



PORT NICHOLSON BLOCK
SETTLEMENT TRUST



Taranaki Whānui ki Te Upoko O Te Ika a Maui
Five Year Strategic Plan 2011 - 2015





The Maunga is on the left hand side representing the link to whenua. The waves represent the Wellington harbour and the culmination of these two elements in the tohu symbolise the spiritual journey from Taranaki to Wellington and the link between the two areas.

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Mihi Whakatauki

Purutia mai te tauru o te rangi
Kia tina, kia whena, kia toka te manawa ora hei ora
Tina toka te manawa ora ki whea?
Tina toka te manawa ora ki Koikoi Kohatu ātanga te paerangi
Tiketike ai i te rangi
Taketake ai i te whenua
Tūpāpahu ana kia hāmama te waharoa o te ika
Ki Te Whanganui-a-Tara me ōna mouna tapu, me ōna
pukepuke rau
Kia mana ai te koke kōrero, “Kua kā kē ngā ahi e”.

Whērikoriko te mahara ki tua o pae Tārarua
Ki te rua kōhā o hui-rarapa-iti, o hui-rarapa-nui
Te rauhitanga mai o kāhui kāhika
E tuwhera kau noa ki ngā ara tuatinitini, tuamanomano
E heke mai ana i Rangiātea, kei Hikurangi, kei te whai ao, kei te
ao mārama!

Nau mai e te ao, uhia mai te hā ki tenei mouri ora
Kei te tuhi, kei te rarama, hura mai te rā
Hira mai te haeata ki te iti, ki te rahi
Te ohonga i te manawa ora o Taranaki Whānui ki Te Upoko-o-
te-Ika
Te hau whakarunga e taiāwhio nei i ngā ngaru puapua o te
whatu-wai-moana
Kia wātea, kia wātea, ati hoki kua wātea
E Rongo e, purutia kia ū, purutia kia mau.



As mana whenua of the Capital City of Aotearoa/New Zealand our vision is to ensure that our members maintain their place within the rohe their tupuna occupied in 1840.

The loss of years and the fragmentation of iwi and whānau over the decades challenges us to restore the rightful place of our people within the Port Nicholson Block rohe.

Decades of working to settle our Treaty claims have resulted in the opportunity to achieve the vision that we have agreed to through the many fora and engagements with members of the Trust.

To restore, revitalise, strengthen and enhance the cultural, social and economic well-being of Taranaki Whānui ki Te Upoko o Te Ika.

Our four strategic goals are clear

- Economic well-being
- Social well-being
- Cultural well-being
- Environmental well-being

Chairman's Foreword

The tasks over these next years is to transform our vision and objectives into reality.

Our primary task is to develop a positive future for our people through the opportunities the settlement and the goodwill generated within the communities.

Our relationships with government, local government and the many communities within our rohe are foundations we must preserve and relate well to.

The strategic plan is about identifying achievable goals which we can work towards to enhance the well-being of the community we serve.

Our mission is about exercising the rights we have, developing the resources to achieve our objectives and communicating with clarity and precision how this will be achieved.

The strategic plan sets down a guide for how the Trust will move forward. It is designed to be practical and achievable but flexible enough to adjust to opportunities and issues which will inevitably confront the Trust over the years ahead.

The underlying theme of the settlement has been to maintain unity within the iwi groups the Trust represents and to strengthen the cultural, commercial and community links within the Port Nicholson Block area. This is as important going forward as it is now. Relationships with our members, other communities and the commercial and

political sectors will enhance and ensure the acceptance of the programme set out in this strategic plan.

Sir Ngatata Love
Chairman

Purpose of Strategic Plan

This Strategic Plan sets out the Port Nicholson Block Settlement Trust's vision, objectives and goals for the next five years (2010-2015).

The Strategic Plan is intended to inform and guide the Trust in its priority setting, investment decisions and the focus of its strategic alliances over the next five years.

The Plan has been developed following interviews with past and current Trustees, key stakeholders and careful deliberation by the Trust Board. The Trusts annual plan is the mechanism to inform members and stakeholders of developments and achievements pertaining to the strategic objectives outlined in this plan.



Port Nicholson Block Settlement Trust

The Port Nicholson Block Settlement Trust (the Trust) was established on 11 August 2008.

The purpose of the Trust is to receive, manage and administer the assets and rights on behalf of and for the benefit of the present and future members of Taranaki Whānui ki Te Upoko o Te Ika

Trustees are elected for a period of three years. The Trustees as at 30 August 2010 are Sir Ngatata Love (Chairman), Sir Paul Reeves (Deputy Chairman), Neville Baker, Mark Te One, Liz Mellish, Dr Catherine Love, Hokipera Ruakere, Hon Mahara Okeroa, Peter Love, Te Rira Puketapu and June Jackson.

The Port Nicholson Block (Taranaki Whānui ki Te Upoko o Te Ika) Claims Settlement Act 2009 was enacted on 5 August 2009. The settlement package was transferred to the Trust on 2 September 2009.

A copy of the Trust Deed and The Port Nicholson Block (Taranaki Whānui ki Te Upoko o Te Ika) Claims Settlement Act 2009 are available at the Trust Office or online at www.pnbsst.maori.nz



Nga Tangata

Taranaki Whānui ki te Upoko o Te Ika are mana whenua of the Port Nicholson area. The iwi that make up Taranaki Whānui migrated to the Wellington area in the 1830s and have maintained ahi kā. We established ourselves around the Wellington Harbour. Our kāinga, our pā, our gardens have now been largely subsumed by urban development. Yet, we remain.

Migration has meant that we are now a minority within our rohe. Yet, we are still the mana whenua.

Taranaki Whānui ki Te Upoko o Te Ika (Taranaki Whānui) are those people who descend from one or more of the recognised tupuna of:

- Te Āti Awa
- Taranaki
- Ngāti Ruanui
- Ngāti Tama and
- Other iwi from the Taranaki area

Also descend from one or more of the original signatories of the 27 September 1839 Port Nicholson Block purchase deed;

- a) persons listed in the Schedule to the Declaration of the Native Land Court in Wellington dated 11 April 1888; or
- b) other persons not named in this definition who exercised customary rights based on descent referred to in clause (a)(i) of this definition in the Port Nicholson Block, Wellington District on or after 6 February 1840; and
- c) every whānau, hāpu or group, including the Wellington Tenth Trust and the Palmerston North Māori Reserves Trust composed of individuals to the extent that

those whānau, hāpu or groups of individuals are referred to in clause (a) of this definition.

