



Ngāti Paoa Iwi Trust

(Induction Package & General Information)

14 October 2016 - Waipuna Lodge Auckland





Ngāti Paoa Vote

96.1% of Ngāti Paoa members who voted by Postal Ballot based on the Register used by the Ngāti Paoa Trust Board during the Ratification process held in August – September 2013 approved the Ngāti Paoa Iwi Trust as the Post-Settlement Governance Entity ('PSGE') for Ngāti Paoa.

Structure of the Ngāti Paoa PSGE

The structure of the proposed Ngāti Paoa PSGE is a private trust. This structure has been used in a number of Treaty settlements and is an acceptable structure to the Crown.

The trust will receive, manage and administer the settlement assets and redress on behalf of and for the benefit of the present and future members of Ngāti Paoa in accordance with the Trust Deed.

The trust will be called the Ngāti Paoa Iwi Trust.

Purpose of the Ngāti Paoa Iwi Trust

The Ngāti Paoa Treaty Settlement Trust will be responsible for:

- receiving Treaty settlement redress from the Crown and managing them for the benefit of the members of Ngāti Paoa; and

- fostering, developing and representing the interests of the members of Ngāti Paoa.

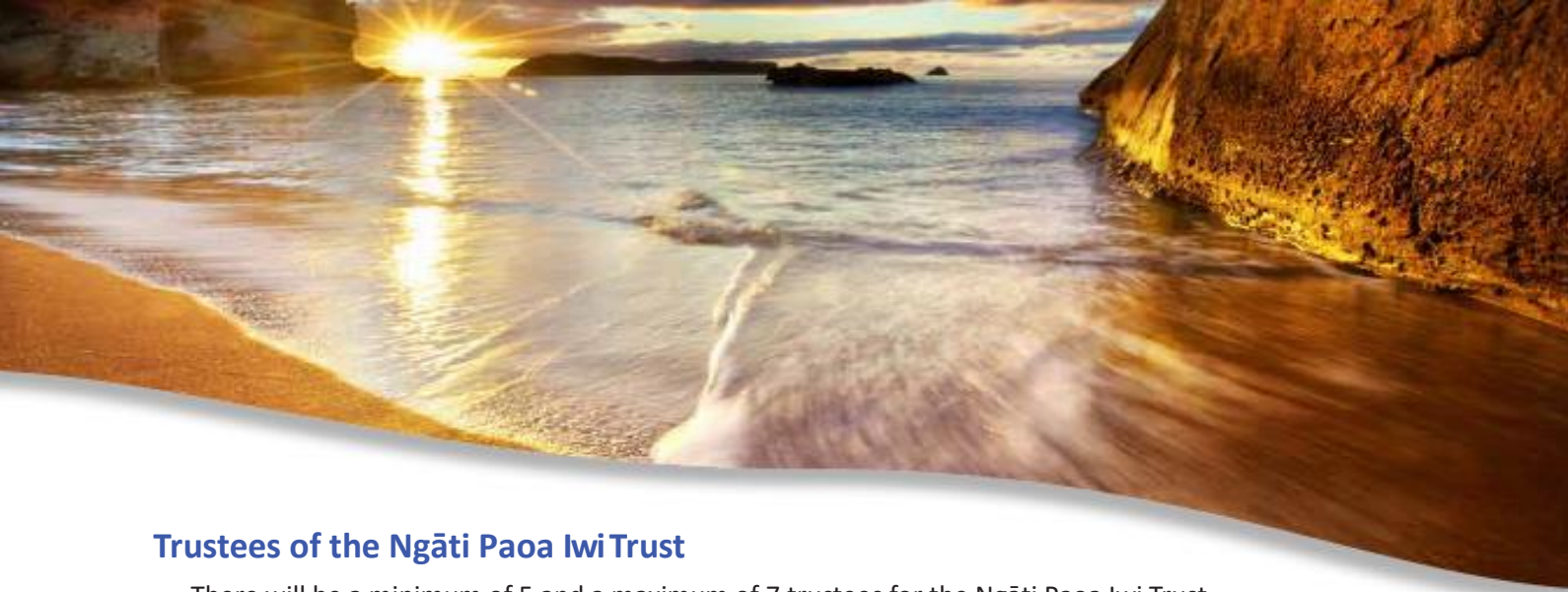
Full details of the objects and purposes of the Trust are set out in the Trust Deed.

Fisheries Settlement Assets

Under the Māori Fisheries Act 2004 and the Māori Commercial Aquaculture Claims Settlement Act 2004 fisheries settlements assets of Ngāti Paoa are held and managed by the Pare Hauraki Fishing Trust as part of the collective fisheries assets of the Hauraki Iwi.

The legislation and the Pare Hauraki Fishing Trust Deed allows for Ngāti Paoa to transfer its fisheries settlement assets to its own mandated iwi organisation.

If Ngāti Paoa decides to withdraw its fisheries settlement assets from the Pare Hauraki Fishing Trust in the future, they would be transferred to the Ngāti Paoa Iwi Trust as Ngāti Paoa's Mandated Iwi Organisation (MIO).





Trustees of the Ngāti Paoa Iwi Trust

There will be a minimum of 5 and a maximum of 7 trustees for the Ngāti Paoa Iwi Trust. The trustees will be responsible for the overall governance of the Trust. They will act on behalf of all Ngāti Paoa in managing the settlement redress received by Ngāti Paoa through robust decision-making.

Initial Trustees

Pending election and appointment of the Establishment Trustees in accordance with the Second Schedule of the Ngāti Paoa Iwi Trust Deed, the initial two Trustees shall be:

-  Gary Thompson
-  Bryce Heron ('Independent Trustee')

The 2 initial trustees will hold office for an interim until the Ngāti Paoa historical claims are comprehensively settled and an election date for the establishment trustees has been set. All powers, functions and duties of the current Ngāti Paoa Trust will inevitably transfer to the Ngāti Paoa Iwi Trust

Retirement of the Initial Trustees and the election of Establishment Trustees shall occur as at the date of the annual general meeting of the Trust in the first Income Year following Settlement Date. Both of the initial Trustees shall retire and an election shall be held for seven (7) Establishment Trustee positions.

The current mandated negotiators, Hauāuru Eugene Rawiri and Morehu Anthony Wilson, will continue to be the mandated negotiators for Ngāti Paoa to provide continuity and direction during the Asset Transfer process and Post-settlement Development phase.

Nominations for Trustee positions

To be elected as a Trustee a nominee must, as at the closing date for nominations, be recorded in the Ngāti Paoa Register as an Adult Registered Member of Ngāti Paoa and be eligible in accordance with *rule 6.7* of the second schedule Ngāti Paoa Iwi Trust Deed.

Only Registered adult members (aged 18 years and over) of Ngāti Paoa will be able to nominate people for election as a Trustee.

The candidates in each election who receive the highest number of valid votes for the relevant vacancies will be elected as Trustees. Trustees must represent the interests of all Members of Ngāti Paoa irrespective of whanau affiliations. If there is an equal number of votes for the last available position, then the successful candidate will be decided by the drawing of lots.

Trustee Competencies Policy will be developed and approved by the Iwi. All candidates must comply with these competencies



Election of Trustees

Only registered adult members of Ngāti Paoa will be entitled to elect the trustees.

Elections will be held as required when the term of a trustee ends or a vacancy arises. The term of office for the trustees will be three years. Trustees will be eligible for re-election.

The Trust will provide at least 28 days' notice of an election of trustees and how votes may be made. Notice will be given by post or email, by newspaper, through the Trust's website.

Subsidiary bodies

The Ngāti Paoa Iwi Trust will have authority to establish subsidiary bodies, such as a commercial company and charitable trust, to assist with the management of Ngāti Paoa assets.

Accountability to the members of Ngāti Paoa

The Ngāti Paoa Iwi Trust will be accountable to Ngāti Paoa.

