



Ngātiwai Trust Board

Communications and Engagement Plan

From December 2014 to March 2015

PURPOSE

The purpose of this document is to map out a course of action that supports the Ngātiwai Trust Board (NTB) to achieve a mandate to, “*enter into direct settlement negotiations for the comprehensive settlement of all remaining historical Treaty of Waitangi Claims*”¹.

The NTB seeks to engage and communicate with Ngātiwai members to:

- address concerns and questions submitters raised during the Deed of Mandate submission process
- provide a greater level of understanding of the settlement journey/process
- gain a greater level of member involvement and support for the settlement process
- demonstrate how and when Ngātiwai Trust Board will report progress
- seek a greater level of support for the Deed of Mandate
- continue to build confidence in the Ngātiwai Trust Board and its overall activities.

BACKGROUND

In July of 2014 the Ngātiwai Trust Board submitted a Deed of Mandate (DoM) to the Office of Treaty Settlements (OTS) for public notification and submissions. The DoM was publicly notified on 12 July and again on 26 July 2014 in the Dominion Post, the NZ Herald, and Northern Advocate calling for submissions by 22 August 2014. The submission period was extended to 6 September 2014 to allow more time for Ngātiwai members to participate in the submission process.

At the end of this period 242 submissions to the DoM had been received which were comprised of 233 written submissions, one petition and eight video submissions. Of the written submissions received 42% supported the DoM and 58% opposed it. The level of support was higher (54%) among registered Ngātiwai members. The petition signatories (119) and video submitters opposed NTB's mandate.

In its role as the key government agency charged with monitoring progress on the mandating process OTS undertook to meet with submitters who:

- had signed the petition or made submissions using one of two templates, and/or
- were hapu based submitters namely Te Kapotai, Te Waiariki (including Ngati Takapari and Ngati Korora as one group) and Te Patuharakeke.

A hui was held at NorthTec Marae on 18 October 2014 where NTB were present. In addition the OTS held meetings with submitters where NTB members were not present. The OTS provided NTB with a summary of key issues from these hui/meetings. Note that hapu hui have yet to be confirmed.

After meeting with the OTS and Minister Finlayson in Wellington on 29 October 2014 and discussing the summary of key issues it was decided to develop and implement a

¹ Ngātiwai Trust Board Deed of Mandate: 8 July 2014, page 6.

communications and engagement plan that would enable the NTB to engage more fully with its members.

SUMMARY OF KEY ISSUES

The key issues raised by submitters and communicated to the NTB by OTS were as follows:

1. Lack of whānau and hapū representation in the mandate process

- Concerns were raised that NTB, as a marae-based entity, does not represent the interests of hapū for historical Treaty negotiations. Submitters felt that under the current NTB structure, people could only align to one marae. This was inconsistent with the way they view their whakapapa.
- Some submitters claimed that NTB had not consulted properly with whānau and hapū. These submitters stated there was insufficient information shared at hapū level about the pros and cons of direct negotiations versus Tribunal hearings. Other views included that hapū were not asked to come under the deed of mandate for direct negotiations.
- Other submitters pointed out that generally they wanted solutions to the issues being raised.
- Overall submitters were of the view that more communication and consultation with whānau and hapū was one of the key things they wanted from NTB.

2. Lack of communication and engagement with the claimant community

- We noted that this concern was linked in many cases to that of hapū representation. Some submitters felt that a lack of engagement with them had resulted in a lack of hapū representation.
- Some submitters felt that there was a need for more discussion with NTB about direct negotiations in general. Some suggestions were made for wānanga, and to invite discussion with other entities already in negotiations.

3. Concerns about NTB's internal processes

- Some submitters felt NTB's marae-based structure did not adequately represent the Ngātiwai claimant community.
- Questions were asked regarding the structure of NTB companies as set out in the annual report being different to the structure of accountability as set out in the draft deed of mandate. People wanted clarity on this from NTB.

