



30 May 2025

Ngā Maunga Whakahii o Kaipara 10-Year Report and Review

Summary

In 2022, Ngā Maunga Whakahii o Kaipara Development Trust (the Trust) engaged Renata Hakiwai of HTK Group to undertake an independent review marking 10 years since the 2013 Treaty Settlement. This 10-Year Report is a timely opportunity to pause, reflect, and reset – to celebrate our achievements, acknowledge our challenges, and map a path forward together.

The review is grounded in kōrero with whānau, trustees, directors, and staff, alongside a broad review of strategic and operational documents. It is informed by 182 whānau survey responses and over 20 interviews. It offers a candid view of where we are, how we got here, and what we need to do to move forward with unity and purpose.

Whānau Voice

While the Treaty Settlement itself stands as a significant milestone, its full potential has not been realised. Over the past decade, the Trust and its subsidiaries have faced major challenges, including:

- Governance instability and internal conflict that have stalled progress.
- High leadership turnover and unclear direction across the Group.
- Disconnection between the Trust and whānau, with many feeling unheard and disengaged.
- Lack of communication and transparency, leading to mistrust and frustration.
- Fragmented structures and poor planning, which have undermined delivery.

Many whānau have expressed that the promise of the settlement – stronger identity, more opportunities, and collective advancement – has yet to be fulfilled. In some cases, they feel more divided than before.

Strengthening Foundations

Despite these challenges, the desire for positive change is strong. The report calls for transformational shifts across six key areas:

1. **Strengthening identity and shared values** – reaffirming who we are as Ngāti Whātua ki Kaipara.
2. **Restoring unity** – fostering collaboration and shared purpose across the Trust and its subsidiaries.
3. **Improving communication** – being more present, transparent, and connected with our whānau.



KAIPARA

4. **Rebuilding trust and governance performance** – lifting the bar with clearer expectations, planning, and accountability.
5. **Developing future leadership** – building a pipeline of iwi leaders through succession and mentoring.
6. **Planning with intention** – aligning strategy, structures, and funding to deliver better outcomes for whānau.

Next Steps

A detailed set of recommendations is included in the full report, each accompanied with the Trust's response. The Trust is pleased to advise work has commenced on implementing the recommendations and considering interim structural changes to support the transition.

We sincerely thank everyone who participated in the review and the whānau for your patience while we navigate. Your openness and honesty have shaped this work, and we hear you. This review is a turning point – not just for reflection, but for action. We are committed to doing better by our whānau, together.

Margie Tokerangi

Chairperson

Ngā Maunga Whakahii o Kaipara Development Trust

margie@kaiparamoana.com



KAIPARA

Full Recommendations with Trust Board Responses

Ngā Maunga Whakahii o Kaipara Development Trust – Governance Improvements

1. To progress the activities, business, obligations under the trust deed, and the aspirations of whānau, the trustees need to fully commit to addressing the raru and hara that the trust has faced over the past few years. These commitments and compromises are made for the betterment of Ngāti Whātua o Kaipara, to progress the agenda for whānau. It is suggested that a timeframe is put in place to address these outstanding issues, and that addressing these issues are done on the marae through a tikanga process of hohou i te rongo. This is critical. **This is mission critical. Accepted. A timeframe will be established to guide implementation in accordance with tikanga and strategic alignment.**
 - a. Following hohou i te rongo, a Marae Restorative Justice process is implemented to address any outstanding formal matters relating to elected trustees. It is suggested that any matters that are LAW related will be applied using the principles of LORE and our own Ngāti Whātua o Kaipara tikanga. **Accepted. Five of the seven matters have been resolved, and the remaining two are work in progress.**
2. The trustees focus on providing greater clarity, direction, and purpose.
 - a. The development of a robust 50-year Strategy to provide a clear horizon and foresight as to what Tomorrow's Ngāti Whātua looks like for ngā mokopuna mā āpōpō. **Accepted. Board strategic planning workshops have been completed, and the 50-year horizon is embedded in the freshly drafted 2025–2028 Strategic Plan through its Vision, Role, Values, Generational Outcomes, Strategic Approach, and high-level outcomes from each Workstream.**
 - b. The development of a clear, comprehensive, and overarching strategic plan that charts the focus over the next 5-years. Despite being mandatory under the Trust Deed, this strategy should inform all associated focused planning across the group. **Accepted. The initial strategic plan will focus on a three-year consolidation and stabilisation period. It will then be reviewed and extended to a five-year planning horizon.**
 - c. The development of a greater purpose for the Development Trust outside the current transactional purpose. **Accepted. The Trust's purpose is centred on enhancing the capability, opportunities, and aspirations of our whānau, hapū, and marae — a commitment embedded at the heart of the Strategic Plan.**
 - d. The wider iwi and whānau have buy-in to the strategic direction and purpose of the Development Trust. This could be achieved through a series of wānanga and roadshows across the rohe gathering feedback and endorsement. This is an important function. **Accepted. Engagement is underway, and further wānanga dates will be confirmed to ensure input and collective endorsement of the strategic direction.**



