



Rangatakapū o Te Arawa Visions of Change

Report 2 - Strategy to Implementation

Te Kotahitanga o Te Arawa Waka
Fisheries Trust Board

July 2010





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2 Mihi

Haere e whai i nga waewae o Puhaorangi

Follow the footsteps of our illustrious tupuna Puhaorangi

Kia mahara ake tatou, ko tatou te whakatinanatanga mai o nga tupuna takiaho puuwherowhero, o huia tuu rae, o huia kaimanawa. Kei konei tonu ratou a-wairua nei e hikoi tahi ana me tatou. Whakamaanawatia ratou ma roto mai i nga mahi rangatira ka oti i a tatou.

We are the embodiment of the distinguished ancestors that have gone before us, they walk with us in spirit and it is our responsibility, and privilege to honour them in all we do.

Rangatakapu o Te Arawa would like to thank Te Kotahitanga o Te Arawa Waka Fisheries and Te Puni Kokiri for their kind support in the development of this important initiative. Special mention needs to be made of Wally Tangohau who's staunch support and fortitude in the face of adversity has been a powerful inspiration for the *Rangatakapu o Te Arawa* team – nga mihi mahana atu ki a koe e te matua, e te rangatira.

Taria Tahana

Project Co-ordinator



3 Executive Summary

The purpose of this report is to provide Te Kotahitanga o Te Arawa Waka Fisheries Trust Board with a second milestone report for the *Rangatakapu o Te Arawa Visions of Change Project*.

A review of the local Te Arawa landscape shows that Te Arawa's social status, relative to non-Maori ethnicities in our rohe, is generally poor. Despite the best intentions of our current leadership our development is constrained by a lack of unity, support, infrastructure, skills and leveraging of our relationships. However we are a youthful population and have a strong cultural and economic asset base.

We also have a growing number of our rangatakapu generation (approx. 25-45 years old) who are proficient in their Te Arawatanga as well as Te Ao Whanui and are committed to Te Arawa development. *Rangatakapu o te Arawa* is a movement which has been initiated by these potential future leaders to enhance the knowledge and skill sets they require to help build great futures for Te Arawa.

The initiative is open to all rangatakapu generation Te Arawa who display a strong desire to contribute in a meaningful way to Te Arawa's future and have the skills to do so.

The core roles of *Rangatakapu o te Arawa* which became evident during the project were:

- Agents of Change
- Kotahitanga
- Critical Thinking

There have been two major *Rangatakapu o te Arawa* projects thus far:

- The Te Arawa Rangatakapu Emerging Leaders programme and;
- The Visions of Change 2030 economic development study.

Following The Visions of Change project, a draft *Rangatakapu o Te Arawa* strategy was developed during hui held in Rotorua, Auckland and Wellington. The strategy was then taken back out for validation where it received overwhelming support and approval.

The strategy contains the following elements:

- Vision - "Collectively building better futures for Te Arawa"



- Mission - “Ko te kai a te rangatira he korero, Ko te tohu a te rangatira he manaaki, Ko te mahi a te rangatira he whakatira I te iwi”
- Four key focus areas: Rangatira; Korero; Manaaki; Whakatira i te iwi.

The **Rangatira** focus area seeks to support, strengthen and develop Te Arawa leadership in a Te Arawa way. The **Korero** focus area seeks to facilitate forums to develop critical thinking, thought leadership and strategic relationships for Te Arawa. The **Manaaki** focus area seeks to foster an attitude of service to Te Arawa and promote positivity, inclusiveness and affirmative leadership attributes. The **Whakatira i te Iwi** focus area seeks to promote whanaungatanga, kotahitanga and participation in Te Arawatanga by all our whanau, hapu and iwi.

Following on from the strategy the Implementation Framework spells out how the vision will be realised through three strands of action: Integration; Projects and; Regular Activity.

The Integration strand focuses on weaving *Rangatakapu o Te Arawa* into the fabric of Te Arawa by integrating *Rangatakapu o Te Arawa* with established Iwi entities.

The Project strand focuses on initiating targetted projects which evolve out of the strategy e.g. the Te Arawa Rangatahi Leadership Forum 2010.

The Regular Activity strand focuses on hui and activities which build on *Rangatakapu o Te Arawa* momentum and cohesion.



4 Background

4.1 Purpose and Outputs

The purpose of this report is to provide Te Kotahitanga o Te Arawa Waka Fisheries Trust Board with a second milestone report for the *Rangatakapu o Te Arawa Visions of Change Project* including the following contracted outputs:

- collated feedback from the three *Rangatakapu o Te Arawa* draft strategy consultation hui plus;
- the amended strategy as required for *Rangatakapu o Te Arawa Visions of Change Project* and;
- the future structure for implementation of the *Rangatakapu o Te Arawa Visions of Change Project*.

4.2 Success Indicators

The success indicators are:

- consultation hui held in Rotorua, Auckland and Wellington with at least ten participants at each of the three hui
- *Rangatakapu o Te Arawa Visions of Change Project 2030* signed off and prepared for publishing
- Implementation framework agreed



5 Te Arawa

5.1 Te Arawa Context

For the purposes of this project, Te Arawa refers to those iwi who descend from the following ancestors of the Arawa waka: Tamatekapua (Ngati Pikiāo, Ngati Rangitihi, Ngati Rangiteaorere, Ngati Rangiwewehi, Ngati Tahu/Whaoa, Uri o Uenukukopako/Ngati Whakaue and Tuhourangi), Ngatoroirangi (Ngati Tarawhai), Tia (Tapuika) and Hei (Waitaha and Ngati Makino).

The geographical area in which Te Arawa iwi are located is spread across the geothermal zone of the central North Island, occupying lands in a continuous line from the coast at Maketu through to the southern boundary of the Rotorua district.

The 2006 census results indicate a Te Arawa population of just over 42,000 people. Sixty percent of us live outside of the rohe.

5.2 Te Arawa Social Status

Information pertaining to Maori resident in Rotorua from the 2006 census has been used to provide an approximate picture of the social status of Te Arawa. These statistics indicate the following:

- We are a youthful population - more than a third of us are aged fifteen years or younger.
- We have an average life expectancy significantly shorter than other ethnicities.
- A relatively high proportion of us have no formal qualification - 38.3% versus 22% of Rotorua Pakeha.
- However our qualification statistics are better than the statistics for all New Zealand Maori - 61.8% of working age Maori in Rotorua have a formal academic qualification.
- 20.2% of people aged 15 and over in the Rotorua District have a tertiary qualification compared with 25.4% for New Zealand as a whole. However 30.7% of Maori in the Rotorua District have a tertiary qualification.
- 30.7 percent of Māori in Rotorua have the reo versus 23.7 percent of Maori nationally.
- We have the highest unemployment rate by ethnicity in Rotorua.
- Maori people in the Rotorua District are much more likely to be labourers and related elementary service workers or plant and machine operators compared to their Pakeha or Tauwiwi counterparts.
- We are often poorly paid - some 49.7% of Maori people aged 15 years and over in the Rotorua District have an annual income of \$20,000 or



less. Only 8.5% of Maori people aged 15 years and over in the Rotorua District have a personal income of more than \$50,000 a year.

- 19.9% of Maori aged 15 years and over in the Rotorua District are in a non-marriage partnership. Maori aged 15 years and over in the Rotorua District were also much more likely than most other ethnic groups to have been never legally married.

5.2.1 Discussion of Social Statistics

Our youthful demographic profile means that we will increasingly become a larger proportion of the population and the status of our people will have a growing impact on both the local and national economy.

What the generally negative statistics above do not reveal is the wealth of capable rangatakapu age iwi members committed to Te Arawa development. A rough calculation would indicate this generation makes up approximately 20 percent of the tribe. Narrowing the focus to those working in skilled and professional occupations, who are predominately tertiary qualified, would indicate a group of a bit less than a 1,000 people, 40% of whom are located within the rohe.

There is a strong recognition by many current Te Arawa leaders of the need for radical improvement in areas such as health, education and employment to create better futures for our people. Much of the current thinking is focussed on moving away from “deficit modelling” of Te Arawa social status towards “potentials frameworks” much like the Government’s recent Whanau Ora initiative. Another important trend is the desire by Te Arawa hapu and iwi for greater degrees of self governance and empowered decision making.

