

TE KAAHUI O RAURU

Strategic Plan

to

31 March 2034

INTRODUCTION

This Te Kaahui o Rauru (**TKOR**) Strategic Plan (**the Plan**) has been developed from the following sources:

1. The Plan that expired 31 March 2014
2. Koorero, paperwork and recommendations from the 2013 TKOR advance aggregated by the Southern Pahuki¹ who developed a draft “high-level” Strategic document for tabling at the TKOR Paepae waananga at Paakaraka marae,
3. Koorero from the TKOR Paepae 14 December 2013 wananga at Paakaraka marae
4. Feedback from marae and
5. TKOR Paepae Ordinary Meetings at
 - a. Tauranga Ika marae 9 Feb 2014
 - b. Te Ihupuku marae 23 Feb 2014,
 - c. Takirau Marae 30 March 2014
 - d. Kaipo Marae 27 April 2014 and
 - e. Whenuakura Marae 26 May 2014

In developing this Plan the Paepae were clear that the Plan should focus “*closer-to-home*” meaning priority would be placed on local and regional development, and that over-time, some strategic goals would be delivered by marae and hapuu meaning that one of the key roles of TKOR will be to resource marae and hapuu to fulfil the strategic objectives of this plan

Further, with an organisational review pending, the selection of a Kaiwhakahaere (Operations Manager) for a fixed-term, the indications are clear that the way in which TKOR intends to meet its strategic obligations will change over the lifetime of this Plan

Reviews of this Plan shall be completed by Every 31 March in 2017, 2020, 2023, 2026, 2029 & 2032

¹Taipake, Kai Iwi, Te Aroha & Paakaraka marae

THE PLAN

Nei ka noho i te rorowhare o Te Tumanako, ka haere mai te aroha. Kei whea koutou e maatua maa i te hauoratanga?’ Here I sit on the verandah of Te Tumanako, overcome with aroha. Where are you the parents of yesteryear who dwelt in the time of holistic wellbeing? (The opening lines of the waiata ‘Nei ka noho’ na Hori Paamu)

Our tribal estate, it’s physical features and natural resources, our marae, tongi tawhito, waahi tapu, waahi tuupuna, our language, customs and ancestral knowledge, our people, our common whakapapa, our ways of being, knowing , behaving and determining our future are the special characteristics that make us Ngaa Rauru Kiihahi. We need to ensure that what makes us Ngaa Rauru Kiihahi is reclaimed, kept intact and developed in terms of te ao hurihuri. Once we do this we will have attained a state of Hauoratanga where everything about us as a people is safely intact, vibrant, thriving, excelling².

TKOR remains committed to the revitalisation of Ngaa Raurutanga. This is our taahuhu koorero. We are mindful that our Hauoratanga (social, economic and environmental) development must assist in this revitalization in order to ensure our endurance as Ngaa Rauru whilst guaranteeing that our uki enjoy good health, a quality lifestyle and are able to contribute to a global society with their Ngaa Raurutanga intact.

The intention is that by the year 2025 Ngaa Rauru Kiihahi is known locally, nationally and internationally for our clear demonstration of tribal unity, strength and pride. Through collective effort and strong leadership uki are confident contributors to Te Hauoratanga, i.e the wholistic well- being of the people. Uki are happy, healthy, wealthy, well educated, speakers of te reo Maaori and confident practitioners of Ngaa Rauru tikanga.

² Naa Raukura Waitai

MISSION STATEMENT: Articulates TKOR's purpose and why TKOR exists. A mission statement is a combination of what TKOR does, how and why it does it, expressed in a way that encapsulates the values that are important to you.

Kia rangatira te whakaaro, kia rangatira te tuu.

- Provide political and strategic leadership
- Assist development that delivers sustainable benefits to our marae; whaanau, hapuu and iwi
- Foster unity and enable our people to embrace Ngaa Raurutanga

VISION STATEMENT: Is a picture of TKOR in the future. The vision statement is articulating TKOR's dreams and hopes for its business. It reminds us of what we are trying to build and answers the question, "Where does TKOR want to go?" The vision statement doesn't tell TKOR how to get there, but it does set the direction for TKOR's [business planning](#).

