

Ngāi Tahu 2025

Review

Draft Report – November 2009

Puritia tawhia kia ita

Te mana tipuna

Te mana whenua

Te mana tangata

Mātakitaki au ki te takutai o te raki
Ki te pōkaikura e tauawhitia mai
Uenuku e tīwhanawhana ai ki ruka
Ko te Rau o Titapu ki mua
Ka whakapiki te hā ki te taumata kōrero
Kia whakapuakiakihia mai ka māuka pepeha
Ko tōku mauka kākāpō e tū ake rā
Ko ahau te takata e whakatika ki ruka
Tū te ihiihi
Tū te wanawana
Tū te mauri ki waho
Tū te mauri ki roto
Tapuketia au kia marama ai taku titiro ki aku umu tākata
Puritia tāwhia kia ita
Te mana tupuna
Te mana whenua
Te mana tākata
Kia turuturu
Ka whakamaua
Kia tina
Tina!
Rona
Tai-e!

I look to the horizon and I see promise
Our leadership will step forward
By drawing on that which our ancestor gods left us
And that will allow me to also stand with strength
With a spiritual life force
So that when I finally rest
The mana of the ancestors, the land and the people
Will be secured

Nā Tahu Pōtiki

Ka huri atu ki a rātou kā ipoiipo o te pō kua mene atu rā ki tua i te tatau pounamu.
He roimata ua, he roimata takata.
Mā wai hoki e hua nei te haumāuiui o te tini inā kurehu ake te tōtā i te rae ki tua o mahara e.
Rātou kua kapohia e te rika nui o aituā, ka takihia, ka harapuka atu.
Āpiti hono, tātai hono rātou te huka mate ki a rātou,
Āpiti hono, tātai hono tātou te huka ora ki a tātou.
Tēnā tātou katoa

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INTRODUCTION

Ngāi Tahu 2025 is the tribal vision document that expresses the aspirations of Ngāi Tahu Whānui for our tribal development:

Ngāi Tahu 2025 is about tino rangatiratanga. It is about the ability to create and control our destiny. It is our tribal map that in the year 2025 will have carried us to the place where we are empowered as individuals, whānau, hapū, Papatipu Rūnanga and iwi to realise and achieve our dreams.

Ngāi Tahu 2025 was visioned by nearly 100 members of Ngāi Tahu Whānui, who came together between 1999 and 2000 to dream the tribal future. It was adopted as the prime strategic document of Te Rūnanga o Ngāi Tahu in 2001.

The visions of Ngāi Tahu 2025 span nine areas:

-  **Te Ao Tūroa** – aspirations for environmental management;
-  **Ko Ngā Whakapāpātanga** – aspirations for tribal connectivity and pride;
-  **Ko Tātou Ngāi Tahutanga** – aspirations for knowledge of whakapapa and cultural practices;
-  **Te Whakaariki** – aspirations for external influence and rights protection;
-  **Te Whakatipu** – aspirations for holistic development of our traditional communities;
-  **Whānau** – aspirations for whānau well being;
-  **Mātauranga** – aspirations for educational attainment;
-  **Te Kaitiakitanga me te Tāhuhu** – aspirations for the operation of the Te Rūnanga Group; and
-  **Te Pūtea** – aspirations for investment success.

Each of these vision areas describes the future we are seeking and sets out a number of objectives we hoped to meet by 2005 and 2025.

It was always intended that our achievements against Ngāi Tahu 2025 would be reviewed, and this document is the first formal review of the performance of the Te Rūnanga Group against the visions and objectives of Ngāi Tahu 2025. It has been produced by interviewing staff members and asking for feedback from ngā Papatipu Rūnanga, taurahere rōpū and the original architects of Ngāi Tahu 2025.

The document starts with a summary of how the review has been conducted and an overview of our performance against Ngāi Tahu 2025 including general comments that have come through consultation feedback loops. The review then steps through each of the nine vision areas describing our achievements and areas for improvement.

The document concludes with some reflections for the next tribal visioning process and an appendix with detailed information on the status of all objectives within Ngāi Tahu 2025.

REVIEW BACKGROUND AND METHODOLOGY

The review of our performance against Ngāi Tahu 2025 is intended to assess how well and how far we have implemented the specific objectives contained in, and wider vision of, Ngāi Tahu 2025. The way we have gone about reviewing our performance is as follows:

- 👁️ Staff were asked to provide evidence and insights on which objectives contained in Ngāi Tahu had been achieved, and to what level. We used three status classes: **fully met, partially met or not met**;
- 👁️ The evidence and insight of staff members has been consolidated into this document, which endeavours to provide the quantitative information that we have available (the statistics) as well as providing an overarching commentary that reflects the insights of staff. We are aware that the lack of quantitative/statistical data is an area of weakness in the report and are working on internal processes so that we can capture more data in the future to measure our performance in tighter ways;
- 👁️ The findings in this report were tested through a feedback process with Papatipu Rūnanga, taurahere rōpū and the original architects of Ngāi Tahu 2025. We recognise that the ultimate test of our performance against Ngāi Tahu 2025 is in the insights and perceptions of our communities and people. We sought feedback through email, phone and the Ngāi Tahu website. The main reason for this form of feedback is cost efficiency in light of the priority placed on the Ngāi Tahu 2025 Renewal Process (described below). The feedback we receive will be consolidated into a final report; and
- 👁️ The final draft report will be distributed at Hui a Tau 2009 and a workshop held to gain more feedback.

Through the review process, one of the key challenges we have encountered is measuring how well we have met Ngāi Tahu 2025 objectives. Ngāi Tahu 2025 contains a mix of outputs (framed as specific deliverables that we can measure), outcomes (broad goals that are too subjective and contestable to measure in a precise way) and mixed statements of both. Therefore outputs and outcomes have been labeled as 'objectives', and delivery of specific outputs have been reflected in statistics and other hard data, and our performance against longer term broader outcomes is reflected through the thematic commentary.

The second objective we have for the Review of Ngāi Tahu 2025 is that it can provide a platform for a second visioning process that we have called the 'Renewal of Ngāi Tahu 2025.' Because the tribal vision has stayed remarkably strong and constant over the generations, while evolving and adapting to the changing environment, there is a need to renew the content of Ngāi Tahu 2025 so that it continues to keep time with our intergenerational outlook. This renewal process will begin in 2010 and involve comprehensive engagement, kanohi ki te kanohi, with people.

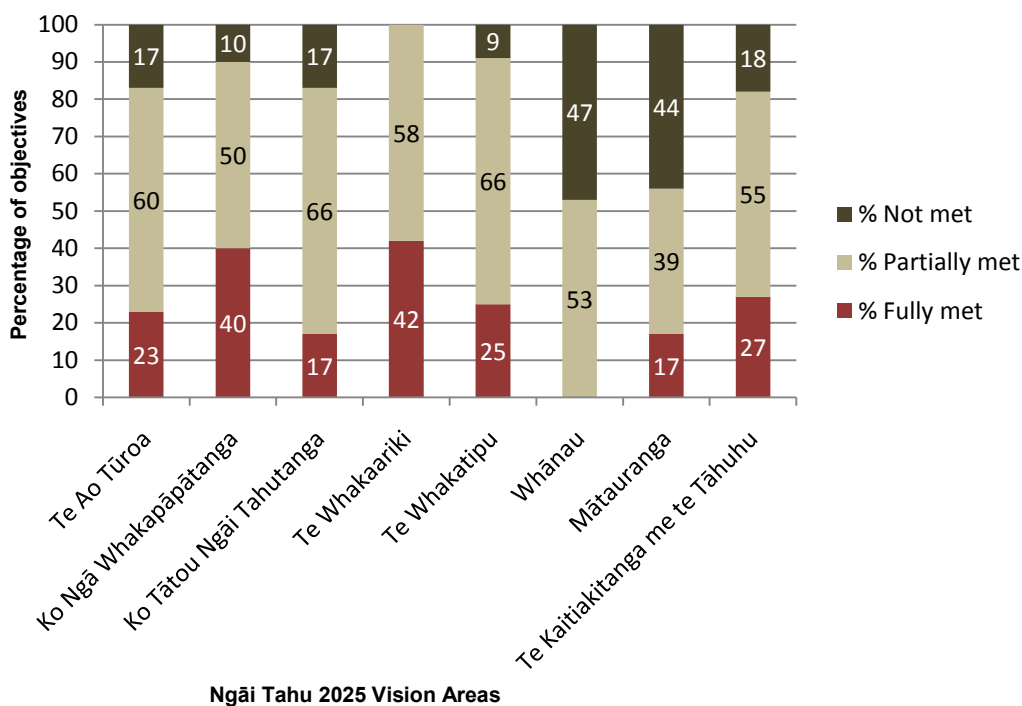
There will be more information on the Renewal of Ngāi Tahu 2025 at Hui a Tau and in the months following.

OVERVIEW OF FINDINGS




The Te Rūnanga Group has achieved a number of the objectives contained in Ngāi Tahu 2025, but realising the depth and meaning of the visions is very much a work in progress.

To understand how we are tracking towards the visions of Ngāi Tahu 2025, we used three standards of achievement: **fully met**; **partially met**; and **not met**, and applied them to every objective listed in Ngāi Tahu 2025. The table below depicts our global findings:

Review Results for all Ngāi Tahu 2025 Vision Areas







This table shows that while we are making progress in each vision area, there are areas of strength and areas where we need to do better. The areas where our performance has been stronger are:

-  **Ko Ngā Whakapāpātanga** – connecting parts of te iwi whānui together
-  **Te Ao Tūroa** – restoring our natural environment
-  **Te Whakaariki** – protecting and asserting our rangatiratanga




The areas where we are making some progress are:

-  **Te Whakatipu** – supporting Papatipu Rūnanga development
-  **Te Kaitiakitanga me Te Tāhuhu** – reinforcing the tribal servant

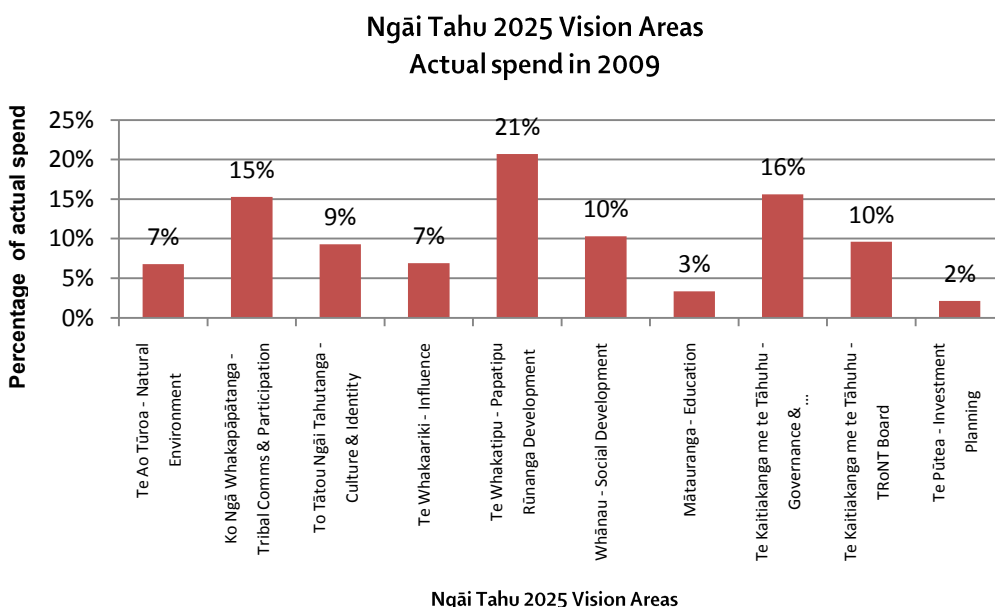
The areas to which we need to turn more attention are:

-  **To Tātou Ngāi Tahu tanga** – growing our cultural confidence and capability
-  **Whānau Development** – strengthening the core unit of our tribal society
-  **Mātauranga** – increasing academic attainment and integrating Ngāi Tahu tanga
-  **Te Pūtea** – developing our investment prowess

We have tried to understand how and why we are performing well in some areas over others. We looked at a number of factors, including:

-  Organisational (staff) capacity dedicated to each vision area;
-  Financial commitment directed to each vision; and
-  The different types of work that the objectives require, for example, collecting baseline data, generating Ngāi Tahu models, creating relationships, bringing our people through into working in each of the areas, and building the systems and processes to make the organisation and our work programmes run efficiently.

