

**TAHANA**

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Tahana Limited

# Literature Review

Te Arawa Economic  
Visions of Change 2030

**March 2009**

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## 2 Overview

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### 2.1 Purpose

This document is a Literature Review of relevant reports and studies for the Te Arawa Economic Visions of Change 2030 Project (**Project**) that Tahana Limited has been engaged to complete.

The primary objective of the Literature Review was to review relevant economic reports and literature in order to identify trends and themes relevant to the development of an economic vision for Te Arawa. The Literature Review examined a total of 37 reports and distilled the economic summary of each report and identified economic development opportunities.

From this process emerged themes that directed the development of the Te Arawa Economic Visions of Change 2030 project framework and desired outcomes.

### 2.2 Report Structure

The reports in this Literature Review are divided into the following sections:

- National and Regional Economy
- Māori Economy
- Te Arawa Reports
- Labour Market
- Education
- Social Reports

For each report, a brief summary and (where relevant) the key points of the report are provided. Additionally, comments are provided where the report identifies gaps and or opportunities or prompts the writer to note an observation of a gap or opportunity. Compelling quotes are also noted for interest sake.

## 3 Summary of key emerging themes

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### 3.1 Key Emerging Themes:

The key emerging themes that arise from this Literature Review fall into 4 broad areas:

- Te Arawa Economy
- Influence
- Talent Identification and Skill Development
- Key Future Industries

### 3.2 Te Arawa Economy

The development and positive growth of the Te Arawa economy will require a variety of initiatives, however themes that consistently emerge as being of key significance are:

- 3.2.1 **Enhancing Land Utilisation:** This concept is not novel, and unlocking under-utilised and uneconomical lands has long been mooted as a panacea to Māori economic success. Significantly, it is still an immediate priority of economic leaders with the focus now on how to better utilise Māori assets by creating new employment in the primary production sector, and by bringing Māori land and water based assets into higher value, export-focused productive use. Can and does Te Arawa want to leverage off the government's current focus in this area and the research that has already been done on Te Arawa assets, to fully realise this opportunity?
- 3.2.2 **Leading Innovation in New Industries:** Developing the capacity to enter into new and innovative industries (particularly sustainable industries) must be a goal of Te Arawa. Te Arawa should be participating in entrepreneurship, and research and development to develop its current assets (human capital and natural resources) with the end goal of developing innovation in current industries (such as technological innovation to primary industries we currently participate in improving product quality and profitability) as well as entering into new industries. Areas identified for potential focus include electricity generation from geothermal resources and land-based freshwater aquaculture.
- 3.2.3 **Sustainability:** The emerging 'Green Economy' presents Te Arawa with an opportunity to combine their expertise in primary industry (ie forestry, fisheries

and farming) and principles of tikanga Māori, with sustainability skills to develop and provide specialised and unique, indigenous green economy leadership. There are applications for such innovation in incumbent industries such as Tourism, for which the policy strategy is founded on sustainability.

- 3.2.4 **Māori Economic Modelling:** Significant in its absence are models or strategies of Māori economic development and indigenous economic development. Do these exist and are they of importance to Te Arawa? If they do exist then are such models or strategies significantly different enough to make a difference for Te Arawa? And if so, what significant benefits can we gain from such models?
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### 3.3 Influence

- 3.3.1 **Political Influence:** There is a multiplicity of opportunities for Te Arawa to influence their economic outcomes through political influence to affect policy and decision-making by government (as well as non government) organisations. Currently, there appears to be no implementation by Te Arawa of formal initiatives or strategies to realise such potential. Would coordination of political responses be viable and valuable to Te Arawa? Would direct positive economic, social, cultural and/or political outcomes arise from such an initiative?
- 3.3.2 **Collaboration, Clusters and Collectives:** Both Te Arawa and regional leaders have identified the possible advantages of leveraging Te Arawa's size and commercial influence (particularly in certain industries) to obtain economies of scale and market dominance, and therefore better economic outcomes for the iwi as a whole. However, the reports in this Literature Review focussed on high growth opportunities for the national market and international market, and not at regional, local or Māori economy levels. Is there a way that this can occur at these smaller levels and/or at medium or low growth areas? The key question remains, when to and when not to collaborate, or utilise a cluster and/or collective approach? Case studies identified in reports herein indicate that this will provide significantly better economic outcomes, however it is unknown whether there is an appetite within Te Arawa for such strategies.
- 3.3.3 **Passive to Active Participation:** The challenges that Te Arawa, and similarly all iwi groupings and iwi organisations, face that leaders need to address immediately is to change from a passive participation to active participation in all levels of industry, business, and planning processes. An

aspect of this is the power of political influence as mentioned above. However does Te Arawa have the people with the necessary skill-set and capacity to do this? And is a co-ordinated or a fragmented approach effective?

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### 3.4 Talent Identification and Skill Development

The two key-phrases Capability and Capacity summarise the focus required for education of our iwi members to firstly, develop a relevantly skilled and populous Te Arawa labour force, and secondly improve the quality of the commercial knowledge, experience and business decision-making of Te Arawa governors/decision-makers.

3.4.1 **Capability of Economic Decision-Makers:** Of particular note in the reports was the concentrated efforts and research placed on increasing the capabilities of governors and building robust best practise organisations. For example, there are numerous booklets and information sources targeted at and available to Māori governors to assist them with understanding best practise corporate governance. However, whether this is being reflected at the board table and actually brings about a change in decision-making, is an unknown quantity. A number of reports identified the need for talent identification and development in a co-ordinated and strategic manner. What mechanism will best ensure that Te Arawa builds its human capital and receives a return on such capital investment? And what would that return look like?

3.4.2 **Capacity of Te Arawa Labour Force:** The absence of Te Arawa-specific skills and capability research is of concern. In order that Te Arawa may best strategise for significant participation (value, numbers and influence) in the various markets, Te Arawa needs to know where the capability strengths, weaknesses and gaps of the iwi are. Te Arawa requires some robust statistical data to determine where the skills sets currently lie, and where they are required (within the Te Arawa population, nationally and internationally) for the medium to long term.

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### 3.5 Key Future Industries

Te Arawa need to undertake a robust analysis of what industries will be fundamental to their future strategic development, growth and economic success. Industries that have been identified as generically important for Māori include industries that we currently lead or participate in (Primary Production, Tourism, Media, Communications & Creative Arts) as well as new industries where there exist significant opportunities

(Knowledge Industries, Science & Information Technology). For Te Arawa, the reports indicate that the industries with identified opportunities are:

- 3.5.1 **Primary Industry:** The key driver industries for the Bay of Plenty region that will continue to be of importance are based around the primary industry and processing (specifically forestry and wood processing, agriculture and horticulture) due to competitive advantages in resources and expertise. Given that on 1 July 2009 the Central North Island Iwi Collective (of which Te Arawa is a member) will become the owners of one of New Zealand's and the world's largest continuous blocks of plantation forest, means that within 25 years the Collective could be the largest forest and wood products operator in New Zealand. Their potential impact on the local, regional and national economy could be significant. What is therefore required in order to position ourselves for this role? What strategies are being developed to exploit the consequential opportunities (ie R&D, labour market needs) this presents?
- 3.5.2 **Tourism:** Tourism is of central importance to New Zealand's economy as it is the largest earner of foreign exchange and employs 10% of our workforce. The forecast for tourism made before the global economic downturn was that by 2015: (a) 3.4 million visitors; (b) \$12 billion expenditure by international visitors; (c) \$9.6 billion expenditure by domestic visitors. This forecast will be significantly less given that tourism is currently experiencing a downturn. However, news that the government intends to establish a government/private co-funded \$60 million fund to support initiatives to increase visitor numbers shows that this industry will be supported to ensure its longevity. Therefore, opportunity still exists to be highly competitive in this space as Rotorua (and the wider Bay of Plenty to a lesser extent) does have the strength of an excellent tourism infrastructure and unique selling points (Māori culture and history, the geothermal resource and nature). Combining this with the historical and current participation of Te Arawa in this industry, Te Arawa has a distinct competitive advantage to continue to succeed in this industry. However Te Arawa need to determine what new and and/or valuable opportunities exist.
- 3.5.3 **Media and Communications & Creative Arts:** Rotorua has a number of industry hubs that have developed and operated independently of and without a co-ordinated industry focussed economic development strategy. Television and Media production and Creative Arts (performance and cultural/material arts) are such industries. There are currently a number of television production houses and media publishers based in Rotorua and numerous others owned and/or employing Te Arawa members throughout the country. The demand for high quality content and highly skilled staff for the media

industry, and the pre-eminence of Rotorua's creative arts talent and expertise, will continue thereby warranting consideration of infrastructure development to make Rotorua a centre of excellence or hub for these industries. This would further enhance these already successful and economically significant industries and have a direct benefit to Te Arawa and the local economy.

- 3.5.4 **Knowledge Industries:** The reports identify knowledge industries as having significant future importance for the New Zealand labour market. The Department of Labour forecasts that by 2020 there will be an increased demand for skills associated with knowledge work such as cognitive skills, abstract reasoning, problem-solving, communication and collaboration, as jobs become more knowledge-intensive and less physical. The implications for Te Arawa (as statistics show Māori are significantly overrepresented in physical and labouring occupations) are that there is considerable opportunity to enter this market, but also considerable risk if Te Arawa do not.
- 3.5.5 **Science & Information Technology:** New and innovative research and development opportunities exist in biotechnology and bio-prospecting, particularly in respect of resources and asset bases that Te Arawa have now and will receive in imminent Treaty of Waitangi settlements, as well as in industries that Te Arawa are currently leaders in. Te Arawa are currently involved in a number of bio-prospecting research and commercialisation initiatives, and there is potential to further leverage this current involvement and future involvement given the Bay of Plenty Regional Strategy plans for a Natural Materials Innovation Centre (a global centre for, research development and commercialisation of natural materials initiatives), and the political and economic influence that the CNI settlement could provide Te Arawa.
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## 4 National and Regional Economy

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### 4.1 The New Zealand Tourism Strategy 2015

#### Full Title

Ministry of Tourism. (2007). *The New Zealand Tourism Strategy 2015*. Wellington, Ministry of Tourism.

#### Brief Summary

A document that sets the government's vision for the tourism sector as "by 2015 tourism is valued as the leading contributor to a sustainable New Zealand economy".

#### Key Points

Tourism is of central importance to New Zealand's economy as it is the largest earner of foreign exchange and employs 10% of our workforce. The forecast for tourism are that by 2015: (a) 3.4 million visitors; (b) \$12 billion expenditure by international visitors; (c) \$9.6 billion expenditure by domestic visitors. The main challenges facing the tourism sector are:

- Globally - climate change on worldwide travel patterns, exchange rate fluctuations and restricted aviation capacity; and
- Locally - availability of appropriately skilled and qualified staff, environmental management and domestic air capacity and transport links.

