



Te Hiku Iwi
DEVELOPMENT TRUST

Strategic Plan

2020-2045

Updated July 2023
Board Review Completed

Kia whiwhi ngā, whānau, hapū, iwi me nga hapori o Te Hiku o te Ika i te orangātonutanga kia ranae.

Te Hiku Iwi Development Trust will ensure whānau, hapū, Iwi and communities of Te Hiku o te Ika are culturally, environmentally, socially, and economically prosperous.



Version Control

Date	Details of change	Content changed	Format changed
17/02/22	THIDT Panning session in Paihia 1 - 2 Feb 2022 MINOR Change to wording in Vision Statement on front cover as per trustees	Front cover	No
21/02/22	THIDT Board Meeting - 21 Feb2022 Revised Changes approved to the Strategic Goals & KPI's (refer attached as appendix 1)	Yes	No
21/03/22	Note: At the time of the review process for this strategic plan; Tui Kapa & Rhonda Kite represent Te Rūnanganui o Te Aupouri, no changes to the existing representatives for the participating Rūnanga Te Rarawa and NgaiTakoto	Yes	No
20/2/23	Strategic Review completed in Board of Trustee Planning session (Ahipara)	No	No
26/06/23	Adjusted original version - added Trustees amendments Strategic Review Feb 22 (S2, 2.2, 3.3, 3.5 & 3.6)	Yes	No
26/06/23	ADD Summary of Strategic Review and content - refer appendix 2 (back section)	No	No
17/07/23	Approved changes made - 17 July HAM 2023 (refer Governance/Trust/Strategic and Annual Plans/2023 Final Approved Strategic Plan/2023 Revised Strategic Plan/ 2023-07 Board Pack Edits Approved)	Yes	No
20/07/23	This is a Clean Version - all edits and review comments in appendices removed (see above link to find edits)	Yes	No



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Our Story

Five Iwi (Ngai Takoto, Ngāti Kahu, Ngāti Kuri, Te Aupouri and Te Rarawa) make up Te Hiku o te Ika. Between 2012 and 2014, four of our Iwi reached settlement with the Crown, our Ngāti Kahu whānau continue with that journey. In 2012 the settled Iwi agreed the Social Accord with the Crown.

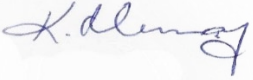
Te Hiku o te Ika Development Trust (THIDT) was established by Ngai Takoto, Te Aupouri and Te Rarawa as a collaborative body to action the process and to promote:

- education, spiritual, economic, social, cultural advancement and wellbeing
- economic advancement or wellbeing
- health of the environment including revitalisation of Te Oneroa a Tohe and other places of special significance
- collaborative working relationships between the participating Iwi

This is the people element of our settlement; it is guided by the whakatauki of our tupuna Merengaroto:

*He aha te mea nui o te ao?
He tangata he tangata he tangata.*

Motion: That the Strategic Plan be received and accepted (Moved: Te Aupouri Second: Ngai Takoto)

Te Rūnanga o Te Rarawa	Te Rūnanga o Ngāitakoto	Te Rūnanganui o Te Aupouri
		
Katie Murray	Hugh Karena	Rick Witana
		
Lisa McNab	Craig Hobson	Rhonda Kite

Dated: 17/08/2020

Our Role as Governors

We are not bound by traditional norms, instead using our individual skills, knowledge, and networks to benefit the Collective.

Like a marae where the cooks in the kitchen have knowledge of all the roles required to make the kaupapa work, we support management with operational guidance, just as we seek their input; on decision making.

Whānaungatangā underpins our role and through hard work we achieve better outcomes for all whānau in our communities.

We empower those in our organisation to make smart decisions and continually demonstrate the value of what we do.

We understand the pressure to deliver on the opportunity that is the Social Accord and acknowledge that this demands our Iwi organisations alongside us.

Kia mahitahi tātou mō ngā uri whakatupu.