5.3 Te Arawa Cultural Status

Te Arawa is recognised for the retention of our strong cultural heritage through tikanga, kawa, te reo, waiata, etc. More recently Te Arawa has seen a growing iwi educational base with marae wananga, kura kaupapa and kohanga reo (but, as yet, no Te Arawa led tertiary institute).

Our large number of well maintained, historically significant and beautiful marae provide a strong foundation for our cultural identity.

A number of Te Arawa tohunga are at the forefront of the arts including film, kapa haka, whakairo, raranga, ta moko, and contemporary Maori art. The balance for these tohunga between national/international recognition and local cultural leadership is a difficult one however there may be a suggestion many of them are tending towards the former at the expense of the latter.



That said there have been pleasing developments in related areas for example radio and television where there is an emerging cluster of small independent Maori production houses located in Rotorua.

An area of concern however, is the lack of successful Te Arawa popular musicians, especially given the dominance we displayed in this area throughout the 1950s, 60s and 70s.

5.4 Te Arawa Economy

Te Arawa iwi have a large asset base (a significant portion of the \$8.66 billion of the Waiariki Maori Economy), extensive land ownership (20 percent of land in Rotorua District) and a growing population (currently 31 percent of Rotorua's population).

Over the last 10 years, Maori land incorporations and trusts and new settlement entities have received significant putea often shifting them from being relatively small to corporate sized. With this change has come the challenge of managing and growing our assets. Thinking strategically has become critical as leaders grapple with how best to utilise these resources in ways that deliver social and economic benefits to our people.

The last decade has also seen an increasing number of new Te Arawa organisations such as treaty settlement entities and social service providers. Some of these organisations are based on iwi representation and ownership models while others are charitable and focused on Te Arawa but without iwi mandated representation. The proliferation of entities has created increasing confusion amongst beneficiaries and offers potential opportunities for collaboration and consolidation.

5.5 Te Arawa Leadership

“the past and present context of Maori leadership survives predominately on institutional leaders but in order to future-proof, iwi leaders will need to be exploratory and innovative” – Mason Durie

Historically, Te Arawa has been blessed with outstanding leaders who have represented the interests of their iwi as well as a collective Te Arawa.

However the 2006 *Te Arawa Rohe Social and Economic Profile* registered a high degree of dis-satisfaction with contemporary Te Arawa leadership and listed a number of factors inhibiting effective application of our rangatiratanga.

These included:

- “Lack of support (people, systems and resources) for leaders



- Lack of individuals with leadership skills which span both Te Ao Maori and Te Ao Whanui
- Leadership focus is largely fragmented and parochial
- Lack of development initiatives for our current and future leaders (e.g. leadership development programmes, succession planning and mechanisms for identifying future leaders)
- Attitudes that are not conducive to supporting collective leadership (such as the tall poppy syndrome, jealousy and rivalry)¹

The report also registered strong support for the creation of a unified voice and entity to lead the collective development of Te Arawa and to strengthen existing leadership as well as support for Te Arawa to encourage, enhance and develop the skills and experience of rangatakapu generation leaders.

A recent BERL report noted that the increasing commercial activity of iwi means that “the current trustee governance model, and a more diverse leadership that spans representation, skills, age and gender is being introduced. This shift is occurring due to recognition from the current incumbents that the role and expectations of trustees is changing, particularly as trustees now need to take an active strategic leadership role. Further, there is the opportunity for the current incumbents to work with others to pass on knowledge, build leadership and in turn further grow the asset base for future generations”².

Despite this sea-change amongst many iwi, a quick analysis of the three major Te Arawa settlement entities indicate that less than 10% of the Trustees are younger than 50 years old and less than a quarter are female. There is also a paucity of professionals - lawyers, accountants, business managers etc., in governance positions.

Another finding of the Te Arawa Social and Economic Profile was that decision-making is often occurring in silos with minimal collaboration between trusts and organisations despite their clear whakapapa, kaupapa and commercial alignments.

In summary, despite being tangata whenua and a significant proportion of the Rotorua population we lack decision-making power and are not an active voting population. Te Arawa people in mainstream governance and management positions are limited meaning we largely operate on the periphery of mainstream decision-making in Rotorua as well as nationally.

¹ Te Puni Kokiri, Te Arawa Rohe Social and Economic Profile, October 2006

² BERL, Maori Participation in the Waiariki Economy, February 2010.



5.6 Te Arawa Relationships

There are many historical examples of collaboration, co-operation and other collective alignment amongst Te Arawa where principles such as tau utuutu, kotahitanga and whanaungatanga brought us together. As Te Arawa compete in a global market place the nature, diversity and strength of our relationships will become more important. Therefore it is crucial that we solve the issues which currently beset our internal and external relationships as soon as possible.

As was highlighted in the recent CNI deal:

“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.”³

and

“...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”⁴

³ Central North Island Iwi Collective. (2009) *Being Part of Our Future*, unknown, Central North Island Iwi Collective, 65.

⁴ CNI Iwi Discovery Ltd (2009) *Tomorrow’s Landscape – A Report on the Findings of the Commercial Discovery Process*. unknown, CNI Iwi Discovery Ltd, per Te Ariki Dr Tumu Te Heuheu, 2.



6 Rangatakapu

6.1 Rangatakapu

“Blessed is the generation in which the old listen to the young; and doubly blessed is the generation in which the young listen to the old” - Talmud

Literally “rangatakapu” means the body of a net – the seine bound between the rewa (floats) and the puna (sinkers). Like the kupu “rangatahi”, “rangatakapu” is also a term used to describe a generation. In this case the generation between rangatahi and pakeke - approximately between 25 to 40 years old.

The kupu “rangatakapu” has also been used as a moniker for a set of national initiatives throughout the 2000s undertaken by an independent movement of younger Maori. Participants in these pan-tribal initiatives have been predominately highly qualified and professionally trained, with 5 to 10 years work experience, who are also actively involved in tribal affairs. The central kaupapa of this movement is “Collectively shaping better futures for Maori” and its main activities have been wananga and hui to accelerate Maori leadership development amongst the rangatakapu generation. (See the report *Hui Tuakana 2005: Futures Planning* for an illustration of the roopu’s activities at www.huitaumata.maori.nz/action/reports/index.asp)

6.2 Rangatakapu o Te Arawa

A major theme to emerge at the rangatakapu conference *Hui Tuakana 2005* was the desire by participants (including those from Te Arawa) to ground future initiatives within tribal contexts in order to maximise positive change at a whanau and hapu level.

Hence *Rangatakapu o Te Arawa* was created in 2007. Thus far it has acted as a forum for the emergent generation of Te Arawa potential leadership to hui, wananga, whakapakari whaungatanga, and whakarite whainga for the challenges ahead - critical work if Te Arawa is to flourish in the dynamic post-treaty settlement era we are now entering.

The following three core roles in Te Arawa development for *Rangatakapu o Te Arawa* were identified as part of formation discussions:



Agents of change

- Promoting change and the benefits for Te Arawa
- Modelling positive values and behaviours

Kotahitanga

- Coming together to realise opportunities
- Promoting inter-generational collaboration
- Strengthening our culture

Critical Thinking

- Participating in present and future thinking
- Utilising our professional skills in a Te Arawa context

6.2.1 Agents of Change

“He who rejects change is the architect of decay. The only human institution which rejects progress is the cemetery.” Harold Wilson

The post-settlement era we find ourselves in demands new forms of leadership to supplement, support and eventually succeed our current rangatira. *Rangatakapu o Te Arawa* are cultivating the skills to debate, challenge, share and test ideas in both Te Arawa and mainstream forums. They are products of a generation that is technologically progressive, globally focused and socially and culturally fluid. They have a desire to return home and contribute and are well placed at the interface between our koeke and our rangatahi to promote new thinking and a mindset change within Te Arawa.