The following desired outcomes are relevant to Māori economic development:

- Māori actively participate and invest in the tourism sector
- Businesses deliver products and experiences that meet the expectations of high-value visitors
- Tourism attracts and retains an appropriately skilled workforce
- The tourism sector takes a leading role in protecting and enhancing the environment
- The tourism sector and communities work together for mutual benefit

#### Blindspots and/or Opportunities

- There is a potential for collaboration with government, particularly around the "sustainability" concept (ie the government consider that "sustainable

tourism” is the best type for New Zealand.) and the focus on education (skills and capability building).

- Other strategies that the tourism strategy links with are New Zealand Digital Strategy, New Zealand Emissions Trading Scheme, New Zealand Transport Strategy, Energy Efficiency and Conservation Strategy.
- Refer Appendix B for a summary of related government strategies and initiatives

## 4.2 BOP Region Economic Transformation

### Full Title

Business and Economic Research Limited. (2007). *Bay of Plenty Region Economic Transformation: Stage 1: Situation Analysis – A Report to the Community Outcomes Bay of Plenty Economic Transformation Sub-group*. Wellington, Business and Economic Research Limited.

### Brief Summary

The report provides an economic description of the Bay of Plenty Region intended to guide and contribute to the development of a regional economic growth strategy. The report identifies that there are significant similarities, linkages and opportunities across the Bay of Plenty’s territorial authorities. The findings support a wider collaborative approach (by all local and central government participants, and industry groups) as the best way to exploit economic development opportunities in the Bay of Plenty. The key driver industries for the Bay of Plenty region that will continue to be of importance are based around the primary industry and processing (based on competitive advantages in resources and expertise) – specifically forestry and wood processing, agriculture and horticulture. The growth areas for Rotorua are tourism (with specific focus on maximising Māori culture and history) and geothermal and nature opportunities. The strong tourism potential of Rotorua is attributed to a well developed tourist infrastructure with international sporting events as a potential growth industry. The report recommends that further development in infrastructure and co-ordination (addressed in a region-wide strategy) is needed to maximise the potential of these opportunities.

### Key Points

- The Bay of Plenty has a population driven economic growth profile (people create jobs rather than job driven growth) and that means different strategies are required to encourage regional economic development.
- The regional makeup is: a high proportion of Māori, low qualification levels, high proportion of low income earners and unemployed, and participation rates are low.

- **Geography & Infrastructure:** Distinctive landmarks include Mt Tarawera, Maketu Estuary, Little Waihi Estuary, Rotorua Lakes, and the extensive geothermal areas. Approximately one quarter of the land has no on-site farming or forestry capability but has use in tourism, wildlife habitat and recreation. Plantation forestry in the Southern part of the Bay of Plenty is of a major importance to the Region's economy and utilises the less fertile lands. Soils and climate in the eastern parts of the Region are well recognised for producing early 'premier' crops ie kiwifruit. Energy is generated from water and geothermal energy – with geothermal energy providing a major energy source for wood processing industries.
- **Māori in BOP:** Māori account for approximately a quarter of the Region's population and continue to form an increasing part of the Region's population. Māori own significant business and land assets which will impact industrial development, and Māori culture and history plays a crucial role in the development of the tourism industry in the Region. The Te Arawa rohe has the highest concentration (over 1500) of Māori land blocks, trusts and incorporations in any rohe in New Zealand and 20% of the land in the Rotorua District is Māori owned. It is estimated that the aggregate value of collectively owned assets in the Te Arawa rohe is close to \$1billion.
- **Employment:** The Region employs around 125,000 FTEs in 36,500 businesses generating approximately \$10.5 billion in GDP. The Region's employment has been growing faster than nationally over the last ten years driven mainly by growth in cultural and recreational services, construction and health and community services. However the southern BOP sub-region (Rotorua) has grown less than half the national average growth. There is insufficient workforce to maintain current economic growth. The Region must retain its competitive advantage in respect of the industries that it is a major player in, but developing, maintaining and retaining intellectual and physical capital ie people, institutions and technology. The lower qualified workforce is a barrier to future growth and development as increasingly more jobs are in the knowledge based economy. To develop and transform the Region's economy, the skill levels of its residents must improve.
- **Tourism:** Accommodation infrastructure plays a key role in attracting tourists to the Region. Rotorua has a well developed accommodation sector, with most of the major hotel chains operating in the District. Hotel complexes are an important factor in attracting the major wholesale tour operators to add the Region to their portfolio. In Rotorua, international visitors account for around 54% of all visitor expenditure. Rotorua has a strong international tourism base, whereas Taupo and Tauranga have a stronger domestic tourism base. There are also synergies in the type of activities that can be marketed ie cultural tourism, sustainable tourism, sightseeing and natural attractions.

STRENGTHS	WEAKNESSES
Proximity and accessibility to Auckland	Population decline in a number of rural areas and smaller towns – successful regions don't have declining populations
Excellent infrastructure	Lower than national average participation rates
Second largest port in NZ	Pockets of high rural unemployment
Direct rail links to Auckland	Vulnerable economic structure due to high

	reliance on narrow sector base
Growing population and attraction of population to main City	Low waged economy
Main NZ timber growing and processing area	Poor number of career opportunities outside main centres
Strong brand and recognition in fruit growing especially Kiwifruit	High levels of dependence on welfare in rural areas
Attractive place to live	Lack of diversity in employment opportunities and careers in rural areas
Internationally known tourist destination	Lacks centres of knowledge creation in main industries
Significant natural resources, particularly in relation to tourism	Lack of provision for new employment land
	Poor access to international airport
	Pockets of low telecomm use and lower access to broadband and internet
	Lack of complex manufacturing activity that is high value adding
	Poor access between harbours and coastal marine areas
<b>OPPORTUNITIES</b>	<b>THREATS</b>
More higher qualified staff	Main industries are directly affected by decisions offshore or in the global economy where there is little that can be done locally to influence
Opportunities to spread tourists out from other international attractions in the Region	High level of public sector employment vulnerable to change in government policies
Māori Treaty and land settlements	Aging population and Region attracting older retirees not economically active
Use of geothermal resources for development of energy and other economic activities	High percentage of employment in companies located outside of the Region and where decisions are taken out of region and often out of country
Harnessing marine resources for future economic development	Declining provision of health care, particularly in rural areas
One of the main domestic visitor centres and attractions	Increasing land prices threaten some primary industries
Development of University campus within Region tied to one of the other Universities in NZ	
Development opportunities around energy generation (need to develop knowledge base here as well)	
Enhanced local procurement for health services	

### Blindspots and/or Opportunities

The report identifies that the region is facing an ageing population with the 65+ age group increasing at almost twice the national rate. There is also a trend for people to work past the retirement age, and this gives rise to opportunities around aged services that can be developed further.

The Report notes that further development of the Region's energy resources is contemplated. Geothermal resources, in particular, are given significant analysis, including information on the various commercialisation potential of geothermal fluid that contains dissolved gases, minerals, unique features such as geysers, hot pools, bubbling mud pool, steaming ground and silica deposits, unique ecosystems containing a diversity of plant, and animal life.

### Quotes

"The concentration of so called 'knowledge' industries is low. Globally increased wealth is being focused on these industries. The Region needs to consider how it can encourage new knowledge-based industries, which can either be linked to the existing activities or not, to ensure future prosperity." (page 4)

## 4.3 Bay of Plenty Strategy – An Economic Growth Strategy for a Sustainable Future.

### Full Title

Bay of Plenty Regional Council. (2008). *Bay of Plenty Strategy – An Economic Growth Strategy for a Sustainable Future*. Tauranga, Bay of Plenty Regional Council.

### Brief Summary

The report is a collation of information from a number of different reports undertaken on economic development for various regions and communities in the Bay of Plenty region. The strategy was developed by collaboration between a number of regional working groups, namely the Community Outcomes Bay of Plenty and Environment Bay of Plenty, and a Regional Governance Group implements the strategy and oversees economic development in the region. The report's analysis of Rotorua's BrightEconomy Strategy 2005 (developed to encourage innovation, remove barriers to economy growth and develop a culture of wealth creation) identifies that the model does not sit within an overall long term vision and direction for Rotorua and would benefit from broadening so that other actions or initiatives outside a strict 'economic development' model, but that are necessary for economic development, may be able to occur. The 11 areas of focus for Rotorua's BrightEconomy Strategy are:

- *Existing Areas*: farming, forestry & wood processing, tourism, biomaterials
- *Opportunity Areas*: immigration & lifestyle, energy, water, land use optimisation

- *Gamebreakers*: regulatory process, marketing, research & development

### Key Points

The report sets out current objectives and future opportunities for regional economic growth and prosperity. The report identifies the following ten key opportunity areas: improving productivity growth; increasing average household income levels; attracting highly productive, higher skilled and globally competitive businesses to the sub-region; rapidly addressing skills shortages in key industry areas; ensuring areas of available commercial land are targeting towards integrated business and industrial parks; continuing progression of tertiary education and research partnerships to drive innovation and entrepreneurship; improving industry participation in education and training; driving relevant and leading edge tertiary provision to attract and retain young people; realising the full potential of key industry clusters; and supporting legislative changes to maximise the utilisation of multiple owned Māori land.

The Regional strategy is developed around four themes with 13 key focus areas within these. The four themes are:

- More globally competitive firms in the Bay of Plenty – forestry, food cultivation & processing, niche manufacturing.
- World class infrastructure & skills to catalyse economic development – transport & logistics, broadband & communications, tertiary education & research, labour & skills, energy.
- Environmentally sustainable – tourism, Māori economic development & land use.
- Innovative & productive industry sectors – marine, ICT, aquaculture.

Of these, the top five priorities are identified as:

- Developing a Harbour Central Marine Precinct
- Alignment across the region. Establishing an Innovation Centre (food, horticulture and nutrition) and Innovation Park.
- Support the development of structures and skills to maximise economic growth and development for Māori, including initiatives for efficient land utilisation and energy development
- Establishing a significant aquaculture industry in the Eastern Bay of Plenty, and investigating options for a Harbour Entrance in Opotiki.
- Attract and develop the required skill resource to meet industry needs. Representative from government and the economic development agencies to set up a Bay of Plenty Skills working group and agree on terms of reference for how we will work together on regional skills issues, agree on

priority areas, and integrate the regional development work with the New Zealand Skills Strategy.