KAIPARA

3. The trustees focus on improved comprehensive planning across the group
 - a. The trustees need to provide greater emphasis on ensuring governing documents across the group and its subsidiaries are well planned, reviewed and implemented on a standard yearly basis. As an example, KCDL needs to ensure appropriate planning is in place and key governing documents are signed off prior to the upcoming year. **Accepted.** The Trust will engage an independent governance mentor from Board Works. All planning will be aligned with the long-term strategic outlook, supported by annual plans, measurable targets, and a unified decision-making framework across entities.
 - b. A clear and comprehensive Group Distribution Policy with a 3-year horizon needs to be developed that is clear on its intent to support both fiscal and operational planning. **Accepted.** This will be implemented with guidance from the independent governance mentor and integrated into operational planning.
4. The trust invests in an ongoing governance capability and upskilling programme for both incoming elected board members, as well as continuous learning and development for current elected board members and directors across the group. **Accepted.** A continuous learning and development programme will be implemented with support from the governance mentor, as reflected in the Strategic Plan.
5. The trustees develop and adopt of a comprehensive set of governance policies and frameworks to help guide the board and its activities. **Accepted.** The development and adoption of governance policies and frameworks will proceed with the support of the governance mentor.
6. The board creates specific portfolios, and that each elected trustee is allocated a portfolio to lead. This will assist with the sharing of workload across the Board. It is suggested that these portfolios be aligned with the associated four Pou. Ngāti Whātuatanga, Taiao, Tupu, Tāngata. **Accepted.** The Board is working with independent expertise to align trustee portfolios with the revised Pou structure, ensuring consistency with the Strategic Plan.
7. The trust revisits the key strategic priorities and projects of the 2012- 2013 post settlement annual plan. It is suggested that that the trustees look at re-addressing and re-prioritising these for implementation as promised. **Accepted.** Strategic priorities from the 2012–2013 post-settlement plan was revisited and considered in April 2025, and have been incorporated within the new Strategic Plan to inform ongoing annual planning.

Ngā Maunga Whakahii o Kaipara Development Trust – Trust Deed Improvements

1. The trust deed allows for the hard wiring of year-on-year distributions directly to Ngā Marae e Rima. It is suggested that at least 10-25% of the total distribution year on year is allocated directly to marae for development purposes at their discretion. The allocation is to be agreed by the trustees of the Development Trust. **Accepted.** The percentage allocation will be reviewed to ensure financial sustainability and incorporated into the subsidiaries' decision-making framework.



