



Ngāti Rārua Ātiawa Iwi Trust

Social and Cultural Development Implementation Plan 2012 (Fourth Revised)

Mission Statement:

Kia kōkiri ai ngā take o tō mātou hapū i ngā ara katoa, hei tiake, hei toko i tō mātou tikanga mō ake tonu atu.

“To advance the cause of our people in every way possible, and to preserve and promote our culture for posterity “

Introduction

Strategic objectives and key priority areas identified in the following plan will provide future direction for implementing long and short term initiatives through NRAIT to its beneficiaries. There is also an acknowledgment that many activities are already being performed that were identified in the 2003 plan, although some appear to be happening independently rather than having them form part of an overall formal strategy. It is essential to link a clear strategic over view, as a guiding light, to all initiatives planned in the future.

Part of moving forward is revisiting the Trusts obligations under its Distribution Policy. Below is the NRAIT Empowering Act of 1993 and the relevant clauses. These can then be built into strategic objectives for the future.



Te Pae Mahutonga

Te Pae Mahutonga which is the name of a constellation of stars, known as the Southern Cross and is used as a symbolic map in Maori health promotion. For the purpose of this implementation plan the concept will be used as a framework for the six principle objectives

The overall objective of the plan is to see a strategic plan developed over 5-25 years, outlining what the key areas identified by beneficiaries as being of most importance, and what the strategy development will be to ensure those objectives are met in the long and short term.

Its also important to ensure there are mechanisms in place for beneficiaries to easily communicate with NRAIT by updating and streamlining current systems and processes, current staffing levels, establish working groups around key initiatives and ensure all beneficiaries are heard and connected.

As a result of consulting with beneficiaries these were the values identified as priorities

1. Communication, connectedness and how to stay connected
2. Personal identity, both individually ,within iwi , and the general community
3. Leadership development and mentoring
4. Ensuring a long term view of how to benefit all beneficiaries as opposed to mostly those who live in the rohe
5. Different approaches are needed to engage ahika (Beneficiaries in the area) and taurahere (beneficiaries outside the area)
6. Coming back to the land, whakapapa, the history and its connection to the future
7. Passing on the history to the young, Manaakitanga, Te Reo, Kaitiakitanga, Whanaungatanga, Rangatiratanga
8. Enrich, advance and prosper our people and keep everyone connected in an age where geographical movement sees people uproot and move often frequently around the country
9. That health of the iwi is not just about the individual, it's about community and social wellbeing



Changes in commercial and business enterprise have meant NRAIT can now begin to implement initiatives that further develop a more cohesive plan. This means a more coordinated approach is required outlining key initiatives and objectives under headings that identify with strategic objectives of NRAIT. This will advance the cause of our people in every way possible, preserve and promote our culture for prosperity and reconnect our people with their land and their whakapapa.

It's also important to note, this document is a living document, able to grow and change according to the needs of the people, and so a review timeframe can be built into the plan for bi-yearly reviewing

Executive Summary

In reviewing NRAIT's Empowering Act 2003 and deeds of Trust, the overall strategic objectives of the Trust can be broken down into five major objectives :