It is not unexpected that we found a clear relationship between organisational capacity, financial commitment and level of performance – the design of the organisation lending itself that way. In the areas of strength, there have been relatively constant levels of staff capacity in terms of numbers, retention and expertise, and reasonably constant levels of funding. In the areas where we need to do better, there has been high staff turn-over, limited staffing levels at times, changing approaches to delivery and/or inconsistent financial resourcing. The table below depicts the relative funding levels across the vision areas:



In terms of types of work, we have found that across all nine vision areas, there are particular types of work that the organisation has been good at or concentrated on over the last nine years. Equally, there are certain types of work that the organisation appears to be only just growing into now.

The types of work we appear to have been focusing on are:

Systems and structures

Over the last nine years, we appear to have built and consolidated the tribal 'infrastructure' across all nine vision areas. This type of work has produced such things as: clear tribal registrations process with whakapapa database; standardised channels of tribal communications; and standardised corporate governance structures and processes.

Supporting tribal connectivity

Much work has been dedicated to bringing people together and strengthening whakapapa connections, through such forum as culture wānanga, environmental management, as well as ensuring that effective communications tools are installed to reconnect tribal members wherever they live.

Ngāi Tahu models and practices

Ngāi Tahutanga is emphasised across all nine vision areas, including having Ngāi Tahutanga incorporated into government policies and decisions, and used as the basis of environmental management. Over the past nine years, we have concentrated on this type of work, and produced such things as environmental management tools and plans, and whānau development and education strategies that are sourced in Ngāi Tahutanga and could be described as Ngāi Tahu models for development.

The types of work that we are increasingly growing into now are:

Succession planning

Growing our people into all areas of work and positions of leadership, spanning from the paepae to active environmental management to the board table, is a pervasive priority throughout Ngāi Tahu 2025. While there has been good work on building pathways through educational achievement, we are only now starting to move toward an integrated succession planning strategy and seeing works in progress produce outcomes.

Working at whānau and Papatipu Rūnanga level

Growing the cultural confidence and experience of Ngāi Tahu whānui via the opportunities that the Ngāi Tahu Fund is offering to whānau and Papatipu Rūnanga is stimulating a groundswell of multi-dimensional cultural recovery. While still in its early days, the level of uptake and degree of relevance to whānau and Papatipu Rūnanga is obvious and offers an approach to achieving other outcomes.

Across all types of work, the key things that have held us back or meant we have not achieved as well as we should have, include:

 **Consistency and follow-through**

Across the years, it appears that we are good at the start up stage of work programmes but not so good at maintenance and follow through stages. For example, the Mō Tātou census was a significant piece of work that has neither been updated nor used to progress further statistical collection on Ngāi Tahu Whānui, nor fully utilised in creating and implementing a range of initiatives that could have better supported whānau development. This shortfall in follow-through could be a consequence of being a new organisation, with lots of good ideas and a sense of impatience; it could equally be a result of organisational restructures impacting on the flow of work. However, it is not a sustainable way of operating and is expensive in terms of staff time and money returns and we need to look at it closely.

 **Being more reactive than proactive**

A large amount of work is also reactive to decisions and actions of external groups, such as central and local government. Expending time in reactive work is a necessary part of rights protection and advocacy, but has also decreased the resources that could have gone into developing proactive strategies and creative implementations.

 **Monitoring ourselves and others**

We have not been good at monitoring the performance of both ourselves and the Crown in clear and consistent ways. In some work areas, we neither have enough baseline information to do effective work nor the monitoring mechanisms to systematically inform us how we are all performing. The catch – 22 of addressing the workload in front of us but also needing the time and resources to develop effective monitoring systems can bring challenges that result in compromise.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

 **Good outcomes but room for improvement**

People acknowledged that there have been some good, strong and important achievements and generally, we are tracking well toward many of the visions in Ngāi Tahu 2025. However, people also thought that some priority areas had not had enough work and effort. There was a common expectation that we can and will, could and should, do better.

 **Ngāi Tahu 2025 document**

People commented on a number of points about Ngāi Tahu 2025 as a document. Some thought that it has been unclear whether, and to what extent, Ngāi Tahu 2025 has remained an active vision document within the Te Rūnanga Group. People also

thought that Ngāi Tahu 2025 requires some reworking so that priorities, responsibilities and measurables are clearer. Some people also said that the Te Rūnanga Group needed to be clearer about areas of priority.

Leadership

People emphasised the importance of leadership, and thought that there are pockets of good leadership and other areas where there are real reasons for concern.

Te Rūnanga Group

People commented on areas where the Te Rūnanga Group needs to improve and also recognised that as a young organisation, it is fair to expect some instability. The key concerns people had included: that there has been instability at governance and management levels; that there has been a lack of staffing continuity as the restructurings have caused pain and hurt to Ngāi Tahu people that is hard to recover from; and there is a lack of trust within Ngāi Tahu communities. All of these points were seen as real concerns and as undermining the best achievement of the Ngāi Tahu 2025 visions. People had very clear statements about how to address these issues, with the key response being to improve the accountability of the Te Rūnanga Group to Ngāi Tahu Whānui. People also talked about how the biggest enemy of Ngāi Tahu may be Ngāi Tahu ourselves.

Regional Development

A number of people talked about the need to get clearer on the right balance between the 'centre and the regions'; the amount of money and resourcing that is distributed between Te Rūnanga and ngā Papatipu Rūnanga. There was a strong theme that ngā Papatipu Rūnanga think they are under-resourced and under-supported.

Proactive and Strategic

People questioned whether the Te Rūnanga Group was making achievements by accident or design, and commented that we seemed to be more reactive than proactive and that there is real need to be strategic and not so reactive.

Measurement and Statistics

People were frustrated by the lack of statistical and other baseline data and held the opinion that the Te Rūnanga Group needs to dedicate the resources to collecting important data so we can properly measure our performance and be accountable.

TE AO TŪROA – NATURAL ENVIRONMENT

vision





The vision for Te Ao Tūroa is:

Our natural environment and how we engage with it, is crucial to our identity, our sense of unique culture and our ongoing ability to keep our tikanga and mahinga kai practices alive.

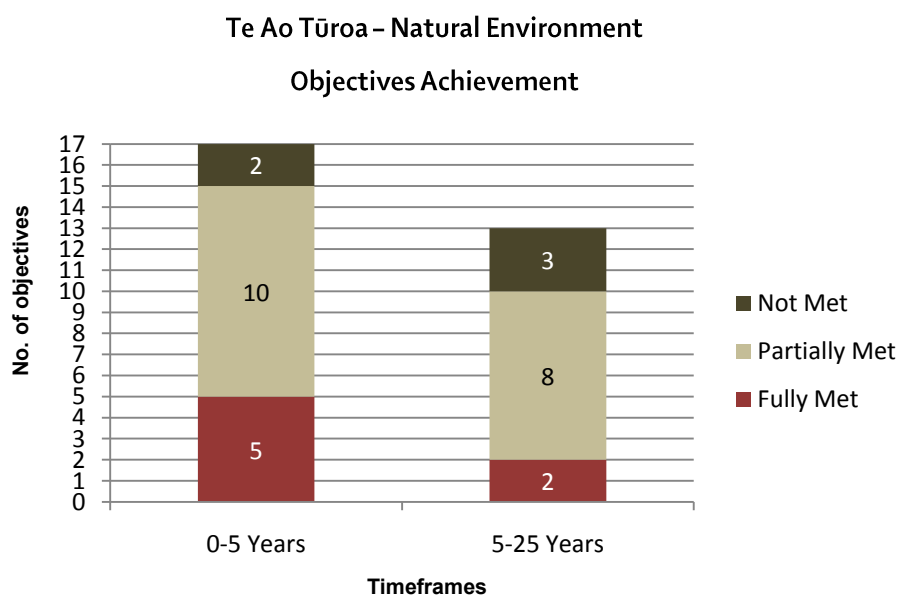
The vision encompasses Ngāi Tahu Whānui being able to exercise rangatiratanga and kaitiakitanga over our wāhi tapu, mahinga kai and other taonga tuku iho, so that these resources and our relationship with them are sustained for current and future generations.

overview of performance

There are a total of 30 objectives for Te Ao Tūroa that focus on:

-  Building environmental baseline data;
-  Strengthening tribal and Papatipu Rūnanga environmental management capabilities;
-  Influencing central and local government policy and decision making; and
-  Building national and international relationships to further strengthen our influence capabilities and comparisons.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.



As the table shows, seven objectives have been fully met in total; 18 works are in progress; and five objectives have not yet been met. Below is an analysis of the areas of achievement and where further work is required.

successes

The areas where the objectives are fully met or the works in progress are well advanced, indicate that our areas of success are:

Ngāi Tahu environmental management

A State of the Takiwā tool was developed and report completed in 2005. This tool is an important achievement that is based on mātauranga Ngāi Tahu. However, the work is ongoing as monitoring is maintained and capability growth contributes to Papatipu Rūnanga developing and using their own versions of the tool. To date, eight Iwi Management Plans have been developed by Papatipu Rūnanga collectives; approximately 110 tangata tiaki cover 95 percent of the takiwā; management tools include six mātaimai and two taiapure gazetted with 32 other applications in process.

Papatipu Rūnanga environmental capability and succession planning

There has been a strong relationship between the environmental team at Te Rūnanga and ngā Papatipu Rūnanga which has contributed to capability building within Papatipu Rūnanga. Training wānanga spanning mahinga kai, resource management training and customary fisheries occur regularly. Resource is also invested in succession planning through investing in student scholarships and internships: 11 Ngāi Tahu whānui members having completed training or who act as RMA commissioners. A number of environmental management tools have been developed and distributed as learning resources on customary fisheries management topics and the Kaupapa Kereru information packs.

Influence and advocacy

There has been ongoing engagement with local and central government work to protect the rights of Ngāi Tahu Whānui and to promote the recognition and incorporation of Ngāi Tahutanga. These efforts are based on strong relationships and 11 guidelines have been prepared to assist Papatipu Rūnanga and the Department of Conservation in settlement implementation.

One of the overarching successes is the quantity and quality of Ngāi Tahu knowledge being recorded and captured by the tribal GIS system adding to the enrichment of tribal records. Specific projects resulting in this buildup include responses to resource consents typically involving evidence of traditional association, and comprehensive mapping of the takiwā – where place names have been verified and valued across 15 percent of the landscape.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, including:

Business development

There are a number of objectives that relate to environmental, taonga and eco-tourism business development within this vision area. There has been limited advancement in the business development area, largely due to very unclear responsibility and the absence of a clear developmental framework. There is now a team dedicated to this work (Toitū Te Kāinga) and these types of initiatives are currently being advanced.

Policy and strategy development

There are a number of objectives which speak to developing policy and strategy across a range of areas, such as a natural resources succession planning, integrated environmental policy linked to health, social and economic outcomes, and Te Rūnanga Group environmental performance policy and audit process. These types of proactive policy development projects have not been prioritised as works in themselves, however the essence of the objectives are consolidating and being met through specific linkages as well as through the responsive work done by the team and other projects, such as creating the Ngāi Tahu Fund.

Database maintenance / awareness of environment

Ngāi Tahu 2025 also calls for databases to be maintained on such things as funding resources. This work has not been resourced due to other priorities. Though ad hoc and sporadic general data capture has occurred and much of the information that is to be databased is readily available to Papatipu Rūnanga and whānau should it be required or requested. The intent is to ensure that the environment is known – the resources that are there and their availability, the key stakeholders - their interests and sought outcomes and what mix and levels of relationships are required to do the work.

Compared to some other vision areas Te Ao Tūroa/Toitū Te Whenua seems to have maintained a consistency in staffing levels and retention which enables a relative stability and allows for traction over these developmental years despite the “fighting fires” nature of the work.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Area of strength and success

People commended the work in this area, and many thought that it was the key area of success within the Te Rūnanga Group. A number of people thought that in this area, Ngāi Tahu is leading the nation, and most people had specific examples of success. The ways people thought we had done well in this area included: that staff have strong relationships with Papatipu Rūnanga and that there were clear outcomes

demonstrating delivery on Rūnanga priorities. One of the reasons people thought that we had done well was because of staff consistency across the full 10 years.

