

INDUSTRY AND PEOPLE
DEVELOPMENT IN THE TUAWHENUA



KEREWAI MORUNGA & BRENDA TAHI

TUHOE TUAWHENUA TRUST

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EXECUTIVE SUMMARY

Background

- 1 Most of the whanau of Ruatahuna are, and have been for generations now, benefit-dependent or on very low incomes. Over time, we now have in Ruatahuna a *ngoikore* and a loss of self-belief that has insidiously undermined self-reliance and entrepreneurship that was once characteristic of these people.
- 2 The Tuawhenua Trust has a growth strategy in its businesses of timber and honey production that will produce up to 20 jobs in the medium term. Ruatahuna has seen attempts at industry development before but no-one has been able to sustain this effort. To establish industry, jobs and businesses that fit with the people and resources of the Tuawhenua is a big ask. The Trust knows that we needed to engage our whanau directly to gain a much deeper understanding of how they see the future, what they want for their whanau and what they want to do to make a living. From this thinking came our project of Oranga mo Nga Whanau o Te Tuawhenua (Making a Living for the Whanau of the Tuawhenua), which was funded by Te Puni Kokiri.
- 3 This report delivers on the objective for the project for 'an integrated strategy that relates to industry development, identifies barriers and solutions, and sets out short and long term strategies for people development and job creation in Ruatahuna'. The methods involved collection and analysis of data collected from whanau assessed through our Oranga Project, websites, statistics and other relevant reports and sources.
- 4 This report delivers on the objective for 'an integrated strategy that relates to industry development, identifies barriers and solutions, and sets out short and long term strategies for people development and job creation in Ruatahuna'. the method involved collection and analysis of data collected from whanau assessed through our Oranga Project, websites, statistics and other relevant reports and sources.

Ruatahuna: Place and People

- 5 Ruatahuna is a place of origin and great significance for Ngai Tuhoe and the original tribes of Te Urewera. Ruatahuna has a small population of about 300 people with a classic structure showing high numbers in the younger age groups and low numbers in the older age groups.
- 6 Whilst a number in the 15-30 years age group have left Ruatahuna for further education and work, Ruatahuna still has a total work force of 173 people. Currently, Ruatahuna faces very high unemployment with 60% of the working age population jobless, and only 24% in full-time jobs.
- 7 Benefit dependence for most whanau in Ruatahuna spells low income. The annual average income for most of the people in Ruatahuna is less than \$15,000 which is only just over half the median income for all Maori.

The Ruatahuna Economy

- 8 The Ruatahuna economy is small, only totalling \$4.7 m annually. Most of the revenues come from government for benefits or for services and programmes.
- 9 Despite large land holdings, Ruatahuna has a low asset base that can be utilised to propel economic development. Whilst some government and iwi agency funded entities have buildings and other assets in good condition, corporate and whanau enterprise have tired or negligible assets. Significantly, no entity has a cash asset or distributions that can be used for supporting development.
- 10 Employers in Ruatahuna are in general small and provide few jobs. Most of the jobs in Ruatahuna are provided by public-funded entities and corporate and whanau enterprises are not major employers.

Support for Growing the Ruatahuna Economy

- 11 The support for business development in Ruatahuna feels illusory. Government has the right of kind of objectives but this is not translated into programmes to support business development on the ground in Ruatahuna needed. The policy of the Tuhoe iwi agency is similarly positive for economic development but is slow to materialise for whanau and entities in Ruatahuna.
- 12 The advisory services and programmes available to whanau can be helpful, but to a point - they are often difficult to access in Ruatahuna, or out of bounds for business start-ups. Whilst it is helpful to gain support from agencies external to Ruatahuna, we consistently find that Ruatahuna wants to drive its development from within.

Aspirations, Ability and Action for Growing the Ruatahuna Economy

- 13 As a whole, the marua of Ruatahuna sketches a future that is full of aspiration but at this stage is short on strategy and plans to make it all happen. The entities of Ruatahuna offer some strategies for economic development that will deliver jobs but opportunities are left begging and the entities are struggling to deliver, for want of development capital or demands of other priorities.
- 14 The whanau of Ruatahuna have astonishing aspirations - they want jobs, they want good education, and they want to start up businesses and self-employment, in the absence of anyone else creating jobs in Ruatahuna. But they are blocked in realising these aspirations by a barrage of issues relating to finances, attitudes, education and skills, and lifestyle, confidence and motivation.
- 15 Whilst these issues present major barriers to development, the Oranga project has taken whanau through a process that has lifted their motivation, and started them thinking about and planning for the future.

- 16 The capabilities within Ruatahuna in comparison to all Maori are short on management, skills and qualifications, but whanau and some entities are seeking to address this situation. On the positive side, a few people in Ruatahuna do have high-level qualifications and experience, and creative talent is abundant in this small community.

Factors for Growing the Ruatahuna Economy

- 17 The situation of the factors for growing the Ruatahuna economy can be assessed as very low to low overall, with:
- land and resources not being available or easy to utilise;
 - no capital for development;
 - low levels of skill in the labour force
 - limited access to modern technologies
 - very little entrepreneurship skill and experience.

An Integrated Strategy for the Development of Industry and People Development

- 18 The analysis of issues and opportunities for Ruatahuna finds that:
- The lands and resources of Ruatahuna offer opportunities for development
 - Creating jobs is the key to giving financial security to Ruatahuna whanau and development opportunities for our people
 - Ruatahuna will need a lot of support from different sources for development of industries and its people
 - Boosting our capability across a range of areas will be critical to advancing on our development path
 - We must change our orientation and attitudes to be able to move forward
 - We must act on our aspirations – we must make it happen!
- 19 We have cast the development strategy for economic growth and prosperity in Ruatahuna as an equation: establish ‘industry’ and ‘business’ (which in turn creates jobs), but this can only happen if people in Ruatahuna are ready, able and trained for the jobs that will be created.
- 20 The greatest opportunities to grow the economy for Ruatahuna lie with corporate and whanau enterprise through developing current businesses and/or setting up new businesses. Whilst the corporate model for development appears to be a favoured approach for growing the Maori economy, in Ruatahuna, we consider that we also need to develop a small business sector within our economy that would be based on whanau enterprise. All corporate entities in Ruatahuna have real opportunities to grow current businesses and or to diversify, whilst whanau enterprise opportunities lie in start-up of new businesses.

- 21 Opportunities for the growth of public services also exist although there would be a cap on expansion. These opportunities lie principally with Hinepukohurangi Trust in expanding the size and scope of their services.
- 22 Whilst the natural resources, environment and tourism sectors present obvious opportunities for Ruatahuna, other sectors such as food and beverage, technology and communication, manufacturing and energy could also play a part of Ruatahuna's future.
- 23 People can only be ready to work if they have the resources to get to work, if they are available for and able to work, if they are focused and motivated to work, and if they meet the requisite skills, attributes and standards of a job. In general, people in Ruatahuna are currently challenged in some way across these areas, because of issues that strike deeply into the lifestyle and makeup of many of our people. Thus we see that support and development are needed for our people on both fronts – the social and the economic.
- 24 The integrated strategy for development of industry and people in Ruatahuna is composed of five strands:
 - develop whanau and corporate enterprise;
 - support enterprise development;
 - expand public services where possible,
 - train and develop people in accord with the development strategies,
 - address attitudinal and orientation barriers to development.
- 25 The details of this strategy have yet to be filled in as these are beyond the scope of the Oranga Project from which this report has sprung. There are many assessments, choices, and actions to make in the next stages of the Ruatahuna development path. Our key conclusions here are that:
 - We have aspirations, especially our whanau, so we are not lost
 - We have opportunities (despite having major issues), so we have somewhere to go
 - We have a way go forward, so we just have to make it happen.

Tumanakohia...Whakairohia...Whakatinanahia!

INTRODUCTION



The Tuhoe Tuawhenua Trust has a strategy of developing industries around indigenous timber and honey production, so that the ahi-kaa of Ruatahuna can have jobs to make a decent living. Establishing the indigenous timber business is a real challenge for the Trust as it lacks development capital and faces fickle markets and high costs of compliance with industry regulation. And, as we see above, the jobs are a real challenge too. Our men have had to learn new skills and work under trying conditions. Here, Roy Edwards and Raymond Te Kurapa work the ‘sawfish’ along a dead and down rimu log high up on Te Houhi, above the Ruatahuna valley. The logs are broken down so that they can be heli-lifted to the valley floor below and then milled to produce our indigenous timber. This report asks how we meet all these kinds of challenges – for establishing operations and markets for industries, and for motivating and developing people into work or business development.

Background

- 26 Most of the whanau of Ruatahuna are, and have been for generations now, benefit-dependent or on very low incomes. In 2010, an assessment of the issues hindering business development in Ruatahuna found that, as for most Maori, the lack of capital and business skills are key barriers. However, more significantly, the assessment found that a whole range of factors compounded to engender *ngoikore* and a loss of self-belief that has insidiously undermined self-reliance and entrepreneurship that was once characteristic of the Ruatahuna people (Tahi.B, 2010).
- 27 Since 2010, the Tuawhenua Trust, responsible for 9000 hectares of bush lands about Ruatahuna, has been pursuing a strategy of business development to create jobs in Ruatahuna and to stimulate the economy of Ruatahuna so that more of our whanau can gain paid work and make a decent living. The key initiatives are the production of honey and indigenous timbers, both of which are initially focused on production stages of the value chain, but also present opportunities for value-add business development.
- 28 For its own business planning, the Tuawhenua Trust developed a human resource strategy that identified the need to begin training people for a number of positions for both production and management functions in the honey and forestry areas. This strategy quickly highlighted that as many as 20 people would be needed to meet the Trust's growth strategy over the next 5-10 years, and we were unclear about how much interest the people of Ruatahuna really had in working in these kinds of jobs.
- 29 Beyond the specific concerns of the Trust, we saw in the wider context of Ruatahuna development that enterprise has come and gone in our marua, and that no-one has yet been able to make an industry stick so that the economy of Ruatahuna is revitalised and sustained over time, for our future generations. To establish industry, jobs and businesses that fit with the people and resources of the Tuawhenua is a big ask. We knew that we needed to start at least with engaging our whanau directly to gain a much deeper understanding of how they see the future, what they want for their whanau and what they want to do to make a living. From this thinking came our project of Oranga mo Nga Whanau o Te Tuawhenua, which was funded by Te Puni Kokiri and to the outline of which we now turn.

The Oranga Project

- 30 Our project was originally intended to 'bring the whanau of Ruatahuna to meet the job and business development opportunities offered by the industry development strategies of the Tuawhenua Trust, thereby moving them away from benefit-dependence and *ngoikore* to self-reliance, well-being and further development'.¹ As it turned out, we quickly found that whanau were not necessarily interested in the specific industry development of the

¹ See the Terms of Reference for the Oranga Project in Appendix I for further detail on our project objectives.

Tuawhenua Trust, and we widened the intent of our project to how whanau wanted to make a living whatever that might be.

- 31 The detailed terms of reference for our project are provided in Appendix I. In short, the deliverables for the project were an inventory of whanau skills and aspirations, whanau action plans for training and business development, an integrated strategy for industry development, and business development wananga.

An Integrated Strategy for Industry and People Development

- 32 This report delivers on the objective for 'an integrated strategy that relates to industry development, identifies barriers and solutions, and sets out short and long term strategies for people development and job creation in Ruatahuna'. It draws on what we found from our 'Making a Living' project in our whanau, in our organisations, in relevant agencies and in our operating environment. It puts back to all of these the picture of what needs to happen for the Ruatahuna economy to get traction and begin to grow.
- 33 Details on our approach and method for developing the strategy are provided in Appendix II. In brief the method involved collection and analysis of data collected from whanau assessed through our Oranga Project, websites, statistics and other relevant reports and sources.
- 34 The broad strategy for industry and people development in Ruatahuna has been built up through a process of identifying and reviewing opportunities and issues, the stages of which form the structure of this report, as follows:
- Ruatahuna: We start with the place, its significance; the people and their demographics.
 - The economy of Ruatahuna: We review the current situation: the size and sources of revenue and production; assets in Ruatahuna; the local employers, their turnover and jobs on offer.
 - External support for growing the Ruatahuna economy: We assess the policy and services in both government and iwi agencies relevant to supporting business development in Ruatahuna
 - Aspirations, capability and plans for growing the Ruatahuna economy: We review the aims, ability and action of the marua, the entities and the whanau in Ruatahuna for development.
 - Factors for growing the Ruatahuna economy: We summarise the current situation using a framework of economic growth covering: land, capital, labour, technology, entrepreneurship
 - Key issues and implications: We review the issues and implications for economic growth and point to a range of strategies in industry and people development.

- Strategies to go forward: Finally present an integrated strategy for beginning to realise industry opportunities and to prepare our people for industry development.
- Conclusion: Here, we put to Ruatahuna and all who may or need to be interested that although we face some barriers, we have opportunities, and by moving forward across a number of fronts, we can and will succeed.

RUATAHUNA: PLACE & PEOPLE



Ruatahuna is a place of special significance for Ngai Tuhoë and Nga Potiki, the original tribe of the Tuawhenua region. We have many marae and kainga throughout the valleys of the Tuawhenua region, but only a small population of about 300 people. Ahi kaa have a huge responsibility to keep the home fires burning for the people of Ruatahuna and to maintain marae facilities and community cohesion. Here, work is underway by Ngati Manunui on a building project at their marae at Te Umuroa. Workers Poutewha Tahuri and Noera Teka complete the framing for a new whare mate to stand next to Te Poho-o-Parahaki. Marae building projects such as this give our people opportunities to learn new skills and have jobs, even if they are only temporary. Ahi kaa in Ruatahuna live with joblessness or intermittent work as a norm and want more than this. Like others in this country, we just want jobs so we can make a decent living...

Ruatahuna: Te Manawa o Te Ika

- 35 Ruatahuna lies at the centre of an area known as the Tuawhenua,² nestled in the upper reaches of the Whakatane River in the southern parts of the Urewera ranges. The people of Ruatahuna originated from Nga Potiki, a tribe descended from Potiki I, who came from the union of Te Maunga and Hinepukohurangi at Onini, which is situated near the current Ruatahuna village. Later settlement by ancestors descended from settlers from the Mataatua waka saw the hapu of Ruatahuna assume the iwi mantle of Ngai Tuhoe.
- 36 It is only a small population of about 300 people that lives in Ruatahuna and stands responsible for our marae, as the ahi kaa for the hapu of the Tuawhenua. We keep the home fires burning for all that the people might need wherever they might live. The Tuawhenua region has 10 marae, established by 8 different but related hapu.³ All of these hapu have strong whakapapa and historical connections to other parts of Ngai Tuhoe.⁴ In this way, Ruatahuna is a nexus linking Ngai Tuhoe across Te Urewera region.
- 37 This cultural role and responsibility of ahi kaa is one of the keys to sustaining Tuhoetanga. Indeed over the centuries Ruatahuna has not only been central to the genesis of the Nga Potiki and Tuhoe tribes, but also a political epicentre for Tuhoe, and a refuge for other hapu to use in times of military attack. Thus Ruatahuna has always been known as 'Te Kohanga o Tuhoe'.