The Trust will prepare an Annual Plan each year covering, among other

- 🌀 things: the annual objectives of the Trust;
- 🌀 the nature and scope of activities proposed by the Trust;
- 🌀 the ratio of capital to total assets;
- 🌀 the performance targets and measurements by which the performance of the Trust may be judged;
- 🌀 the proposed manner for dealing with projected
- 🌀 income; and any proposals for ongoing management of the Trust's assets.

The Trust will also prepare a Five Year Strategic Plan, to be updated at least every two years, setting out the longer term vision of the Trust.

The Trust will be required to hold an annual general meeting (AGM) for the members of Ngāti Paoa. At each AGM the Trust will be required, among other things, to:

- 🌀 report on the operation of the Trust (and any subsidiaries) during the
- 🌀 previous year; present the Annual Report and audited Consolidated Financial
- 🌀 Statements; and present the proposed Annual Plan.

Notice of an AGM will be given to all registered adult members at least 28 days in advance of the meeting by post or email.





At an AGM registered adult members of Ngāti Paoa will be entitled to vote on resolutions to approve the remuneration of the trustees and appointment of the auditor for the Trust.

Registered adult members of Ngāti Paoa will also be entitled to vote on any special resolutions. A special resolution will be required to approve:

- ④ a major transaction;
- ④ any amendment to the Trust Deed to a provision which is required under the Maori Fisheries Act 2004; and
- ④ the disposal of fisheries settlement assets should these be managed by the Trust in the future.
- ④ A “major transaction” is a transaction involving more than 50% of the value of the Trust’s assets.
- ④ Special resolutions must be approved by at least 75% of the registered adult members of Ngāti Paoa who cast a valid vote in relation to that special resolution.
- ④ Special general meetings may also be convened in addition to the AGM in accordance with the provisions of the Trust Deed. One reason for holding a special general meeting will be the consideration of a special resolution.

Attached below - Ministerial approval of the Iwi Trust as the PSGE signed by both
Hon. Chris Finlayson and Hon. Dr Peter Sharples



Office of Hon Christopher Finlayson

Attorney-General

Minister for Treaty of Waitangi Negotiations

Minister for Arts, Culture and Heritage

25 SEP 2013

Morehu Wilson and Hauauru Rawiri
Ngāti Pāoa Iwi Negotiators
C/- Ngāti Pāoa Trust
PO Box 2721788
Papakura
AUCKLAND 2244

By email: hauauru.rawiri@gmail.com, morehuw@gmail.com

Tēnā kōrua

We have considered the ratification process and results of the Pouārua on-account settlement and the Pouārua Dairy Complex Limited Partnership PSGE. We are pleased to inform you that we consider the results demonstrate sufficient support from the Ngāti Pāoa claimant community, as well as the claimant communities of the other Pare Hauraki (Pouārua) iwi, for iwi to establish the Pouārua Dairy Complex Limited Partnership PSGE and to proceed to the next stage of the on-account settlement.

We have also considered the ratification results for the Ngāti Pāoa post-settlement governance entity, the Ngāti Pāoa Iwi Trust. We are pleased to inform you that we consider these results also demonstrate sufficient support from the Ngāti Pāoa claimant community.

We wish to congratulate you on reaching this significant milestone and wish you well with the remainder of your settlement negotiations.

Nā māua

Hon Christopher Finlayson
Minister for Treaty of Waitangi Negotiations

Hon Dr Pita R Sharples
Minister of Māori Affairs



FINAL RESULT

The Pouarua Farm On-Account Settlement & PSGE Proposal 2013 Ratification

Ngāti Paoa

I hereby declare the following result for the ratification poll held by Internet, hui and postal vote between Thursday 15th August and Friday 13th September 2013.

Resolution 1: I, as a member of Ngāti Paoa, support the Pouarua Farm On-Account Settlement.

The majority (being 93.47%) of valid votes cast on the first resolution voted YES/ĀE.

I therefore declare that the settlement proposal resolution is ACCEPTED.

Resolution 2: I, as a member of Ngāti Paoa, agree that the Pouarua Farm Limited Partnership will be the post settlement governance entity for the Pouarua Farm On-Account Settlement.

The majority (being 91.18%) of valid votes cast on the second resolution voted YES/ĀE.

I therefore declare that the Pouarua Farm On-Account Settlement PSGE resolution is ACCEPTED.

Resolution 3: I, as a member of Ngāti Paoa, agree that the Ngāti Paoa Iwi Trust will be the Post Settlement Governance Entity and the recipient of Ngāti Paoa Treaty settlement redress.

The majority (being 95.19%) of valid votes cast on the third resolution voted YES/ĀE.

I therefore declare that the Ngāti Paoa PSGE resolution is ACCEPTED.

The voter return was 22.30%, being 213 votes cast from 955 eligible voters, of which 32.39% voted on the Internet and 67.61% voted by post or at hui.

Dated at Christchurch this 18th day of September 2013.

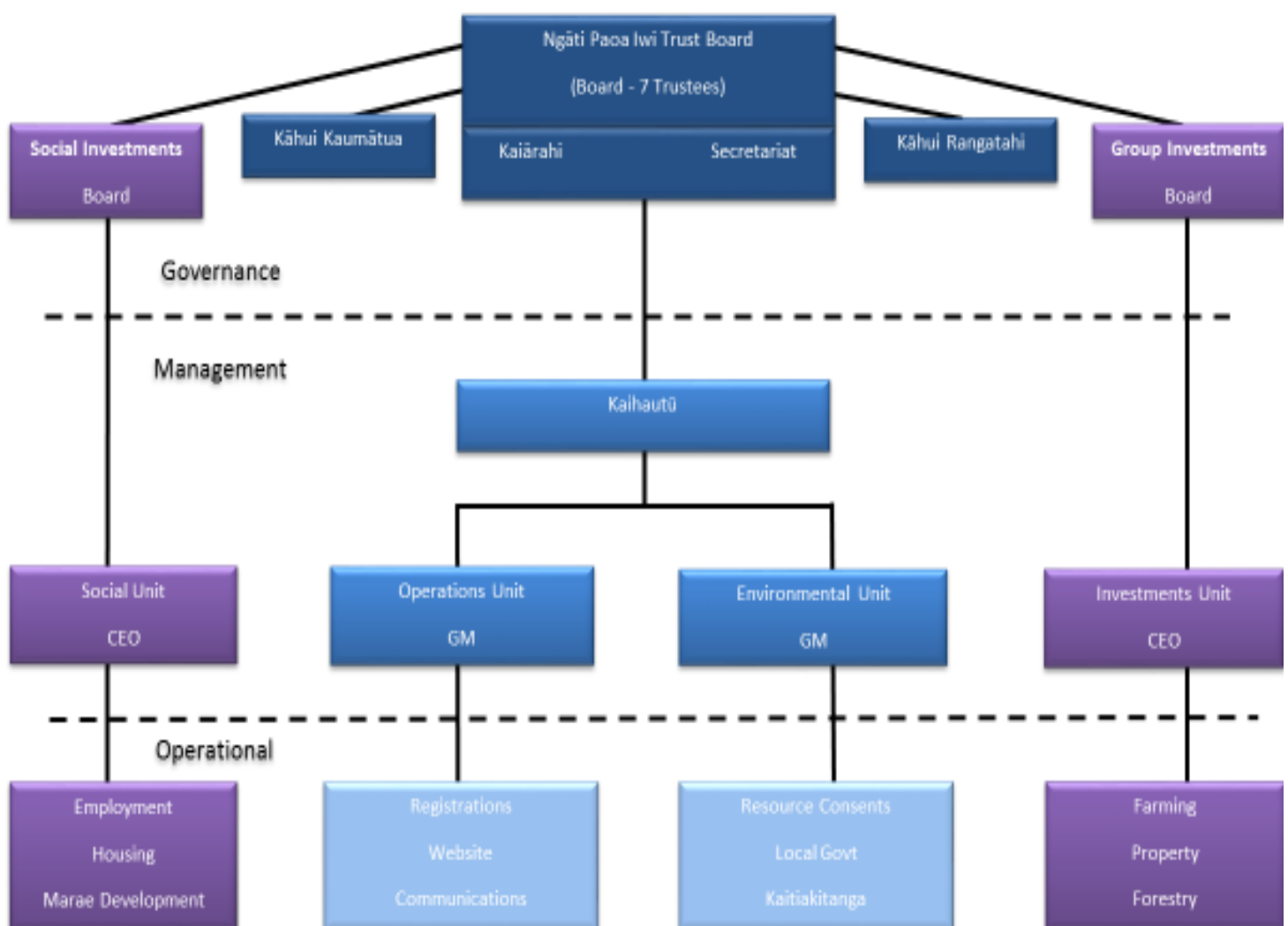
Warwick Lammie
Returning Officer – The Pouarua Farm On-Account Settlement & PSGE Proposal 2013 Ratification
0508 666 104
elections@electionz.com