Strategy and priorities

People commented that there was a need for more work to go into strategy and planning the work. One of the key reasons why people wanted a strategy was for the expiry of the Statutory Acknowledgements in the Settlement. People also commented that Ngāi Tahu 2025 contains a big wish list of outputs, and that we cannot achieve all of them at once. There is a need for clear prioritisation of the urgent and the important.

Resources

People were concerned that there are some areas of environmental management where our people capability is too thin, and that relying on one or two exceptional people puts us at risk. This comment applied to both the staff within the Te Rūnanga Group as well as within Rūnanga.

Crown relationship

People commented frequently about relationships with the Crown being an ongoing battle that takes a lot of time and resource to manage, which is frustrating when there is so much work that needs to be done.

Rūnanga and Ngāi Tahu Whānui

People commented on the need to empower Papatipu Rūnanga more, and to support Ngāi Tahu Whānui to reconnect with their Rūnanga and the Ngāi Tahu Takiwā.

KO NGĀ WHAKAPĀPĀTANGA – TRIBAL COMMUNICATIONS & PARTICIPATION

vision





The vision for Ko Ngā Whakapāpātanga is:

Effective communications, as well as the ability of Ngāi Tahu whānau to participate in tribal activities are vital to ensure a growing affiliation base and the protection of the unique Ngāi Tahu culture, identity and language.

This vision speaks to the importance of restoring and promoting tribal connectivity and participation through excellent communication vehicles that support the expansion of Ngāi Tahu culture, identity and language.

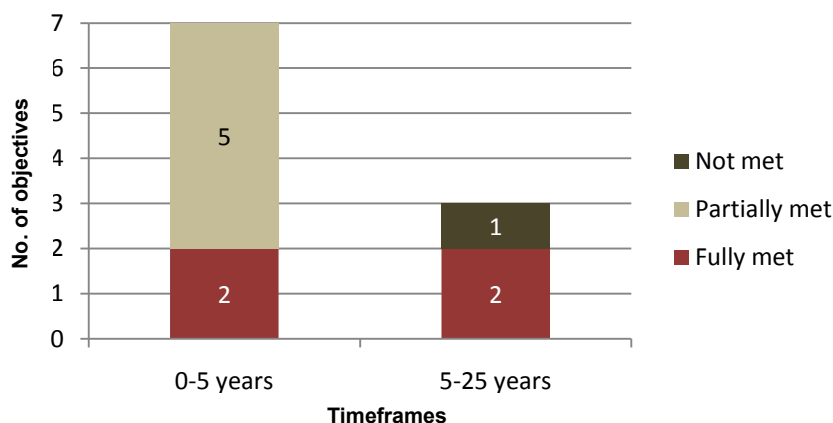
overview of performance

There are a total of 10 objectives for Ko Ngā Whakapāpātanga that are focused on:

-  Ease of tribal registration and knowledge of tribal benefits;
-  Increasing membership and participation in Papatipu Rūnanga affairs;
-  Supporting the revitalisation of Ngāi Tahu culture, identity and language; and
-  Monitoring the needs of Ngāi Tahu Whānui to access tribal membership and benefits.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.

**Ko Ngā Whakapāpātanga – Tribal Communications and Participation
Objectives Achievement**



As the table shows, four objectives have been fully met, the majority are works in progress, and one objective has not yet been met. Just below is an analysis of the areas of achievement and where further work is required.

successes

The areas where the objectives are fully met, or the works in progress are well advanced, indicate that our areas of success are:

Building a communications network

There are a number of objectives which speak to building communications tools so that Ngāi Tahu Whānui has access to information on tribal benefits, issues, culture and identity. To date, we have print, radio, email, visual media and internet forms of communication established - each with a targeted purpose and audience.

Tribal membership infrastructure

The whakapapa database will always be a work in progress - successive layers of effective work have accomplished building a comprehensive database to enable tribal membership and support the identification of Papatipu Rūnanga affiliations. Registrations have continued to increase from 29,800 in 2001 to 45,000 in 2009 however, there is still work to do on ensuring that the whakapapa database is authenticated.

Access to tribal benefits and promotion of tribal identity

The communications tools we use regularly promote tribal identity and benefits available to tribal members, such as the regular promotion of the Ngāi Tahu Fund and Whai Rawa. We also endeavour to promote culture and identity through the various mediums, including eight hours broadcast per day in te reo on Tahu FM, and promoting Ngāi Tahutanga through stories in Te Karaka and Te Pānui Rūnaka. Numbers of households to which Ngāi Tahu publications are delivered have grown from 14,150 in 2001 to 17,649 in 2009 and the Tahu FM website receives approximately 1,000 new visitors per month.

One of the overarching successes of our communications work to date is that Ngāi Tahu has, in the eyes of wider New Zealand, become acknowledged as a significant contributor to the continuing development of Te Waipounamu.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, including:

Tribal participation

Communications tools will always only be one part of increasing participation in tribal events and Papatipu Rūnanga. There will be an ongoing need to ensure that the communications network is tribally relevant, in terms of medium and content. There are a number of strategies under development to further refine what we have in place, for example, expanding the resources available to people on registering with the Iwi so that they can develop a living sense of relationship with their tūpuna.

Tribal skills database

A database of tribal members skills has been created, however it is under-utilised perhaps because of a lack of awareness. Increasing the visibility and use of this database will be an important part of growing the tribal economy so that Ngāi Tahu businesses can be known, accessed and celebrated.

Evaluation and needs identification

Evaluating the success of communications is a difficult task because there are a number of factors which influence tribal participation and uptake of tribal benefits. Hui-a-tau attendance, for instance, seems to increase each year and the evidence that the number of stall holders have increased from approximately 35 in 2005 to 80 in 2008 supports this. We have not yet found the perfect way to collect this information, but will continue to work towards a comprehensive evaluation methodology and have started utilising surveys of users to improve their communications.

The real challenge in this vision area is to find the pathway toward members of Ngāi Tahu Whānui being increasingly proud of their tribal identity, and increasingly moved to participate in tribal affairs. Given the diversity of the tribal membership in every sense, being able to touch as many people as possible will always be an art and a challenge and finding a way to measure success and measure it affordably is a key factor of the next developmental stage. Ultimately, more can be achieved; we are limited only by imagination and resources.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Tribal Membership and Participation

People were positive about the continued increase in tribal membership but also noted that increased numbers on the rolls were not translating into increased participation in Papatipu Rūnanga and tribal affairs. A number of people were concerned about

succession planning, increasing connectivity across the Iwi and ensuring that our kaumātua were supported with their work. People also talked about the importance and challenges of getting rangatahi involved in the tribe. Some people thought that the overly politicised nature of tribal affairs were one of the reasons for a lack of participation.

Accountability

People commented on the importance of tribal communications building and supporting the accountability of Te Rūnanga to ngā Papatipu Rūnanga and Ngāi Tahu Whānui, and generally felt that there wasn't enough emphasis on this as yet.

Nature and Type of Communications

People commented on a range of areas for improvement including; the need to get more proactive on using internet and digital technologies; being more strategic about the inter-relationship between the types of communications and increasingly focusing on publications that tell Ngāi Tahu stories about whakapapa, tribal history, whānau biographies and the like;

Whakapapa

People talked about the absolute importance of whakapapa and that there was still a lack of confidence that the whakapapa unit within the Te Rūnanga Group was carefully enough supported. Some people said they wanted processes developed and kaumātua involved in making sure whakapapa was culturally safe.

TŌ TĀTOU NGĀI TAHUTANGA – CULTURE & IDENTITY

vision





The vision for Ko Tātou Ngāi Tahutanga is:

Whakapapa is the foundation of our identity as Ngāi Tahu, Ngāti Mamoe and Waitaha. It underpins the whānaungatanga that is present at any tribal activity. History and traditions place us on our land and ties us together as a unique people. Our taha wairua flourishes and is emphasised by the passion and energy we have to carry our culture forward.

This vision speaks to all elements of Ngāi Tahu culture and identity, spanning whakapapa, customary practices and knowledge about the natural environment, our language and everything that makes us unique as an indigenous people, and the pursuit of our people being enriched by and proud of their Ngāi Tahu identity.

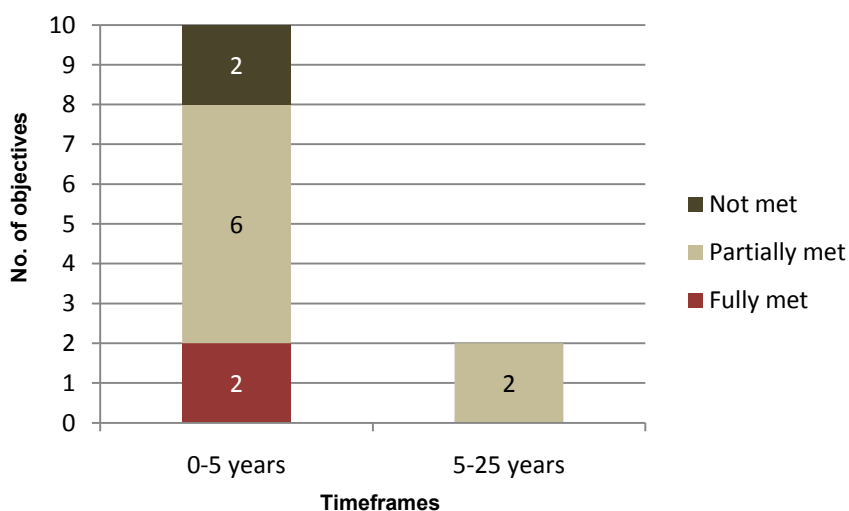
overview of performance

There are a total of 12 objectives for Ko Tātou Ngāi Tahutanga that focus on:

-  Increasing knowledge of whakapapa;
-  Restoring knowledge of reo, tikanga, mahinga kai and other aspects of our cultural identity;
-  Revitalising knowledge and use of the Ngāi Tahu dialect; and
-  Holding cultural events.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.

To Tātou Ngāi Tahutanga – Culture and Identity
Objectives Achievement



successes

The areas where the objectives are fully met, or the works in progress are well advanced, indicate that our areas of success are:

Reo strategy

The Kotahi Mano Kāika strategy has been in place since 2000 and our work toward growing the reo capacity of Ngāi Tahu has been nationally recognised. One event of real significance was the recent Kura Reo held at Te Rau Aroha marae where three generations of Ngāi Tahu came together in an immersion environment, which is the first of its kind that kaumātua can recall. However, regenerating our reo is a challenge that will take three generations or more.

Cultural activities

A number of tribal and cultural activities are regular features on the tribal calendar: Pā Wars, sporting events, Te Atakura and now Te Kura Reo Ngāi Tahu. Many of these events are driven by whānau and Rūnanga and the contribution of the Te Rūnanga Group is through the Ngāi Tahu Fund. The Fund provides opportunities for Ngāi Tahu whānui to drive and facilitate their own cultural initiatives targeting areas of whakapapa, mahi toi, te reo and mahinga kai. While displaying the creative gifts of past and present Ngāi Tahu Whānui, the Mō Tātou exhibition has been a strong catalyst to bringing people together under the committed leadership of kaumātua.

Customary fisheries and mahinga kai

Revitalising mātauranga Ngāi Tahu through mahinga kai, and specifically customary fisheries management, is an area of tribal strength. We now have a number of mātaimai and taiapure across the Takiwā and a growing base of whānau and Rūnanga who are driving and actively managing mahinga kai. Some of this work is also funded by the Ngāi Tahu Fund.

One of the successes has been the creation of the Ngāi Tahu Fund, which enables Ngāi Tahu individuals, whānau and Rūnanga members to drive culture and identity revitalisation according to their specific needs and aspirations. The breakdown of Ngāi Tahu Fund project types show that whakapapa, reo, tikanga and kawa wānaka are frequently supported by the fund - which has become popularised as “the people’s fund”.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, including:

Ngāi Tahu reo revitalisation strategy and dialect decision-making

Two of the barriers to further strengthening Ngāi Tahu reo are the challenge to arrive at a consensus on the Ngāi Tahu dialect and maintaining consistent support for reo revitalisation at all levels of decision-making. Tribal leaders are looked upon to become champions of this cause and advocate for the

regeneration of te reo. There is currently only a small pool of these champions to draw upon. Building our pool of champions and making tribal decisions on a dialect and level of support would be helpful.