Ruatahuna is the hub of Tuhoe here and outside of the valley. To be a place to come back to for spiritual wellbeing, and everything that encompasses Tuhoetanga (Matemateaone)

- 38 Furthermore, Ruatahuna is also Te Manawa o Te Ika-a-Maui – the heart of Maui's fish – the North Island of New Zealand. In modern terms this place is the 'Middle Earth' for our tribe and region, indeed for our country. This is why despite military invasion and dislocation policies of governments over the centuries, Ruatahuna has never been abandoned. Instead it is, for the hapu of Ruatahuna, the place to defend and protect forever. One of the participants in our project tells of Ruatahuna's stance in this way:

"We are recognised as an iwi that retaliated against Pakeha, suffered through our past actions, suppressed and oppressed for this... even today it continues. Through perseverance, whanau, tikanga and tradition and the knowledge handed down through the generations, we adapted to the environment many years ago and so too we are continuing to adapt today... Because of these attributes we have survived in Ruatahuna, ahakoa the isolation endured and pressures absorbed."

² The names Ruatahuna and Tuawhenua are often interchanged and mean the same broad district.

³ The hapu of Ruatahuna are Te Urewera, Ngai Te Paenga, Ngati Kuri, Ngai Te Riu, Ngati Kakahutapiki, Ngati Tawhaki, Ngati Manunui and Ngati Rongo.

⁴ Such as Ngati Tawhaki and Te Urewera with Ruatoki, Ngati Kuri and Te Paenga with Maungapohatu and Waimana, Ngai Te Riu and Ngati Manunui with Waikaremoana, Ngati Rongo with Ruatoki and Waiohau.

- 39 It is these attributes, a keen sense of responsibility and an inner determination that keep us as a people working away to find ways to go forward. We have endeavoured to improve our lot over the decades with, for example, enterprises in tourism and horticulture established in the 1970s and 1980s, and in more recent years, infrastructural works being taken up by local contractors. Although admirable, these pockets of enterprise prove difficult to sustain and the creation of real ongoing jobs and any prosperity remains a challenge for our marua. For the future, as expressed here, the people of Ruatahuna want to determine their own future that reflects the significance of Ruatahuna and brings prosperity for future generations:

Ki ahau he pai tonu kia riro tonu ma Ruatahuna e whakahaere ona ano whenua me nga kaupapa katoa, e pa ana ki koneki. Maana ano e whakatu tona 'whare,' kauaka ma tetahi atu, kai hea atu hoki he waahi tika i tua atu i 'Te Kohanga o Tuhoe'...Tikina atu nga putea e tika ana mo Ruatahuna hai awhina ki te whakatikatika i nga whare, a ki te whakaara mahi hoki ma nga whakatipuranga...⁵

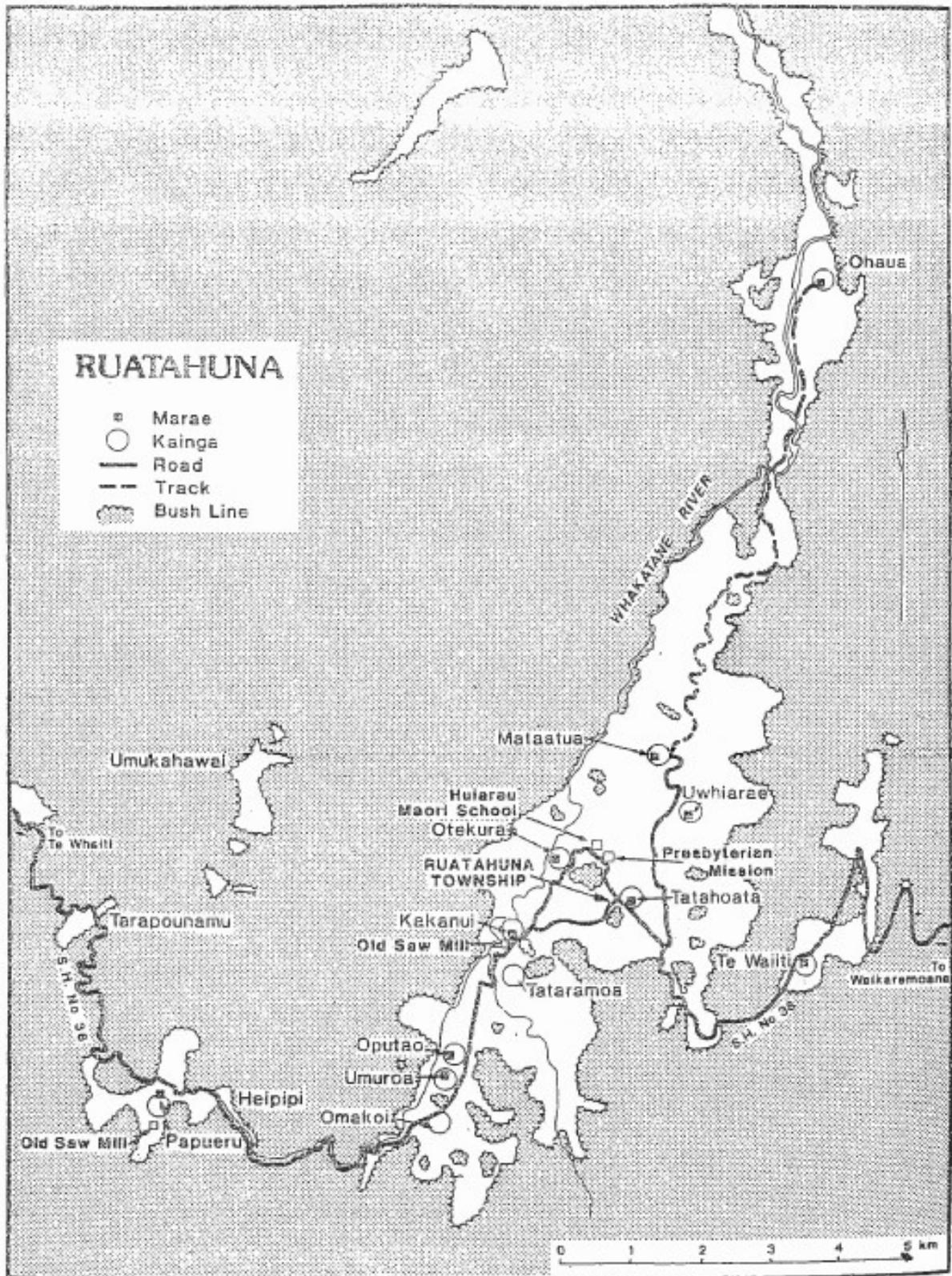
Settlement of Ruatahuna

- 40 The settlement of our region is presented here in the table and map following. The whanau of Ruatahuna are strung out across the valley around marae and kainga sites or at the Ruatahuna village. This settlement pattern is not typical of rural New Zealand nor is it a small township, but reflects the traditional settlement of our region by our tipuna - one that is based on turangawaewae, hapu, marae and mana whenua. With the majority of whanau living in homes situated around the many marae in Ruatahuna, the hapu have been able to maintain a relatively strong association of the people with their marae and their tikanga. We note that although the village of Ruatahuna has the highest numbers of people, it's not much bigger than Te Paenga which is a marae based settlement.
- 41 We also note that although the population is not concentrated into one township, the community is a cohesive one with much of our whakapapa, history and tikanga in common. Monthly meetings of hapu delegates through the 'Tribal', and collective endeavour for the school, sports and other aspects of community life all work to keep the community interconnected.

⁵ Whanau Assessments, Oranga Project.

Place	Type of settlement	Hapu	No of people	%
Ngaputahi	Kainga		15 ⁶	NA
Papueru	Marae based	Ngati Tawhaki	9	3%
Nga Muriwai & Omakoi	Kainga		12	4%
Te Umuroa	Marae based	Ngati Manunui	16	5%
Oputao/Tataramoa	Marae based	Ngati Tawhaki	14	5%
Ohiramoko	Kainga		25	8%
Kakanui	Marae based	Ngati Kakahutapiki	6	2%
Otekura	Marae based	Ngati Kakahutapiki	6	2%
Waiparuparu	Kainga		11	4%
Rangiora	School based		4	1%
Village/Onini/Te Tii	Small town ship		59	20%
Wairere	Papakainga		7	2%
Owharonga/Tongariro	Papakainga		4	1%
Te Waiiti	Marae based	Ngati Kuri	6	2%
Tatahoata/Kohimarama	Marae based	Ngai Te Riu	26	9%
Uwhiarae/Porere/Waipakau	Marae based	Ngai Te Paenga	53	18%
Mataatua	Marae based	Te Urewera	36	12%
Ohaua	Marae based	Ngati Rongo	2	1%
Total			296	100%

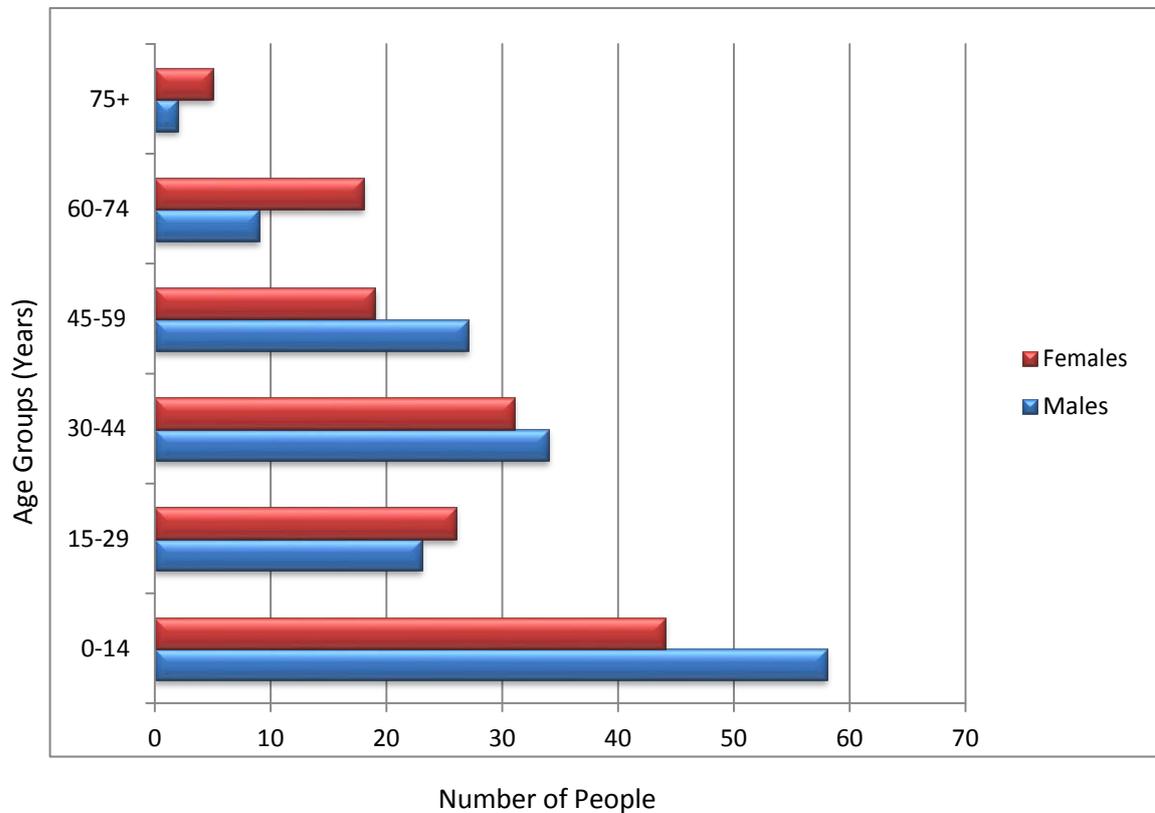
⁶ Ngaputahi is a kainga within the Tuawhenua region and the total population has been included here, but not included in further analysis as we were unable to obtain further detail on Ngaputahi in the course of producing this strategy.



Structure of the Ruatahuna Population

44 The demographic analysis for Ruatahuna below has been drawn from a census undertaken by Hinepukohurangi Trust in August 2012⁷ and updated by the Tuawhenua Trust in May 2013.

Age Groups	Males	Females	Total	%
0-14	58	44	102	34%
15-29	23	26	49	17%
30-44	34	31	65	22%
45-59	27	19	46	16%
60-74	9	18	27	9%
75+	2	5	7	2%
Total Population	153	143	296	100%
Total Working Population (15-64 years)	93	94	173	58%



⁷ Hinepukohurangi Trust, *Demographic Study of Ruatahuna*, 2012

- 45 The population overall shows the general structure of Maori populations with a high proportion of children and low numbers of elders. The fewer numbers of 15-29 year-olds reflects those in this group leaving Ruatahuna for education and employment opportunities elsewhere.
- 46 Males form a higher proportion of the population in the younger and middle age groups, however there's a clear turnaround to women from age 60 on. This pattern is consistent the general experience in Aotearoa where Maori men have much less longevity than Maori women.⁸ In a similar vein very few of old people live past 75 years old. (Te Puni Kokiri, Key Facts about Maori, 2007)
- 47 The working age group (from 15-65 years) in Ruatahuna population is made up of 173 people, 58% of our total population. Thus, despite a number of our young people living away from Ruatahuna for work and education, we still have a working age population of fair size, that we know now need and want jobs.

Employment Status

- 48 The table and chart below provide an analysis of the working age population for employment status.

Employment Type	How many	Percentage
FT - Full time	41	24%
PT - Part time	19	11%
Casual	10	6%
Unemployed	103	60%
Total	173	100%

⁸ In 2007, the life expectancy for Maori men was 70.4 years and for Maori women was 75.1 years. (Te Puni Kokiri, *Key Facts about Maori*)



49 Clearly, Ruatahuna has few jobs and very high unemployment. Only 24% of the working age population have full-time jobs; an astounding 77% are either unemployed or under employed; 60% have no work at all.

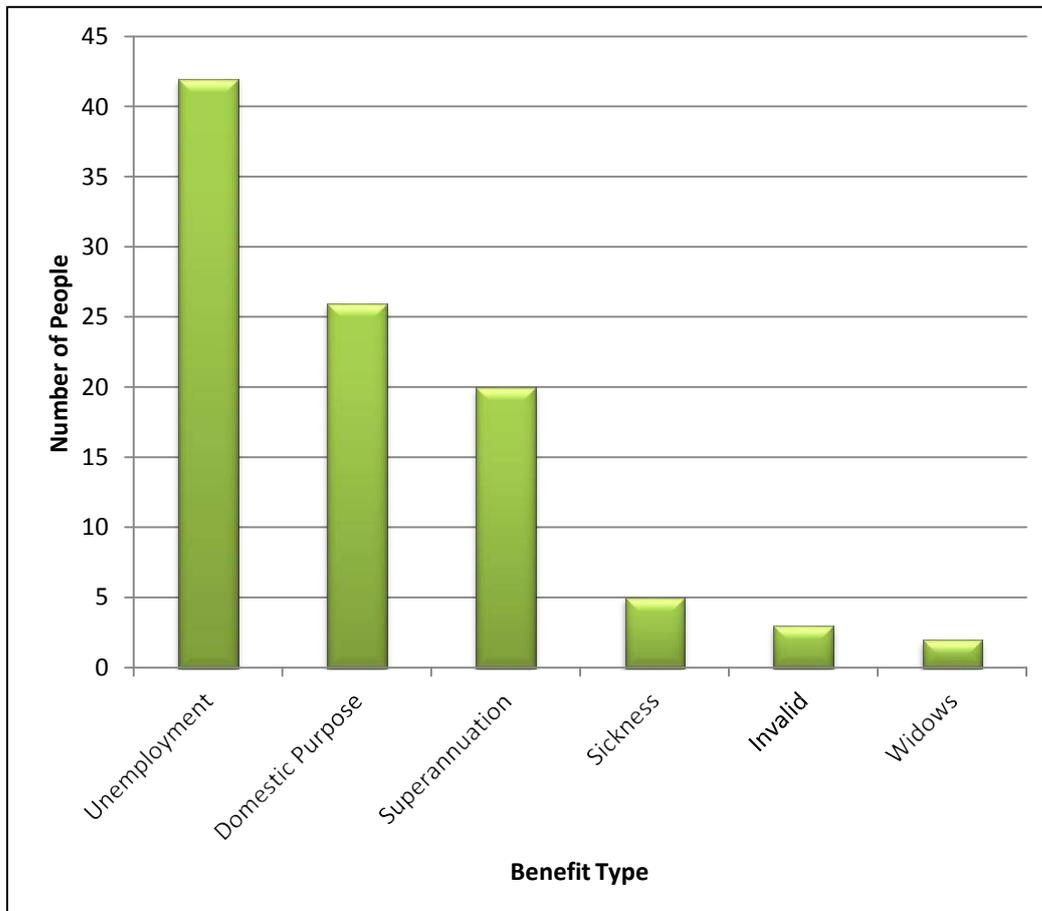
Income

50 The local census information did not provide data on household or individual income. However we have been able to ascertain the numbers and income levels for beneficiaries through our own local knowledge, presented below in table and chart form. Whilst this information may not be precisely accurate, we consider our local knowledge to be reliable enough to produce this analysis for the purposes of this report.

