



# Statement of Intent 2018/2021

Tapuika Iwi Authority Development Trust

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## Foreword:

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### Chair's Introduction

#### *“Hapaitia te ara tika pumai ai te rangatiratanga mo ngā uri whakatupu”*

E ngā mana, e ngā reo, e ngā karangatanga hapu, me ngā kaitiaki o te Poari Matua o Tapuika tēnā koutou, tēnā koutou, tēnā tātou katoa.

I am pleased to present this the second Tapuika Iwi Authority Development Trust (TIADT), Statement of Intent (2018 – 2021) for your approval.

In the post settlement environment, this Statement of Intent sets a platform for future development, outlining the ways in which the Trust will work together with our Tapuika whanau to build on their strengths and achieve their aspirations for a better future.

A re-occurring term used through the document is the reference to *‘oranga’*. Its use is a deliberate strategy that not only highlights the role of the Trust in terms of progressing the vision of the Iwi Authority *‘mo ngā uri o Tapuika*, but also signals the strategic approach the Trust has chosen to take in identifying the priorities and expected outcomes the TIADT is looking to achieve over the next 3 years.

We look forward with anticipation to the Iwi Authority endorsement of this document

Na,

Raiha M Biel  
Chair  
Tapuika Iwi Authority Development Trust

June 2018

### ***Trustees Statement of Accountability***

We are satisfied that the priority initiatives signaled in this Statement of Intent is consistent with the expectations set out in the Tapuika Iwi Authority 5 Year Strategic Plan 2018.

In signing this Statement of Intent we the Trustees acknowledge we are collectively responsible for the information contained therein.

Raiha Biel	Chair	_____
John Pini	Trustee	_____
Hinematau McNeill	Trustee	_____
Ruth Swinton	Trustee	_____
Te Hira Roberts	Trustee	_____

### ***General Manager's Statement of Responsibility***

In signing this document, I acknowledge that I am responsible for the accuracy of the information contained in this Statement of Intent which has been prepared in accordance with section 7.1 (a) of the Tapuika Iwi Authority Trust Deed.

Piatarihi Callaghan  
General Manager  
Tapuika Group

# Executive Summary

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The Tapuika Development Trust (TDT) was established in 2006 as a subsidiary of the Tapuika Iwi Authority (TIA). The Iwi Authority requires that the Development Trust shall produce a Statement of Intent (SOI) setting out its long term objectives and the general principles by which it proposes to operate (Tapuika Iwi Authority Trust Deed s7.1a), over the next 3 years.

## Highlights

Highlights from the previous Statement of Intent (2014-2017) included:

### Education

- Over 50 Tapuika members have received grants for tertiary study and trade training over the past 3 years
- Established 2 Tapuika Scholarships (\$5,000 each) for Post Graduate study

### Employment

- Horticulture training program developed for Ministry of Social Development

### Housing

- Research and meetings with Te Puni Kokiri to provide Housing Assessment for Tapuika homeowner renovations
- Meetings with Western Bay of Plenty District Council to discuss infrastructure funding for papakainga

### Environmental Management

- In negotiations to establish a Mana Whakahono a Rohe Iwi Partnership Agreement with the Bay of Plenty Regional Council
- Routinely provide Cultural Impact Assessments for resource consent applications within Te Takapu o Tapuika
- Cultural monitoring of proposed development areas in relation to potential archaeological finds within Te Takapu o Tapuika
- Ongoing participation on Freshwater Community Group for the Kaituna River

### Cultural Activities

- Pilot program to increase the use of te reo by Tapuika whanau in social situations and in the workplace
- Marae Insurance assessments undertaken for Tapuika marae

## Strategic Objectives

The strategic objectives of the Trust are that Tapuika:

- A thriving and prosperous iwi, confident in te reo, traditional practice and unique place in the world
- Growing Tapuika leaders at all ages and from diverse backgrounds who have the vision to build positive Tapuika futures while being cognisant of Tapuika history and traditions
- Native flora, fauna, marine and freshwater species are plentiful and able to sustainably support Tapuika mahinga kai/kaimoana traditions
- Effective tino rangatiratanga and kaitiakitanga over te Takapu o Tapuika
- Sustainable economic future for all Tapuika members

## General Principles

- The key priorities in the Statement of Intent are accepted in principle - with the proviso that measurable outcomes for 2018/2021 will need to be revised after the present Demographic Report is updated
- Systematic approach to addressing key needs and priorities to ensure that all areas are addressed over the 3 year period.
- Consistent measurement systems as developed in the previous SOI to ‘tell the performance story’ over the 2018 – 2021 period in order to effectively gauge the impact that TDT is having on Tapuika development since its inception
- Fiscally responsible, ensuring that the 2018/2021 operations are contained within the budget.
- Commitment to exploring opportunities for long term revenue generation to support the realisation of Tapuika social and cultural aspirations.