Reaching tribal membership

While the reach of cultural and identity programmes is increasing, particularly as a result of the Ngāi Tahu Fund, there is a real need to continue increasing reach, particularly with rangatahi. Research suggests that pride in tribal identity is not as high as it could be, particularly amongst rangatahi. One of the contributors to this perception is the view that Ngāi Tahu is not strong enough in reo, tikanga and kawa to be seen as 'authentically Māori', and also has a corporate image. There is a need to increase the profile of core elements of tribal identity, and promote pride in Ngāi Tahutanga in ways that reach rangatahi.

Succession planning for positions of cultural leadership

While the number of people able to fulfill leadership roles on the marae is growing, we are still vulnerable as an iwi and need to focus more on supporting succession planning for those able to fill cultural leadership roles on our marae and in our Papatipu Rūnanga. While there remains a shortage of leaders with cultural and reo expertise the capacity to grow and develop our communities is severely limited and very dependent upon the few.

Monitoring and evaluation

Monitoring the success of culture and identity programmes is difficult because of the inter-generational nature of success, and that most information is subjective and resource intensive to collect. To date, we have determined outcomes. However, indicators and ways to measure progress or success have yet to be defined.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Importance and priorities

People emphasised the importance of cultural identity to Ngāi Tahu, and question whether fundamental things that make us Ngāi Tahu were reflected appropriately in the priorities and resource allocation within the Te Rūnanga Group. People talked about their thoughts on the priorities across cultural identity programmes, and revealed different opinions. Some people thought that Ngāi Tahu reo was the most important area, whereas other people talked about the importance of cultural leadership and that cultural leadership meant more than being able to fill the paepae; it was more about tohukataka. Everyone we spoke to wanted more time to celebrate and participate in Ngāi Tahu cultural identity.

Cultural connectivity and inter-generational transmission

People talked about the importance of tribal connectivity and succession planning for cultural identity. People were concerned that not enough people were going home to

their Papatipu Rūnanga, and that this had a big impact on kaumātua teaching young people about Ngāi Tahu cultural identity. Some believed that that many Ngāi Tahu whānau are not comfortable with tikanga Māori and te reo Māori and are removed from marae life and mātauranga Māori - this is perceived to be a challenge to our iwi identity; on the other hand there remains a strong belief that the core element is still whakapapa and that is what many of our people anchor their Ngāi Tahutanga to, rather than to te reo, tikanga or mātauranga Māori. Mention was made of the politicisation of whakapapa.

Evaluations and approaches

People commented on the importance of evaluating our work in this area, and about the way we work to build cultural identity. A number of people were very positive about the Ngāi Tahu Fund and its potential for successfully increasing the cultural strength of whānau and Papatipu Rūnanga in the first instance.

TE WHAKAARIKI – INFLUENCE

vision





The vision for Te Whakaariki is:

External parties, including the government and business, impact upon tribal aspirations. The tribe’s ability to influence these external decision making processes is critical.

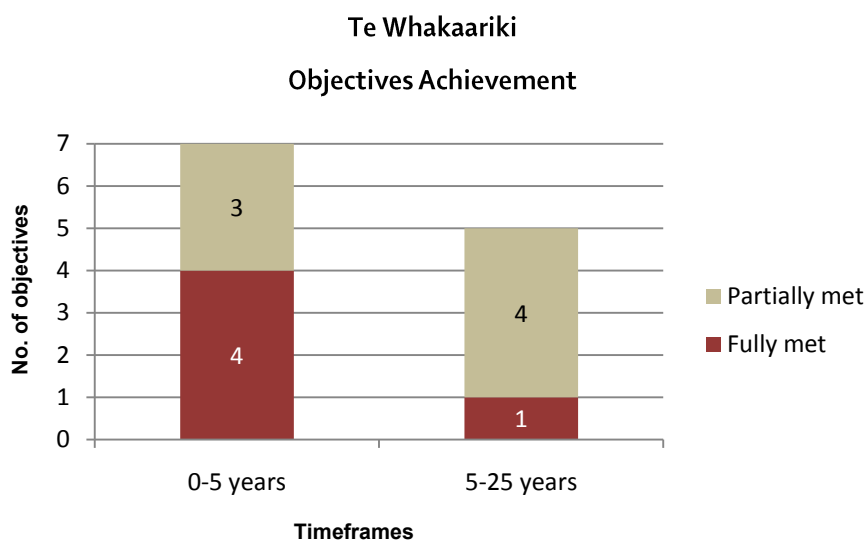
This vision speaks to Ngāi Tahu reassuming a position of power and influence within our tribal Takiwā and being able to protect and advance our inherent rights within local, national and international fora.

overview of performance

There are a total of 14 objectives for Te Whakaariki with two unable to be measured. The 12 are focused on:

-  Influencing central government;
-  Securing full entitlements under the Māori Fisheries Settlement;
-  Upholding the Ngāi Tahu Takiwā; and
-  Ngāi Tahu as an iwi and through tribal members holding positions of leadership nationally and internationally.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.



successes

The chart for Te Whakaariki is slightly different to other vision areas, as a number of the objectives listed are for things that have been completed by central government or the courts and so are represented as having been met; however, the outcomes may not have been as Ngāi Tahu wanted. For example, there are a number of outputs that concern the Māori Fisheries Settlement, which at the time Ngāi Tahu 2025 was written was not clear on how the entitlements would be allocated. The settlement has now been allocated and Te Rūnanga is moving through processes to take receipt of the assets, however, the allocation model is not what Te Rūnanga advocated for. Therefore, while it is represented as met, it is not necessarily something Ngāi Tahu would consider a success.

More broadly, areas where there are successes include:

Ngāi Tahu representation and opinion leaders

There are increasing numbers of Ngāi Tahu people holding seats on external entities, such as those we have of right through the Settlement (for example, Conservation Authorities and Board), and a number of Ngāi Tahu individuals are notable opinion leaders in the South Island and nation. These people are increasingly integrated into the strategic work of the Te Rūnanga Group, and building the influence Ngāi Tahu has on matters of importance.

Recognition of Ngāi Tahu presence and influence

Ngāi Tahu is increasingly recognised as a significant contributor to Te Wai Pounamu, although this will always remain a work in progress as we maintain our presence and role within the wider community.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, including:

Rights protection and advancement

Ngāi Tahu 2025 sets high objectives, such as the Treaty being provided for in all legislation and Ngāi Tahu having a strong influence upon Cabinet. While Ngāi Tahu does have a high level of political influence and actively participates in law making processes, we are some distance of meeting these standards and there will always be rights protection and advancement work on the tribal agenda.

Boundaries protection

Work toward this objective remains ongoing, and while there have been some important successes along the way, such as the Privy Council finding that the Māori Appellate Court decision stands, there are legal and political processes in train which will not reach a conclusion until early-mid next year.

International networks

There are a number of objectives connected to participating in the international arena and building strong relationships with indigenous peoples globally. While there have been some real successes, such as the First Nations Futures Programme and international advocacy over the foreshore and seabed, this area of work is under-developed, largely due to resource priorities.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Inevitability and vigilance

People talked about the inevitability that we would have to spend tribal money on influencing the Crown and protecting the rights of Ngāi Tahu Whānui. Some people were frustrated that we had to spend tribal money in this way, but thought it was important that we kept this work up because we could easily lose our influence.

Good standing

Most people thought Ngāi Tahu had good standing with government and the business community, and acknowledged the work of the many people who have contributed to building this status, particularly those who have held the roles of Kaiwhakahaere and tribal negotiators. People were proud that Ngāi Tahu is respected and listened to.

Unity and integration

People talked about the importance of being unified to retain and increase our position of influence, and ensuring that our kawa and tikanga is incorporated into influence strategies. Some people also talked about the need to integrate our influence strategies and pay more regard to education and health advocacy. A number of people used the refrain “united we stand, divided we fall”.

Forward looking

People commented on the need to be strategic and forward looking in how we do external influence, and make sure that we have an enduring approach to relationship management and maintain high standards of quality.

TE WHAKATIPU – RŪNANGA DEVELOPMENT

vision






The vision for Te Whakatipu is:

Papatipu Rūnanga are supported in their initiatives to develop an infrastructure that offers security and that advances whānau, hapū and iwi well-being. Papatipu Rūnanga have the opportunity to enhance their individual rangatiratanga and to generate significant and sustainable economic returns to meet their needs.

This vision is based on the understanding that Papatipu Rūnanga are the mana whenua communities of Ngāi Tahu, that hold the rangatiratanga of the iwi and have maintained our tribal identity over the generations. The vision encompasses a holistic approach to rebuilding these important communities, in cultural, social, political and economic senses.

overview of performance

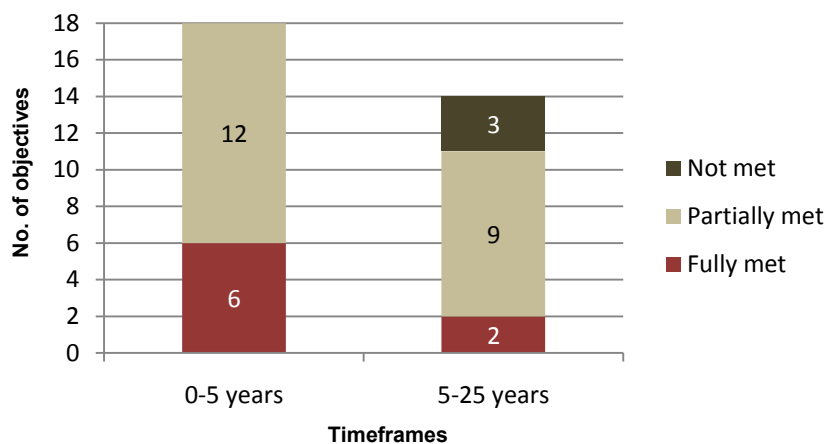
There are a total of 35 objectives for Te Whakatipu with three unable to be measured. They focus on:

-  Identifying the needs of Papatipu Rūnanga;
-  Building Papatipu Rūnanga organisational systems/infrastructure;
-  Supporting economic and commercial development;
-  Growing membership and participation in Papatipu Rūnanga ; and
-  Strengthening the presence and influence of Papatipu Rūnanga within their local communities.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*. It is noted that this area of Ngāi Tahu 2025 has some objectives that is inappropriate for the Te Rūnanga Group to comment on, specifically participation rates in Papatipu Rūnanga and the presence of Papatipu Rūnanga within their communities.

Te Whakatipu – Papatipu Rūnanga Development

Objectives Achievement



successes

The areas where the objectives are fully met, or the works in progress are well advanced, indicate that our areas of success are:

Systems and infrastructure

The Te Rūnanga Group has had services and expertise available to Papatipu Rūnanga to strengthen their systems and processes for running committees and entities of the Rūnanga. These services have enabled many Rūnanga to gain ground in a range of areas including legal compliance, for example, charitable status (where desired), and constitutional amendments, employment relations, planning for strategic imperatives, directions and investments; influence – consolidating presence in a plethora of local government, education, environmental, health and social service relationships. These services will remain a priority, and increasingly the resources developed by the Te Rūnanga Group will be available to Papatipu Rūnanga, including such things as information technology and human resources materials.

Wider successes are also reflected in other Ngāi Tahu 2025 vision areas, such as environmental management capability and completing the electoral policy work so that elections can resume.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, and many would say that Papatipu Rūnanga rights to development and support from the Te Rūnanga Group have been under-prioritised for a number of years. The key areas for improvement that we are aware are immediate and pressing priorities, include:

Economic and commercial development

The importance of a tribal economy with strong commercial development and leadership by Papatipu Rūnanga has been long recognised by the iwi, but the resources available within the Te Rūnanga Group have not become available in any substantial way. There are now increased resources available to support Papatipu Rūnanga to drive their own development projects over the short and midterm.

