



Te Runanga o Turanganui-a-Kiwa

Te Mahere Rautaki/Strategic Plan

2011 - 2016

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## HE MIHI:

Tenei Te Poari Kaitiaki o Te Runanga o Turanganui a Kiwa e mihi atu nei ki a koutou, nga whanau, nga iwi o Turanganui a Kiwa, mai i Paritu ki te Toka Ahuru, mai i nga maunga o Huiarau ki nga Raukumara, me te mihi ano ki nga morehu, ki nga mokopuna, ki nga whanau, e noho nei i nga topito o te ao, tena koutou, tena koutou, a, tena koutou.

E tangi atu nei ki te hunga kua huri atu ki Tua o Te Arai, te hunga kua heke atu ki te wahangutanga. Me kii ko nga tini aitua o te wa kainga kua tutaki ano ki nga mate o tena whanau, o tena marae, o tena hapu huri noa i te ao whanui. Ko ratou te hunga kua wheturangihia, kua takatakahi i Te Arawhanui o Tane, te huarahi e kore nei e hokia, haere, haere, haere. Ko tatou, te urupa o ratou te hunga kua ngaro i te kitenga kanohi, te hunga ora, tena koutou, tena koutou, a, tena tatou katoa.

I hangaia tenei mahere rautaki mo nga tau e rima, i runga i te whakaaro he maha nga huarahi me nga huringa kei mua i a tatou hei whakaporearea i o tatou mahi i roto i te ao maori. Ko tenei whakaaturanga he hotaka hei awhina, hei tautoko i nga wawata, i nga tumanako o nga whanau, o nga hapu, o nga iwi o Turanganui a Kiwa.

E mihi atu nei ki te hunga kainga, ki nga ahikaa e pupuri nei i nga tikanga, i nga taonga tuku iho, i whakarerea mai e kui ma, e koro ma kia tatou.

Kia tau iho nga manaakitanga o Te Runga Rawa ki runga i a koutou katoa, ki te hunga kainga tae atu ki nga whanaunga e noho nei i nga whenua ke, i rawahi.

## INTRODUCTION

The Strategic Plan for the next five years represents a period of change for Te Runanga o Turanganui-a-Kiwa. It anticipates iwi development in Turanga occurring over the next decade, that will more likely than not, impact on the role, purpose and functions of the Runanga into the future. The Runanga is in a strong position because of initiative and decisions by many of our people who either worked for or governed the Runanga over the last 26 years. The Runanga has accumulated an asset base and more importantly, some key resources that have emerged without the benefit of Treaty monies. The consequences of future government policy such as Whanau Ora and our own response to a range of kaupapa are likely to change over time. The potential for greater privatisation<sup>1</sup> will have overall implications for delivery of health, social, education, environmental and economic resources that benefit our people.

Our iwi are focused on the priority of finalising Treaty of Waitangi settlement redress. Each must establish a post settlement governance entity, a Crown-imposed requirement. When our iwi have progressed sufficiently in discussions about infrastructure and strategic direction, all pertinent debate and questions about the future place of the Runanga will inevitably arise. In the meantime, there is much to look forward to and plenty of work to be done.

The Runanga will be proactive in reviewing its overall performance and reconfiguring how it operates. It will work more closely with, and for our iwi organisations including Turanga Health, to support the next decade of development in a way that best serves the interests of our people, not the organisation. Over the next five years the Runanga aims to ensure it consolidates what has been achieved to date into a tangible, flexible and innovative platform that helps to advance our collective growth. Kaati i konei. Tihe Turanga!



Hope Tupara  
Chair

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<sup>1</sup> John Wilson (2010, December). Short History of Post Privatisation in New Zealand. Retrieved 18 May 2011: <http://www.comu.govt.nz/resources/pdfs/mixed-ownership-model/mom-shppnz-wilson-dec10.pdf>



## WHAT ARE WE HERE FOR

Turanga Tangata Rite  
Turanga Makaurau  
Turanga Ararau  
Turanga a mua

Unity

Prosperity  
Opportunities  
Revitalization

## WHO ARE WE HERE FOR

He whare tu ki te paenga he kai na te ahi  
He whare tu ki te pa tuwatawata  
He kai na te rangatira<sup>2</sup>

“We are committed to a shared vision for the wellbeing of our whanau, hapu and iwi of  
Turanganui a Kiwa.”