51 Benefits paid into households in Ruatahuna are summarised in the table following. Of note, 78 people or 45% of the working age population depend on a benefit for income. We have calculated that the average benefit income in Ruatahuna is \$273.61 per week or \$14,227 per annum which is only just over half the median income for all Maori in New Zealand in 2008 of \$26,000. (Te Puni Kokiri, Maori Personal Income, 2009).

52 We note that there is a difference between the numbers of people without full employment and the numbers of those with a benefit. This fits with our knowledge that there are a number of unemployed people in Ruatahuna who do not depend on a benefit for income, despite being eligible for it.

Benefit Type	No. People	%
Unemployment	42	43%
Domestic Purpose	26	27%
Superannuation	20	20%
Sickness	5	5%
Invalid	3	3%
Widows	2	2%
Total Benefit Recipients	98	100%
Total Benefit Recipients (not including Superannuation)	78	



Conclusion

- 53 Ruatahuna is a place of origin and significance for Ngai Tuhoe and the original tribes of Te Urewera. Ruatahuna has a small population of about 300 people with a classic structure showing high numbers in the younger age groups and low numbers in the older age groups. Whilst a number in the 15-30 years age group have left Ruatahuna for further education and work, Ruatahuna still has a total work force of 173 people. Currently, Ruatahuna faces very high unemployment with 60% of the working age population jobless, and only 24% in full-time jobs.
- 54 Benefit dependence for most whanau in Ruatahuna spells low income. The average income for most of the people in Ruatahuna is only just over half the median income for all Maori.

THE RUATAHUNA ECONOMY



The Ruatahuna economy is small, only totalling \$4.7 m annually, with most of the revenues coming from government for benefits or for services and programmes. There are not enough jobs to go round and most of them are in public service areas such as education or health which are not growing. Private enterprise is a very small sector in Ruatahuna, despite some concerted efforts over the years to establish businesses. Here, we see Julian Horohau of the local company Te Urewera Contractors Ltd (TUC) operating their digger, in this case in placing logs for the milling operation. TUC was established as a whanau enterprise several years ago to undertake water and construction projects in Ruatahuna, and has survived, but faces all the challenges of business development in Ruatahuna around capital, markets and skill development.

Introduction

55 Ruatahuna is a community disadvantaged by a number of factors ranging from the economic through geographic in nature. Since the closure of the local timber mill in the early 1970s, Ruatahuna has had no ongoing industry to sustain the economy and welfare of our people. Consequently, as we have seen, most of our whanau in our marua are dependent on government welfare or intermittent employment and survive on very low incomes. Accordingly the Ruatahuna economy has contracted for decades as we endeavour now to work out a turnaround.

56 Here we assess the economy of Ruatahuna to identify opportunities and issues from which a strategy for development can begin to form. To do this, we have considered the economy of Ruatahuna in a number of ways:

- Revenues coming into or being produced in the marua
- Assets of the Ruatahuna entities and our area
- Employers in Ruatahuna, their turnover and the jobs they have on offer

Revenues

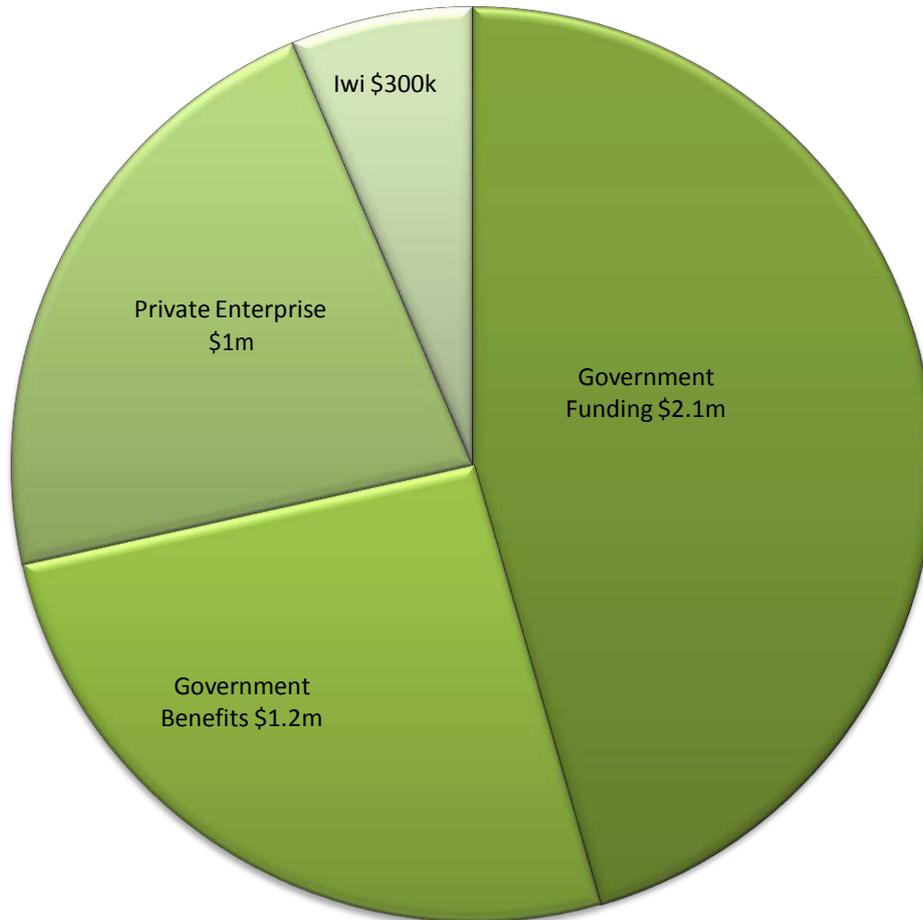
57 To gain a measure of the size of the economy of Ruatahuna we have assessed the annual turnover of organisations and businesses in Ruatahuna, combined with the level of revenues that come into our households in the form of benefits.⁹ The table below shows Ruatahuna is clearly a small, poor economy at only \$4.7 m per year, which equates to less than \$16,000 for each adult and child in Ruatahuna, which in turn is less than half the national real GDP per capita of \$32,341.¹⁰ (New Zealand Trade & Enterprise)

Source	Value \$	%
Government Benefits	1,223,560	26%
Government Services or Projects	2,144,000	46%
Private Sector	1,042,000	22%
Iwi – Services and Projects	300,000	6%
Total	\$ 4,709,560	100%

⁹ The data collected for this analysis was from several different sources; survey of local organisations, estimation on private businesses according to their price list and number of clientele. The data for benefits was collected through an assessment of the income status of all households and individuals throughout the valley.

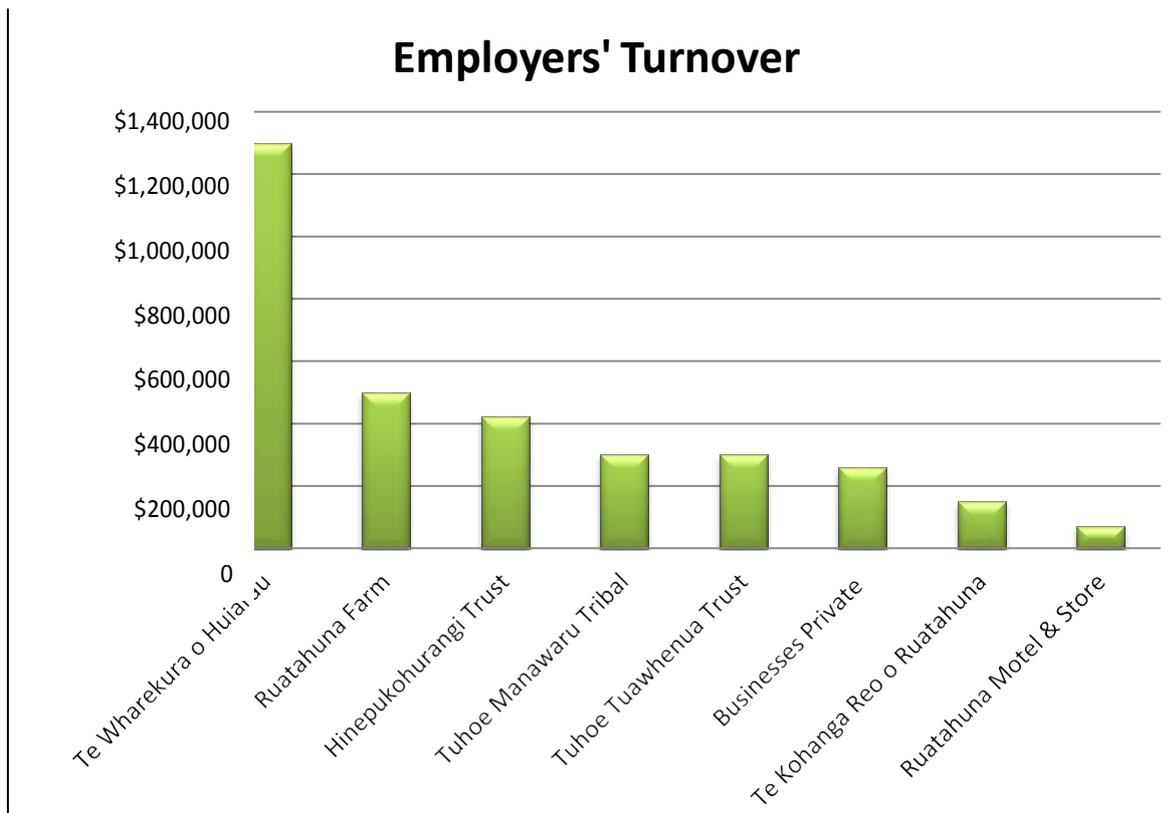
¹⁰ *Statistics*, New Zealand Trade and Enterprise <http://www.nzte.govt.nz/en/invest/statistics/>

The Ruatahuna Economy - \$4.7m



- 58 Near three-quarters (72%) of the annual revenues in the Ruatahuna economy is from Government through benefits and funding for services and projects. The private sector, consisting of corporate and whanau enterprise, is small in Ruatahuna, representing less than a quarter of the total annual income for Ruatahuna, and the sector funded by iwi monies is only just appearing as a 'piece of the pie'.
- 59 The breakdown of the sectors to annual turnover of organisations and businesses in Ruatahuna is provided in the following table and chart. Interestingly, we note that the school (with 69 children) is funded at a level higher than all the benefits paid into Ruatahuna.

Source	To or through	\$	%
Government - Benefits	Households	1,223,560	26%
Government - Services or projects	School	1,300,000	28%
	Hinepukohurangi Trust	424,000	9%
	Tuhoe Tuawhenua Trust	270,000	6%
	Te Kohanga Reo o Ruatahuna	150,000	3%
Private Sector	Ruatahuna Farm	500,000	11%
	Households - Possuming	100,000	2%
	Businesses - Ahurei Adventures, Brenda Tahī & Associates, Te Urewera Contractors	260,000	6%
	Households - Stock sales (animals)	80,000	2%
	Ruatahuna Motel & Store	72,000	2%
	Tuhoe Tuawhenua Trust	30,000	1%
Iwi Sector - Services and projects	Tribal	300,000	6%
Total		4,709,560	100%



Assets in Ruatahuna

- 60 The assets of entities and households in Ruatahuna are in general of low value. Whilst there is a lot of land around Ruatahuna, most of it is in indigenous forest and difficult to access. The Ruatahuna farm has 2000 ha of productive pastoral land in the valley of Ruatahuna, but this currently is under a farming operation that makes no cash distributions to owners. The Tuawhenua Trust has 9000 ha of bush clad land, has little commercial income and makes no cash distributions to owners. More importantly, nearly all land in the Tuawhenua region multiply owned Maori freehold land which cannot be realised as an asset, and cannot be used as an instrument for raising finance for economic development.
- 61 Plant, buildings, machinery and equipment are held by a number of entities in Ruatahuna. With the support of government funding, the school is in the best position in terms of assets in Ruatahuna - nearly all its buildings and vehicles are fairly new and in good condition. With the support of iwi agency funding, the Tribal has renovated buildings at the local community complex and Hinepukohurangi Trust has managed to keep this complex in fair condition. Beyond this, the assets of businesses such as the Ruatahuna Farm and the Ruatahuna Motel and Store although adequate for current operations, can only be described as tired and ready for replacement or refurbishment. The Tuawhenua Trust has negligible assets, as is the case for whanau businesses in the marua.

Job Opportunities

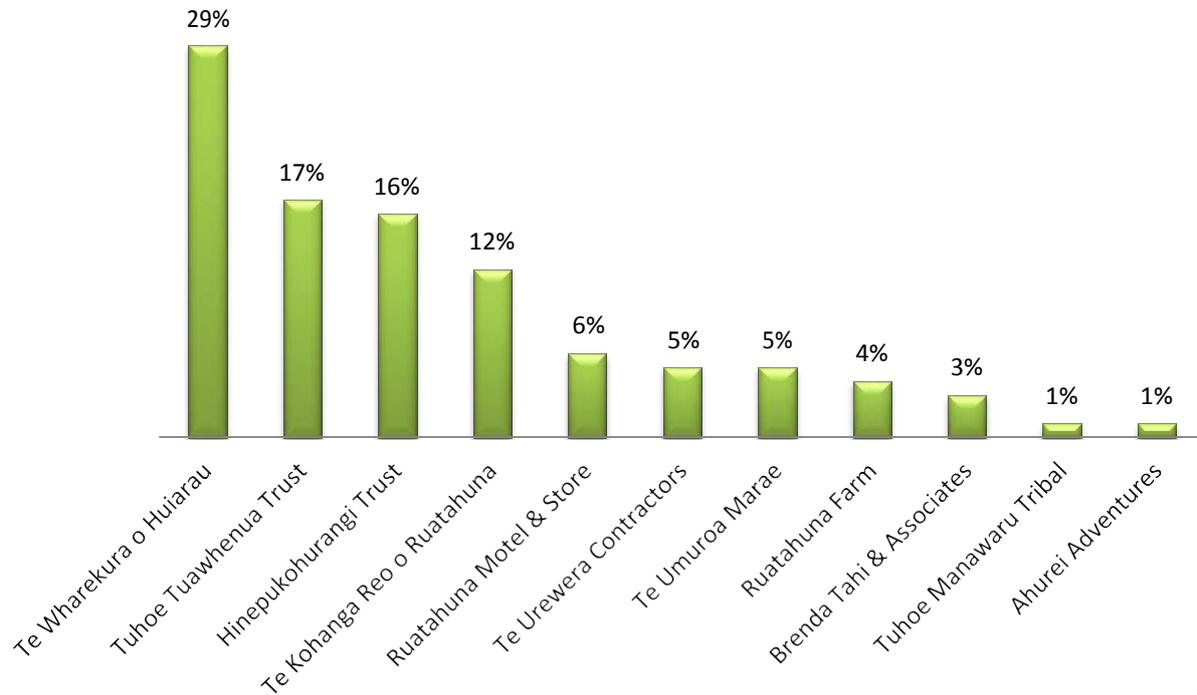
62 There are just 11 employers in Ruatahuna. The table below provides a summary of these organisations, sorted for the number of FTE employees. Self-employed possumers and bush-farmers have not been included in this analysis.