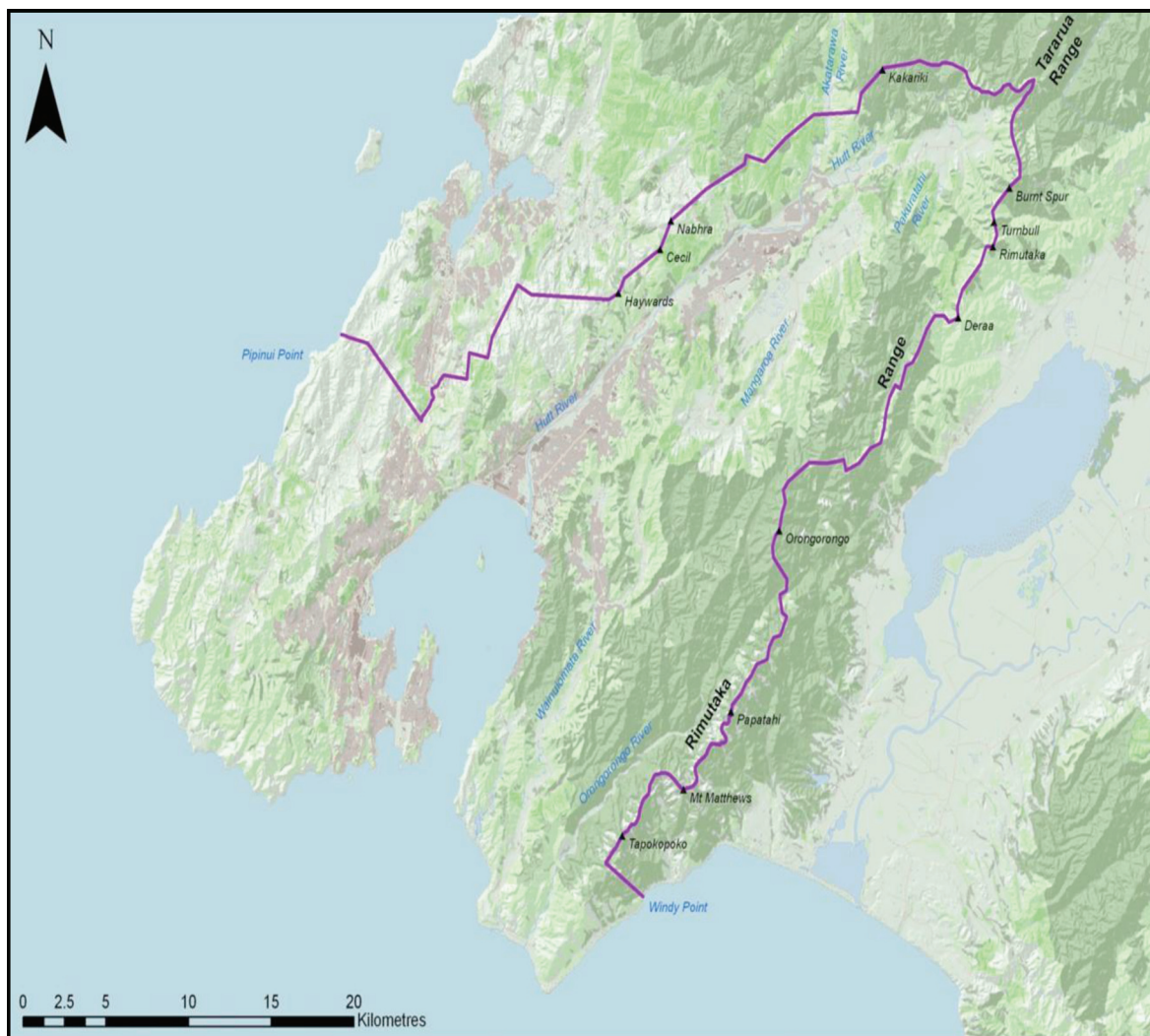
As at 20 September 2010 there are almost 14,000 verified registered members of the Port Nicholson Block Settlement Trust. A statistical breakdown indicates the following:

- 90% of members live in New Zealand.
- 10% live overseas with 9% residing in Australia.
- Almost half (48%) of members live in Wellington or Taranaki region.
- 63% of members are of working age.
- 35% are dependants (under 18 years of age).
- The Trust has a very youthful population with 47% of members under 25 years of age.



Te Rohe

- The takiwā for Taranaki Whānui ki te Upoko o te Ika was recounted to the New Zealand Company by the Rangatira Te Wharepouri in 1839 and followed the Māori tradition of marking a takiwā by tracing from headland to headland.
- The eastern boundary was established by the kāinga at Mukamuka on the stream of the same name. The takiwā included the catchments of the Ōrongorongo, Wainuiomata, Te Awakairangi (Hutt) Rivers and Makara Stream along with Te Whanganui a Tara and the three islands in the harbour.
- The western boundary was established at Pipinui Point and included the pā of Ngutu Kaka on the North Western side.





Vision

The trust's vision is:

*Ki te whakahou,
whakapakari me
te whakanikoniko
i te ahurea papori,
rangatiratanga o
Taranaki Whānui ki
Te Upoko o Te Ika.*

*To restore, revitalise,
strengthen and
enhance the cultural,
social and economic
well-being of
Taranaki Whānui ki
Te Upoko o Te Ika.*

Strategic Goals

To ensure that all endeavours contribute to the restoration, revitalisation, strengthening and enhancement of the cultural, social and economic well-being of Taranaki Whānui ki Te Upoko o Te Ika, the four strategic goals are:

To maximise wealth creation and achieve economic and financial well-being

Wealth creation and financial well-being for the Trust will assist in providing benefits and opportunities for owners. The asset base of the Trust must be managed effectively to provide strong financial returns so the Trust is able to support the other strategic goals.

To achieve social and whānau well-being

Social and whānau well-being will be supported by contributions from the financial strength of the Trust. An important part of social goals will relate to education, health, housing and care for those in need. The whole of government initiative will be important in achieving this goal.

To enhance cultural well-being

Cultural achievement will include support for and initiatives in te reo, tikanga, arts and history. The emphasis will be to provide opportunities at various levels of need.

To restore and enhance our natural resources and environmental well-being

Our environment is the basic foundation on individual well-being. Environmental well-being is imbedded within many of the dimensions of the Trust's strategic well-beings through partnerships with local and central government agencies, private sector and the community. Enhancing our natural resources through conservation and preservation of our eco-systems will ensure it is sustainable for future generations.

Governing Principles

The governing principles that underpin the strategic direction of the plan and assist with focussing the Trust's activities include a focus on the eight principles that encompass the importance of whānau, hāpu and iwi. The eight principles form a holistic and sophisticated approach to the interactions which we as mana whenua have with our environment and include:

Kaitiakitanga: Guardianship, preservation and conservation of our precious resources.

Kotahitanga: Unity of purpose and direction, fostering a sense of community among hāpu, iwi and wider community.

Whanaungatanga: Whanau bonding and relationships based on the principle of aroha, manaakitanga and kotahitanga.