The two of relevance to Te Arawa are:

- *BOP Regional Strategy Forestry Opportunities:* The Natural Materials Innovation Centre (NMIC) is an emerging project that offers significant future opportunities for Rotorua. The aim is to develop a business case for the establishment of the NMIC in Rotorua, as the Australasian hub, and ultimately the global centre for, research development and commercialisation of natural materials initiatives (ie forestry, indigenous plant and animal fibre).
- *Māori Economic Development Opportunities:* The key to unlocking the economic development potential for Māori is enabling Māori to utilise their Māori land by the removal of barriers and development of funding arrangements and tool/methodologies, that can be applied and replicated across the Region. The actions mooted were to co-ordinate partnerships between public agencies and iwi to foster economic development opportunities. Potential projects identified were tools to enable Māori to diversify land use, skills & succession planning and commercial leadership.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Proximity and accessibility to Auckland, including direct rail links	Population decline in a number of rural areas and smaller towns. Significant aging population and region is attractive to New Zealand's aged people who are not economically active.
Satisfactory hard (transport and energy) and soft (social institutions) infrastructure	Lower than national average workforce participation rates, particularly in rural areas
Largest export sea port in New Zealand, with capacity for expansion	Vulnerable economic structure due to high reliance on narrow sector base. Results in high level of dependence on welfare in rural areas
Main NZ timber growing and processing area, with associated Crown Research Institute	Low waged economy, poor number of career opportunities outside main centres together with disproportionate number of secondary schools in lowest deciles (12 of 13 eastern BOP sub-region schools in bottom four deciles) and lower proportion of student enrolments than nationally.
Strong brand and recognition in fruit growing especially Kiwi-fruit	Poor access to international airport
Internationally known tourist destination largely attributed to unique natural resources	Pockets of low telecomm use and lower access to broadband and internet
Long and accessible coastline	Lack of complex manufacturing activity that is high value adding and lack of tertiary based research
Māori retain string links to land and culture	Restricted economic activity due to the region's Local Air Management Area
Generally perceived as an attractive place to live	
<b>OPPORTUNITIES</b>	<b>THREATS</b>

Increasing number of qualified older people living locally	Main industries and significant employers are directly affected by decisions offshore or in the global economy where there is little that can be done locally to influence
Leverage Rotorua's tourism base and Tauranga's increasing cruise ship visits to spread tourists throughout the region	Declining provision of health care, particularly in rural areas.
Partnerships with local Māori seeking sustainable investment opportunities	Increasing land prices threaten some primary industries
Use of hydro and geothermal resources for development of energy and other economic activities	Regulatory uncertainty for forestry, energy and aquaculture industries
Harnessing marine resources for future economic development, such as aquaculture	Potential future labour shortage under a 'do nothing' approach. The Western and Eastern Bay of Plenty sub-regions will require up to 51,000 additional affordable dwellings.
Improving intra-regional rail links	
Large natural resource base to benefit from Kyoto Protocol and carbon credits	
Encouraging research and development of existing and emerging key regional industries with existing Crown Research Institutes	
Proximity of industrial land to deep water	
Productive deep water for aquaculture	

### Blindspots and/or Opportunities

There is an opportunity for Te Arawa to be involved in a Bay of Plenty Skills Working Group and, should they wish, also at the higher level of the NZ Skills Strategy.

The report clearly affirms the opportunities for Māori as significant land holders to partner with industry.

### Quotes

"The driving force behind the Economic Growth of our region is our people coming together and moving ahead towards a mutually beneficial future" (page 7)

"The critical driver in the region to achieving greater economic growth will be continued and enhance collaboration. This means local and central government, economic development agencies, industry, iwi, and other key groups within the region working together." (page 15)

#### **4.4 Summary Ten Year Plan – Long Term Council Community Plan 2006 – 2016.**

##### **Full Title**

Rotorua District Council. (2006). *Summary Ten Year Plan – Long Term Council Community Plan 2006 – 2016*. Rotorua, Rotorua District Council.

##### **Brief Summary**

The Major economic strategic issues for the Rotorua District Council ("RDC") are improving lakes water quality, sustainable management of growth, managing land transport needs, reviewing funding systems, and developing Te Arawa relationships. The RDC also places significant emphasis on partnerships with government agencies and other organisations over the next 10 years.

##### **Key Points**

- 2006/07 operating expenditure had the following breakdown: Infrastructure 45.9%; Environmental services 10.3%; Social/cultural 33.5%; Economic 5.9%; Community leadership 4.3%; and Castlecorp 0.1%.
- The BrightEconomy community outcomes of importance include that Māori culture is valued. Of high priority is (a) environmental respect; (b) healthy community; and c) prosperous community.
- The RDC has a Community Leadership Group that is responsible for Democracy, Kaupapa Māori and Policy/Strategic Direction. The Council intends in the next 10 years to address the following issues of relevant to Māori: Review of representation, including Māori representation and community boards, Decision-making processes by Māori, Relationships with community partners, including Te Arawa Māori Trust Board, Responding to community input on strategic planning document, and Increasing capacity to align with Māori through joint projects.
- The RDC's Social and Cultural Group has identified the following aims in the next 10 years: Charities commission workshop, Biannual funding expos, Biannual celebration of volunteers, and Community accounting pilot.

##### **Blindspots and/or Opportunities**

RDC's Economic Group has responsibility for implementing the Rotorua BrightEconomy project and the Rotorua Employment Skills Strategy. There is a potential opportunity to input into and influence Rotorua's Employment Skills Strategy. There are also opportunities for collaboration regarding increased

governance and decision-making as well as capitalising on RDC's joint project focus.

## 5 Māori Economy

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### 5.1 Māori in the New Zealand Economy

#### Full Title

Ministry of Māori Development. (2002). *Māori in the New Zealand Economy*, Wellington, Ministry of Māori Development.

#### Brief Summary

This report provides information on Māori involvement in the New Zealand economy, indicates emerging trends in Māori economic development, and highlights examples of successful Māori enterprises in key industries. The report concluded that Māori economic development and economic potential had improved (since 1992) due largely to the greater participation by Māori in education, export growth and Treaty settlement asset transfers.

#### Key Points

The key points made are that continued growth of Māori economic development will be affected by the following factors:

- *Fewer Skilled Managers*: This affects the ability to succeed in the highly competitive national and international business environment.
- *Fewer Skilled Workers*: Māori have lower levels of formal educational qualifications and training.
- *Low Capital Base*: Individuals have fewer assets to finance small and medium enterprises.
- *Familiarity with Information Technology*: A restricted involvement in information technology affects electronic commerce growth opportunities.
- *Multiplicity of land ownership*: Dispersed ownership rights affect commercial development uptake therefore reducing land productivity.

Industry analysis identified the following:

- Māori assets are currently concentrated in primary production sectors ie farming, forestry, fisheries, with a particular focus on exporting.
- Agriculture, forestry and fisheries are significant industries because they contribute to significant Māori employment and asset holdings
- Tourism, and knowledge industries were identified as having significant future importance for Māori economic development, additionally, business, media, leisure, education, and health care were also of interest.

## Blindspots and/or Opportunities

The report notes that Māori enterprises have recently made significant investment in healthcare (ie retirement housing and nursing homes) and secondary industries (ie manufacturing, electricity generation and construction), as a response to the changing economic and demographic profile of New Zealand. The Business and Economic Research Limited (“BERL”) Bay of Plenty report identifies that the Bay of Plenty region is experiencing increases in the aged population because of added movement to the area by retirees (ie the ‘nice place to retire’ factor). None of the Te Arawa reports or information points to Te Arawa presenting participating in or planning to participate in the aged-care services industry.

A number of Te Arawa organisations currently or are in the processes of entering the electricity generation space (eg. Tuaropaki Trust and Pukeroa Oruawahata Trust).

## Quotes

“The Māori economic base has a strong reliance on earning export revenue, due to the concentration of Māori assets in export- oriented areas of primary production and processing. The growth of Māori economic assets is therefore heavily exposed to the performance of overseas markets, and to the impacts of overseas trade barriers” (page 18)

“Māori-produced exports are less likely to go to Australia or Japan than New Zealand exports in general, but are more likely to go to Europe, the USA and other Asian markets” (page 18)

“The types of products produced by Māori are more heavily influenced by tariff protection than typical New Zealand exports are. The impact is potentially crippling when allowance is made for the cost of import quotas in these industrial nations” (page 18)

“Various corporations’ annual reports indicate that the most successful businesses were property (residential and commercial), tourism operations and vineyards” (page 18)

“Māori participation in the media industry (including film, radio and television) has grown significantly. This industry offers career and business opportunities and has considerable potential for the increased use and further development of te reo and Māoritanga.” (page 39)

“Sport and the arts are highly visible and valuable parts of New Zealand’s society and economy. Māori are heavily involved as professional players and coaches in many sports, particularly rugby, rugby league and netball. Māori

are also extensively involved in the local entertainment industries as actors, singers and musicians.” (page 42)

## 5.2 Māori in the Taranaki Region: An Economic Profile

### Full Title

Business and Economic Research Limited. (2008). *Māori in the Taranaki Region: An Economic Profile – Final Report*. 2008, Wellington, Business and Economic Research Limited.

### Brief Summary

A report on the role (value, assets, size and importance) of the Māori business sector within the Taranaki economy. The report also identifies opportunities for collaboration beyond the Māori business sector and potential roles it could play in the wider Taranaki economy. The information is intended to be useful for forming a strategy for leveraging and enhancing Māori economic development in the region; and identifying the need to consider the Māori dimensions when making business decisions and developing wider economic development strategy.

The report identifies a number of opportunities for growth and collaboration, including:

- Cooperation between iwi organisations in some administrative functions to prevent duplication and to free resource for iwi development
- Development of under utilised lands
- Cultural tourism
- Aligning resources with regional driver industries
- Upskilling the labour force
- Building on existing infrastructure, institutions and networks but also identifying gaps

### Blindspots and/or Opportunities

Any similar report for Te Arawa needs to go into more detail to include Te Arawa specifically (both the people and the rohe) and specific action points.

### Quotes

“A true integration of the strength and values of Māori business with wider mainstream economic development will steer the Taranaki economy to become much greater than the sum of its parts.” (page 3)

### **5.3 Te Wā o te Ao Hurihuri ki te Ōhanga Whanaketanga Māori – A Time for Change in Māori Economic Development**

#### **Full Title**

Ministry of Māori Development & New Zealand Institute of Economic Research. (2007). *Te Wā o te Ao Hurihuri ki te Ōhanga Whanaketanga Māori – A Time for Change in Māori Economic Development*, Wellington, Ministry of Māori Development.

#### **Brief Summary**

A discussion paper highlighting growth and global connection opportunities for Māori economic potential and development. The report is intended to develop discussion on the economic potential of Māori business through identification of competitive advantages. The key messages were:

- The Māori asset base is tightly centred around 2 main groupings – agriculture, fisheries, forestry, & property and business services. Opportunities exist here from domestic demand and export growth.
- The regional asset share and growth prospects are predominantly in the North Island.
- Education, health and social services will be key industries in the North Island. The greatest opportunities will present in new markets, such as by Māori to Māori services to a younger demographic. However the report states that the real opportunity lies in crossing over to non-Māori service delivery particularly in the elder population service delivery.
- High growth / low cost & risk opportunities exist in the Bay of Plenty in Mining, Accommodation, Education, Health Services, and Other Services.
- Traditional areas of Māori strength (forestry/farming/fishing) are now augmented with film, fashion, food, property development and social service provision.
- Nascent opportunities are available but require diversification planning (ie leveraging off existing strengths into new growth areas).
- The concept of a “Māori edge” was raised but it was acknowledged that further discussion is required to distil the actual points of difference.