Long Term Strategic Goals: 2020-2045

The Social Accord, System Design, Our Networks, Our Whānau, Te Tiriti



We will leverage the gains made to date to advance the Social Accord outcomes



We will work on the system to improve the way it responds to whānau need and aspiration until our functions are devolved back to Iwi



We will cooperate and collaborate with our Iwi/provider networks to achieve equity of outcomes for our whānau and the realisation of their Tino Rangatiratanga



We will change the narrative for whānau through regular engagement, inclusion of whānau voice and report back



We will give life to the Treaty partnership between Te Hiku Iwi and the Crown



Strategic Goals and KPIs: 2020-2025

STRATEGIC GOAL 1: We will leverage the gains made to date to advance the Social Accord outcomes	By 30 June 2022	S1.1	Implement all elements of the Social Accord Addendum.
	As required	S1.2	Evaluation of initiatives to track their impact against the Accord outcomes
	By 30 Sept 2024	S1.3	Complete a Te Hiku Wellbeing Report every five years - next update from 2023 Census
	By 2024	S1.4	Continue to encourage greater participation in the delivery of the Social Accord by all Iwi of Te Hiku.
STRATEGIC GOAL 2: We will work on the system to improve the way it responds to whānau need and aspiration until transfer of THIDT initiatives are devolved back to Iwi	By 30 June 2022	S2.1	Implement Ngā Puna Waiora to underpin our work on the system.
	By 31 March 2024	S2.2	Commence engagement with Iwi for the transfer of THIDT initiatives

Initiatives are best described as different ways of working, testing trialling to inform system changes and/or solutions.

Strategic Goals and KPIs: 2020-2025

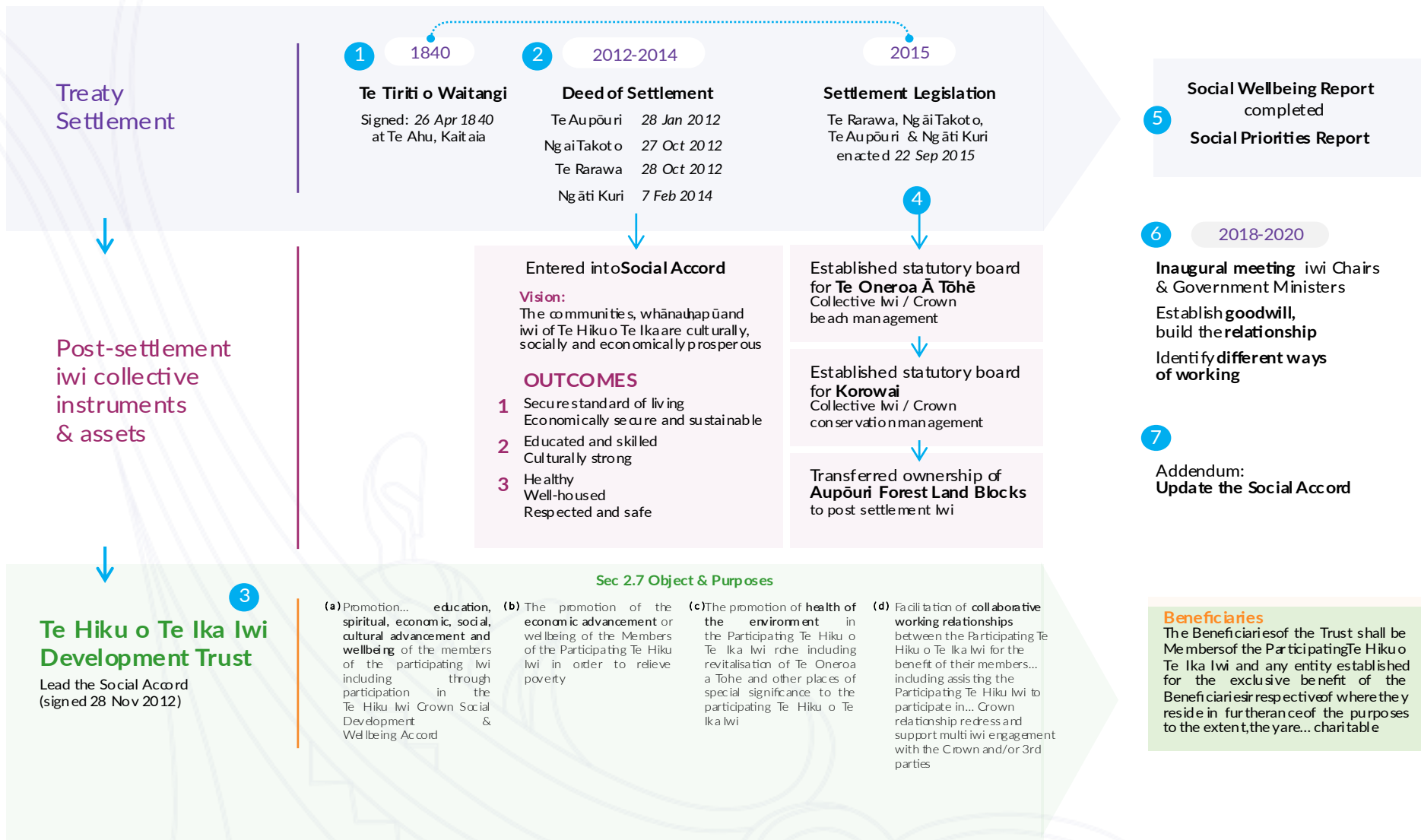
<p>STRATEGIC GOAL 3:</p> <p>We will cooperate and collaborate with our Iwi entities to achieve equity of outcomes for our whānau and the realisation of their Tino Rangatiratanga</p>	As required	S3.1	Commission relevant sector intelligence to help inform Iwi decision making.
	By 30 June 2022	S3.2	Develop workforce development initiatives to support Iwi networks.
	By 30 June 2022	S3.3	Resource and share outside expertise to support collective Iwi projects and initiatives.
	By 2024	S3.4	Help facilitate a measurable increase in resourcing coming into Te Hiku including Iwi entities to help realise whānau aspirations
	By 2022	S3.5	Demonstrate in our work a commitment to incorporate climate resilience and community resilience
	By 30 June 2023	S3.6	Assist and resource Iwi and communities to develop a response and recovery plan for Te Hiku
<p>STRATEGIC GOAL 4:</p> <p>We will change the narrative for whānau through regular engagement, inclusion of Whānau voice and report back</p>	Quarterly	S4.1	Undertake a programme of whānau engagement.
	By 30 June 2022	S4.2	Develop a Te Hiku Framework for measuring our impact that is informed by whānau voice
	By 30 June 2022	S4.3	Implement a communications strategy to keep whānau informed of progress and to share information.
	Annually by 30 June 2025	S4.4	The narrative from whānau is about progress towards achieving their Tino Rangatiratanga

