



NGĀ MAUNGA WHAKAHII O KAIPARA



KAIPARA

Annual Plan  
2023

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First Final Draft Edition, March 2022  
Revised Final Draft Edition, August 2022

This Second Revised Final Draft edition, is yet to be signed off and approved by the Ngā Maunga Whakahii o Kaipara Development Trust Board.

However, it has been published online in December 2022 to ensure operational compliance.

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# KAIPARA

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“What the logo – or more precisely, the brand – stands for,” says Bernard, “is our ancestors’ legacy of whiwhi ngātahi – meaning ‘to work together’. This is encapsulated in the porohita (main circle) in the design. It represents the harbour, but also the unity of the five marae, which was the genesis of “Ngā Rima” and the drawn tiki all those years ago.

Further to this, the five opposing mangopare (the scroll motifs within the circle) represent the five marae communities in duality – male/female, young/old, town/country, Pākehā/ Māori etc. The mangopare is the hammerhead shark warrior symbol, which traditionally stands for tenacity (it’ll fight to the last breath) and leadership. In this case it symbolises the tino rangatiratanga of Kaipara hapū in post settlement mode; self-determination. The Kaipara area has an incredible history of assertiveness, and this mark is the manifestation of that.”

Bernard Makoare, Ngāti Whātua Artist, NMWK Annual Report 2020

# Whakataukī

Ko te Pū	<i>the source</i>
Ko te more	<i>the laterals</i>
Ko te weū	<i>the tap root</i>
Ko te aka	<i>the Rhizome (horizontal root with sprouting shoots)</i>
Ko te rea	<i>the hair root</i>
Ko te waonui	<i>the forest</i>
Ko te kune	<i>the extension</i>
Ko te whe	<i>the sound</i>
Ko te korekore	<i>the nothingness</i>
Ko te pō	<i>the many stages of the darkness in reference to potential</i>

“These metaphors are used to describe the observations of our ancestors, and how they interpreted how things were created from the absolute nothing, to a stage of fruition and beauty. The song has been arranged in no particular order, but rather to actualize the beginning from where all things started and to where all things return, Te Pū (the source).” – Mikaira Pau, Mātauranga Lead

This whakatauki offers a metaphor for NMWK as we transition from the first decade of our existence into the next phase of our journey.

# Tupu Oranga

At the time of settlement, the purpose, and values of Ngāti Whātua o Kaipara were clear: Whaia te Kotahitanga o Ngāti Whātua o Kaipara. Whaia te Mana Motuhake o Kaipara. However, it is now apparent that there is work to do to enable further growth and because of this, a realignment is pertinent.

The notion of Tupu Oranga has been leveraged from our Rautaki and elevated for the purposes of adapting an overarching value for a new journey of realignment for Ngā Maunga Whakahii o Kaipara Development Trust (NMWK) through a transformation process, which we are calling, 'Ngāti Whātua o Āpōpō - Tomorrow's Ngāti Whātua'.

Following the delayed AGM held in March 2022, the elected trustees will be given the opportunity to support the instatement of a Kaikōmihana Commissioner/Convenor to lead a number of fundamental changes. This intention includes a strategic organisational reset involving a staged approach toward transformational change that will include the restructure of the NMWK subsidiaries and the following:

- Constitutional Trust Deed reform
- Governance re-organisation
- Operational re-shape

We have moved through 10 years of existence and therefore this is a time of recalibration. Upon review of the very first annual plan of NMWK it became clear that many of the original aspirations and intentions outlined in that document have not yet come to fruition.

Therefore, the pending changes are intended to identify and unlock roadblocks and discrepancies toward enabling the realisation of the original intent and purpose of NMWK. There are learnings from other iwi around the motu who similarly have experienced growing pains on their post settlement journey. Resets are a natural part of growth. We will leverage from their experiences to help us move through this opportunity of change for NMWK.

With that in mind an independent 10-year Review will be commissioned that will recognise our achievements and will help us to understand the areas that require improvement and reconsideration. This is an important part of this process as it will seek input from our registered whānau members, key kaumātua, key NMWK board members, as well as our subsidiaries including key KCDL Directors, Whiti Ora board members and those who have held the role of the executive office to date. This report will inform the fundamental focus areas necessary for transformational change and will be an addendum to this annual plan.

However, it is already evident that new qualitative and quantitative measures, accountability mechanisms and key documentation needs to be considered and created to ensure clearer guidelines and decision-making processes for the development trust, trustees, and our subsidiary entities. Improved processes and policies will require attention too.