Wairuatanga: Spiritual and emotional connection between people our environment and spiritual identity.

Manaakitanga: Enhancing and strengthening relationships between and among whānau, hāpu and iwi to nurture and protect.

Mana Whenua: On-going connection which whānau, hāpu, iwi have with the land, self-determination.

Mauri ora: Life principle and essence of well-being which promotes safe and healthy communities.

Toi Māori: To promote and contribute to the revitalisation of hāpu/iwi, a celebration that embraces our culture.



Diagram 1: Strategic Plan Principles

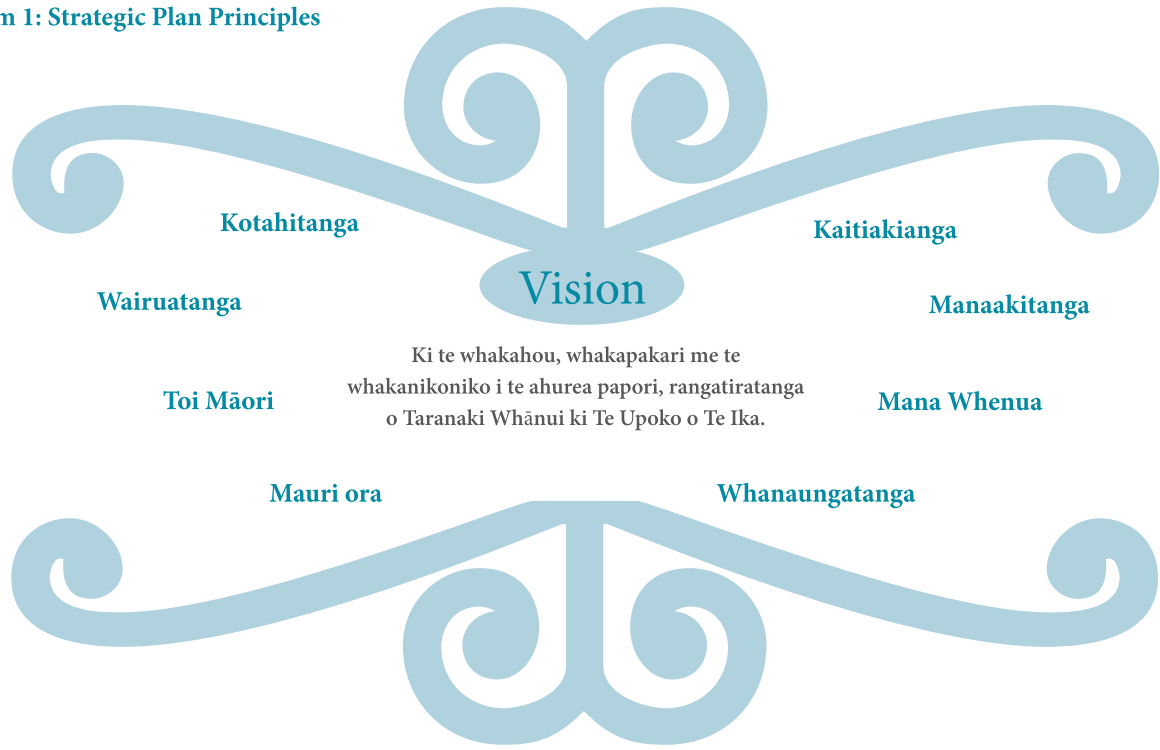


Diagram 2: Our Strategic Pathway





● Taranaki Whānui is faced with many opportunities for social, cultural and economic development, as well as opportunities to improve our environment.

● The Trust has positive relations with government, business, iwi and local government. We need to continue fostering strong relations to influence progress and form partnerships for success.

● A focus of the Trust will be connecting with, and confirming members' needs. Our rohe is very metropolitan with many members residing outside the rohe. The Trust will need to continually assess the effectiveness of services and programmes it is involved with to ensure that positive outcomes for Taranaki Whānui are achieved and reflects the needs of members.

● Wellington has a diverse economy. From government and service industries, to manufacturing, digital industry, the knowledge sector, and property development. Taranaki Whānui will play an increasingly role in all these sectors with the strong ability to influence key stakeholders through sustainable partnerships that are evolving and enduring.

● Our people are our greatest asset. A key challenge is to encourage our rangatahi into meaningful education and training - business, digital media, or the arts and culture, and vocational life skills.

● The Trust's biggest challenge is to sustain a sufficiently high rate of return on investments and form strategic partnerships in order to facilitate and/or provide programmes and services to members. Without a critical focus on commercial success we will not be able to deliver on our broader objectives and goals.

Our Opportunities & Challenges

Economic Prosperity

Positioning the Trust

Securing commercial returns from properties to generate a sustainable income is crucial to the Trust's survival. Whilst in the short-term there is urgency to generate income to sustain operations and activities, the development of medium to long-term goals is equally important.

The prudent management of risks and effective governance and management of the Trust's financial affairs will be maintained in order to ensure any commercial investments are informed by:

- Robust due diligence and decision-making;
- Sound risk management practice;
- Quantified with sound market intelligence;
- Strategic alliances through joint ventures with those that share our values and vision; and
- Maintaining a balance between commercial assets and income generation that is not at the expense of our status as Mana Whenua.





Objectives and Actions

The Trust objectives with respect to economic prosperity includes:

Actions	Details	Stakeholders
Objective 1:	Understanding existing and future commercial opportunities for the Trust and its members in the short, medium and long-term.	
Action 1.1: Stocktake of existing and future commercial opportunities.	Assessment of opportunities and risks associated with investments based on robust market intelligence and input from Trustees.	PNBST Trustees, Property Advisors.
Objective 2:	Joint ventures established with strategic partners that will generate sustainable income.	
Action 2.1: Explore joint ventures with credible partners that share mutual values with the Trust and its strategic direction.	Exploring opportunities for joint ventures that are sound and protect the interests of the Trust in order to generate a return on commercial investments.	Property Advisors, Banking Lenders.
Objective 3:	Maintaining and growing relationships with stakeholders within the commercial arena.	
Action 3.1: Engagement with key stakeholders.	Building and maintaining contacts with key stakeholders in the commercial field, particularly with those who share the same philosophy and values as the Trust.	Government Officials, Banks, Property Advisors, Councils, Housing New Zealand.

Risk adverse

Immediacy of generating income in the short-term to maintain operations

Identifying strengths and weaknesses in the commercial arena

CHALLENGES

Balancing commercial interests and cultural philosophy

Limited cash flow

To generate sustainable income

Strong leadership and commitment

Explore robust investments

Diversify our commercial portfolio

Capital City ... Commercial Opportunities...established networks

OPPORTUNITIES

Leverage off existing relationships (public and private sector)

Existing property portfolios

Joint ventures (public/private)



Social Well-Being

E raka te mauī, e raka te matau.

A community can use all the skills of its people.

