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# TE RARAWA ANGA MUA

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**Pānui Whāinga**

Paenga-  
whāwhā 2016

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*“Tautoko te whakatupuranga me te whakapakiritanga a Te Rarawa whanau, hapu me te iwi”*

*“Supporting the intergenerational development of Te Rarawa whanau, hapu, marae and iwi”.*

<b>TE RAUTAKI O TE RARAWA ANGA MUA</b>			
“Te Rarawa, Whakamua”			
“Moving Te Rarawa forward”			
<b>TIROHANGA WHANUI</b>			
“Nga whakatupuranga o Te Rarawa iwi e whakawhanake” “Intergenerational development of Te Rarawa iwi”			
<b>KAUPAPA</b>			
1. To support the intergenerational development of Te Rarawa whanau, hapu, marae and iwi with a focus on social, environmental, cultural and economic wellbeing; for the benefit of Te Rarawa members irrespective of where those Members reside. 2. Receive, hold and manage on behalf of Te Rarawa any funds or assets for every Charitable Purpose benefiting Te Rarawa, whether it related to the relief of poverty, the advancement of education or religion or any other matter beneficial to the community of Te Rarawa			
<b>HE RARANGI TOHUTOHU</b>			
<b>Kotahitanga:</b> Working together and building a unity of purpose <b>Whanaungatanga:</b> Strengthening our connections with each other <b>Manaakitanga:</b> Looking after each other <b>Whakatau tika:</b> Accountability underpinned by open communication, transparency, and sharing of information <b>Mātauranga:</b> The value of knowledge and expertise <b>Te reo:</b> Our language is a cornerstone of who we are		<b>Rangatiratanga:</b> Effective and courageous leadership that is innovative and visionary <b>Kaitiakitanga:</b> Taking responsibility for our environment so it can sustain our communities <b>Mana whenua:</b> The customary authority of hapū over our rohe <b>Wairuatanga:</b> The spiritual dimension alongside the physical <b>Ahikā:</b> Recognition of those that keep the home fires burning	
<b>NGA KAUPAPA NUI</b>			
<b>Te Oranga</b>	<b>Te Taiao</b>	<b>Te Rarawatanga</b>	<b>Te Ohanga</b>
We have educational opportunities to fulfil our potential; we are safe, healthy and well housed; we have worthwhile jobs especially within the rohe; everyone is making a valued contribution to the community; our marae communicates are flourishing; our whanau are happy; and our young people have a bright future.	We are fulfilling our kaitiaki roles across the rohe; our environment is rejuvenated and can sustain our communities; we know the whenua and the moana; and outside agencies recognise our authority and the importance of our role.	We know who we are and where we belong; Te Reo me ona tikanga is widely used across the iwi; there is active participation at a marae and community level; we have enough people to carry out all the roles on a marae; all our marae are brought up to a good standard; there are opportunities for whanau to connect and get involved; and our treaty partnership with the crown is working.	We have a strong local economy; we are leaders in the regional and local economy; our economic base supports whanau and hapu aspirations; our incomes have improved to meet whanau needs; and our land base is growing and our people alongside it.

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## 1. KO WAI MATOU

Te Rarawa Anga Mua Trust (TRAM) was established to act as one of the principal subsidiary entities of Te Rūnanga o Te Rarawa (Te Runanga), and tasked with “*supporting the intergenerational development of Te Rarawa whanau, hapu, marae and iwi with a focus on social, environmental, cultural and economic wellbeing*”.

- The Trust Deed sets out its functions and purposes, and provides for the control, governance, and operation of TRAM.
- The Trust shall operate exclusively for Charitable Purposes for the benefit of Te Rarawa members.
- The Trust board comprises of between 3 and 5 trustees who are appointed by Te Runanga.
- The Rūnanga Chair and Chief Executive Officer are ex-officio members.
- Trustees may co-opt up to two additional Trustees to ensure that there is a good mix of skills, experience and gender balance.

This Statement of Intent (SOI) sets out the TRAM Board’s intentions and priorities for the 12 month period ending 31 December 2016.

