

Rongowhakaata Iwi  
Charitable Trust Strategic  
Plan 2008 - 2013

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## INTRODUCTION

The Rongowhakaata Trust<sup>1</sup> is responsible for developing and implementing a range of interventions and initiatives on behalf of its members. This strategic plan (the plan) is outcomes based and provides the platform for the Trust to meet its responsibilities.

The Trust has an integral part to play and in so doing will be a major contributor to shaping Rongowhakaata's social, cultural, environmental and economic wellbeing. This in turn will have flow on effects for the region and the nation.

The achievements expected of the interventions and initiatives will go a long way to supporting the whakatauki "*Toia nga waewae o tatou tamariki kia pai ai te tu ki runga I nga parae o te Ao*"<sup>2</sup> that envisages a future generation of proud Rongowhakaata people.

Rongowhakaata have a disproportionate economic interest in land and forestry assets, which is also inclusive of strong cultural links with land and water environments<sup>3</sup>, and to the protection of tāonga such as indigenous flora and fauna within these environments of the Rongowhakaata rohe.

Nevertheless, the iwi of Turanganui a Kiwa have recently formalised an agreement in principle with the Crown which will see a treaty settlement package that will offer the opportunity for Rongowhakaata and the Trust to build capability and capacity to assist in the delivery of this strategic intention.

The Trust recognises that the relationship with the Crown through the Treaty of Waitangi and its ability to collaborate with many interested parties and tribal groups are important to the organisation and essential to achieving the Trust's and the iwi, hapu and whanau purpose and aspirations which is "Leading the development and revitalization of Rongowhakaata iwi".

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<sup>1</sup> The Rongowhakaata Trust (referred to as the Trust) is registered as a Charitable Trust under the Charitable Trusts Act 1957 10<sup>th</sup> April 1997

<sup>2</sup> Shape well the legs of our tamariki that they may be sprightly upon the fields of the world - <http://www.rongowhakaata.com/History.htm>

<sup>3</sup> Ranginui and Papatuanuku

## RONGOWHAKAATA CHARITABLE TRUST

The Trusts key role is to provide the capability and capacity to support Rongowhakaata iwi hapu and whanau to achieve its aspirations of rangatiratanga. In the provision of capability and capacity, the Trust will fulfil not only its role for Rongowhakaata but also its community obligations

The Trust has no responsibility for specific legislation; however it has a role to play in the oversight of legislation that impact on Rongowhakaata and on the Trust's role. For example the Resource Management Act as it applies to tangata whenua.

## RONGOWHAKAATA STRATEGY

This Strategy reflects the needs and aspirations of Rongowhakaata members and sets out a way forward for the Trust to provide the foundation for its contribution to outcomes for Rongowhakaata. The strategy acknowledges the ramifications for the Trusts Rongowhakaata-related capabilities and how that capability is engaging and reflected in decision making and contribution to outcomes. The paper does not seek to resolve all the details, inputs and process issues that flow from it given there will be significant resource implications.

## THE RATIONALE FOR A RONGOWHAKAATA STRATEGY

The rationale for the Strategy is an acknowledgement that;

- Rongowhakaata have interests in the economy, the social health of its members, the sustainability of all the natural / biological resources within its rohe and the protection and enhancement of its cultural heritage;
- These interests require an approach that ensures the integrity of Rongowhakaata iwi hapu and whanau;
- The Trusts ability to work collaboratively will provide major opportunities to contribute to growth in and for Rongowhakaata.
- The reflection of the Treaty of Waitangi in New Zealand law and in the government's goals has implications both present and future for Rongowhakaata and the Trusts operations, priorities and processes;

- Rongowhakaata “health” will at times be influenced by the Trusts performance through aspects of its operations;
- Rongowhakaata biologically-based cultural and economic resources are protected and nurtured; and
- Effective Trust engagement with Rongowhakaata whanau hapu iwi enhances Rongowhakaata’s and New Zealand’s social cohesion, and therefore its longer-term wellbeing.

The Rongowhakaata contribution to New Zealand Inc. is important as;

- Rongowhakaata is at the forefront of the history of this country;
- Rongowhakaata has an asset base, and expected to increase through the Treaty settlements process, that is conducive to economic growth within the region and the nation;
- Rongowhakaata’s expected economic growth will provide the support for their cultural, social and environmental well being
- Rongowhakaata’s cultural capital is an under utilised resource that has benefits for Aotearoa Inc.

## VALUES, PRINCIPLES AND PARAMETERS

This document addresses issues specifically related to Rongowhakaata and how whanau, hapu and iwi are supported to achieve its potential through the work of the Trust. As such there are key guiding values that are important to Rongowhakaata that must be a part of how this strategy is developed and implemented to ensure its consistency with Rongowhakaata aspirations.