#### **Blindspots and/or Opportunities**

The concept of a “Māori edge” could be developed further and a “Te Arawa edge” discussed and developed.

### Quotes

“In general, the breadth and strength of opportunities available to Māori business correlates with the size of the Māori population in reach region...” (page 9)

“Finding ways to further apply and capture the significant Māori added value externality which accrues presently to tourism would also be a feature of a more enhanced leadership role for Māori” (page 26)

## 5.4 Nga Kaihanga Hou – For Māori Future Makers

### Full Title

Ministry of Māori Development. (2007). *Nga Kaihanga Hou – For Māori Future Makers*, Wellington, Ministry of Māori Development.

### Brief Summary

The report identifies key drivers that will influence the way Māori participate in the domestic and global economies leading to the year 2030, and recommends certain decisions be made to ensure successful participation. The 3 key drivers are

- *Moving to the innovation economy*: technological advances, R&D, education investment;
- *Redistribution of world economic power*: to Asia, trading between mega-cities rather than nations, demographics impacting on immigration; and
- *Climate change and resource pressures*: fossil fuels, water use/quality, fisheries depletion.

The recommendations are that Māori:

- leverage businesses into growth and strategic industries
- nurture innovation
- improve the qualification base of the people
- promote high levels of entrepreneurship

In summary, Future Economic Growth is an outcome of the combination of better utilisation of assets (including diversification) + increased investment in innovation and new technology + appreciation of the markets + relevant skills.

### Blindspots and/or Opportunities

The report identifies the following characteristics as important to future success:

- low debt/equity ratios
- a commercial/non-commercial activity separation
- diversification of assets
- QBL focus
- Valuing being Māori
- Best skilled people recruited

As BERL's reports do, this report also identified the potential of business opportunities due to aging of the general population and increased demands on service sectors to support older members of society.

Refer pages 34-38 for suggestions on specific strategies.

One of the ideas mooted is increased participation in branding agricultural products. TOKM are investigating a collaborative Indigenous brand with other Pacifica producers. Is there potential for Te Arawa to investigate similar collaborations for our key industry areas?

#### **Quote**

"The success of future economic development will be based on Māori having the capacity to lead, influence and make positive decisions for themselves to ensure economic growth" (page 40)

## **5.5 Developing Assets Paper**

### **Full Title**

Hui Taumata Steering Committee. (2005). *Developing Assets – Draft Stimulus Paper*. Wellington, Hui Taumata.

### **Brief Summary**

A discussion paper aimed at raising issues to foster positive discussion about developing assets among Māori organisations and communities. The two underlying themes are: (a) Māori need to move from passive to active participation in all levels of business and; (b) Māori need to improve the quality of decision making and the quality of decision makers. Moving to active participation requires focus on the issues of people, information investment and diversification, and business participation. Improved decision-making identified governance, tribal structures, statutory bodies and the Māori Land Court, and

improving decision-makers identified leadership, education and training as important issues.

### **Key Points**

The one key issue that is critical to the success of Māori communities and organisations is intergenerational asset ownership and management (ie ownership and management of communally owned assets for the benefit of future generations). Questions raised were:

- Are our current economic models and practises relevant for the future?
- Are policy and legislation aligned to these models?
- Are we building leaders and leadership that ensures we will be able to develop sustainable economic growth?

The report focussed on the themes of finance, community/stakeholder, environment and education. Challenges identified were:

- Conservatism in governance and management and competence of shareholders and trustees
- Inability to attract and retain key staff at all skill levels
- Potential conflict between political and business leadership
- Māori business style preference (ie weak at marketing and efficient decision-making)
- Information vacuum about extent, potential and economic value of assets, which affects the opportunities for diversification
- Ensuring a consistent deal flow through access to and participation in global marketplace
- Lack of access to equity and few partnerships with key institutions
- Onerous land and environmental legislative regulation
- Lack of modelling for distributing benefits to individuals

### **Blindspots and/or Opportunities**

Good summary of desired outcomes at pages15-17

## **5.6 Developing Assets Keynote Adress**

### **Full Title**

Robert A McLeod. (2005). *Developing Assets – Keynote Address*, Hui Taumata 2005. Wellington, Hui Taumata.

## Brief Summary

McLeod's view is that the ingredients of Māori social and economic success are not unique to Māori and it is not necessary to prescribe or discourage a particular Māori or mode of commerce/economics. The main insights are:

- the most valuable economic asset for most people is their human capital
- the returns to investment in human capital in terms of education and training is significant
- the economic power within Māori human capital is far greater than the economic power of governments and of financial capital.

In respect of the first two themes, McLeod suggests we determine what incentives are currently holding back progress and what incentives could be developed to promote the desired outcomes.

## Blindspots and/or Opportunities

What does this then mean for Māori economic development models? Are they irrelevant? Should we instead be focussing on the identification and analysis of incentives and disincentives for economic development specific to the Te Arawa context, rather than a generic Māori model?

## Quotes

"Assets are important because of their nexus with wealth and income. Wealth and income give people access to a desired quality of life." (page 2)

"Because organisations exist for people, the ultimate focus of assets and wealth creation should also be on people" (page 3)

## 5.7 Developing Enterprise

### Full Title

Hui Taumata Steering Committee. (2005) *Developing Enterprise – Draft Stimulus Paper*. Wellington, Hui Taumata.

### Brief Summary

Stimulus paper concerning the development of Māori enterprise through revitalisation of an enterprise culture which will manifest in a positive belief among future generations about opportunities for income and wealth

generation. This is anticipated to lead to increased Māori participation in all aspects of enterprise as well as the potential to support significant growth.

A useful report for prompting discussion as it has a variety of questions dealing with the following categories: role of government, leadership, access to capital, sector involvement. The suggested strategies include:

- Gearing curriculum and tertiary participation towards skills and knowledge on business and enterprise development
- Improving Māori participation in and partnering with research and development (“R&D”) organisations and developing Māori R&D teams
- Developing capacity in skills to assist Māori commercialise skills and knowledge as there is a shortage of ability to commercialise ideas to sustainable income streams. This is evidenced in the minimal Māori ownership of marketing and distribution chains.
- Increasing access to and participation in global markets, investment opportunities and potential enterprise partners.

### **Blindspots and/or Opportunities**

The paper notes that expanding niche markets include media and communications, creative arts and science & information technology.

### **Quote**

“We know that in order to achieve our vision we need to start with ourselves. We need to ask ourselves what we want to achieve as individuals, as families, as organisations and as communities.” (page 2)

## **5.8 Being Part of Our Future**

### **Full Title**

Central North Island Iwi Collective. (2009) *Being Part of Our Future*, (unknown), Central North Island Iwi Collective.

### **Brief Summary**

An overview of the Central North Island Iwi Collective’s (“Collective’s”) investigation into the possible commercial uses for their settlement assets, with a summary of three proposed economic development strategies for the Collective. The strategies are based on the premise that by pooling resources the Collective can achieve greater size and market power. And by sharing

costs, the Collective can be more competitive and maximise the use of scarce resources (such as industry expertise).

### Key Points:

The CNI Forests Collective Settlement is the largest Treaty of Waitangi settlement in New Zealand history, and will be returned to the members on 1 July 2009. The settlement includes:

- 90% by value of the 176,000 hectares of Crown forest lands
- all license rentals accumulated since 1990
- 3 million New Zealand Units (carbon credits).

The Collective's Economic Development Strategy includes aspirations to maximise economic benefits from assets in a sustainable manner, develop strategic relationships, become an integrated part of the global economy, leverage the power of the Collective to achieve economic success, protect and safeguard the land, demonstrate the benefits of Māori being active participants in the global economy, and positively contribute to the New Zealand forestry industry. The review identified that the Collective have opportunities to use the world-class natural resources in the Central North Island ("CNI") region to create a portfolio of commercial companies that return large cash flows for successive generations. These companies are:

- *Forestry Company*: Having the potential to become New Zealand's largest integrated forest and wood products enterprise within 25 years by creating a forestry company to manage and replant the returning land blocks, invest in wood product distribution businesses and grow customer demand for certain wood products, and develop processing and logistical capability to supply the wood product demand.
- *Energy Company*: Could be owners of a major New Zealand renewable electricity generation company (geothermal energy) as the CNI land has one of the world's highest quality geothermal resource, by creating a single geothermal energy company to minimise costs and maximise scarce expertise. The company could also diversify and develop direct heat applications (ie timber drying) for use in forestry and other operations.
- *Ecosystem Services Company*
- *Carbon Farming Company*: To convert one off allocation of carbon credits into a growing investment that provides a cash flow back to iwi every year by selling 1million New ZU within 12mths of transfer and using the money to plant new forests on marginal lands (not suitable for anything else) which will then accrue New Zealand Units ("NZU"). On maturity the timber can be harvested and sold. This will mean the Collective could become a large-scale carbon credit producer and trader within 1-5years.
- *Leisure and Recreation Company*: For example an Agribusiness company.

The three companies recommended as the initial start ups are forestry, geothermal energy and carbon farming. After establishment of these, other operations would be developed in agriculture, tourism and other types of renewable energy.

### **Blindspots and/or Opportunities:**

Themes that are present in this report and also echoed in others are: active participation, global-focussed economic strategies, sustainability of the resource, collaboration and use of leveraging to assert influence, and development of the industry.

### **Quotes:**

“...It is building a better economic future for our CNI iwi communities and regaining control of their destiny. It is leaving a legacy for our mokopuna to inherit that will provide for a more progressive and prosperous future.” - Rawiri Te Whare (page 24)

“Working together isn’t always easy. But collectivism is by far the best way to maximise benefits from our land based assets – and to realise the world-class potential of the natural resources in the CNI.” (page 65)

“To successfully grow, large-scale commercial companies need people who have implemented global strategies before, top quality commercial skills and expertise, funding from recognised international investment companies, extensive networks both local and international.” (page 66)

## **5.9 Tomorrow’s Landscape – Commercial Discovery**

### **Full Title**

CNI Iwi Discovery Ltd (2009) *Tomorrow’s Landscape – A Report on the Findings of the Commercial Discovery Process*. (unknown), CNI Iwi Discovery Ltd.

### **Brief Summary**

A report that provides a detailed overview of the proposed commercial portfolio and core strategies for the CNI Forest Settlement assets.