Whakatipungia Ngaa Raurutanga: The revitalization of Ngaa Raurutanga.

VALUE STATEMENTS: Core values are traits or qualities that are considered worthwhile, they represent TKOR's highest priorities, deeply held beliefs, and core, fundamental driving forces. Core values define what TKOR believes and how you want TKOR resonating with and appealing to employees and the external world. Core values are also called Guiding Principles because they form a solid core of who you are, what you believe, and who you are and want to be going forward.

Value statements are grounded in values and define how people should and want to behave with each other in TKOR. Value statements are also about how TKOR will value whaanau, marae, hapuu, Iwi and its communities. Value statements describe actions that are the living enactment of the fundamental core values held by most individuals within TKOR

KEY GUIDING PRINCIPLES

KIA MARAETIA -The marae is our principle home

MANA WHENUA - Our rohe is our geographical inheritance. It must be protected

MANA TANGATA - The people are our wealth

MANA MOTUHAKE - We must continually strive to reclaim self determination

TAONGA TUKU IHO - Our reo, tikanga and koorero tuupuna are to be treasured.

<p>(1) STRATEGIC THEME WHAKAPAPA (Marae)</p>	<p>“ MA MUA KA TIKI A MURI, MA MURI KA TIKI A MUA ” <i>Combined effort brings reward</i></p>
<p>STRATEGIC CHALLENGE</p>	<p>ME MAU TE WEHI O NGAA RAURU Our tribal estate, it’s physical features and natural resources, Our marae, tongi tawhito, waahi tapu, waahi tuupuna, our language, customs and ancestral knowledge, our people, our common whakapapa, our ways of being, knowing , behaving and determining our future are the special characteristics that make us Ngaa Rauru Kiiitahi. We need to ensure that what makes us Ngaa Rauru Kiiitahi is reclaimed, kept intact and developed in terms of te ao hurihuri.</p>
<p>STRATEGIC GOALS³</p>	<ul style="list-style-type: none"> • Support Ngaa Rauru Kiiitahi marae⁴ to encourage whaanau participation in marae affairs. • Support Ngaa Rauru Kiiitahi marae to increase its capability and capacity to provide for whaanau and hapuu • Support all Ngaa Rauru Kiiitahi marae capital upgrade programmes
<p>STRATEGIC OBJECTIVE⁵</p>	<ul style="list-style-type: none"> • Within 10 years all Ngaa Rauru Kiiitahi marae have self-sustaining paepae and if not determine why not. • Within 10 years all Ngaa Rauru Kiiitahi marae have self-sustaining supporters (kai mahi) to deliver manaakitanga at each marae and if not determine why not. • Within the next 20 years all Ngaa Rauru Kiiitahi marae have received equal marae capital upgrade funding from TKOR and if not determine why not. • Within the next 20 years all Ngaa Rauru Kiiitahi marae have completed their marae capital upgrade programmes and if not determine why not.

³ Strategic Goals - Are written in plain language and easy to understand

⁴ As named in the Ngaa Rauru Kiiitahi Deed of Settlement

⁵ Strategic Objectives – Are written using quantifiable criteria that you can measure in order to assess whether you are meeting your goals and, if not, how much you are falling short.

Strategies 2 and 3 to be grouped together as A & B

<p>(2a) STRATEGIC THEME</p> <p>MATAURANGA</p> <p>(people)Education</p>	<p>NGAA RAURU EXCELLING IN EDUCATION</p>
<p>STRATEGIC CHALLENGE</p>	<p>TO BECOME HIGHLY EDUCATED</p> <p>Our tribal estate, it's physical features and natural resources, our marae, tongi tawhito, waahi tapu, waahi tuupuna, our language, customs and ancestral knowledge, our people, our common whakapapa, our ways of being, knowing , behaving and determining our future are the special characteristics that make us Ngaa Rauru Kiitahi. We need to ensure that what makes us Ngaa Rauru Kiitahi is reclaimed, kept intact and developed in terms of te ao hurihuri</p>
<p>STRATEGIC GOAL</p>	<ul style="list-style-type: none"> • Support Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to achieve increased participation of Ngaa Rauru Kiitahi uri in education from Kohanga / ECE, Primary, Secondary through to Tertiary levels • Support Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to achieve increased participation of Ngaa Rauru Kiitahi uri already in the workforce and/or unemployed.
<p>STRATEGIC OBJECTIVE</p>	<ul style="list-style-type: none"> • At 3year intervals, measure to see if Ngaa Rauru Kiitahi uri have increased participation in education and if not determine why not. • At 3year intervals, measure (by levels) how many Ngaa Rauru Kiitahi uri have gained education/academic qualifications and if not determine why not. • At 3year intervals, measure (by industry) how many Ngaa Rauru Kiitahi uri have gained trade/professional qualifications and if not determine why not. • At 3year intervals, measure (by levels) how many unemployed Ngaa Rauru Kiitahi uri have attended pre-employment training and/or gained any qualifications that would help in their attaining employment and if not determine why not.