# Ngā Pou o Ngā Tohu

## Pou Tangata

The Niho taniwha pattern represents the multitudes of whānau, hapū, marae and stakeholders working together to achieve goals, visions, opportunities and projects.

## Pou Tikanga

The Waewae Pakura pattern represents the footprints of the Pūkeko, given to Tāne from his brother Rehua after obtaining the three kits of knowledge. It also depicts mātauranga Māori through te reo rangatira, tikanga and ngā kōrero whakapapa, waiata and haka.



## Pou Tupu

The Taratara a Kae pattern represents growth, development and progression. The notches depict the different organisation identities.



## Pou Taiao

The Unaunahi pattern is inspired by the fish scales of the tāmure (snapper). It depicts abundance of kai but also how whānau respect the environment as an important part of te ao Māori and as kaitiaki of our whenua.

# Ngāti Whātua o Āpōpō | Tomorrow's Ngāti Whātua Annual Plan 2022-2023

## A Mātou | Vision

Whaia te Kotahitanga o Ngāti Whātua o Kaipara.

Whaia te Mana Motuhake o Ngā Marae e Rima o Kaipara.

## Tou Tātou Kaupapa | Mission

Our place. Our people. Our environment. Our way.

- Nō mātou ngā whenua
- Kō mātou ngā Tāngata
- Nō mātou Te Taiao
- Kō mātou te Kaipara ko te Kaipara mātou

## Ngā Uara Ahurea | Values

Manaakitanga | Kaitiakitanga | Whanaungatanga

- Kaipara Moana Kaipara Tāngata
- Ngāti Whātua Mana Motuhake



## Pou Tikanga Key Priorities

Ngāti Whātua o Kaipara tikanga and kaupapa is upheld and regularly practiced and known by whānau, hapu, Marae and the hāpori.

- Restoration of mana marae
- Supporting the revitalisation of Ngā hapū o Ngāti Whātua o Kaipara:
  - » Ngāti Tūturu (Haranui)
  - » Ngāti Hine/Te Uri o Hau/Ngāti Te Rino (Puatahi)
  - » Ngāti Rango, Ngāti Rongo (Araparera/Kākānui)
  - » Te Taoū (Reweti)
- Reo Ngāti Whātua
- Tikanga Ngāti Whātua
- Build and establish a Kohanga/Puna Reo
- Wānanga Hītori o te Kaipara
- Toi Ora o te Kaipara



## Pou Taiao Key Priorities

The key priorities for Pou Taiao involve the protection, management and preservation of Ngāti Whātua ō Kaipara whenua that was returned through Cultural Redress. The settlement vests nine sites back to Ngāti Whātua ō Kaipara, totalling approximately 689 hectares.

- Atuanui
- Mairetahi Landing
- Makarau Bridge
- Makarau
- Mauiniu Island
- Moturemu Island
- Parakai Conservation Area
- Ten Acre Block- Rata Reserve
- Tipara

Joint vesting on Parakai Reserve with Auckland Council.

## Tari Pupuritaonga Trust Deed

- Effectively manage and administer the Trust Cultural Assets on behalf of and for the benefit of the members of Ngāti Whātua ō Kaipara in accordance with Te Tari Pupuritaonga Trust Deed
- Produce a 5-year strategic plan at least every two years, including a statement by the Trustees of the commercial, management and distribution policies that Te Tari Pupuritaonga Trust intends to follow in respect of the Trust assets.



## Pou Tangata Key Priorities

- The relationship between Ngā Marae e Rima and Ngāti Whātua Whanaunga is strong and resilient.
- Building the wellbeing of hinengaro, wairua, tīnana, whānau
- Ngāti Whātua o Kaipara whānau and Marae needs are met and whānau are positive examples of Whiti Ora.
- Ngā Marae e Rima actively support each other through a mana enhancing approach and demonstrate Ngāti Whātua Mana Motuhake.