Positioning the Trust

The Trust is focussed on mobilising and promoting opportunities for social cohesion through facilitating linkages with agencies to enable community engagement and participation.

Objectives and Actions

The Trust objectives with respect to Taranaki Whānui social well-being and actions to achieve those objectives are:

Actions	Details	Stakeholders
Objective 1:		
Parents and whānau who are able to positively guide their children's behaviour.		
Action 1.1: Work with key stakeholders to provide positive parenting skills.	Providing information and conducting parenting workshops specifically for Taranaki Whānui whānau on positive parenting and role modelling.	Family and Community Services, Social Service Agencies, Parents as First Teachers, Kōhanga Reo, Local Marae.
Objective 2:		
A literate community.		
Action 2.1: Develop a whānau centred initiative in collaboration with partners that improves literacy and numeracy within families.	Addressing inter-generational literacy and numeracy challenges within families by working collaboratively with stakeholders.	Ministry of Education, Literacy Aotearoa, Family and Community Services, Work and Income, Parenting NZ, Te Puni Kōkiri.

Poor health and social indicators for Māori

Fragmentation of services

Accessibility to services

Lack of positive role-modelling in families

CHALLENGES

Social isolation

Lack of positive role-models

Lack of personal responsibility for well-being

Poor parenting skills

Partnerships with existing service providers

Utilising the expertise and skills of Taranaki Whānui professionals within the field

Social cohesion

OPPORTUNITIES

Influence future generations

Improved health indicators for Māori and Whānau

Developing joint projects with service providers to ensure quality provision



Healthy Whānau

He aha te mea nui tea o? He tangata! He tangata! He tangata!

What is the most important thing in the world? It is people! It is people! It is people!

Positioning the Trust

Partnering with existing and new health providers to proactively promote services and support available for whānau through joint initiatives and schemes with iwi input provides the impetus for empowering individuals to take action and ownership for their health. These partnerships will assist us to develop this picture and create a pathway for partnership and co-operation, developing proactive solutions that focus on prevention rather than cure.

Objectives and Actions

Actions proposed by the Trust for healthy whānau include:

Actions	Details	Stakeholders
Objective 1: Healthy whānau		
Action 1.1: Access to health information, services and support.	Improving Māori health information and access through the provision of interactive workshops and information sessions.	Ministry of Health, Public Health Organisations, District Health Boards, Work and Income.
Action 1.2: Successful Māori health models promoted that encourage the mobilisation of whānau to create health solutions.	Promotion of successful health models of service delivery and initiatives that empower Taranaki Whānui members and whānau.	Public Health Organisations, District Health Boards.
Objective 2: Identifying Māori health inequalities.		
Action 2.1: Conduct a health environmental scan.	Conduct an environmental scan of the existing health needs of Taranaki Whānui members and services/programmes.	Community Māori Health Providers, District Health Boards.
Objective 3: Ensuring Taranaki Whānui representation decision-making within the health and disability sector.		
Action 3.1: Development of health workforce plan.	Attract and grow Taranaki Whānui members into the health and disability sector through the development of a workforce plan.	Ministry of Health, Public Health Organisations, District Health Boards, Department of Labour, Ministry of Social Development.
Action 3.2: Active participation and membership on health and community boards and other health providers and health advocates.	Māori participation in health and disability services via representation on health boards.	Taranaki Whānui Members, Trustees.



Traditionally poor health indicators for Māori

Multiple service providers

Understanding what health services exist in the rohe

CHALLENGES

Associated costs with medical care

Lack of information to make informed health choices

Lack of ownership or urgency to seek medical attention

Existing expertise and skills of members/Trustees

Adoption of preventative health model

Increase participation in the health and disability workforce

OPPORTUNITIES

Improve health inequalities through joint ventures

Strengthen relationships with Public Health Organisations

Participation in sports & recreation



Educating for Success

*Whāia te iti kahurangi.
Ki te tūohu koe, me he maunga teitei.*
Pursue excellence – should you stumble, let it be to a lofty mountain.

Positioning the Trust

The Trust is well positioned to take advantage of relationships with tertiary institutions given our location and existing networks to assist our members’ to achieve their aspirations. Achieving our aspirations within the education arena must encompass a nurturing and supporting mentality that starts at early childhood and is a continuum of learning that spans a lifetime. The Trust sees itself playing a leadership, facilitating and influencing role through the development and co-ordination of activities alongside existing service providers and schools to avoid duplication of effort and resources.

Objectives and Actions

Actions proposed by the Trust for educating for success includes a focus on nurturing our children and engagement within the secondary and tertiary education realm.

1. Nurturing our Children

Actions	Details	Stakeholders
Objective 1:	Growing and nurturing the potential of our children through the promotion of cultural identity and values.	
Action 1.1: Working collaboratively with early childhood providers in the promotion of cultural identity and values.	Working alongside key stakeholders to investigate the effectiveness of existing teaching methods in the promotion of cultural identity and learning at early childhood level.	National Kōhanga Reo Trust, Local Marae, ECE Providers, Ministry of Education.

2. Supporting Rangatahi

Actions	Details	Stakeholders
Objective 2:	Supporting Rangatahi to reach their full potential.	
Action 2.1: Developing an events calendar specifically for Rangatahi.	Ensuring specific rangatahi forums and events are held with the development of an events calendar and specific workshops engaging rangatahi.	PNBST Rangatahi Co-ordinator, Local Councils, Youth Transition Services, Youth Service Providers.
Action 2.2: Developing a Rangatahi strategy.	Develop a rangatahi strategy in conjunction with rangatahi that adopts a strengths based approach.	PNBST Rangatahi Co-ordinator, Taranaki Whānui rangatahi, Youth Service Providers, Ministry of Youth Development, Local Councils.



3. Educated Achievers

Actions	Details	Stakeholders
Objective 3:		
Improved knowledge, skills and educational attainment of Taranaki Whānui members, building a resilient workforce for the future.		
Action 3.1: Development of a Māori Tertiary Education Strategy for Taranaki Whānui members.	Identify and analyse the needs, aspirations and priorities of Taranaki Whānui members.	Tertiary Institutions, Government Agencies.
Action 3.2: Establishment of Tertiary Education Governance and Steering Group.	Establish a Tertiary Education Governance and Project Steering Group.	PNBST, Industry Training Organisations, Employers, Employers Chamber of Commerce, Tertiary Institutions, Work and Income.
Action 3.3: Implementation of Tertiary Education recommendations.	Implementation of education recommendations with stakeholders.	PNBST, Central/local government agencies, Tertiary Institutions, Private Training Providers.
Action 3.4: Development of cultural tourism and hospitality package.	Working with key stakeholders to develop a unique cultural tourism and hospitality package that promotes the values of Taranaki Whānui culture and customs.	Māori Tourism Council, Industry Training Organisation, TPK, Work and Income, Local Council
Objective 4:		
Encouraging and promoting Māori leadership and mentoring.		
Action 4.1: Advocate and encourage participation on governance boards.	Positioning Taranaki Whānui in leadership positions at a governance level to inform education policy and decision-making.	Central Government, Industry, Tertiary Institutions.
Action 4.2: Profiling of Taranaki Whānui leaders and role models - celebrating success.	Development of profiles of existing motivational and inspirational role models and leaders within Taranaki Whānui.	PNBST Rangatahi Co-ordinator, PNBST Members.