<p>(2b) STRATEGIC THEME WHANAUNGATANGA (PEOPLE) health, housing, employment</p>	<p>TE HAUORATANGA O NGAA RAURU KIITAHİ Wellbeing crossing generations</p>
<p>STRATEGIC CHALLENGE</p>	<p>TO BE A HEALTHY IWI AS DETERMINED BY NGAA RAURU KIITAHİ</p> <p>Our tribal estate, it's physical features and natural resources, our marae, tongi tawhito, waahi tapu, waahi tuupuna, our language, customs and ancestral knowledge, our people, our common whakapapa, our ways of being, knowing , behaving and determining our future are the special characteristics that make us Ngaa Rauru Kiitahi. We need to ensure that what makes us Ngaa Rauru Kiitahi is reclaimed, kept intact and developed in terms of te ao hurihuri. Once we do this we will have attained a state of Hauoratanga where everything about us as a people is safely intact, vibrant, thriving, excelling</p>
<p>STRATEGIC GOAL</p>	<ul style="list-style-type: none"> • Support Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to engage with Ngaa Rauru Kiitahi uri and whaanau to determine their health, housing and employment needs • Support Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to engage with Ngaa Rauru Kiitahi uri and whaanau to improve their health, housing ownership and employment potential
<p>STRATEGIC OBJECTIVE</p>	<ul style="list-style-type: none"> • At 3year intervals, measure to see if Ngaa Rauru Kiitahi uri and whaanau health standards have improved and if not determine why not • At 3year intervals, measure to see if Ngaa Rauru Kiitahi uri and whaanau home ownership numbers have increased and if not determine why not • At 3year intervals, measure to see if Ngaa Rauru Kiitahi uri and whaanau employment in meaningful jobs have increased and if not determine why not

<p>(3) STRATEGIC THEME WHENUA (NATURAL ENVIRONMENT⁶)</p>	<p>A VIBRANT AND RESOURCE RICH ENVIRONMENT</p>
<p>STRATEGIC CHALLENGE</p>	<p>TO HAVE OUR ENVIRONMENT ABLE TO SUSTAIN OUR CULTURAL AND WELLBEING REQUIREMENTS</p> <p>Our tribal estate, it's physical features and natural resources, our marae, tongi tawhito, waahi tapu, waahi tuupuna, our language, customs and ancestral knowledge, our people, our common whakapapa, our ways of being, knowing , behaving and determining our future are the special characteristics that make us Ngaa Rauru Kiitahi. We need to ensure that what makes us Ngaa Rauru Kiitahi is reclaimed, kept intact and developed in terms of te ao hurihuri. Once we do this we will have attained a state of Hauratanga where everything about us as a people is safely intact, vibrant, thriving, excelling</p>
<p>STRATEGIC GOAL</p>	<ul style="list-style-type: none"> • Support all Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae being able to meet their kaitiakitanga responsibilities • Support those Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae who want to implement the TKOR Environmental Management Plan (& its amendments/updates) • Support those Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae who want to implement the TKOR Fish Plan 2008 (& its amendments) • Support those Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae who want to implement Ahi Kaa Roa and/or Wai Koiora type programmes as part of their kaitiakitanga responsibilities
<p>STRATEGIC OBJECTIVE</p>	<ul style="list-style-type: none"> • At 3year intervals, measure to see how many Ngaa Rauru Kiitahi uri and whanau have acquired the necessary kaitiaki skills to care for and protect the environment • At 3year intervals, count how many uri, whaanau, hapuu and marae have included part or all of the TKOR Environmental Management Plan as part of their kaitiakitanga responsibilities, and if none, determine why not? • At 3year intervals, count how many uri, whaanau, hapuu and marae have included part or all of the TKOR Fish Plan 2008 as part of their kaitiakitanga responsibilities, and if none, determine why not? • At 3year intervals, count how many uri, whaanau, hapuu and marae have included part or all Ahi Kaa Roa and/or Wai Koiora type programmes as part of their kaitiakitanga responsibilities and if none, determine why not?