4. Preference for Waitangi Tribunal hearings rather than direct negotiations

- Some submitters stated they had not had NTB's support in preparing their Wai claims to be heard by the Waitangi Tribunal. They asked how NTB could seek to negotiate on behalf of Wai claimants when Wai claimants did not feel NTB was interested in the substance of their claims.
- Other submitters felt a parallel process between Waitangi Tribunal hearings and direct negotiations would be suitable. Waitangi Tribunal hearings would allow claimants' grievances to be heard, while direct negotiations would begin the process of a Ngātiwai settlement.

5. Other issues raised at the hui included

- Opposition to the hapū Te Waiariki being included in the Ngātiwai claimant definition
- Ngātiwai Area of Interest extending into Te Parawhau lands.

Note that hapu specific concerns are yet to be fully clarified following OTS facilitated hui with these submitters.

ADDRESSING KEY ISSUES

To date NTB has worked towards addressing the key issues outlined in the summary above in the following ways.

Key Issues	Status
<p>1. Lack of whanau and hapu representation in the mandate process</p>	<p>DoM (pp 16-17) addresses representation on the NTB to date including a recent election.</p> <p>DoM (pp 20-22) addresses inclusion in the supporting structures going forward once a mandate is achieved (including hapu).</p> <p>OTS facilitated hapu hui tbc with some hapu</p>
<p>2. Lack of communication and engagement with the claimant community</p>	<p>DoM (pp 25-38) describes the level of engagement to date.</p> <p>This plan addresses engagement and communications from December 2014 to March 2015.</p> <p>DoM (pp 17-18 and 39) described further engagement post mandate including Hui, AGM, monthly newsletter/e-panui, fb and website updates.</p>
<p>3. Concerns about NTB's internal processes (e.g. Trust Deed review, restructure and tribal database)</p>	<p>A Trust Deed Review is in-progress. SGM scheduled to take place 28 February 2014.</p> <p>Explanation of the NTB restructure and accountability in a feature article in the January or February 2015 newsletter.</p> <p>Tribal database concerns to be clarified and addressed.</p>
<p>4. Preference for Waitangi Tribunal hearings rather than direct negotiations</p>	<p>Hearings are not curtailed now that Ngapuhi have achieved a parallel process. All WAI claimants can proceed to hearings. The issue is about funding.</p> <p>Understanding of parallel process for Ngatiwai to be clarified with WAI claimants and explored with CFRT and OTS (in-progress).</p>

ENGAGEMENT AND COMMUNICATIONS PLAN

Scope of this Plan

Timeframe: December 2014 to March 2015.

Goal:

This plan is intended to assist the transition from a non-recognised Crown Deed of Mandate to a Crown recognised Deed of Mandate.

Overall Objective:

If this plan is successfully implemented and the goal is achieved it is envisaged that the approach and measures set out in this plan will be adopted and combined with the support structures and processes set out in the NTB Deed of Mandate dated 8 July 2014.

- Objective 1** Engage with the following people or groups:
- Individual kaumatua or groups of kaumatua
 - Individual WAI claimants or groups of WAI claimants and key Submitters
 - Representatives of whanau, hapu, marae or other local groups.
- Objective 2** Release monthly Board summaries via NTB trustees and NTB communication channels (i.e. website and fb).
- Objective 3** Hold a special general meeting to review the NTB Trust Deed on 28 February 2015.
- Objective 4** Commence planning to hold a wānanga that discusses PSGE representation after the DoM has been endorsed (date to be confirmed).
- Objective 5** Initiate quarterly hui-a-iwi to report back on work of the NTB and TCC engagement and communications work on 28 March 2015.

Limitations of this plan:

This plan is not intended to resolve every single concern or issue raised by every submitter before the Crown can recognise the NTB DoM. It is however intended to address the key concerns raised by a number of submitters and in particular provide an avenue for improved understanding and engagement in the settlement process set out in the NTB DoM.