### **Blindspots and/or Opportunities**

- The concept of 'Sustainability' is a guiding principle. In this context sustainability is interpreted as development of assets and land in a way that ensures the intergenerational endurance and growth of the assets. This means that any funding would be collateralised against prospective cashflows (and not the iwi-owned land and assets) so that the iwi assets are never put at risk.
- A collective approach is advocated as it would provide iwi collective members with commercial opportunities of significant size and scale and market dominance.
- The report advocates a move away from the landlord model to a model where iwi participate significantly across industry value chains to capture the full economic benefits of their own assets.
- The report acknowledges that the tendency of Māori to establish trusts to undertake commercial development of iwi assets has resulted in an era of poor economic returns. This is because there are inevitable conflicts between attempting to preserve the assets and to manage commercial operations using those assets.
- The core objective is to maximise economic value from the settlement assets and to obtain sustainable, long-term revenue streams flowing back to individual iwi.
- The report notes that provided that quality governance and commercial management is in place, then the resource will be highly sought after by funding partners.
- The establishment of three large-scale global commercial entities will require world class experience and expertise networks, global strategies, and funding and strategic planning.
- CNI Iwi Discovery Ltd recommends the formation of a single, flexible and highly skilled project team implement the commercial portfolio – undertaking the initial implementation of all three strategies and then equipping each company with its own core management team. It is also suggested that the project team would then develop and implement other strategies that the Collective chooses to add to its portfolio. This is a clear example of minimising administrative costs and maximising use of scarce expertise and skills.
- The report suggests that should the Collective decide to undertake the Forest Company strategy that it may also be cost effective for the company to manage other iwi-owned forest holdings, as this would share management costs across a number of estates, and allow for larger scale, co-ordinated siculture and harvest activities.
- The report discusses the need to develop strategic relationships and partnerships in key markets as well as with current stakeholders. However, it also recommends that the Collective ensure it has access to financial and analytical resources that are on par with those used by leading forestry companies worldwide. This will ensure that value is not conceded unknowingly.
- The Carbon Farming strategy suggests that iwi could operate an internal carbon credit market which avoids external transaction costs, and ensures optimal management of the overall carbon position by an experienced specialist team.

**Quotes:**

“...our different priorities and perspectives are what makes us strong. The power of collectivism is not in our same-ness. It is in the insights that come out of our debates. In the problems that are only solved as we discover another’s way of looking at them. And in the many different qualities that we can bring together to work towards a common goal.” - Te Ariki Dr Tumu Te Heuheu (page 2)

“By pooling its resources in each area, the Collective can achieve greater size and market power. And by sharing its costs in each area, the Collective can create economies of scale, and maximise the use of scarce resources such as industry expertise and intellectual property.”(page 7)

Implementing the strategies identified in the report...“would position the Collective as a leader in the economic development of New Zealand as a whole, and potentially as a catalyst for the economic transformation of all Māori.” (page 39)

## **5.10 Hei Whakatinana i te Turua Pō: Māori Business Innovation and Venture Partnerships**

### **Full Title**

Federation of Māori Authorities & Ministry of Māori Development. (2005). *Māori Business Innovation and Venture Partnerships 2005 – Hei Whakatinana i te Turua Pō*, Wellington, Ministry of Māori Development.

### **Brief Summary**

A report commissioned by the Ministry of Māori Development (“Te Puni Kokiri”) to provide insights into decision-making processes of successful Māori owned business, particularly focussed on processes and decisions regarding business growth and joint venture opportunities. The aim of the study was to provide successful growth strategy models and useful input into the wider understanding of Māori business. The ten case studies illustrate the differing ways that each iwi organisation has utilised their assets and expertise to form successful commercial ventures and/or partnerships. Examples of particular relevance to Te Arawa are Tuaropkai Trust (who have utilised their geothermal resource to develop a powerplant and hothouse horticulture), HukaPak (who have utilised their competitive advantage of geography, land and kiwifruit expertise to become a major player in the kiwifruit packing industry) and Pukeroa Oruawhata Trust (who have utilised their land situated in Rotorua’s central business district to enter the retail development market).

### **Key Points**

The common thread to all the abovementioned successful ventures is that the organisation identified competitive advantages in respect of skills and assets and leveraged those. The three key findings of the report were:

- continuous learning and enhancing of management and governance skills and practises
- reinvestment in the community
- broadening relationships develops competence and technical knowledge and leads to identification of new opportunities (ie innovation)

### **Blindspots and/or Opportunities**

The report introduces the Te Pou Apaarangi Skills Matrix tool designed by Wayne Mulligan to assist Māori organisations and planners to strategically consider and analyse the skills and experience required on a governing body. This tool is used to identify where the skills and experience reside and not whether the mix is correct. However, the tool is able to be used to identify strengths, skill gaps and areas of risk with regard to decision-making.

The report does not provide any examples or analysis of Māori models (theoretical or academic) of economic development.

## **5.11 How Māori Organisations Succeed**

### **Full Title**

Ministry of Māori Development. (2007) *Me Pewhea Angitu Ai Nga Ropu Māori – How Māori Organisations Succeed*, Wellington, Ministry of Māori Development.

### **Brief Summary**

A self-help guide for people involved in governance or management of Māori organisations, aimed at providing people with technical, managerial and analytical skills required to be successful. It provides information and guidance on organisational structures, effective hapu and marae representation, separation of governance and management functions, and advice on how to avoid common mistakes and pitfalls.

## 6 LABOUR MARKET

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### 6.1 The Prime Ministers Summit on Employment

#### Full Title

The Department of Prime Minister and Cabinet. (2009) *The Prime Ministers Summit on Employment*. Accessed 4 March 2009 at <http://beehive.govt.nz/feature/summit>.

#### Brief Summary

On 27 February 2009 the Prime Ministry of New Zealand, John Key convened a Summit on Employment in response to concerns about the implications of the global recession on New Zealand's economy and workforce. A select number of industry and economic leaders, government decision-makers and NGO representatives participated in workshops and think-tanks to devise a number of initiatives aimed at future-proofing the New Zealand economy from the effects of the global recession. A key outcome for the Māori economy is a desire to support the enhanced utilisation of iwi assets by:

- Creating new employment in the primary production sector by bringing Māori land and water based assets into higher value export focused productive use. This may involve accessing existing business support, legislative/regulatory review and active facilitation of intra-Māori partnerships; and
- Investing in projects that support Māori kinship -based infrastructure, including iwi-led housing projects, innovative approaches to existing state housing stock, and marae development.

Specific ideas to changes required to government systems in order to indirectly boost the Māori Economy included:

- Ensure that government services to Māori deliver effective results
- Boosting Tourist Traffic Co-fund
- Establish a government/private co-funded \$60million fund to support initiative to increase visitor numbers targeting 1% global market share, through short and long haul promotional activity, domestic tourism promotion and targeting infrastructure development

On 9 March 2009 Cabinet agreed that the ideas from the Job Summit be allocated to Ministers to lead further investigation (see <http://beehive.govt.nz>

[Zealand/sites/all/files/Summit\\_Lead\\_Ministers.pdf](#) and [http://beehive.govt.nz/Zealand/sites/all/files/Cabinet\\_paper\\_Summit\\_Mar\\_9.pdf](http://beehive.govt.nz/Zealand/sites/all/files/Cabinet_paper_Summit_Mar_9.pdf)).

## Key Points

Action Points of Near Term and High Priority:

BIG	DETAILED
<ul style="list-style-type: none"> <li>Integrated approach to Māori secondary and tertiary education</li> <li>Integrated delivery of education and training in senior secondary sectors, through existing Māori and other education providers. Involves linking education and training to support the Māori asset base, and emerging sectors; and relaxing funding and regulatory barriers (eg. removing capping of Student Achievement Component funding to enable demand driven response; relaxing movements better secondary and tertiary; enabling use of alternative delivery sites such as marae.</li> </ul>	<ul style="list-style-type: none"> <li>Difficult to quantify the number of jobs. Principal driver is future positioning of Māori for the economic recovery.</li> <li>Māori youth population bulge will occur in 2011, making an integrated education delivery approach and immediate priority.</li> <li>Matching education to skills demands, and providing for demand driven education would have high and long term economic impact. Short term costs associated with proposal, particularly in relation to growing demand in the wananga sector and removing supply-side funding constraints.</li> </ul>
<ul style="list-style-type: none"> <li>Māori and group professional and trades training,</li> <li>professional and trades training sharply focussed on requisite skills to support the growth of the Māori asset base, positioning for emerging sectors, and including pastoral care components in group training options.</li> </ul>	<ul style="list-style-type: none"> <li>Training in emerging employment opportunities (eg. creative industries and information and communications technology).</li> <li>Up-skilling in areas of collectively owned assets including agriculture horticulture and forestry in the energy sector (oil, gas and geothermal),</li> <li>Trade Training in infrastructure development areas (roading, telecommunications and housing);</li> <li>1500 jobs over 3 years;</li> <li>government investment as part of workstream 2 skills initiatives, in partnership with Māori asset holders and industry.</li> </ul>
<ul style="list-style-type: none"> <li>Improving Māori businesses</li> <li>Establishing a dedicated Māori business service, with the core functions of the provision of business advice, information, mentoring and access to development capital for Māori SMEs.</li> <li>Māori infrastructure developments</li> </ul>	<ul style="list-style-type: none"> <li>Building the resilience of SMEs will have gains for Māori specifically and the labour market more generally.</li> <li>Difficult to quantify jobs but MBFS' currently working with 249 Māori businesses. The MBFS has worked with around 4,500 over last decade and MWDI has worked with around 5,000 since inception.</li> <li>Over 20,000 Māori are self-employed and 25% of Māori say they expect to start a business in the next 3 years compares with 13.1% of the general population</li> <li>Will assist movement of Māori employment from low growth industries to high growth industries more quickly through financing new ventures</li> </ul>
<ul style="list-style-type: none"> <li>Māori infrastructure developments</li> <li>Investing in projects that support Māori kinship-based infrastructure, including iwi led housing projects and marae development. This includes assigning a training component in contracts arising from government procurement processes.</li> </ul>	<ul style="list-style-type: none"> <li>These types of projects present an opportunity to foster Māori cultural identity, remedy adverse Māori housing conditions, and at the same time, employ these resources as training sites linked to Māori trade training initiatives</li> <li>Difficult to quantify the number of jobs as it depends on the scale of the infrastructure</li> </ul>