The key priorities for Pou Tangata is the enablement and delivery of educational, economic, social, cultural and well-being of Ngāti Whātua ō Kaipara and its whānau. This includes but is not limited to;

- Access to healthcare services
- Wānanga
  - Cultural Wānanga
  - Drivers licensing wānanga
- Kapahaka and Hākinakina
  - Promote, support, deliver and partner on well-being initiatives and events
- Sustainable living
- Covid-19 Responsiveness





## Pou Tupu Key Priorities

- Commercial rights
- Fiscal growth
- Investment
- Acquisitions
- Residential market housing developments
- Tourism strategy
- Ngāhere development plans
  - » Commercial opportunities

## Crown (Local And Central Government) – Strategy, Influence And Opportunities Key Priorities

- Crown agencies, local government and other organisations give positive and sustainable effect to Te Tiriti o Waitangi with Ngāti Whātua o Kaipara as partners, including:
  - » Oranga Tamariki
  - » Ministry of Statistics
  - » Te Whata
  - » Ministry of Education
  - » Ministry of Housing & Urban Development
  - » Kainga Ora
  - » Te Matapihi
  - » Ministry of Social Development
  - » Ministry of Justice
    - \* Children & Young Persons Courts
    - \* Department of Corrections
    - \* New Zealand Police
  - » Te Puni Kōkiri
  - » Department of Conservation
  - » Ministry of Fisheries
  - » Te Ara Whiti
  - » Ministry of Health
    - \* Health NZ
    - \* Māori Health Authority
- Realisation of RFR opportunities
- Realisation of Crown partnership opportunities

*nb. this is not an exhaustive list and it is subject to change*

## Special Projects Key Priorities

1. Ngāti Whātua o Āpōpō | Tomorrow's Ngāti Whātua Future Directions Five Year Plan Roadshow
2. Acquisition of a freehold flagship building for NMWK operations
3. Iwi-led housing solutions
  - a. Completion of unfinished NMWK housing projects
  - b. Acquisition of RFR housing opportunities
  - c. Review constraints for residential development on whenua Māori
  - d. Address barriers for papakainga development
  - e. Repairs to whānau-owned homes
  - f. Social housing developments
  - g. Waahikainga developments
  - h. Progressive home ownership and first-home products for whānau
4. Marae-led marae revitalisation
5. Mātauranga Māori revitalisation
6. Data Collection improvements and Data Sovereignty Mechanisms

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## Strategic Outcomes Ngāti Whātua Mana Motuhake

1. Strategic input and consultation with Ngā Uri o Kaipara for Ngāti Whātua o Āpōpō | Tomorrow's Future Directions 5 Year Plan Roadshow
2. Marae development:
  - a. Mana marae
  - b. Ahi Kāroa
3. Revitalisation of Ngāti Whātua Mana Motuhake
  - a. Kohanga Reo/Puna Reo
4. A housing strategy that encompasses:
  - a. a spatial delivery strategy
  - b. an action plan
  - c. a delivery plan implemented with Crown partnership
5. Instatement of Pou Taiao General Manager and Taiao Commissioning Team

8. Realisation of Crown Opportunities
  - a. Resource Management Act
  - b. Kaipara Moana Remediation
  - c. Three Waters
9. Special Projects of public and private business partnerships
  - a. Tourism operations
  - b. Social enterprise
  - c. Property development
    - i. Angel investment networks
    - ii. Micro-enterprises
    - iii. Business investment
    - iv. Procurement opportunities
  - d. International and domestic markets realised
  - e. Incubation of new Crown Partnership Opportunities
  - f. Te Whare ā Māui Jobs and Skills Hui
  - g. Climate Change strategy