Organisation	Ownership/Governance	Sector	Turnover	FTEs	Key Function/Business
Te Wharekura o Huiarau	Board of Trustees	Public funded	\$1.3m	14	Education Year 0-13
Hinepukohurangi Trust	Hapu o Ruatahuna	Public funded	\$420k	8	Health services; aged care; infrastructure; community services
Tuawhenua Trust	Trustees ¹¹	Public funded & Corporate Enterprise	\$300k	8.5	Timber; honey; land utilisation; biodiversity
Te Kohanga Reo o Ruatahuna	National Trust/Whanau of the Kohanga	Public funded	\$150k	6	Education
Ruatahuna Motel & Store	HPT, Maungapohatu, Te Ata Hou	Corporate Enterprise	\$72k	3	Local store and motel; public toilets; takeaways; postal service.
Ruatahuna Farm	Trustees ¹²	Corporate Enterprise	\$500k	2	Sheep and beef farming
Te Urewera Contractors	Shareholders/ Directors	Whanau Enterprise	Unknown	2.5	Water & road projects
Te Umuroa Marae	Ngati Manunui Hapu	Fundraising	Unknown	2.5	Marae management
Brenda Tahi & Associates	Director	Whanau Enterprise	Unknown	1.5	Management Consultancy
Tuhoe Manawaru Tribal Executive	Hapu o Ruatahuna	Iwi-funded	\$300k	0.5	Dissemination of TUT funding; representation of Ruatahuna
Ahurei Adventures	Directors	Whanau Enterprise	Unknown	0.5	Tourism
Ngati Tawhaki Restoration Trust	Trustees of Whanau of Ngati Tawhaki	Public and sponsor funded	Unknown	0	Biodiversity – kiwi restoration. Not employing staff currently.

¹¹ Trustees are elected by owners of 25 blocks of land about Ruatahuna included in this trust. These owners are part of most of the hapu of Ruatahuna.

¹² These trustees are elected by the owners of Ruatahuna Farm block, who are also part of a number of the hapu of Ruatahuna.

Employers' % of FTEs in Ruatahuna



63 Overall, there are few employers in Ruatahuna, with not many jobs each. Te Wharekura o Huiarau, with the highest annual turnover in Ruatahuna, provides the most jobs. Just four employers – the Kura and kohanga, Tuawhenua Trust and Hinepukohurangi Trust account for 74% of the jobs in the marua.

64 Further, job numbers are not increasing. We found that nearly all of these entities have had the same number of employees for many years. The education entities, the Kura and kohanga, strike their jobs from the numbers on their rolls, and they face declining rolls in the future.¹³

65 We have also found that few organisations in Ruatahuna are driving to create employment, with only Hinepukohurangi and Tuawhenua Trusts stating job creation as a goal. It is only in the last couple of years that the Tuawhenua Trust has begun to implementing a strategy for business development that is creating jobs for locals.

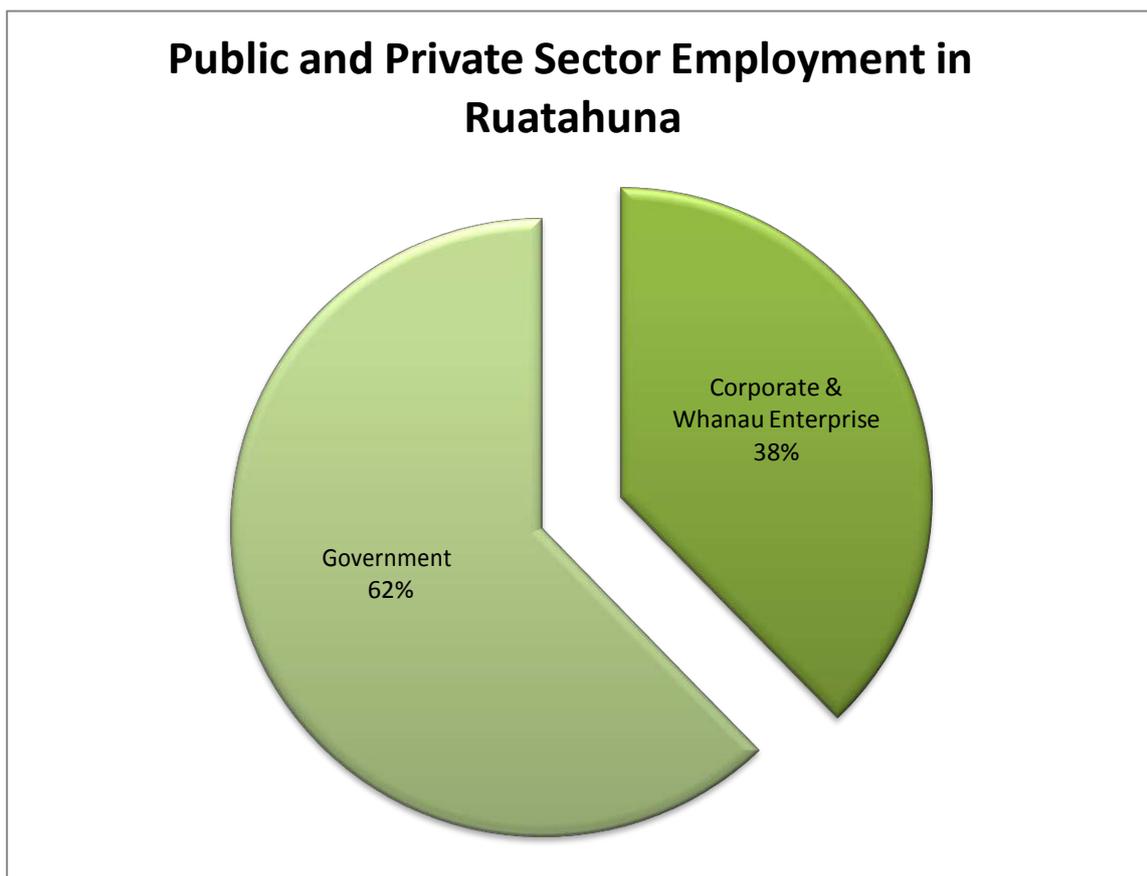
66 Whilst job creation is an admirable objective, the reality is that Hinepukohurangi Trust faces tightening of Government's fiscal policy in most areas, and reduction of services for our community, whilst the Tuawhenua Trust is struggling to mount commercial operations because it lacks development finance.

67 As the chart above shows, public-funded entities in general are the main employers in Ruatahuna with the private enterprise not featuring as a major

¹³ Personal Communication, Administrator Kohanga Reo o Ruatahuna.

employer. Well over half of the jobs in Ruatahuna are funded by the Government for delivering public services in Ruatahuna. There are also a number of positions in other organisation such as the Tuawhenua Trust or marae committees that are partially government-funded for projects or schemes.

- 68 Corporate and whanau enterprise is a small sector in Ruatahuna, accounting for only 38% of the total jobs in Ruatahuna. Furthermore, some of these jobs are only seasonal or project-based adding to fractured nature of employment in Ruatahuna.



Conclusion

- 69 The Ruatahuna economy is small, only totalling \$4.7 m annually. Most of the revenues come from government for benefits or for services and programmes.
- 70 Despite large land holdings, Ruatahuna has a low asset base that can be utilised to propel economic development. Whilst some government and iwi agency funded entities have buildings and other assets in good condition, corporate and whanau enterprise have tired or negligible assets. Significantly, no entity has a cash asset or distributions that can be used for supporting development.
- 71 Employers in Ruatahuna are in general small and provide few jobs. Most of the jobs in Ruatahuna are provided by public-funded entities and corporate and whanau enterprises are not major employers.

SUPPORT FOR GROWING THE RUATAHUNA ECONOMY



Ruatahuna sometimes feels like it is in another world. Around us, external agencies espouse goals for employment, training and development, business development and economic growth but right here in Ruatahuna, we seldom see services or support for these purposes. When it happens, it helps. In this case, it is Margie Biddle of Waiariki Polytech who worked with the Tuawhenua Trust on programmes for workplace training for Ruatahuna. Here, Margie is checking in on progress being made by Taema Teepu and Hinauri Roberts in their course for advanced use of the suite of Microsoft Office programmes. Support for sharpening this kind of skills has flow-on benefits for all the organisations, businesses, marae and whanau of Ruatahuna. This programme is an example of where we have to start with support for growing our economy in Ruatahuna.

Introduction

- 72 Central and local governments, iwi and others can work through a range of policy and services or support to potentially stimulate the Ruatahuna economy. Sometimes these agencies and their policies and services can work in tandem; sometimes they can work against one another. Sometimes they cover gaps that one might miss, sometimes they don't.
- 73 We reviewed how all the intentions and actual services come together in support from the perspective of someone wanting to better the lot - to find or create a job, to train and develop or to develop a business. We covered the main mechanisms that might support growing the Ruatahuna economy - government policy context; public service delivery; training and development services; business development support; iwi policy and service delivery.

Government Policy Context

- 74 The current Government has a range of policies that are relevant to development in Ruatahuna. Of the 10 challenging results set for the public sector by Prime Minister John Key, the following are of particular relevance for us:
- Reducing long-term welfare dependency, particularly those with a working age benefit for more than 12 months
 - Boosting skills and employment with a focus on more 18 year-olds with Level 2 qualification and 25-34 year-olds with trade qualification, diplomas or degrees. (National, 2012)
- 75 In the area of Maori Affairs, the Government has produced a strategy 'He Kai Kei Aku Ringa' for the Crown-Maori Economic Development Partnership. Key objectives of this strategy are:
- Greater educational participation and performance;
 - Skilled and successful workforce;
 - Increased financial literacy and savings;
 - Government, in partnership with Māori, enables growth;
 - Active discussions about the development of natural resources; and
 - Māori Inc as a driver of economic growth. (Te Puni Kokiri, He Kai Kei Aku Ringa)
- 76 Clearly the Government has every intention that everyone in Aotearoa, including Maori and small communities such as Ruatahuna, will enjoy a stronger economy, more jobs and more skills. This intent is mirrored by the regional economic development strategy of the Bay of Plenty which bears the strapline of 'promoting a prosperous future for the Bay of Plenty'. (Bay of Connections, 2011)

Public Services in Ruatahuna

- 77 Specific services funded by central government in Ruatahuna, and delivered by organisations in Ruatahuna are limited - kohanga reo, school-age education, some health and aged-care services. These services will only grow if Government significantly invests in more services generally or specifically for Ruatahuna. This change is not likely given the fiscal constraints under which this government is operating. Additionally most of these services are population-driven, and will not attract additional funding without an increase in the population in Ruatahuna.
- 78 Of particular note is that a wide range of services in the areas of health, social services, education and training, infrastructure are not actually delivered in Ruatahuna or the organisation for delivery is not based in Ruatahuna. Whilst this may be the reality for a community as small and isolated as it is, the key implication for us is that we cannot look to the public services of the government as a key driver for growing our economy.

Training and Development Services

- 79 The Oranga Project involved surveying training and development opportunities with about 80 businesses and agencies within the Bay of Plenty - polytechnics, universities and private training establishments. A list of these organisations and their locations of delivery is provided in Appendix II. Despite many of these agencies providing services that could meet training and development needs in Ruatahuna, we found that they require you to travel to or be resident in Rotorua, Whakatane and Tauranga. Of 60 educational providers assessed, only 3 - Waiariki Polytechnic, Te Wananga o Aotearoa and Te Whare Wananga o Awanuiarangi - run courses at a learning level suitable for most people in Ruatahuna that can be delivered here.
- 80 Other distance education options are available to the people of Ruatahuna, such as the Open Polytech, but these courses are for learning at a level higher than most people in Ruatahuna seek.

Business Development Support

- 81 A review of support for business development found services, such as the Maori Business Facilitation Service (MBFS), to provide advisory or mentoring support, and a whole raft of websites which provide guidelines on business planning. Details on these sources of support are provided in Appendix III.
- 82 Whilst on the face of it, there appears to be a range of support options for business development, there are limitations. Most sources of business development support are difficult to access from Ruatahuna, being delivered in main urban centres. Programmes for whanau development such as Whanau Ora can be helpfully utilised to support planning but appear not to apply directly for business start-up.
- 83 Further, other services are only available for businesses in operation. For example, the MBFS requires that you are a business in operation not in start-up. Likewise, Poutama Trust which provides development finance on a small scale for Maori businesses but which will only assist businesses that have been

trading and have annual turnover greater than \$60,000. For a whanau business start-up in Ruatahuna, there is little for you to turn to but your own resources and website templates for advice.

Iwi Policy and Services

84 The hapu of Ruatahuna are part of the Tuhoe iwi. Tuhoe's post settlement governance entity is Te Uru Taumatua (TUT), which has an Office of Sustainable Tuhoe Growth (Whai Rawa).¹⁴ (Tuhoe Te Uru Taumatua, Whai Rawa, 2013) That Office has been focused on 'structural unification' to bring the capability and assets of Tuhoe's iwi entities under TUT. Key result areas for 'raising Tuhoe economic potential' in 2012-13 are:

- Economic growth framework is developed
- Economic potential of settlement assets is known
- Tuhoe Economic Profile is scoped. (Tuhoe Te Uru Taumatua, Tuhoe Annual Plan, 2012-13)

85 The assets of TUT under 'structural unification' will be at least \$270m¹⁵ (Tuhoe Te Uru Taumatua, Whai Rawa, 2013) which gives a base from which an economic development strategy for Tuhoe could spring. Whilst the assets and objectives of TUT suggest a positive environment for the future development of the economy of Ruatahuna, no tangible plans have yet emerged since a blueprint for Tuhoe development was produced in 2011. Whilst this is frustrating for some, most are patiently waiting in anticipation. Meanwhile, the marua has undertaken a planning exercise involving a Hui Taumata in 2012 that assumes that Ruatahuna will in time be able to access the fruits of the settlement of the Tuawhenua claims against the Crown.

Conclusion

86 The support for business development in Ruatahuna feels illusory. Government has the right of kind of objectives but this is not translated into programmes to support business development on the ground in Ruatahuna needed. The policy of the Tuhoe iwi agency is similarly positive for economic development but is slow to materialise for whanau and entities in Ruatahuna.

87 The advisory services and programmes available to whanau can be helpful, but to a point – they are often difficult to access in Ruatahuna, or out of bounds for business start-ups. Whilst it is helpful to gain support from agencies external to Ruatahuna, we consistently find that Ruatahuna wants to drive its development from within. We turn now to what Ruatahuna can and aims to do – the aspirations, ability and actions planned by the marua, entities and whanau of Ruatahuna.