Actions	Details	Stakeholders
<p>Action 4.3:</p> <p>Co-ordination of pastoral care and support.</p>	<p>Co-ordination of a pastoral care and support framework with mentors identified to encourage the achievement of academic excellence and retention in training courses.</p>	<p>PNBST Rangatahi Co-ordinator, Central Government agencies, Tertiary Institutions, Local Marae.</p>
<p>Objective 5:</p> <p>To encourage and promote academic and learning excellence by facilitating access to scholarships.</p>		
<p>Action 5.1:</p> <p>Access to educational scholarships.</p>	<p>Facilitating links to existing scholarships for Taranaki Whānui members.</p>	<p>Māori Education Trust, Tertiary Institutions, District Health Boards.</p>

Low or no educational qualifications post-secondary school

High unemployment rate amongst Māori

Literacy and numeracy issues

Cap on places at tertiary institutions

CHALLENGES

High non-completion rate of Māori in Tertiary Institutions

Lack of pastoral care and support within some tertiary institutions

Lack of work ethic and motivation

Lack of visible Taranaki Whānui role models

Central hub of educational excellence in the Capital City

Economic and business activity and opportunities

Identifying future leaders and role models

OPPORTUNITIES

Youthful population and membership base

Government emphasis on youth training schemes



Affordable and Healthy Homes

Nāku te rourou nāu te rourou ka ora ai te iwi.

With your basket and my basket the people will live.

Positioning the Trust

The Trust is foremost concerned that Taranaki Whānui are housed in warm, safe and affordable housing. Recognising that whānau have different needs the Trust has adopted a multi-pronged approach that will involve advocacy, promotion of services and co-ordination of workshops alongside key agencies and partners.

Objectives and Actions

Actions proposed by the Trust for affordable and healthy homes include:

Actions	Details	Stakeholders
Objective 1:		
Understanding Taranaki Whānui housing needs in the Port Nicholson Block area.		
Action 1.1: Housing Survey conducted.	Development of a housing survey of Taranaki Whānui members to ascertain key priorities and areas for investment by the Trust.	PNBST, Taranaki Whānui Members.
Objective 2:		
Access to affordable and good quality housing.		
Action 2.1: Co-ordination of housing support for potential home owners.	Access to housing support available from service providers to encourage the uptake of home ownership.	Banks, Housing New Zealand Corporation, Work and Income.
Action 2.2: Encouraging energy conservation and efficiency to create healthy homes.	Co-ordination of services and funding to Taranaki Whānui members to access to build and develop healthy homes through energy conservation.	Energy Efficiency and Conservation Authority, Energy Wise, Installation Service Providers, District Health Boards.
Objective 3:		
Providing leadership and input into housing policy and service delivery.		
Action 3.1: Participation in Governance Committees and Steering Groups.	Providing robust advice and guidance into joint housing policy developments through participation in strategic advisory and governance boards.	Housing New Zealand Corporation.



Insufficient
disposable income

Lack of information
on what is available

Overcrowded housing

CHALLENGES

Lack of access to finance

Older housing stock

Inter-generational state
housing dependency

Utilisation of existing Trust assets for housing
developments (social and/or private partnerships)

Partnerships with Housing
New Zealand Corporation and
home installation Services

OPPORTUNITIES

Warm, safe and secure housing

Access to
affordable housing



Safe Communities

He waka takere nui.

A canoe in which we are all united as one.

Positioning the Trust

Safe and strong communities contribute to the overall sense of social cohesion. The Trust will play a co-ordination and partnering role alongside existing service providers and agencies in the local community. By providing advocacy and facilitating support for our members we will ensure there is the ability to provide joint community solutions at a local level.

Objectives and Actions

Actions proposed by the Trust for safe communities include:

Actions	Details	Stakeholders
Objective 1:		
Safe Communities.		
Action 1.1: Development of crime prevention strategies.	Partnering with existing agencies to promote safer communities programmes	Local marae, NZ Police, Safer City Community Groups, Local Council, Social Service Agencies, Senior Citizens Office.
Action 1.2: Piloting a driver's license programme.	Piloting a local initiative with Work and Income to assist dis-qualified drivers who drive illegally to obtain a legal license, incorporating core principles of budgeting, time management, literacy/numeracy, work ethic and cultural identity.	NZ Police, Work and Income, Department of Courts/Probation, Private Training Establishments, Literacy Aotearoa.
Objective 2:		
Building the capacity and capability of Taranaki Whānui through recruitment within the NZ Police and Defence/Armed Forces.		
Action 2.1: Development of a recruitment and workforce plan.	Recruitment of Taranaki Whānui members for employment opportunities within the Defence and NZ Police force through targeted information seminars and recruitment drives.	NZ Police, Defence Force, Armed Services.

Increase in seriousness of crimes and offending

Pressure on community policing

Poor parenting skills

CHALLENGES

Kaumātua with no whānau support or socially isolated

High criminalisation and recidivist rates

Anti-social behaviour

Participate in governance and advisory boards at strategic level

Development of Memorandum of Understandings with key agencies

OPPORTUNITIES

Proactive crime prevention strategies implemented

Recruitment of Māori within the police and armed/defence forces

Strengthening families engagement in local communities



Cultural Well-Being

Ko tāku reo tāku ahō, ko tāku reo tāku māpihi mauria.

My language is my awakening; my language is the window to my soul.

Positioning the Trust

Whānau are the building blocks of cultural well-being. It is through the passing down of knowledge, skills and respect for our tikanga, reo and culture that we are able to affirm ourselves as Taranaki Whānui. However, we also need leadership and co-ordination to ensure that Taranaki Whānui culture, reo and tikanga is passed down from generation to generation. The Trust’s role in providing this leadership revolves around developing strategies and forging relationships with key providers to develop action plans at a marae level which at their heart are about nurturing and promoting Taranaki Whānui culture, reo and tikanga and protecting and promoting our taonga, performing arts and sports.