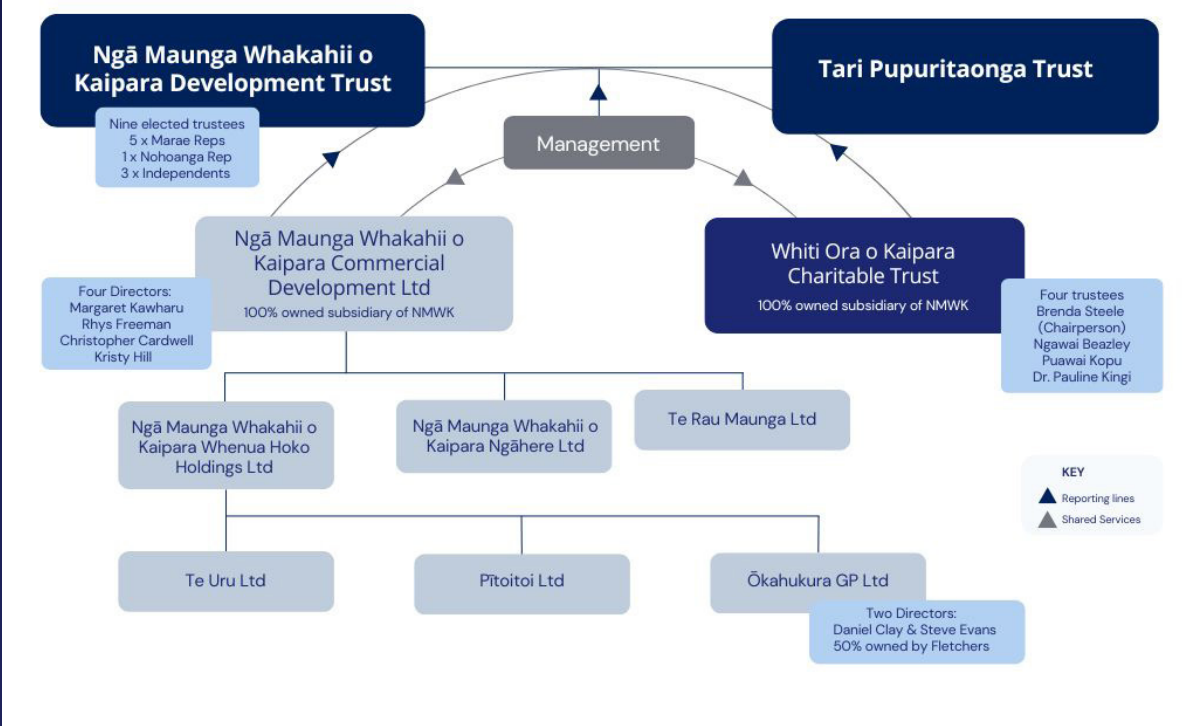
## Achieved Via These Drivers And Enablers

- Building a strong Kaipara Mana Motuhake brand
- Ngā Marae e Rima hui consultation and Roadshow
- Restoration of marae and building marae capability
- Warm, healthy homes for whānau
- Sound strategic decision-making
- Dedicated and supported team
- Workforce development
- Sourcing further commercial capabilities
- Utilising technologies to further effective communications
- Protecting rights, responsibilities & decision-making capabilities
- Intellectual Property rights secure
- Lobbying and advocating for dedicated funding: public, private, philanthropic
- Focussing on data sovereignty
- A 'fit for purpose' Ngāti Whātua o Āpōpō | Tomorrow's Ngāti Whātua operational restructure

