



TE RARAWA

Strategic Plan | 2020 - 2025

TE RŪNANGA O TE RARAWA STRATEGIC PLAN | OCTOBER 2019



VISION | O TATOU WHAINGA

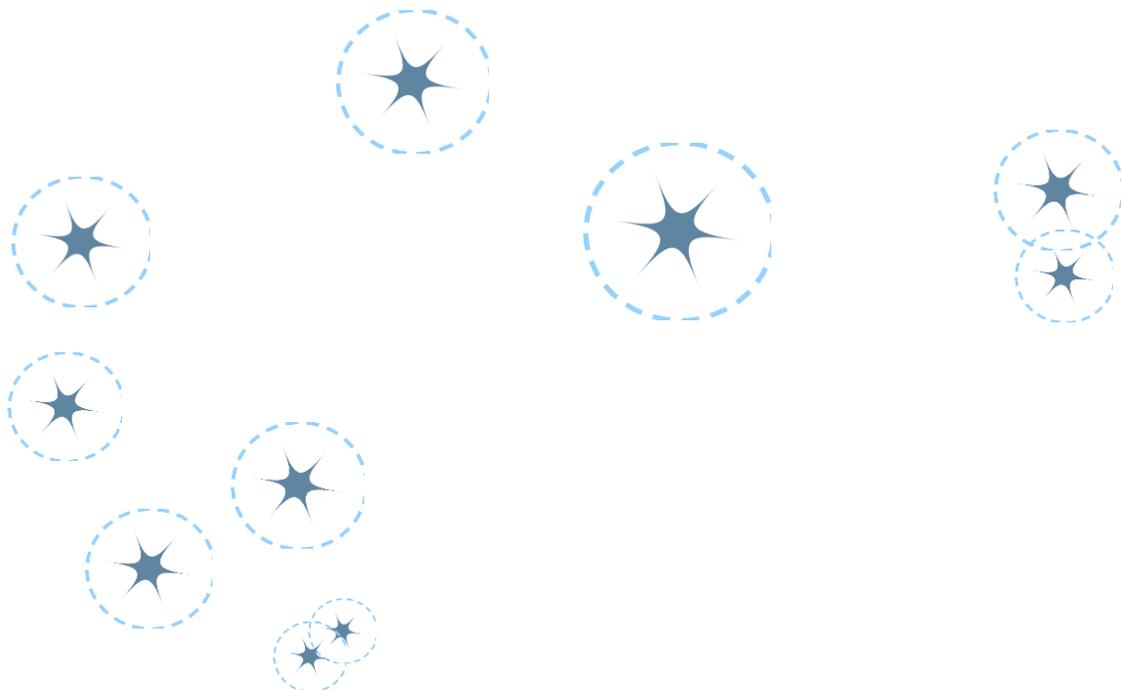
Ko ngā whānui o Te Rarawa, kei te tūkaha ki tō rātou tuākiri tangata, kei te piri pūmau ki tō rātou marae, kei te mau tonu te manawa ki ngā mahi āwhina.

Te Rarawa whānau strong in their identity, active with their marae, and making a contribution.

MISSION | O TATOU KAUPAPA

Ko Te Rūnanga o Te Rarawa te kaiarataki kia ārahina ngā hapū a iwi ki te kaiwhakamanawa i tō mātou mana whenua, mana tangata, me ngā rangatiratanga i raro i te whakatōpūtanga o Te Rarawa whānau, whānau, hapū, iwi.

To provide the means for hapū and marae to develop their resources within each rohe, to enhance the wellbeing of all Te Rarawa.



BACKGROUND | KAUPAPA

Since 2015, Te Rūnanga o Te Rarawa and its subsidiaries have adjusted well to the new organisational structure and post-settlement operating environment. While much has been achieved, there is a clear need for a strategic direction that recognises the new challenges facing the organisation, and to refocus on the fundamental purpose of Te Rūnanga – whānau, hapū and marae wellbeing and development.

Sound commercial decision-making has almost doubled the Te Rarawa asset base. These financial gains will be managed to allow for ongoing growth as well as tangible benefits for Te Rarawa whānau, hapū and marae. The strength of Te Rarawa should be leveraged to effect change in local and central government policy, to magnify the benefits and remove barriers for further development.