KAIPARA

2. The trustees ensure that the planning provisions in clauses 9 and 11 of the trust deed are implemented in full. **Accepted in principle.** Amendments will be confirmed through the Trust Deed consultation process.
3. The wording of clauses 9 and 11 of the trust deed: **Accepted in principle (a, b, and c).** These revisions will be addressed as part of the Trust Deed consultation process.
 - a. be revised to reflect the logical sequence in which the planning processes need to occur,
 - b. be expanded to include a requirement for major funding and financial planning decisions to be included in the planning documents; and
 - c. be amended to include some degree of prioritisation of outcomes.
4. The trust deed be amended to explicitly provide for staggered elections. **Accepted.** Specific details will be finalised through the Trust Deed consultation process.
5. The trust deed around the election of trustees be amended for a suggested term limit of:
 - a. eight (8) consecutive years for any trustee, **Under consideration.** Trustees acknowledge whānau autonomy in electing representatives and will review this further during the consultation process.
 - b. a stand-down period of four (4) years before any trustee is re-eligible to stand. **Under consideration.** This recommendation will be reviewed in the context of whānau feedback during the consultation.
6. The trust deed be amended to provide for a review every 5-years of the trust deed. **Under consideration.** Trustees propose implementing this provision through policy rather than a Trust Deed amendment, subject to consultation.
7. The 'Major Transaction' provisions be renamed and expanded to 'Restricted Transactions' in the trust deed and be reviewed and further clarified. The suggested provisions include: **Accepted in principle (a, b, c) in conjunction with KDCL, with final details to be confirmed during the Trust Deed consultation process.**
 - a. Major transactions: approval by members of the acquisition or disposal of any asset by KCDL the value of which is greater than 50% of the Groups assets before the transaction requires approval by way of resolution by not less than 75% of the registered adult members of Ngā Maunga Whakahii o Kaipara who vote,
 - b. Material transactions: approval by the Development Trust
The acquisition or disposal of any asset by KCDL to the value of which is greater than 25% of the Groups assets before the transaction requires approval by the Trustees of the Development Trust
 - c. Taonga Property:
 - i. Any disposal of Taonga Property or removal of the status of Taonga Property requires the Development Trust approval



KAIPARA

- ii. The trustees will maintain a register of all Taonga Property and make the register available for inspection by all adult registered members.
- 8. The trust deed expands and further clarifies the appointment process with regards to the appointment of Directors to KCDL. The suggested added provisions include: **Accepted in principle (a and b) in conjunction with KCDL. The Trust will consider addressing this through policy development rather than a formal Deed amendment. Final details to be confirmed during the Trust Deed consultation process.**
 - a. Director Term
 - i. Director can only serve for a maximum of three (3) terms,
 - ii. The length of a term is three (3) years,
 - iii. The Development Trust has the right to remove any director's during the term of appointment, if it deems it necessary
 - b. Director Remuneration
 - i. An independent remuneration review is completed every 3 years
- 9. The 2018 constitutional review by David Grey be revisited, and any recommendations in this review that don't conflict with the recommendations provided in this 10-year report be adopted. These include recommendations,
 - a. 14. That the trustees adopt a Group-wide remuneration policy to ensure fairness and consistency across the Group. **Accepted. The Trust will progress this recommendation with support from independent governance expertise.**
 - b. 17. That the operation of the custodian trustee provisions in the trust deed be reviewed and the status of all Group assets be clarified. **Accepted. Implementation will proceed in alignment with the approach to constitutional and structural review.**
 - c. 20. That the trust deed be amended so that the Nohoanga Kaumātua nominee to the trust board is not subject to election. **Deferred. The Trust will seek legal advice regarding procedural requirements and will engage the Nohoanga Kaumātua for input.**
 - d. 21. That the trustees prepare and publish a policy (perhaps as part of a wider governance statement), and develop a programme, to give effect to section 4 of the trust deed. **Accepted. Details will be confirmed as part of the Trust Deed consultation process.**
 - e. 29. That the trust deed be amended to include the power, after appropriate consultation, to remove a trustee in exceptional circumstances by a unanimous vote of the remaining trustees. **Under consideration as further direction is required from whānau. Any amendments will be confirmed through the Trust Deed consultation process.**