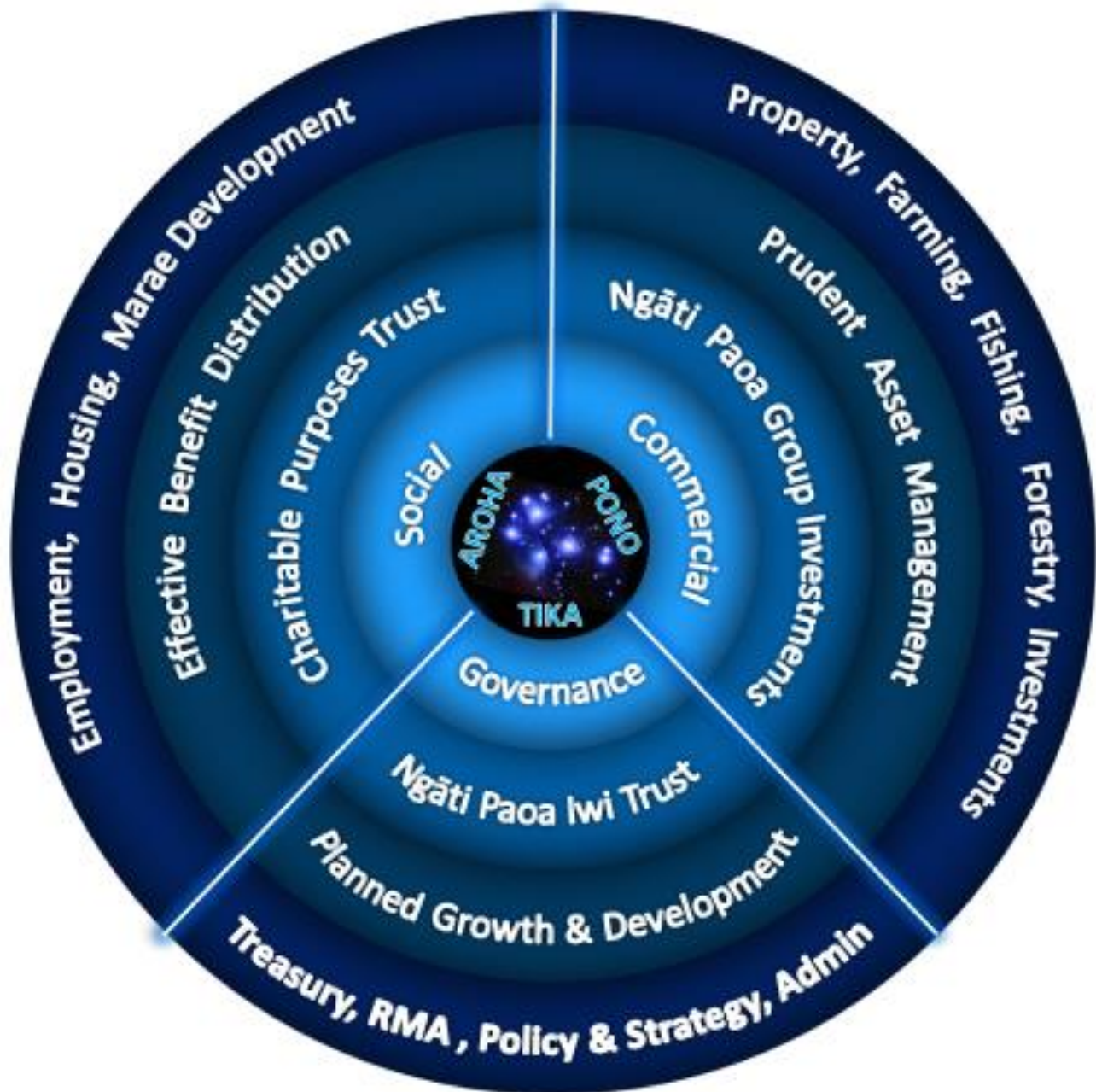
Group Structure

‘Post Settlement Governance Entity’



Structure by Function

What are our core functions?







Our Kawenata

All Trustees, Directors, Management, Staff, Contractors and Relationship Partners are invited to sign our Kawenata as a personal commitment to Ngāti Paoa in the work that we all do based on our first principles of Tika, Pono and Aroha.

Our Kawenata (Charter) sits above our Trust Deed, Legislation and Policies.

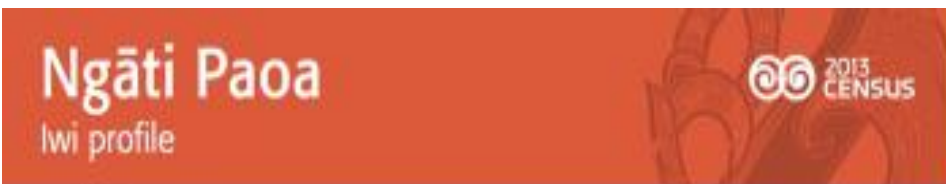
	
<p>HE KAWENATA TAPU</p> <p>Whakarongo mai ngā tāngata katoa ki āku nei kupu</p> <p>He oati tēneki o ngā Kaiwhakahaere o Ngāti Paoa Iwi Trust ki te aroaro tapu o tō tātou Kaihanga; ko ia te timatanga me te whakamutunga o ngā mea katoa. Māku te kawenata neki e pūpuru i runga o ōku tūpuna me aku uri whakaheke. Māku hoki e pūpuru te oranga o ōku whānau, ōku hapū, me te iwi o Ngāti Paoa, ka whakaū i ngā wā katoa, ki ngā wāhi katoa i ngā mātāpono e whai ake nei;</p> <p>Māku ngā mātāpono matua o te Tika, te Pono me te Aroha e whakawhanake, e tiaki, e kōkin</p> <p>Māku e mahi hei taurira pai ki ōku tūpuna</p> <p>Māku te mana mauri o Ngāti Paoa e hāpai i ngā wā katoa</p> <p>Māku ōku tuākana, aku teina e tautoko kia pai haere te oranga o te whānau</p> <p>Māku te ngārara whakawhū e anga atu kia ora ai ōku whānau, ōku hapū me tōku Iwi</p> <p>Māku e mahi i te pono, i te ngākau māhaki me te mahi tika i ngā wā katoa.</p> <p>_____ Name Ngāti Paoa Iwi Trust 19 Haratua 2016</p>	<p>SACRED COVENANT</p> <p>Declaration to all that</p> <p>As an Officer of the Ngāti Paoa Iwi Trust, I do solemnly resolve before God, who is the beginning and the end of all things, that I make this sacred covenant on behalf of my ancestors before me and my descendants after me, that I will uphold the well-being and posterity of Ngāti Paoa in all that I do and in so doing;</p> <p>I will develop, foster and advance the First Principles of Ngāti Paoa at all times, namely what is righteous, truthful and compassionate</p> <p>I will conduct myself in a manner befitting my Ancestors</p> <p>I will uphold the Mana of the Iwi of Ngāti Paoa at all times</p> <p>I will sustain the well-being of Ngāti Paoa at all times</p> <p>I will confront adversity in the defence of Ngāti Paoa at all times</p> <p>I will treat others with kindness, respect and compassion at all times.</p> <p>_____ Name Ngāti Paoa Iwi Trust 19 Haratua 2016</p>