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<sup>2</sup> He korero na Taharakau e tapaina ana i te ripoata-a-tau a Te Runanga i te tau 2006. Nana te whakapakeha e whai nei: “A village standing alone is food for the fire, a village standing within fortifications is sign of chiefliness”. Na matau o te Runanga te korero whakarite ki raro i ana reo tuturu-a-Turanga.

## BACKGROUND

TROTAK was established in 1985 with the support and mandate of Rongowhakaata, Ngai Tāmanuhiri and Te Aitanga a Mahaki. It was incorporated under the Charitable Trusts Act 1957 on the 12 August 1986 to benefit members of the three iwi as set out in its Trust Deed. TROTAK took up responsibility for providing a range of services including health services. Changes in the mid 90's saw the introduction of new health policy from Government which required that the purchasing of health services became distinct and separate to the provision of health services.<sup>3</sup> Regional Health Authorities were established to fulfill the purchasing role and the Trust became active participants by entering into an arrangement with the then Midland Regional Health Authority, to assist in the process of purchasing health services for Iwi and Maori in the Tairāwhiti region. With TROTAK already providing health services, the new purchasing role appeared to be in conflict with their new role. What then followed was the setting up of a separate health company by the Runanga to provide health services in Turanganui-a-Kiwa. Hence, Te Hauora o Turanganui-a-Kiwa Ltd or Turanga Health was established under the Companies Act 1993 on the 28th day of June 1996.<sup>4</sup>

Coupled with health sector changes were events that led to the introduction of the Māori Fisheries Act 2004, and allocation of resources to iwi under the Fisheries Act. Fisheries assets were not distributed to organisations like TROTAK. Instead, assets were targeted to iwi and the three iwi of Turanganui-a-Kiwa were proactive in setting up their own legal entities. Apart from demonstrating they had a mandate to represent their respective iwi and they were legally required to have and maintain a register of iwi members for the purpose of allocation of fisheries resources, iwi were also required to establish a representative legal entity which met the requirements imposed on them by Te Ohu Kai Moana, the Office of Treaty Settlements and other Government agencies. As a result, Ngai Tamanuhiri Whanui Charitable Trust was set up on 22 August 1994, under the same Charitable Trusts Act that formed the Runanga. Te Aitanga a Mahaki Charitable Trust followed as an incorporated society on 15 January 1996. Rongowhakaata Charitable Trust was incorporated on 10<sup>th</sup> April 1997.

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<sup>3</sup> See <http://www.turangahealth.co.nz/>

<sup>4</sup> Ibid

Another feature of the 1990s was the Turanga Treaty of Waitangi claim. Turanga iwi filed a claim for grievances of Treaty Breaches by the Crown with the Waitangi Tribunal in 1992. That claim was in the names of Eric John Tupai Ruru, Tutekawa Wyllie and Peter Gordon, on behalf of Te Aitanga a Mahaki, Ngai Tāmanuhiri and Rongowhakaata respectively. The hearings for the Tūranga Inquiry established by the Waitangi Tribunal were held from November 2001 to June 2002. Ngai Tāmanuhiri, Te Pou a Haokai (representing the Mahaki cluster) and Rongowhakaata agreed to negotiate collectively with the Crown as Tūranga Manu Whiriwhiri. Tūranga Manu Whiriwhiri and the Crown by agreement dated 29 August 2008, agreed, in principle, that Te Pou a Haokai, Rongowhakaata, Ngai Tāmanuhiri and the Crown were willing to enter into a deed of settlement or deeds of settlement on the basis set out in the agreement. However, following two years of negotiations, redress in the agreement in principle was allocated between the three claimant groups. Ngai Tāmanuhiri is the first of the three iwi to ratify a settlement with the Crown. The other two iwi are expected to do so within the next 12 months. Settlement redress means that iwi organisations will have some long awaited resources to begin to develop and advance the aspirations of our people.