	<p>development</p> <ul style="list-style-type: none"> <li>• Strongly linked to workstream 2 skills initiative around apprentices.</li> <li>• Will require partnering between Māori, communities, iwi, local government, central government and others</li> </ul>
<ul style="list-style-type: none"> <li>• Better utilisation of Māori assets</li> <li>• Creating new employment in the primary production sector by bringing Māori land and water based assets into higher value, export-focused productive use. This may involve accessing existing business support, legislative/regulatory change (eg. unblocking the establishment of AMAs, and active facilitation of intra-Māori partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• 52% of Māori assets are in primary industries, Māori assets are therefore particularly exposed to developments in world markets</li> <li>• The nature of the assets also means there are key opportunities for Māori including taking a greater role for Māori in terms of branding relationships could pay dividends</li> <li>• Difficult to quantify the number of jobs and will be determined by Māori asset holders and decision makers</li> <li>• Example investment by Māori Trustee in land conversion to cropping will generate 166 seasonal jobs</li> <li>• The cost of the proposal will depend on scale of decisions made by Māori asset holders (not single balance sheet decisions)</li> </ul>
<ul style="list-style-type: none"> <li>• Improving the effectiveness of government expenditure on Māori</li> </ul>	<ul style="list-style-type: none"> <li>• Government expenditure has not been effective in achieving positive social and economic outcomes for Māori</li> <li>• Options include enhancing transparency, targets and accountability, devolving services and/or funding, increasing value for money</li> </ul>

#### Action Points for Longer Term Development and Consideration:

- *Providing better local labour market information to Māori communities:* Enabling communities to make more informed decisions through better information.
- *Promoting areas of employment growth to Māori:* Utilising communications vehicles and local champions to encourage Māori to up skill and transition to sectors with shortages.
- *Expanding Māori focussed literacy and numeracy programmes:* Dedicated resources to address literacy and numeracy for Māori including cultural literacy beyond the workplace.
- *Whanau based community programmes:* To help Māori grow small and medium enterprises, including supporting community and voluntary sector.
- *Access to Māori finance:* Access through the Māori Trustee this will benefit Māori Small to Medium Enterprises.
- *Amalgamating marginal economic blocks of Māori land :* Larger Māori land holdings can be better utilised for farming and forestry production.
- *Facilitate growth in Māori aquaculture:* Increase utilisation of the aquaculture industry to provide new employment opportunities for Māori workers through stabilising Aquaculture Management Areas.

- *Māori Youth Foundation skills academies*: Utilising existing Māori education providers to strengthen foundation skills in literacy and numeracy and work readiness.
- *Promoting science and technology to young Māori combined with iwi investment in new technologies*: Encouraging individuals and collectives to take opportunities emerging in technology.
- *Bonding students to involvement in the development of Māori assets*: Financially assisted study to overcome the barrier of student loan debt and in return, graduates assist in the development of Māori assets and Māori communities.
- *Tax credits for Māori authorities to provide education and training scholarships and investments*: Currently a number of Māori authorities provide education and training scholarships which could be extended through a tax credit for education and training support and tied to bonding arrangements.
- *Māori public service cadetships and internships*: Increasing the opportunities for young Māori graduates to enter the public service during a time when the demand for graduates in the private sector may reduce considerably.

## 6.2 Tu Mai Iwi Tool

### Full Title

Department of Labour & Te Runanga o Ngai Tahu. (2008). *Tu Mai Iwi Tool – User Guide*. Wellington, Department of Labour.

### Brief Summary

A user guide for the Tu Mai Iwi Tool (“Tool”) - a customised profile of iwi labour market indicators that allows for analysis of 100 iwi. It is a snapshot of current skills and talent profile of a particular iwi, and is intended to add value to iwi decision-making in policy, business, education investment and career planning. It uses census data from 2001 and 2006 and identifies changes over a 5 year time period. The tool is available at [www.dol.govt.nz/services/LMI/index.asp](http://www.dol.govt.nz/services/LMI/index.asp).

### Blindspots and/or Opportunities

The Tool Can provide an iwi with a profile report on current labour market indicator (including training needs and patterns) allowing the iwi to compare the current workforce profile, identify and/or formulate a preferred profile of skills and capacity and develop action plans to achieve that preferred profile.

## 6.3 Workforce 2020 - The Future Labour Market of New Zealand

### Full Title

Department of Labour. (2008). *Workforce 2020 Forces for Change in the Future Labour Market of New Zealand*. Wellington, Department of Labour.

### Brief Summary

Discusses challenges and opportunities on the future New Zealand labour market, so that government can design and implement workforce and workplace initiatives to ensure New Zealand is well placed to capitalise on the labour market opportunities available in 2020. The Department of Labour consider that the following forces will affect the New Zealand labour market in the next 12 years:

- *Population and labour force changes:* Movement of significant groups into and throughout the workforce, a more diverse workforce
- *Continuing globalisation:* International movement of work and workers, the challenge to match international productivity gains
- *Technology and changing skill requirements:*
- *Climate change and resource pressures:* Natural resource constraints, and green jobs and energy productivity.

### Blindspots/Opportunities

Te Arawa should not only look towards regional and New Zealand skill shortage areas but also look at international skill shortage areas.

There is an opportunity for Te Arawa to influence labour and immigration policy through relationship building with government – need political leverage to do this.

Offshoring and intense global competition are risk areas – need to assess whether & how this is applicable to the industries in Te Arawa's rohe (a presumption that offshoring affects lower skilled workers negatively).

The report states that there are significant opportunities for farming, forestry and fisheries industries to make greater use of information technology to improve product quality and profitability. New Zealand's industrial production remains concentrated in the low-technology sectors (ie primary).

The Department of Labour have sector and regional engagement and workplace productivity work programmes. Is there an opportunity for Te Arawa to collaborate?

The report states that there will be an increased demand for skills associated with knowledge work (ie cognitive skills, abstract reasoning, problem-solving, communication and collaboration), as jobs become more knowledge-intensive and less physical. Think about “knowledge work” skills area and how this would look for Te Arawa and the Te Arawa rohe workforce. Is there a specific “tower of strength” area that Te Arawa currently possess or can utilize?

The report identifies future opportunities in what it terms the “Green Economy”. It identifies opportunities to combine forestry, fisheries and farming expertise with green economy skills to provide specialised and unique green economy leadership. The report states that the move to a green economy offers opportunities in renewable energy, energy efficient buildings, public transport and food production, but that to take advantage of such new opportunities the government, businesses and education institutions need to understand new environmental trends and actively support the development of green skills.

### Quotes

“The increased mobility of highly skilled migrants, particularly in the context of international skill shortages, is likely to become a more important factor influencing migration policies in the future. We can expect a growing proportion of our workforce to be internationally mobile...” (page 8)

“A coordinated approach is needed to make sure that skills development and use is aligned to the needs of industry and the economy” (page 13)

“New Zealand’s long-term economic viability is closely tied to its natural environment and the availability of resources, including energy. The transition to a sustainable low-carbon economy will involve major shifts in employment, skills sets and workplace practises – all of which need to be better understood if New Zealand is to take advantage of a variety of new opportunities.” (page 16)...

“To adapt to...climate change and resource pressures new green skills will be needed in both emerging and established industries. These will be jobs that help to protect and restore ecosystems and biodiversity, reduce energy, materials and water consumption through high efficiency and avoidance strategies, decarbonize the economy, and minimise or avoid other forms of waste and pollution” (page 17)

## 6.4 Developing Ngati Awa Labour Market Capability

### Full Title

Department of Labour. (2008) *Developing Ngāti Awa Labour Market Capability – Draft Report*. Wellington, Department of Labour.

### Brief Summary

An executive summary of a report that examines the labour market conditions for Ngāti Awa and identifies a set of tools to help develop the capabilities of the iwi.

The report is an outcome of the Labour Market Knowledge Project between Ngāti Awa and the Department of Labour, and seeks to provide the connection between the Ngāti Awa education and cultural strategies and the labour market. It provides Ngāti Awa with information and the analytical capacity that will assist it to strategically direct the development of its people, for the purpose of human and capital asset base growth.

### **Blindspots and/or Opportunities**

- The report identified that monitoring of advertised vacancies in the region could provide insights into the region's labour market and that a programme of counting and analysing vacancies could be considered.
- Department of Labour's JVM currently counts and analyses vacancies in Tauranga and Rotorua newspapers.
- Te Puni Kokiri's response to the report was that it was very interested in the possibility of discussing possible areas for joint work between their agencies.

### **Quote**

"Ngāti Awa can influence the provision of local training through their Wananga and Polytechnic links and via study grants. By linking fields of study to occupations of interest to Ngāti Awa, there is potential for supply to be broadly linked to the areas of labour demand..." (page 8)

## **6.5 The Māori Workforce in 2005: A Statistical Profile**

### **Full Title**

Hui Taumata Action Taskforce. (2005) *The Māori Workforce in 2005: A Statistical Profile*. Wellington, Hui Taumata.

### **Brief Summary**

The report provides an overview of trends for Māori in the workforce and updates the Department of Labour paper titled Trends in Māori Labour Market Outcomes 1986-2003. The report focuses on the movement of people in and out of work and their development (workforce development). Challenges identified in the report include:

- Persistent Māori unemployment will require specific responses such as age appropriate interventions, work experience interventions, skill development opportunities, and economic policies focussing on the location of work
- Future-proofing the Māori workforce by increasing distribution across industries
- Increasing the Māori youth demographic skills through training because New Zealand will rely on their skills as the baby boomers retire
- Implementing work and training arrangements that work for older Māori workers and Māori women
- Better supporting Māori to complete qualifications will significantly increase skill levels

### **Blindspots and/or Opportunities**

A future aspect of Te Arawa Fisheries Tertiary Scholarship Programme will be facilitating work experience and/or job placements. Are other iwi organisations actively doing or looking at doing this? Is there opportunity and desire for collaboration amongst other Arawa organisations for such an initiative?

Te Arawa need to be influencing labour policy development. Is there an opportunity for collaboration with The Department's Labour Market Knowledge Managers?

### **Quote**

"Economic shocks (such as recessions) hit the Māori workforce disproportionately hard. The reasons for this are not clear. It may be that this is due to the fact that Māori are so strongly represented in volatile industries (such as exports) or occupations (especially low-skilled)." (page 3)

## **6.6 Bay of Plenty Region Annual Report**

### **Full Title**

Department of Labour. (2008) *Annual in-depth Regional Report – Bay of Plenty Region*. Wellington, Department of Labour.

### **Brief Summary**

The report describes the characteristics of the Bay of Plenty ("BOP") regional labour market, changes it has undergone, and key outcomes of the changes. A number of key points of relevance for Te Arawa and the Te Arawa rohe include:

- Skill shortages in the Bay of Plenty are most likely to exist for legislators, administrators and managers, professional, technicians, sales and service workers and trades workers.
- A focus on higher qualifications on employees will need to be met by increased productivity, increases in working age and upskilling low qualified people.

### **Blindspots and/or Opportunities**

The report suggests opportunities exist to establish further Major Regional Initiatives (“MRI”) in line with the skill requirements and capabilities that Te Arawa have identified as desirable for the iwi. The current MRIs are the National Centre of Excellence in Wood Processing Education and Training in Rotorua and the National Centre of Maintenance Excellence in Kawerau. The centres provide specialised training and education to ensure the industry clusters are not constrained by future skill shortages.