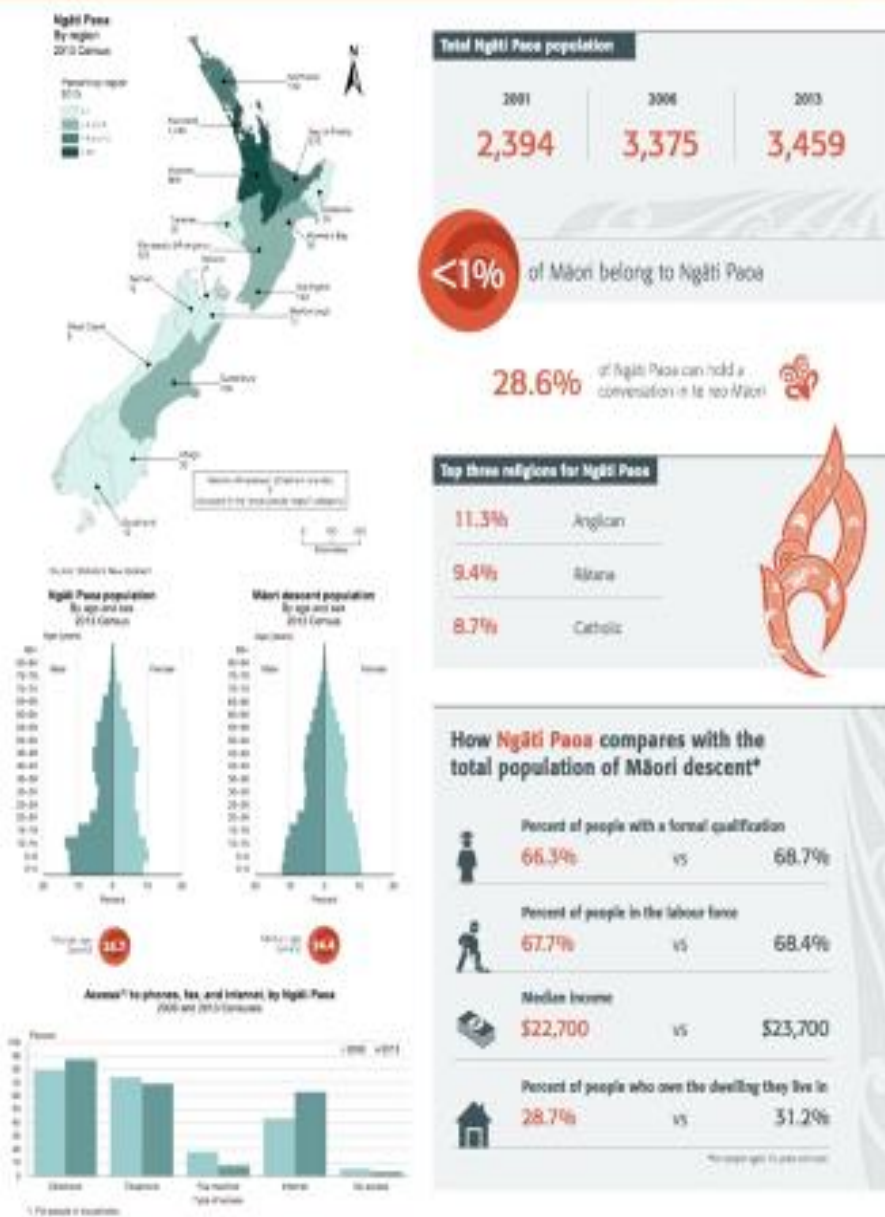
Strategic Plan 2015 - 2020

(Ngāti Paoa Iwi Trust)



Our Profile today.

- ❖ Population – 3,500 (approx)
- ❖ 66% formal qualifications
- ❖ 28% speak Māori
- ❖ 68% Employed
- ❖ \$22.5k Media pay
- ❖ 28% home owners
- ❖ Live mainly in South Auckland
- ❖ 278 unemployed
- ❖ 3 current marae



Road Map to Strategic Plan

(Iwi Workshops on Strategic Planning and Trustee Competency)

Sept 2014

Waipuna Retreat
Approve Framework
- Strategic Planning & Review

Oct 2014

- Draft Annual Business Plan
- Trustee Competencies

Nov 2014

- LOE
- Distribution Policy

Dec 2014

- SCI
- Management Plans

Jan 2015

- Strategic Planning

Road Map to Strategic Plan

(Iwi Workshops on Strategic Plans and Trustee Competency)

Feb 2015

Draft Strategic Plan Process
Ready for Consultation

Mar 2015

Hui-ā-Iwi Workshops
- Strategic Plan
- Trustee Competencies

Apr 2015

Hui-ā-Iwi Workshops
- Strategic Plan
- Trustee Competencies

May 2015

Hui-ā-Iwi Workshops
- Strategic Plan

Jun 2015

Hui-a-Iwi
Strategic Priorities
Approved

Iwi Workshops & Consultation Hui to survey,
canvass and achieve Iwi support

2006 Priorities

What were our priorities before?

- ✓ Priority 1 – Asset Management
- ✓ Priority 2 – Economic Development
- ✓ Priority 3 – Environmental Management
- ✓ Priority 4 – Environmental Policy & Advocacy
- ✓ Priority 5 – Ngāti Paoa Marae
- ✓ Priority 6 – Ngāti Paoa Identity, Tikanga & Kawa
- ✓ Priority 7 – Te Reo
- ✓ Priority 8 – Education
- ✓ Priority 9 – Health



Our Priorities today 2016

Strategic Priorities

Employment

As an example, zero youth unemployment by 2020

Housing

As an example, improve the provision of access to quality to commercial, social and affordable housing