The formation of separate iwi organisations is significant because it represents a change in iwi development for Turanganui-a-Kiwa. The receipt of Treaty of Waitangi settlement redress in the next five years brings huge economic, cultural, social and political potential. It is unrealistic to expect the Runanga should continue to sustain the ongoing and increasingly competitive demands of meeting government contract arrangements. Going forward we must align to the priorities of our people. The Runanga therefore requires a Strategic Plan that facilitates change.

### ***The Consultation Process***

The draft Strategic Plan asked four questions (see *Appendix 2*). The rationale for posing the questions was to gauge views from our people about the role and future of the Runanga to help shape the final document. The draft was approved by the Runanga Board of Trustees with some changes at its meeting of 25 February 2011. At the same meeting, the board also approved a process for consultation on the draft document and thereafter it was circulated to the three iwi Trusts. See *Appendix 1* to see the consultation process that was adopted.

We have learnt some lessons from the consultation process. Many of our people do not have access to electronic technology such as the internet or emails to be able to receive electronic panui and it is one way that is sometimes over-relied on to reach them. For those that do have access to the internet we could have used the Runanga website to receive feedback and we did not. Many of our people do not subscribe to the Gisborne Herald where we advertised our hui. We also advertised our consultation hui in Pipiwharauoa but we did not make use of our own radio for the same purpose. The consultation process highlighted issues about our communication as a Runanga that we must address if we are to demonstrate a greater commitment to letting our people know what we are doing and hearing what our people have to say.

### ***How Much Feedback Did We Get?***

We made notes about verbal comments during our consultation hui and we received written submissions which include those from individual people and comments from our Kahui Kaumatua. We thank everyone who attended and listened to our presentation/s and/or gave us the feedback we needed. Despite communication deficiencies the Board takes responsibility for, the small number of responses to our draft Strategic Plan was disappointing. It is difficult as an organisation to at the very least satisfy most people, if not all, without some indication as to how people feel about our performance. We know many people had access to the draft Strategic Plan and could have given us feedback but did not. The reasons why people were detached from the consultation process are perhaps not isolated to the Runanga alone. Ensuring we get maximum participation by our people for future planning is critical and the Runanga intends to support iwi towards that goal. Feedback from our three iwi is nonetheless helpful and reassuring.

### **ANALYSIS OF THE FEEDBACK**

The feedback was analysed by looking at each question separately, grouping all the comments accordingly and applying a thematic analysis. In other words, we looked for common themes and any outlying ideas that are worth pursuing because they make common sense given the political landscape ahead of us.

The themes are described as follows and verbatim comments are included.

## *The Future of the Runanga*

There was unanimous support that the Runanga remain. The following are some of the reasons.

#1: “We supported the Runanga since the beginning. I think the Young people need to be aware of what the Runanga is and does. Runanga should look at Unity and how to strengthen Turanganui-a-Kiwa to look forward”.

#2: “When TROTAK was set up it was to be the collective voice of Turanganui a Kiwa. There is a role for TROTAK and that is to bring our people together and help them work together!”

#4: “Although we have mana as individual Trusts, TROTAK puts us in another category.”

#7: “Unity. The next generation can look at a unified force for our Tribal Groups. Unity is strength.”

#8: “We need to consider amalgamating with iwi trusts. All existing entities come under one umbrella. Scale... Many precedents already. One umbrella...benefits save thousands of dollars per year by working smarter.”

Based on the people who actively participated in the consultation process, there is insufficient feedback to warrant the Runanga planning for the next 20 years. However, there was no feedback that justifies dissolving the Runanga despite anecdotal korero from some of our own people that they are unhappy with the Runanga and it does nothing for Turanga. The Strategic Plan provides sufficient flexibility to enable the Runanga to move in a number of directions beyond the next five years.

## *Collective Political Voice/ Political Advocacy*

Feedback indicates the Runanga needs to generate political strength and influence for Turanga and while it was set up to do that, it would appear from comments received, the Runanga has not achieved its original purpose nor realised its full potential.

The following are some statements:

#1: “Runanga should look at Unity and how to strengthen Turanganui a Kiwa to look forward”.

#2: “Turanganui-a-Kiwa will need to be seen a lot more on the national scene, at Tangihanga, at leadership forums, at protest sites”.