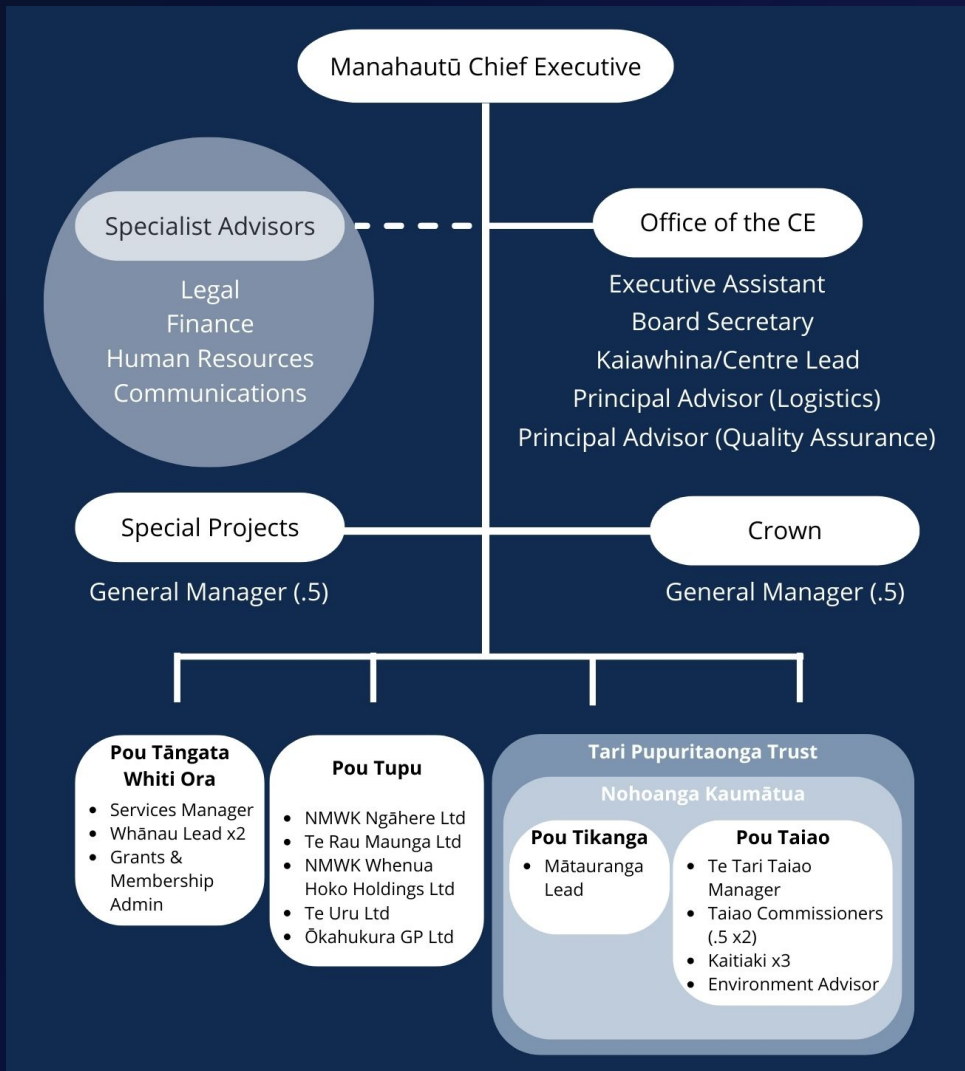
## Influenced By

- Our whānau members
- New brand and name consideration in consultation with whānau members
- Brand protection mechanisms
- Our social licence to operate
- Effective and operational marae
- Connectivity of NMWK and good faith with its subsidiaries
- Adhering to clear milestones
- Sufficient funding and other resources
- Networking locally, regionally and internationally
- Te ao Māori

# Ngā Maunga Whakahii o Kaipara Development Trust Organisational Structure



# NMWK Tūtohi Whakahaere | Operational Structure



Please note: The roles within the Office of the Chief Executive will be disestablished in October 2022. A new Opera-tional Structure will be established to enable Ngāti Whātua o Āpōpō | Tomorrow's Ngāti Whātua.

## Manahautū Chief Executive

The executive management office role is an Interim Chief Executive function and oversees the operation of NMWK. As at April 2022, this position is held by Sarah Īhāia-Chapman. At the time of the appointment of Sarah Īhāia-Chapman (September 2021) Ngā Maunga Whakahii o Kaipara Development Trust was in a precarious position, experiencing ongoing issues of trust meetings not meeting quorum and trustee breaches in governance and operations.

It has also become quite apparent that building the capacity and capability of our trust governors is an essential priority. There is a lot of work to do, such as potential trust deed and constitutional amendments and significant structural changes to enable realignment and growth indicators, which will include following:

- a skills-based board with specific functions that align with our key priorities
- more effective decision-making processes
- processes that balance our responsibilities with consideration for both the Law and Lore
- improved connectivity across NMWK entities and Ngā Marae e Rima
- trust deed alignment with the five marae constitutions
- future direction setting
- succession planning for future generations
- trust asset acquisitions
- appropriate operational delegations

As part of this transformation process, we will reconsider the functions of the current NMWK trustees and look toward a skills-based, decision-making board. This process will provide a new landscape for decision making to enable the unrealised dreams of our Ngāti Whātua o Kaipara whānau and Ngā Marae e Rima to maintain and grow the mana motuhake of Ngāti Whātua o Kaipara. Key to the recalibration is the proposed instatement of a Kaikōmihana (Commissioner). The NMWK Chairperson will provide an update to whānau on behalf of the board via an online Hui-ā-lwi.

The first (6) six months of the Interim CE's appointment required an intensive period of discovery across the full operations of NMWK, its structures and subsidiary companies. Consequently, the Interim CE executed monthly meetings with the five Marae Chairs as a mechanism to fulfil the Deed obligations of support for the marae, whilst the board (including the elected marae representatives) have faced ongoing challenges. This has revealed a break down in connectivity and accountability between the Ngā Maunga Whakahii elected marae representatives and the marae themselves. With this in mind the monthly meetings with the five Marae Chairs will continue.