It is important to reinforce our organisational foundation, build durable relationships, and ensure the successes of the Rūnanga and those of Te Rarawa whānau, hapū and marae are one in the same.

The future is unpredictable, and the effects of climate change, the global economy and national politics will inevitably impact on us. However, it is our duty to ensure that our structures, policies and operations are both effective and sustainable, regardless of the external environment.



KEY PRINCIPLES

These principles inform decision making. Providing both direction and flexibility, they can be applied to new and evolving circumstances.

Service

Recognising and responding to the needs and desires of Te Rarawa whānau, hapū and marae

Te Rarawatanga

Utilising our customs and practices to uphold and preserve Te Rarawatanga

Cultural Appropriateness

Ensuring proper use and dissemination of our cultural heritage and taonga

International Standards

Adhering to international standards specifically those that continue the proud Te Rarawa tradition of advancing the position of indigenous peoples, protecting the environment and responding to climate change

Ethics

Avoiding investment in products, companies or industries with a negative impact on our people, environment or society in general

Environmental Sustainability

Prioritising our role as kaitiaki of our whenua and natural resource, preserving these for future generations



KEY GOALS

2070 STRATEGIC GOALS

Four Pillars of Wellbeing

Cultural

Proactive development of Te Rarawa whānau, hapū and marae

Environmental

Active protection and revitalisation of environmental tāonga

Social

Significant improvement in health, education and housing outcomes

Economic

Responsible and sustainable economic growth to advance cultural, social and environmental goals

IMPACT GOAL | 2120

Sustainable and inclusive cultural, social, environmental and economic wellbeing for Te Rarawa.



STRATEGIC FRAMEWORK

IMPACT GOAL | 2120

Sustainable and inclusive cultural, social, environmental and economic wellbeing for Te Rarawa

STRATEGIC PILLARS

1

Cultural

Wellbeing

2

Social

3

Environmental

4

Economic

STRATEGIC PRIORITIES

1.1 Direct resources to support hapū and marae development

2.1 Ensure services are co-designed appropriate and effective

3.1 Empower marae, hapū and whānau to exercise kaitiakitanga

4.1 Create an enabling environment for robust Te Rarawa enterprises

1.2 Deliver opportunities for Te Reo o Te Rarawa learning, retention and transmission

2.2 Facilitate engagement and achievement in life-long learning

3.2 Develop an informed and responsive approach to biosecurity and revitalising biosecurity

4.2 Identify and respond to training and employment demands and trends

1.3. Utilise and preserve traditional knowledge

2.3. Collaborate to increase affordable housing quality and availability

3.3. Recognise and realise the cultural, social and economic value of te taiao

4.3. Raise, diversify and capitalise upon commercial asset growth

FOUNDATIONAL SUPPORT

FS.1 Ensure leadership, capability and succession

FS.2 Equip management with the tools and resources to operate effectively

FS.3 Establish and maintain beneficial relationships

1

CULTURAL WELLBEING

Proactive development of Te Rarawa whānau, hapū and marae

Our Vision

The mana and mauri of our haukāinga are upheld. Every Te Rarawa marae is a vibrant and healthy space for whānau and hapū to develop culturally, socially and economically. Te Rarawa whānau are supported and nurtured to learn, practice and express themselves. Te Rarawatanga continues to guide and nurture Te Rarawa whānau and the wider community.

Our Initiatives

1.1

Direct resources to support hapū and marae development

- Provide dedicated support staff and resources for Te Rarawa hapū and marae development
- Work with hapū to complete a stocktake of cultural assets; facilitate and implement processes to empower hapū to manage those assets
- Work directly with hapū to determine the status of each marae including facilities, insurance and other pertinent issues
- Facilitate marae development through planning and funding application support
- Support marae sustainability through training tools



1.2 Deliver opportunities for Te Reo o Te Rarawa learning, retention and transmission

- Strengthen and expand Te Reo o Te Rarawa wānanga
- Establish a Te Reo o Te Rarawa mentoring programme
- Develop distance learning opportunities
- Drive the use of Te Reo o Te Rarawa in our communities