Iwi entities, Trusts and Incorporations and Maori organisations are driving development in Te Arawa and are therefore best suited to establish and implement such strategies. Alongside this development however, is a need to change the way that Te Arawa people think about the future and a long term focus of *Rangatakapu o te Arawa* must be to change thinking.

6.2.2 Kotahitanga

“Ma te whanaungatanga ka hua ko te tautoko”

Rangatakapu o Te Arawa need to develop forums for: development; sharing information; supporting one another; understanding the will of our people; and building relationships. *Rangatakapu o Te Arawa* have begun to build trust and collegiality amongst themselves and establish relationships that will be socially, culturally and commercially important to Te Arawa in future years. It is important

therefore, to maintain the strategic momentum that *Rangatakapu o Te Arawa* initiatives have created.

6.2.3 Critical Thinking

“Ruia taitea kia tu ko taikaka anake”

The culture of *Rangatakapu o Te Arawa* needs to promote debate, provocation, innovation and critical thinking within Te Arawa. Rangatakapu o Te Arawa need a strategy and direction which is simple and well articulated so that their role and purpose in Te Arawa’s advancement and their goals and outputs are clear.

6.2.4 Participation in Rangatakapu o Te Arawa

Participation in *Rangatakapu o Te Arawa* is open to all Te Arawa tangata of rangatakapu age who:

- share a belief that being Te Arawa is unique and enriches our lives;
- agree the future management of our assets and development of our people needs to occur in a Te Arawa way;
- recognise the huge value of our own matauranga and tikanga and the importance of iwi relationships and connections to one another;
- bring skills, experience, energy and fresh thinking to Te Arawa in this time of increasing complexity and opportunity and;
- have a strong desire to contribute in a meaningful way to Te Arawa’s future.

Korero with Te Arawa Koeke Pukenga as well as trust and incorporation chairs and settlement entity leaders has shown widespread recognition that Te Arawa need to support and develop its future leaders and harness the skills and potential of rangatakapu to assist with key decisions today and into the future.

6.3 Rangatakapu Projects

To date there have been two major *Rangatakapu o Te Arawa* projects involving around sixty Te Arawa rangatakapu in the Bay of Plenty, Wellington and Auckland:

- the Te Arawa Rangatakapu Emerging Leaders programme and;
- the Visions of Change project.

These projects have created a strong base of strategic thinking and planning which will enable the development of further targeted projects for the social and economic advancement of Te Arawa.



6.3.1 Te Arawa Rangatakapū Emerging Leaders Programme

In August 2008, a Te Arawa Rangatakapū Emerging Leaders Programme was run.

The **vision** for the programme was:

“To provide a wananga environment where future Te Arawa leaders can refine their skills, knowledge, thinking and relationships so as to guide our iwi to a healthy and prosperous future”.

The **programme objectives** were to:

- Create an iwi-based programme to develop leaders for tribal leadership roles.
- Assist emerging rangatira to better understand themselves, their leadership style and leadership effectiveness in Te Arawa.
- Explore the leadership opportunities, issues and challenges facing Te Arawa.
- Strengthen relationships with others who will play a lead role in Te Arawa’s future.
- Create a positive, safe and supportive environment within Te Arawa for leaders to develop and for succession planning to occur.

There were nineteen Te Arawa rangatakapū from the Bay of Plenty, Auckland and Wellington who participated in the programme. They came from a number of iwi: Ngati Pikiao, Ngati Whakaaue, Tuhourangi, Ngati Rangiwhehi, Uenuku Kopako, Ngati Tarawhai and Te Roro o Te Rangi. The participants worked in a range of sectors: iwi, health, education, public service, legal, commercial, television and the Arts. Over 30% have worked internationally and several already hold significant leadership positions. 90 percent of attendees were tertiary qualified and almost 50 percent were able to korero Maori fluently.

(See Appendix 1 for comments from an independent evaluation of the programme).

6.3.2 Visions of Change Project

In June 2008, the *Visions of Change Project* was established to contribute to Te Arawa economic development to 2030.

The initial **project objectives** for *Visions of Change* were to:

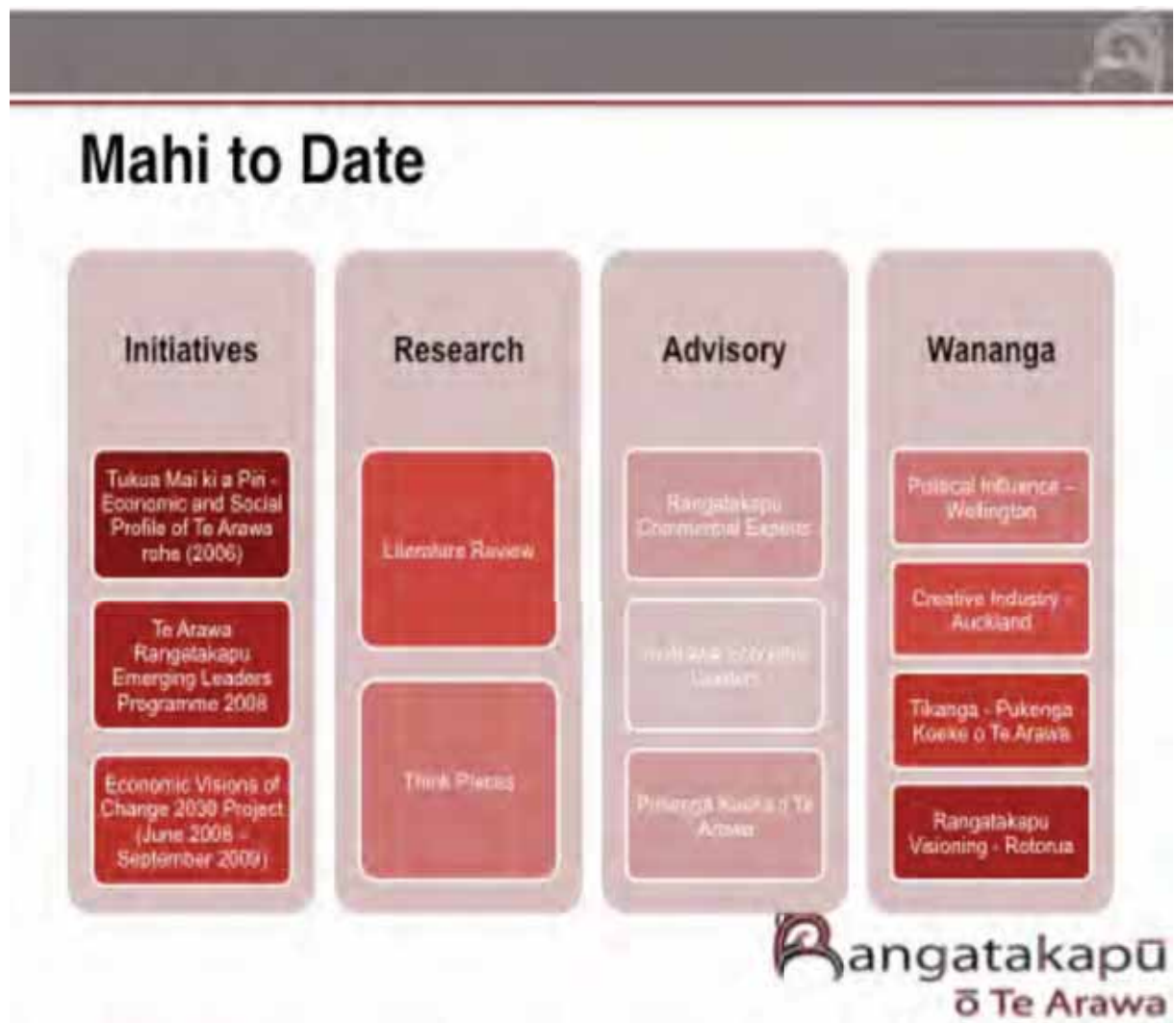
- **Mobilise rangatakapū** who are passionate about Te Arawa development;
- **Provide a structure** for thinking about Te Arawa’s future;
- Provide evidence **based, visionary and inspirational options** that can focus and assist Te Arawa in future development;



- **Support existing development activity** amongst our iwi, Trusts & Incorporations and Maori organisations.