Needs analysis

While the Kaihiku Project was maintained, there was a close appreciation of the needs of Papatipu Rūnanga. Since then, however, there has been a lack of good information collected on the needs and aspirations of each Rūnanga, according to their own development agenda. This is an important area of work that will be re-invigorated and maintained.

Resourcing levels

The level of resourcing, both financial and otherwise, is an enduring point of tension that we have not yet resolved a clear approach to.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Status of Papatipu Rūnanga

People were very clear about the importance of Papatipu Rūnanga to Ngāi Tahu. A number of people thought it was critical to remember that Papatipu Rūnanga are the source of tino rangatiratanga and that they were the ones who enabled the Ngāi Tahu story to be told and Settlement to be achieved, and that this status should be reflected in how Te Rūnanga does its business.

Participation and capability

People also talked about the lack of capability currently experienced by Papatipu Rūnanga. People talked about Papatipu Rūnanga being in a growth phase and that while this would be a gradual process, there are clear visions of being strong, influential within the community and most importantly, vibrant. One of the key challenges that people commented on was the limited numbers of people available on the ground.

Lack of prioritisation

People were frustrated by what they saw as a lack of recognition of the rights of Papatipu Rūnanga and priority being placed on Rūnanga development. Some people thought that Rūnanga development was the weakest area of delivery against Ngāi Tahu 2025 and that its priority within Te Rūnanga had waxed and waned. A number of people thought that the disestablishment of Development Corporation was a big blow to Rūnanga development.

Lack of accountability and connectivity

People were also frustrated by the lack of connection and accountability between Te Rūnanga and ngā Papatipu Rūnanga. Many people thought Te Rūnanga was too inward looking and not trying hard enough to be accountable to Papatipu Rūnanga.

WHĀNAU – SOCIAL DEVELOPMENT

vision




The vision for Whānau is:

Ngāi Tahu whānau well-being is improved through the targeting of dedicated resources to meet identified whānau needs and aspirations. Whānau will be supported to engage in activities that enhance their physical, emotional, mental and spiritual health.

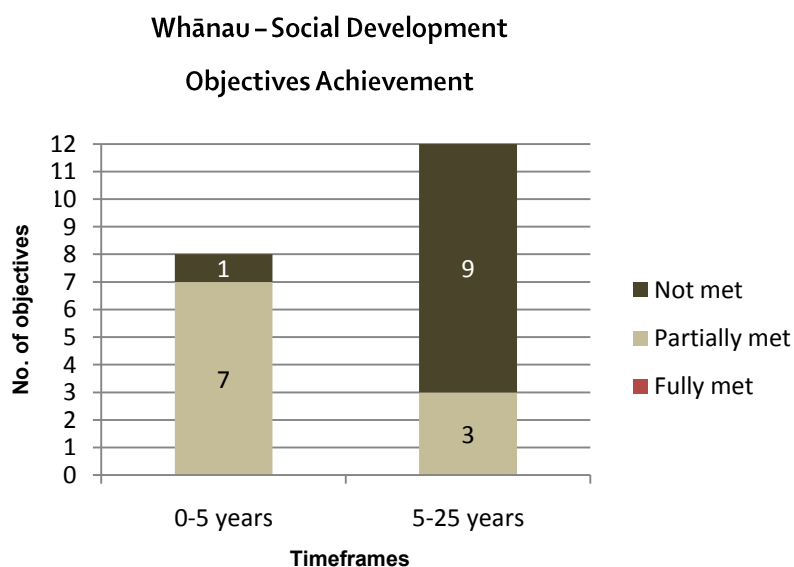
This holistic vision of health speaks to the immediate importance of Ngāi Tahu individuals and whānau moving from being disproportionately represented in low quality of life indicators, to experiencing equal health outcomes, largely as a result of influencing state delivery of health services, as well as driving the development and implementation of Ngāi Tahu models of health and well being delivery.

overview of performance

There are a total of 20 objectives for Whānau that are focused on:

-  Collection of baseline data;
-  Influencing and changing state service delivery to enable Ngāi Tahu to experience equity of health outcomes; and
-  Specific delivery to groups of Ngāi Tahu Whānui (kaumātua, rangatahi and tamariki).

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.



successes

On the whole, Whānau is a vision area that has a number of areas for improvement. However, there have been some important successes over the last nine years:

Whai Rawa

Whai Rawa and the Financial Independence Programme (FIP) are important initiatives to support Ngāi Tahu Whānui to become engaged in a culture of savings, with flow on improvements across their quality of life. This bold initiative has been a real achievement for Ngāi Tahu, that many other Iwi have expressed an interest in adopting. Numbers of Ngāi Tahu whānui enrolled in the matched savings scheme have increased markedly from 5,266 in 2007 to 12,870 in 2008 to 14,200 in 2009 while 100 Ngāi Tahu individuals opted to receive individual support toward becoming financially independent through FIP.

Mō Tātou

Mō Tātou was the Ngāi Tahu census exercise that produced comprehensive baseline data on the tribal membership. The companion work, the Social Independence Report, contains a statistical snapshot of all Māori in the Ngāi Tahu rohe. These reports contain primary data and indicators highlighting the position of Ngāi Tahu whānui from a wide range of social indicators which is very helpful.

Ngāi Tahu Fund

Providing an opportunity to strengthen and develop cultural capacity of Ngāi Tahu whānui the Ngāi Tahu Fund is empowering whānau to exercise their rangatiratanga in prioritising and driving their knowledge and practice revivals. The Fund's intent is to: ensure a distinctive and strong Ngāi Tahu cultural base; increase the possibility that future leadership at whānau, hapū and iwi levels; and build culturally strong whānau. After an initial rush the rate of application has settled at approximately 135 applications per year.

areas for improvement

There are a number of areas to improve upon in this vision area, including:

Collection of baseline data

A number of the objectives speak to the importance of having good information on the health and wellbeing on Ngāi Tahu Whānui, including monitoring Crown service delivery, the uptake of services and needs of tribal members. Collecting this information on an ongoing basis will require a regular census of Ngāi Tahu Whānui which has not yet been developed, and needs further consideration.

Influencing and changing state service delivery to enable Ngāi Tahu to experience equity of health outcomes

The Crown is the main service provider of health and well-being services, although there are increasing numbers of Māori providers. The Te Rūnanga Group has had varying approaches to seeking to influence the way health policy

and services are delivered, with the strongest period being during the work of Development Corporation and, more recently, with targeted expertise being held within the Office.

Specific delivery to groups of Ngāi Tahu Whānui

These objectives relate to significant improvements in the health and well-being of Ngāi Tahu Whānui, with specific objectives for the health of kaumātua, pakeke, rangatahi and tamariki to experience targeted improvement. Currently, there is no good information to identify whether Ngāi Tahu are experiencing different outcomes to the wider Māori population and, in any event, it is likely that the improvements are not occurring rapidly enough. Some Papatipu Rūnanga also have service provider capacity with targeted abilities, and new programmes of work are being developed within the Office to promote health information and services to Ngāi Tahu Whānui. However, there is still significant work to do.

Disparity with mainstream

While the Social Independence Report may suggest that Ngāi Tahu whānui are experiencing better outcomes than the wider Māori population, comparisons with the mainstream population would suggest that improvements are not occurring rapidly enough. Some Papatipu Rūnanga have service provider capacity with targeted abilities and new programmes of work are being developed within the Office to promote health information and services to Ngāi Tahu Whānui, but there is still significant work to do.

Succession planning

Succession planning is reflected throughout Ngāi Tahu 2025. However, we think that a broad strategy for growing individuals into leadership positions fits most naturally within the Whānau vision area. To date, there has not been an overarching strategy in place, and most work has tended to be piecemeal approaches linked to education and subject specific areas such as environmental management and cultural leadership. We are now progressing work on an integrated overarching strategy, which will be an important plank of work that is arguably overlooked.

A possible reason that has led to whānau having more areas for improvement than successes is because of inconsistent staffing levels, intermittent leadership and limited follow-up on earlier whānau development strategies, so there has been limited implementation and consolidation to occur. We also devolved much of the responsibility for health outcomes to He Oranga Pounamu, but did not communicate clear expectations on the respective responsibilities of He Oranga Pounamu, wider Māori health providers, the Te Rūnanga Group and the Crown. Getting this clarity will be an important part of improving our performance.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Leadership

People talked about the importance of leadership development and succession planning amongst the tribal membership. These comments connected back to the comments in other areas about rangatahi participation, cultural leadership and having people with the skills we need to drive tribal development.

Whai Rawa

People thought Whai Rawa was bold, unique and important. Some people thought that we started the initiative too early, before we could really afford it or had talked through the philosophy underpinning it as an iwi.

Health

People talked about the need to amp up our work in the area of health, and a number of people had specific recommendations about the type of work we should be doing, including; improving our connectivity with Māori providers and He Oranga Pounamu so that we could have a united strategic approach, increasing our influence strategy on government and maintaining better and fuller records and evaluations.

Organisational stability

People talked about the disestablishment of Development Corporation as decreasing our capacity in this area.

MĀTAURANGA – EDUCATION

vision




The vision for Mātauranga is:

The educational aspirations of Ngāi Tahu require an environment of life-long learning that provides opportunities for Ngāi Tahu Whānui to be well educated, trained and strong in their knowledge of Ngāi Tahutanga. The ability to access quality education and training will provide choices and give whānau the opportunity to create their own destiny.

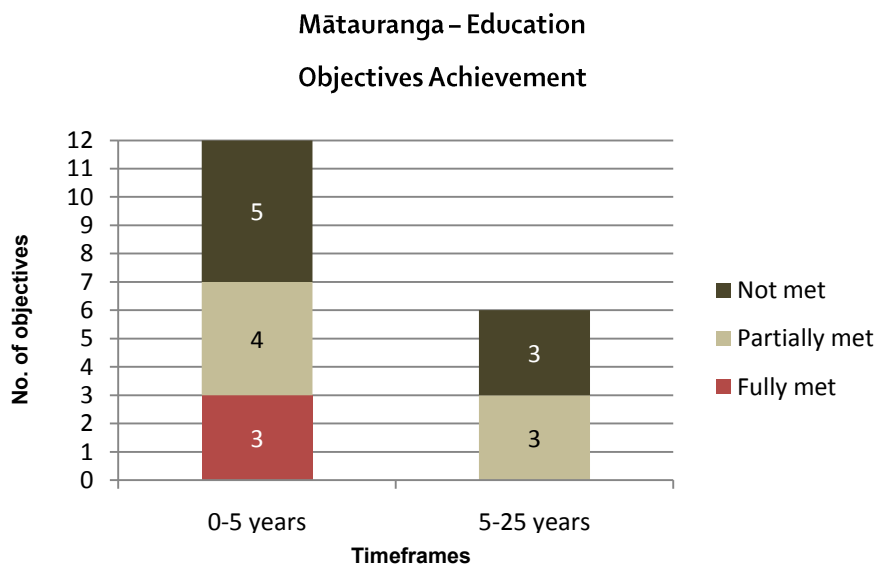
This vision speaks to Ngāi Tahu individuals achieving throughout all levels of education, and the education system providing quality educational experiences to the tribal membership that incorporates Ngāi Tahutanga, so that skilled, tribally knowledgeable and connected people in turn contribute to Papatipu Rūnanga and tribal development.

overview of performance

There are a total of 18 objectives for Mātauranga that are focused on:

-  Strengthening and increasing opportunities to learn Ngāi Tahutanga;
-  Increasing Ngāi Tahu participation and achievement in education as learners and teachers; and
-  Influencing Crown education policy and delivery.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.



successes

The areas where the objectives are fully met or the works in progress are well advanced, indicate that our areas of success are:

Resourcing the Ngāi Tahu student body

Ngāi Tahu students being resourced to better achieve education goals in the mainstream education system has long been a Ngāi Tahu whānui priority. Financial support to assist Ngāi Tahu students achieve education goals at primary, secondary and tertiary levels have seen these developments:

- Primary and secondary - student enrolment figures for literacy and numeracy help in "Out of School Tuition" increased to 303 enrolments across six providers in 2008.
- Secondary school level – the Ngāi Tahu Mātauranga Trust has awarded 60 Yamada O'Regan Secondary School Scholarships since 2001.
- Tertiary level - Kā Pūtea Scholarships have remained at 40 annually, however, Ka Pūtea grants have increased from 334 in 1998 to 632 in 2009.