⁶ Includes land, sea, air and water

(4) STRATEGIC THEME RAWA	ECONOMIC SUSTAINABILITY
STRATEGIC CHALLENGE	BY 2034 TE KAAHUI O RAURU (TKOR) IS WORTH AT LEAST \$70 MILLION
STRATEGIC GOAL	<ul style="list-style-type: none"> • TKOR has strategies that grow the tribal assets • TKOR has mechanisms that protect tribal assets • Support Ngaa Rauru Kiihahi uri, whaanau, hapuu and marae identify uri to become competent and understand financial, investment, acquisitions, and distribution systems that grow the marae and tribal assets
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"> <input type="checkbox"/> By 2017 TKOR is worth \$43m and if not determine why not <input type="checkbox"/> By 2020 TKOR is worth \$48m and if not determine why not <input type="checkbox"/> By 2028 TKOR is worth \$57m and if not determine why not <input type="checkbox"/> By 2034 TKOR is worth \$70m and if not determine why not <input type="checkbox"/> By 2025 20 uri have been identified as being competent and understand financial, investment, acquisitions, and distribution systems that grow the tribal assets

(5) STRATEGIC THEME WHANAUNGATANGA (PEOPLE)	TKOR GOVERNANCE AND LEADERSHIP
STRATEGIC CHALLENGE	Te Kaahui o Rauru Paepae (governance Board) is highly competent and experienced.
STRATEGIC GOAL	<ul style="list-style-type: none"> • Support Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to provide highly competent Paepae members to Te Kaahui o Rauru • Support Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to provide appropriate governance training for interested uri • As requested, support/assist Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to identify and provide appropriate Leadership training for interested uri • As requested, support/assist Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to provide succession plans for their Paepae members to Te Kaahui o Rauru • At regular intervals review the governance and representation model being used by TKOR to ensure that it remains fit-for-purpose
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"> • Prior to each meeting of Te Kaahui o Rauru where Paepae members are elected, as requested, support Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to provide highly competent Paepae members to Te Kaahui o Rauru • As requested, every two years provide support to Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to provide appropriate governance training for interested uri • As requested, every two years provide support/assistance to Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to identify and provide appropriate Leadership training for interested uri • As requested, every two years provide support/assistance to Ngaa Rauru Kiitahi uri, whaanau, hapuu and marae to provide succession plans for their Paepae members to Te Kaahui o Rauru • Every 5years, review the governance and representation model being used by TKOR to ensure that it remains fit-for-purpose.

(6) STRATEGIC THEME WHANAUNGATANGA (PEOPLE)	MARAE GOVERNANCE AND LEADERSHIP
STRATEGIC CHALLENGE	Marae committees are highly competent and experienced.
STRATEGIC GOAL	<ul style="list-style-type: none"> • Support Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to provide highly competent committee members⁷ to their marae • Support Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to provide appropriate governance training for their committee members • As requested, support/assist Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to identify and provide appropriate Leadership training for interested uri • As requested, support/assist Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to provide succession plans for their committee members
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"> • Prior to each marae meeting where committee members are elected, as requested, support Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to provide highly competent committee members to their marae • As requested, every two years provide support to Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to provide appropriate governance training for their committee members • As requested, every two years provide support/assistance to Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to identify and provide appropriate Leadership training for interested uri • As requested, every two years provide support/assistance to Ngaa Rauru Kiiitahi uri, whaanau, hapuu and marae to provide succession plans for their committee members

⁷ Includes Marae Trustees and Administrators