Work Completed

The diagram below shows the work undertaken as part of the Visions of Change Project.



(See Appendices 2, 3 and 4 respectively for copies of the following work produced as part of the Visions of Change Project: the Te Arawa Economic Thinkpieces; Interviews with Te Arawa Economic Leaders; a *Rangatakapu o te Arawa* brand).



7 Draft Strategy and Consultation Hui

The draft strategy for *Rangatakapu o Te Arawa* Visions of Change was completed (see Report One for Te Kotahitanga o Te Arawa Waka Fisheries Trust Board) then taken out for consultation and validation by over fifty rangatakapu at hui in Rotorua, Auckland and Wellington.

7.1 Feedback and Discussion from Consultation Hui

There was overwhelming support for the draft strategy in the three consultation hui. Participants thought the document accurately reflected discussion from the visioning and planning hui as well as their understanding of the values and aims underpinning *Rangatakapu o Te Arawa*. No major amendments to the strategy were requested at any of the three hui.

However a number of themes emerged from the hui discussions including:

- An appreciation that the strategy represents a long term development plan – probably inter-generational. Many participants saw this as a strength of the strategy;
- Acknowledgment that the strategy needed to remain “high level” to act as a kaupapa statement of core *Rangatakapu o Te Arawa* vision, values and intent;
- A contrasting eagerness to sign off the strategy and quickly move to implementation in order to show “*We (Rangatakapu) have something to offer and are going to make real a difference*”;
- Acknowledgment of the impact *Rangatakapu o Te Arawa* was already making with a number of members elected over the proceeding year to governance roles on various organisations including: Te Pumautanga o Te Arawa; Te Arawa Lakes Trust; Te Puia Board; Te Arawa Standing Committee; Waiariki Institute of Technology Board of Trustees.
- Comment on other collateral benefits which *Rangatakapu o Te Arawa* had delivered:
 - being a vehicle for “out of rohe Te Arawa” to express their ahi ka;
 - the dissemination of iwi information;
 - the engagement of hitherto under utilised rangatakapu capacity;
 - networking and catching up.
- Excitement around the first of the proposed implementation stage projects which will mobilise Te Arawa involvement in upcoming local body elections and subsequent national general elections.



8 Strategy

8.1 Strategic Framework

The strategic framework contains the vision, mission and key focus areas (nga pou e wha) for *Rangatakapu o Te Arawa* as outlined in the strategic framework below:



8.2 Rangatakapu Vision

The long term vision of *Rangatakapu o Te Arawa* is

“Collectively building better futures for Te Arawa”



8.3 Rangatakapu Mission

The way in which *Rangatakapu o Te Arawa* will achieve the mission is expressed in the following whakatauki from Reverend Manuhuia Bennett:

“Ko te kai a te rangatira, he korero

Ko te tohu o te rangatira, he manaaki

Ko te mahi o te rangatira, he whakatira i te iwi”

“The food of the chief is talk

The sign of the chief is his ability to look after others generously

The work of the chief is to bind the iwi”

This whakatauki informs the four key focus areas that will drive *Rangatakapu o Te Arawa* activity.

8.4 Four Key Focus Areas/Nga Pou E Wha

1. **Rangatira** - as future rangatira of Te Arawa *Rangatakapu o Te Arawa* seek to:
 - Establish developmental pathways and support for nurturing emerging Te Arawa leaders;
 - Increase the number of Te Arawa leaders in positions of strategic importance to Te Arawa;
 - Promote strong governance and management, particularly the development of culturally appropriate models that work for Te Arawa.
2. **Korero** - as potential rangatira of Te Arawa, *Rangatakapu o Te Arawa* will seek to:
 - Facilitate leadership forums that foster information sharing, understanding of key issues and opportunities facing Te Arawa and collective problem solving.
 - Encourage critical thinking, rigorous debate and discussion and thought leadership regarding better futures for Te Arawa.
 - Build strategic relationships for Te Arawa that will enhance our ability to create better futures for Te Arawa.
3. **Manaaki** - as potential rangatira of Te Arawa a key focus of *Rangatakapu o Te Arawa* will be to:
 - Create a culture of inclusiveness that supports rangatakapu committed to the kaupapa to contribute to Te Arawa
 - Foster an attitude of service to Te Arawa by being known amongst our people and trusted by them to advocate for their collective interests



- Promote a spirit of optimism and positivity that uplifts Te Arawa people and provides hope for the future.
 - Develop a shared understanding of Te Arawa leadership attributes and abilities then role model that behaviour.
4. **Whakatira i te iwi** - as potential rangatira of Te Arawa the *Rangatakapu o Te Arawa* strategy recognises that our iwi whakapapa and heritage are the cornerstones of our tribal identity and seek to:
- Maintain and strengthen our cultural traditions and matauranga such as te reo o Te Arawa and our marae to ensure we retain a unique and distinctive place in this world.
 - Foster Te Arawa connections and engage and inspire our people to be active participants in Te Arawa's future
 - Promote a culture of whanaungatanga and kotahitanga and leveraging of our collective expertise.

8.5 Key Success Indicators

"Continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights." Pauline R. Kezer

Key success indicators of this strategy are that within ten years Te Arawa:

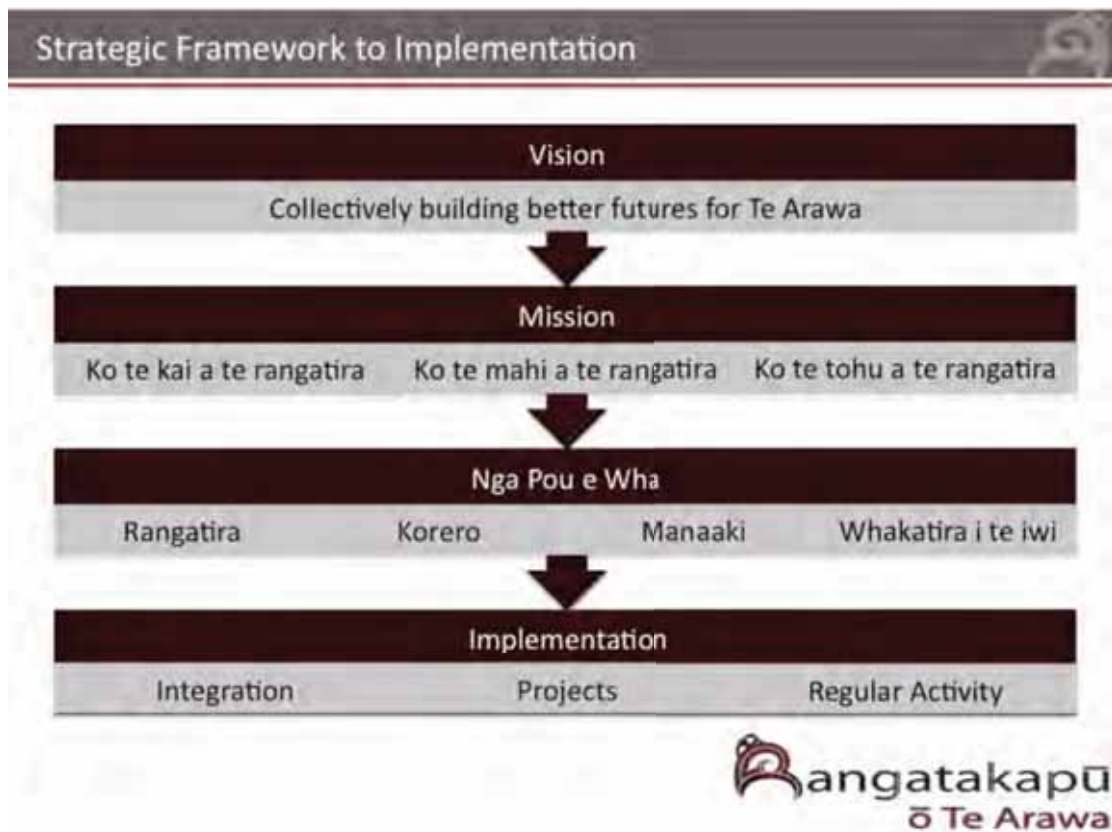
- has leadership development pathways which are well supported by our entities;
- has strong leadership as evidenced by significant leadership roles occupied and positive results achieved;
- will occupy 30% of leadership roles within the Rotorua district;
- has thriving social organisations that our people are connected to and proud to be a part of;
- has increased participation in tribal development;
- has increased expertise in Te Arawa reo, tikanga and kawa;
- entities will have constructive and meaningful relationships with one another as well as more clusters and collaboration;
- critical issues will have a constructive unified forum in which they can be debated and resolved;
- structures will reflect our own tikanga and kawa and will be effective by Te Arawa for Te Arawa.