OVERALL APPROACH

We value and respect the concerns expressed to us by our Kaumatua regarding our Tikanga and to that end, have approached our engagement plan going forward upon our Tikanga practises. This means we will endeavour to make every effort in our engagement with our people consistent with the values and beliefs of our Tupuna. Our approach is based on an understanding and acknowledgment of working together in harmony within a Maori Worldview, in particular practicing the Principles of Te Kotahitanga, Te Aroha, Te Whakapono, Te Rangimarie and Te Tumanako.

- Te Kotahitanga:** The notion of unity, working and bring our people together, being open to debate and difference of opinion being expressed, our ultimate goal is to arrive at a united iwi position
- Te Aroha:** The notion of love in the widest sense of its meaning, (e.g.) using love as a medium of healing the breaches that have occurred through this process.
- Te Whakapono:** Faith, honesty and supporting one another as Ngatiwai through all times be they good or bad.
- Te Rangimarie:** That the Ngatiwai trustees act upon the notion that 'Peace' prevails unto everything and every action they endeavour.
- Te Tumanako:** The notion of hope and by giving meaning and quality to our cultural heritage, traditions and values.

ENGAGEMENT

Open Door Policy

We will maintain an open door policy for anyone who would like to meet with us to discuss any issues throughout the Treaty settlement journey. Any member of Ngatiwai can attend the monthly board meetings. Permission to address the Trustees must be agreed by the Chairman in advance of the meeting.

Face to Face - Individual and Local Community Hui

Our goal is to enable discussions to occur that foster greater understanding and a greater level of support for the NTB mandate. Holding smaller hui that enable *kanohi ki te kanohi* dialogue to occur (in addition to Iwi-wide hui) are more likely to succeed in better outcomes for both parties.

While NTB's goal is to achieve a mandate it also wants to ensure it's members have been listened to. We will seek feedback as to whether this has been achieved.

Engagement Objective 1

Engage with the following people or groups from December 2014 to March 2015:

- Individual kaumatua or groups of kaumatua
- Individual WAI claimants or groups of WAI claimants and Key Submitters
- Representative of whanau, hapu, marae or other local groups.

Monthly Board Updates

The NTB has already agreed to release brief summaries of the key issues discussed at the Board table each month. This information will be made available online (website and facebook) and copies will be provided to each trustee to assist them with reporting back to their communities. Copies will also be available to anyone who would like to request a copy from the office. This information will contribute to ensuring that our members are kept regularly up to date on the range of matters under discussion including the Treaty Settlement work.

Engagement Objective 2

Release monthly Board summaries via Trustees and NTB communications channels.

Special General Meeting: Trust Deed Review

A Special General Meeting in relation to the review of the Trust Deed Review will occur at the end of the February.

Engagement Objective 3

Hold a special general meeting to review the NTB Trust Deed by 28 February 2015.

Special Topic Wānanga Planning

The numerous iwi and hapu who have settled with the Crown have all had unique settlement journeys. We see that bringing their wealth of experience together into a forum/wānanga would be extremely beneficial in informing our members of the most productive pathway for settlement in our situation. In particular it has been suggested a special forum/wānanga for the post settlement governance entity (PSGE) would be held. Initial planning for this wananga can sit alongside the Trust Deed Review and be implemented once the mandate is endorsed by the Crown.

Engagement Objective 4

Commence planning to hold a forum/wānanga that discusses PSGE representation and the settlement process – post DoM endorsement (date not yet determined)

Quarterly Hui A Iwi

We will also initiate quarterly hui-a-iwi where the NTB will be able to report back on the work of the board and its various work areas (including Treaty claims) during the period. This intuitive will provide an ideal forum for the NTB to respond to submissions and for Negotiators to report back to the Iwi once negotiations get underway.

Engagement Objective 5

Hold quarterly hui-a-iwi to report back on work of the NTB and TCC. 1st hui by March 2015

COMMUNICATIONS

This part of the communications and engagement plan looks specifically at the issue of how we might go about improving our communications capacity, capability and delivery.

Finalising our Strategic Communications Plan

The strategic communications plan has been under development for some time. As the mandate process has progressed the need to finalise the plan has become more pressing. While the integrated communications needs of the entire organisation is important, for the short term priority communications effort will be around the Treaty Settlement area.