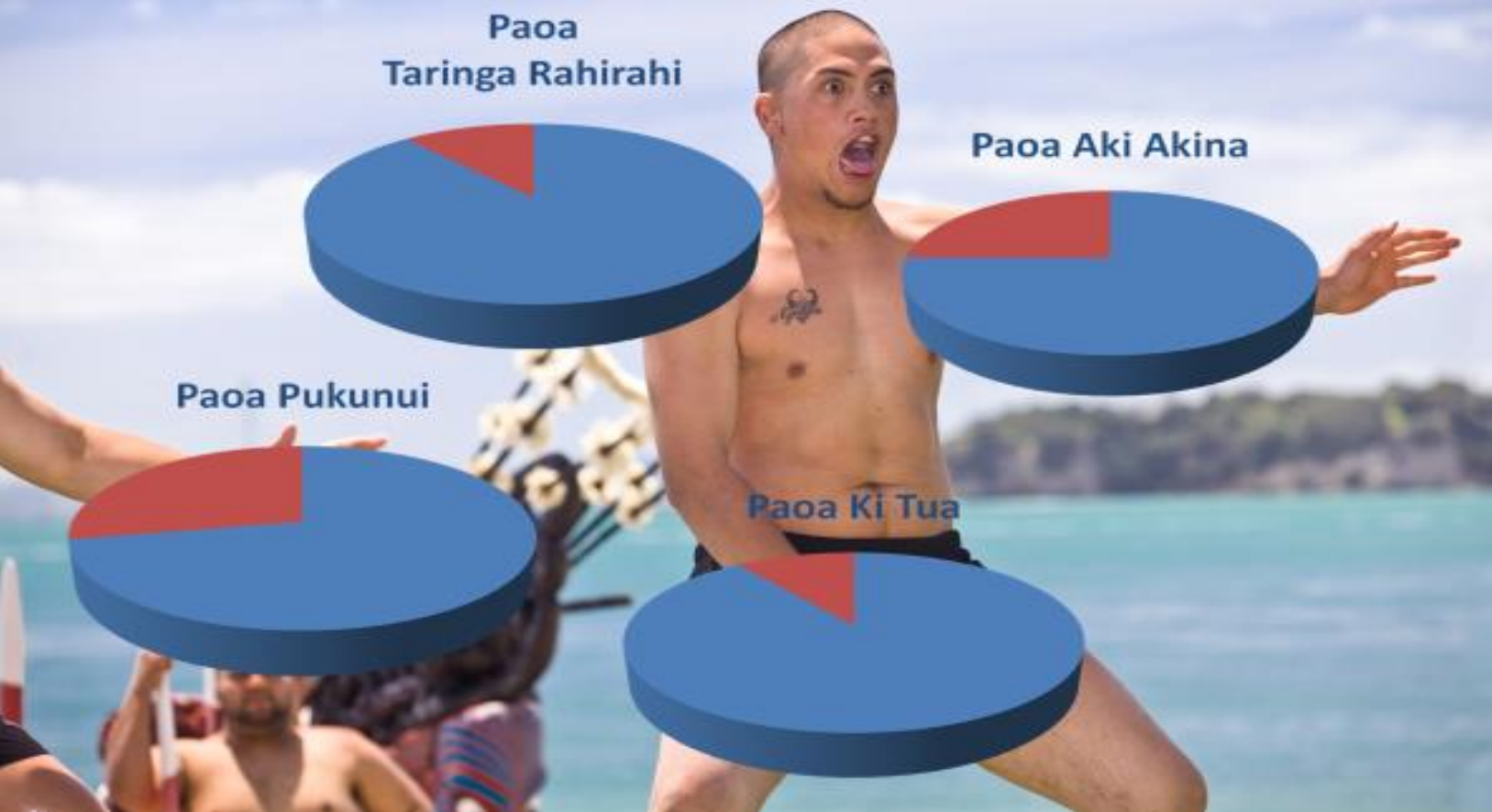
Marae Development

As an example, by 2020 we must have 3,000 Ngāti Paoa members registered to strengthen their Ngāti Paoatanga

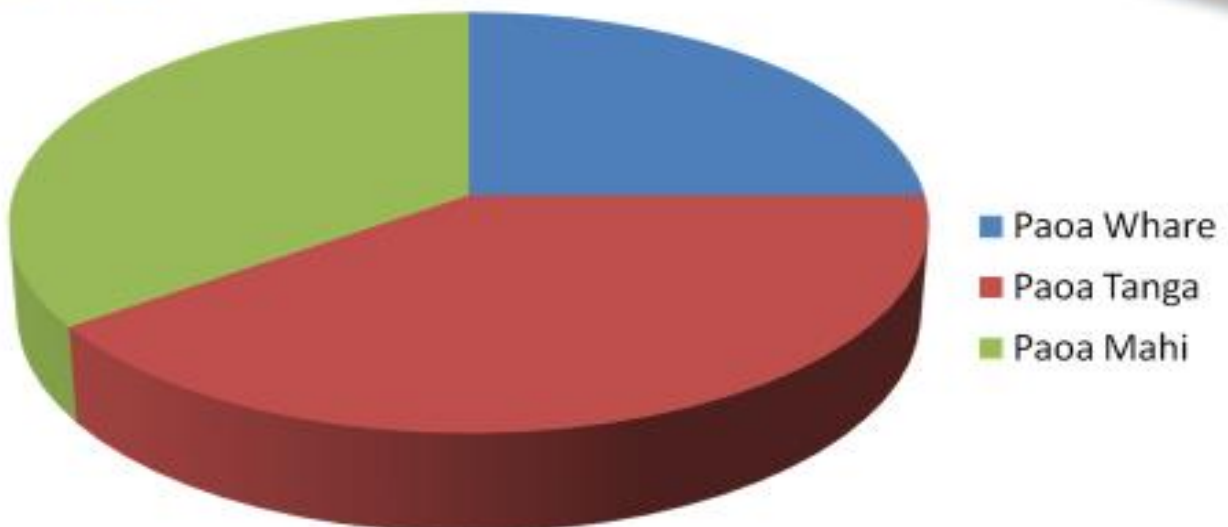
Overview Strategic Plan 2015 - 2020



AGM Report - Key Iwi Performance Indicator's (KIPI's)



Paoa Ki Tua



Ngāti Paoa

Chronology of Events

Ngāti Paoa Iwi Trust

Tāmaki

(our first Settlement)



2012 the Tāmaki Collective Settlement was signed by Ngāti Paoa at Karaka Bay, Auckland. Where the Treaty of Waitangi was first signed in Auckland by Ngāti Paoa.

1

Group Investments

(our commercial arm)



2013 strategic appointments are made to the commercial arm for Ngāti Paoa namely,

4

Rick Braddock, Brett Rhind, Mark Crosby and now Peter Neven.

Ngati Paoa Iwi Trust

(our new Board the 'Iwi Trust')



2013 the 96% vote for the Ngāti Paoa Iwi Trust was unanimous and the highest voter turnout for the election of the new Board for Ngāti Paoa moving forward into post-settlement development

2

Strategic Planning

(our vision, values and priorities)



2014 the Iwi Trust held a strategic planning retreat at Waipuna. A framework was developed and Ice House were commissioned to facilitate Iwi Workshops on Strategic Plan and Trustee Competencies.

5

Pouarua Farm

(our first on-account transfer)



2013 Pouarua Farm the largest 'On-account transfer in Settlement history' valued at \$63m. Ngāti Paoa whanau vote to hold a 30% shareholding in the farm.

3

Environment

(our role as Kaitiaki redefined)



2014 the Iwi Trust commissioned an independent review of its Environmental Unit. Jamie Forsman was appointed as the Iwi Environment Manager.

6



Chronology of Events

Ngāti Paoa Iwi Trust)

Karaka Bay

(Treaty first signed in Auckland)



2015 marked the 175th anniversary of the Treaty first being signed in Auckland at Karaka Bay on the 4 March 1840. The day was celebrated at Karaka Bay by Ngāti Paoa the Crown officials and the public.

7

Early Release Properties



2015 the Iwi Negotiators secure 14 properties to be released early to Ngāti Paoa as part of our commercial redress. At least 75% of the Iwi must agree. 98% confirm the transfer.

10

Trustee Competencies

(our new Board the 'Iwi Trust')



2015 as part of its leadership development, the Iwi Trust hold monthly Iwi Workshops to canvass input from the Iwi on what they want to see as compulsory competencies for its new Board of Trustees.

8

Hauraki Gulf Islands

(our gift to the people of NZ)

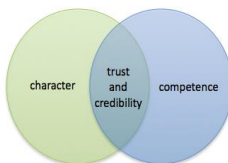


2016 as part of our Tāmaki Collective Settlement the Islands of Motutapu, Rangitoto, Motuihe and Tiritiri Matangi are return to the public of New Zealand as part of our cultural redress in Auckland.

11

Strategic Priorities

(our first Settlement asset)



2015 after a series of monthly Iwi Workshops on Strategic Planning the Iwi confirm its Vision, Values and Strategic Priorities namely, Housing, Employment and Marae Development.

9

One Tree Hill

(our gift to the people Auckland)



2016 after years of negotiations and consultation with Iwi, the Crown and the public it is finally decided to replant native Trees on one Tree to represent all the Iwi of Tāmaki. This event was MC'd by Ngāti Paoa

12



Chronology of Events

Ngāti Paoa Iwi Trust)

Orakei Court Case

(Vision, Values and Goals)



2016 Ngāti Whātua ki Orakei take legal action in the Auckland High Court to stop the transfer of 2 properties to Ngāti Paoa because Ngāti Whātua claim exclusive interests and rights to Central Tāmaki.