## 2. KO NGA WHAI E POPOTO 2016

### **Whai tuatahi**

#### *Build governance oversight of the operational delivery of services*

- Complete the transfer of appropriate contracts and assets to TRAM
- Complete a review of existing strategies and implementation plans, including those produced specifically by Te Rarawa and those that have been produced by external agencies.
- Develop a five year long term plan that is consistent with the strategic aspirations of Te Rarawa
- Communication strategy is reviewed and effectively implemented
- Establish the Marae Development Fund including Iwi self-insurance
- Ensure that annual marae distribution and other distributions as delegated are actioned
- Build operational and governance capability to engage with Marae
- Develop a Te Hiku o Te Ika Research Centre proposal

### **Whai tuarua**

#### *Provide active support to Marae, hapu and the wider community*

- Develop a template for engagement with Marae
- Consolidate hapu marae planning
- Provide support to Te Rarawa Noho Taiao
- Implement Te Rarawa Rautaki Reo
- Deliver Te Rarawa Scholarship Programme
- Provide support to recognised Te Runanga kaitiaki roopu
- Provide support to the Tangonge Restoration Programme
- Provide support to the Warawara Whakaora Ake project
- Assist marae with funding applications and opportunities

### **Whai tuatoru**

#### *Build four pou outcomes through collaboration*

- Provide opportunities for training through Te Rarawa and Te Hiku o Te Ika relationships
- Examine opportunities through the Te Rarawa Affiliation Database to access skilled Te Rarawa members
- Provide support in the delivery of To Tatou Kainga
- Identify, build rapport and cultivate beneficial alliances, locally, regionally and nationally

### **Whai tuawha**

#### *Work with other Iwi to create synergies*

- Collaborate with other iwi and provide support to all Te Hiku o Te Ika Historical Treaty settlement mechanisms
- Explore regional opportunities for research and development
- Explore regional opportunities for housing and education
- Provide support to mandated representatives of Te Rarawa on external boards, committees

### **Whai tuarima**

#### *Ensure services provided are in alignment with Strategic direction*

- Maintain contractual obligations with funders
- Develop and implement an integrated data management system
- Explore new opportunities to grow services that align with the strategic plan
- Actively participate in collaborative initiatives with other iwi and crown agencies

### **3. KO NGA TIKANGA O NGA POU E WHA**

Te Rūnanga o Te Rarawa and TRAM understand that there are four development pou that underpin and influence activities, namely, the economic pou, the cultural pou, the social pou and the environmental pou.

These four pou are interconnected and each cannot be viewed in isolation from the others. They form the foundations from which TRAM strive to fulfil its kaupapa and vision of “Te Rarawa, Whakamua”, “Moving Te Rarawa forward”.

### **4. POU TARAWAHO**

TRAM will be guided in its decision making by the Te Rarawa Strategic Plan until a 5 year long term plan has been developed and approved by Te Runanga.

### **5. KO NGA WHAINGA**

Te Rarawa Anga Mua Trusts key purpose is “*supporting the intergenerational development of Te Rarawa whanau, hapu, marae and iwi with a focus on social, environmental, cultural and economic wellbeing*”

Te Rarawa Anga Mua Trust’s priorities for 2016 are summarised on page 2 and are outlined in more detail below.