These include;

### **KAITIAKITANGA: GUARDIANSHIP/SUSTAINABILITY**

This is the practice of ensuring that the mauri of the living environment including humans is enhanced, protected and maintained for current and future generations. It can be also narrowly translated as practicing sustainability or guardianship of the natural environment.

### **RANGATIRATANGA: SELF MANAGEMENT / SOVEREIGNTY**

Rangatiratanga is about allowing Rongowhakaata to determine how they live their lives - essentially the advancement of Rongowhakaata by Rongowhakaata for Rongowhakaata.

### **MANA WHENUA: TRADITIONAL AUTHORITY STATUS**

The term mana whenua under the RMA 1991 is defined as “customary authority exercised by an iwi or hapu in an identified area”. This definition will suffice for the purpose of this strategy and in time may be “matured”.

### **WHAKAPAPA: FAMILIAL OR GENEALOGICAL CONNECTIONS**

This is the connection that Rongowhakaata have with all things in the world. It is the genealogical ties that connect each individual within the collective to their heritage.

### **MAURI: LIFE FORCE/LIFE PRINCIPLE**

Mauri is the binding force between the spiritual and the physical. It is held by all things through whakapapa linking to nga Atua.

### **WHAKANUIA: RESPECT**

This is the application of professionalism, in that it entails an interaction that recognises and affirms the mana of those we conduct business for and with.

## **GUIDING PRINCIPLES**

### **TE NGAIO: PROFESSIONALISM**

Focus on the purpose of our work rather than the work itself, and conducting ourselves in a businesslike manner;

### **TE PONONGA: INTEGRITY**

Conducting ourselves in a manner that engenders trust and credibility.

### **TE AMORANGI: LEADERSHIP**

Ensuring that the Rongowhakaata Charitable Trust as an organisation is at the forefront of any developments that will benefit our members.

### **MAHITAHI: WORKING TOGETHER**

Working collectively (internally and externally) to achieve common outcomes.

### **VALUE FOR MONEY AND ACCOUNTABILITY**

Rongowhakaata-related initiatives are under intense iwi... / hapu scrutiny and we must ensure value for money and accountability for the resources we apply to them. It is important that the outcomes which

aim to increase Rongowhakaata whanau hapu wellbeing are seen as a part of developing the wellbeing of all New Zealanders.

## TREATY OF WAITANGI

The Treaty of Waitangi and the partnership established through this agreement between Maori and the Crown is integral to the relationship between Rongowhakaata and the Crown. The Rongowhakaata Trust upholds the principles of the Treaty of Waitangi.

## STRATEGIC DIRECTION

The following statement is taken from the Rongowhakaata Trust's trust deed. While it is binding on the trust, the strategic plan is accommodating of the purpose statement and creates the opportunity for Rongowhakaata iwi to be more expansive in their aspirations.

**Trust Purpose;** Receive, hold, manage and administer Rongowhakaata assets for every charitable purpose benefiting Rongowhakaata whether it relates to the relief of poverty, the advancement of education or religion or any other matter beneficial to the community of Rongowhakaata and all members of Rongowhakaata irrespective of where those members reside and for every such charitable purpose benefiting members of the community generally.

The outcomes framework is the preferred strategic methodology option. It signals clearly where the focus for outputs should be applied and is driven by where Rongowhakaata people seek for their wellbeing.

The strategic focus reflects the ongoing changes and challenges that confront Rongowhakaata;

### 1. CULTURAL OUTCOME

- a. *“TO ENSURE THAT RONGOWHAKAATA APPROPRIATELY REFLECTS AND INTEGRATES TIKANGA RONGOWHAKAATA IN ITS OPERATIONS”.*

### 2. INTERMEDIATE CULTURAL OUTCOMES

- a. Wairua is a spiritual platform for Rongowhakaata cultural wellbeing;

This outcome focuses on the revitalization and use of the spiritual elements of the past and seeks to have them imbedded into present and future activities of Rongowhakaata iwi

- b. Rejuvenate Rongowhakaata traditional taonga including te reo, Rongowhakaata whakapapa and Rongowhakaata traditional history. Establish and maintain a business environment that supports and enables Maturanga Rongowhakaata and other Rongowhakaata knowledge as an integral contribution to innovation, enterprise and high performance in all aspect of Rongowhakaata business and traditions.

This outcome recognises the importance and potential of Rongowhakaata knowledge to innovation. The intellectual property of Rongowhakaata will provide many opportunities for Rongowhakaata to create innovative pathways if they are adequately and appropriately resourced. Capability should be built in this space as well as the effective transferral of knowledge from mainstream science, mainstream information, traditional and oral sources to Rongowhakaata.

- c. Supporting the implementation and wider understanding of Rongowhakaata values in both business and traditional activities.