#3: “When TROTAK was established, people of that time believed that the Runanga would be our voice to Government and to other iwi and organisations....  
Advocacy - there is value in building on the brand/reputation of TROTAK to advocate at a local/national/international level.

#7: “Mana Whenua/Identification..Putting our Pou in the Ground The outside world need to know that Turanga Nui A Kiwa is an entity separate from the Tribes North and South of us.

Strength In National Iwi Forum, who speaks for us?...outsiders think we either belong to North or South

It is illogical for the Runanga to advance a profile as a collective political entity without the support of our three iwi. When we talk about our iwi, do we mean only those beneficiaries that show active support for us, or do we mean the iwi representatives who are nominated to sit on the Board of the Runanga, or do we require a formalised mandate process from the iwi Trusts. These are important discussions that need to be revisited. In any case, the Runanga should not compete with our iwi organisations because firstly, we are one and the same, and secondly, competition creates animosity and we need to move from negative space where the Treaty of Waitangi processes have insidiously moved us to in the last decade.

Our iwi leaders meet to deliberate on the collective view of Turanganui-a-Kiwa on kaupapa relevant to our collective vision. We should deliver our messages to whoever needs to hear them, as one. This is one way the views of Turanganui-a-Kiwa be laid down for other iwi and politicians to recognise. The Strategic Plan provides an opportunity for the Runanga to examine governance within the organisation and identify more seamless political arrangements between our entities.

## *Communication*

The important role of the Runanga in communication was another common theme of feedback. For example:

#1: “Communication is key”.

#2: “We have not made full use of our publicity machine - Turanga FM. More effort needs to be put into profiling the people of Turanganui a Kiwa - can we beef up and publicise our website.

#3: TROTAK would need to invest in training, capability and capacity building in advocacy, relationship building, excellent facilitation and communications.

#7: “There must be a lack of communication somewhere. Or do we have so much to say we don’t listen to each other?”

The Strategic Plan provides for a review of the communications capacity of the Runanga and there is much room for considerable development.

## *To Tatau Reo Rangatira*

E ai ki tetahi o nga mangai i puta i ana korero nana te whakatau e whai nei:

#3: “Kei whea te wahanga hei whakatipu, hei whakapakari i te reo?”

Ki te kore tatou e whakapakari i te reo, ka pehea to tatou ao maori? Ka waiho ma te reo pakeha tatou e korero? Ma to reo maori ka rongona he maori koe, e hara ma tou ahua, engari, ma tou reo! Ma ia whanau tenei kaupapa e waha, e kokiri, e whakahau kia kore e ngaro to tatou reo rangatira.

Kei whea te wahanga mo te whakapakari i o tatou marae?

Ki te kore tatou e whakapakari o tatou marae me ona tikanga, e pehea ai tatou e mohio he maori tatou. E pehea ai tatou e mohio ki te whakahaere i o tatou mahi, i o tatou hui?

E pehea ai tatou e mohio ki te manaaki tangata, i nga iwi e haere mai ana ki o tatou hui, ki o tatou tangihanga ranei?

Ko wai hei mangai mo te whare? Ko wai hei waha korero mo a tatou matua, a tatou tipuna kua ngaro i te kitenga kanohi. E pehea ai tatou e whakatutuki i taua korero: *“he huihui tangata he hokinga whakaaro”*

Kei whea te wahanga hei whakaako i o tatou rangatahi kia tu tangata ai ratou i roto i te ao maori, hei mangai mo tatou o Turanganui a Kiwa? He aha te reo o Turanganui a Kiwa Ki te kore tatou e whangai i o tatou rangatahi ki nga taonga tuku iho a kui ma, a koro ma ka rite tatou ki te whare ngaro – ka kitea, engari kahore e rangona i te reo korero

**KIA MATAARA TATOU** – Kimihia, rangahaua, kei whea koutou e ngaro nei!

Me wananga tatou kia kitea kei whea te wahanga mo Te Runanga hei hapai, hei tautoko, hei whaka piki ake i te reo i roto i ona mahi katoa – kia kitea e te ao e haere ana te Runanga i runga i nga tikanga maori, i runga ano i nga tohutohu a kui ma, a koro ma.