## 6. NGA WHAI MAHI 2016

	<b>Nga mahi</b>	<b>Te Oranga</b>	<b>Te Taiao</b>	<b>Te Rarawatanga</b>	<b>Te Ohanga</b>
<b><i>Build governance oversight of the operational delivery of services</i></b>	Consolidate TRAM structure, build capacity and capability of TRAM board members	Build governance knowledge of services delivered by operations	Investigate options to ensure a sustainable environmental approach is supported at an operational level	Supporting the implementation of Te Rarawa Rautaki Reo	Maintain economic stability to ensure a sustainable operation for all services
<b><i>Provide active support to Marae, hapu and the wider community</i></b>	Develop and manage the Marae Development Fund and Iwi self-insurance model	Incorporate hapu, marae and community social aspirations into planning mechanisms	Provide support to integral kaitiaki groups within Te Rarawa and Te Hiku o Te Ika	Ensure delivery of Te Rarawa Rautaki Reo where Te Rarawa members are located	Ensure annual distribution to marae in accordance with the distribution policy
<b><i>Build four pou outcomes through collaboration</i></b>	Te Runanga synergies functioning as they should	Identify and enter into agreements with external agencies that will add value to Te Rarawa	Identify and provide support to hapu marae to achieve their environmental aspirations and projects	Gain access to traditional knowledge	Commercial relationships developed to support kaitiakitanga and training opportunities
<b><i>Work with other Iwi to create synergies</i></b>	Collaborate with other Iwi on joint services and opportunities	Collaborate with others to ensure services are delivered that meets the needs of Iwi	Collaborate with others to support environmental research	Ensure Te Rarawa Reo me ona tikanga is used where appropriate	Provide support to fund shared environmental projects
<b><i>Ensure services provided are in alignment with Strategic direction</i></b>	Identify new opportunities that contribute to the long term development of Te Rarawa	Develop innovative services	Investigate further opportunities that support kaitiakitanga	Monitor and support applications for funding that supports delivery of Te Reo me ona tikanga	Maintain funding stability for all new projects and services

## **7. WHAKAWHITI KORERO ME NGA RIPOATA**

### ***Te Rautaki Whakawhiti Kōrero***

The communication strategy was adopted by the Runanga at the August 2010 hui-a-marama and updated in 2015 for trustee consideration. The communication strategy established a high level strategic framework to bring together the multiple communications requirements of Te Runanga.

The four high level goals for TRAM are consistent with the overall Te Runanga Communications Strategy:

#### **Whai e tahi: Te Ahua o Te Rarawa Anga Mua**

TRAM profile is upheld and promoted through timely and 'fit for purpose' communication.

#### **Whai e rua: Whakawhiti Kōrero i roto**

TRAM operates a robust internal communication framework that emphasises the importance of timeliness; technology; consistency; confidentiality and effective lines of communication.

#### **Whai e toru: Whakawhiti Kōrero i waho**

TRAM maintains sound mechanisms for communicating effectively with external parties i.e. Maoridom, central and local Government; business sector, community in general, media and those boards / committees / organisations that have runanga representation.