Objectives and Actions

Actions proposed by the Trust for cultural well-being include:

Actions	Details	Stakeholders
Objective 1: Strong Taranaki Whānui community.		
Action 1.1: Te Reo needs assessment.	Identify Taranaki Whānui members’ proficiency in te reo Māori me nga tikanga Māori.	Marae, Te Puni Kōkiri, Te Taura Whiri.
Action 1.2: Investigate a Community Marae Strategy.	Investigate the need for a community Marae strategy to nurture Taranaki Whānui communities through cultural development, reo education, sports endeavour and community engagement.	Taranaki Whānui marae, Sport and Recreation Council, Te Puni Kōkiri, Te Taura Whiri, local sport clubs.
Objective 2: Te Reo me nga Tikanga o Taranaki Whānui readily spoken and practiced.		
Action 2.1: Promote te reo o Taranaki me nga tikanga.	To promote and support existing te reo o Taranaki programmes and initiatives.	In association with other Taranaki Whānui marae, Te Taura Whiri.
Action 2.2: Ensure that Taranaki Whānui tikanga is appropriately conducted at formal events.	To operate a professional Taranaki Whānui tikanga service, available to a broad range of clients/ stakeholders.	Port Nicholson Block Settlement Trust.



Objective 3: Protecting and promoting the cultural identity of Taranaki Whānui, and tell our stories.		
<p>Action 3.1:</p> <p>Develop strategic partnerships to protect and promote our taonga.</p>	<p>Develop memoranda of understanding with Te Papa, Tongarewa & the Department of Internal Affairs, Archives NZ and National Library, and local museums related to the protection and promotion of Taranaki Whānui culture, reo, and tikanga.</p>	<p>Te Papa, Tongarewa, Department of Internal Affairs (Archives NZ and National Library), Local museums and archives.</p>
<p>Action 3.2:</p> <p>Telling our story.</p>	<p>Promoting the telling of Taranaki stories, through a range of media, including kapa haka, public sculptures, artworks, publications.</p>	<p>Local Councils, Primmer Trust, Wellington Waterfront Ltd, major Wellington corporates.</p>

Nurturing and developing healthy and functional Taranaki Whānui communities

Protecting and preserving our taonga

Support the development of Taranaki Whānui communities

Promoting our Marae as functional centres of learning, participation and assistance

Story telling....telling our stories and recording our history....our experiences

CHALLENGES

OPPORTUNITIES

Documenting our history and telling our stories

Survival of Taranaki Whānui culture, reo and identity

Making Taranaki Whānui culture visible and our reo heard

Protecting and promoting our taonga and sites of significance

Celebrating our identity and success

Bring Taranaki Whānui together through sports, arts and cultural activities



Economic Well-Being

Ki te kahore he whakakitenga ka ngaro te iwi.

Without foresight or vision the people will be lost.

Positioning the Trust

The Trust through existing assets and commercial opportunities is positioned to generate economic wealth and create business, employment and training opportunities for Taranaki Whānui members in the short and medium to long-term. Our position is to facilitate access and support to existing service provision and potential support through business networks and economic development agencies across the rohe that encourages prosperity through economic development.

Objectives and Actions

Actions proposed by the Trust for economic well-being include:

Actions	Details	Stakeholders
Objective 1:		
Partnering with key agencies to maximise cultural tourism opportunities in the Capital City.		
Action 1.1: Identifying existing and future tourism opportunities.	Mapping existing and future business ventures that offers cultural tourism as an integral part of showcasing the region and its history.	Local Councils, Employers Chamber of Commerce, Māori Tourism Council, Private Sector, Wellington Tenth Trust, Museums/Galleries.
Action 1.2: Development of an integrated labour market plan.	Mapping existing and future developments within the Trust and via strategic alliances that matches labour force requirements .	Mapping existing and future developments within the Trust and via strategic alliances that matches labour force requirements.
Objective 2:		
Supporting Māori Business Networks and Small to Medium Enterprises (SMEs) to grow.		
Action 2.1: Promotion of Māori innovation and capability within the research and development (R&D), science and technology sectors.	Partnering with existing institutions to promote and generate opportunities in the science, research and technology field.	Local Economic Development Agencies, Business, Tertiary Institutions, Crown Research Institutes.
Objective 3:		
Supporting Māori Business Networks and Small to Medium Enterprises (SMEs) to grow.		
Action 3.1: Supporting entrepreneurship and business start-ups.	Encouraging business entrepreneurship and business start-ups in local communities and through school system.	Entrepreneurship New Zealand Trust, Work and Income, Local Economic Development Agencies, Secondary Schools, Te Puni Kōkiri.



Actions	Details	Stakeholders
Objective 4:		
Providing employment opportunities for Taranaki Whānui members through partnerships with the public and private sector.		
Action 4.1: Development of internships and/or cadetships within the public and private sector.	Partnering with public and private sector partners to encourage internships (paid or work experience) that encompass career growth and development.	Work and Income, Central/Local Government, Private Sector.
Objective 5:		
Celebrating Māori business success and entrepreneurship.		
Action 5.1: Showcasing successful local Māori businesses within the rohe through good news stories and profiles.	Promotion of success stories through Trust newsletter and website, including other external publications via business networks.	PNBST, Te Puni Kōkiri (Māori Business Facilitation Service), Employers Chamber of Commerce, Local newspaper, Radio

Lack of business
start-up funding
available

Economic and
financial constraints
post-recession

CHALLENGES

Insufficient disposable income

Keeping abreast of
technological advancements in
a digital world

Maximising Rugby World Cup 2011 opportunities

Improve quality of skills,
education and qualifications

Existing asset base to
leverage from with
stakeholders

OPPORTUNITIES

Strengthen linkages with
tertiary institutions

Invest in growth
sectors to generate
wealth

Showcase Taranaki
Whānui culture
on a global and
international scale

Planting seeds of
entrepreneurship at early age



Environmental Well-Being

Whatungarongaro te tangata toitū whenua.

As man disappears from sight, the land remains.

Positioning the Trust

The Trust intends playing an active role by ensuring the sustainable management of natural and physical resources and the reinstatement of areas of cultural significance to Taranaki Whānui. The Trust’s role is to advocate for Taranaki Whānui as a whole through planning, advocacy, and representation. Its role is to advance our environmental position from a marae level. The Trust looks to build on the positive relations that it has with marae, local authorities, government agencies and local environmental groups in an effort to influence decision-making related to key infrastructure and public transport.

Objectives and Actions

Actions proposed by the Trust for environmental well-being include:

Actions	Details	Stakeholders
Objective 1:		
Sustainable management of our natural and physical resources.		
Action 1.1: Develop a Taranaki Whānui environmental and spatial plan.	Develop an overarching environment and spatial plan which details Taranaki Whānui’s, objectives, policies and desired methods for managing our environment, and its vision in terms of long term public infrastructure.	Taranaki Whānui, Ministry for the Environment, Department of Conservation and Councils.
Action 1.2: To actively engage with councils on resource management planning.	To actively promote Taranaki Whānui environmental and cultural values to Councils and the Department of Conservation planning and applications for resource consent.	Taranaki Whānui, Department of Conservation and Councils.
Objective 2:		
Cultural sites of significance are protected and promoted.		
Action 2.1: Develop and implement management plans of areas of cultural and conservation significance.	Development of management plans for those areas of land that are owned by the Trust and contain sites of cultural and conservation significance.	Taranaki Whānui marae, Department of Conservation and Councils.
Action 2.2: Restore and develop landmarks that celebrate Taranaki Whānui.	To develop a plan which sets out how the Trust, in collaboration with other agencies, will work to restore and develop landmarks that celebrate Taranaki Whānui presence in the Wellington region.	Local Councils, Primmer Trust, Wellington Waterfront Ltd, major Wellington corporates.