Kare he korero i tu atu i tenei. Kei nga whainga mo te whanau me te whakawhiti korero ki roto o Te Mahere Rautaki nei te titiro whakawhaiti ki te whakapakari i to tatauo reo.

### ***Succession Planning***

Comments that refer to future generations or rangatahi in various forms, and those comments that refer to skills and professional development have been grouped in that order as follows.

#### **Rangatahi:**

#6: “Sports Academy. Why, because my grandson has been offered a job when his contract expires.”

#7: “Need to set up strong succession plans, get rid of the fossils.

Need to strengthen rangatahi. Encourage and support input from our rangatahi.

Need to set up scholarships to enable our youth /children to flourish. Education is expensive, those of our children at either end of scale miss out.”

The Runanga does not have a specific rangatahi strategy and whether any iwi groups do, is a good question to ask going forward. The Runanga will consider rangatahi under the umbrella

of its contribution to Whānau Ora, but they are also an important consideration across the spectrum of the Strategic Plan.

**Skills and Professional Development:**

#2: “Te Runanga o Turanganui a Kiwa (TROTAK) has built up credibility over the last 24 years and as a result has: a sound administration base; a sound accounting system; a good management system. Is there are plan to share our expertise with iwi claimant groups. Do we all need to set up an administration base with our own GM? Do we need to set up separate forest companies, separate horticultural and separate property companies? If we do not work smarter the costs will kill us.

#4: “TROTAK is driven by our 3 Iwi and has played a huge part in assisting each of our Iwi group to setup and maintain their own separate entities. Services provided in the financial and administrative areas have been crucial to the continued sustainability of us as a collective or within each Iwi”.

#4: The leadership skills of our CEO, and the support of a formidable team behind him allows us to rely on sound and comprehensive advice and services that are provided with professionalism and integrity.

#8: “Skills experience must have priority, succession can be planned.”

The Runanga has had the privilege of some great minds and committed staff and governance people over its time. The Strategic Plan provides a commitment to identifying professional development needs to ensure that skills and expertise it currently has and wishes to pursue, is nurtured and supported because Turanganui-a-Kiwa has a relatively youthful workforce. We need to provide for job satisfaction, a sense of worth and increase their value as a workforce to assist their job prospects so that in the long term, even if they find employment elsewhere, they might contribute back to us in the future.

Job satisfaction is also determined by the quality of systems within an organisation and the ease with which people can access such systems to navigate their way within the Runanga.

The Strategic Plan is designed to pay some attention to reviewing internal practices and processes.

### *Whānau Ora*

Two people talked about whānau as follows:

#7: “No cohesive plans for assisting whānau. We have struggling whānau. Kaumaatua lots of groups assisting, but no cohesion.

#9: “Te Kotahitanga o matou whānau, hapu me nga Iwi o Turanganui a Kiwa me te whakapakari matou whānau, wahine me nga tane ki nga mahi a Iwi, Te reo me nga tikanga o Turanganui a Kiwa. Kia kaha kia maia kia manawa mo ake tonu atu”.

Whānau Ora is the name of current government policy that aims to lift the status of health and wellbeing within whānau. It could be argued that it is another trendy initiative that will probably pass with time. However, Whānau Ora, as a concept, fits much more with the holistic philosophies embedded in our whakapapa, kawa, waiata, whakairo and whakatauki than any other such policy since the nation-wide initiative called Matua Whāngai in the 1980s. It is in our collective interests to support the notion of Whānau Ora because it has the potential to move our approach to thinking about our wellbeing as a whole, rather than separating out health, social, justice, education and economics as if they are separate parts of the whānau. In reality, they are not, and each factor contributes to overall wellbeing. Although each is administered separately, let that be a matter for the contract writers, administrators and managers to worry about. On the ground, providers must talk to each other. The Runanga Strategic Plan provides for development of its contribution to Whānau Ora for the benefit of our people.

### *Economic and Commercial Development*

The Runanga was established to revitalise Turanganui a Kiwa, however in time it has participated in economic and commercial activities and anecdotally appears to be the way some of our people measure its success as an organisation.

People made reference to economic and commercial development as follows:

#1: “Develop Finance and Justice, Labour and development, Market Trade, Tikanga and Wairua wananga. Create jobs opportunities for our people.