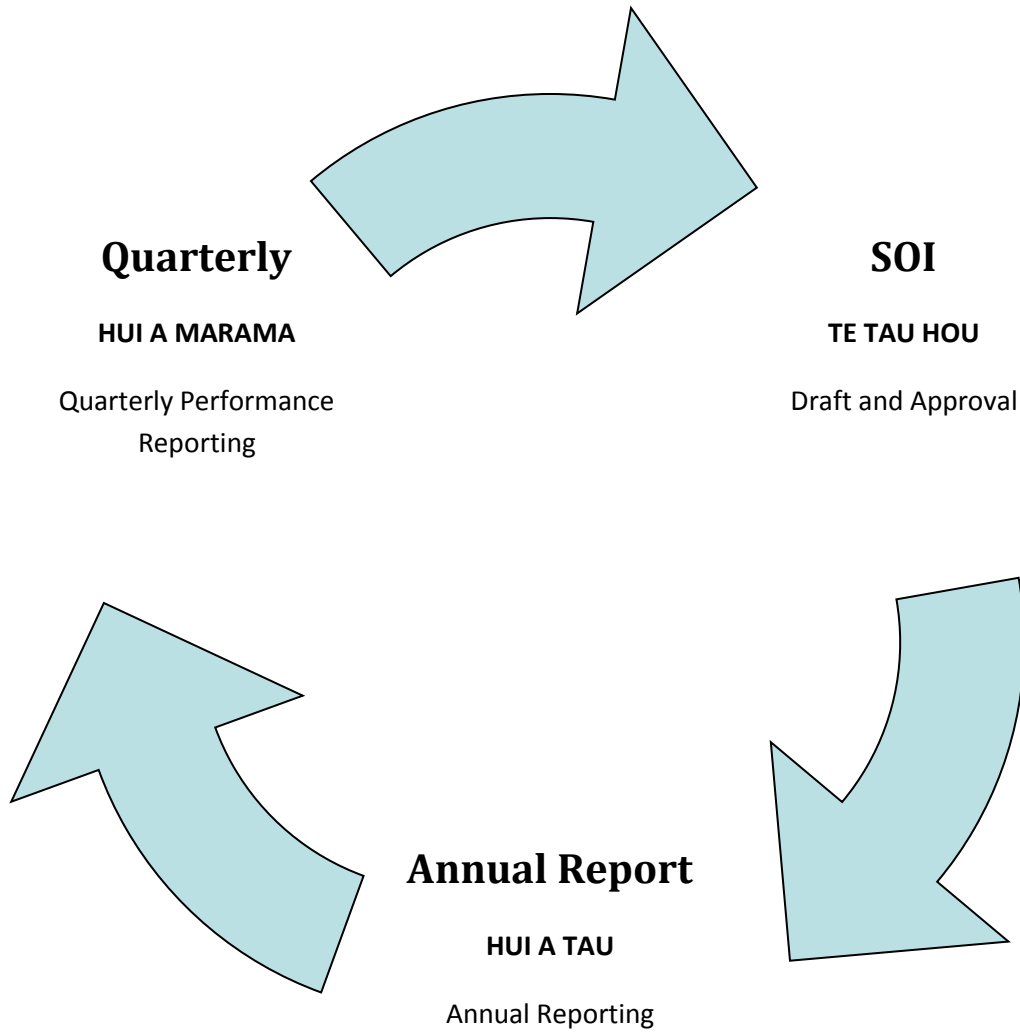
#### **Whai e wha: Whakawhiti Kōrero ki Te Rarawa**

Communication between Te Rarawa iwi, hapu and whanau represents an exchange of information and dialogue, including listening that supports iwi, hapu and whanau to exercise their relative roles and responsibilities and achieve their individual and collective aspirations.



**Ko nga Ripoata**

The diagram below outlines the reporting requirements for TRAM to Te Rūnanga o Te Rarawa.



## 8. AU PUTEA 2016

### Te Rarawa Anga Mua Consolidated Budget 2016

	Total
Income	
Government Contracts	3,052,633
Total Other Income	<u>877,491</u>
Total Income	<u><u>3,930,124</u></u>
Expenditure	
Direct Project	425,553
Personnel Costs	2,436,774
Administration	84,350
Communications	77,750
Meeting	13,000
Governance Costs	44,700
Property and Equipment	207,600
Travel	37,734
Vehicle	174,200
Other Expenses	476,794
Capital Expenditure	<u>24,000</u>
Total Expenditure	<u><u>4,002,455</u></u>
<b>Net Surplus/(Deficit)</b>	<b><u><u>(72,331)</u></u></b>

## **9. KO NGA RARANGA RATONGA A IWI**

The intergenerational focus and sustainability challenge for Te Rarawa requires the efficient and effective management of all contracts held so that we are able to “*meet the needs of today without compromising the ability of future generations to meet their needs*”.

Our Integrated Iwi service delivery approach reinforces this belief and has addressed this challenge by establishing a model that supports the needs and aspirations of Te Rarawa whanau, hapu and marae. A key guiding principle to this objective is our determination and commitment to the delivery of high quality services ensuring that what we spend is less than what we earn and that there is value for the dollar spent.

### ***Te Rarawa Tohatoha a Tau***

Te Rarawa Anga Mua has been tasked with providing the annual distribution and other distributions to all marae within our rohe as delegated by Te Runanga. Distribution will occur in accordance with the approved Distribution Policy of Te Runanga.

### ***Te Rarawa Whanau Tautoko***

Te Rarawa delivers a range of services that supports the wellbeing of whanau in the Far North. We focus on improving things for our whanau in all areas of their life using a kaupapa Maori approach.