KAIPARA

- f. 30. That the trust deed be amended to include the power to make a casual appointment, given appropriate consultation, in the event that a casual vacancy occurs within six months of an election. **Under consideration as further direction is required from whānau. The importance of maintaining representation across all five marae is acknowledged, and amendments will be addressed during the Trust Deed consultation.**
- g. 32. That the operation of the Whakapapa Committee be reviewed, with a view to devolving its responsibilities to the Nohoanga Kaumātua (and, in any case, to reduce the risk of politicisation) and to ensuring that it complies with the Privacy Act 1993. **Accepted. The Whakapapa Committee will be reviewed to improve representation. However, the proposal to devolve its responsibilities to the Nohoanga Kaumatua is declined due to the need for broader oversight**
- h. 34. That the trustees give consideration to facilitating a future-focused rangatahi gap with the objective of (amongst other things) improving the trustees' understanding of the rangatahi perspective as it relates to their governance responsibilities. **Accepted in principle. Final scope and implementation details will be developed through the consultation process.**

Marae – Trust Deed Improvements

1. An exercise is conducted amongst the Ngā Marae e Rima and the Development Trust to align certain provisions within the trust deed and the associated Marae constitutions and governing documentation around the mandated elected trustees. These alignments would include a, **Accepted in principle (a, b and c). Amendments will be confirmed in collaboration with marae during the Trust Deed consultation process.**
 - a. process for electing the elected trustees
 - b. disputes resolution and
 - c. a process for the removal of mandate
2. Mechanisms and provision are implemented within the trust deed following agreement by Ngā Marae e Rima. **Accepted in principle. Final provisions will be developed in alignment with marae feedback and confirmed through the consultation process.**
3. The trust deed be amended to include the power to make an interim appointment, given appropriate consultation, if a vacancy occurs within six months of an election. **Accepted in principle. The Trust acknowledges the importance of continuity in marae representation and will confirm interim appointment powers through consultation.**
4. Clause 8 of the Second Schedule of the trust deed be amended to require marae trustees to report back to the hapū of their marae on the progress being made by the trust towards the achievement of its strategic outcomes. **Accepted in principle. Reporting requirements will be refined in collaboration with marae and confirmed during the consultation process.**



KAIPARA

Nohoanga Kaumatua to review

1. The provisions in the trust deed relating to the Nohoanga Kaumātua be reviewed with a view to enhancing and elevating the mana of the group and embedding its functions more deeply into certain compliance procedures within the Group. Some suggestion includes, **Deferred. Shared with Nohoanga Kaumātua and agreed to allow time for further discussion on recommendations (a, b, and c), including strategic discussions on their role, purpose, and integration with the Trust. Amendments will be confirmed during the Trust Deed consultation process.**
 - a. Renaming Nohoanga Kaumātua to Te Taumata Kaumātua, as such, elevating its importance.
 - b. Implementing several provisions in the trust deed to ensure there are formal procedural functions in place. This could include:
 - i. taking the place of the whakapapa committee,
 - ii. endorsement sought or co-sign off on certain kaupapa which materially affect the cultural integrity and tikanga of Ngāti Whātua o Kaipara.
 - iii. provision for advice and guidance on areas of cultural importance
 - c. That the role of the Tari Pupuritaonga Trust be clarified that its functions be appropriately resourced, and that its trust deed be revised and streamlined.

Ngā Maunga Whakahii o Kaipara – Group Improvements

1. The trust establishes a 'One Group – Kotahitanga' policy which outlines the approach to operating across Ngā Maunga Whakahii, and the associated group of entities. It is suggested that this is clearly defined in the Statement of Intent and through a Letter of Expectations. But more importantly through respect, kōrero and whakawhanaungatanga. **Accepted. Implementation is underway. The overarching strategic plan, including Group values, will guide planning and decision-making frameworks across subsidiaries.**
2. There is great emphasis and priority on strengthening the relationships and interconnectivity across the Group starting with the relationship between the Development Trust and KCDL. **Accepted. Strengthening inter-entity relationships is a strategic priority, as outlined in the 2025–2028 Strategic Plan.**
3. There is one Group wide Finance, Audit and Risk (FAR) Committee that oversee these functions across Ngā Maunga Whakahii o Kaipara. It is suggested that the composition of this Committee is made up of, **Accepted that a Group-wide FAR Committee will be established, however its composition it to be reviewed to ensure alignment with the new strategic direction.**
 - a. 1 representative of the Trust
 - b. 1 representative of the KCDL
 - c. 1 representative of Whiti Ora
 - d. 2 independents