While statistics are becoming more available, mechanisms to measure rates of improvement in educational attainment are still under development.

Relationships of influence with the Crown

Strong relationships have also been developed and formally secured between the Ministry of Education, the Te Rūnanga Group and Papatipu Rūnanga. These relationships facilitate the incorporation of Ngāi Tahutanga into curricula and we have recently achieved a new framework with the Ministry of Education that provides for specific agreed outcomes and funding arrangements. Progress has, however, been protracted by both internal and external factors, for example, Te Kete o Aoraki has yet to be resourced for delivery.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, including:

Bilingualism

A number of objectives reaffirm the importance of Ngāi Tahu tamariki and rangatahi being confidently bilingual. However, real barriers remain to achieving these outcomes due to the limited number of fluent speakers of Ngāi Tahu reo and the limited number of immersion and bilingual providers within the Takiwā. This remains an area of strategic importance, particularly at the present time as the new government appears intent on making policy changes that are contrary to our unique situation and tribal vision.

Tribal connectivity

As our educational work matures, we are beginning to see the importance of having follow-on work to reconnect individuals with the iwi and their Papatipu Rūnanga, so their skills and expertise contribute to tribal development. Our early thinking in this area suggests the next stage of work could be looking at a labour force strategy to draw connections and identify needs.

Educational achievement

Even while many tribal members are being seen to succeed in compulsory and post compulsory education, there are still a significant proportion of the tribal membership who are not being well served by the education system and not achieving to their full potential. This will be an ongoing area of work that spans increasing the relevance of educational settings, transforming the definition of success, and supporting our people to staircase through education in a way that works for them and their whānau.

Early childhood learning centres

The early childhood learning centre developments have been good but need to be consolidated.

Continuity and completion

The development of strategies, projects and surveys and Ngāi Tahutanga learning resources - though innovative and comprehensive - have encountered difficult pathways. For example, Te Kete o Aoraki has not been well implemented.

Mātauranga appears to have been a well strategised vision area with its inventive and practical initiatives offering a potential that Ngāi Tahu whānui have yet to experience. Findings suggest that the impact of restructuring and inconsistent and high turnover of leadership – eight managers across eight years – neither assisted consolidation nor helped traction be gained so that implementation could be consistently driven and more active penetration into the education sector assured.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Importance

People talked about the importance of education to tribal members and the long term interests and development of the iwi. Some people thought that education was so important that we could make it the one top priority of the tribe. People also had different opinions about the priority placed on te reo education; some people thought there was too much, and others, not enough.

Scholarships

People thought that the scholarships were vitally important and should always be retained.

Relationships

People talked about the importance of relationships at all levels, and the priority of helping Papatipu Rūnanga build relationships with schools in their area.

Continuity

People thought that work in this area has lacked continuity, and many people thought this was connected to the disestablishment of Development Corporation.

TE KAITIAKITANGA ME TE TĀHUHU – GOVERNANCE & ORGANISATIONAL DEVELOPMENT

vision



The vision for Kaitiakitanga me Te Tāhuhu is:

Te Rūnanga is a relatively young organisation, enjoying rapid growth. Growth and progress dictate that Ngāi Tahu 2025 is achieved through a change process that will deliver the long term strategic objectives of Te Rūnanga of Ngāi Tahu.

This vision speaks to the Te Rūnanga Group building best practice systems, processes and infrastructure that enables it to be a high performing tribal servant that gives effect to the visions of Ngāi Tahu 2025 and the expectations of Ngāi Tahu Whānui.

overview of performance

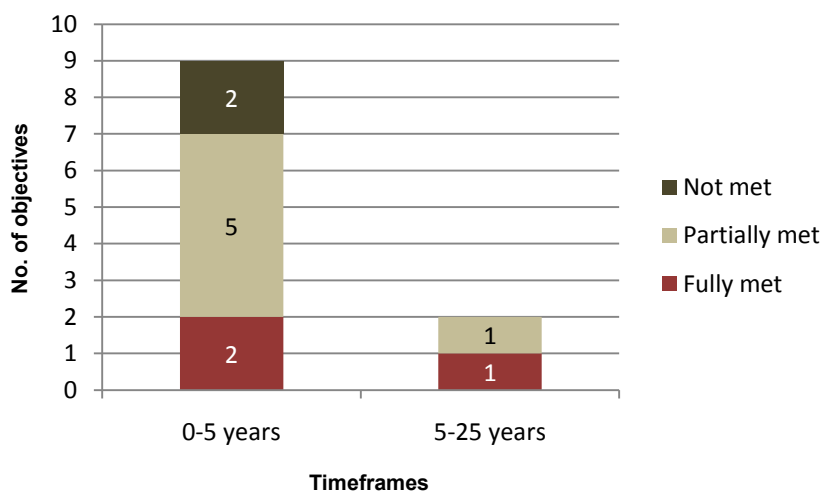
There are a total of 11 objectives for Kaitiakitanga me Te Tāhuhu that are focused on:

-  Te Rūnanga o Ngāi Tahu as a strong governor over the Te Rūnanga Group whose responsibility is for major decision-making on iwi direction and policies and issues subject to the collective will of its members which includes strategy setting, decision making and accountability practices; and
-  Succession planning and employment of Ngāi Tahu people, who are the ‘best people for the job’.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.

Te Kaitiakitanga me te Tāhuhu – Investment Planning

Objectives Achievement



successes

The areas where the objectives are fully met or the works in progress are well advanced, indicate that our areas of success are:

Confirmation of governance arrangements

Te Rūnanga has conducted comprehensive governance reviews to ensure that the structure and processes of the Te Rūnanga Group are clear, consistent with best practice and increasingly reflect Ngāi Tahutanga throughout the Group. This area of work has been dedicated to refining the original design, and includes improved planning and accountability processes.

Cost reduction for delivery

A key area of success has been a reduction in the cost of distributing to Papatipu Rūnanga and Ngāi Tahu Whānui. The cost currently sits at approximately \$0.17 of each dollar, which is a significant reduction on previous costs.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, including:

Governance training and skill development

There has been limited governance training provided to Te Rūnanga Representatives, however policies and practice around governance selection are being reviewed and the articulation of skills, knowledge and competency are also being formulated. Subsidiaries are being encouraged to appoint Ngāi Tahu directors and an intention for Ngāi Tahutanga to be strongly embedded in a Ngāi Tahu directorship culture is being assessed.

Extent of resource directed to and stability of corporate governance

Over the last five years, a significant amount of Te Rūnanga's time and resource has been directed to completing governance reviews to ensure that the Te Rūnanga Group structure, policies and processes are clear, stable and exceed best practice. This focus has been consuming, and it is important to restore the balance of focus to the wider tribal development agenda. The previous lack of clarity has probably contributed to instability within this governance group. It will be important to allow for the outcomes of the governance refinements to bed down.

Tribal relevance of governance arrangements

There also appears to be a need to improve the reflection of Ngāi Tahutanga and Ngāi Tahu Whānui expectations across the governance arrangements to ensure relevance and the perception of the Te Rūnanga Group as a legitimate tribal servant. Work is currently going into this area to increase the accountability and transparency of the Te Rūnanga Group, as well as developing policies to institutionalise Ngāi Tahutanga.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Stage of development

People recognised that Te Rūnanga is a young organisation, and many people thought that there have been some good achievements, and there have recently been some quantum leaps in good governance practices.

Accountability

People were concerned that Te Rūnanga was not accountable enough to Ngāi Tahu Whānui. A number of people thought that the instability of Te Rūnanga was been a real problem and that there is a perception of a vicious cycle of in-fighting. People also thought that the struggle for clarity and accountability between Te Rūnanga and HC has been a real problem.

Solutions

People also had suggestions about improvements. Most people thought the best way to move forward was to improve our communications so that people could have confidence and trust on the basis of better accountability efforts. People also thought that there needed to be a deeper understanding within Ngāi Tahu Whānui about the role of Te Rūnanga and the role of Te Rūnanga representatives. Some people commented on the need for targeted governance training that included compulsory elements on things unique to Ngāi Tahu, such as the role of governors regarding customary rights protection. Most people also thought that there needed to be greater recognition that the role of Te Rūnanga is to be wise and Ngāi Tahu should be loyal, and we should all conduct ourselves with dignity.

Priorities and clarity

People also talked about the need for greater clarity about the priorities and process of Te Rūnanga, and that there needed to be more and better communication about these priorities.

TE PŪTEA – INVESTMENT PLANNING

vision





The vision for Te Pūtea is:

Pūtea is the means by which a large element of Ngāi Tahu 2025 will be achieved. Kaitiakitanga of our economic base will ensure that a growing resource is available to meet the needs and aspirations of whānau, hapū and iwi.

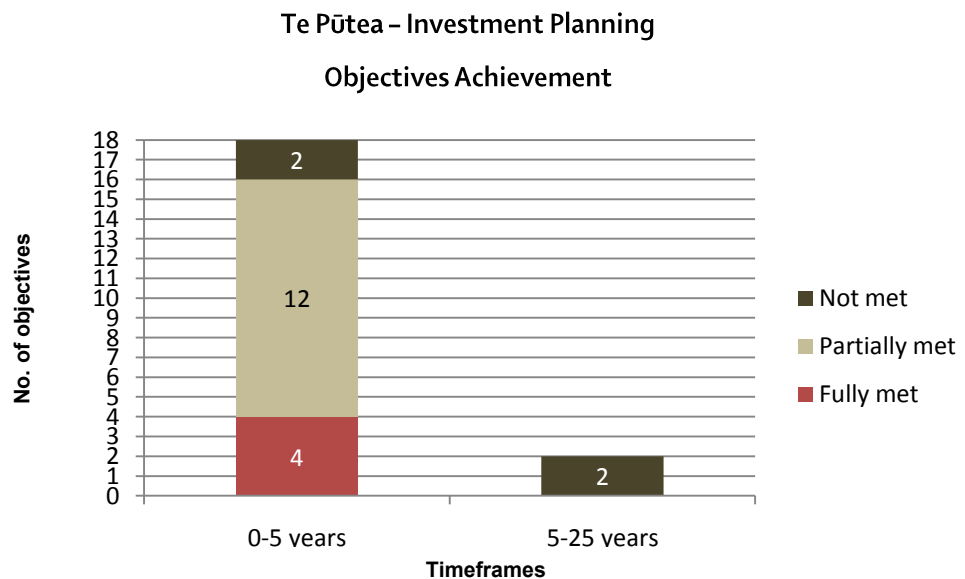
This vision is about the sustainable management of the economic basis so that the needs, aspirations and ambitions of current and future generations of Ngāi Tahu Whānui can be achieved. It speaks to the importance of prudence and best practice in the management of tribal funds, both in growing the pūtea and distributing it.

overview of performance

There are a total of 20 objectives for Te Pūtea that are focused on:

-  Maintaining balanced diversified portfolio that has strong strategic fit and upholds best practice commercial management standards;
-  Ensuring commercial performance can sustain distribution programme;
-  Growing the tribal economy through Papatipu Rūnanga development and employment of Ngāi Tahu Whānui; and
-  Incorporating Ngāi Tahutanga into investment planning.

The summary of our performance against these objectives is depicted in the table below, and a full record of the status of each objective is set out in *Appendix One*.



successes

The areas where the objectives are fully met or the works in progress are well advanced indicate that our areas of success are:

Commercial returns

The assets of the Te Rūnanga Group have grown from \$240 million in 1999 to over \$644 million in 2008, this represents a compound annual growth rate of 11.6 percent. Much of the capital appreciation is due to property revaluations (driven by the recent bull property market), extraordinary growth in the value of Ryman Healthcare (especially since its listing on the NZX), and turning RFR opportunities into quality investment assets. In addition to that, Te Rūnanga has made distributions of over \$148 million during that period of time - more than any other iwi, including Tainui.

Maximising strategic fit

The Te Rūnanga Group has had real successes in building on our strategic endowments and qualities, for example, using the right of first refusal over Crown property that was secured under the Settlement and maintaining our clear record of performance in direct investments/active businesses. One of the consequences of doing so is that the NTHC portfolio has been skewed toward property investments.