¹⁴ *Whai Rawa*, Tuhoe Te Uru Taumatua, <http://www.ngaituhoe.iwi.nz/About/WhaiRawa.aspx>

¹⁵ *Whai Rawa*, <http://www.ngaituhoe.iwi.nz/About/WhaiRawa.aspx>

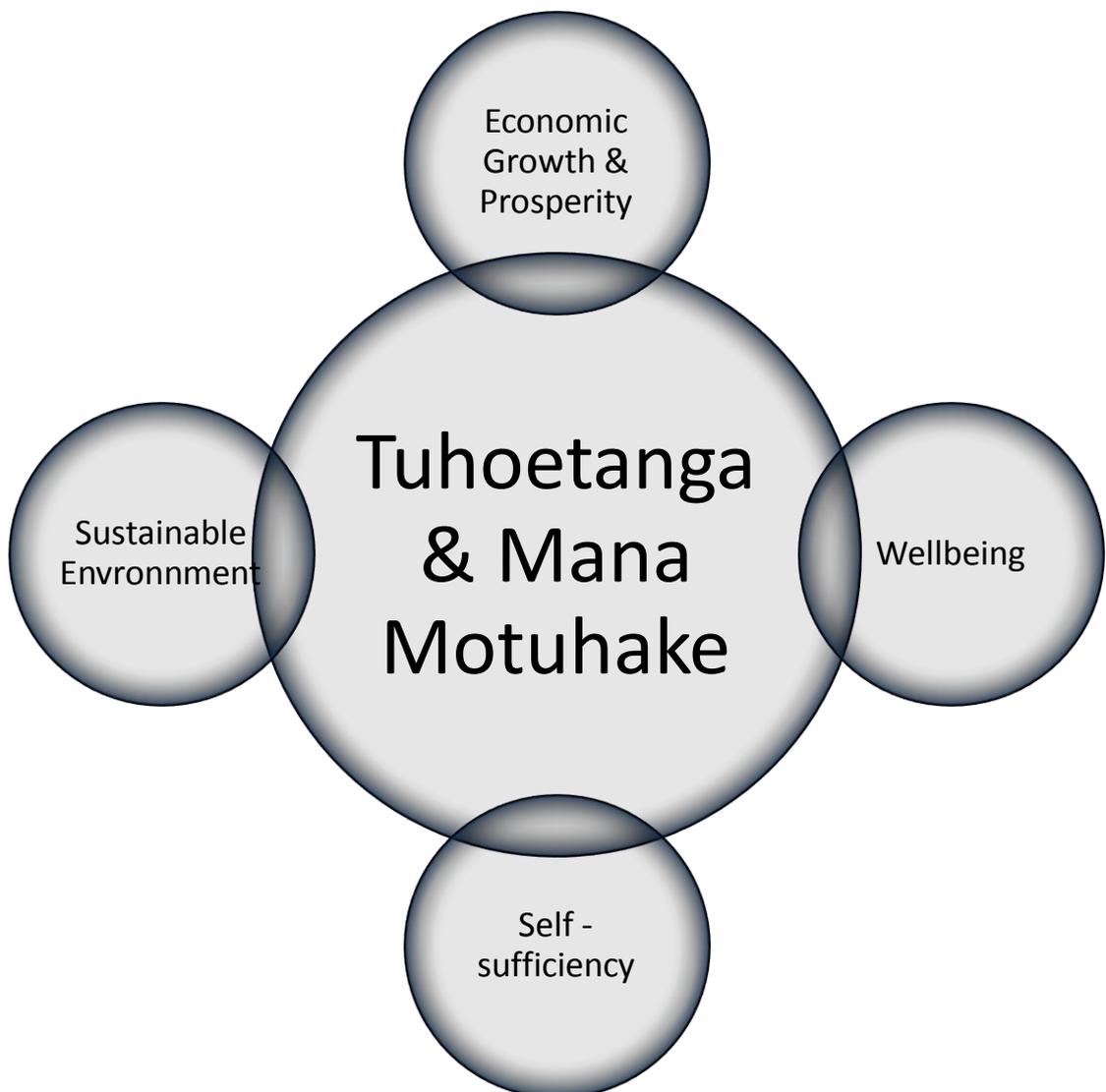
ASPIRATIONS, ABILITY & ACTION FOR GROWING THE RUATAHUNA ECONOMY



We were excited but surprised to find in our Oranga Project that lots of the whanau of Ruatahuna have aspirations to develop businesses. Whilst these aspirations are admirable, the hard reality is that our whanau face many challenges to mount a business start-up. Here, Rangitoia Tait and Atamira Nuku, two of our young people with aspirations for future business development, soak up the knowledge and experience of a presenter at a wananga for business development, part of the Oranga Project delivered by the Tuawhenua Trust. People are seeking to develop businesses mainly because they want to create jobs for their whanau since no-one else is doing so. In general, our whanau see a positive future for Ruatahuna, one with jobs for all and better education for their children. The entities of Ruatahuna also have aspirations for a better future of Ruatahuna but are short on plans or key factors such as capital to deliver.

Aspirations: Te Marua o Ruatahuna

- 88 We have seen how Ruatahuna in terms of the size and structure of its economy is poorly positioned for growth. We consider that development in Ruatahuna will need a major turnaround, and in this section we examine what can come from within Ruatahuna - what Ruatahuna holds as aspirations, ability (capability and capacity) and action (plans, projects and programmes) to drive its economic development.
- 89 Ruatahuna has worked as a community through its entities and hapu to hold Hui Taumata in 2008 and 2012 to examine current situation and a desired future. These hui have outlined 6 areas of development as key elements of the desired future for Ruatahuna as presented in the diagram below.



- 90 Unsurprisingly, 'economic growth and prosperity' is a key goal for Ruatahuna's development, but it is starting from a very low base. From the Hui Taumata of 2008 emerged a development proposal to Te Puni Kokiri for supporting a range of projects that included feasibility studies for industry development based on possuming and honey production. The Tuawhenua Trust took up the development of a honey production industry as it fitted with the need for a mass of land afforded by the trust lands, whilst possum business development was assessed as more suitable for cottage industry development by whanau.
- 91 Despite these and other developments, the Hui Taumata in 2012 assessed the current state for economic growth and prosperity to be weakest of all - only 15%. The key reason behind this assessment is that there are 'no jobs' in Ruatahuna.¹⁶ (Tahi, 2013) The strategic plan arising out of the Hui Taumata is still under development but points to a whole range of strategies involving:
- New business development
 - Diversify and grow current businesses
 - Address critical success factors for business development: Finance, Education & Training; Networks
 - Grow 'public services' in Ruatahuna
 - Grow the service industry in Ruatahuna
- 92 These are challenging objectives, and Ruatahuna after an engaging process of thinking up ideas, is now finding it hard to develop strategies that can and will be implemented.

Aspirations: The Entities of Ruatahuna

- 93 At an entity level, we have found some planning and movement that can contribute to growing the economy of Ruatahuna. Hinepukohurangi Trust has been driving a strategy to increase the health and infrastructural services in Ruatahuna, thus increasing the jobs in these areas. The Tuawhenua Trust has been developing a commercial base in honey and timber production which is creating some employment in Ruatahuna. Both trusts have plans for further growth in their respective areas.
- 94 Whilst this effort and planning is admirable, the latest check-in with these organisations shows that they are under significant financial pressure, and are being forced to focus on simply keeping their services and businesses viable. At the same time, despite the overall goals of the marua o Ruatahuna, at this point, little or no change was identified in the plans or aspirations of the other big employers in Ruatahuna - Te Wharekura and Kohanga, the Farm, the Shop and Motel. On the whole then, the entities of Ruatahuna are not well positioned or are not planning to expand in such a way that they would grow the Ruatahuna economy.

¹⁶Tahi, B., *Discussion Paper for Developing a Strategic Plan for the Future of Ruatahuna*, March 2013

Aspirations: Nga Whanau o Ruatahuna

95 In the assessment stage of the Oranga Project, we collected information on what aspirations whanau had for Ruatahuna and how they see Ruatahuna in the future. The themes of unity, self-determination, jobs, education and the potential of Ruatahuna all flow through the aspirations expressed by the whanau of Ruatahuna, as evidenced in a selection of

"My dreams and aspirations are for my children. They are my future for Ruatahuna"¹⁷

"My aspiration for Ruatahuna is to always stay strong, help each other, work together and love one another. We in Ruatahuna will, no matter what, stay as one; in the future it will benefit me and my family too."

"I see Ruatahuna in the future as a self-sufficient community - where everyone works together for the benefit of the whole community"

"Employment-focused economy is booming...Whanau need to become more self-sufficient and less reliant on government assistance... "

"Strongly united as a people, whanau, hapu, thriving in self-employment from what we have to give, offer as a community."

"Te pupuri i te korero me te mohio 'he Ruatahuna ahau, no Ruatahuna'. Kia riro ma Ruatahuna ano a Ruatahuna e whakapakari, e whakapiki."

"I see more people coming home. Ruatahuna will be self-sufficient. Education will be more robust, a pleasure for kids to go to school and learn. There will be more employment where the 'ahi kaa' people are able to create jobs for themselves. Skilled people will ensure we are managing all affairs pertaining to Ruatahuna are safe. Infrastructure and resources will make life easier for us all. Ruatahuna can be and will be the place to be proud of."

"Ruatahuna utilising its resources to its full potential - that we are a community that is self-sufficient, self-reliant, self-sustaining. Yes there is a future for Ruatahuna. The hub for Tuhoe, this is the kohanga o Tuhoe."

"Ruatahuna has a future that would change the way the world works. A great man once told me 'a small pebble starts an avalanche' (Dalai Lama)".

96 Overwhelmingly, despite our current situation, 84% of whanau in Ruatahuna were positive about the future for Ruatahuna, mainly because they see a bright future shaping through the efforts such as those undertaken in recent years by the Tuawhenua Trust in creating jobs and developing businesses. Whilst these efforts have not yet translated into many jobs for Ruatahuna, they have demonstrated for the people the difference that can be made if we plan and implement our good ideas.

¹⁷ Oranga Whanau Assessments

Jobs

"Hope to see a lot of job opportunities in the future for my kids and other youth and families..."¹⁸

97 For most whanau (78%) that positive future for Ruatahuna is one where people have jobs. They are clear why they are so focused on people getting jobs, after so long on benefits:

98 They fear that if whanau lose their benefits, they will have no income to live on, to buy kai and clothing, to pay the bills and to educate their children:

"No benefit, no kai, sad whanau"¹⁹

99 Many people in Ruatahuna are now tired of the benefit, of doing nothing, of living on such low income. They now want to have higher income, to be independent of the benefit and to do something with their lives.

100 Parents want to provide their children with a better future. In order to do this, they know they need to better provide for their whanau in education, travel and extra-curricular activities.

101 Whanau want to be happy and healthy. They see that employment or self-employment gives a livelihood that provides for the whanau to have some quality of life. Without it, they face financial stress, strain on relationships, and a constant battle to meet basic living necessities.

Education

102 Whanau also see better education as being pivotal to a better future for their children in Ruatahuna. Parents want their children to have better than what they had as children and expect more of the local wharekura:

"I would like to see our school provide better education for our children"²⁰

103 Many of the whanau in Ruatahuna pointed to issues in the education of their children such as the kura does not prepare children to be able to adapt to mainstream schools or living outside of Ruatahuna, or the wharekura is not delivering learning well in either Maori or English. Parents want their children to be at a level of literacy, numeracy and understanding so if and when they send their children out to school or to live they can cope, or better still, thrive. A number also want their children to be competent in both Maori and English, to have the 'best of both worlds'.

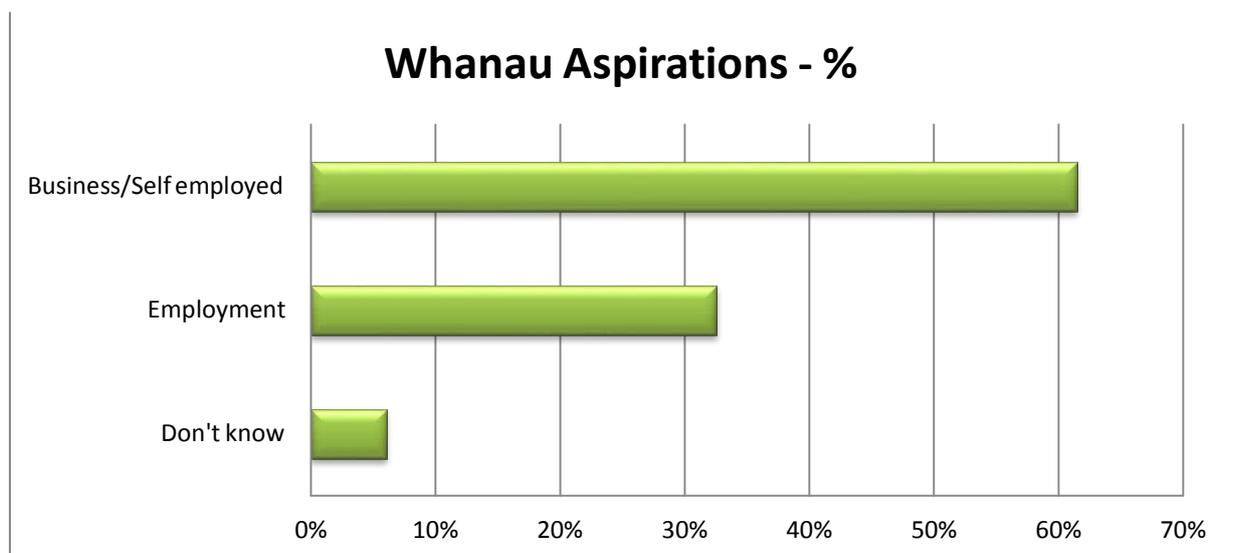
104 These expectations are high for any school to meet, and Te Wharekura o Huiarau faces many challenges to deliver when it is struck with a falling roll, changes in leadership and governance and difficulties in attracting suitably-skilled staff. All we can note here is that without good education at primary and secondary levels, young people in Ruatahuna are not well-positioned at all for tertiary education, further training or getting a job.

¹⁸ Whanau Assessments, Oranga Project

¹⁹ Whanau Assessments, Oranga Project

²⁰ Whanau Assessments, Oranga Project

Businesses Development and Self-Employment



"I see Ruatahuna living and surviving off our own land and using what we've got like creating more job opportunities for families like e.g. farming, horse riding, shearing, weaving, bone carving, tourism/showing and paying tourists who come to see how beautiful Ruatahuna is."²¹

105 Astonishingly, we found in our initial assessments that 61% of people engaged in our Oranga project aspire to making a living through having their own business or being self-employed. To add surprise, a number of whanau aspired to develop more than one business! This was an unexpected result as we had thought that most people would simply be looking for work with entities in Ruatahuna or perhaps outside of Ruatahuna.

106 We found the key driver for this aspiration is that whanau want future generations, especially their own children and mokopuna, to have employment and financial security in Ruatahuna, and they don't see that level of employment being created. Their answer to this issue is to look at creating the jobs themselves. One of our project participants expressed it this way:

107 In this vein, ideas for business development clustered around three themes:

- Tourism such as covers cultural experience, outdoor pursuit, horse trekking, sight-seeing
- Agriculture such as beef farming
- Clothing design and manufacture

108 Our whanau also see business development and self-employment as a way to bringing whanau home to jobs that they may not be able to get elsewhere. Indeed, there are many whanau living outside of Ruatahuna that would move home immediately if the job opportunities came up.