11

Pt England

(yet another on-account transfer)



2016 Iwi Negotiators secure 13 hectares at the Pt England Reserve for commercial redress. The Crown look to pass special legislation to transfer this land to Ngāti Paoa as it will help with Housing in Glenn Inness

13

Kaihautū appointed

(our first Settlement asset)



2016 with the need to build the capacity and capability of the Iwi Trust the Board decided to appoint a Kaihautū to drive and implement the Strategic Plan

12

Trustees appointed

(yet another on-account transfer)



2016 given the delay by the Crown in the timing for Settlement an independent constitutional review has been initiated by the Iwi Trust to enhance accountability and representation

14

Highlights

Systems: Communications



The implementation of a new CRM (customer relationship management tool) has been a priority this year, not only to capture information about us as a people, but also to employ as the hub of

1

Relationships: The Southern Initiative



Ngāti Paoa is a member of the Joint Steering Group for The Southern Initiative.

2

TSI is a customised programme of action in an area of high social need and significant economic opportunity. See page 2 for more...

Representation: New Zealand Transport Agency



Ngāti Paoa is a member of the NZTA Central and Southern Iwi Integration Groups within Tāmaki. See page 3 for more details about the major projects.

3

Matariki 2016

1. This year, in partnership with Auckland Council, Ngāti Paoa was the first iwi of Tāmaki to host Matariki.
2. Over the past 15 years, Auckland Council has supported the events that make up the Matariki Festival in Tāmaki and this year they took it a step further by hosting it with Ngāti Paoa. Like our ancestors, we crossed the waters to Waiheke to witness the dawning of Matariki at the Dawn Karakia ceremony, an event that attracted over 400 people.

Continued on page 2

(Continued)

Ngāti Paoa street artist Janine Williams and her husband Charles revealed 'Hauhake' - a rain art work on Queen St, outside Britomart Train Station, that could only be seen when it was wet.

The event marked the launch of the programme for Matariki Festival 2016.

This year the festival was hosted in partnership with Auckland Council, and 'Hauhake' told the story of the days when our waka would supply Tāmaki Makaurau with a bountiful harvest of fresh produce. Over the month the event provided an opportunity to profile Ngāti Paoa and its people, the image on page one is the pou carved by Chris Bailey and Puhi Thompson and featured as the 'hero' image for the entire event.

The Dawn Karakia ceremony was the main hosting event, taking place at the base of the three pou situated at Waiheke Library and attracted 400 people including the Mayor and other dignitaries. A Haka Powhiri welcomed the manuhiri to the site followed by the karakia ceremony proper.

The morning programme featured a variety of activities including kapa haka, arts and fashion show with Jeanine Clarkin, Ngāti Paoa stories by George Kahi, Anahera Sadler and Moana Clark, as well as a Matariki korero by council kaumatua Rereata Makiha.

In the weeks following the Dawn Karakia ceremony, Auckland Council also supported a one day hikoi event where Moana Clarke provided korero on Ngāti Paoa history of Waiheke Island. The day proved to be highly successful with almost 40 people attending.

Nearing the close of the Matariki month, other highly engaging events were held by Auckland Libraries featuring Janine Williams's 3D projection work, and the final night at Kora Kora on Federal again provided the platform for Jeanine Clarkin's fashion show.

Ngāti Paoa feel privileged to launch the new cohosting concept with Auckland Council for 2016 and look forward to supporting other iwi of Auckland as they take their turn at hosting the event in future years.



Top: George Kahi recites Paoa history of Waiheke Island
Below: Manuhiri are welcomed with a Haka Powhiri at the Waiheke Library, Matariki Dawn Karakia Ceremony June 2016

Auckland Council:

The Southern Initiative

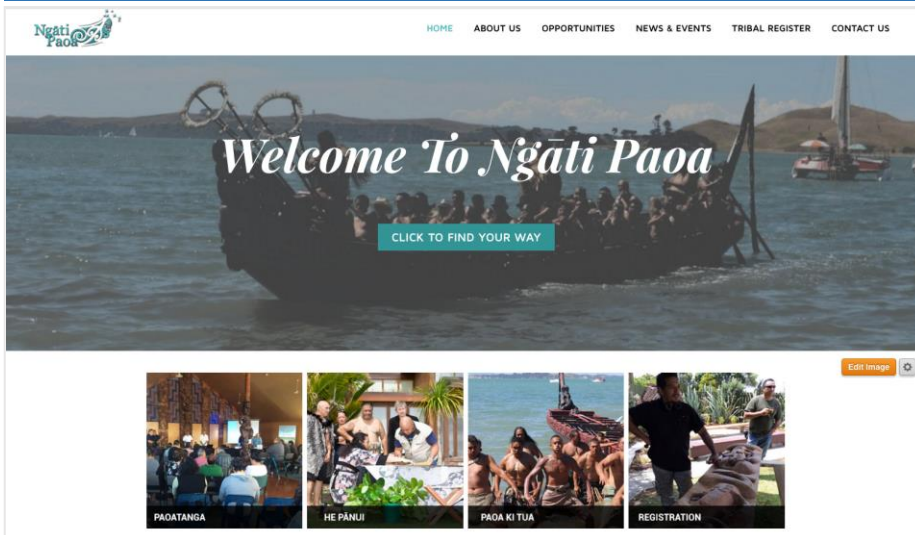
Ngāti Paoa is a member of the Joint Steering Group for The Southern Initiative. TSI is a customised programme of action in an area of high social need and significant economic opportunity.

This area extends across four local board areas: Māngere-Ōtāhuhu, Ōtara-Papatoetoe, Manurewa and Papakura. The main focus of the initiative is to strengthen families, and support stable homes. It encompasses:

- supporting and upskilling parents and guardians
- raising educational achievement
- producing upgraded and new housing.

In January 2016, Ngāti Paoa hosted The Southern Initiative team at Wharekawa Marae to present and share our aspirations. At that hui, Gael Surgenor (Director TSI, pictured) signed a kawenata to affirm the relationship. Since that time, TSI has become a sponsor for our SEED programme (outlined on page 4).





New Zealand Transport Agency

Iwi Integration Groups

Ngāti Paoa is represented at the table for the two IIGs that currently operate in Auckland – the Central IIG and the Southern IIG.

Southern IIG

Two major projects sit here – SH20 improvements, and the Southern Corridor Improvements Project (between SH20 at Manukau to Papakura).

Central IIG

Three major projects currently sit within this IIG – Northern Corridor Improvements (improving SH1 & SH18 around Albany), East West Connection (connecting SH20 at Onehunga to SH1 at Mt Wellington), and the Additional Harbour Crossing (long term project for a tunnel under the harbour connecting North Shore with Auckland City).

Within this IIG the 8-year-old project of the development of Te Onewa Pa also exists. Work is due to begin in the New Year on this and we have been offered the landscape planting contract for our partners at Te Whangai Nurseries.

Additional to the projects sitting within the IIGs as stated above, we have recently started engagement with works relating to SH20. North of Auckland, Hauauru Rawiri and I have begun talks with NZTA with regards to our inclusion in projects around Puhoi to Wellsford and further North.

As mentioned above, there are increasing opportunities for landscape planting in this space, as well as opportunities for our artists to provide cultural markers.

Systems: Communications

The Iwi Trust recently implemented a customer relationship management system (CRM) called Tiki-OS. Tiki-OS captures not only the usual contact details, but also an individual's skills/expertise and housing status – important when two of our strategic priorities are employment and housing.

This system will enable us to send bulk emails, bulk texts and link to social media such as Facebook.

The next drive will be to increase our membership to maximize the reach of our communications. To reduce hurdles around registration we have just completed work to integrate an online registration process, whilst improving our website to provide a more user-friendly experience.

In 2015 we started up a Facebook page for the Iwi Trust as another channel for our communications. We currently have around 400 followers and of interest is the age/sex ratio of our followers. Our female followers outnumber males by around 2:1 with the largest group being middle aged females.