5#: “Commercial. Govt Contracts”.

The Runanga owns a number of important assets. The Strategic Plan provides for a review of the asset base and financial performance of the Runanga as part of its overall approach to consolidating and determining its distinct role in the future

### *Knowledge of the Runanga*

Some people referred to Runanga participation in service provision and project development, but the majority of respondents made no comments about these as roles of the Runanga.

It was evident from some feedback there is confusion about what the Runanga does. For example, there was a suggestion that we re-introduce a health service like that provided for by well-child nurses. The Runanga has a history and close relationship with Turanga Health, but we are separate whanaunga organisations and the Runanga is not in the business of duplicating services. This comment indicates we have not articulated very well, what we do. This is an issue about clear communication that is taken into account by the Strategic Plan.

The Runanga must change over the next five years. It must consolidate those key functions that will position the Runanga to support our iwi as we move forward. We must preserve and protect the reputation and integrity of Turanganui-a-Kiwa kia mohio ai te katoa:

*“Turanga Tangata Rite - Turanga Makaurau - Turanga Ararau - Turanga a mua”*

## WHAINGA RAUTAKI/STRATEGIC GOALS

### Strategic Goal 1

**Ki te hapai i nga oranga a whanau, a hapu, a iwi kia noho pumau a Te Runanga o Turanganui a Kiwa i roto i ona mahi katoa**

To consolidate and define the unique contribution of Te Runanga o Turanganui-a-Kiwa, to the health, wellbeing and prosperity of whānau, hapū and iwi.

### Strategic Goal 2

**Kia herea nga hononga a hapu, a iwi huri noa i te motu**

To strengthen Te Runanga o Turanganui-a-Kiwa relationships within Turanga and te motu whānui.

### Strategic Goal 3

**Ki te hanga rautaki mo nga tau tekau kei mua i a tatou**

To transition Te Runanga o Turanganui-a-Kiwa for iwi development within the next decade.

### Strategic Goal 4

**Ki te whakaaro e pehea ake tenei rautaki e pupu ake, kia puawai nga wawata, nga tumanako o nga iwi o Turanganui a Kiwa**

To explore and develop unique organisational opportunities that contributes to the collective aspirations of Turanganui-a-Kiwa.

## STRATEGIC OBJECTIVES

	<b>Strategic Goal 1</b>	<b>Strategic Goal 2</b>	<b>Strategic Goal 3</b>	<b>Strategic Goal 4</b>
	<p>Ki te hapai i nga oranga a whanau, a hapu, a iwi kia noho pumau a Te Runanga o Turanganui a Kiwa i roto i ona mahi katoa</p> <p>To consolidate and define the unique contribution of Te Rūnanga o Tūranganui-a-Kiwa, to the health, wellbeing and prosperity of whānau, hapū and iwi.</p>	<p>Kia herea nga hononga a hapu, a iwi, huri noa i te motu.</p> <p>To strengthen Te Rūnanga o Tūranganui-a-Kiwa relationships within Turanga and te motu whānui.</p>	<p>Ki te hanga rautaki mo nga tau tekau kei mua i a tatou</p> <p>To transition Te Rūnanga o Tūranganui-a-Kiwa for iwi development over the next decade.</p>	<p>Ki te whakaaro e pehea ake tenei rautaki e pupu ake kia puawai nga wawata, nga tumanako o nga iwi o Turanganui a Kiwa</p> <p>To explore and develop unique organisational opportunities that contributes to the collective aspirations of Turanganui-a-Kiwa.</p>
<b>Strategic Goals will be achieved by:</b>				
<b>Governance</b>	<p>Review the Deed of Te Rūnanga o Turanganui-a-Kiwa with each iwi Trust.</p> <p><i>G1</i></p>	<p>Review governance arrangements within Te Rūnanga o Tūranganui-a- Kiwa.</p> <p><i>G2</i></p>	<p>Develop and initiate succession planning.</p> <p><i>G3</i></p>	<p>Scoping exercise to identify common organisational aims of Tūranganui-a-Kiwa.</p> <p><i>G4</i></p>
<b>Services</b>	<p>Review and prioritise Te Rūnanga o Tūranganui-a- Kiwa services.</p> <p><i>S1</i></p>	<p>Strengthen the core business of Te Rūnanga o Turanganui-a-Kiwa.</p> <p><i>S2</i></p>	<p>Develop the contribution of Te Rūnanga o Tūranganui-a-Kiwa to Whānau Ora.</p> <p><i>S3</i></p>	<p>Review, plan and implement staff development requirements.</p> <p><i>S4</i></p>
<b>Operations</b>	<p>Review the communications capacity of Te Rūnanga o Tūranganui-a-Kiwa.</p> <p><i>O1</i></p>	<p>Revise all policy documents of Te Rūnanga o Tūranganui-a-Kiwa.</p> <p><i>O2</i></p>	<p>Review the asset base and financial performance of Te Rūnanga o Tūranganui-a-Kiwa.</p> <p><i>O3</i></p>	<p>Facilitate a iwi to iwi hui taumata ki Te Tairāwhiti</p> <p><i>O4</i></p>