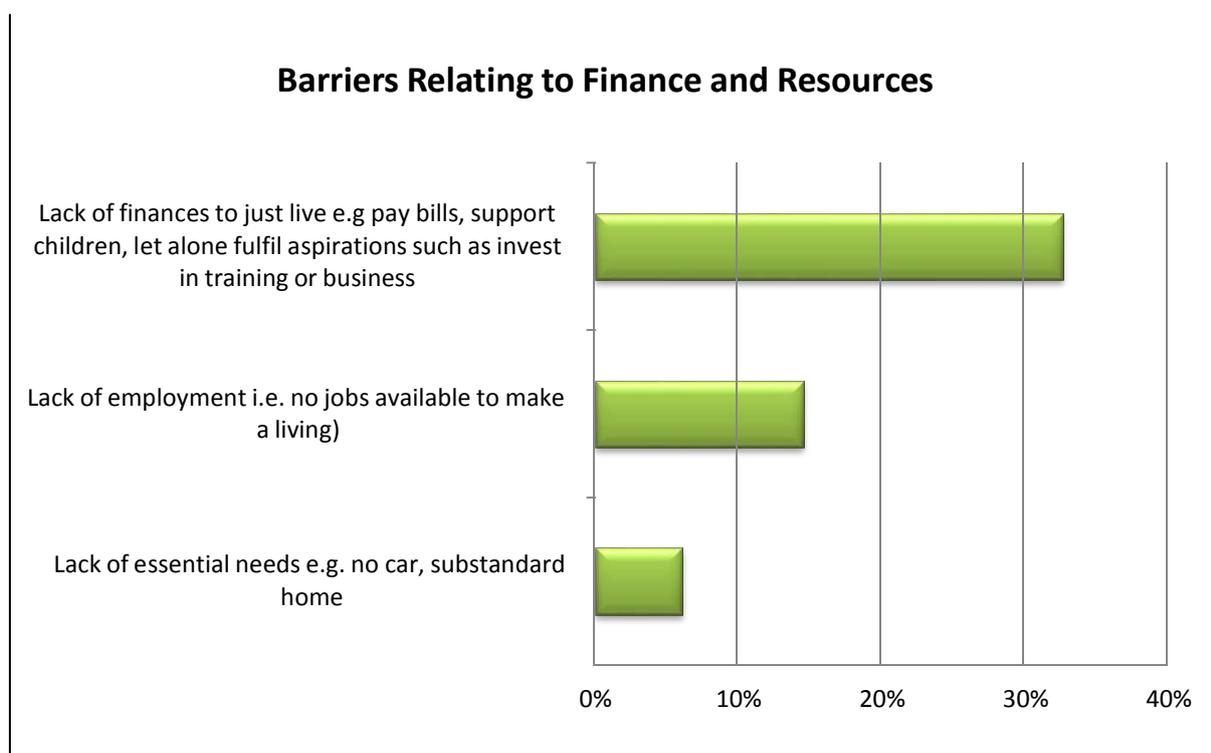
²¹ Whanau Assessments, Oranga Project.

109 Although a number of whanau scaled back their intentions as a result of the planning process, others managed these ambitious aspirations by staging them across a number of years to make them more realistic and achievable. We ended the Oranga project with a third of our whanau with business or self-employment objectives in their action plans.

110 Even at this rate, we can say that whanau hold high aspirations for business development and self-employment, and that the whanau of Ruatahuna now present potentially as a major boost for the local economy.

Barriers to Development

111 Whilst the whanau of Ruatahuna have high aspirations, they identified a raft of issues that they see would hinder such development. The charts below present the frequency with which these barriers were raised in assessments by whanau of their opportunities and issues in the Oranga Project.



112 Clearly, lack of finance is a major issue for whanau in Ruatahuna. Some whanau in Ruatahuna struggle to move forward, and feel they are trapped with no way out. Just under half of the whanau we have assessed indicated their concerns about being 'stuck in a rut' with no job, no money. These whanau are stressed by such hardship and the challenge to survive can be overwhelming:

"We're still struggling day by day. Just making ends meet."²²

²² Whanau Assessments, Oranga Project

113 We found that a number of whanau identify Ruatahuna as the only place in which they can survive. They have tried living outside of Ruatahuna and due to the financial strain of that situation, they decide to return home. Whanau find it easier to survive in Ruatahuna as most whanau do not have to pay rent, however for some this also means substandard living conditions and a subsistence lifestyle where they just make ends meet.

114 We have found that whanau in this 'survival' mode often find it hard to think about development that could lead to them making a good living: *"Confused, live day by day waiting for each dole or pension."*²³ However, through the Oranga Project, we have also found that whanau are willing to look forward and to try to make the best of their current situation.

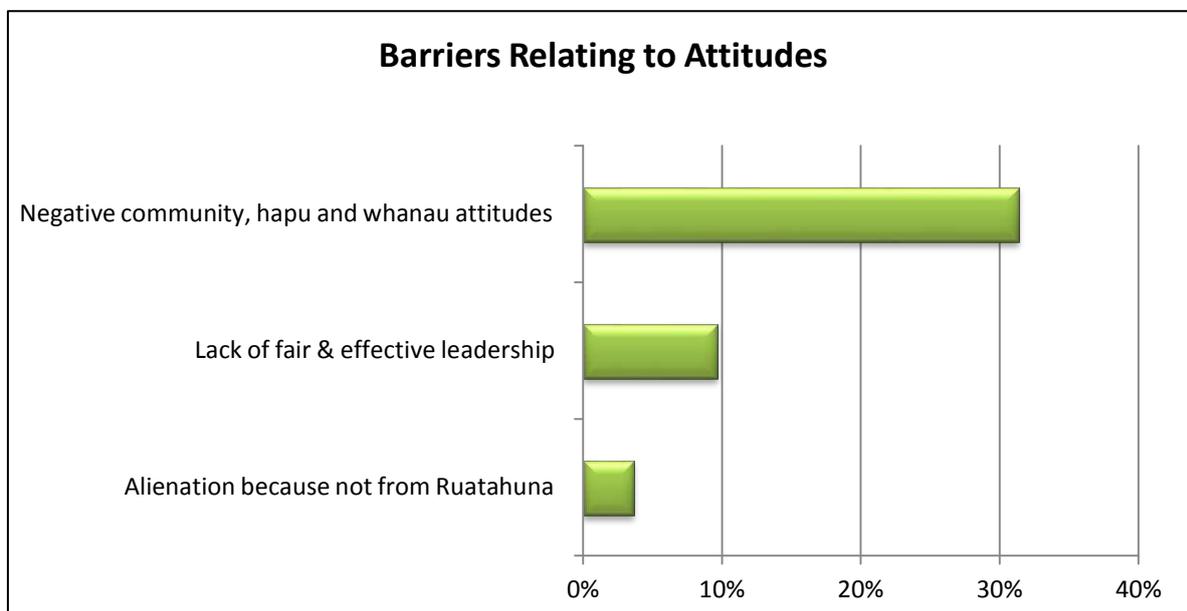
115 Job opportunities arise rarely in Ruatahuna, and most people stay in their employment unless another opportunity arises. Whanau face the struggles of living without the essentials of a vehicle, a bathroom, power or a home that doesn't leak.

116 These kinds of issues are overwhelming for some whanau such that they feel unable to work on finding a job or setting up self-employment.

"No jobs at present, no money and no confidence..."

"No jobs, run-down, sad"

"We are still at a standstill to [reach] our future; confused too; options are so limited; living day by day. No hope no future".²⁴



²³ Whanau Assessments, Oranga Project

²⁴ Whanau Assessments, Oranga Project

117 We found that negative attitudes emerged as a major hindrance to advancing initiatives in Ruatahuna. We found that people have been criticised for initiating new ventures, for reasons relating to the land, the people or the activities involved. These negative attitudes compound with other issues faced in Ruatahuna as our whanau told us:

“No future for our kids, no jobs, destructive attitudes”

“I have found the greatest barrier is our own people whether it is ignorance, arrogance or just plain mean”²⁵.

“Constant belittling, run-down of each other - endemic to all iwi, hapu, whanau, individuals. Barriers, hurdles are an everyday occurrence due in part to mistrust, inappropriate behaviour and generally misinformed.”²⁶

118 Whanau also told us that they feel they are not being well served by this leadership and that they want better leadership than this:

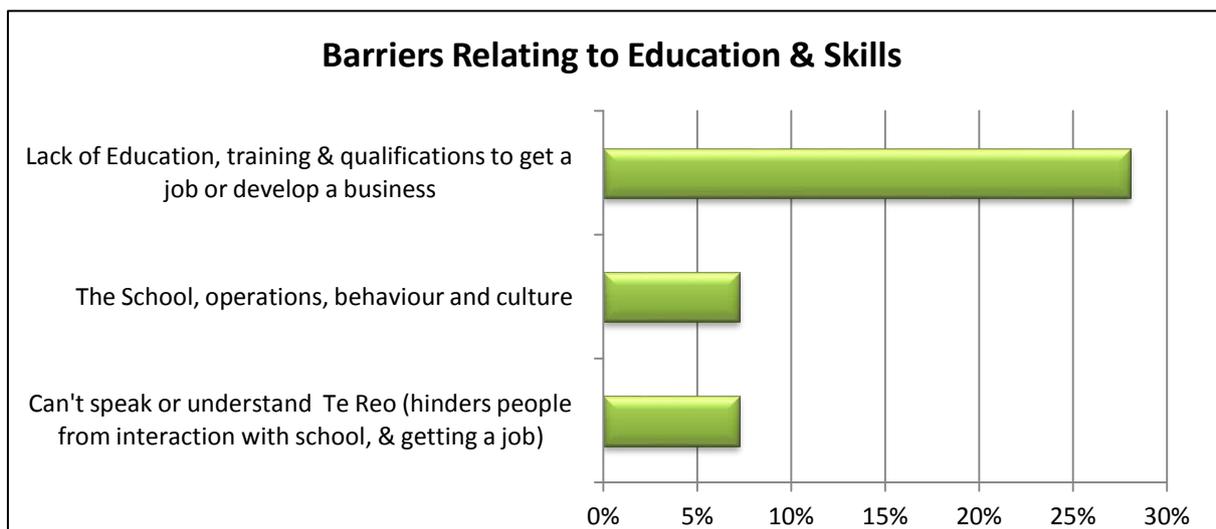
“Too many people that have a lot to say but don’t live here. People who live here that make silly decisions for Ruatahuna”

“If we’re not careful and wise in the future, our leaders are going to be a bit more corrupt than before. Why...because the Tuhoe Raupatu monies will get in the way of our sovereignty.”

“Whakakorehia atu nga Rangatira e kore ana e whakaaro nui ki tahi oranga mo nga hunuku nga hapu o te Marua nei.”²⁷

119 Some people in Ruatahuna are constantly reminded by others that they are not from here, presenting a barrier to participating in or leading development:

“Not being from here is my biggest barrier - having people remind me constantly that I am not from here”



²⁵ Whanau Assessments, Oranga Project

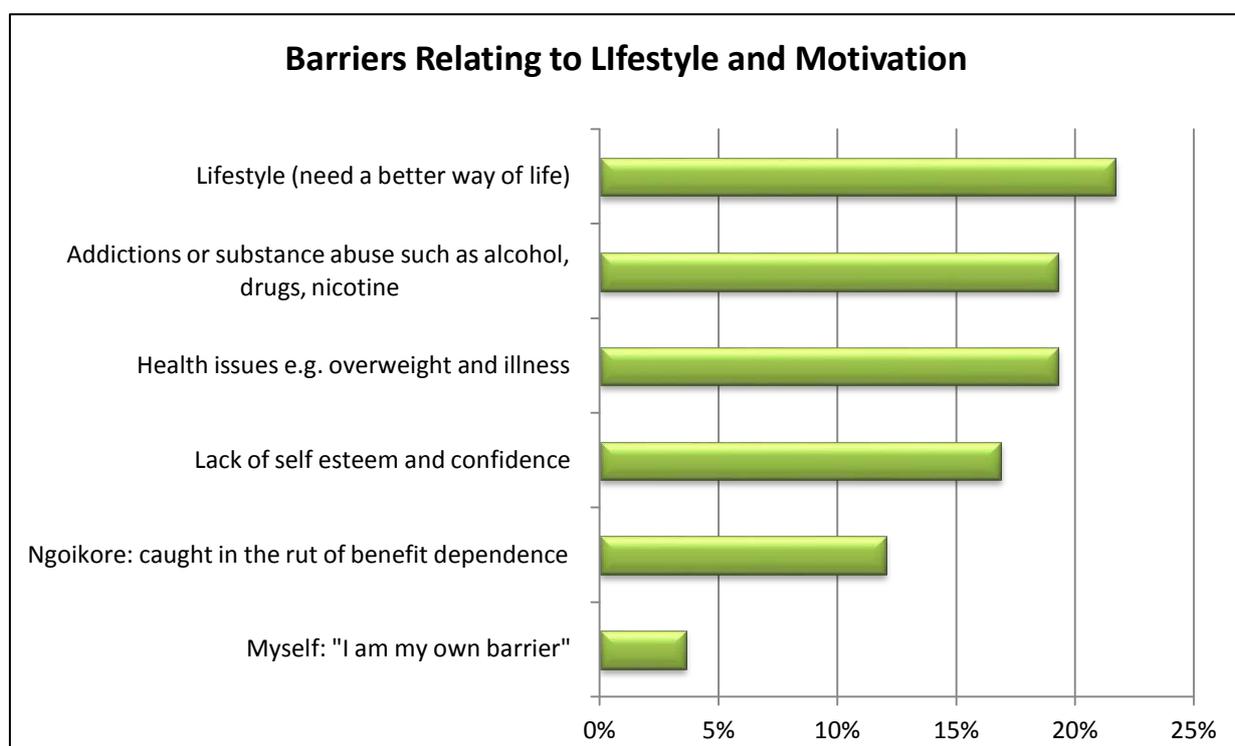
²⁶ Whanau Assessments, Oranga Project

²⁷ Whanau Assessments, Oranga Project

120 Whanau expressed that they don't have the training, qualifications and background education to do certain jobs. Consequently, they don't get jobs when they apply for them and it also deters them from applying for jobs. Some whanau also expressed that they don't have the skill, knowledge and experience needed to start up a businesses.

121 Some whanau see the delivery and practice of the school as a barrier to development, disadvantaging their children for higher education and employment.

122 Some whanau told us of their difficulties in gaining employment due to not having Te Reo o Tuhoe. We note that over half of the jobs in Ruatahuna require basic competency in knowledge speaking of Te Reo Maori.



123 Whanau realise that they need to make changes to their life styles, to bring a better and more prosperous future for their whanau. Some whanau have already begun working to overcome this barrier. Whanau in general understood the main issues they need to deal with. Abuse of drugs and alcohol emerged as a prominent issue in Ruatahuna, but as addictions they are really challenging for whanau to deal with.

124 Health issues arising from overweight or illness also present as a barrier for a number of whanau. Whanau can see that they have to be well enough to make a living and sustain themselves.