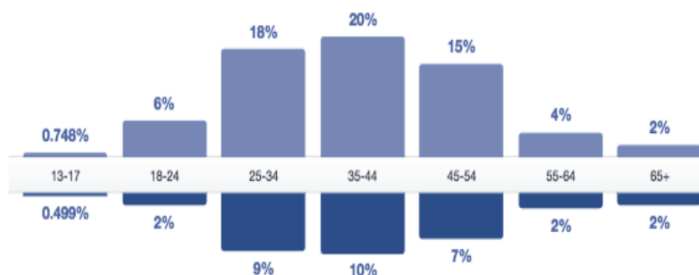
The people who like your Page

Women

65%
Your Fans

Men

34%
Your Fans



“Paoa ki uta, Paoa ki tai, Ngāti Paoa ki tua!”

SEED Programme

Social, Economic and Environmental Development

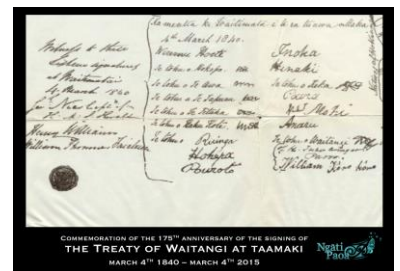
Supported by The Southern Initiative and facilitated by Maven Consultants, we have had several hui to with whanau input to development a 7 year project roadmap. We are now at Phase III where we will select 3 projects that will be researched and driven by whanau up to the point that at least 2 will be resourced and launched. The programme is designed to be self sustaining, bringing more projects from the road map into life whilst building capability within our iwi.



Waiheke Island

Increased involvement around the island with a range of kaupapa. We are currently involved in the development of a Strategic Plan for Matietie which is being driven by Direction Matietie to secure the bay's future with increasing pressures on the island. On another note, 'Our Waiheke' has also applied to the Local Government Commission to break away from Auckland Council so we need to follow developments closely to identify risks and opportunities regardless of the outcome decision.

I have also been nominated as a trustee for the newly formed Waiheke Walkways Trust.



Local Board/Mana Whenua Engagement

Engagement between the Southern Local Boards – Manurewa, Otara/Papatoetoe, Mangere/Otahuhu, and Papakura with Mana Whenua – the group have been meeting over the last year to develop recommendations to improve Maori input into Local Board decision making and recently presented back to the interested parties. Decisions by Local Boards around the adoption of the recommendations should occur post elections.



Kaitiaki Governance Forum

An expansion of the old Watercare Governance Forum, the formation of this forum in July was designed to deal with a wider range of governance issues not only with Auckland Council but also with central government where appropriate. The development of this forum is still in the early stages and a working group has been formed to develop its strategic objectives. Hauauru Rawiri is our representative and I am the alternate.



Auckland Museum Gallery Refurbishment

An engagement between the Taumata Iwi (Ngāti Paoa, Ngāti Whatua and Ngāti Tamaoho) and Auckland Museum that began earlier in 2016. This will be a long term (20 year) engagement with the refurbishment of each gallery as they each come up for renewal. There has been a 'false start' with the first gallery as plans were scaled down from what was first discussed but there will be some large scale projects on the horizon with substantial opportunities for our artists (carvers and weavers).



175th Anniversary Treaty of Waitangi Karaka Bay

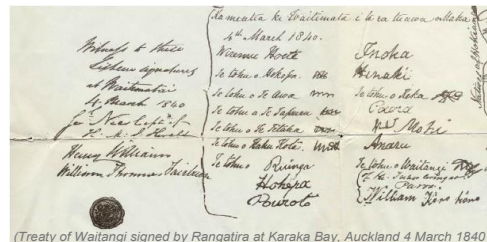
A highlight in 2015 was the 175th commemoration of the signing of the treaty - remembering a time when sixteen Ngati Paoa chiefs signed in the Waitemata in 1840.

A proud moment for our people, and a chance to reaffirm our values of Tika, Pono and Aroha by signing the Kawenata



KAWENATA

175th commemoration and reaffirmation of the signing of the Treaty of Waitangi in Auckland at Karaka Bay on 4th March 1840



KAWENATA

He kawenata tēnei ka hāngai ki ngā whakaaro o ngā tūpuna i hainatia te Tiriti o Waitangi, ki Te Waitematā, i te Whanga o Karaka i te tau 1840, me ā rātou kupu taurangi i waenganui i ngā rangatira o ngā hapū Māori me ngā rangatira o te Karauna.

Tēnei ka tautokohia aua tūpuna, aua rangatira Māori, tō rātou takunetanga, ō rātou tumanakoranga me ō rātou wawatatanga.

Hei te rangi nei, Rātapu te 1 o Maehe 2015 ka whakanuia ake hoki te hainatanga o te Tiriti o Waitangi 175 o ngā tau kua pahure ake nei.

Kua rauika mai anō ngā mokopuna me ngā uri whakatupu o aua rangatira Māori, ngā mātāwaka Māori me te iwi whānui o Tamaki Makaurau, o Aotearoa hoki kia whakāu ēnei whakaaro nui hei painga mō te reanga nei me ngā reanga e heke mai nei.

2015! Kua tae te wā kia tutuki ō tātou moemoeā, ō tātou tumanakoranga, ō tātou wawata kia kōkiri ake, Kapohia tēnei āheinga! Me anga whakamua tātou! Whakamoea ngā mamae o mua kua mauhere mai. Me tū i te kawa me ngā tikanga ka hangaia hei tūāpapa whakamua.

Ka mau i a Ngāti Paoa, i a Ngāi Māori ki ngā mātāpono, hei tuapapa mō tēnei kawenata:

- Kia tika
- Kia pono
- Kia aroha
- Kia Māori Mana Motuhake

Ka hainatia, i 'te wairua me te mauri' o aua rangatira Māori kia mau kia ita te manawanui ki te whei ao, ki te ao mārama

COVENANT

This is a covenant that aligns to the thoughts of the ancestors who signed the Tiriti o Waitangi on the Waitematā, and at Karaka Bay in 1840, and the promise made between the chiefs of the Māori hapū and the leaders of the Crown.

We support those ancestors, those Māori chiefs, their intention, their hopes and their aspirations.

Today, Sunday 1st March 2015 we acknowledge the signing of the Tiriti o Waitangi 175 years past.

The grandchildren and descendants of those Māori leaders, the many waka of Māori, the wider people of Auckland, and also New Zealand gather and affirm the intent of the Tiriti to benefit this generation and the generations to come.

2015! Now it's time to realise our dreams, our hopes, our aspirations and take action. Seize this opportunity! Let's move forward together! Put to rest the hurts of the past that has burdened us. Stand on our customs and protocols as we build our future.

The principles held by Ngāti Paoa, by Māori in general, forms the foundation of this covenant:

- Being correct and right – maintaining high standards
- Being honest and acting with integrity
- Being empathetic and respectful
- To uphold and maintain Māori autonomy and values

I Sign, in the 'spirit and tenor' of those Māori chiefs to acknowledge our commitment to the future.