The Trust is key to contributing to social, cultural, environmental and economic development and as such, cultural and professionally based relationships need to be developed and maintained with Rongowhakaata and others to inform the development of policy, opportunities, planning and strategies.

### 3. OBJECTIVES

- a. Incorporate tikanga Rongowhakaata, values and aspirations in the Trust decision making process.

HOW WILL THE TRUST ACHIEVE THESE OUTCOMES?

**Ensure that the Outcome, Intermediate Outcomes and Objectives are approved before summarizing the achievement process. Key projects should be identified in a separate document that can be utilised in strategic and business planning programs for 2008-2009 year.**

## 4. ECONOMIC OUTCOME

- a. *“A HIGH PERFORMING INVESTMENT PORTFOLIO ENHANCING SUSTAINABLE ECONOMIC GROWTH AND PROSPERITY FOR RONGOWHAKAATA.*

This outcome acknowledges the need to have a sustainable economic growth strategy to ensure Rongowhakaata’s wellbeing for the future.

## 5. INTERMEDIATE ECONOMIC OUTCOMES

- a. Effective efficient and professional leadership
- b. Policies and interventions to encourage growth and innovation.

Assets administered for and on behalf of Rongowhakaata must be appropriately managed ensuring audit and risk management polices are in place, processes and systems to ensure governance decisions are risk free, compliant and transparent. Rongowhakaata need to ensure that the appropriate skills and expertise are employed to manage and make informed decisions over their assets.

- c. Professional governance disciplines and processes provide the platform for economic management of Rongowhakaata assets

The Trust has a critical role in supporting Rongowhakaata to optimise the economic potential of their settlement and other assets. Policy, audit and strategic development need to identify with Rongowhakaata their aspirations for, expectations of and impediments to, optimising the benefits to Rongowhakaata from the resources they own. It must help develop options to alleviate or overcome barriers and risks experienced by Rongowhakaata.

## 6. OBJECTIVES

- a. To lift and sustain the economic performance of Rongowhakaata owned economic assets.
- b. To understand and protect Rongowhakaata economic property rights.
- c. Enhancing market access (technical or non-tariff related) for Rongowhakaata.
- d. To better understand the complexity of Rongowhakaata assets, cultural and human capital to support the Trust economic development policies.
- e. Improving knowledge transfer from innovation to end products in Rongowhakaata business outcomes.

## 7. HOW WILL THE TRUST ACHIEVE THESE OUTCOMES?

**Ensure that the Outcome, Intermediate Outcomes and Objectives are approved before summarizing the achievement process. Key projects should be identified in a separate document that can be utilised in strategic and business planning programs for 2008-2009 year.**

## 8. ENVIRONMENTAL OUTCOME

*a. "THE NATURAL RESOURCES (TE TAIĀO) AND TAONGA SPECIES OF RONGOWHAKAATA ARE SUSTAINABLY MANAGED ACKNOWLEDGING MATAURANGA MAORI FOR THE BENEFIT OF THE IWI AND NEW ZEALANDERS FROM AND FOR THE NATURAL ENVIRONMENT".*

## 9. INTERMEDIATE OUTCOMES

- a. Effective efficient and professional leadership
- b. Enhance delivery of matauranga Maori as a model for environmental management.
- c. To protect Rongowhakaata biologically-based cultural and economic resources.
- d. Integrating Kaitiakitanga and matauranga Maori in environmental policies for Rongowhakaata.

The global impact on the climate is having an effect on the environment and the "taonga" species and resources of Rongowhakaata. The flow on effect has impacts for social and economic wellbeing and the culture of Rongowhakaata. The sustainable management of the natural resources in the Rongowhakaata rohe and the role of the Trust are critical. The health of the environment is important in supporting Rongowhakaata to optimise the social, economic and cultural benefits. Management and operational policies and strategic development need to identify with Rongowhakaata their aspirations and expectations.

## 10. OBJECTIVES

- a. Ensuring Rongowhakaata and the Trust are engaged in environmental management.
- b. Rongowhakaata are informed and engaged in the Trusts environmental policies and systems.

11. HOW WILL THE TRUST ACHIEVE THESE OUTCOMES?

**Ensure that the Outcome, Intermediate Outcomes and Objectives are approved before summarizing the achievement process. Key projects should be identified in a separate document that can be utilised in strategic and business planning programs for 2008-2009 year.**

12. PEOPLE OUTCOME

a. *"HEALTHY WHANAU HEALTHY HAPU HEALTHY IWI".*

13. INTERMEDIATE OUTCOMES

- a. Effective efficient and professional leadership
- b. Safe and suitable food
- c. Supportive social wellbeing infrastructures
- d. "wairua" Maori is a platform for social wellbeing.