KAIPARA

- e. The Chief Executive as an 'ex officio'
4. A Group wide risk reporting framework, alongside a Group wide delegations' framework that provides clarity and transparency around delegated functions across the Group is developed and established. It is suggested that this is endorsed by the Development Trust and is outlined as part of the shareholders mandate process. **Accepted.** Development of a Group-wide risk and delegations' framework is in progress and aligned with the new strategic direction.
5. An internal Group wide engagement schedule is established, outlining touch points at all levels of the organisation. It is suggested that the schedule would outline formal engagement mechanisms between governance, management, and operations and that this is also endorsed through the shareholders mandate process. **Accepted.** Development of a Group-wide risk and delegations' framework is in progress and aligned with the new strategic direction.
6. An improvement plan is developed for the Shared Services unit with a focus on enhancing and improving the deployment of services across the Group to ensure they are efficient and effective. **Accepted.** Improvements to the Shared Services unit will be considered to ensure greater efficiency across the Group.
7. The Group wide financial and treasury functions are reviewed, and that consideration is made around the operating functions sitting within KCDL. **Accepted.** A review of financial and treasury operations is in progress, and future arrangements will align with the Group's strategic direction.
8. That a schedule of Group wide policies is developed and adopted across the Group to ensure consistency. **Accepted.** Development of a Group-wide policy schedule is in progress to ensure consistency and cohesion.

Whiti Ora – Overall Improvements

1. The form and function of Whiti Ora o Kaipara Charitable Trust is reviewed. Given there are low levels of distribution out to whānau, alongside no regular distributions out to Ngā Marae e Rima, the question should be raised as to whether another level of governance and compliance costs are needed. It is suggested that: **Accepted (a, b, c, d and e).** The Trust understands Whiti Ora is no longer operable. A review of its functions is underway, including options to redeploy governance responsibilities and streamline operations under the new strategic direction.
 - a. a focused review paper is developed to explore the potential dissolution of the board,
 - b. re-deploying its governance functions and responsibilities to the trustees of the Development Trust for direct oversight,
 - c. establish the 'Office of Ngā Maunga Whakahii o Kaipara' which will oversee the social development activities and will be managed by the Chief Executive on behalf of the Development Trust Board.



KAIPARA

- d. this will ensure distributions are being deployed directly to whānau without extra administration costs,
- e. the elected board members will be closer to the distribution activities, ensuring they have direct accountability over staff and the operations.

*This recommendation is by no means a reflection on performance and the good work the Whiti Ora Board is completing, but more a reflection on the structural architecture of the Group and the need to enhance efficiencies and eliminate further layers, compliance, and administration costs.

- 2. An outcomes reporting framework is developed which measures impact, satisfaction, and return on investment to whānau. **Accepted in principle. An outcomes framework is being developed to evaluate impact and return on investment for whānau.**
- 3. A consolidated dashboard report outlining the impact since settlement is developed. It is suggested that this is a rolling dashboard that is published online for the iwi to view and is updated every second quarter. **Accepted and reporting solutions will be considered as part of the communications strategy.**
- 4. A 'Whai Mahi' pathways to employment, or workforce development strategy is developed which focuses on enabling whānau into high value career pathways. **Accepted in principle and suitable workforce strategies will be scoped to align with the new strategic plan.**

KCDL – Overall Improvements

- 1. Several provisions within the KCDL constitution are reviewed and adopted. These include:
 - a. Expanding on the current provision in clause 5.2 of the constitution, ensuring these are reflective of the suggested and expanded changes within the Development Trust deed. **Accepted in conjunction with KCDL. This recommendation will be implemented in alignment with changes to the Development Trust Deed.**
 - b. The constitution allows for a Board representative observer. The observer will have no voting rights. This will ensure there is closer alignment across the Group and the Development Trust. **Accepted in conjunction with KCDL however considering that the observer role may take the form of a director seat. This remains under development as part of strategic alignment.**
 - c. The implementation of an 'ex officio' role to the KCDL board. This role will be held by the Chief Executive of the Development Trust. This will ensure there is closer alignment across the Group and its activities **Declined in conjunction with KCDL. The Trust and KCDL agree that appointing the CEO as an ex-officio director would create a conflict of interest due to their operational role in alignment with recommendation (1.e) below.**
 - d. Clause 5.4 – Remuneration, needs expanding and further detail to be provided clarified such as the cycle for reviews and claiming direct expenses for example. **Accepted in conjunction with KCDL. Consideration to implement within Policy**



KAIPARA

rather than the Trust Deed; with confirmation to occur during the Trust Deed consultation process.