A blindspot identified by an OECD report is that too great a focus was on the immediate skill needs of the BOP region and that too little focus on the medium term future skill needs. The report states that the balance between the two sometimes competing demands is crucial to the development of a regional skill development programme.

Should Te Arawa be focused on medium to long term skill development, given the statistical data about the future Māori workforce (ie young, unskilled, over 20% of New Zealand’s future population)?

Department of Labour tools that may be useful for Te Arawa include: Linked Employer-Employee Dataset - LEED, Survey of Employers Who Have Recently Advertised – SERA, Job Vacancy Monitor – JVM, Departmental of Labour Analysis Tools, Business Demography Statistics, Census, Household Labour Force Survey, New Zealand Income Survey, National and Subnational Population Projections, and School Leavers Data (MinEdu).

## **6.7 Labour Market Situation Forecast**

### **Full Title**

Business and Economic Research Limited. (2008) *Labour Market Situation – December 2008*. ([http://www2.careers.govt.nz/job\\_market\\_national.html](http://www2.careers.govt.nz/job_market_national.html)) accessed 31 March 2009

### **Brief Summary**

An article written by BERL identifying what job areas may be most and least affected by the current economic downturn, and forecasting the job market for the next few years. The key points are:

- The economic downturn has resulted in falling building and construction activity
- The retail and hospitality industries are particularly affected by the downturn and are getting less business as households cut their spending, and as international visitor numbers fall
- Areas of decline are occurring in manufacturing, wholesale trade, retail trade, transport/postal and warehousing, financial and insurance services and administrative and support services
- Job numbers will continue to grow in industries that are population driven such as health, education and other services such as Police, Fire and associations and organisations that represent and help people
- Over the next couple of years there will be less part-time work available and fewer unskilled jobs. Unemployment is expected to increase between 2009-2011 and could rise as high as 5.6% by March 2010. An additional 17,000 people will not enter the workforce – either staying in study or retiring as part-time work declines.

### **Blindspots and/or Opportunities**

Te Arawa need to identify skills sets and capabilities that will be useful in the long term, and to try to insulate against implications of a boom and bust economic industry cycle

## **6.8 New Zealand Labour Demand Projection**

### **Full Title**

Business and Economic Research Limited (2009) *Projections for a Skilled and Productive New Zealand – A Report to the Industry Training Federation*, Wellington, Business and Economic Research Limited.

### **Brief Summary**

A report providing a projection of the labour demand required by New Zealand industry over the medium-to-long term.

### **Blindspots and/or Opportunities**

Employment growth is projected to be weak in construction, agriculture, forestry and fishing, and communication services. Given that statistics in 2006 show that the largest occupation group for Māori is labourers, the impact of the slowing of the growth rate will particularly impact Māori.

Employment growth is expected to reduce to 1.5% from an average of 2.3% over the last 10 years.

Export-related industries such as tourism, transport, wholesale trade and manufacturing are expected to experience moderate employment growth. The strongest employment rises are projected in business services, health and community services, and retail trade.

The projection indicates a demand for plant and machine operators and assemblers, elementary occupations, and technicians and associated professionals in forestry and wood, building and construction, and extractive industries. Furthermore, there is a projected demand for elementary occupations, clerks, and service and sales workers in the aforementioned industries as well as tourism and hospitality.

The report identified that every industry needs to increase the skill levels of its employees to increase productivity, and each industry has to train workforce replacements as well as new entrants.

**Quotes:**

“...the response of New Zealand’s business and political leadership to the current downturn will influence efforts to increase New Zealand’s skills, productivity, and wealth. A convincing programme of heightened investment by the Government in infrastructure and skills is needed now to set the platform for long-term improvements in productivity. This will ensure New Zealand remains open for business during the recession and is ready with a highly skilled and trained workforce when economic conditions return to some degree to normality.”

## 7 SOCIAL REPORTS

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### 7.1 Indicators of Social Wellbeing in New Zealand

#### Full Title

Ministry of Social Development. (2008). *The Social Report – Te Purongo Oranga Tangata: Indicators of Social Wellbeing in New Zealand*. Wellington, Ministry of Social Development.

#### Brief Summary

A report charting the changes in New Zealand's social wellbeing and quality of life. Of particular relevance to Māori (and Te Arawa) is that the social report helps identify adverse trends in social outcomes at an early stage so that policy interventions can be developed to counter such trends. The desired economic outcome statement is 'New Zealand is a prosperous society reflecting the value of both paid and unpaid work. Everybody has access to an adequate income and decent, affordable housing that meets their needs. With an adequate standard of living, people are well-placed to participate fully in society and to exercise choice about how to live their lives.' However, New Zealand's economic standard of living results tend to be lower than those in many OECD countries, and had actually decreased from the 2004 standard when New Zealand standard of living was above the median.

### 7.2 Housing New Zealand Corporation Māori Strategic Plan

#### Full Title

Housing New Zealand Corporation (2007) *Te Au Roa – Into The Future: Housing New Zealand Corporation Māori Strategic Plan 2007 – 2012*. Wellington, Housing New Zealand Corporation.

#### Brief Summary

The government's key priority is to achieve true sustainability in New Zealand through economic transformation, strong families, and national identity. Māori ownership of natural resources creates opportunities for long-term investment for which the government wishes to explore opportunities to optimise the social and economic return to Māori from their cultural, social, environmental and economic housing resources. The corporation states that it is important that it supports the choices and aspirations of Māori to live in their ancestral land in

order to fulfil their ahi kaa obligations, as well as supporting the choices of those that opt to move away from their land. This is manifested in joint venture development with iwi. The key points are:

- An acknowledgment that the Treaty settlement process creates opportunities for iwi to address issues of affordability and sustainable communities, for which the corporation wishes to work in partnership with iwi.
- Although Māori economic development has increased considerably, Māori home ownership has declined and areas of deprivation have grown. An increase in Māori economic development will present opportunities for joint ventures that could have a positive impact on Māori.

The key goals of the organisation's 'Māori succeeding as Māori' policy approach are:

- Māori leveraging off their collective assets for economic gain
- Māori utilising their skills, knowledge and talents for increased innovation
- Continuing to develop a flourishing Māori culture and Māori identity
- Māori families who are strong, healthy and connected
- Development of mutually beneficial partnerships between Māori and local, national and international stakeholders

Housing New Zealand Corporation ("HNZC") also aims to develop a lending product that can be applied to Māori multiple owned land, as well as addressing issues of lending and security with financial institutions.

### **Blindspots and/or Opportunities**

HNZC intends to implement joint policy development with iwi. Te Rarawa is piloting a joint venture policy development programme.

## 8 TE ARAWA REPORTS

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### 8.1 Ngāti Whakaue Tribal Lands Annual Report

The Proprietors of Ngāti Whakaue Tribal Lands. (2002). *Annual Report and Financial Statements for year ended 30 June 2002*. Rotorua, The Proprietors of Ngāti Whakaue Tribal Lands.

#### Brief Summary

The report provided the annual report and financial statements of Ngāti Whakaue Tribal Lands Inc and its Subsidiaries for the year ended 30 June 2002. The incorporations strategic foci are in three main industry areas:

- *Primary production:* To develop a large scale operation performing in the top 10% of NZ farming.
- *Tourism:* To be a major player, develop a major tourism destination/theme park project.
- *Property:* To increase rentals, release capital from limited high value development of suitable parts of the investment lands to fund the purchase of new farms and other investments.

In line with this, the strategic plan of the organisation is to become a pre-eminent large-scale primary production operation by 2005; and by 2010 to broaden investments to become a leader in farming and tourism both nationally and internationally. The incorporation identified the following 6 pillars of growth for their organisation: sheep, beef, dairying, forestry, deer and real estate. Tourism is also a key part of their plans to diversify and broaden their business and is seen as having a great or greater economic potential than the primary production industry opportunities, and likewise with property. The organisation is guided by SEEC (Quadruple Bottom Line) reporting and principles and espouses a balance between economic and environmental objectives.

#### Key Points

The organisation has divided out its subsidiary holdings according to business line. As at 2002, its investments were in property investment & development; primary production (deer, sheep & beef, dairy, forestry, horticulture, environment & landscape); tourism (mountain action ltd); and investment (tourism, commercial, biotechnology).

#### Blindspots and/or Opportunities

The organisation is one of few Te Arawa entities to have a formalised succession planning programme that provides exposure to programme participants to governance and decision-making processes, and access to training.

## 8.2 Te Arawa Lands: A Growth and Innovation Scoping Report

### Full Title

Whenua.biz Limited. (2007) *Te Arawa Lands: A Growth and Innovation Scoping Report*. Rotorua, Whenua.biz.

### Brief Summary

A scoping paper developed as a resource for Te Arawa organisations about growing Te Arawa's land-based assets. The report supports the use of 'clusters' as a proven collective approach for building capacity, capability and scale (ie asset growth and innovation). To be successful clusters require clear goals, time, resources, and strong strategic leadership. The report states that challenges Te Arawa organisations face and that leaders need to address are:

- To move from a passive to active participation in all levels of industry, business and planning processes
- To improve the quality of business decision-making and commercial knowledge/experience of their decision makers
- To work together to take advantage of high growth opportunities

The report identifies 8 practical opportunities for Te Arawa organisations to develop in collaboration in order to achieve sustainable high-value economic returns. These are:

- Eco-tech papakainga
- Carbon and nitrate trading
- Sustainable soils
- R&D strategy
- Renewable energy initiatives
- Integrated Land Management System
- Funding and Investment Co-ordination
- Environmental Services

### Blindspots and/or Opportunities

The literature review undertaken by Whenua.biz highlighted the general themes of Growth, Innovation and Collectives. Specific areas of priority that the report identifies are also echoed in other reports in this Literature Review. These are:

- Clusters & collectives
- Innovative indigenous development strategies
- innovation/research & development
- New sectors (biotechnology and bio-prospecting)
- Sustainability

The Whenua.biz report also identified authorship (most literature written from a non-indigenous perspective) and lack of research relating to Māori driven economic development as the main gaps.

### 8.3 Te Arawa Regional Census Statistics 2006

#### Full Title

Ministry of Māori Development, (2006). *Te Arawa Regional Census Statistics 2006*. Wellington, Ministry of Māori Development.

#### Brief Summary

The report provides information from the 2001 census of population and dwellings specifically for the Te Arawa region. See report for specific data.

#### Blindspots and/or Opportunities

The limitation of the information is that it applies to Māori in Te Arawa region, not for Te Arawa solely.