## Critical Success Factors (CSF)

- Use of current state data from credible sources to identify needs and measure progress. The data will be updated every 5 years
- Governance commitment during planning, implementation, follow through and monitoring phases of the Plan
- Alignment of strategy and objectives with the Trust’s core values and expectations
- Management and staff in take ownership of the Plan and its successful implementation
- Ongoing communication between staff, management and Governance throughout plan implementation in particular where plan changes are required
- Alignment of plan with operational and business processes

## Outcomes

Defined as the consequences, impact or aftermath of implementing the Statement of Intent priorities. Outcomes are long term in nature and therefore may not be evident until 5+ years after these priorities have been achieved.



## Role of the Tapuika Iwi Development Trust

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The Tapuika Iwi Development Trust is a subsidiary of the Tapuika Iwi Authority. The Trust is a registered Charitable Trust under the Act. The principal role of the Tapuika Development Trust is the health and wellbeing of the descendants of Tapuika including:

- the promotion of Tapuika cultural traditions and practice
- the promotion of education
- the relief of poverty
- the wellbeing of the descendants of Tapuika; and
- the protection of the environment and waahi tapu
- any other charitable purpose



## Tapuika Oranga Framework

The Development Trust seeks out opportunities to ensure our finite resources can achieve maximum impact. Identification of the key components that contribute to Tapuika wellness (Oranga Framework - Diagram 1) enables focus on each component, undertaking research into innovative models, technology or new initiatives that is likely to have positive impact on Tapuika wellbeing. The Trust can then identify key areas where the TIA can use their influence or “capital” to leverage financing, engage strategic partners, and catalyse networks to ensure the impact continues long after the Trust has moved on to other priorities.

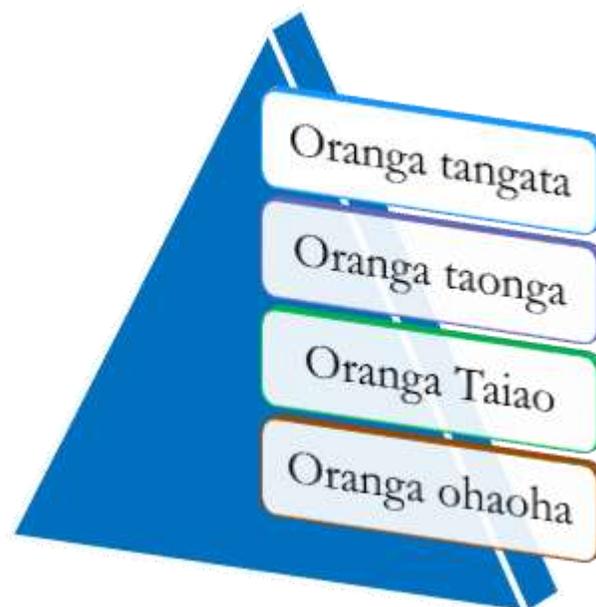


Diagram 1: Oranga Framework

## Tapuika Needs

The statistical data in this document which informed the key findings in relation to Tapuika needs was based on the NZ Census 2013. The latest Census (2018) information is due for release shortly and is expected to confirm the key achievements from the previous Trust SOI (2014/2017).

**Table 1: Tapuika Population Profile 2013**

<ul style="list-style-type: none"><li>➤ Tapuika population 2,022</li> <li>➤ Tapuika by gender:<ul style="list-style-type: none"><li>- 44.4% males</li><li>- 55.6% females</li></ul></li></ul>	Tapuika By Age Group	
	Age Group	%
	0-14 years	37.7
	15 – 29 years	21.8
	30 – 64 years	35.2
	65+ years	5.3

### Tapuika Population by Region

- 59% Bay of Plenty
- 13.8% Auckland region
- 8.8% Waikato

### Children and Elderly::

The 2 key features of the Tapuika age structure are: youthfulness and the elderly. The percentage of Tapuika aged 0-14 years (37.7%) was higher than the total Maori population (33.1%) for that age group, with older members comprising more than five per cent.