### ***Te Rautaki Oranga o Te Rarawa***

Te Rarawa Anga Mua sees developing an overall Te Rarawa Health Strategy (building on the 2011 health strategy outcomes plan) as one of the priorities for 2016. In the meantime, Te Rarawa will maintain strategic and operational participation on all boards, working parties and committees cementing the existing useful collaborations and strong working relationships within the health and social sector.

### ***Te Rautaki Mātauranga O Te Rarawa***

To realise the vision of Te Runanga for its people as immersed in strong cultural identity, developed to their fullest potential and enjoying socio-economic prosperity in a sustainable environment, we must first meet the challenges on the education front.

Te Rautaki Mātauranga o Te Rarawa articulates a commitment of Te Runanga o Te Rarawa to support its people to move forward. Consultation has identified that while there are many barriers and challenges inherent in our education system, there are many more opportunities to positively redress the existing imbalances. Te Rarawa Anga Mua calls upon the tenacious and uncompromising determination of our tupuna Tarutaru me Ruapounamu to inspire our leaders in the pursuit of excellence, to sustain and support us to thrive in unity.

The key to implementing the strategic objectives outlined in this document is an ethic of good will between the region's education providers and the people of Te Rarawa in the interaction of all four principles of tino rangatiratanga, manaakitanga, ako Māori and whanaungatanga. Only by the dynamic interchanges of the principles within the strategy, will a true partnership be forged that will achieve our mandated goals.

### **Ko nga karahipi o Te Rarawa**

These scholarships have been initiated to assist and promote higher education amongst the descendants of the Iwi of Te Rarawa. The Scholarships commemorate our tupuna rangatira Tarataru and Ruapounamu, who represent the qualities and characteristics of commitment, leadership and tenacity with which their descendants may also be imbued.

Scholarships are for scholars who descend from Te Rarawa. Preference will be given to applicants who demonstrate active participation in their Te Rarawa marae/hapu, and who are willing to contribute to the ongoing development of the Iwi at some level.

Applicants are invited to apply for scholarships in October each year. Te Rarawa Anga Mua will provide support to the Scholarship Panel appointed by Te Runanga.

### **Te Rarawa Noho Taiao**

The purpose of the marae based noho is to provide an opportunity for 20-30 Te Rarawa tai tamariki who are achieving in science, maths, and technology to get together during the summer holidays. We hope to acquaint them with a number of environmental initiatives that the iwi is promoting, lift their understanding of kaitiakitanga, and show them how they might be able to contribute to their iwi and hapu in the future. We are hoping to increase the number of our young people pursuing careers in the sciences, technology and business.

The role of Te Rarawa Anga Mua will be to provide support to the Noho Taiao coordination team.

### ***Te Rautaki Reo o Te Rarawa***

The vision of Te Rarawa people is to grow our reo by lifting awareness of Te Rarawa reo, then the number of people using the reo in their homes, their communities and on their marae. Our reo, as spoken by our kuia and kaumātua, is rich in meaning, has its own life-force and can raise the health and wellbeing of our people.

We know that our goal of reaching 80% of people speaking te reo within our tribal boundaries by 2050, is brave. Take comfort in the knowledge that the journey towards this end started in 2011. We take with us the force and goodwill of our people and guidance of our tūpuna.

This strategy has been developed for Te Rarawa people – whānau, hapū and marae, and people who reside in the Te Rarawa rohe who have an interest in te reo o Te Rarawa and in the future, and organisations that have specific obligations and relationships with Te Rarawa people.

Te Rarawa Anga Mua will provide support to the delivery of this strategy by holding 4 wananga reo through 2016.

## ***Te Roopu Arataki***

### **Environmental Support Services**

Te Rarawa Anga Mua will provide administrative and technical support to representatives appointed by Te Runanga on Te Oneroa a Tohe Beach Board and Te Hiku Conservation Board. Support will also include support to Whenua Ngahere o Te Taiao, Te Tāpairu Hirahira o Kahakaharoa and Ahipara Komiti Taku Taimoana and other recognised or mandated Te Rarawa Kaitiaki roopu as they are established.