Upon review of the very first annual plan of Ngā Maunga Whakahii the original four Pou were re-adopted and an operational reset was executed to realign to the four Pou and uphold them as strategic priorities. They are as follows:

- Pou Taiao | Environmental
- Pou Tikanga | Cultural
- Pou Tāngata | Social
- Pou Tupu | Commercial activities

From 1 June 2022 an appointment will be made to the two (2) year term role of Manahautū Chief Executive which will include:

- Meeting Trust Deed requirements (such as running elections and holding the AGM)
- Finance
- Legal
- Human Resources
- Communications
- Pou Taiao | Environmental
- Pou Tikanga | Cultural
- Pou Tāngata | Social
- Pou Tupu | Commercial activities
- Special projects
- Crown – Strategy, Influence & Opportunities (Central & local government)

The Manahautū Chief Executive is responsible for implementing the Annual Plan and in this particular year, will act alongside the Director of Transformation Kaihautū and will report to the Nohoanga Kaumātua Executive/Commissioning Panel and Kaikōmihana following their appointment. The Manahautū Chief Executive will manage the day-to-day activities and retain operational and financial oversight of all activities.

The Manahautū Chief Executive therefore holds the financial mandate of NMWK and its subsidiaries. Further mandates are necessary for the execution of this annual plan and support for the creation and implementation of the Ngāti Whātua o Āpōpō | Tomorrow's Ngāti Whātua Future Directions Five year plan, including:

- Management of the NMWK Development Trust projected annual operational budget up to \$5 million
- Oversight of the KCDL projected annual budget
- Oversight of the Whiti Ora projected annual budget

## Kaikōmihana Commissioner / Convenor

Acting as an independent the Kaikōmihana will disestablish the NMWK trustee roles, occupy the role of Chairperson and subsequently assume the role of the NMWK Board, together with the Nohoanga Kaumātua Executive/Commissioning Panel, for a period of eighteen (18) months plus six (6) months effective from October 2022. The Te Arawhiti (Ministry of Crown Māori Relations) Chief Executive can be invited to assume the role of independent advisor to:

- Stress test intentions and intended constitutional amendments
- Assist protection of the Post Settlement Governance Entity (PSGE) status of Ngā Maunga Whakahii o Kaipara.

The Nohoanga Kaumātua Executive/Commissioning Panel will appoint the Kaikōmihana and will provide a supervisory and accountability function to the Kaikōmihana throughout their term. It is important that the Mana Motuhake of Ngāti Whātua o Kaipara is upheld through this process and therefore this panel will reflect that. The Nohoanga Kaumātua Executive/Commissioning Panel will ensure the transformation process is tikanga aligned and will provide quarterly update reports to NMWK members. The AGM is scheduled for October and will be hosted by the Nohoanga Kaumātua Executive/Commissioning Panel.

The successful Kaikōmihana appointee will be announced in October 2022. The Kaikōmihana will report to the Nohoanga Kaumātua Executive/Commissioning Panel on a weekly basis for the first four (4) weeks and on a monthly basis thereafter. During their term the Kaikōmihana will carry the powers of the board (as the Trust Deed allows) to execute the Ngāti Whātua o Apōpō|Tomorrow's Ngāti Whātua Road Map and actions that are solutions for the recommendations of the Independent 10 Year Review commissioned by the Office of the Chief Executive.

The Kaikōmihana will be empowered to work with the Manahautū Chief Executive of the Trust and the Director of Transformation Kaihautū to achieve the outcomes of their designated authorities. The Kaikōmihana can not instruct or delegate strategic decision-making authorities to employees, contractors or any other operations personnel.



## Office Of The Chief Executive

The Office of the Chief Executive is responsible for enabling the mandates, operational objectives, and functions of the Manahautū Chief Executive role:

- Awhina Tāhūhū Executive Assistant to the Manahautū Chief Executive
- Poari Hēkeretari Board Secretary
- Kai Āwhina Centre Lead
- Principal Advisor (Operations Manager) Principal Advisor

Following the appointment of the Kaikōmihana in October 2022, the roles within the Office of the Chief Executive will be dis-established and replaced with a new Transformation Unit and the following roles:

- Director of Transformation Kaihautū
- Kaitāhūhū
- Kaitūhono
- Pou Puāwai

## Specialist Advisory Team

### Finance

Blakat Accounts have replaced BDM Accountants as our Chartered Accountant. Lisa Katipa (Blakat Accounts Director) has assumed the independent contracted role of what was the Finance Manager and manages all day-to-day finances, payroll, other financial shared services to our subsidiaries, including financial reporting for all entities. Lisa will also provide oversight of the Financial Forensic Audit which will run as an integrated mechanism of the transformation change process. Moore Markhams Accountants are the Auditors for 2021-2022.