Tapuika children (0-14 years) as a proportion of working age adults ( 15 – 64 years) and Tapuika elderly aged 65+ years pose significant social and economic considerations as increasing dependency can often mean increased costs and responsibilities for working aged adults who bear the costs associated with childcare, education and pensions. For Tapuika nationally the Youth Dependency ratio increased from 61% in 2006 to 67% in 2013. Nationally there is a significant difference between the Tapuika Youth Dependency ratio of 67% and the Youth Dependence ratio for the general population of almost 52%. This large disconnect has several implications. One is that Development Trust will need to be attuned to providing for the needs of a youthful membership, while decision-makers and agencies representing mainstream regional interests will be primarily

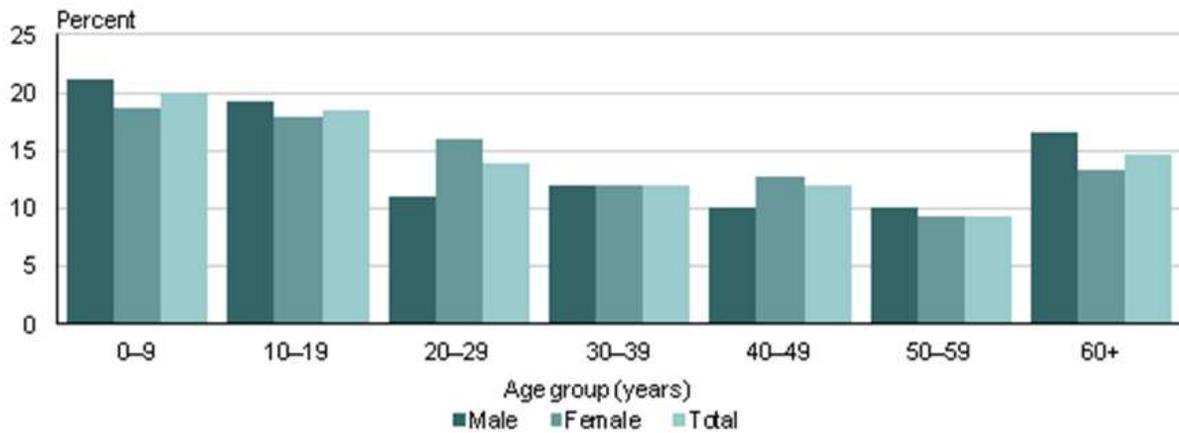
concerned with the demands and needs of a rapidly ageing population. Second, the employment status of Tapuika men and women in the working ages will continue to be important in fostering the capacity to provide ongoing support to those unable to support themselves (i.e., children and elderly parents). Third, the youthfulness of the Tapuika population might be seen as a potential “demographic gift”. This is because there are some years to go before the share of Tapuika at the working ages reaches its maximum. When that situation does occur, the proportions of Tapuika at the older and younger ages will be at their minimum, which is highly desirable from an economic standpoint, while the rest of the regional population will be ageing. The prospect of a gift underscores the importance of ensuring that the current cohorts of Tapuika youth are adequately educated to take advantage of window of opportunity when it arises.

Though the number of elderly Māori is increasing, however the share of the Tapuika population that is aged 65 years and older is still small relative to the rest of the population.





Table 2: Tapuika Speakers of Te Reo



Note: Some percentages may be too small to show on graph.  
Source: Statistics New Zealand

### Tapuika Te Reo:

Most notable is the decline in Tapuika te reo speakers aged 60+ years, which reflects the increased number of 'baby boomers' who are now considered koeke but have not the command of the language to take up their role as koeke, kuia karanga on Tapuika marae.

At the opposite end of the scale Tapuika tamariki, rangatahi aged 0-20 years are more likely to korero Maori. The Tapuika reo strategy should be adjusted to focus on te reo programs for the pakeke and koeke age group



### Matauranga: Tapuika 15 years +

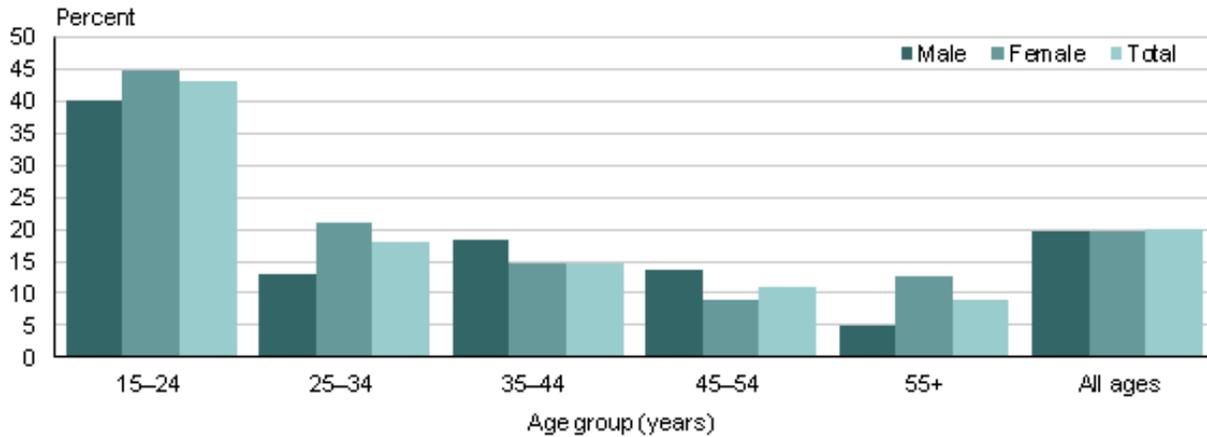
- 69.2% Tapuika hold a formal qualification
- Includes 14.9% with Bachelor's degree or higher
- 74.8% Tapuika women hold a formal qualification
- 61.8% Tapuika men hold formal qualification
- **30.8% Tapuika with no formal qualification**