## **HOW WILL THE GOALS BE ACHIEVED?**

As a whole the Strategic Plan comprises 12 comprehensive pieces of work (objectives) that are divided into three work streams relating to Governance, Services and Operations. In reality, the streams and the objectives are inter-related. Each objective has been coded to facilitate reporting requirements to the Board. It will be the responsibility of the Chief Executive to develop an Annual Business Plan from which the Governance Board can measure achievement of the Strategic Goals over time.

The plan aims to eliminate duplication of structures and services, increase satisfaction by our people in what we do, and regain overall confidence in the benefit of the Runanga that has the potential to provide a collective political voice, while also respecting and enhancing the unique and individual identity and rights of iwi organisations, hapū and whānau.

## **TERMS OF REFERENCE**

The Terms of Reference for each piece of work or objective of the Strategic Plan will:

1. Make reference to the Runanga Deed.
2. Establish a sub-committee for the purpose of supporting the Chief Executive in decision making. The sub-committee will comprise the Chair (or Chair delegate) and one independent observer who is also a beneficiary of the Runanga and who is not a Board Trustee or Runanga staff member, and has expertise relevant to the objective upon which the committee was formed. The Board will approve the composition of the sub-committee. The independent observer will have no decision making power.
3. The sub-committee, through the Chief Executive, will report to the Runanga Board.

## Appendix 1

### Consultation Process for approving the Strategic Plan 2011 – 2016

The governance board, at its usual meeting on 25 February 2011, approved a process of consultation with beneficiaries of the Runanga about its then, draft Strategic Plan. The following table records the process and the actual date and venue of Runanga hui that were held:

Steps	Date achieved by:
1. Board to review and edit Draft Strategic Plan Document	25 February 2011
2. Consultation document/questionnaire circulated to iwi Trusts for their response.	February 2011
3. Hui of Kāhui Kaumatua Presentation by Deputy Chair, Albert Stewart	March 31 2011
4. Public notice regarding Open Forum for Iwi members on Draft Strategic Plan	Two consecutive days one week prior to the Open Forum
5. Open Forum to Iwi regarding Draft Strategic Plan Presentation on both days by the Chair	April 27 5.30pm at Turanga Ararau April 28 10am at Te Poho-o-Rawiri
6. Board final approval of the Strategic Plan.	27 May 2011

The table does not include discussion or presentations that took place at hui of Ngai Tamanuhiri, Rongowhakaata and Te Aitanga a Mahaki.

## Appendix 2

### Iwi Consultation Questionnaire

E rau rangatira ma tena tatau.

We have sent you a copy of this draft Strategic Plan so that you have an opportunity to comment and inform the final version, which the Trustees aim to approve before the beginning of the next financial year 2011 (being June to June). We ask that you respond to the following questions but we are more than happy for you to make any comments that you think are useful for us to consider.

1. Do you think TROTAK has a future beyond the next five years? If so, what should be the role of TROTAK and why? If you do not believe it has a future beyond the next five years, please explain your reasons?

2. What do you think are the strengths of TROTAK if any? Please explain your reason/s.

3. What do you think are areas for development in TROTAK? Please explain your reason/s.

4. Any additional comments please?