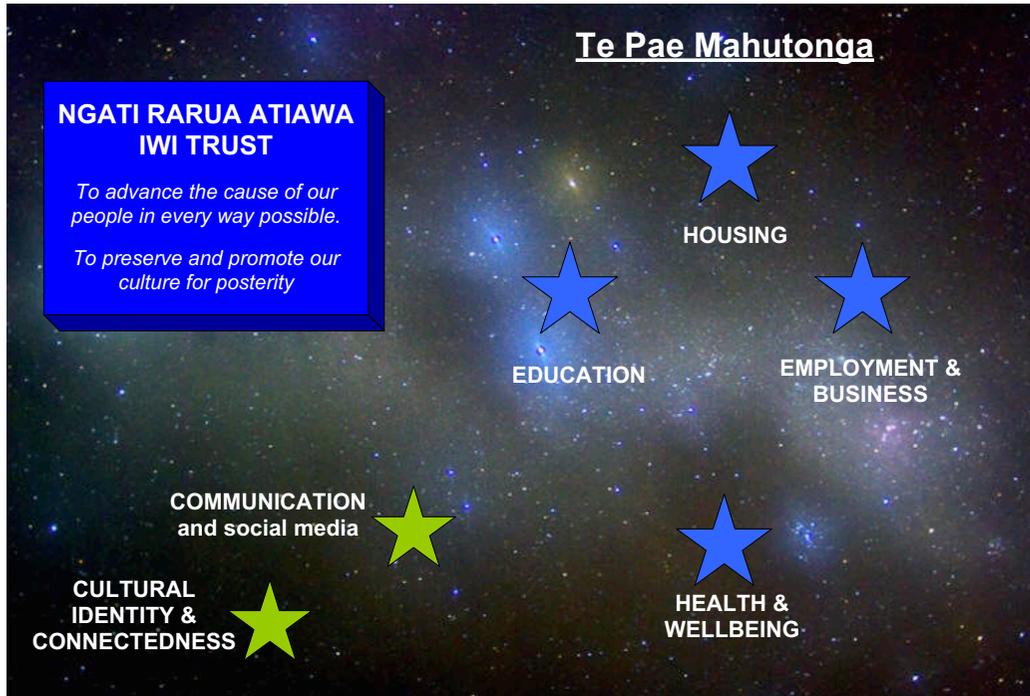
Strategic Objectives

1. To improve health and wellness
2. Raise level of education and participation
3. Improvement of living and quality of life
4. Encourage cultural identity through connectedness
5. Develop better employment opportunities

Following on from that, initiatives can be broken into six main areas using the Te Pae Mahutonga model. of two pointers, and four elements.

The first two pointers are critical to implement, in order for the four elements to be developed successfully long term

Areas of priority (Te Pae Mahutonga)



1. **Hononga** (Communication and social media)
 - Registrations
 - Website development and IT
 - Whakapapa database
2. **Mauri ora** (Culturally connecting and participation)
3. **Toiora** (Health and Wellbeing)
4. **Te Rakau Matauranga** (Education)
5. **Ahumai** (Employment and Business Opportunities)
6. **Whakaruruhau** (Housing)

This plan focuses on the ongoing development of these six priority areas with short term and long term initiatives that allow for social and cultural development of Ngati Rarua Atiawa Iwi Trust descendants by looking at key areas of priorities and initiatives in line with the strategic objectives of NRAIT. Some of these priorities are interlinked with one another so may appear in more than one area.



The components of this phase are as follows:

- Strategic Objectives
- Six key priority areas
- The enablers that are fundamental to fulfil the proposed initiatives being
 - Communication
 - Connectedness
 - Consultation
 - Up to date database and whakapapa register

Specifics on the six areas of Priority

1. Communication and Social Media

Using a working group; the objectives are to:

- Examine three main areas: Website & IT, Registration process and database, and Whakapapa Registration Database
- Clarify communications objectives (noting communication is imaging, voicing and connecting). These communication objectives should directly relate and illustrate how they connect to NRAIT's overall objectives. Commerce, whanau, whenua etc
- What communications tools are needed (web, image, messages, colour etc.)
- Management of the communications platform (cloud, server, support update etc.)
- Possible re defining of staff hours and job descriptions to ensure maintenance and upkeep
- How to establish and strengthen the links with owners. This can only be done by implementing campaign of developing multi-faceted social media with other service website links on NRAIT webpage
- The need to develop IT strategy, looking at regular upgrading and maintenance of the database and how often
- Look at the long term development of a Whakapapa database, recording and tracing descendants
- How to improve registration process to ensure accuracy and timeliness



2. Culturally reconnecting and increasing participation

Using a working group, the objectives based on the values of NRAIT here could include:

- How to plan a reconnect campaign to find the 42% of members who have moved with no forwarding address (see diagram page 18), register new members, and reconnect with existing members, may include surveys online. Targeting all owners directly and personally will provide valuable information for continued effective communication to beneficiaries, help find previously unknown potential beneficiaries and find those who have moved and no longer contactable
- Work on incentives to stay connected, may include incentive in the other areas of priorities
- Regular Wananga/hui planning both in North and South Island that incorporate the values of NRAIT
- How to increase ways to learn utilise and sustain Te Reo
- Continue to work with Ngati Rarua and Te Atiawa to help design, advise, contribute and assist with organising Wananga
- What will increase attendance at AGM's and SGM's , in conjunction with social media
- Ways to Increase connection to wider whanau hapu and iwi through stories, history, key messages through social networking and development of the website
- What information is important for recording on whakapapa database
- Ways to make it easier for members to register
- Making sure ongoing plans recognise the Marae as our principal home and our collective responsibilities as Kaitiaki
- How to implement ways to recognise and identify our important cultural sites and our responsibilities to them ie Te Uma, Maunga awa, Waiora

3. Health & Wellbeing

Using a working group, the objectives are to find ways to bring health and prosperity to our people. These could include:

- How the development of a savings scheme similar to whai rawa that incorporates retirement, housing and tertiary savings work for all beneficiaries, and the long term cost
- What would be important under a Health scheme; ie subsidised health grants, doctors' appointments, applications for emergency health,

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- Tangihanga grants, costings and improvements
 - Importance of a Tangihanga savings scheme or a Tangihanga scheme similar to other Maori entities
 - An ID card developed for subsidised services with Maori/General Health Services
 - How to develop ongoing alliances with other Maori Whanau Ora Health care Providers locally and nationally. Have information accessible by Panui and website
 - Look at benefits of Whanau ora projects through other funders

4. Education

Using a working group, looking at the long term educational objectives by :

- Continuation long term to monitor and assess scholarships, criteria, accountability and structure both tertiary and other education providers in conjunction with HR contractor
- Long term strategies to look at other educational programmes (non tertiary) and apprenticeships leading to employment for any age through HR contractor
- What training and work programmes with NRAIT entities/partners there are currently around NZ to develop relationships with in conjunction with HR contractor
- Ways to develop young leaders, socially, culturally and economically that have been identified through schools, educational programmes, Wananga and hui
- Investigations through NMIT and other education providers sponsoring Taurira for conservation course, or other similar courses in line with the values of NRAIT

5. Employment and Business Opportunities

Using a working group, the objectives here are to find ways to

- What ways can NRAIT encourage and mentor small business development and financial independence for owners
- What can be made available for provision of new business/entrepreneurial interest free or low interest loans
- Possible private Equity/Joint Investment
- Possible investment opportunities for owners in commercial activities of NRAIT

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- Apprenticeships leading to fulltime ongoing work through Trades Industry
 - Encourage and develop relationships with primary industry sector for scholarship, trade academy links through schools and HR Contractor (Education leading to Employment)
 - Links to employment opportunities through courses at polytechnics , form alliances with other educational providers

6. Housing

Using a working group, the objectives here are to look at the housing options

- Look at developing a land management plan identifying potential housing for purposes of providing housing to beneficiaries returning to the area
- What potential there is for beneficiaries to rent existing houses in Motueka with partial rent going to savings trust for deposit on first home, what would be the criteria
- Possibility of residential sub-divisions for owners to purchase on existing land with partners (Nelson Tasman Housing Trust)
- Establishing a Kaumatua housing project on existing land
- Look at potential to purchase land around existing land for future housing/commercial and business development use
- Investigate Home insulation for beneficiary housing, especially Kaumatua

NRAIT Empowering Act 1993

Third Schedule – Deed of Trust – 7 May 1993

Clause 3 – **Trust** – The Trustees declare that they shall hold the Trust Property upon Trust to promote the education, vocational training, economic development, health, religious and spiritual welfare (including the promotion of Maoritanga), social services, hospital and residential care of beneficiaries and the relief of poverty and provision of social support and care for indigent or improvised beneficiaries **in each case in New Zealand.**



Clause 4 – **Powers** – To achieve the aforesaid objects and trusts the Trustees shall have power to do all or any of the following in New Zealand:

- a) The establishment, maintenance, and development of marae:
- b) The training and education of children, adolescents, and all other members entitled to be considered beneficiaries in the Trust:
- c) The provision of housing for the elderly, infirm, handicapped or generally for other beneficiaries:
- d) The provision of scholarships and financial support for beneficiaries for education, vocational, or sporting purposes:
- e) The provision of support for sporting endeavours or outdoor pursuits for any beneficiaries of the Trust::
- f) The advancement of the cultural activities, needs, or aspirations of any of the beneficiaries:
- g) The advancement of Maoritanga amongst the beneficiaries:
- h) Maintenance or improvement of the health, physical or mental, of the beneficiaries including the making of grants or loans towards the provision of medical, hospital, nursing and dental services:
- i) The provision of grants, donations, koha, and funeral expenses relating to any of the beneficiaries or in a representative capacity on behalf of the beneficiaries:
- j) The relief of poverty and the making of grants or loans towards the relief of indigence or distress among beneficiaries:
- k) The maintenance and improvement of the role of Maori women beneficiaries.
- l) To construct, establish, manage, maintain, repair or improve Maori Churches, Church Halls, Cemeteries, Urupa and other religious facilities and institutions and to manage and preserve Wahi Tapu and subsidise or make grants or loans towards the provision of such things:
- m) To make grants or loans to funds established or bodies formed for the promotion of the education of the beneficiaries or for the beneficiaries to obtain training or practical experience necessary or desirable for any trade or occupation:
- n) To provide books, clothing and other equipment for beneficiaries and to make grants for such purpose:
- o) To make grants or loans generally for the purpose of assisting with the educational training of beneficiaries for any employment or vocation:
- p) To provide, maintain or contribute towards the cost of residential accommodation for beneficiaries in relation to their educational training:
- q) To assist in meeting costs of iwi development, research and establishment or support of iwi claims:
- r) To subsidise or make grants or loans for Housing Schemes for the beneficiaries whether on ancestral lands or elsewhere:
- s) To provide, subsidise or make grants or loans towards the provision of water supplies, sanitation works, drainage and electrical installations for the benefit of the beneficiaries.