Business Plan Overview – Ngāti Paoa Environment Unit

Phase	1).Operational Efficiency	2). Strategic Alignment	3). Programme Design and Delivery	4). Build Capacity
	Establish lean operating structure and baseline revenue streams. Implement systems, policies and processes.	Align to organisational strategy, establish goals and targets and strengthen strategic partnerships	Design a programme of work that delivers strategic value and leverages from external resources in build up to post settlement.	Build unit and whanau capacity and capability to deliver on post settlement duties and functions.
Timings	12 Mar – 30 Jun 2015	1 Jul – 31 Sep 2015	Oct – Dec 2015	Feb – TBC 2016
Initiatives & Projects	<ol style="list-style-type: none"> 1. Establish unit Structure and prepare financial plan. 2. Prioritise engagement activities 3. Implement cloud based IT system 4. Scope and develop GIS/ Information portal 5. Prepare operational procedures manual. 6. Develop CIA templates 	<ol style="list-style-type: none"> 1. Develop and adopt resource and environment strategy 2. Develop whanau engagement strategy 3. Develop Risk Management Strategy 4. Develop Strategic Partnerships 	<ol style="list-style-type: none"> 1. Develop and adopt a comprehensive programme of work. 2. Prepare revised financial plan 3. Implement and deliver in phases. 4. Establish monitoring and reporting framework. 	<ol style="list-style-type: none"> 1. Revise team structure and build internal capacity and capability 2. Commence learning and development workshops for whanau/hapu.
Aligned Work	<ul style="list-style-type: none"> • Auckland Council Maori Information Portal • Auckland Strategy and Research GIS programme. • Auckland Council Cultural Heritage Mapping 	<ul style="list-style-type: none"> • Ngāti Paoa Strategic Plan • Auckland Council Maori Responsiveness Planning • Memorandums of Understandings. • Auckland Council LTP 	<ul style="list-style-type: none"> • Resource and Environment Strategy • Auckland Council LTP • PAUP • Cloud based IT system 	<ul style="list-style-type: none"> • Programme design and delivery • Revised financial planning • Auckland Council LTP funding

Situational Analysis

Barriers	Enablers	Opportunities
Internal capacity	Treaty settlement legislation	Development of strategic partnerships
Internal politics	Ngāti Paoa Strategic Plan	Whanau capacity building
Complicated processes	Local and central government funding	Support investment and development in physical, social and cultural infrastructure
Regulatory costs	Prioritisation of activities	Transfer of powers and co-governance over natural and physical resources.
Cashflow and capital	Efficient operating structure and processes	Kaitiaki projects and monitoring initiatives.
Regulatory frameworks	Knowledge and data management technology	Consultation and advisory services



Environment Unit

Take Tūpuna - cultural landscapes



Kaupapa	Strategic Objectives	Outcome/Deliverables
Paoa sites of significance – Unitary Plan	Protect and enhance the cultural footprint of Ngāti Paoa.	Ngāti Paoa successfully scheduled 16 new sites of significance within the Unitary Plan. The only Iwi to get new sites scheduled through the Independent Hearings Panel process.
Mokoia Pa – AMETI stage 2A	<p>Re-affirm Ngāti Paoa mana and identity across the tribal rohe.</p> <p>Supporting the attainment of Iwi goals and aspirations</p>	<p>Draft Legal agreement provides for the partial repatriation of the Pā footprint including;</p> <ul style="list-style-type: none"> - Fee simple transfer of 15-17 Bridge Street - Transfer of open space properties, 19,21 and 16 Bridge Street subject to public access covenant. - Establishment of historic Mokoia reserve. Ngāti Paoa to lead the concept design of the reserve. - Erection of a Paoa designed pou whenua. - \$8 million (approx.) mitigation package <p>The creation of a cultural facility on the eastern embankment for all Mana Whenua with interests in wider stage 2A. This symbolises reciprocity to wider Iwi. \$1.5 million</p>

Jubilee pedestrian footbridge	Re-affirm Ngāti Paoa mana and identity across the tribal rohe.	Ngāti Paoa artist to co-design replacement pedestrian footbridge. \$455,000.
Maori Cultural Heritage Project	Protect and enhance the cultural footprint of Ngāti Paoa.	Major project to schedule a further 20 sites of significance in 2017 Unitary Plan variation.
Cultural Values Assessment	<p>Protect and enhance the cultural footprint of Ngāti Paoa.</p> <p>Re-affirm Ngāti Paoa mana and identity across the tribal rohe.</p> <p>Supporting the attainment of Iwi goals and aspirations</p>	<p>Multiple outcomes including</p> <ul style="list-style-type: none"> - Capture of Ngāti Paoa mātauranga - Arts and design outcomes - Co-management outcomes - Paoa monitoring outcomes - Property transfer - Creation of open space. <p>Key CVAs</p> <ul style="list-style-type: none"> - Matiatia - Te Rangihoua - Takapuna - East West Connection - Second Harbour Bridge Crossing - Te Tauoma



Environment Unit

Paoa ki Tua – Capacity Building



Kaupapa	Strategic Objectives	Outcome/Deliverables
Operational Efficiency	Establish financially sustainable business model. Implement systems, policies and processes.	Established unit structure Prioritised engagement activities Implement cloud based IT system Scoped GIS/ Information portal Implemented operational procedures Developed CIA templates Substantially increased operational revenue. Established network of preferred contractors. Built capacity and assigned resource across RMA and Environment portfolio. Development of Ngāti Paoa business plan
Strategic Partnerships	Establishing strategic partnerships to deliver on strategic objectives (e.g whanau employment, cultural re-vitalisation).	Established landscaping relationship with Te Whangai Trust Established relationship with ASL archaeology Established relationship with Urban Logic. Alignment of work programmes to NPSP
Capacity Building	Build unit capacity and capability and enable Paoa whaanau to participate and deliver on operational projects and opportunities	Recruitment and on-going training of two Paoa rangatahi Increase from 2 fulltime equivalents to 4.5 fulltime equivalents. Employment of whanau artists and carvers Advocating for the incorporation of cultural weightings in procurement frameworks and tenders.



Environment Unit

Paoa ki uta, Paoa ki tai Environment



Kaupapa	Strategic Objectives	Outcome/Deliverables
Project Kiwi	<p>Revitalising the mauri of the natural and physical environment through the re-introduction of taonga species back into the ngāhere.</p> <p>Supporting the exercise of kaitiakitanga through the creation of sustainable opportunities.</p>	<p>Partnership with Auckland Council to re-introduce taonga kiwi back into the Hunua ranges.</p> <p>Progressing and realising aspirations for on-going management and monitoring of taonga species, including pest management opportunities.</p>
Matiatia Marina Appeal	Protect and enhance the cultural footprint of Ngāti Paoa.	Successfully opposed Matiatia Marina proposal through the environment court direct referral process.
RMA engagement	Protect and enhance the cultural footprint of Ngāti Paoa.	Responding and preparing RMA submissions in response to resource consent applications and external projects and programmes. Negotiating cultural impact mitigation and avoidance outcomes.



Environment Unit

Te Aranga – Arts and Design



Kaupapa	Strategic Objectives	Outcome/Deliverables
Victoria Park – Te Ureia Artwork installation	<p>Re-affirm Ngāti Paoa mana and identity across the tribal rohe.</p> <p>Supporting the exercise of kaitiakitanga through the creation of sustainable opportunities.</p>	Installation of Ngāti Paoa designed artwork at Waikokota/Victoria Park. Artwork captures and reflects the oral tradition of Te Ureia a powerful taniwha that symbolised the mana of Hauraki Iwi.
Regional Signage – Victoria Park	Re-affirm Ngāti Paoa mana and identity across the tribal rohe.	Installation of Ngāti Paoa sign, reflecting Paoas ancestral connections to Tāmaki Makaurau and Te Pane Iriiri (Vic Park)
Stonefields Pou – Te Tauoma	Re-affirm Ngāti Paoa mana and identity across the tribal rohe.	Design, construction and installation (to occur Nov 2106) of pou whenua/ cultural marker. Led by Paoa master carver Puhi Thompson.
Wynyard Quarter	Re-affirm Ngāti Paoa mana and identity across the tribal rohe.	A successful tender proposal from Janine Williams for art installation at precinct property landholding at Wynyard quarter.



Replanting on One Tree Hill





Matariki Festival – ‘Homai te pakipaki for Paki No. 1....



Sharing the Ngāti Paoa story Devenport Library



Another great Hui-ā-Iwi at the marae about Strategic Planning



Pouarua AGM – Ngaāi Paoa whanau.



Take 1 – manning the desk at Hui-a-Iwi... “Are you registered?”



The Southern Initiative and SEED programme Marae Development



Hui-ā-Iwi ‘Peaceful and Tranquil on the outside....’



Hui-ā-Iwi ‘Fast and Furious on the inside.....’



Our Kaahui Kaumaatua



Minister Conservation – Kaitiaki Rangers & Vest Back of Motu





Karaka Bay Celebrations & Tāmaki Settlement