Debt and risk profiles

The Te Rūnanga Group has maintained a conservative approach to debt with a debt to equity ratio always below 35 percent. However, due to its Property bias and direct investments in Seafood, Tourism and Equities (Ryman) the risk profile of the overall investment portfolio would be regarded as being on the risky side (higher volatility). This capital allocation strategy is designed to deliver benefits (through distributions) to both the current generation and the future generations of Ngāi Tahu as well as preserving the purchasing power of the investment assets.

areas for improvement

There are a number of areas that we could seek to improve upon in this vision area, including:

Tribal economy

The focus of the Te Rūnanga Group has been central management of the assets, which has had the benefit of providing economies of scale and ensuring sustainable management and growth of the assets. However, this approach has not been well suited to growing the commercial base of Papatipu Rūnanga and may have limited the numbers of Ngāi Tahu individuals and whānau employed. It is important that a holistic approach to the tribal economy is taken, so that Papatipu Rūnanga can rebuild their own sustainable economies, and multiply the returns enjoyed across the wider tribal network. Determining the strategy for

ensuring a strong and vibrant tribal economy is an important work in progress that is arguably overdue.

Correlation with distribution programme

Part of sustainable management is having a clear connection between investment strategy and distribution strategy, to ensure that there is always enough cash available to support the distribution programmes. Creating this clear connection is also a work in progress that needs to be progressed at pace to ensure sustainable management into the future.

Incorporation of Ngāi Tahutanga

Incorporating Ngāi Tahu values into the investment policy has been a work in progress for some time. While the values are incorporated into specific decisions, there is no overarching strategy which provides ongoing clear guidance to the commercial managers on the reflection of Ngāi Tahutanga into operational decision making. This is also a work in progress, to provide a clear articulation of Ngāi Tahu values and expectations and is linked to the need to more clearly define a Ngāi Tahu approach to the development of the tribal economy.

reflections from feedback

Key themes emerging following consultation with Papatipu Rūnanga, taurahere rōpū and the original architects of the Ngāi Tahu 2025 document are:

Good performance

People were generally happy with our commercial performance, many commented that the nature of business is that there are ups and downs, and over the long run, we have performed well in the market. Some people thought there should be more opportunity to celebrate these successes.

Cultural fit of strategic direction

People talked about the difficulty in having a commercial operation that is solely about delivering on financial bottom lines, rather than the wider social, cultural and political aspirations of the Iwi. Some people thought that we should review whether it was right to broaden our bottom lines to include cultural outcomes as well as financial ones.

Succession planning

People were concerned that there are not enough Ngāi Tahu people coming through into commercial management and that there needs to be increased work going into succession planning.

Papatipu Rūnanga

People talked about the importance of Papatipu Rūnanga economic development, and wanted there to be increased effort going into commercial development.

CONTEMPLATIONS FOR RENEWING THE TRIBAL VISION

Tribal visioning is an ongoing process - the tribal vision will continue to evolve as achievements are made and circumstances change. In contemplating that process, Ngāi Tahu 2025 is an important and highly regarded first articulation of the post Settlement tribal vision. Some improvements that could be considered in the next visioning process include:

Clarity of objective

Ngāi Tahu 2025 sets out a number of objectives, some of which are outputs that can be clearly measured, some are outcome statements that are more aspirational, and some have a mix of both. A number of objectives are also repeated in more than one vision area. In giving effect to the vision it would very much help if there was greater consistency between approach, and reducing the ambiguity that comes from duplication.

Clarity of responsibility

Ngāi Tahu 2025 does not state which tribal entities are responsible for giving effect to different objectives, and very real contributions toward the tribal vision are made by individuals, whānau, Papatipu Rūnanga, the Te Rūnanga Group and even some external agencies. It could be helpful if there was consideration given to who will be the greatest contributor/lead on giving effect to certain objectives.

Clarity of priority

Ngāi Tahu 2025 sets out all visions and objectives as of equal importance. While it will be difficult to reach consensus on relative priority, it could help the Te Rūnanga Group meet tribal expectations if there was some indication of priority between vision areas and objectives.

It is intended that the renewal process be initiated in 2010 with Papatipu Rūnanga, members of Ngāi Tahu Whānui and tribal leaders leading the articulation of the next stage of the tribal journey.

APPENDIX ONE: SUMMARY OF OBJECTIVE ACHIEVEMENTS

Brief Summary of Results

VISION AREAS AND TIMEFRAMES	NUMBER OF OBJECTIVES			
	Total	Fully Met	Partially Met	Not Met
Te Ao Tūroa	30			
Natural Environment				
0-5 yrs	17	5	10	2
5-25 yrs	13	2	8	3
Ko Ngā Whakapāpātanga	10			
Tribal Communications & Participation				
0-5yrs	7	2	5	0
5-25 yrs	3	2	0	1
To Tātou Ngāi Tahutanga	12			
Culture & Identity				
0-5yrs	10	2	6	2
5-25yrs	2	0	2	0
Te Whakaariki	12			
Influence				
0-5yrs	7	4	3	0
5-25yrs	7	1	4	0
Te Whakatipu	35			
Rūnanga Development				
0-5yrs	19	6	12	0
5-25yrs	16	2	9	3
Whānau	20			
Social Development				
0-5yrs	8	0	7	1
5-25yrs	12	0	3	9
Mātauranga	18			
Education				
0-5yrs	12	3	4	5
5-25yrs	6	0	3	3
Te Kaitiakitanga me Te Tāhuhu	11			
Governance & Organisational Development				
0-5yrs	9	2	5	2
5-25yrs	2	1	1	0
Te Pūtea	20			
Investment Planning				
0-5yrs	18	4	12	2
5-25 yrs	2	0	0	2

Full Summary of Results

TE AO TŪROA – NATURAL ENVIRONMENT

FULLY MET

0-5 years

1. Develop a proposal for the formal capacity building of natural resource management of Papatipu Rūnanga. This should include a schedule of regular training wānanga and opportunities for Papatipu Rūnanga collectives for dealing with all environmental issues.
2. Develop integrated policy linking natural resource management with health, social and economic outcomes, which may include: cultural self-esteem; education/mātauranga; whānau 'life' enhancement.
3. Establish formal relationships with key external agencies including Ministry of Agriculture and Forestry, Ministry of Fisheries, Department of Conservation, and universities.
4. Produce environmental resources (books, tapes, videos) for use in education programmes.
5. Lobby for omnibus provisions in all conservation and environmental legislation that supports Te Rūnanga o Ngāi Tahu rights, values and interests.

5-25 years

1. Develop and host an international indigenous environmental management conference.
2. Lobby for the reduction of persistent organic chemicals and the eradication of all pests, from the Ngāi Tahu Takiwā.

PARTIALLY MET

0-5 years

1. Develop a generic 'Ki Uta Ki Tai' iwi environmental management plan.
2. Compile a natural resource inventory / Geographic Information System (GIS) database of wāhi tapu, taonga and mahinga kai at both Papatipu Rūnanga and tribal level.
3. Develop a state of the takiwā and monitoring programme for Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu.
4. Develop and hold annual natural resources hui, incorporating a kai-hau-kai festival including wānanga and workshops on mahinga kai practices, kawa and tikanga.
5. Identify and work to establish mahinga kai cultural parks (similar to Jericho Farm, Muriwai and Te Nohoaka o Tukiauau – Sinclair Wetlands) in each Papatipu Rūnanga takiwā.
6. Develop packages for Papatipu Rūnanga that identify business opportunities that meld environmental and Ngāi Tahu cultural values and make good financial sense, including cultural/eco/heritage tourism and organic farming.
7. Develop a strategy for Te Rūnanga o Ngāi Tahu environmental education and knowledge transfer (succession planning).
8. Lobby to get mahinga kai education incorporated into National Administration Guidelines.
9. Develop a culturally sound marketing brand/trademark.

10. Develop a template for environmental performance/audit of all Te Rūnanga o Ngāi Tahu units, companies, Papatipu Rūnanga and marae.

5-25 years

1. Develop 'Ki Uta Ki Tai' environmental management plans for Papatipu Rūnanga.
2. Implement a tribal Ki Uta Ki Tai environmental management plan and support it with a comprehensive GIS database and monitoring programme.
3. Establish a natural resource inventory for all Papatipu Rūnanga using GIS. An annual State of the Takiwā report is produced by Papatipu Rūnanga and reported to Te Rūnanga o Ngāi Tahu.
4. Establish a Te Rūnanga o Ngāi Tahu research unit for natural resources along with a contestable tribal research fund.
5. Establish and implement a programme of regular wānanga, hīkoi and hui on natural resources for Papatipu Rūnanga and the tribe.
6. Identify and plan to establish at least one mahinga kai cultural park or environmentally based business in their takiwā for all Papatipu Rūnanga
7. Establish and set up environmental protocols for Te Rūnanga o Ngāi Tahu and review annually.
8. All Papatipu Rūnanga are competent and confident in managing their own resource consents, Department of Conservation policies and settlement outcomes.

NOT MET

0-5 years

1. Compile a database of current environmental funding sources for both Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu to access.
2. Investigate the establishment of a contestable tribal research fund and unit for natural resources.

5-25 years

1. Develop and host an annual national environmental management summit for Papatipu Rūnanga, government agencies, consultants, lawyers and non-government agencies, where Papatipu Rūnanga provide kai-hau-kai for pōwhiri and hākari.
2. Establish a Ngāi Tahu natural resource management school.
3. Set up or purchase an established environmental consultancy business for Te Rūnanga o Ngāi Tahu.

KO NGĀ WHAKAPĀPĀTANGA – COMMUNICATIONS & PARTICIPATION

FULLY MET

0-5 years

1. Funding for the facilitation of communications and participation in tribal affairs and programmes is available, including dedicated resources provided by Te Rūnanga o Ngāi Tahu.
2. All Ngāi Tahu Whānui are able to benefit from Te Rūnanga o Ngāi Tahu initiatives.

5-25 years

1. All Ngāi Tahu Whānui can register their skills and interests on a Ngāi Tahu database.
2. Attendance at Ngāi Tahu events is increased due to excellent communication of information and innovative ways of providing access to venues, e.g. video conferencing.

 PARTIALLY MET

0-5 years

1. A comprehensive Te Rūnanga o Ngāi Tahu communication network is in place
2. The completion of the whakapapa database based on the 1848 census (the Blue Book) enables all Ngāi Tahu Whānui to identify with at least one Papatipu Rūnanga. This database will identify the Papatipu Rūnanga linkages to each of the 1848 kaumātua.
3. A Ngāi Tahu whānau needs assessment survey is completed and strategies to improve communication and increase participation amongst whānau are implemented.
4. Arrangements are in place to ensure that Ngāi Tahu Whānui living outside the takiwā will be better able to participate in tribal activities.
5. All Ngāi Tahu Whānui know where to access information with respect to Māori land and land rights.

5-25 years

Nil

 NOT MET

0-5 years

Nil

5-25 years

1. The process to access tribal benefits is known to all registered Ngāi Tahu Whānui.

KO TĀTOU NGĀI TAHUTANGA – CULTURE & IDENTITY

 FULLY MET

0-5 years

1. Ongoing Ngāi Tahu sports festivals.
2. Use of modern technology in cultural redevelopment.

5-25 years

Nil

 PARTIALLY MET

0-5 years

1. Regular kaumātua hui/wānanga.
2. Mahinga kai programmes engaging Ngāi Tahu of all ages.
3. A strategy for iwi cultural leadership development.
4. Ongoing Ngāi Tahu cultural festivals.

5. External interests that influence our cultural development have mechanisms that ensure the management of taonga for the benefit of Ngāi Tahu.
6. Individual knowledge of personal whakapapa.

5-25 years

Nil

Unmeasurable objectives

1. A comprehensive five yearly review of our cultural outputs and outcomes, including implementation of recommendations.
2. Continued awareness of whakapapa and tikanga for future generations.

NOT MET

0-5 years

1. A strategy for engaging with other iwi on cultural enhancement kaupapa.
2. Ngāi Tahu dialect integrated throughout all cultural development activity.