What is mana? The Trust must seek positive interventions to provide for a healthy, vibrant and successful Rongowhakaata society.

14. OBJECTIVES

- a. Ensuring Rongowhakaata and the Trust are engaged in health, social and educational management.
- b. Rongowhakaata are informed and engaged in the Trusts "social" policies and systems.

15. HOW WILL THE TRUST ACHIEVE THESE OUTCOMES?

**Ensure that the Outcome, Intermediate Outcomes and Objectives are approved before summarizing the achievement process. Key projects should be identified in a separate document that can be utilised in strategic and business planning programs for 2008-2009 year.**

16. THE TRUST'S INTERNAL CAPABILITY

- a. *“BUILD THE TRUST’S INTERNAL CAPABILITY TO ENSURE THAT IT CAN BUILD EFFECTIVE AND ENDURING RELATIONSHIPS WITH RONGOWHAKAATA WHANAU HAPU IWI, AND TO UNDERSTAND AND INPUT THEIR ISSUES AND CONCERNS INTO THE TRUST’S PLANNING AND PROCESSES”.*

Building capability and capacity requires an integrated approach which can quickly demonstrate to Rongowhakaata that the Trust has the skills and capacity to:

- Communicate with Rongowhakaata and to understand Rongowhakaata issues and concerns;
- Know what issues may impact on Rongowhakaata and proactively seek to address these;
- Analyse Rongowhakaata issues and concerns within the Trust’s work programme;

The Trust also needs to understand:

- Rongowhakaata processes, tikanga Rongowhakaata (customary processes and protocols) and te reo Rongowhakaata
- Rongowhakaata communications and consultations processes;
- Implications for Rongowhakaata when developing policies, etc

As an employer, the Trust needs to be promoted as a supportive place for Rongowhakaata staff to work.

## 17. INTERMEDIATE OUTCOMES

- a. Ensuring that credible advice on Rongowhakaata issues is supplied to and applied by the Trust.

The Trust needs high level strategic advice from Rongowhakaata to inform it on Rongowhakaata and Treaty issues across the Trust and its business groups. The Trust Strategic Group can provide:

- clarity and direct input into policy development and decision making processes;
- advice on Rongowhakaata interests across the Trust’s business groups;
- strategies to strengthen the Treaty partnership between the Crown and Rongowhakaata;

- advice on the potential impacts on Rongowhakaata of the Trust's initiatives and policies; and
  - feedback on the effectiveness of the Trust's responsiveness strategies to Rongowhakaata and Treaty of Waitangi issues.
- b. Improve Rongowhakaata engagement and input into the Trust's planning, policy development, research, standard setting and operational activities.
  - c. Increase the understanding, skills and competencies of all the Trust staff on the Treaty of Waitangi and Rongowhakaata issues to improve the Trust's ability to liaise and understand Rongowhakaata communities and concepts.

#### 18. OBJECTIVES

- a. Ensure that training programs for the Trust on the Treaty of Waitangi, Te Reo and cultural awareness are essential parts of all new staff inductions and that current employees must complete these programs at least once every three years.
- b. Establish a the Trust Rongowhakaata Strategic Group to provide advice on Rongowhakaata and TOW issues across the iwi and the Trust and its business units
- c. Recruit Staff with expertise and competencies in Rongowhakaata, business and Treaty issues.
- d. Create a supportive environment for Rongowhakaata staff at the Trust
- e. Establish a secondment regimen for staff to be employed in the Trust.

#### 19. HOW WILL THE TRUST ACHIEVE THESE OUTCOMES?

**Ensure that the Outcome, Intermediate Outcomes and Objectives are approved before summarizing the achievement process. Key projects should be identified in a separate document that can be utilised in strategic and business planning programs for 2008-2009 year.**

#### 20. EXTERNAL COLLABORATION

- a. *“IMPROVE THE TRUST RESPONSIVENESS TO RONGOWHAKAATA THROUGH IMPROVING PARTNERSHIP RELATIONSHIPS”.*

## 21. INTERMEDIATE OUTCOMES

- a. Develop and maintain strong and effective relationships with Iwi, Rongowhakaata industry groups, central and Local governments and with the various Business Units within the Trust.

## 22. OBJECTIVES

- a. Develop and implement a communications strategy to inform, and be informed, by Rongowhakaata and sector groups.

## 23. HOW WILL THE TRUST ACIEVE THESE OUTCOMES

- a. *“IMPROVE THE TRUST RESPONSIVENESS TO RONGOWHAKAATA THROUGH IMPROVING PARTNERSHIP RELATIONSHIPS”.*

**Ensure that the Outcome, Intermediate Outcomes and Objectives are approved before summarizing the achievement process. Key projects should be identified in a separate document that can be utilised in strategic and business planning programs for 2008-2009 year.**