### Legal

Minter Ellison Rudd & Watts Legal continue as our primary legal counsel. Sheryl Connell Consultant (LLM, Barrister) is providing independent legal specialist advisory services. Kāhui Legal and Taylor Shaw Barristers and Solicitors are being considered for legal counsel in regards to Ngāti Whātua o Āpōpō | Tomorrow's Ngāti Whātua.

### Human

HR Kete Ltd is providing independent Specialist Human Resources (HR) services based on a review of the change management document and an HR audit. This will ensure compliance and enhance best practices toward internal capability uplift within NMWK and to assist the imminent structural changes ahead.

### Resources

### Communications

Brown Pages Ltd has been contracted to advise and manage the internal and external communications for NMWK. BRG Ltd has been contracted to advise and manage political communications for NMWK.



### **Pou Tikanga**

Mikaira Pau holds the role of Maturanga Lead under the Pou Tikanga strategic priorities and is responsible for implementing strategies and creating resources and tools relative to the revitalisation of te reo Māori, tikanga and Kaiparatanga.



### **Pou Taiao**

The lead role for this specialised position is to be appointed. Pou Taiao is inclusive of kaitiakitanga and has responsibility for resource management and kaitiakitanga matters for NMWK as per the responsibilities of Te Pupuritaonga Trust. Areas of responsibility include our cultural assets, the sustainable development and management of natural and physical resources air, water, land and coastal resources.



### **Pou Tāngata**

Savanna Steele holds the role of Business Services Manager under the Pou Tāngata strategic priorities. Pou Tāngata activities are delivered by Whiti Ora Charitable Services which operates within a shared services model with NMWK.