1.3 Utilise and preserve traditional knowledge

- Form and utilise a kaumatua advisory body to inform education and advocacy on tikanga related matters
- Utilise traditional methods (waiata, pūrerehua, pūkāea) to transmit Te Rarawa history and stories to our people
- Support whānau to access and store traditional knowledge and resources (including whakapapa archives)



EXPECTED PROGRESS 2024

- Key marae roles filled, and succession plans in place
- Marae are fit-for purpose, insured and financially sustainable
- Processes and ongoing support for the management of cultural assets by hapū
- Increased whānau participation in hapū and marae activities
- Opportunities for whānau to learn and practice Te Reo o Te Rarawa
- Active transmission of Te Rarawa history by traditional and contemporary means
- Storage and accessibility of whakapapa archival information

2 SOCIAL WELLBEING

Significant improvements in health, learning and housing outcomes

Our Vision

Te Rarawa is improving the social wellbeing of whanau. Through focused funding and well-designed programmes, the health, education and housing outcomes of whanau are exceeding expectations. Our programmes are effective in minimising child welfare and criminal justice interventions in Te Rarawa whanau. We are driving educational outcomes through a Te Rarawa approach to curriculum, learning and delivery. Te Rarawa is a leader in social housing design and provision.

Our Initiatives

2.1 Ensure all services are co-designed, appropriate and effective

- Establish new and renegotiate existing relationships with agencies to advance our strategic goals
- Secure resources for Te Rarawa designed or co-designed programmes
- Identify and offer support to vulnerable Te Rarawa whānau

2.2 Facilitate engagement and achievement in life-long learning

- Support whānau to participate in early childhood education
- Lift barriers to tamariki engagement and achievement at school
- Influence educational content and delivery within our rohe
- Expand and strengthen the noho taiao programme
- Fund scholarships and internships that contribute to Te Rarawa goals



2.3

Collaborate to increase affordable housing quality and availability

- Establish partnership to deliver housing initiatives to whānau
- Investigate partnerships to strengthen household financial literacy of whānau
- Explore financing options for Te Rarawa home ownership



EXPECTED PROGRESS 2024

- Strengthened partnerships for Te Rarawa designed or co-designed programmes that align with and contribute to Te Rarawa strategic goals
- Relationships and contracts that are equitable, long-term and mutually beneficial
- Whānau engagement in early childhood and compulsory education
- Contribution of Te Rarawa scholarship and internship recipients to the advancement of their iwi
- Quality and quantity of warm, comfortable, affordable housing in safe, secure environments
- Reduced incidents of whanau harm, crime and disengagement

3 ENVIRONMENTAL WELLBEING

Active protection and revitalisation of environmental tāonga

Our Vision

A comprehensive iwi environmental strategy is in place which reflects our role as kaitiaki and mana whenua. All Te Rarawa whānau, hapū and marae are contributing to and benefiting from a protected and revitalised environment. We are fulfilling our kaitiaki role through mātauranga and tikanga Māori.

Our Initiatives

3.1 Empower marae, hapū and whānau to exercise kaitiakitanga

- Clarify policies, priorities, plans, roles and relationships for environmental activities
- Employ support staff for marae and hapū environmental projects
- Explore programmes for developing kaitiaki workforce

3.2 Develop an informed and responsive approach to biosecurity and revitalising biodiversity

- Collect data and conduct research to inform decision making
- Set pest and predator reduction targets
- Protect and restore water related ecosystems
- Support and strengthen participation of hapū in improving water management
- Utilise relationships to promote and influence policy and legal settings



3.3 Recognise and realise the cultural, social and economic value of te taiao

- Conduct environmental impact assessments
- Re-establish physical and spiritual connections of our people to the environment through wānanga
- Explore the health and educational opportunities for economic development
- Proactively mitigate the impacts of, and respond to events relating to climate change including planning for future food and water requirements



EXPECTED PROGRESS 2024

- Support for marae through environmental resource staff
- Hapū and marae environmental projects throughout the rohe
- Pest and predator reduction and eradication plans and targets
- Environmental tāonga (including wāhi tapu) identified and mapped
- Mātauranga o te taiao being recorded and transmitted through traditional and contemporary means
- Completion of a comprehensive long-term iwi environmental plan
- All environmental activities informed by Te Rarawa whakapapa, tikanga and kawa

4

ECONOMIC WELLBEING

Responsible and sustainable economic growth to advance cultural, social and environmental wellbeing goals

Our Vision

Te Rarawa is recognised as a leader in the local economy. Funds are generated and reinvested into social, cultural and environmental activities. Te Rarawa creates training opportunities that align with hapū and marae activities, employs whānau in business ventures and supports whānau enterprise. Te Waka Pupuri Pūtea is consistently growing the commercial asset base. Its commercial aptitude and rigour are demonstrated through a constant flow of new commercial activities. Partnerships are formed that align with our values and broaden our portfolio.

