agreed by the incoming Board in order to set parameters and guidelines for the existing Kaitātiki-a-Rohe and any ensuing management to operate within. In the first year, we will also develop research to extend our understandings collated to date about our people in the region. The Strategic Plan will be shared shortly with the Pakeke Council, prior to consultation with key stakeholders. It is recommended that a number of hui be held in the region to share the plan with our people. On completion the plan is expected to be adopted and published on the website. Both the annual business plan and budgeting will then be aligned with this.

## The four strategies

### **1. Waioratanga**

Build a sustainable organisation to represent, support, promote and develop Ngāti Porou aspirations in the Tamaki region.

### **2. Whanaungatanga**

Create an exciting environment and opportunities for our people to identify, share, communicate, celebrate and grow their own sense of connection. To be clear about their identity as Ngāti Porou in Tamaki and what it means for them. Provide opportunities for them to leverage their kinship.

### **3. Wānanga**

Share information with whānau to enable participation in iwi activities here and at home. To connect them with their iwi and hapu matauranga – language, history, traditions & physical geography. Provide an environment to develop our young leaders. Build a resource inventory particularly of Ngāti Poroutanga, reo and culture here and Nation-wide. Create a “resource centre” of material accessible by our youth.

### **4. Wā-Kainga**

Establish a working relationship with the runanga and hapu/marae at home. Engage our people here in Tamaki to their hapu, lands, history, whakapapa, language and culture.

## Strategic Projects:

The following project groups will consume our main focus in order to realise the above strategies. While some of the project groups contribute outcomes in only one of the 4 Strategies, some offer significant gains across many or all.

Supporting our reo Nāti the names of these project concepts are unique to Ngāti Porou and sourced from our authorities between 1890-1930 by Elsdon Best in his book on Forest Lore of the Maori. Known authorities included Mohi Turei and Tuta Nihoniho.

**1) Tuauru** – (*100 Hot Nātis*) An albino parrot was rare and considered a better decoy for attracting others during hunting. It was said to be a superior leader of the flock.

This project aims to identify 100 young Nāti high achievers in various fields, sports, education, business, culture, etc. And potentially 100 mature achievers as possible mentors. Their progress will be tracked and support offered by way of our website, leveraging modern principles of social networking. A celebration of their success will be recognised in our annual Nāti Day (May) and the end-of-year ball (Dec).

**2) Pōkai Kereru** – (*Pakeke Kapa Haka*) Is a flock of kereru in flight. Considered a beautiful & bountiful sight.

There are 321 Nāti pakeke over the age of 65 in Tamaki. Among these are acknowledged national leaders in Kapa Haka. There are also at least 1,500 Nāti over the age of 50. A non-competitive entry by a team of 60 members in the local Auckland Regional Kapa Haka Competitions in 2010 and biannually thereafter, performing traditional Ngāti Porou items would make a powerful representation and provide a unifying influence for the Taurahere. The impact this would have in a number of areas supporting our cultural retention and revitalisation would be significant. It is important to establish this footprint in an effective manner. We also plan to develop a competitive team for entry into the Open section for 2010.

**3) Tārake Manu** – (*Website*) Is employed to denote an area of forest land famed as being a favoured haunt of birds.

Our website has been developed to disseminate information, but also to attract registrations. Hence the metaphor of good hunting grounds, but yet to ‘catch’ the targets. With a geographically dispersed population of a youthful nature (75% are under the age of 40 yrs), the website is the logical communication medium. 55% of Nāti households have internet access. 81% have access to a cell-phone. Most people under the age of 25 do not use email, but communicate daily over social networking sites and cell-phones. Hence, integrating the website with ‘Bebo’-like capability and cell-phones should be a medium-term focus. Building an exciting, interactive, incentivised site will be challenging.

**4) Hāpua Kōkō** – (*Wānanga*) The gathering place of Tui. A bird personifying oratorical eloquence and signifying an able director in war and marae activities.

A pilot has been trialed last year and completes in February this year. Findings from this will inform a proposal to funders to roll out a more significant series focused on strategic reo initiatives. It is expected that linking with the home base will be a part of the programme.

**5) *Kāuka Tarariki*** – (*Sports*) Bird snares were made from Cabbage tree leaves. In particular the narrow-leaved variety of the young Tarariki, which had stronger fibre than the older wider variety.

The emailer dialog which has been running for 15 months, identified two key areas that the young (75% of Nāti's are under the age of 40 yrs) want to participate in representing Ngāti Porou...sport and culture. The existing experience with a Touch Team is seen as a base to develop such a strategy.

**6) *Wai Poka Taringa*** – (*Wa-kainga*) Ngāti Porou did not use water troughs for taking pigeons, but set their snares using any little pools however small, found on a log, tree or rock.

Building an effective relationship with the Runanga is an imperative. This would provide a physical grounding for the culture retention in Tamaki with the home base. The strong disconnect between our people in Tamaki and the land blocks/hapu/marae they legitimately belong to is an opportunity for both organisations to capture. Other bodies such as the Ruatoria based “He Oranga mo nga Uri Tuku Iho Trust” with their “Taonga Tuku Iho Project” are in discussions with us.

A key objective underpinning all the above will be on populating the registration database with the most appropriate profile information of members.