125 We found a number of people struggled to move forward because of low self-esteem and lack of confidence, which in turn stemmed from mockery or criticism by others. We note that self-confidence is important in all aspects of life, yet so many of our people struggle to find it - they simply state:

*"No confidence in myself."*²⁸

126 We have also found that, over the years, some whanau have become quite content 'making a living' off the benefit, and they have no intention of seeking or creating a job for themselves. A few of our people identified that they were their own barrier - they would come up with reasons not to pursue specific initiatives and would always talk themselves out of doing something.

127 The way in which all of these issues compound for whanau are reflected for this participant in the Oranga Project:

*"In terms of business, unless you create work for you and your whanau. Making a living in Ruatahuna will only happen for those who have taken an interest in a project leading to employment or for those who are rubbing shoulders with the right people. I believe there are not enough jobs to go around and people are faced with living on the unemployment benefit and possuming or contract work for extra cash. As for our children, they are our future and I feel they are not getting the best education they can get".*²⁹

Conclusion

128 As a whole, the marua of Ruatahuna sketches a future that is full of aspiration but at this stage short on strategy and plans to make it all happen. The entities of Ruatahuna offer some strategies for economic development that will deliver jobs but opportunities are left begging and the entities are struggling to deliver.

129 The whanau of Ruatahuna have emerged here with astonishing aspirations – they want jobs, they want good education, and they want to start up businesses and self-employment, in the absence of anyone else creating jobs in Ruatahuna. But they are blocked in realising these aspirations by a barrage of issues relating to finances, attitudes, education and skills, and lifestyle, confidence and motivation.

130 Whilst these issues present major barriers to development, the Oranga project has taken whanau through a process that has lifted their motivation, and started thinking about and planning for the future. As one of our project participants says:

*"Fact is, when you are trying to strive for something you will always come across, 'red tape', negativity - issues which will always be the founder of the saying, 'don't go there', it will always hold people back. [But] if you're able to have your mind set on doing something, you can overcome any boundary or any negativity that gets in your way".*³⁰

Ability – Capacity and Capability

131 To understand the ability of Ruatahuna to drive economic growth, we focused firstly on the skills and experience of our people in Ruatahuna. We assessed the skills and experience of all working age people in Ruatahuna, using the skills database compiled from those who participated in the Oranga project as well our best knowledge of those who did not participate. Accordingly we have

²⁸ Whanau Assessments, Oranga Project

²⁹ Whanau Assessments, Oranga Project

³⁰ Whanau Assessments, Oranga Project

some gaps in the data underpinning the assessment of qualifications in the analysis using the tables and charts opposite.

132 The qualifications picture holds some surprise. The community has a number of university graduates to Masters level with 5 majored in Maori studies; 1 in business administration, 10 teachers and 1 nurse. Understandably the school largely drives the number of teachers in our community; whilst the Maori studies qualifications have come from courses offered by Te Wananga o Awanuiarangi in recent years. Whilst the level of higher tertiary education is encouraging, we note that there are only 2 qualifications in fields other than teaching and Maori studies, and only 1 of these is in business.

133 Another 26% of the working age population has some qualification partly or wholly at a tertiary level. This level of training and qualification reflects the efforts of both the local private training establishment and wananga to bring tertiary education to our people over the past couple of decades.

134 Overall, we must conclude that Ruatahuna has some refined skill and knowledge in their tertiary educated people, but note that apart from the school, there are insufficient jobs to make good use of this capability.

Qualifications Levels		
Qualification Level	No. People	%
No qualifications or qualifications unknown ³¹	93	50%
NCEA Level 1,2,3	26	14%
National Certificate/ Diploma/ Trade Qualifications	49	26%
Bachelor/Teaching /Nursing	17	9%
Masters	2	1%
Total	187	100%

³¹ Unfortunately we were unable to ascertain where people did not complete our data forms whether this was because they had no qualifications or whether they were simply not recording their qualifications. We suspect many of these people have no or few qualifications but could not categorically conclude this from our data.

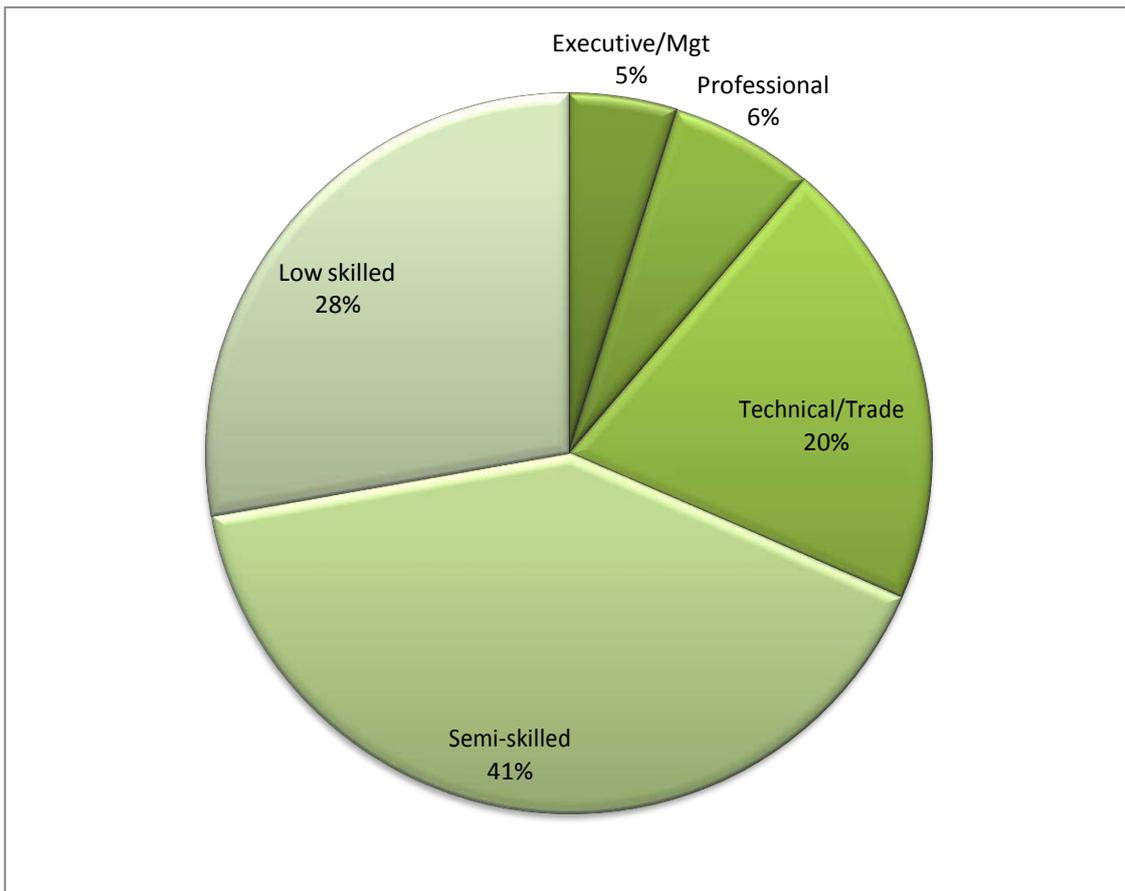
135 The table below provides a picture of the skills and work experience in Ruatahuna, produced from the skills database completed as part of the Oranga project. This analysis shows that 69% of our working age population has skill and experience from work that can only be described as low or semi-skilled. Only 9 people (5%) have management experience which for all but one has been limited to operational or small organizational roles.

136 When compared with a snapshot of Maori occupations,³² the Ruatahuna population is light in high-skilled, and higher in low-skilled occupational skills and experience.

Skills & Work Experience			
Occupation Category	Number	% Ruatahuna	% Maori³³
High-skilled (Executive/Professional)	21	11%	20%
Executive or Management	9	5%	
Professional e.g. teacher, nurse	12	6%	
Skilled (Technical/Trade) e.g. motor mechanic, builder	38	20%	19%
Semi-skilled e.g. hammer hand, fencing	76	41%	50%
Low skilled e.g. labourer, fruit picking	52	28%	11%
Total	187	100%	100%

³² The most recent data available for the Maori population is 2008, where a trend for increase in the proportion of the high-skilled and skilled occupation categories was being observed. We might safely assume that this trend has continued at least to some extent.

³³ (Te Puni Kokiri, Maori Employment by Occupation, 2009) <http://www.tpk.govt.nz/en/in-print/our-publications/fact-sheets/maori-earnings/download/tpk-maoriearnings-2009-en.pdf>



137 Whilst the analysis of work experience paints a deficit picture of Ruatahuna, we know that the people here have a lot of skill that comes with unpaid work or other activities. Firstly, a stand out feature of the people of Ruatahuna is their creative and musical talent. For example, the Ruatahuna Kakahu Mauku Kapa Haka regularly excel at the Matatini (national kapa haka competition), and the local bands are well known throughout the region. We also have tohunga whakairo and people with outstanding talent. To date, none of this creative talent has been captured in any enterprise that renders any real economic benefit.

138 Secondly, the people of Ruatahuna are well-versed in mounting and hosting large events with many visitors. Running the many marae of Ruatahuna and special occasions engenders refined management and organisational skills in many of our people.

139 Whilst there may be some limitations in skills and qualifications in Ruatahuna, there is no dearth of aspirations for supporting and developing our people. Whanau engaged in our project referred to what they see and can offer for the future of Ruatahuna:

“My aspirations are to invest in the next generation to see that my hopes and dreams for Ruatahuna are met, for my mokopuna. Kia mau ki to tatau reo me nga tikanga o tatau tipuna... Education with more academic options taught to the kids. Training and developing skills for our young people...Respect...Supporting parents who have problem children”.

“Working on programmes that help build self-esteem, self-autonomy within whanau”.

“I think it’s not what I can do for myself it’s what I can do for others. Focus point is I’m always willing to lend a helping hand and I think the greatest satisfaction is to know that I have helped someone.

“Interested in working till I’m 90 years old. Also to provide a service in training people too.”

“Something to do with money, how to use it wisely, invest with it cleverly, how to make it double itself without any risk. I would teach myself how to make it work for me, instead of me working for it”.³⁴

Conclusion

140 In conclusion we find that within Ruatahuna we have a mix of factors that push for or pull against development of the local economy. A few entities have some strong aspirations for development, but are short on planning or key factors to make it happen. A surprising number of whanau have high aspirations to create employment but face a raft of barriers that are difficult to overcome.

141 The capabilities within Ruatahuna in comparison to all Maori are short on management, skills and qualifications, but whanau and some entities are seeking to address this situation. On the positive side, a few Ruatahuna do have high-level qualifications and experience, and creative talent is abundant in this small community.

³⁴ Whanau Assessments, Oranga Project

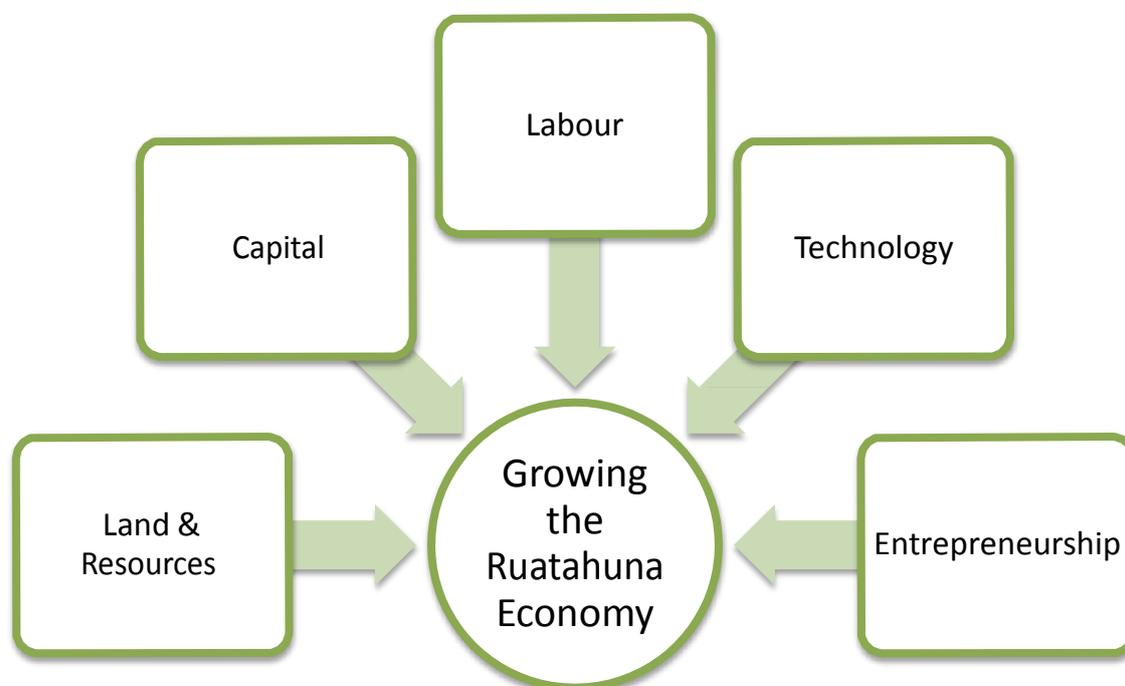
FACTORS FOR GROWING THE RUATAHUNA ECONOMY



A range of factors can drive or are needed to grow an economy – land and resources that can be utilised, capital, skilled labour, technology and entrepreneurship. Ruatahuna has little of any of these. Here, the Tuawhenua Trust team (Hekenoa Te Kurapa on the mill; Raymond Te Kurapa and trainee Darrel Svenson tailing out) are milling indigenous timber without cover using a portable sawmill. The business is utilising a local resource, creating some jobs and has invested in a lot of training and development but it is struggling to make do, mainly because it lacks development capital. Essentially, all business development to create jobs in Ruatahuna will face these issues in Ruatahuna and we will need innovative thinking and smart strategies to build a prosperous future from such a shaky foundation.

A Model for Growing the Ruatahuna Economy

143 We found it useful to think in simple terms about how an economy works – what keep it churning sometimes growing, sometimes not – and to apply this thinking to the Ruatahuna economy. A simple way of summarising our assessment of the health of the Ruatahuna economy is use a model of the factors of production as presented in the model below.



Land & Resources

144 As we have seen, Ruatahuna has a bounty of land – about 20,000 ha in total but a land capability study of the region³⁵ (Ngapo, 2011) found only about 10% would be considered productive for agricultural or horticultural purposes. The area is largely bush-covered and has no road access to most of the land blocks. Currently virtually all the productive land in Ruatahuna is under the Ruatahuna Farm that has only 2 FTE jobs.

145 Ideas for utilisation of land and resources in Ruatahuna are currently focused on indigenous forestry, honey and some tourism. None of these developments are ‘golden eggs’ for Ruatahuna – they are all hard work, full of risk, offering some but not ample opportunity.

146 A recent geological survey of Ruatahuna found that our area has abundant quantities of greywacke but no highly valuable minerals. Any opportunities to quarry the greywacke are currently stultified by the market being met by ample and more accessible supplies.

³⁵ Ngapo, N., *Land Use Capabilities Assessment for Ruatahuna*, 2011

Capital

147 Ruatahuna isn't a wealthy community - very rarely do we have quantum shifts in the size of economy, wealth accumulation or capital injection. As we have seen, Ruatahuna is heavily dependent on Government funding or benefits. The low incomes and small organisations that are characteristic of Ruatahuna are insufficient to accumulate wealth to fuel further development.

148 Claim settlement monies for Ngai Tuhoe will be managed by the iwi agency Te Uru Taumatua. It remains to be seen how these monies will find their way into supporting the development of Ruatahuna.