9 Implementation Framework

There are three major strands to the implementation phase of *Rangatakapu o Te Arawa*:

- Better **integrating** of *Rangatakapu o Te Arawa* with established Te Arawa trusts and incorporations;
- Initiating and activating **projects** which evolve out of the Strategy;
- Establishing **regular, structured activity** which drives the ongoing momentum of *Rangatakapu o Te Arawa*



9.1 Integrating With Existing Te Arawa Entities

To achieve a vision of collectively building great futures for Te Arawa, *Rangatakapu o Te Arawa* needs to be woven into the fabric of the iwi as an idea and a movement which is owned and driven by our whanau, hapu and iwi and the rangatakapu generation.

There is also very wide overlap between the core activities of *Rangatakapu o Te Arawa* and what should be core concerns for our iwi organizations e.g. succession planning, leadership development, governance training, policy development, youth development, prudent fiscal management, strategy, etc.



Therefore it is self-evident that *Rangatakapu o Te Arawa* should support and in turn be supported by our trusts and incorporations. This mutual support will (and already does) find expression in various forms:

- joint ventures;
- umbrellaring of *Rangatakapu o Te Arawa* projects by iwi entities;
- mobilisation on mutual kaupapa;
- thought leadership and input on mutual kaupapa;
- facilitated internships and mentoring;
- targeted use of specialised skills and knowledge;
- targeted projects;
- leveraging of relationships and skills;
- information sharing;
- professional development;
- funding conduits;
- financial support.

The development and funding of this *Rangatakapu o Te Arawa* strategy itself is a good example of integration with a larger entity, Te Kotahitanga o Te Arawa Fisheries having agreed to be the kaitiaki and funding conduit for support from Te Puni Kokiri. Thereby providing reassurance for TPK, validation and leadership for *Rangatakapu o Te Arawa* and a positive iwi developmental outcome for Te Kotahitanga o Te Arawa Fisheries.

Moving to the medium term, *Rangatakapu o Te Arawa* participants will be providing a large part of the leadership of our iwi entities at which time the initiative will continue to function as an important forum for:

- peer support and review;
- whakawhanaungatanga;
- unified decision making;
- debate and discussion;
- checks and balances.

In the longer term the initiative's main impact may simply be as a collection of guiding principles for this generation's best-practice Te Arawa development which will be informing and enhancing all Te Arawa activity.

It is interesting to note that, although of this generation, the underlying ideals embodied in the *Rangatakapu o Te Arawa* strategy overwhelmingly represent a return to older expressions of Te Arawatanga as practiced by our tipuna: rangatiratanga, kotahitanga, whanaungatanga, manakitanga, tohungatanga, etc.



9.2 Projects Which Evolve Out of the Strategy

As alluded to in the feedback from the final round of consultation hui there is a general impatience to move into this, the implementation phase of the *Rangatakapu o Te Arawa* initiative and in particular the targetted projects which fall out of the strategy. The main driver of project initiation and selection will be the need for the project in the iwi, the priority of the project versus other iwi needs, and individual or group *Rangatakapu o Te Arawa* passion around the particular kaupapa.

One of these projects has already been completed – the *Te Arawa Rangatahi Leadership Forum 2010*. This was a forum co-ordinated by *Rangatakapu o Te Arawa* which brought together sixteen selected Te Arawa rangatahi for two wananga. The vision was:

To provide a wānanga environment for young Te Arawa leaders to develop their leadership and build relationships so as to guide our iwi to a healthy and prosperous future.

The Te Arawa Rangatahi Leadership Forum aimed to:

1. Empower rangatahi to actively contribute to Te Arawa and Rotorua's future development;
2. Establish a network of peers and other leaders to support them in their leadership development; and
3. Equip rangatahi with planning tools for leadership development.

Fifteen *Rangatakapu o Te Arawa* members contributed to the wananga and Te Arawa mentors will be assigned to the rangatahi. The *Te Arawa Rangatahi Leadership Forum 2010* is a great example of a project which is directly aligned with all of the pou contained in the strategy: Korero; Rangatira; Manaaki and; Whakatira I te Iwi.

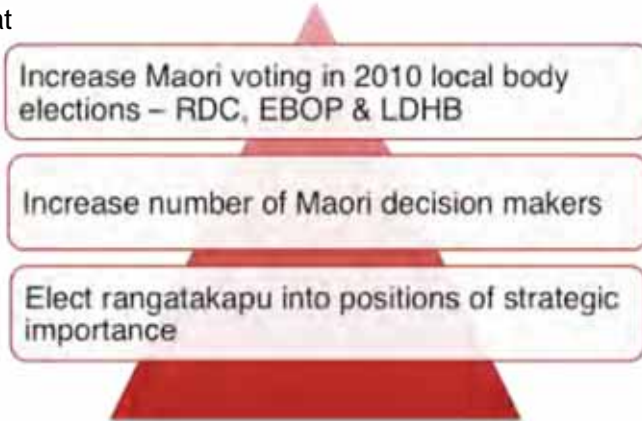
There are three more major *Rangatakapu o Te Arawa* projects slated for the coming months:

- Mobilising Te Arawa Election Participation
- Te Reo o Te Arawa
- Rangatakapu Think Tank



9.2.1 Mobilising Te Arawa Election Participation

This is a project aimed at increasing the participation in local body elections by Te Arawa voters aimed at improving the quality and quantity of Te Arawa representation at all levels of governance.



The project aims are to:

Rangatira	<ul style="list-style-type: none"> • Increase Te Arawa & rangatakatapu in strategic positions • Develop leadership & governance capability
Korero	<ul style="list-style-type: none"> • Inform our people about local elections • Leverage our size
Manaaki	<ul style="list-style-type: none"> • Work together as rangatakapu on a project • Awhi our leaders
Whakatira i te iwi	<ul style="list-style-type: none"> • Vote collectively and strategically • Encourage our whanau to participate

9.2.2 Te Reo o Te Arawa

This is a project to maximise the value of our few native reo speakers who still use our recognisable Te Arawa mita. The project will involve recording and archiving their speech then promoting and teaching it's use in wananga.

9.2.3 Rangatakapu Think Tank

The Rangatakapu Think Tank will start with a reunion of the original Rangatakapu Leadership Programme participants at a weekend hui. The roopu will take stock of the impact the initiative has had on their lives and discuss the future direction of Te Arawa, etc.



9.3 Establishing Ongoing Momentum

To retain cohesion and group momentum a regular round of hui and activities needs to be established and calendered. These will include:

- An annual *Rangatakapu o Te Arawa* conference open to all Te Arawa rangatakapu;
- Quarterly meetings of the advisory group and think tank;
- Regular email communication and updated information of *Rangatakapu o Te Arawa* activity.

Other less regulated activity will include:

- Hui with individuals or groups of particular interest;
- Project support;
- Peer to peer support;
- Representation at national conferences of special interest;
- Less formal gatherings.



10 Appendices

10.1 Appendix 1 – Evaluation of Te Arawa Rangatakapu Emerging Leaders Programme

Below is a selection of comments from an independent evaluation of the Te Arawa Rangatakapu Te Arawa Leaders Programme undertaken by Murray Short:

- an **extraordinarily positive overall response** with the Programme Evaluation Results showing that, 88% of participants considered that the Programme exceeded their expectations and for the remaining 12%, expectations were met.
- The **high quality of the speakers** and their contributions were both relevant and well conveyed.
- The **value of the group** process, engaging with other developing Te Arawa leaders and strengthening ties attracted many positive responses as did the Te Arawa tikanga components.
- The ability to **learn about themselves as leaders** and the development on which they needed to concentrate. Of particular note were the very strong results in relation to challenging, extending, expanding thinking and improving understanding of self and leadership style.
- The **energy and level of commitment to the kaupapa** amongst the participants who worked well together as a learning community and both challenged and supported each other in their learning.
- The successful **presentation of leadership concepts, ideas and theory within a Te Arawa context**.
- The Programme would be a **valuable ongoing development opportunity**.
- **100% of participants** would recommend the Programme to other developing leaders in Te Arawa.