5-25 years

Nil

TE WHAKAARIKI - INFLUENCE

FULLY MET

0-5 years

1. A Ngāi Tahu census exercise is scoped and a strategy developed for enhancing Ngāi Tahu whānau development skills.
2. Organisational structures and the capability to directly influence central government and local body government decisions across all activities impacting on Te Rūnanga o Ngāi Tahu are in place.
3. Ngāi Tahu Seafood Group manage Te Rūnanga o Ngāi Tahu owned pre-settlement assets (PRESA) quota.
4. Ngāi Tahu Seafood Group manage Te Rūnanga o Ngāi Tahu owned post settlement assets (POSA) quota.

5-25 years

1. Ngāi Tahu maximise influence through external representatives by putting in place structures and communications to support them.

PARTIALLY MET

0-5 years

1. Ngāi Tahu are opinion leaders.
2. Appropriate Papatipu Rūnanga constitutions are in place.
3. Access to business leaders is evident through our participation in national and local forums.

5-25 years

1. Te Rūnanga o Ngāi Tahu has an increased eco-cultural tourism holding.

2. Legislation or court rulings confirm the takiwā of Ngāi Tahu.
3. An indigenous nations co-operative (including Ngāi Tahu) is in place.
4. Statistical measurement of education performance is undertaken.

Unmeasurable objectives

1. Department of Conservation (DOC) responsiveness determines the Aoraki gifting
2. A needs assessment and performance measure.

 **NOT MET**
0-5 years
Nil

5-25 years
Nil

TE WHAKATIPU – RŪNANGA DEVELOPMENT

 **FULLY MET**
0-5 years

Papatipu Rūnanga ...

1. have access to Te Pūtea Whakamahi.
2. are able to communicate with at least 60 percent of their members through at least one channel.
3. are able to access funding from within the structure.
4. have in place an accounting system and financial controls.
5. Organisational structures, systems and processes are established for Papatipu Rūnanga.
6. Individual Papatipu Rūnanga resources have been identified (human, physical and financial).

5-25 years

Papatipu Rūnanga...

1. have an infrastructure that is able to cope with all changes (both internal and external).
2. uphold the mana of their members.

 **PARTIALLY MET**
0-5 years

Papatipu Rūnanga ...

1. have a membership database.
2. have policies and procedures manuals and all supporting documentation.
3. employees have employment agreements, position descriptions and a performance measurement mechanism.
4. have strategic plans aligned with Ngāi Tahu 2025.

5. have an appropriate level of resource (human and monetary) to meet their operating needs.
6. Have dividend/disbursement policy.
7. Have investment analysis framework.
8. All Ngāi Tahu Whānui have the right to membership of at least one Papatipu Rūnanga.
9. Wealth generation by Te Rūnanga o Ngāi Tahu, to provide tribal support, includes ongoing Papatipu Rūnanga development.
10. Te Rūnanga o Ngāi Tahu infrastructure supports rūnanga and whānau in achieving their goals.
11. Existing resources and capacity are identified for each Papatipu Rūnanga.
12. Appropriate Papatipu Rūnanga members and executives have received training in investment appraisal, asset management, portfolio management and business administration.

5-25 years

Papatipu Rūnanga...

1. have established and implemented annual operating plans.
2. are online, distribute pānui, and employ the latest IT and communications technologies.
3. have formalised relationships with their major stakeholders.
4. are working together and gaining advantage through economies of scale.
5. are able to lead changes in their external environment.
6. have robust processes and procedures to evaluate all potential investments.
7. have access to all available business, business training and economic information.
8. are able to communicate with all of their members through at least three channels
9. All registered Ngāi Tahu are enrolled with at least one Papatipu Rūnanga.



NOT MET

0-5 years

Papatipu Rūnanga ...

1. are the main entry point for whānau wishing to access benefits from the Ngāi Tahu Settlement.
2. are the main entry point for Ngāi Tahu Whānui wishing to engage with the iwi.
3. eighty percent of members engage with their Papatipu Rūnanga.

Unmeasurable objectives

1. Twenty percent growth in members attendance at monthly meetings.

5-25 years

Nil

Unmeasurable objectives

1. Marae and Rūnanga facilities are fully functional and maintained.
2. Fulfil their requirements in an efficient, effective and professional manner.

WHĀNAU – SOCIAL DEVELOPMENT

FULLY MET

0-5 years

Nil

5-25 years

Nil

PARTIALLY MET

0-5 years

1. Ngāi Tahu children receive their entitlement to Well Child Services.
2. A whanau needs survey is operational.
3. Te Rūnanga o Ngāi Tahu has an understanding of tribal demographics.
4. Information is gathered about Ngāi Tahu Whānui needs and aspirations so as to influence government policy and strategic outcomes.
5. Databases are developed to support Te Rūnanga o Ngāi Tahu strategic direction.
6. Whānau development models that improve whanau life circumstances are implemented.
7. Ngāi Tahu Whānui are linked into sophisticated communication devices.

5-25 years

1. Ngāi Tahu leaders have emerged and are instrumental in tribal development.
2. Innovative solutions to whānau well-being are providing Ngāi Tahu with greater choice.
3. Te Rūnanga o Ngāi Tahu contributes to improved health outcomes for Ngāi Tahu Whānui and Māori living in Te Waipounamu.

NOT MET

0-5 years

1. Crown agencies that are responsible for delivering health and social services to Māori have their performance monitored.

5-25 years

1. Research and analysis reveals the nature and extent of whānau need, as well as where to target resources.
2. Ongoing quality information about Ngāi Tahu whānau needs and preferences inform and influence policies that improve whānau well-being.
3. Crown funded health education and health promotion services are effective in supporting rangatahi to make safe lifestyle choices.
4. Ninety-five percent of Ngāi Tahu children are fully immunised by the age of five.
5. Kaumātua have improved quality of life and mobility throughout their aging years.
6. There are decreasing disparities in health gains between Māori and non-Māori.
7. Barriers that prevent Ngāi Tahu Whānui achieving their full health potential are actively addressed and progressively removed, including cost, transport and opportunity.
8. External and internal policies are well targeted and are improving choice and well-being of Ngāi Tahu Whānui.

9. Papatipu Rūnanga, Ngāi Tahu Whānui and iwi bodies have the capacity to sustain a substantial migration of their membership to the home base.

MĀTAURANGA - EDUCATION

FULLY MET

0-5 years

1. Ngāi Tahu early childhood centres are established.
2. Initiatives that improve Ngāi Tahu tamariki and rangatahi literacy and numeracy skills are implemented.
3. Mātauranga Ngāi Tahu resources are developed and distributed.

5-25 years

Nil

PARTIALLY MET

0-5 years

1. The Memorandum of Understanding between the Minister of Education and Te Rūnanga o Ngāi Tahu is regarded as a pivotal document for the advancement of Ngāi Tahu educational aspirations.
2. Positive relationships with government and education institutions support the advancement of Ngāi Tahu educational aspirations.
3. Initiatives to increase the number of Ngāi Tahu teachers across the education spectrum are in place.
4. Relationships exist between Papatipu Rūnanga and all educational institutions in their takiwā.

5-25 years

1. Ngāi Tahu parents are able to send their children to educational centres imbued with the values of Ngāi Tahu culture and identity; such centres provide the best academic opportunities.
2. Ngāi Tahu has increased participation in the early childhood education sector.
3. Appropriate learning and support programmes are provided that focus on the needs of individuals within primary and secondary education.

NOT MET

0-5 years

1. There are a greater number of Ngāi Tahu "Parents as First Teachers"
2. A development programme for Ngāi Tahu Whānui has been established that increases management skills and secures succession plans within Te Rūnanga o Ngāi Tahu.
3. Educational initiatives have been developed with other iwi and Māori organisations.
4. Ngāi Tahu whānau are showing significant improvement relative to New Zealand education indicators.
5. All Ngāi Tahu will have the opportunity to learn the Ngāi Tahu reo.

5-25 years

1. There is a range of training and educational opportunities available and all Ngāi Tahu can develop multilingualism (including knowledge of dialect differences) and other life skills.
2. All Ngāi Tahu children are bilingual in te reo Māori and English and conversant with the Ngāi Tahu dialect.
3. Ngāi Tahu has established relationships, based on educational outcomes, with other indigenous peoples.

TE KAITIAKITANGA ME TE TĀHUHU – GOVERNANCE & ORGANISATIONAL DEVELOPMENT

FULLY MET

0-5 years

1. Te Rūnanga o Ngāi Tahu include in its annual reports a narrative account of how it applies the broad principles of corporate governance.
2. Reconstituted organisational structures are consistent with the mandates reaffirmed by Te Rūnanga o Ngāi Tahu.

5-25 years

1. Governance and legal structures are consistent with any Te Rūnanga o Ngāi Tahu mandates to Ngāi Tahu Development Corporation and Ngāi Tahu Holdings Corporation.

PARTIALLY MET

0-5 years

1. Te Rūnanga o Ngāi Tahu is to reaffirm the mandates of Ngāi Tahu Development Corporation, Ngāi Tahu Holdings Corporation and the Office of Te Rūnanga o Ngāi Tahu.
2. Te Rūnanga o Ngāi Tahu is to clearly state its goals for Ngāi Tahu Development Corporation and Ngāi Tahu Holdings Corporation, including the risk/return profile it wishes Ngāi Tahu Holdings Corporation to assume.
3. The role of Te Rūnanga o Ngāi Tahu in setting priorities and expectations for the Ngāi Tahu Group is to be strengthened through their development and ownership of a five year Statement of Strategic Intent. This is to include clear accountabilities for delivery.
4. Further processes are developed for evaluating the performance of Te Rūnanga o Ngāi Tahu subsidiaries and reporting the results to Te Rūnanga o Ngāi Tahu.
5. To increase management skills, a mentoring programme is in place that secures succession planning within Te Rūnanga o Ngāi Tahu.

5-25 years

1. A skills database is completed which will deliver opportunities for increased participation by Ngāi Tahu Whānui.

NOT MET

0-5 years

1. Training programmes for Te Rūnanga o Ngāi Tahu Representatives have increased their skill levels to the benefit of tribal governance.
2. Te Rūnanga o Ngāi Tahu, in its role as Trustee, annually review the trade-offs between protecting and growing the asset base and delivering benefits to Ngāi Tahu Whānui.

5-25 years

Nil

TE PŪTEA – INVESTMENT PLANNING

FULLY MET

0-5 years

1. Limit borrowing levels to 25 percent recourse and 35 percent total including non-recourse, until reviewed by Te Rūnanga o Ngāi Tahu.
2. Central ownership of tribal assets to ensure maximum synergies and economies of scale is maintained.
3. The right to purchase Crown properties to maximum advantage, and monitor its operation by the Crown.
4. Utilise direct investment as much as possible.

5-25 years

Nil

PARTIALLY MET

0-5 years

1. Incorporate Te Rūnanga o Ngāi Tahu values into all investment strategies.
2. Investment analysis will include investigation of the benefits of creating employment for Ngāi Tahu.
3. Encourage investments in businesses that have a good fit with other Te Rūnanga o Ngāi Tahu enterprises.
4. Take all steps necessary to maintain tax-exempt charitable status.
5. Achieve constantly increasing cash flows and sustainable distribution requirements.
6. Vigorously pursue the allocation of the Pre-Settlement Fisheries Assets (PRESA) and thereafter the Post-Settlement Fisheries Assets (POSA) in order to further develop Ngāi Tahu fishing interests.
7. Maintain a low to medium risk profile, accepting that in special circumstances exceptions will be made.
8. Recognise that some assets have cultural significance for Ngāi Tahu Whānui and may not therefore be subject to the same earnings or investment criteria as other investments.
9. Seek appropriate joint venture partners to share risk.
10. Ensure liquidity ratios are appropriate in order to achieve a totally functioning Treasury capability.

11. Ensure total integrity of financial systems, including internal and external audit and a thorough examination of all proposed investments.
12. Maintain the highest possible levels of financial control systems including delegated financial authorities and review these on a regular basis.

5-25 years

Nil



NOT MET

0-5 years

1. A balanced investment portfolio within the prescribed levels is maintained.
2. Make appropriate passive overseas investments.

5-25 years

1. Retain not less than 50 percent of earnings for re-investment and growth, while maintaining the appropriate flexibility to meet special circumstances as necessary.
2. Make direct overseas investments in selected cases.