### 8.4 Te Arawa Rohe Social and Economic Profile

#### Full Title

Tahana Limited & Ministry of Māori Development (2006). *Tukua Mai Kia Piri Te Arawa E – Te Arawa Rohe Social and Economic Profile*. Wellington, Ministry of Māori Development.

#### Brief Summary

The report identifies the economic and social profile of Te Arawa in order to identify investment and social and economic growth opportunities. The key economic findings are:

- The need to increase economic performance and maximise the return on collectively owned assets
- Te Arawa development (economic, social, political) could be accelerated by strategic collaboration

Recommendations to promote and facilitate economic development for Te Arawa are:

- Establish a collaboration framework to validate and encourage greater collaboration in Te Arawa development and complete an economic project utilising the framework
- Establish and expand clusters
- Strategic capability building in political, education, investment strategy development, skills database, and future labour market demand.

### **Blindspots and/or Opportunities**

Key areas of difference to other reports are:

- Identification that there are few effective fora for sharing knowledge, strategic thinking and networking
- Cluster identification and establishment and facilitation of engagement of Te Arawa clusters with stakeholders

## **8.5 Nga Rangatakapu o Te Arawa Emerging Leaders Programme**

### **Full Title**

*Nga Rangatakapu o Te Arawa Emerging Leaders Programme 2008, Summary of Key Points from Wananga Tuatoru held 17 & 18 October 2008, Tunohopu Marae, Rotorua.*

### **Brief Summary**

- We need action leadership and thought leadership
- Succession models that go both ways. We need to create infrastructure and mechanisms for retirees/kaumatua to continue to contribute.
- How do we harness and manage talent so that we can track them and so that they remain successful

- Management versus Leadership: Leaders need to know enough management skills to ask the right questions of the advisors

The Top economic priorities are:

- *One Vision:* The need for a consolidated vision for Te Arawa
- *Skill Identification:* Identifying the right skills and experience needed, a skill-stocktake, a skills register 'rapu' and a skill co-ordinator.
- *Developing Talent:* Associate directorships, director swaps/secondments, better targeting education scholarships and tracking of completion to get a picture of where our people are and what their skill-sets are. Scholarships targeted to fill the shortage of technical knowledge required for Te Arawa's cultural, social, economic and political leadership.

## 8.6 Whaimutu Dewes Keynote Address at Nga Rangatakapu o Te Arawa Emerging Leaders Programme Wananga

### Full Title

Nga Rangatakapu o Te Arawa Emerging Leaders Programme 2008, *Address by Whaimutu Dewes*, 29 November 2008, Taurua Marae, Rotorua.

### Brief Summary

Whaimutu states that economic success in our own terms is necessary and essential. This means that we must determine what "economic success" means for Te Arawa and measure ourselves against and strive towards that.

Te Arawa need to develop resources that will work for us in 50 years time, and these may not necessarily be the ones that have worked for the last 50 years. This statement highlights the need to accurately forecast future industries of importance and areas of future opportunity for Te Arawa. We need to forecast. Whaimutu states that we need resources other than land and water.

Te Arawa (iwi) need to work together more collaboratively. The influence, if harnessed, would be powerful. In actuality we are still operate in our (political) silos. Whaimutu recommends that we need to work collaboratively and use our own capital (people and resource) in order to future-proof our future success.

## 8.7 Tupara Morrison Keynote Address at Nga Rangatakapu o Te Arawa Emerging Leaders Programme Wananga

### Full Title

Nga Rangatakapu o Te Arawa Emerging Leaders Programme 2008, *Address by Tupara Morrison*, 29 November 2008, Taurua Marae, Rotorua.

### **Brief Summary**

The growing import of China in the global economy is evident by the statistic that China has more honours students than the USA has students.

Tupara recommends that we succession plan by building our people's capabilities in governance and economic decision-making. He recommends that we hold positions on both mainstream non-Māori corporates and iwi organisations, particularly focussing on the non-Māori organisations as the training ground, as the stakes are not as high in such organisations.

The formula for economic success is resource + scale + leverage = success

## **8.8 Te Arawa Lakes Trust Annual Report**

### **Full Title**

Te Arawa Lakes Trust. (2009) *Annual Report 2008*. Rotorua, Te Arawa Lakes Trust.

### **Brief Summary**

The Annual Report for 2008 listing financials and workstreams for the previous financial year.

### **Blindspots and/or Opportunities:**

The Te Arawa Lakes Trust undertakes and participates in a wide variety of research and development projects. Of relevance to the Te Arawa Visions of Change 2030 project are the following:

- Foundation of Research Science and Technology funding application to develop a Te Arawa wide research and development strategy which would ensure that Te Arawa was in control of all Te Arawa related research in the rohe
- Nutrient Trading Group pilot study aimed at developing processes, procedure and criteria for the trading of land based and created nutrients
- Ministry for the Environment bio-prospecting workshop and agreement for Te Arawa to have representation at the national engagement and members on the 4 working parties
- NZ Archiving Project to establish a Te Arawa archives unit that will look after and collate information on Te Arawa
- SCION Vermicomposting study funded through the Sustainable Farming Fund and using worms to convert lake-weed into compost

## 9 EDUCATION

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### 9.1 A Process Guide for Boards

#### Full Title

Ministry of Māori Development. (2007). *He Pukapuka Awhina mo nga Poari Whakahaere - Making Decisions: A Process Guide for Boards*. Wellington, Ministry of Māori Development.

#### Brief Summary

The booklet discusses the elements of a decision-making process using corporate governance best practice, and is intended as a guide which boards may use and/or adapt for their own unique board culture. The booklet discusses (a) identifying issues; (b) defining problems; (c) understanding context; (d) gathering information/facts/advice; (e) analysis & decision-making; and (f) recording. It also provides a quick guide on avoiding poor decisions.

### 9.2 Being on a Board

#### Full Title

Ministry of Māori Development. (2006). *Nga Boari Whakahaere – Being on a Board*. Wellington, Ministry of Māori Development.

#### Brief Summary

The booklet provides an introduction to role and responsibilities for board directors and trustees. It covers what boards do and how they work; duties/risks/ethics/conflicts of interests/law; and time and training.

### 9.3 Chairing a Board

#### Full Title

Ministry of Māori Development. (2006). *Te Whakahaere Poari – Chairing a Board*. Wellington, Ministry of Māori Development.

#### Brief Summary

The booklet provides an overview of the key duties of a Chair, a summary of best practice and an outline of the knowledge and approach which will assist the Chair to be effective. Specifically the booklet provides guidance on leadership style & core skills; leading a team and monitoring performance; chairing meetings; and due diligence.

## 9.4 Developing People

### Full Title

Hui Taumata Steering Committee. (2005). *Developing People – Draft Stimulus Paper*. Wellington, Hui Taumata.

### Brief Summary

A discussion paper that considers the current situation of Māori in the workforce and what is required to release the full potential of Māori in the New Zealand labour market. Two labour groups were identified where opportunity exists to have effective interventions:

- *Rangatahi*: Importance of ensuring youth are educated and have the necessary skills required to enter the workforce
- *Pakeke*: Facilitate methods to leverage their work experience and skills as they are significant untapped economic potential

## 9.5 The Tertiary Education Aspirations and Needs of Ngāti Porou

### Full Title

Te Runanga o Ngati Porou. (2008). *The Tertiary Education Aspirations and Needs of Ngāti Porou*. Gisborne, Te Runanga o Ngati Porou.

### Brief Summary

A draft report to provide context for discussion concerning the tertiary education aspirations and needs of Ngāti Porou, that Ngāti Porou would like reflected in Tertiary Education Commission's education investment system. The key points are:

- Ngāti Porou are developing education strategies for Ngāti Porou living both at and away from home
- Three staff employed in the matauranga education division to cater for 72,000 beneficiaries

- Through its Integrated Education Strategy, Ngāti Porou intends to position itself as: (a) a centre for learning excellence underpinned by matauranga Ngāti Porou; (b) a land-based industry leader; (c) a responsible and responsive social change agent; and (d) a bastion of cultural integrity and practice

Te Runanga of Ngāti Porou have developed Ngāti Porou Hapu Success and Tribal Curriculum Guidelines (Guidelines were prepared by Gardiner and Parata in 1999) that looks to 2030.

The draft report proposes development of a Ngāti Porou Education Plan that includes curriculum, resources requirements and education and learning performance targets.

### **Blindspots and/or Opportunities**

Ngāti Porou has positioned their strategic outcomes around the Te Puni Kokiri Māori Potential framework.

The draft report proposes the formation of a Ngāti Porou Education Authority to work to secure Ngāti Porou matauranga aspirations and achieve the outcome of restoring the learning culture in Ngāti Porou and revitalising the Ngāti Porou economy.

Ngāti Porou has designed a programme a programme where their non-resident iwi members have the opportunity to come home and do wananga in Ngāti Poroutanga and whilst at home reciprocate the relationship and offer their expertise and knowledge for tribal development. The model is a weekend wananga where classes for learning Ngāti Porou tikanga, waiata, whakapapa and reo happen in the afternoon and incubators and workshops to support Ngāti Porou developments occur in the morning.

Ngāti Porou promote connections between their members and the organisation via [www.teurunga.Māori.nz](http://www.teurunga.Māori.nz) – a website to link recent Ngāti Porou graduates with businesses operated and owned by Ngāti Porou.

## **9.6 Iwi Ministry Partnerships**

### **Full Title**

Ministry of Education (2003) *Fact Sheet – Iwi Ministry Partnerships: Working with Iwi/Māori to Improve Māori Education Outcomes*. Wellington, Ministry of Education.

### **Brief Summary**

Fact sheet on how the Iwi Ministry partnerships are formulated. The purpose is to collaborate so as improve Māori education outcomes through building capability of both organisations, and applying a strategic approach for improving education.

## 9.7 Regional Market Assessment of Te Wananga o Aotearoa

### Full Title

Business and Economic Research Limited (2007) *Overview of Regional Market Assessments – A Report to Te Wananga o Aotearoa*, Wellington, Business and Economic Research Limited.

### Brief Summary

A report to Te Wananga o Aotearoa (“TWOA”) providing an analysis of its current activities in the various regions it operates, analysis of its target markets, and identification of common themes. A crucial issue that the report identified it that TWOA must ensure that the skills training provided by TWOA matches the expected skills required by the sectors projected to expand in the region in the future.

### Blindspots and/or Opportunities

The largest occupation group for Māori in 2006 was labourers, followed by professionals, and then technicians and trades workers. People with no qualifications were most likely to be working as labourers. Followed by (mostly farm) managers, and then machinery operators and drivers.

Not all the courses in the TWOA programmes are vocationally focussed. By providing an environment that is inclusive, students are encouraged to continue studying towards vocationally focussed programmes either at TWOA or other tertiary providers.

The report projects that towards 2011, enrolments in humanities and arts programmes will grow as employment opportunities in the social services and trade and hospitality sectors increase.