- e. The Removal of clause 5.7. We recommend that no Director of the board should take on employment within the current operations of that company in which they are a director of. A clear line between Governance and Operations is required. **Accepted** in conjunction with KCDL noting this is consistent with recommendation (1.c) above.
 - f. The implementation of a 'Future Directors role' (Associate Director), with clear provisions around the role's rights and responsibilities. This will support and provide an important role around succession planning for future and aspiring whānau directors. **Accepted** in conjunction with KCDL with a recommended cap of five directors.
 - g. A specific clause is inserted with regards to company Dividends and the agreed provisions around distributions. **To be noted that these details will be further refined in the SIPO, and an agreed Distributions Policy.* **Accepted** in conjunction with KCDL. Dividend and distribution provisions will be defined with support from governance advisors to ensure alignment with the strategic investment framework.
 - h. Section 8 - Director Interest is expanded and additional provisions are implemented to ensure extra protection is provided to both the KCDL and the director in interest. **Deferred.** Legal advice will be sought to inform appropriate enhancements to director interest provisions.
 - i. The 'Major Transactions' or 'Restricted Transactions' be further clarified and defined within the Development Trust deed and that this is reflected and adopted within the KCDL constitution. **Accepted** in conjunction with KCDL. The Trust and KCDL will implement this change while retaining the one-third threshold as appropriate.
2. A full review and tidy up of the KCDL constitution are needed to be fit for purpose and relevant moving forward. Of note, for such a key document, we were surprised to see spelling mistakes and grammar throughout such an important cornerstone document. **Accepted.** A comprehensive review and refinement of the KCDL Constitution will be undertaken to ensure it is fit for purpose and free from errors.
3. The non-commercial activities of Ngā Maunga Whakahii o Kaipara Ngāhere Limited be clearly identified and that a discussion is held with the Office of the Chief Executive around where these activities should appropriately sit within the Group. **Accepted** in conjunction with KCDL. The non-commercial functions of NMWoK Ngāhere Ltd will be clearly defined to support transparency and appropriate accountability within the Group.
4. The trustees clarify how Ngāti Whātua o Kaipara values will be applied within KCDL and its operations. It is suggested that this is outlined in the key governing documents, alongside the development of an investment framework that reflects these values and is used to inform and underpin investment decisions. **Accepted** in conjunction with KCDL. Ngāti Whātua ki



KAIPARA

Kaipara values, as outlined in the strategic plan, will be embedded in KCDL's decision-making and investment frameworks.

5. The Chief Executive roles of the two current subsidiaries are renamed as General Manager. It is suggested that there are no functional changes, only 'name' changes. It is suggested that this would assist in mitigating the perceptions of whānau around the views of being a small PSGE with three Chief Executives. This would also mean the 'One Group' structure has one Chief Executive Officer across Ngā Maunga Whakahii. **Accepted in principle in conjunction with KCDL. Role titles will be reviewed in line with strategic realignment, ensuring operational roles reflect the future direction of the Group.**
6. A communications plan and a schedule of delegations is developed between KCDL and the Development Trust. It is suggested that the schedule of delegations around communications should provide guidance around what sits within the realms of the Development Trust for announcement, and what sits within KCDL. For example, a major development announcements or major PR event should be delegated to the Chairperson of the Development Trust unless advised. **Accepted in conjunction with KCDL. A communications and delegation framework will be developed between KCDL and the Development Trust to clarify roles and align with the overarching communications strategy.**

Improving Communications and Engagement

1. To enhance communication and engagement between the Development Trust and whānau, the following have been suggested, **Accepted (a and b). The Trust is committed to regular whānau hui and bi-monthly pānui as part of an improved communications strategy.**
 - a. That quarterly whānau hui are regularly held where the Development Trust report back on the last quarter, achievements, highlights, whilst announcing any pānui. This will coincide with karakia, waiata, and kai for any whānau who wish to attend. This would also be broadcasted to whānau members.
 - b. There are regular bi-monthly consolidated pānui is sent out to members from the Chairperson of the Development Trust.