Actions	Details	Stakeholders
Objective 3:	An ECO-friendly rohe.	
Action 3.1 To promote eco-city exemplars.	To identify and support actions which are eco-friendly, including transport options, renewable energy, climate change mitigation measures.	Taranaki Whānui, Councils, environmental and consumer groups.
Action 3.2 To promote eco-friendly conduct amongst Taranaki Whānui members.	To work with councils and environmental and community organisations to promote eco-friendly actions which can be implemented at a whānau-level.	Taranaki Whānui, Councils, environmental and consumer groups.

Dislocation of Taranaki Whānui from our kāinga

Destruction of cultural sites of significance to Taranaki Whānui

Reclamation of the Harbour and the tunnelling of streams

CHALLENGES

Landscapes of significance to Taranaki Whānui

Deforestation and siltation

Access to the coastline and our traditional fishing grounds

Cultural change to embrace eco-friendly practice and living

Support the sustainable management of natural and physical resources

Protection of cultural sites of significance

OPPORTUNITIES

Protecting our Harbour, islands and coastline

Influencing move to an eco-friendly City

Promoting affordable, efficient and safe public transport



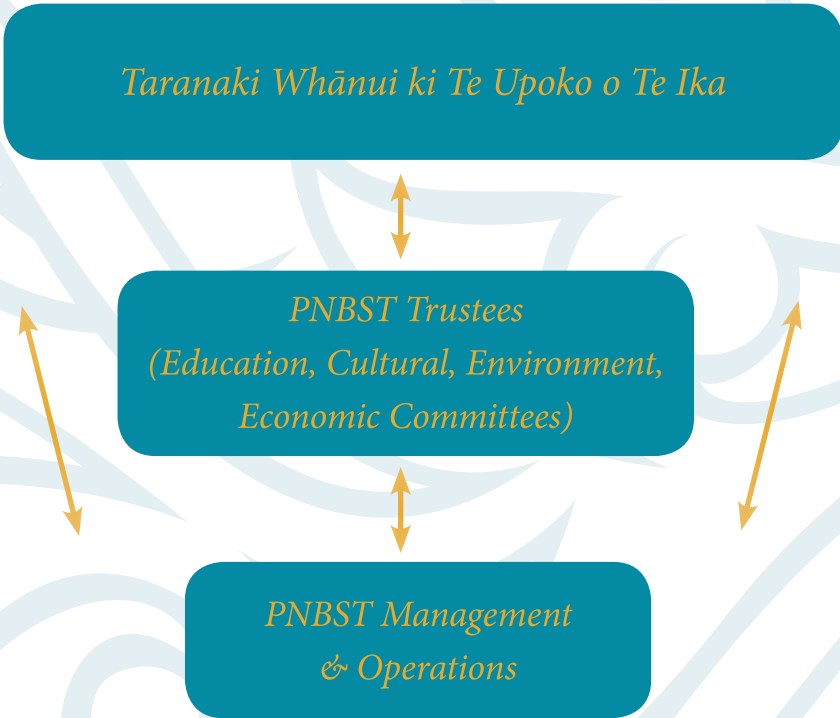
Strategy Ownership, Monitoring and Review

The Trust has already established governance and management structures to ensure effective monitoring of actions and strategies contained in the plan. The establishment of three committees have been aligned with three of the key focus areas – economic, cultural and education committees. A fourth committee will be established to align with the environmental well-being (and is likely to be focused on natural resources). Committees will be accountable for providing collective feedback on key deliverables and outcomes achieved within the strategic plan.

To ensure that the plan is reflective of the current and future needs of members’ and the environment it is evolving and is intended to be fluid in adapting to future economic or social conditions that may arise within the five year period. The plan will be reviewed on an annual basis alongside the Trusts annual plan with progress updates on key strategies and goals in terms of monitoring occurring on a quarterly basis.

Evaluation of the plan will involve a multi-faceted approach to gauge satisfaction from members, strategic partners and stakeholders and other key players involved with the design and implementation of the strategies in the plan to ensure we optimise opportunities to learn and develop as we move forward.

Diagram 3: Accountability Structure





Appendix A: Stakeholder Relationships

Building strong relationships with key individuals and organisations to assist with the achievement of the strategic plan is critical. The Trust has identified key stakeholders at a local and national level that we endeavour to establish, maintain and strengthen our relationship with in achieving our vision.

Stakeholders	Nature of Relationship	Action Plan
Tanaraki Whānui ki Te Upoko o Te Ika	Engagement, participation, information sharing.	Developing strategies that align with member's aspirations. Sharing of information and engagement.
Wellington Tenth's Trust	Engagement, collaboration.	Sharing of information, planning, collaboration on initiatives.
Palmerston North Reserves Trust	Engagement, collaboration.	Sharing of information, planning, collaboration on initiatives.
Parininihi ki Waitotara Incorporation	Engagement, collaboration.	Sharing of information, planning, collaboration on initiatives.
Wakatū Incorporation	Engagement, collaboration.	Sharing of information, planning, collaboration on initiatives.
Te Rūnanganui o Taranaki Whānui ki Te Upoko o Te Ika	Engagement, collaboration.	Sharing information, planning, collaboration on initiatives.
Local Authorities		
Wellington City Council	Partnership, collaboration.	District planning, infrastructure investment, community services, recreation and culture, consenting, civil defence. Memorandum of understanding.
Lower Hutt City Council	Partnership, collaboration.	District planning, infrastructure investment, community services, recreation and culture, consenting, civil defence. Memorandum of understanding.
Upper Hutt City Council	Partnership, collaboration.	District planning, infrastructure investment, community services, recreation and culture, consenting, civil defence. Memorandum of understanding.
Greater Wellington Regional Council	Partnership, collaboration.	Environment management, protection of Harbour and marine environment, infrastructure, regional economic development consenting. Possible memorandum of understanding.