### Tapuika Tau Waenga Whiwhinga Moni:

- **Median income \$19,800** (NZ Maori \$23,700)
- Median income men \$21,300
- **Median income women \$19,200**
- 50.5% earn \$20,000 pa
- **7.1% earn \$70,000 + pa**
- 56.6% income from salary/wages



## Tapuika Hunga Kore:



Note: Some percentages may be too small to show on graph.

Source: Statistics New Zealand

**Table 3: Tapuika Unemployment 2013**

Those Tapuika most vulnerable to unemployment are aged between 15 – 24 years with unemployment rates for this group 45% males, 50% for females which significantly impacts on the Tapuika median income of \$19, 800. Total unemployment 20% is higher than NZ Maori unemployment rate 10%.

Therefore the platform to reduce unemployment and poverty must begin at an early age with education initiatives focused on the 7-12 year age group. Employment initiatives must also begin from an early age 10 – 14 years.



## Nga Whare Noho o Tapuika

### Home Ownership:

#### Rental Accommodation

- 28.1% owned or partly owned their own home lived in rental accommodation of those; 52%
- Majority (50%) homeowners aged between 50-59 years rent privately 77%
- Only 7.3% aged 20-29 years owned or partly owned rent from Housing NZ their own home 18%

### Weekly Rental

**Table 4: Tapuika Weekly Rental Costs 2013**

<b>% Tapuika</b>	<b>Rent (\$) per week</b>
10.9	<\$100
14.4	\$100 - \$199
<b>38.3</b>	<b>\$200 - \$299</b>
27.5	\$300 - \$399
8.3	>\$400+

## Tapuika Oranga Priorities & Outcomes

**Table 5: Tapuika Priorities & Outcomes 2018 - 2021**

<b>Oranga Waehanga</b>	<b>Whakaarotau (Priorities)</b>	<b>Matua tūtuki – (Key Results)</b>	<b>Tukunga Iho (Outcomes)</b>
<i>Oranga tuku iho</i>	<ul style="list-style-type: none"> <li>➤ Strengthen Tapuika traditions and customary practice</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased number of reo speakers</li> <li>➤ Number of marae complying with fire safety &amp; building code</li> <li>➤ Number of expert practitioners in Tapuika traditions</li> <li>➤ Ongoing protection of waahi tapu</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tapuika reo, marae, customary traditions and practice flourishing</li> <li>➤ Waahi tapu safeguarded from desecration</li> </ul>
<i>Oranga tangata</i>	<ul style="list-style-type: none"> <li>➤ Reduce unemployment</li> <li>➤ Increase income levels</li> <li>➤ Improve housing standards and affordability</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of training &amp; employment apprentice initiatives supported</li> <li>➤ Number of education initiatives supported</li> <li>➤ Initiatives to increase affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>➤ Well educated, highly skilled and well paid Tapuika workforce</li> <li>➤ Majority of Tapuika own their own home, unit</li> </ul>
<i>Oranga taiao</i>	<ul style="list-style-type: none"> <li>➤ Ensure ongoing participation in resource management decisions</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mana Whakahono Agreement negotiated</li> <li>➤ Water quality &amp; water allocation monitoring reports received</li> <li>➤ Sensitive land reports received</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tapuika kaitiakitanga over Te Takapu o Tapuika acknowledged by local government</li> </ul>
<i>Oranga ohaoha</i>	<ul style="list-style-type: none"> <li>➤ Research initiatives that generate sustainable income</li> </ul>	<ul style="list-style-type: none"> <li>➤ Undertake research into viability of natural products (honey, hemp, native herbs)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Platform for Tapuika sustainable economic base established</li> </ul>



# Financial

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## Budget 2018 - 2021