Our Initiatives

4.1

Create an enabling environment for robust Te Rarawa enterprises

- Undertake due diligence and develop business cases for investment in new projects such as sustainable energy, tourism and food sources
- Create a centralised database of Te Rarawa specialists and promote internal procurement opportunities
- Support Te Rarawa business enterprises to grow and become significant drivers of the local economy
- Create opportunities for Te Rarawa whānau to develop their own small and medium sized enterprises
- Investigate opportunities for economic development of Māori land



4.2 Identify and respond to training and employment demands and trends

- Consult with whānau and hapū on employment needs
- Develop and maintain formal employment and training partnerships that grow hapū capacity
- Create opportunities for whānau to be employed in Te Rarawa enterprises

4.3 Raise, diversify and capitalise upon commercial asset growth

- Embed responsible business conduct into management systems and policies
- Sustainably manage funds, investments and commercial ventures
- Seek opportunities to broaden the investment portfolio
- Ensure visibility of Te Rarawa in major economic forums



EXPECTED PROGRESS 2024

- An economic development team that supports Te Rarawa enterprises to grow and thrive
- Ongoing presentation of viable business cases in new project areas
- The emergence of whānau and hapū enterprises
- Increase in whānau employed by Te Rarawa enterprises
- Improved understanding of potential options for utilisation of Māori land
- Consistent growth and performance of Te Rarawa commercial ventures and investment portfolio

FS FOUNDATIONAL SUPPORT

Structures, knowledge and tools to support our growth and development

Our Vision

Te Rarawa has strong leadership with an unwavering commitment to achieving outcomes for whānau, hapū and marae. A steady flow of capable governors are mentored to later transition into leadership roles. Management is the engine of the organisation and designs progressive initiatives to advance the wellbeing of our people. Te Rarawa is visible locally, regionally and nationally, continues to enhance its political influence, and has reputation for strong, tikanga based relationships. There is also a strong sense of Te Rarawatanga among our people.

Our Initiatives

FS1 Ensure leadership, capability and succession

- Leverage skills and experience through Trustee portfolios
- Develop and implement a governance succession plan for Te Rūnanga o Te Rarawa
- Ensure representation and promotion of Te Rarawa's interests on all relevant iwi, national and international forums

FS2 Equip management with the tools and resources to operate effectively

- Maintain an organisational structure that supports the development and growth of the organisation
- Strengthen internal capability including policies, procedures and monitoring and evaluation systems
- Develop and implement a communications strategy across the organisation
- Implement a centralised database system for whānau registration, skills identification and outreach
- Develop a data collection system to capture hapū centred information (and train hapū to utilise)
- Establish Te Rarawa archives, including access to information held outside the iwi.

FS3

Establish and maintain beneficial relationships

- Develop a plan to communicate and connect effectively with whānau, marae and hapū
- Organise annual Te Rarawa events to connect with whānau and celebrate Te Rarawatanga
- Maintain a stakeholder management system to identify and approach key influencers and partners
- Develop a strategy for ongoing engagement with other iwi, including a protocol that sets out how Te Rarawa will respond and / or respect the rangatiratanga of other iwi

EXPECTED PROGRESS 2024

- Strong governance capability and succession planning
- A well structured and resourced organisation that fosters a working environment of creativity, learning and growth
- Improved relevance of Rūnanga activities to whānau, marae and hapū
- Improved communications with whānau, marae and hapū that support them to collectively drive development
- Te Rarawa consulted on the development of all local and central government policy with an impact on Te Rarawa
- An ongoing plan for stakeholder management and strategic areas of influence; seen through favourable decisions made by external stakeholders