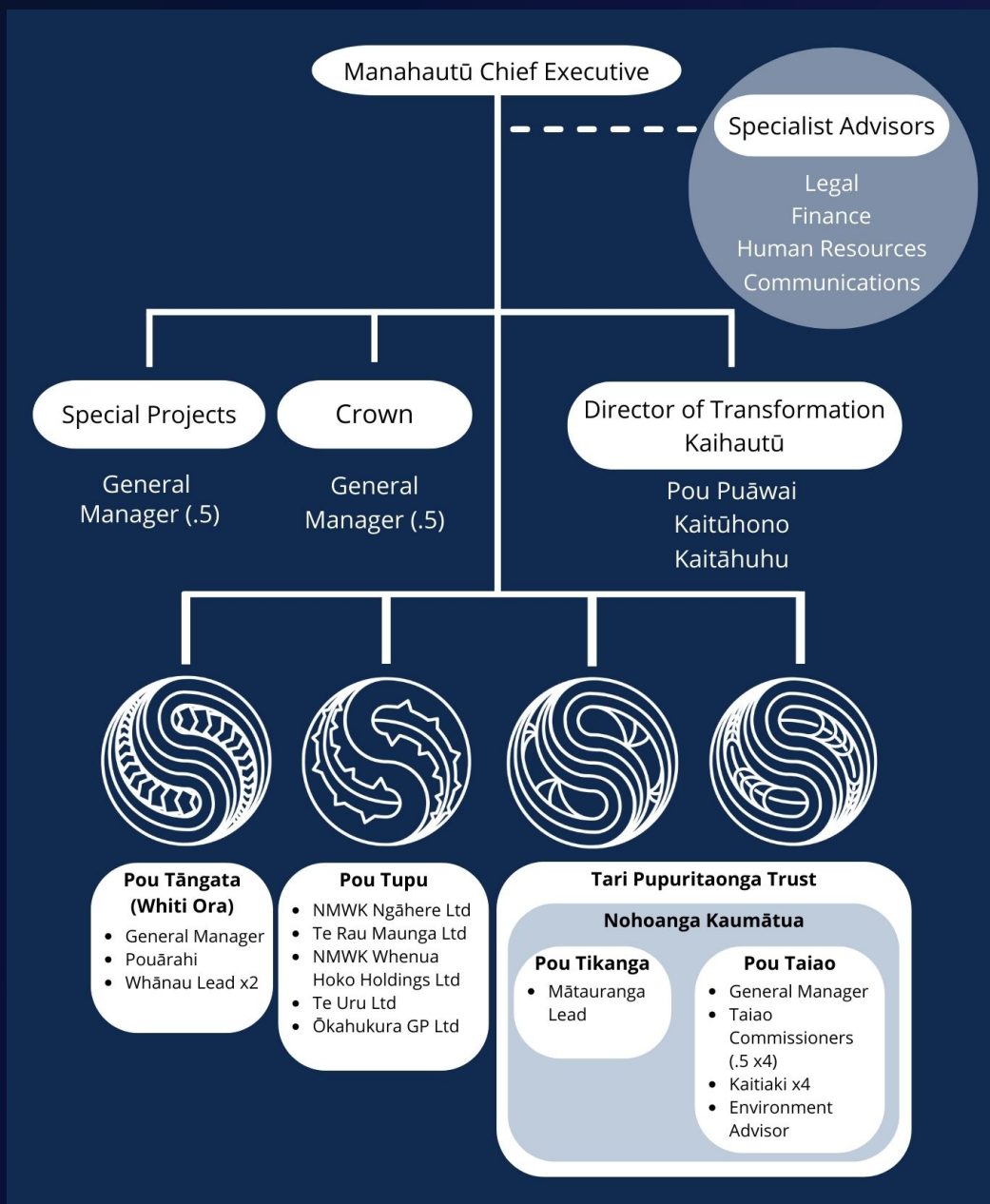


### **Pou Tupu**

The commercial operations of NMWK are overseen by the KCDL Board and its entities are managed by appointed executives. This is a shared service model, but the transformational process will look at the viability of this model to ensure greater alignment to the Pou Tupu.

# NMWK Tūtohi Whakahaere New Operational Structure

## Ngāti Whātua o Āpōpō October 2022



## **Special Projects**

The lead role for this specialised position is yet to be appointed. Special Projects facilitates the incubation of strategies and small projects, enabling best practices to be established prior to the project being integrated into the main activities of the Trust.

## **Crown – Strategy, Influence & Opportunities (Central And Local Government)**

The lead role for this specialised position is yet to be appointed. NMWK engages with the Crown through settlement obligations, provisions and redress. A workstream dedicated to legislative change enables focus and the robust practices required to ensure that NMWK is compliant with legislative change and able to realise opportunities which serve the strategic priorities of the Trust.

## Appendix

*“Our deed requires that any major transaction which involves more than one third of the value of Trust Assets will need a social resolution through a special general meeting of NWOK members. At that point the transaction would need to be approved by at least 70% of registered adult members who cast a vote in addition, our investment policy provides clear guidelines on current investment parameters.*

*Despite these types of safeguards however, all iwi have made mistakes and so will we. That said, our mistakes will have limited exposures and our actions will be based on doing our home work, developing good plans and measuring risk at every stage of the process, in particular, due diligence on Woodhill Forest and all RFR properties will be a priority.*

*Some ‘investments’ too will be difficult to quantify short-term, in particular, if we were to invest resources into training our young people, the immediate financial returns to the iwi will be impossible to calculate, but they are likely to be the best long-term investment we could offer to whānau. We must take some responsibility that 1 in 3 leave school with no qualification and 1 in 2 make less than \$20,000 per annum.*

*Much has been said also in the aspiration hui about Māori tourism - we will be doing our homework in Woodhill Forest to see what opportunities are available for us and what services can be offered to a captured audience of over 1 million visitors per annum.*

*Other investments will be in the marae themselves and their infrastructure. It is difficult to farewell our people with dignity if our marae do not meet our own basic standards of manaakitanga. It is also appropriate that the people see some of the fruits of the Treaty settlement in their own lifetimes.*

*Te reo o Ngāti Whatua - our reo strategy will not be a piece of paper that we spend a year working on and then put in a glossy brochure. Te reo needs to speak and walk down the street, it’s good quality, targeted, consistent, taught by good people and sustainable. Ultimately, all NWOK tamariki and rangatahi must have a basic competency in te reo. In 20 years’ time very few positions in te ao Māori will be available to people who cannot speak te reo, ultimately with no language we have no culture. It is with this in mind that we will prioritise resources in the short and long term.*

*Kaitiakitanga remains a key activity for NWOK. In addition to cultural redress properties that will require ongoing Kaitiaki responsibilities, the potential transfer of Ngā Rima to NWOK will strengthen our capacity in the space.*

*Housing will be an on-going developmental goal. There are developments through our deed that are available to us in the future that will require resources and good planning to understand and capitalise on these opportunities.”*

Excerpt from the first NMWK Annual Plan 2012-2013