Clause – 15 – **Distributions**

15.(a) Without it being a binding Trust upon the Trustees it is recorded that the intent of this Deed is that annual profits shall be revealed to all beneficiaries at the AGM. The Board shall recommend to the AGM the percentage of such profits to be allocated to distributions to the respective iwi for purposes set forth, and no vote by the beneficiaries of such profit allocation shall exceed the percentage recommended by the Board.

15.(b) Any distribution of funds made for the purposes...hereof shall be made on such a basis that there is a division in value terms as follows as between the iwi involved:
Ngati Rarua – 80%
Te Atiawa manawhenua ki Motueka – 20%

Please note alterations and additional to rules can be made subject to them not Being inconsistent with the provision of the Charities Act, and three-quarters in number of the beneficiaries present and voting at the SGM shall be required to pass any such alteration or addition.

CURRENT PRACTICE

Extracts from various policies.

Distribution will be 30% of the Trust's net profits annually.
(Annual General Meeting Minutes 15 April 1995)

Distribution's - indicative allocation as such (this is subject to change annually)

* Education	52%
* Marae	32%
* Social	16%

Te Awhina marae is the principal marae of the "TRUST", and as such, will be the "TRUSTS" priority. **(Minutes 26 May 2002)**



A set funding amount will be available for each marae annually:

- Te Awhina 50%
- Onetahua 20%
- Parerarua Centre 20%
- Whakatu 10%

NRAIT current has policies to pay out the following distributions:

1. Marae
2. Education
 - a. Scholarships \$5,000
 - b. Tertiary Grants up to \$1,000
3. Social
 - a. Kaumatua Koha AGM – range - \$50-\$200 based on distance travelled
 - b. Funeral Koha - \$200 flat payment or a plot (including burial costs) at Te Uma Urupa
 - c. Tautoka Putea
 - i. Individuals \$200-800
 - ii. Groups/Entities \$300-1000

NRAIT Social and Cultural Development Roadmap

	2012 - 2013	2014 - 2019	2020 - 2025	OUTCOMES
Communication and social media	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Streamline registration/ administration process</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop Whakapapa database</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; margin-bottom: 5px; text-align: center;"> <i>social networking and communication</i> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px;">website and social media strategy</div> <div style="border: 1px solid black; padding: 2px;">Rebuild Website</div> </div> </div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Embrace emerging social media platforms</div> </div>			Communication increases connectedness
Culturally reconnecting and increasing participation	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Reconnecting campaign</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop plans to recognise cultural sites</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop plans to recognise marae as the principal home</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Documentation of stories, whakapapa, history</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop plan to teach, utilise and sustain Te Reo</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Plan Wananga</div> <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; padding: 2px;">Wananga</div> </div> </div>			Encourage cultural identity through connectedness
Education	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop scholarship monitoring</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop educational strategies</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"><i>In conjunction with Kimi</i></div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Ongoing monitoring of scholarships</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Implement educational strategies</div> </div>			Raise level of education and quality of life
Employment and Business Opportunities	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop on going employment/apprenticeship schemes with primary and trade industry</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Venture capital funding</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Mentoring scheme for young entrepreneurial rangatahi</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Investigate small business loans</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"><i>Encouraging enterprise</i></div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Development of ongoing employment opportunities through courses with education providers</div> </div>			Improvement of living and quality of life
Health	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Development of savings scheme: education, home deposit or retirement</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Subsidised health grant package</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Tangihanga savings scheme/Tangihanga grants</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop whanau ora projects</div> </div>			Improvement of health and wellness, quality of life
Housing	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Ongoing development of a land management plan</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Investigate Kaumatua housing</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Investigate rent to own scheme</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Investigate purchase of more land for future commercial use</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Investigate home insulation package</div> </div>			Improvement of living standards