Communications Objective 1

- Implement this short term Communications and Engagement Plan between December 2014 and March 2015.
- Finalise the NTB Strategic Communications Plan by April 2015.

Database

Our database is important for communicating with our people and celebrating Ngātiwai success. We also need to better understand the demographics and needs of our people. In addition the demands for accurate information in relation to the Treaty Settlement are stringent. Our effort for the next period is to review and refine the functionality of the current database to ensure it meets our needs and desired level of accuracy.

Communications Objective 2

- Review, refine and maintain current database function by March 2015.

Social Media Channels

A quick review of our website, facebook and e-newsletter show that these current forms do not yet flow across into each other. An integrated approach for example on our e-newsletter with searchable content can maximise the reach of that content beyond just one form. This would make it easier to access for all our demographics, from the older generation who may prefer hard copies in the mail, to rangatahi who live on social media.

Communications objective 3

- Redevelop and integrate NTB social media and e-newsletter communications by January 25th 2015.

Recruiting Communications Personnel

We are looking to recruit a person with the requisite skills and experience to cope with our evolving communication needs. They will need to be competent in the use of the various communications tools we use (i.e. website, database, facebook etc).

However we will need to find a person who is able to engage our people with a level of comfort in te reo me ōna tikanga.

In relation to better communications around Treaty issues we will need to be able to:

- Provide content to the monthly newsletters – seeking out stories and events that promote and celebrate Ngātiwai success
- Promote the use of social media (i.e. fb) to reach across all our generations wherever they may be in the world
- Run feature articles in our newsletter/e-panui on relevant topics that have been raised by submitters
- Use local print media and bulletin boards to communicate where appropriate

Communications Objective 4

- Recruit interim communications personal to role by December 2014.
- Recruit permanent communications personal to role by April 2015.

Feature Articles on Concerns Raised by Submitters

Date	Topics
December	<p><i>Lack of communication and engagement with the claimant community</i></p> <ul style="list-style-type: none"> • Summary of key issues provided by OTS • Describing the engagement and communications plan (i.e. hui with Wai claimants that we are currently undertaking).
January	<p><i>Concerns about NTB's internal processes</i></p> <ul style="list-style-type: none"> • Describing the context to the financial and structural changes contained in the 2013 and 2014 Annual Reports. • Clarifies who the NTB is accountable to and why.
February	<p><i>Concerns about NTB's internal processes</i></p> <ul style="list-style-type: none"> • Summarise Trust Deed Review process. • Elaborate on recent structural changes <p><i>Lack of whānau and hapū representation in the mandate process & Lack of communication and engagement with the claimant community</i></p> <ul style="list-style-type: none"> • Promote registration on NTB database and updating of contact details for future planning including communications and engagement purposes • Revised registration form and develop questioner regarding preferred method of communications. • Highlight the need to collect improved information on hapu compare with Marae • Announce plan to hold Quarterly Hui A Iwi commencing March 2015 • Panui first quarterly Hui-A-Iwi • Advertise Communications Managers Job
March	<p><i>Concerns about the NTB's Internal processes</i></p> <ul style="list-style-type: none"> • Describing the process for reviewing the Trust Deed in the short term (i.e. February Hui) and Clarifying the need to formulate options and support for a final PSGE to receive the settlement in the longer term. <p><i>Preference for Waitangi Tribunal hearings rather than direct negotiations</i></p> <ul style="list-style-type: none"> • Acknowledging Ngatiwai claimants who presented to the Waitangi Tribunal in February. Note that further hearings planned for February next year. • Clarify that nobody can stop WAI claimants from participating in hearings. Key issue is will funding continue if a mandate is achieved. Clarify OTS and CFRT position on this. • Clarify what submitters mean by a parallel process and if they are in agreement. • Describing what else is expected to occur if the mandate is endorsed by the crown (i.e. research group to become established and other supporting structures set up)