10.2 Appendix 2 – Te Arawa Economic Think Pieces

The Think Pieces are evidence-based analyses of areas of strategic economic importance for Te Arawa. The areas were identified from a review of Māori economic development literature and peer reviewed by the Rangatakapu o Te Arawa Advisory Group. They were then used to facilitate discussion and critical thinking with Te Arawa economic leaders and at a series of Rangatakapu o Te Arawa wananga.

The Think Piece areas are:

1. Te Arawa Economy
2. Key Future Industries for Te Arawa – Creative Sector & Tourism
3. Influence



4. Talent & Skill Development
5. Te Arawa and Demographic Change

1. Think Piece - Te Arawa Economy

The Call to Action – What if We Do Nothing

In 1998 Te Arawa convened a Te Arawa Economic Summit with the theme “Collective Action – Cooperating to Compete”. In 2003, a second Economic Summit was held. The theme “Open Our Eyes to the Opportunities” was a call to Te Arawa to work collectively to increase economies of scale, share skills and knowledge and thereby significantly improve capacity and competitiveness. What has happened in the eleven years since the first Summit?

The Here and Now

Te Arawa have a significant asset base, extensive land ownership and growing population and can play a key role in the economic development of this region. Our asset base is substantial and although currently concentrated in the primary sector there are clear indications of increasing diversification to high value investment, such as geothermal energy, boutique farming, aquaculture and eco-tourism.

- The Maori asset base in the Waiariki economy is \$8.66 billion
- 20% of the land in the Rotorua District is Maori owned.
- Te Arawa treaty settlement assets are worth more than \$125 million.
- Maori make up approximately a quarter of the BOP population.

The economic potential in Te Arawa is electric! However, the successful development and growth of the Te Arawa economy will require a variety of initiatives aligned to a common vision and strategy.

Opportunities for Te Arawa

- **Land Optimisation** - Despite being an asset with high potential value, there are currently weak incentives to develop our land. Suggestions for alternative land use include organic food production, carbon and nitrate trading, and ecosystem services.
- **Efficiencies** – rationalisation and consolidation of unproductive economic entities. Identifying economies of scale to increase buying power buyer and global reach.
- **Innovation** - growing niche markets in sustainably produced value added products such as geothermal energy and export food production.
- **Sustainability** - New Zealand’s long-term economic viability is closely tied to its



natural environment and the availability of resources. Taking advantage of new opportunities such as the transition to a sustainable low-carbon economy will involve major shifts in employment, skills sets and workplace practices.

- **A Te Arawa Economic Model** - aligning economic principles with our tikanga and kawa to develop an economy strategy that is underpinned by Te Arawa values.

Questions

- **Land Optimization:** How do we identify optimal productive land use? How do we engage the finance sector to enable multiply owned land to be leveraged for debt? What help do we need to better understand the opportunities and costs? What impact does development have on our relationship with the land?
- **Efficiencies:** how do we collaborate while maintaining iwi sovereignty and autonomy?
- **Innovation:** What is the feasibility of geothermal and other commercial opportunities based on technology and the knowledge industry? What scale could Te Arawa achieve? Would it require collaboration or clustering between iwi/hapu?
- **Sustainability:** What is Te Arawa's position on sustainability in a commercial context?
- **Te Arawa Economic Modeling:** Would a Te Arawa kaupapa Maori economic development framework make a difference for Te Arawa? And if so, how?

2. Think Piece - Key Future Industries

The Call to Action – What if We Do Nothing

Without a strategy, Te Arawa is likely to follow the policies and strategies that others set, rather than actively leading our own industry and workforce development. Te Arawa needs to prioritise opportunities in key future industries where we want to succeed and then grab that opportunity!

Opportunities worth assessing include:

- Creative sector – developing niche opportunities in film and television and the visual arts.
- Tourism – participation throughout the tourism value chain.
- Primary – diversification of land use to optimize economic outputs.



Creative Sector

Te Arawa & the Creative Sector - The Here and Now

Te Arawa has a long history of excellence in performing and visual arts. With a critical mass of Te Arawa creative talent and expertise industry, Te Arawa could be a significant player. A sustainable industry with a centre of excellence and hub for creative industries could provide a vehicle for economic development and strengthening Te Arawa identity and culture. Such a venture would leverage the capability of successful Te Arawa for the benefit of other Te Arawa and the local economy.

Creative Opportunities for Te Arawa

Media and communications are expanding niche markets, and Te Arawa do not know the full extent of potential opportunities in terms of key competencies and global market demand.

- Developing a Te Arawa strategy and stock take of Te Arawa expertise in the industry.
- Exploring the economic feasibility of a Te Arawa Media Centre with radio & television, training, animation, post production, filming and editing.
- Attracting film and commercials to Te Arawa rohe has more advantageous economic flow-ons for the local economy - tourism, accommodation, hospitality, rather than the industry itself.

Questions

Developing a sustainable industry

- Do Te Arawa want to establish a niche television and media industry as a key future industry for Te Arawa?
- Is this economically feasible?

Te Arawa Media Centre

- Do you support the Arawa Media Centre concept?
- What are the critical success factors?
- What are the risks and/or stumbling blocks?

Industry Aspirations



- Could Te Arawa collaborate and who would be involved?
- What is and/or would be our point of difference and core competencies?

Tourism

Te Arawa & Tourism - The Here and Now

In 2000, a report on Tourism and Maori Development in Rotorua posed the question - how can tourism best work for Te Arawa? Nearly ten years on this question still goes unanswered despite Rotorua capturing one third of the international tourist market and local tourism success including Maori culture, history and Maori owned natural resources (lakes and geothermal). Despite a number of Te Arawa in positions of influence and decision-making in the industry and iwi being stakeholders in tourism ventures and infrastructure Te Arawa's influence, value and skilled employment in the sector is limited.

Tourism Opportunities for Te Arawa

Tourism offers opportunities that can be built in the medium-term future. Looking, only at the assets and resources we have currently, some of the new opportunities include:

- **Leveraging our existing skills and resources** - Te Arawa already have a distinct competitive advantage with an excellent tourism infrastructure and unique selling points (Maori culture and history, the geothermal resource and nature) from which we can build and continue to succeed.
- **Directing the Sector** - Te Arawa could occupy many of the decision-making positions that contribute significantly to the direction of the sector, training, and career paths in the industry.
- **Natural Resources** – 20% of the Waiariki region lands are Maori owned and therefore offer opportunities for such new things as eco-tourism, event tourism, action tourism, adventure tours, healing and Maori medicine.
- **Ahi kaa** – Te Arawa have 37 marae within 37 minutes of Rotorua city which could be utilised for hosting major international events being held in Rotorua.

Questions

- What new and and/or valuable opportunities lie ahead?
- What value could Te Arawa capture?
- Should Te Arawa diversify their tourism involvement and if so, into what?
- How do we ensure sustainable and substantial business outcomes by leveraging off our natural strengths and experience in the tourism industry?



3. Think Piece - Influence

The Call to Action – What if We Do Nothing

A critical driver of the region's economic growth is collaboration between iwi, local and central government, economic development agencies, industry and other key groups within the region. Te Arawa does not have an overarching economic strategy to link our people and activities into other economic development initiatives. Without such a strategy, Te Arawa fails to utilise the full potential of its powerful people and more influential iwi are better able to advocate their views and get their needs met. Thereby limiting Te Arawa's ability to maximise relationships and partnership opportunities with central and local government for the tribe's economic prosperity.