## Reporting framework

The Trust constitution sets the size of the board at 8-10 trustees. No fewer than seven and no more than 9. One honorary trustee may be appointed by the Pakeke Council independently. There are currently 7 trustees including 1 Chairman.

The board is responsible under the constitution to manage, direct and supervise the Trust's business and affairs. Day-to-day management of the organisation is delegated to the current Kaitātaki-a-Rohe, who should be replaced by a CEO later.

The board establishes the strategic plan. The board will also study and approve new policies, business initiatives, authorise transactions outside delegated managed authority and appoint the CEO.

In December each year, the board of the Trust will present its annual report, set of audited accounts and strategic plan to the annual general meeting.

This is a public document and all Ngāti Porou in Tamaki are encouraged to review its contents. It will be made available on the website [www.ngatiporouauckland.co.nz](http://www.ngatiporouauckland.co.nz).

The business plan is aligned to the strategic plan and will detail the key business-level initiatives, budgets and milestones. The business plan is not a public document.

The board meets monthly and individual trustees must disclose interests that could conflict with their obligations to Trust.

The trustees also have the following general responsibilities:

- Education
- Communications
- Management remuneration
- Policy development and review
- Audit

Standing committees such as audit and remuneration committees may be developed in time as required. Their function will be to focus on audit and risk management issues and to advise on remuneration, performance and other employment related issues for a future CEO and any senior staff.

The board will develop a manual for governance, detailing the responsibilities of the trustees.

The Kaitātaki-a-Rohe will report monthly to the board against operational plan performance measures. The board will approve a delegated authority framework for managing the organisation.

The management performance will be linked to the strategic plan and the successful implementation of the business plan key result areas.

The Trust will appoint suitably qualified professionals to act as directors of any future potential subsidiaries and will monitor subsidiaries' performance.

## Key stakeholders

The Trust's future will be dependent on securing and maintaining relationships with certain stakeholders.

Our strategy will need to be communicated to the following stakeholders:

### Stakeholders Key Issues Action Plan

Stakeholder	Issues	Action
Government agencies	Funding	Network, Applications
Minister Maori Affairs	Communicate	Presentation

Stakeholder	Issues	Action
TPK Funding Process Applications	Funding	Applications
Local and regional councils	Partnering	Governance, co-management
Runanga o Ngāti Porou	Partnering/Collaboration	Planning & sharing information
Other local iwi taurahere	Relationship	Sharing information
Manawhenua groups	Relationship	Sharing information
Educational institutions	Relationship	Planning & monitoring

## Budget

Dependent on funding.

## Key risks

We have identified the following key risks with the implementation of this strategic plan:

- Communication difficulties between board and grass-roots
- Communication difficulties between board and the Pakeke Council
- Funding failures
- Government policy changes – central & local
- A negative relationship with the Runanga o Ngāti Porou
- Individual trustee agendas
- Departing from the strategic plan
- Failure to build accountability & visibility

## Appendices:

### SWOT

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>"Fresh" perspective</li> <li>Bailey Mackey's role on the Runanga</li> <li>Experienced Passionate Trustees</li> <li>Nāti population size</li> <li>Pakeke Roopu</li> <li>Political Structure</li> <li>Proposed programmes</li> <li>Registered Charitable Trust Status</li> <li>Sports Activities</li> <li>Website Action</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Building new infra-structure</li> <li>Limited assets yet</li> <li>Limited representational mandate</li> <li>New outfit</li> <li>Not Mana-Whenua</li> <li>Unknown Trust Performance</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Blank Page start</li> <li>Capitalise on sports</li> <li>Existing Wananga</li> <li>Need to Deliver</li> <li>Proposed programmes</li> <li>Runanga relationship</li> <li>Website Development</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Loose cannon egos</li> <li>Reputation of previous Incorporated Society</li> </ul>

### PEST

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>Authentic</li> <li>Foreshore &amp; Seabed Settlement</li> <li>General Election Year</li> <li>Not Manawhenua</li> <li>Runanga Elections</li> <li>Treaty Settlement</li> </ul> <p>lesser:</p> <ul style="list-style-type: none"> <li>employment laws</li> <li>environmental regulations</li> <li>political stability</li> <li>tax policy</li> <li>trade restrictions &amp; tariffs</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>Authentic</li> <li>Economy stable</li> <li>Interest Rates High</li> <li>Maori incomes decreasing</li> <li>Maori savings better overall than non-Maori</li> <li>Mature Entrepreneurs</li> <li>Vibrant Maori economy</li> </ul> <p>lesser:</p> <ul style="list-style-type: none"> <li>economic growth</li> <li>exchange rates</li> <li>inflation rates</li> <li>interest rates</li> </ul>
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**PEST (cont.)**

<b>Social</b>	<b>Technological</b>
<p>Authentic  Born in Tamaki vs East Coast  Higher % professionals than other Maori  Olds use web &amp; mobiles  Slightly better qualified than other Maori  Youth high use of mobiles &amp; social networking  Youthful NP population in Tamaki</p> <p style="text-align: right;">lesser:</p> <p style="text-align: right;">age distribution  career attitudes  emphasis on safety  health consciousness  population growth rate</p>	<p>Investigate mobiles/communications strategies  NP portal  Website</p> <p style="text-align: right;">lesser:</p> <p style="text-align: right;">automation  R&amp;D activity  rate of technological change  technology incentives</p>