Strategic Goals and KPIs: 2020-2025

STRATEGIC GOAL 5: We will give life to the Treaty partnership between Te Hiku Iwi and the Crown	Twice annually	S5.1	Taumata Rangatira hui.
	By 31 March 2021	S5.2	Create opportunities for the Iwi Chairs to advance Te Hiku aspirations with the Crown.
	Annually	S5.3	Coordination of engagement at Waitangi with key Ministers.
	Next review 2024	S5.4	Review and develop the Social Accord.



Our whakapapa begins with Te Tiriti o Waitangi



"To operate for and with Te Hiku Iwi so that environmental, cultural, social and economic aspirations are achieved for whānau through the Te Hiku Accord."

Diagram Key

1	<i>6 Feb 1840</i>	The Partnership begins in the signing ceremony in Waitangi
2	<i>2012</i>	Settlement negotiations begin – The Social Accord is formed as an ongoing collaborative role of Iwi and the Crown to improve the wellbeing of Te Hiku
3	<i>Nov 28 2012</i>	The Te Hiku Iwi Development Trust is formed to implement the Social Accord
4	<i>2015</i>	Settlement negotiations continue – legislation is passed affirming the collaborative agreements for the Te Hiku forestry, conservation areas and Te Oneroa a Tohe
5	<i>2013</i>	First report completed on Te Hiku – “Te Hiku Social Wellbeing Report”, a comprehensive mapping exercise on our cultural, social, economic wellness
6	<i>2018</i>	Taumata Rangatira hui between Ministers and Iwi Chairs concludes with strong commitment by the parties to improve the Social Accord
7	<i>Jul 30 2020</i>	An addendum to the Social Accord is signed by Ministers and Iwi Chairs as a refresh and continuous improvement exercise

For further information please contact admin@tehikuiwi.com