Whaia te Kotahitanga

1. The trustees consider the recommendations around the establishment of a 'One Group - Kotahitanga' policy, which coincides both tikanga in the way we operate, in conjunction with technical aspects. **Accepted and work in progress to align with the values expressed in the 2025–2028 Strategic Plan.**
2. Every two years, a major Hui a Iwi event is held that promotes and celebrates te Kotahitanga o Ngāti Whātua o Kaipara. **Accepted (a) that a major hui-a-iwi event be held at least every two years with particular event details and schedule to be confirmed.**
 - a. It is suggested that this event would include hākinakina, a trade expo showcasing Ngāti Whātua business owners, workshops and many more activities that show cases whānau. The AGM would also be conducted within this major event on the sitting year. It is also suggested that this event is rotated across Ngā Marae e



Rima, and that the mana of the event is held with that marae. This should be enabled and supported by Ngā Maunga Whakahii o Kaipara.

3. Annual AGMs are rotated and hosted across Ngā Marae e Rima year on year. **Accepted.** Annual AGMs will be rotated across Ngā Marae e Rima to strengthen connection with our marae.

Enhancing Ngāti Whātua

1. A 'Mana ki te Whenua' strategy is developed, as part of the wider strategy of the Development Trust to grow the footprint of Ngāti Whātua o Kaipara across its rohe. It is suggested and informed by whānau aspirations that this could be through the on-going acquisition of whenua. **Accepted in principle and work in progress to align with the new strategy.**
2. An assortment of up to 12 Pou Whenua are commissioned for development and are placed at strategic points across our rohe to assert our mana to the whenua. This is in conjunction with a 'Mana ki te Whenua' strategy. **Accepted in principle and work in progress to align with the new strategy.**
3. As part of the annual planning process, resources are allocated for cultural programming with a focus on enhancing Ngāti Whātutanga through a schedule of activities. **Accepted and work in progress to align with the new cultural strategy.**
4. As part of the cultural programming and enhancing Ngāti Whātutanga identity, every year a hikoi a rohe is organised for whānau to visit cultural sites of significance, wāhi tapu, and the assets returned from the settlement. **Accepted in principle and work in progress to align with the new cultural strategy.**
5. The trustees prioritise the development of a Ngāti Whātua o Kaipara – Mātauranga Māori and Language Revitalisation Strategy - Te Rautaki Reo o me ōna Tikanga o Ngāti Whātua o Kaipara. **Accepted and work in progress to align with the new cultural strategy.**
6. The trustees progress the establishment of a Ngāti Whātua o Kaipara - Kōhanga Reo. **Accepted and work in progress to align with the new cultural strategy.**
7. The trustees prioritise the appropriate resourcing of the Taiao Unit and ensure appropriate planning is in place to discharge the trust's kaitiakitanga responsibilities across the takiwā. **Accepted and work in progress to align with the new strategy.**

Housing

1. The Development Trust has been awarded a housing planning grant from the Ministry of Housing and Urban Development and should work together with KCDL to develop a housing plan and an affordable housing programme for whānau members and that an agreement and compromise is reached with regards to reduced financial returns in lieu of whānau social outcomes. **Accepted in principle. Although the housing planning grant has been consumed, future development opportunities will be explored in alignment with the strategic plan**
2. The Development Trust work closely with whānau, marae, and Te Puni Kokiri to enable papakainga opportunities and access to Whenua Māori development opportunities.



KAIPARA

Accepted in principle. The Trust will consider this alongside other emerging opportunities in alignment with the new strategy.