Te Arawa – The Here and Now

A stock take undertaken in 2008 confirmed that we lack significant political and economic decision making power in our rohe. We are not an active voting population, Te Arawa in governance and management positions are limited and we operate on the periphery of economic decision making in Rotorua.

Opportunities for Te Arawa

- **Establishing a shared “vision”** – A vision and strategy will enable us to influence change and operate in a strategic and a coordinated manner.
- **Consolidating and strengthening key relationships** - Te Arawa already has an extensive array of relationships within the rohe, amongst hapu, with government, business and other iwi
- **Influencing decision and policy makers** - There are opportunities for Te Arawa to influence economic outcomes through political influence.
- **Harnessing our existing capability** – Our Arawa people have a wealth of expertise and capability and some hold strategic and influential positions in key industries and sectors.

Questions

- How might we co-ordinate and organise ourselves to play a more active role in lobbying and advocating for Te Arawa?



- How do we best build upon these relationships and utilise them for the benefit of Te Arawa?
- How do we leverage our collective power to be more influential for Te Arawa?
- How do we connect with these people and use their expertise for the collective benefit of the tribe?

4. Think Piece - Talent & Skill Development

The Call to Action – What if We Do Nothing

As the fifth biggest tribe in Aotearoa, harnessing the economic power of Arawa people would be economically significant for both the Te Arawa and New Zealand economy. Now more than ever before, Te Arawa needs commercial leadership to unleash the economic potential of both our people and our assets. There is a need to up skill Te Arawa people for the labour force, to enhance our commercial knowledge and business experience and to improve our decision-making capability.

The Here and Now

Based on 2006 census data, an average Te Arawa person will live in an urban area in the North island, be 22 years old, may be able to hold an everyday conversation in Maori, will have no formal qualifications, will have no religion, will work full time and will earn \$21,000. Is that the future we want for our tamariki and mokopuna?

A 2007 study found that as the Te Arawa asset base expanded, the skills required of our leaders also changed. However, iwi leadership and representation has remained similar to 50 years ago. Typically the profile of an average Te Arawa Trustee is male, 65 years old, a lifetime trustee with no formal qualifications or commercial business experience.

Opportunities for Te Arawa

Harnessing the economic power of Te Arawa people:

- **Education Working for Us** – Te Arawa have a preference for qualifications in social services, culture and Maori development, but skills that will provide higher waged work and enhance economic growth within current iwi industries are largely in the trades, professions and in management. More focus on curriculum and tertiary participation in business and enterprise development is a current necessity.



- **Matching Skills Sets With Future Assets** - There is a mismatch between the education and training choices of younger Maori, and qualifications needed for the development of iwi industries. Aligning our labour force development with Te Arawa's asset base will provide opportunities for Te Arawa to lead and drive our industries of the future.
- **Building An Economic and Wealth Mindset** - Educational statistics show that Te Arawa people tend to participate at lower levels in money oriented industries and occupations. Through wealth creation and economic prosperity Te Arawa iwi can enjoy a culturally rich and socially vibrant life.

Building commercial competence:

- **Representation** – Te Arawa can develop new models that reflect the current reality of Te Arawa people and maintain an appropriate blend of cultural and commercial capability.
- **Performance** – Te Arawa has a number of successful entities who have already established a culture of continuous improvement and accountability from which further development can occur.
- **Growing leaders** – support of the Rangatakapū o Te Arawa initiative indicates a collective appetite for growing and developing our own Te Arawa leaders.

Questions

- What representation models and capability do Te Arawa need for the future?
- What is the balance between tribal representation and/or cultural expertise around the economic decision-making table?
- Do Te Arawa's leaders agree that we can do governance better?
- Are there or should there be Te Arawa performance indicators for governors?
- How do we give grow our future leaders and give them decision-making experience?
- How can education work for us?
- What are the opportunities to promote economic literacy amongst Te Arawa?

5. Think Piece - Te Arawa & Demographic Change



What implications will demographic change have for Te Arawa?

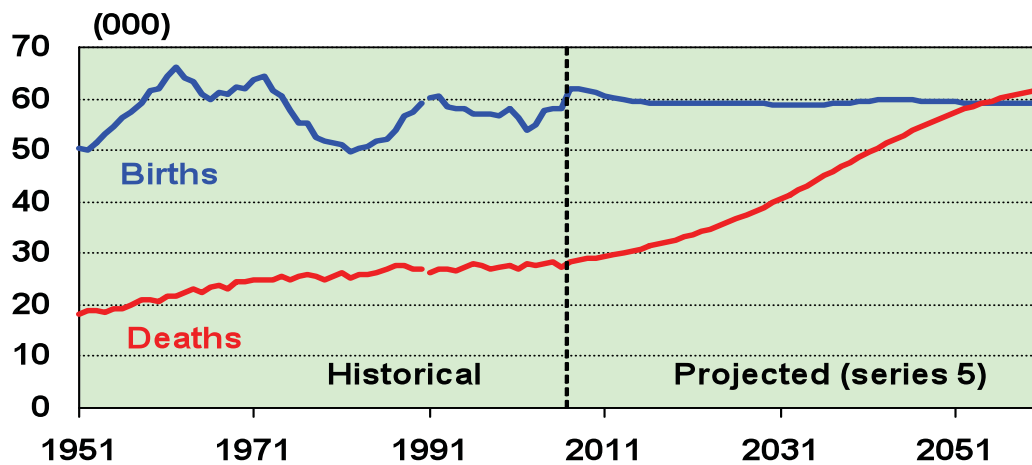
We know that the population will grow, we've heard that the New Zealand population is getting older and that the Maori population is very young – but how is this relevant for Te Arawa Economic planning and why should we care?

Current State - The Facts

The 3 principle contributors to demographic change over the next twenty years are population growth, migration and age structure.

Population growth

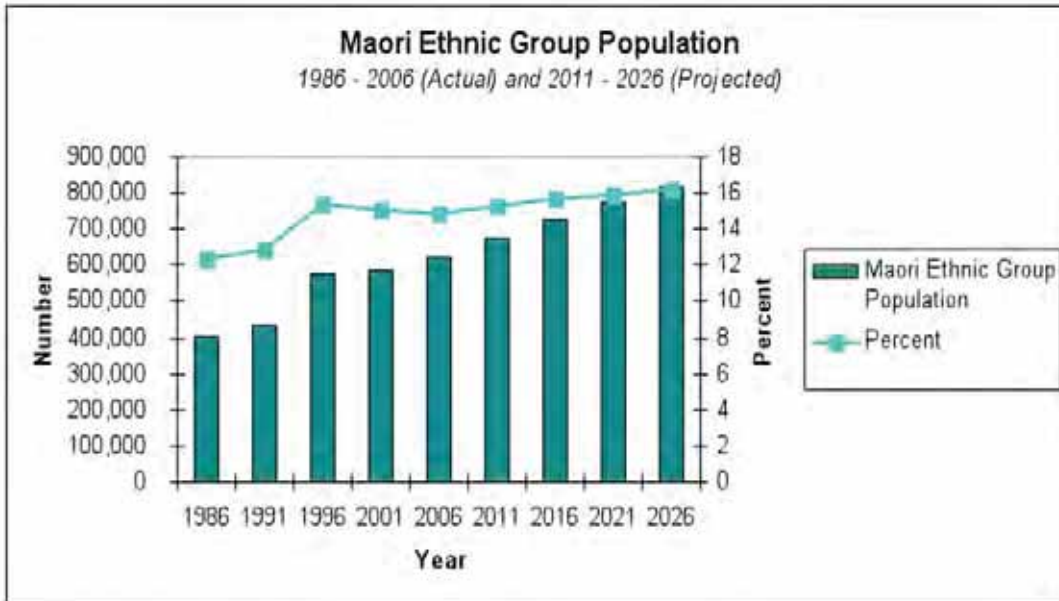
New Zealand population



New Zealand has a slowing population growth caused by low fertility and increasing deaths. Conversely Maori has built-in momentum for growth because of higher fertility and a young population.