Te Rarawa Anga Mua through Te Roopu Arataki will project manage all aspects of the Warawara Whakaora Ake project.

The role of Te Rarawa Anga Mua will be to provide support to integral Te Rarawa Kaitiaki groups.

### **Te Rarawa Iwi Resource Management Plan**

Te Rarawa does not have a completed Iwi Environmental Management Plan or Policy Statement. Te Rarawa Anga Mua recognises the necessity for developing an overarching plan to look after our environment so that it sustains our communities.

The role of Te Rarawa Anga Mua will be to support the development of an Iwi Resource Management Plan.

## ***Te Roopu Rangahau***

The Iwi Research & Development (formerly Whanau Development) group uses a holistic approach to research projects that help to inform Iwi strategic planning, policy and direction. The Nga Tahu o Te Taiao project was a broad interview-based research project that focused on gathering information, stories and oral histories from Te Rarawa people about fish, the land, the environment and our stories.

The role of Te Rarawa Anga Mua will be to provide support to the Iwi Research and Development Group and act where necessary, as an umbrella for funding applications.

## ***Te Rautaki Kainga o Te Rarawa***

### **To Tatou kainga**

The kaupapa for this “home ownership” proposal is assisting Te Rarawa whanau who want to buy a home, a kaupapa identified as a key aspiration from the recent Te Rarawa Summit as well as featuring in the Te Runanga o Te Rarawa (TRoTR) strategic plan. Home ownership is one of the most significant financial decisions a whanau will make and is often the catalyst for improving the economic and social wellbeing of whanau. The kaupapa for this proposal is an empowering home ownership approach that enables each whanau to take personal responsibility for their success.

Te Runanga o Te Rarawa is partnering with Housing New Zealand Corporation (HNZC), ANZ Bank (ANZ) and Bank of New Zealand (BNZ) to assist whanau into healthy, sustainable home ownership through tailored support and innovative financial pathways. It is our belief

that sustainable home ownership will contribute to the economic and social well-being of Te Rarawa whanau and the Te Hiku community.

The role of Te Rarawa Anga Mua is to provide support to To Tatou Kainga and Te Waka Pupuri Putea promoting, supporting and enabling opportunities for all Te Rarawa whanau into home ownership.

***Te Rautaki Ohanga o Te Rarawa***

Te Waka Pupuri Putea Ltd is the iwi owned, asset holding, management and development company. It was initially set up to receive the assets from the Maori Fisheries Settlement and has now been given the responsibility for all iwi investment and asset management, including Settlement assets.

Te Waka Pupuri Putea plays a leading role delivering the Te Rarawa Economic Strategy where Te Rarawa Anga Mua will play a support role that encourages economic development with Te Rarawa whanau and hapu.

## **10. MANA TUKU**

During 2016 Te Rarawa Anga Mua Trust will operate within the delegated authorities of the Trust Deed and as delegated by Te Runanga which are summarised below.

TRAM will;

1. Develop and administer the Marae Distribution Policy
2. Receive and distribute the annual Marae distribution in accordance with the Marae Distribution Policy.
3. Operate within the following delegations;
  - Any spending above \$ 200,000 per transaction and/or individual asset, within each financial year, to be signed off by the Trustees of TRoTR; and
  - Any sale of assets over \$ 50,000 per asset within each financial year, needs to be approved by Te Runanga

## **11. MANA WHAKAHAERE**

The role of the TRAM Board includes:

1. Reporting to and communicating openly with Te Rūnanga o Te Rarawa and its subsidiaries;
2. Setting the strategic direction for Te Rarawa Anga Mua;
3. Monitoring and supporting subsidiary performance;
4. Implementing and abiding by appropriate risk management practices;
5. Evaluating the performance of the TRAM;
6. Assessing, reviewing and initiating future social development opportunities; and
7. Appointing Trustees to subsidiary boards