Stakeholders	Nature of Relationship	Action Plan
Significant Offices		
Office of the Governor General	Information sharing, engagement, cultural support.	Support role of Governor-General, as the Queen's representative, in Wellington and beyond.
Department of the Prime Minister and Cabinet	Information sharing, cultural support.	Sharing of information, planning, collaboration on initiatives. Overarching Accord to be signed with Prime Minister.
Diplomatic Community	Information sharing, cultural support, secondments.	Cultural support to diplomatic community.
Government Agencies		
Department of Conservation	Partnership, sharing, collaboration, support, information sharing.	Conservation management, wetlands protection, species management, education and awareness. Support for iwi environmental management plan. Cultural support. Protocol in place through Treaty Settlement.
Ministry for the Environment	Partnership, sharing, collaboration, support, information sharing.	Information sharing, education and awareness. Support for iwi environmental management plan. Cultural support. Portfolio accord to be formed through whole of government arrangement.
Ministry of Fisheries	Partnership, sharing, collaboration, support, information sharing.	Information sharing, education and awareness. Support for iwi environmental management plan. Cultural support. Protocol in place through Treaty Settlement.
New Zealand Police	Partnership, sharing, collaboration, support, information sharing.	Information sharing, collaboration on youth and safer community initiatives, collaboration on Police recruitment. Cultural support. Memorandum of understanding signed on 29th September 2010.



Stakeholders

Nature of Relationship

Action Plan

New Zealand Defence Force	Partnership, sharing, collaboration, support, information sharing.	<p>Close engagement on Defence Force properties disposals. Cultural support for Defence Force.</p> <p>Portfolio accord to be formed through whole of government arrangement.</p>
Ministry of Health	Partnership, sharing, collaboration, support, information sharing.	<p>Support to Trust in meeting health objectives, particularly around surveying and information. Trust involvement on health decision making fora/bodies.</p> <p>Portfolio accord to be formed through whole of government arrangement.</p>
Ministry of Education Education	Partnership, sharing, collaboration, support, information sharing.	<p>Support to Trust in meeting objectives, particularly around surveying and information. Trust involvement on health decision making fora/bodies.</p> <p>Portfolio accord to be formed through whole of government arrangement.</p>
Tertiary Education Commission	Partnership, sharing, collaboration, support, information sharing.	<p>Support to Trust in meeting tertiary education objectives, particularly around surveying and information. Trust involvement on health decision making fora/bodies.</p> <p>Portfolio accord to be formed through whole of government arrangement.</p>
Ministry of Social Development	Partnership, sharing, collaboration, support, information sharing.	<p>Support to Trust in meeting social objectives, particularly around surveying and information. Trust involvement on social well-being decision making fora/bodies.</p> <p>Portfolio accord to be formed through whole of government arrangement.</p>



Stakeholders	Nature of Relationship	Action Plan
Ministry of Economic Development	Partnership, sharing, collaboration, support, information sharing.	Support to Trust in meeting economic objectives, particularly around surveying and information. Trust involvement on social economic decision making fora/ bodies. Portfolio accord to be formed through whole of government arrangement.
Ministry for Culture and Heritage	Partnership, sharing, collaboration, support, information sharing.	Collaboration in identifying, protecting, and promoting taonga o Taranaki. Protocol in place through Treaty Settlement.
Department of Internal Affairs	Partnership, sharing, collaboration, support, information sharing.	Collaboration in identifying, protecting, and promoting taonga o Taranaki. Letter of Commitment to be formed through whole of government arrangement.
National Library of New Zealand Te Puna Mātauranga o Aotearoa (incl Alexander Turnbull Library)	Partnership, sharing, collaboration, support, information sharing.	Collaboration in identifying, protecting, and promoting taonga o Taranaki. Letter of Commitment to be formed through whole of government arrangement.
Archives New Zealand	Partnership, sharing, collaboration, support, information sharing.	Collaboration in identifying, protecting, and promoting taonga o Taranaki. Letter of Commitment to be formed through whole of government arrangement.
Department of Corrections	Partnership, sharing, collaboration, support, information sharing.	Information sharing on Corrections projects and advance notice of Departments property intentions.
Te Puni Kōkiri	Partnership, sharing, collaboration, support, information sharing.	Collaboration on regional initiatives. Trust involvement on decision making fora/bodies. Overarching Accord to be signed with Minister of Māori Affairs.



Stakeholders	Nature of Relationship	Action Plan
Health Sector		
Capital and Coast District Health Board	Partnership, sharing, collaboration, support, information sharing.	Support to Trust in understanding health and well-being of members, and in developing appropriate intervention strategies. Involvement of Trust at governance level. Cultural support by Trust. Memorandum of understanding to be developed.
Hutt Valley District Health Board	Partnership, sharing, collaboration, support, information sharing.	Support to Trust in understanding health and well-being of members, and in developing appropriate intervention strategies. Involvement of Trust at governance level. Cultural support by Trust. Memorandum of understanding to be developed.
Education Institutions		
Massey University	Partnership, sharing, collaboration, support, information sharing.	Support to the Trust with the investment in our Māori Tertiary Education Strategy.
Victoria University	Partnership, sharing, collaboration, support, information sharing.	Support to the Trust with the investment in our Māori Tertiary Education Strategy.
WelTec	Partnership, sharing, collaboration, support, information sharing.	Support to the Trust with the investment in our Māori Tertiary Education Strategy.
Te Wānanga O Aotearoa	Partnership, sharing, collaboration, support, information sharing.	Collaboration and partnership in the provision of cultural training and development needs of members.
The Open Polytechnic	Partnership, sharing, collaboration, support, information sharing.	Support to the Trust with the investment in our Māori Tertiary Education Strategy.
Entrepreneurship New Zealand Trust	Partnership, sharing, collaboration, support, information sharing.	Support to the Trust with the investment in our Māori Tertiary Education Strategy.
Whitireia Polytechnic	Partnership, sharing, collaboration, support, information sharing.	Support to the Trust with the investment in our Māori Tertiary Education Strategy.



Stakeholders	Nature of Relationship	Action Plan
State Owned Enterprises, Crown Entities, and Crown Companies		
Housing New Zealand Corporation	Partnership, sharing, collaboration, support, information sharing.	Opportunities to collaborate on development projects.
National Institute of Water and Atmosphere	Partnership, sharing, collaboration, support, information sharing.	Opportunities for research and learning, especially on wetlands and harbour islands.
KiwiRail	Partnership, sharing, collaboration, support, information sharing.	Opportunities for collaboration on property development and transport strategies.
NZ Post	Partnership, sharing, collaboration, support, information sharing.	Opportunities for collaboration.
Te Papa Tongarewa	Partnership, sharing, collaboration, support, information sharing.	Collaboration in identifying, protecting, and promoting taonga o Taranaki. Letter of Commitment to be formed through whole of government arrangement.
Corporate		
Port of Wellington	Partnership, sharing, collaboration, support, information sharing.	Opportunities to collaborate on development projects.
Wellington International Airport	Partnership, sharing, collaboration, support, information sharing.	Opportunities to collaborate on development projects.





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