Maori Population

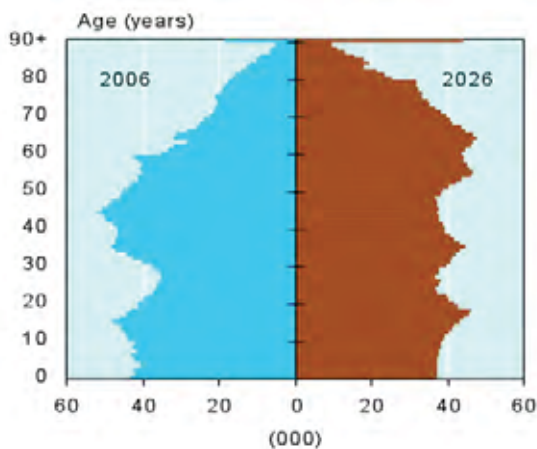


Migration

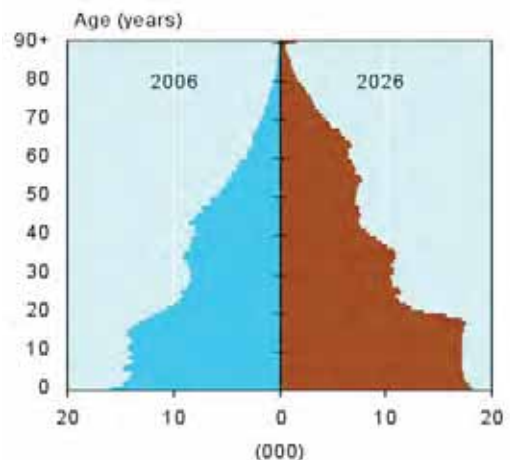
Migration is a volatile component of projections and there are many factors that may affect the inflows and outflows. If there is no more migration, then NZ would probably never reach 5 million. If migration policy changes and migration is higher, then by 2020 NZ could reach 5 million. What implications will this have on existing resources? Maori are a very mobile population, many of our whanau are moving (have moved to Australia) and this trend is likely to continue.

Age Structure

New Zealand population



Maori population





In the next 20 years the median age of the New Zealand population will go from 36 to 40. There will be an increase of over 65 year olds (460,000 to 780,000) and there will be a decrease in the working age population. Conversely Maori have a young population, over the next 20 years the median age of Maori will change from 23 to 25 years and the over 65 year olds will increase from 26,000 to 71,000. In 2026, Maori will make up one quarter of young workers.

Key Considerations - The Changing Demographics

Internationally population growth is slowing, with some countries already starting to see a decline in population growth. Will the policies that they are implementing affect New Zealand, affect Maori, and affect Te Arawa? Should we worry about international skill shortages? Could we look to export skills? If New Zealand worry about the lack of Kiwis to populate the labour force will that affect the migration policy? In which case the influx of migrants will impact the resources we have and share - water, land, shelter etc.

The more young people that move to Australia and the less fertility we have, will that start to slow down our growth rate also. What implications will having Te Arawa in Australia have on development? Maori make up 26% of Bay of Plenty population; from the ages of 0-14 we make up 41% of the population. Meaning at a local level, in 2030, economic viability lies with our people – are we prepared? Are we skilled? If not, what do we do?

10.3 Appendix 3 – Interviews With Te Arawa Leaders

The following people were interviewed Roger Pikia, Fred Cookson, Malcolm Short, Arapeta Tahana, June Grant, Maureen Waaka. A summary of the key themes that emerged from those discussion were:

1. *Rangatakapu need to create a movement to change the way people think.*

The power of this project is as a think tank to promote and encourage discussion about change. It probably does not need economic or political muscle to actually make change in itself, but it can still be influential in creating and fostering the discourse. It does not need to be immediately implementable or acceptable. It could even be controversial. It must however generate interest and cut a new track.

The think pieces should emphasise the element of CHANGE – the positive benefits of change. If the Visions of Change project can identify some areas that need change and exact examples/statistics of how we could be doing better if we did change, then it will have fulfilled it's purpose. It needs to focus on the benefits of change as the key message.



Change For Change's Sake – we are forced to change by external forces such as global economy and demographics, so it is no surprise that we will and do need to change. Discussing it now and being strategic is where maximum value can be obtained. Visions of Change should shine a light on areas that could inspire our people to undertake change. Te Arawa need to get better at forecasting change and identify the forces that will: contribute to that change; affect how we process change; and then strategise how we are going to go with it/move with those forces.

2. *Te Arawa as a collective is an ideal that doesn't currently exist.*

We need to be co-ordinated and collaborate to ensure that we are working together, avoiding duplication and not operating in competition with each other (internally). We need to create efficiencies and ultimately consolidate the PSGE asset bases to maximise leverage and opportunities.

Having leaders is important but you are only as good as your weakest link, so we need to collaborate and share more. Those who are actually doing the mahi are the ones that you need to target as implementing ideas is where the benefit lies.

Visions of Change should facilitate the process of collaboration and participation by our iwi entities and co-ordinate efforts. Rangatakapu have people with both the skills and the will to collaborate.

3. *Commercial entities and business will drive economic development.*

Commercial and economic development will be driven out of the settlement asset companies so there needs to be the right people with the right skills there. The three PSGE's need to show leadership in economic development.

Any Te Arawa economic development strategy should be driven from the iwi's core asset base i.e. land, agro-business, forestry. Commercial competence is developed only by actually doing the mahi and cold hard experience in business. That means, being involved closely in the industry, having access to technology and expertise. Commercial and financial literacy is the mandatory initial skills set.

Rangatakapu could coordinate or facilitate an Economic Forum or a quarterly meeting between our economic leaders settlement entities and our Trusts and Incorporations to share information.

4. *A Forum for our future leaders to share ideas, build relationships, lead critical thinking and succession plan*

We need to look to the future – to those areas that will be relevant and important in the future, rather than rehash and revisit current issues. Some key areas that rangatakapu might consider are:

- What sort of things will we need in 2030?



- What does being Te Arawa mean?
- What will it mean for 2030?

There is a real opportunity to get immediate positive gains in some areas such as educational scholarships that Te Arawa invest lots of money into but do so in an uncoordinated way. Central coordination would be efficient and get a better investment return. Rangatakapu o te Arawa could make a proposal for a coordinated scholarship clearing house. Questions to ask are (i) how are we doing at the moment? (ii) how could we get benefit from change? (iii) what changes do we need to make?

Te Arawa should look to build upon our strengths and create centres of excellence in areas where we excel – manu korero, kapahaka. For example a whare wananga as a centre of excellence. We should focus on our cultural side to develop the talent pool. BUT we also need people who can think. We need a sustained and prolonged approach to identifying talent and plugging our current gaps. Rangatakapu o Te Arawa could look to set up leadership forums – an informal leadership network and rotate facilitation responsibility. Succession planning is vital – we need to have people learning alongside the (few) commercially skilled experts we have.

Communication is key and economic leaders need to be accountable while iwi need to be fully informed. A big challenge facing Te Arawa is disseminating information and increasing participation. We need to find the best ways to increase participation. There is a need to collapse iwi registers into one register to reduce confusion, streamline communication and increase the reach out to whanau.

Developing a Te Arawa brand is a useful concept that can benefit tourism industry as well as production. A unique ethnic brand would differentiate us and communicate who we are and what we do.

Key future industries that Rangatakapu o te Arawa should be considering are geothermal, tourism, hospitality and technology. Hospitality should be a priority so we can deliver world-class services, training and management. Technology should be a future industry so we control the airwaves and telecommunications mechanisms now and in the future. An example is the control of the airspace over the airport.

10.4 Appendix 4 – Rangatakapu o Te Arawa Brand

A brand has been developed for Rangatakapu o Te Arawa to provide an identity and tohu. The R is for Rangatakapu and symbolises connectivity in the form of a manaia. The red koru growing out of the black koru is a reflection of the whakatauki:

"Ka hinga atu he tete-kura – ka hara-mai he tete-kura"

"As one fern frond dies – another rises to take its place"

Koru are also associated with nurturing – representing the strength and purity of a loving relationship or partnership. The Koru also symbolises the whakapapa link



between rangatakapu and other generations. Red and black colours have been used to reinforce our Te Arawatanga. A range of adaptations have been developed and are outlined below:

