

Mahere Rautaki

2014-2017



Rapua hoki te rongō mau oranga mo to iwi, I roto I o ratou rongō mau oranga, to oranga.

(Seek the very best for your people and their welfare, for in their welfare you will find yours)

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Kaupapa

*Me ako a tātou tamariki
He kawenata te Tiriti o Waitangi
Ko ōna putaketake
He Rangatiratanga
He Tohungatanga
He Manaakitanga
He Whānaungatanga
He Ū kai pō
Otiria kei tua
Ko te Akamatua
Tōna Ingoa
Ko te Kotahitanga*

*We must teach our children
the covenant of Te Tiriti O Waitangi
Its basis resides within
Rangatiratanga
Tohungatanga
Manaakitanga
Whānaungatanga
He Ū kai pō
The ultimate vision
is Kotahitanga*

Te Rohe/Geography



“I timatanga I Oruru tae noa ki te awa o Orua-iti. Me huri aku kamo ki te whatu o Parikihana i Mangonui Taipa. I hakawhiti atu ana ki Maungataniwha ki te hauauru o Otangaroa tae noa atu ki te ngahere o nga puke tiitii o te waka o Mataatua. I rere tenei o nga manga ra roto whenua, ra runga whanua o Waipapa, Te Whau, Upokorau. I marere atu au ki te moana o Takou ki te awa o Te Koua Kawau te wahi I takoto mai ana te waka tupuna o Mataatua. Toro atu ki te takutai o Te Rawhiti me huri ano te kano ki te Pokopoko o Hinenui Po me Te Urenui o Mauipotiki. Mai te Aukanapanapa, he tohu mo te ara taku tai moana tae noa atu ki te tuawhenua ki Tangitu.”

The land boundary commences at the river mouth of the Oruaiti River in the north, moving in a southerly direction encompassing the Puketī Forest, and then moving in a north easterly direction in the Takou River area.

The coastal boundary commences at the mouth of the Oruaiti River, follows the eastern side of the Mangonui Harbour, then directly out to sea moving in a south easterly direction along the coast to Rupurapura (Needles) off Pureura and includes the Whaingaroa Harbour, its rivers estuaries and island within this role.

The rohe is further described as those areas that the hapu of the marae within the above boundaries exercise manawhenua and manamoana.

Organisational Values and Principles

Values

- ▶ Te Tiriti o Waitangi: Confirms our relationship with the Crown and our constitutional place in this county
- ▶ Rangatiratanga: Confirms our authority and responsibility as individuals, whānau, Hapū and iwi to ourselves, others and to the world we live in.
- ▶ Tohungatanga: Recognises the knowledge and wisdom in which we exercise our authority and responsibility.
- ▶ Manaakitanga: Recognises our responsibility to respect and care for all things created.
- ▶ Whānaungatanga: Acknowledges that all things are connected and impact on each other and therefore the importance of understanding and maintaining these relationships
- ▶ Ū kai pō: Acknowledges the nurturing relationship we have with our papaKāinga and whānau and our responsibility to sustain and maintain these relationships.
- ▶ Kotahitanga: Confirms our ultimate goal – unity and harmony.



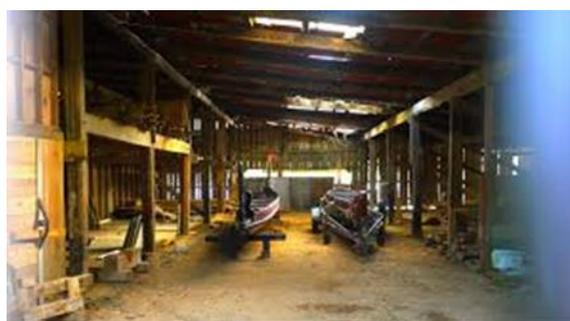
Principles

- ▶ Whaingaroatanga: defining and building on our uniqueness
- ▶ Whakawhānaungatanga: understanding the value of relationships and the need to maintain and strengthen them based on mutual respect
- ▶ Kaupapatanga: driven from values within rather than reactive to external influences.
- ▶ Toi Tu Te Whenua, Toi Tu Te Tangata: ensuring that all we engage in contributes to sustainable processes and outcomes.

Vision

“Rapua hoki te rongu mau oranga mo to iwi, I roto I o ratou rongu mau oranga, to oranga”

Seek the very best for your people and their welfare, for in their welfare you will find yours.



Kaupapa

The full expression of the values and principles outlined above in all aspects of the lives of our people, where we speak our reo, practice our tikanga, lead full meaningful healthy and contributing lives that make a difference in the world, achieve excellences in all endeavours, sustain a healthy environment, have strong and healthy Whānau, hapu and iwi relationships, relate and interact with confidence with people throughout the country and the world, and leave behind a better world for our children and future generations.

Key drivers underpinning this vision are:

- ▶ **Whaingaroatanga:** defining and building on our uniqueness
- ▶ **WhakaWhānaungatanga:** understanding the value of relationships and the need to maintain and strengthen them based on mutual respect
- ▶ **Kaupapa based:** driven from values within rather than reactive to external influences.
- ▶ **Sustainability:** ensuring that all we engage in contributes to sustainable processes and outcomes.

Role: He Waka Mo Te Iwi

- ▶ **Kia tika te rere hei whawhati i nga ngaru piki, heke kia tau pai ki uta.**

The use of the waka metaphor implies leadership, skill and working in unison to pursue and achieve the dreams and aspirations of our people.

- ▶ **Ma te pono, ma te tika me te aroha e arahina e Te Rūnanga Nga Iwi O Whaingaroa.** (similar to our current mission statement)

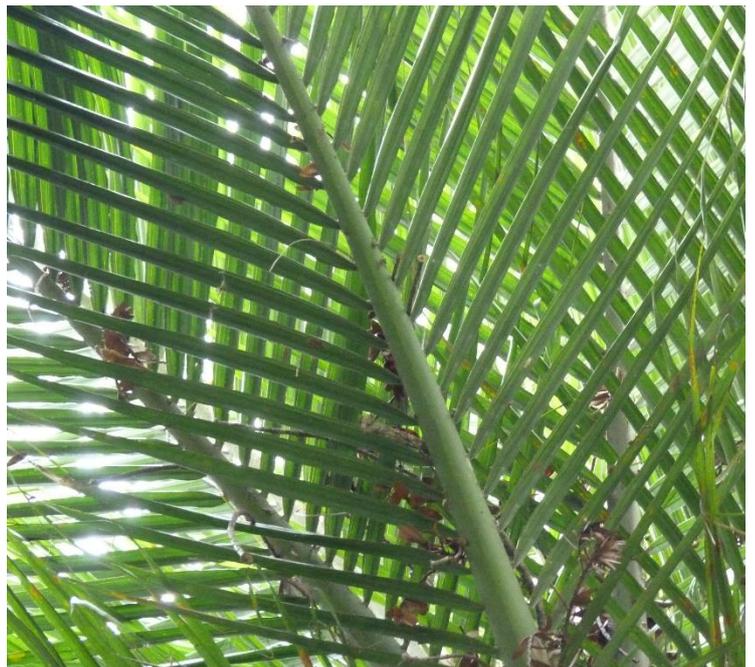
Through our example of transparency, integrity and compassion we will lead our people.

- ▶ **He Mangai mo Nga Iwi o Whaingaroa.**

The collective voice for the people of Whaingaroa.

Nga Aho (Operational Strands)

The Aho are as follows:



Whakawhānaungatanga

Me whakakaha i a tātou Whānaungatanga

The building and maintaining of strong relationships is an ongoing process and vital for the long-term sustainable social, economic, political and cultural development of our people. The importance of relationships is not an “add on” to the business and activity of our Rūnanga, it is core and integral to everything we do individually and collectively. As such we must “walk the talk” and be guided by tika, pono, aroha and manaaki.

We also need to consider external stakeholder relationships with other iwi, community and business organisations and local and central government agencies. In most cases these relationships will be developed through specific initiatives and programmes we undertake. However, we do need to think strategically about the relationships we want to develop long-term and why.

In terms of communication, a range of specific initiatives have been implemented to improve communication and it is important that we continually look for ways to improve. Current initiatives include our newsletter Tirairaka, our website, input into a monthly radio broadcast (WaiFm) and Hui a tau. These can all be improved and added to.

Nga Whāinga – Objectives

- ▶ Undertake a stakeholder plan to determine the key relationship we should develop
- ▶ Review our current communications methods to see how they can be improved and develop others
- ▶ Develop and implement a code of behaviour for Board Members
- ▶ Develop and implement a code of behaviour for all staff to be included in their job descriptions and responsibilities
- ▶ Implement ongoing governance training

Nga Mahi- Measure/Target:

- ▶ TROW has systems in place for measuring whānau engagement and satisfaction
- ▶ 80% of whānau are satisfied with TROW
- ▶ 75% of whānau surveyed for satisfaction with the service provided

80% of whānau are registered on TROW database



Te Reo me ōna Tikanga

Kia a mau ki te reo o tātou matua tupuna – tōku reo tōku ohooho

Our reo is what uniquely distinguishes us from all other people and it is a tāonga that has been handed down to us. It is that which awakens from our inner being. We must purposefully maintain it or it will be lost.

Our Kohanga, Kura and Wānanga are some of the key ways in which our reo and tikanga will be maintained. However, as an Iwi organisation we need to be clear about what role we will have in the maintenance of our reo and tikanga. We must lead by example.

Nga Whāinga – Objectives:

- ▶ **Hei Hapai I Nga Whānau/Hapū katoa:** Increasing the number and fluency of Te Reo speakers in our rohe of our own dialect by strengthening our Whānau and Hapū to become the ultimate transmitters of Te Reo within our Iwi. Aligned to our overall Whānau Ora approach and recognising whānau as the intergenerational transferors of Mātauranga, tikanga and therefore Te Reo.
- ▶ **He Rourou ma Koutou, He rourou ma Matou, ka ora ai te Iwi e:** Recognising through our traditional linkages with other Te Tai Tokerau iwi under the umbrella of Te Pu O te Wheke for developing a regional strategy for the retention of the Ngapuhi and Te Tai Tokerau dialects.
- ▶ **Kia Tu tika ai te whare o te Rangatira:** Increasing the capacity and capability of Whānau/Hapū to lead their own Te Reo developmental pathways, support Te Rūnanga o Whaingaroa in its efforts to support Whānau/Hapū/Marae capacity to propagate te Reo, me Ona Tikanga.
- ▶ **Te Raranga O te Tira:** Te Reo is relevant in everyday situations and incorporated visually into our activities and actions. We weave the strands of Te Reo into our community.

Nga Mahi- Measure/Target:

- ▶ Develop and implement a te Reo plan for staff and BOT members
- ▶ Facilitate and develop a Te Reo plan for all our people



Hauora/Waiora

Pupu ake te hau, mai te mauri, tau mai te wairua, tu mai ko te waiora.

The main activity of the Rūnanga is the delivery of contracted health and social services. We need to ensure that we deliver these within a wellness kaupapa as opposed to reacting to illness and sickness.

This is a fundamental difference between our notion of health and that of the current health system. Therefore we need to ensure that we continually review these services to ensure they operate with our own understanding of wellbeing as expressed in models such as Te Whare Tapu Wha, Te Wheke, and Te Pu Ao Te Ata Tu.

We also need to establish our contracted service on a self sustaining and business basis as these services are the responsibility of the government and we should not be subsidising them as we have done in the past.

There is an opportunity to grow services in this area. However, we need to ensure they are sustainable, kaupapa based and we have the skills and capability to deliver them.

Nga Whāinga – Objectives:

- ▶ Develop a hauora/waiora kaupapa based on our own kaupapa and tikanga
- ▶ Review and align current health and social services to this kaupapa
- ▶ Develop and implement other health services and the appropriate capability to deliver them

Nga Mahi- Measure/Target:

- ▶ TROW will be delivering services to whānau that are relevant and reflects their needs
- ▶ 75% of whānau surveyed for satisfaction with the service provided
- ▶ 100% Marae have their needs included in future TROW strategic plans
- ▶ The whānau within the Whangaroa rohe endorse TROW as their first choice provider



Te Ū kai pō

Kia matau, kia mohio e ora ana te Ū kai pō o te tangata mai i te u tae atu ki te po

Te Ū kai pō is a kaupapa, a capability and a process whereby our Whānau, hapu and iwi exercise kaitiakitanga and manaakitanga. It is an integrated, hollistic and centred approach based on our own kaupapa and tikanga that is encapsulated in Te Ū kai pō itself.

One important area we will respond to under this kaupapa is environmental resource management. There are many resource management issues we face as Whānau, hapu and iwi that impact on us.

These range from resource consents for developments; to territorial management and quality, fisheries, aquaculture, coastal environment, bio-security, bio diversity, climate change, pest and weed management, forestry, minerals and heritage; to engaging with a number of government agencies that have decision making and or management roles for various aspects of our environment including, Department of Conservation, Ministry of Fisheries, Ministry of Agriculture and Forestry, Environmental Risk Management Authority, Department of Labour, Land Transport, Ministry of Economic Development and the Historic Place Trust. There are others.

We as Whānau, hapu and iwi are addressing these issues as best as we can and good work is being done by a number of people and groups. We have improved our ability over the years to address some of the issues but the number and the pace of these issues has increased.

It would be fair to say that at best we are reactive to these issues, at worse we are not engaged at all. This needs to change if we want our resource management values and aspirations realized in a real way in the future. To do this we need to take a more strategic and proactive approach. Importantly we need to promulgate our own values and aspirations. This is one of the main purposes of Te Ū kai pō.

Another important aspect of this kaupapa is marae. Our marae are the cultural, spiritual, social and political centres of our hapu. It is the place where our people gather to farewell the dead, celebrate birthdays and weddings, discuss important issues of the day, recount our stories and histories and rekindle and strengthen our relationships with one another. It is perhaps the only place where our reo and our tikanga are practiced and are paramount. It is one of the few surviving institutions that define us as a people. As such it is central to our ongoing development as a unique people. Understood in this way it is clear why our marae need to be supported and maintained.

Nga Whāinga – Objectives:

- ▶ Establish a Resource Management Unit
- ▶ Develop and implement a comprehensive Resource Management Strategy
- ▶ Implement the Marae Development Strategy

Nga Mahi- Measure/target:

- ▶ A comprehensive resource management strategy is implemented
- ▶ Te Ūkaipō are 100% aware of the environmental issues affecting the area
- ▶ 100% whānau relationships are established and maintained
- ▶ 75% of whānau surveyed for satisfaction with the service provided



Te Tahuhu o te Mātauranga

Whaia te mātauranga kia matau, kia mohio, kia marama

This kaupapa encapsulates the pursuit and achievement of excellence in all educational and vocational endeavours of our people.

Education is a life long activity and experience as encapsulated in “mai i te u tae atu ki te po”. The outcomes we seek for our people include; academic and skills excellence; an ability to achieve with confidence in the wider world; grounded in our own tikanga; and a life long love for learning.

As a Rūnanga our role will be to facilitate the development and implementation of an education strategy for Nga Iwi o Whaingaroa.

Nga Whāinga – Objectives

- ▶ Promote and support Kohanga Reo, Kura Kaupapa Māori and Whare Wananga as the options of first choice for our people
- ▶ Improve the outcomes for our tamariki at the College
- ▶ Facilitate better co-ordination and delivery of adult education programmes
- ▶ Undertake research to identify the educational aspirations of our people and an analysis of how these can be achieved
- ▶ Undertake research to identify the training needs to meet current and future economic development and employment opportunities within Whangaroa
- ▶ Investigate the establishment of Te Whare Wananga o Whaingaroa

Nga Mahi- Measure/Target:

- ▶ 100% staff and BOT delegates participate in a Te Reo programme
- ▶ 100% schools in the Whaingaroa area use the Whaingaroatanga Mātauranga
- ▶ 100% of children starting school have participated in quality early childhood education
- ▶ 100% children leave school with NCEA level 2 or higher



Whakaara Oranga Pākihi

He kai kei āku ringaringa

Economic development is a key plank of long-term sustainability. As Sir James Henare once said “we can not survive by pipis alone.” This is more so in the fast paced modern world we live in.

As an organisation we need to develop assets that provide income that will support our governance structure functions and processes so we are financially independent.

We need to manage our current assets so that they do produce an economic return otherwise we will lose them or not get the best benefit from them.

We also need to determine what our role will be in the economic development of our people.

Nga Whāinga – Objectives

- ▶ Determine what economic development means for us
- ▶ Determine our role in the economic development for our people
- ▶ Decide on our investment policy and strategy (what we will invest in and why)
- ▶ Review and invest in assets that will produce income to sustain the governance structure and functions and processes of the Rūnanga

Nga Mahi- Measure/Target:

- ▶ Five business ventures e.g. Tourism, Aquaculture are established
- ▶ 100% strong, positive relationships exist between TROW and the stakeholders who provide whānau centred services
- ▶ 100% Kaimahi understand, promote and implement TROWS vision and mission
- ▶ By June 2018 revenue of \$5 mil



Kāinga Ora

Te Whare e tu nei, e karanga mai

Whānau who have identified unimproved housing and overcrowding issues as a key barrier to their wellbeing is a key factor when considering the uplift in health, education, social and justice outcomes for Whānau.

To this end the Rūnanga has engaged with various officials and wider stakeholders to bring housing discussions to the forefront of our strategic plan.

Pressures such as low living standards, coupled with financial pressures, families migrating out of the cities back into the rohe with little foreplanning, unemployment and generally not being able to make ends meet has resulted in increased instances of family violence, drug and alcohol abuse and other negative impacts that has exacerbated an already stretched housing sector in our rohe.

Te Rūnanga O Whaingaroa is the housing sector for our rohe- we must take care of our people by providing the spectrum of housing support from emergency housing, social housing and affordable home ownership to all who need it. This includes increasing the amount of homes available in our rohe.

Te Ara Ora- Long Term Goals

► Housing within rohe is eco compliant, energy efficient and utilises alternative energy sources
Our Whānau are thriving in homes that have low utility expenses, are designed for the environment, are warm and are lasting.

► Te Rūnanga O Whaingaroa has social housing available for whānau who need it
Our Rūnanga is a sustainable contributor to the overall housing sector for Te Rohe o Te Tai Tokerau and has social housing available for Whānau who need long term social housing solutions that fit their lifestyles.

► Te Rūnanga O Whaingaroa facilitates affordable Home Ownership options for whānau
Our Rūnanga works with Whānau to help remove barriers towards affordable home ownership through advocacy, planning and financial supports.

► Te Rūnanga o Whaingaroa actively advocates and participates in wider housing strategy and policy developments
The Rūnanga is a key contributor and advocate in the housing outcomes and policy development frameworks for Whānau/hapu/iwi and the wider community at a local, regional and national level.

Te Ara Tu- Medium Term Goals

► Increase Rūnanga housing stock for social housing for whānau
Te Rūnanga O Whaingaroa, works with the housing network/s to build its own capacity to provide houses to Whānau in the Rohe. The Rūnanga supports social housing for those who need it over a long term basis.

► Facilitate home ownership for whānau on their own land, on their Marae
Te Rūnanga O Whaingaroa facilitates, connects, advocates and champions the needs of Whānau seeking to build on their Pap Hapu, PapaKāinga and Waahi Whānau.

► Continue to coordinate downstream determinants of unimproved housing and overcrowding, i.e. Rheumatic Fever

Te Rūnanga O Whaingaroa actively works with the wider community to:

► *Reduce the poor health outcomes of Whānau such as Acute Rheumatic Fever*

► *Increase economic uplift such as supporting the wider and Maori economy, creating employment and facilitating employment opportunities*

► *Encouraging financial literacy and budgeting as lifelong tools for Whānau*

- ▶ *Offering more choice for Whānau engaging in ECE pathways for their tamariki mokopuna and working with Whānau to support their Tamariki to achieve NCEA Level 2 attainment*

Te Ara Hono-Short Term Goals

- ▶ *Address short term housing needs for whānau in unsafe or overcrowding situations*
- ▶ *Work with the Housing sector and wider housing stakeholders to coordinate better limited housing resources to address Whānau and tamariki in imminent danger and harm through unsafe, unhygienic housing.*

Nga Mahi- Measure/Target:

- ▶ **Kāinga Ora: Te whare e tu nei, e karanga mai**
 - ▶ Kāinga Ora Housing strategy is implemented
 - ▶ 100% whānau know of services available for housing
 - ▶ 20% low standard houses are upgraded
 - ▶ 20% of service connections from road to houses are upgraded
 - ▶ 75% of whānau surveyed for satisfaction with the service provided