Labour

149 Ruatahuna has a fair-sized population of working age people but the majority are unemployed or under employed. Whilst the skill level of the people in Ruatahuna varies, in general it can be said that our labour force is not highly skilled. For future development, training would be needed in a range of areas.

150 The immense creative talent of the Ruatahuna people has at this stage not positioned in a way that contributes to Ruatahuna's development in an economic sense.

Technology

151 As an isolated place, we do not have cell phone coverage or line broadband, and access to some technologies such as satellite broadband is expensive. Low incomes in Ruatahuna result in very few homes being able to afford satellite broadband, and a number of homes not having telephone lines.

152 Consequently, developments in technology and communications are to a large extent closed to Ruatahuna development, where we are unable to use 'smart' service I-pads, I-phones and tablets through wireless or satellite. Further, we are also limited by a lack of knowledge and understanding of how to use the full capability of new technologies.

Entrepreneurship

153 We have found that private enterprise is very small in Ruatahuna, signalling that there is little entrepreneurship - skills and experience in building and managing businesses. We have also found that there are few people with substantive management and governance experience. In Ruatahuna it is the same people in governance and management for the different organisations such as the kura, Hinepukohurangi Trust, and Tuawhenua Trust. Clearly there is a shortage of skills and experience in the critical areas of management and governance in Ruatahuna.

Conclusion

154 We can summarise the situation of the Ruatahuna economy as follows:

Ruatahuna Economy	Rating 1-10	Assessment
Land & Resources	3-4	Low
Capital	1-2	Very low
Labour	3-4	Low
Technology	3	Low
Entrepreneurship	1-2	Very low

155 So now we must turn to what we might or have to do about it to make a better future for Ruatahuna....

AN INTEGRATED STRATEGY FOR THE DEVELOPMENT OF INDUSTRY AND PEOPLE



To achieve the economic growth and prosperity that Ruatahuna seeks, we have found that we must weave together industry development with making people able and keen to lead and work. To establish industry, jobs and businesses in a way integrated with the development of people and the nature of resources of Ruatahuna is a big ask, given the base from which we start. But we are working out how to do this as we give things a go. Here, the Tuawhenua beekeepers, Nick Mitai and Te Uamairangi Rangihau are being taught the finer points of beekeeping by Norm Dean, beekeeping expert of Tauranga. For developing the honey business from scratch, the Tuawhenua Trust has run an development strategy integrating a number of strands including: gaining support from Watson and Son and Poutama Trust for acquiring hive-ware; on-the-job and polytechnic training of beekeepers; advice and support from experts in the field for on-going development of our beekeeper capability.

Key Issues and Implications

156 A summary of issues is provided in the table below. You can see that the issues are many, the positives few and limited, but a foundation for development.

Theme	Issue	Positive
Resources, Opportunities & Support	Land and resources not available or accessible for development No capital Few or unrealisable assets Very few jobs Very low incomes	Large land tracts 'Clean and green' Ruatahuna a special place
Support for Development	Little or hard to access support for development from government Iwi policy and support lacking	
Capability	Education gaps Management and governance ability limited and stretched Work-force not highly skilled Limited technology Little entrepreneurship	Workforce available (although not highly skilled) Creative talent
Orientation & Attitudes	Dependence on government funding and benefits Lifestyle and motivational issues Prejudice and blocking of initiatives Very high unemployment	Aspirational whanau Some aspirational entity and marua planning Some development underway

157 An assessment of the implications against the details of the issues is provided in Appendix IV. Suffice here to summarise the implications as:

- The lands and resources of Ruatahuna offer opportunities for development
- Creating jobs is the key to giving financial security to Ruatahuna whanau and development opportunities for our people
- Ruatahuna will need a lot of support from different sources for development of industries and its people
- Boosting our capability across a range of areas will be critical to advancing on our development path
- We must change our orientation and attitudes to be able to move forward
- We must act on our aspirations - we must make it happen!

158 These implications are for all - the whanau, the entities, the hapu and marua of Ruatahuna, and the iwi and government agencies - to heed. We consider that it is not from the action of any one set alone that change will come, rather, it is from an *integrated* strategy where the efforts and resources across these sectors and players weave together to get the development ball rolling.

The Development Equation

159 We have found it useful to think of the development strategy for Ruatahuna as an equation: establish 'industry' and 'business' (which in turn creates jobs), but this can only happen if people in Ruatahuna are ready, able and trained for the jobs that will be created. The logic is represented very simply in the diagram below.



160 The questions for strategy development then become:

- What can and must we do for industry development?
- What can and must we do for our people to lead and work in these industries?

161 Industry can be defined as "the production of a good or service within an economy,"³⁶ (Wikipedia, 2013) but in an "activity or domain in which a great deal of effort is expended."³⁷ (Oxford Dictionaries) There is no business in Ruatahuna that could at this stage be called an industry - the businesses are either still in development or very small, and they are sole players in their area.

162 We define here for Ruatahuna an industry to be either a single large business or group of small businesses that provide more than say 20-30 jobs in a related area of production. Whilst this definition may seem small when compared to the application of the term for urban or other areas, it is meaningful for us here in Ruatahuna. To ascertain potential strategies, we will examine:

- who might be the drivers of development
- what areas might be the focus of the future, by looking at what we have got (current businesses) and what we might have (new businesses and new industries).

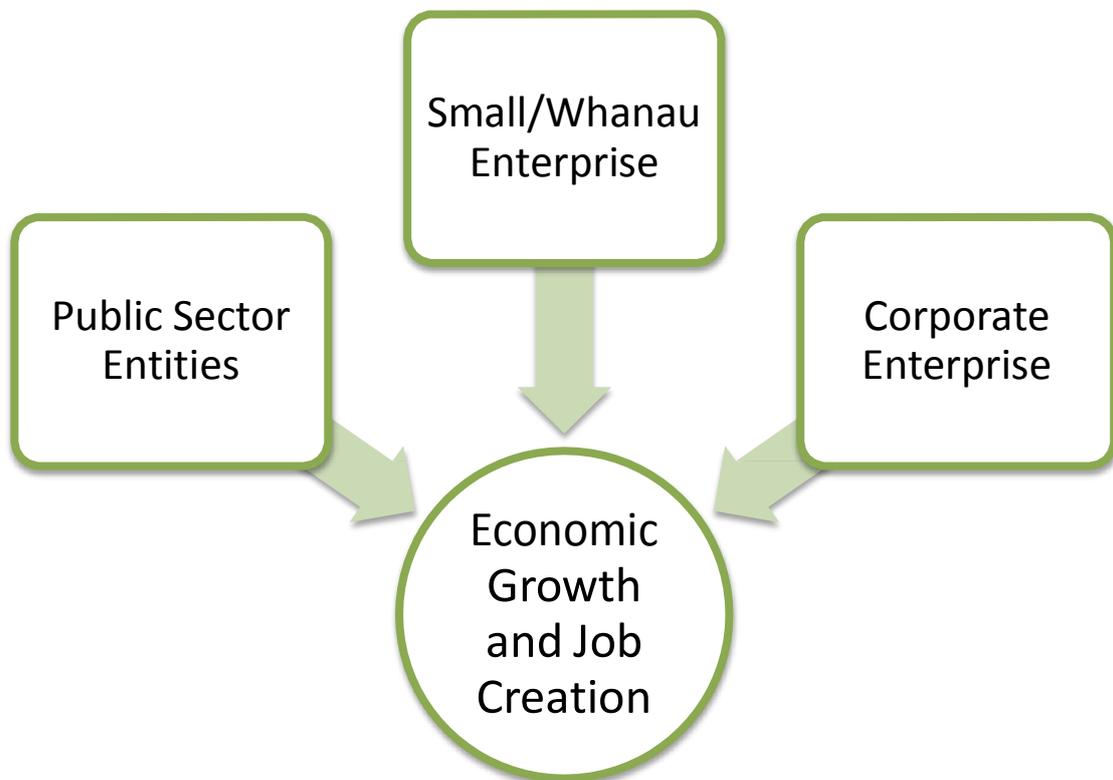
³⁶ <http://en.wikipedia.org/wiki/Industry>

³⁷ <http://oxforddictionaries.com/definition/english/industry>

Drivers of Development

163 Ruatahuna is determined to own and drive its own development so that it can reap the full benefits and ensure that cultural, social and environmental imperatives are not transgressed. This means we look for the drivers of development within Ruatahuna. The diagram below considers the potential drivers of development as:

- Public sector entities: those that deliver publicly-funded services such as Te Wharekura o Huiarau or Hinepukohurangi Trust. This category includes the Tribal supported by funding sourced by the iwi agency.
- Whanau enterprise: businesses owned and operated by whanau such as Ahurei Adventures or self-employed possumers
- Corporate enterprise: businesses operated by corporates such as Ruatahuna Farm and Tuawhenua Trust



Public Sector Entities

164 We can review the opportunities for public sector entities in Ruatahuna to expand or diversify their services in turn:

165 As previously outlined Te Wharekura o Huiarau and Te Kohanga o Ruatahuna are funded according to the roll numbers. Both entities face declining rolls in the short to medium term. At the same time the scope of their services is limited by the nature of the organisation – Te Wharekura o Huiarau is Crown-owned and

limited in activity by the Education Act; whilst the kaupapa of the Kohanga is limited under the terms and funding of the National Kohanga Trust. Thus we find that these entities will not be growing through expansion or diversification in the future.

166 Hinepukohurangi Trust has ample opportunities for growth and diversification of services in areas such as health, housing, social and whanau support, cultural support services, broadcasting and local infrastructure. The challenge is to gain the funding for these services which is currently being constrained by a number of factors including:

- the government's tight fiscal policy
- government agencies abdicating responsibility for directly funding services for Ruatahuna after settlement of Tuhoe claims
- the Trust's capacity impacting on its ability to attract and maintain service contracts.

167 The Tribal should attract much more of the iwi settlement monies. Functions of the tribal are limited largely to disseminating iwi funds and co-ordinating marua hui, issues and representation. Whilst the Tribal may not be a direct player in generating economic growth in Ruatahuna, its role of disseminating settlement funds could become a major factor in the expansion of services and the development of industry in Ruatahuna.

Small Business and Whanau Enterprise

168 As we have seen, small business in Ruatahuna is very small – a tourism operator, a management consultant, self-employed possumers and a few bush-farmers. In most economies, the small business sector is the hot bed of growth as:

- medium and large businesses come from small businesses over time
- entrepreneurial skill and resilience is developed through the experience of start-up, growth and even failure of small businesses
- the small business sector is a major employer and producer of good and services.

169 In the New Zealand economy, the small business sector provides nearly half of the jobs in the country and contributes over a third of our Gross Domestic Product.³⁸ (Small Business in New Zealand, 2013) We have concluded that a key way to grow the economy of Ruatahuna is to develop and support a small business sector or whanau enterprise. As we have also seen, a number of whanau have aspirations to develop their own businesses as the main solution to their need to 'make a living', but they face a number of barriers.

³⁸ <http://www.med.govt.nz/business/business-growth-internationalisation/pdf-docs-library/small-and-medium-sized-enterprises/Small-business-stats-factsheet.pdf>

Corporate Enterprise

170 Ruatahuna has few enterprises with corporate structure, just the Ruatahuna Farm, the Tuawhenua Trust and the Ruatahuna Store and Motel. Unlike the corporates in the wider world, these entities are small employers with relatively low turnover. We consider the opportunities for development of each of these in turn:

171 The Ruatahuna Farm has 2000 ha of productive land and runs a traditional sheep and beef farming operation. Opportunities for intensified farming, diversification and value-added businesses were identified in the Hui Taumata 2012 but as yet the Farm Trustees have not produced a strategy to realise such opportunities. We note that the growth of the Ruatahuna economy would be significant if the Farm followed strategies for more intensive utilization of its lands.

172 The Tuawhenua Trust has 9000 ha of bush-clad lands that provide the base for indigenous forestry and honey production businesses that are currently in development. Both businesses bear growth strategies that will create up to 20 jobs for the Ruatahuna people over the next 4-5 years. Whilst this is a significant contribution to the growth of Ruatahuna economy, much greater potential for growth lies in value-add businesses yet to be researched and scoped. The Trust is simply strapped for cash and unable to turn these opportunities into a reality at this point in time.

173 The Ruatahuna Store and Motel also has ample opportunity to grow services in retail, lodging and tourism, but it too lacks the capital to fuel such development.

Conclusion

174 We conclude that the greatest opportunities to grow the economy for Ruatahuna lie with corporate and whanau enterprise through developing current businesses and/or setting up new businesses. Whilst the corporate model for development appears to be a favoured approach in much of the discourse on growing the Maori economy, in Ruatahuna we consider that the way to sustain that growth into the future is to develop a small business sector within our economy that would be based on whanau enterprise. Thus we see that the strategy needs to take a dove-tailed approach with corporates and whanau enterprise. All corporate entities have real opportunities to grow current businesses and or to diversify, whilst whanau enterprise opportunities lie in start-up of new businesses.

175 Opportunities for the growth of public services also exist although there would be a cap on expansion. These opportunities lie principally with Hinepukohurangi Trust in expanding the size and scope of their services. This conclusion comes from taking a view of the business opportunities from within Ruatahuna. But in what industries might these businesses opportunities lie?

Industry Opportunities

176 We can assess business opportunities from a wider perspective – the realm of possibilities within relevant industry sectors. We provide an analysis for this perspective in the table below.

Sector	Current State	Opportunities	Level of Opportunity	Key Players
Government Services	Some basic services	Many services not available in Ruatahuna and should be Population based funding will limit opportunities for Ruatahuna	L	Hinepukohurangi Trust Te Wharekura o Huiarau Te Kohanga Reo
Construction	Builders trained but no serious construction programme underway	Housing programmes Industrial buildings (e.g. honey extraction shed)	M	Hinepukohurangi Trust (Housing) Whanau Enterprise
Energy	No businesses in Ruatahuna around this area	Power generation and distribution	M	Hinepukohurangi Trust Tuawhenua Trust Whanau Enterprise
Environment	Tuawhenua Trust and Ngati Tawhaki Restoration Trust with biodiversity/restoration programmes	Grow biodiversity programmes Establish services for Te Urewera	H	Tuawhenua Trust Ngati Tawhaki Restoration Trust Hinepukohurangi Trust
Food and Beverage	No food or beverage under production in Ruatahuna	Production of foods and beverages	M	Whanau Enterprise Tuawhenua Trust (honey-based)
Natural Resources	Farming, forestry and beekeeping	Diverse range of land-use opportunities on productive and bushlands	H	Ruatahuna Farm Tuawhenua Trust Whanau Enterprise
Screen Industry	Ruatahuna locations used for films		M	Whanau Enterprise
Technology & Communications	Nil	Isolation is not a barrier in the web world so the opportunities are only limited by our imagination	H	Whanau Enterprise

Sector	Current State	Opportunities	Level of Opportunity	Key Players
Tourism	Small trekking and hunting business	Ruatahuna has experience in this area and has real opportunities in cultural and eco-tourism.	H	Whanau Enterprise Ruatahuna Motel and Store Tuawhenua Trust
Manufacturing & Production		Lots	M	Whanau Enterprise
Local services	No/little services	Lots	H	Ruatahuna Motel and Store Whanau Enterprise

177 The potential opportunities for development are limited in government services but expansive in all other sectors. Whilst the natural resources, environment and tourism sectors present obvious opportunities for Ruatahuna, other sectors such as food and beverage, technology and communication, manufacturing and energy could also play a part of Ruatahuna's future.

178 This analysis of industry development in Ruatahuna points us to the following as key strategies:

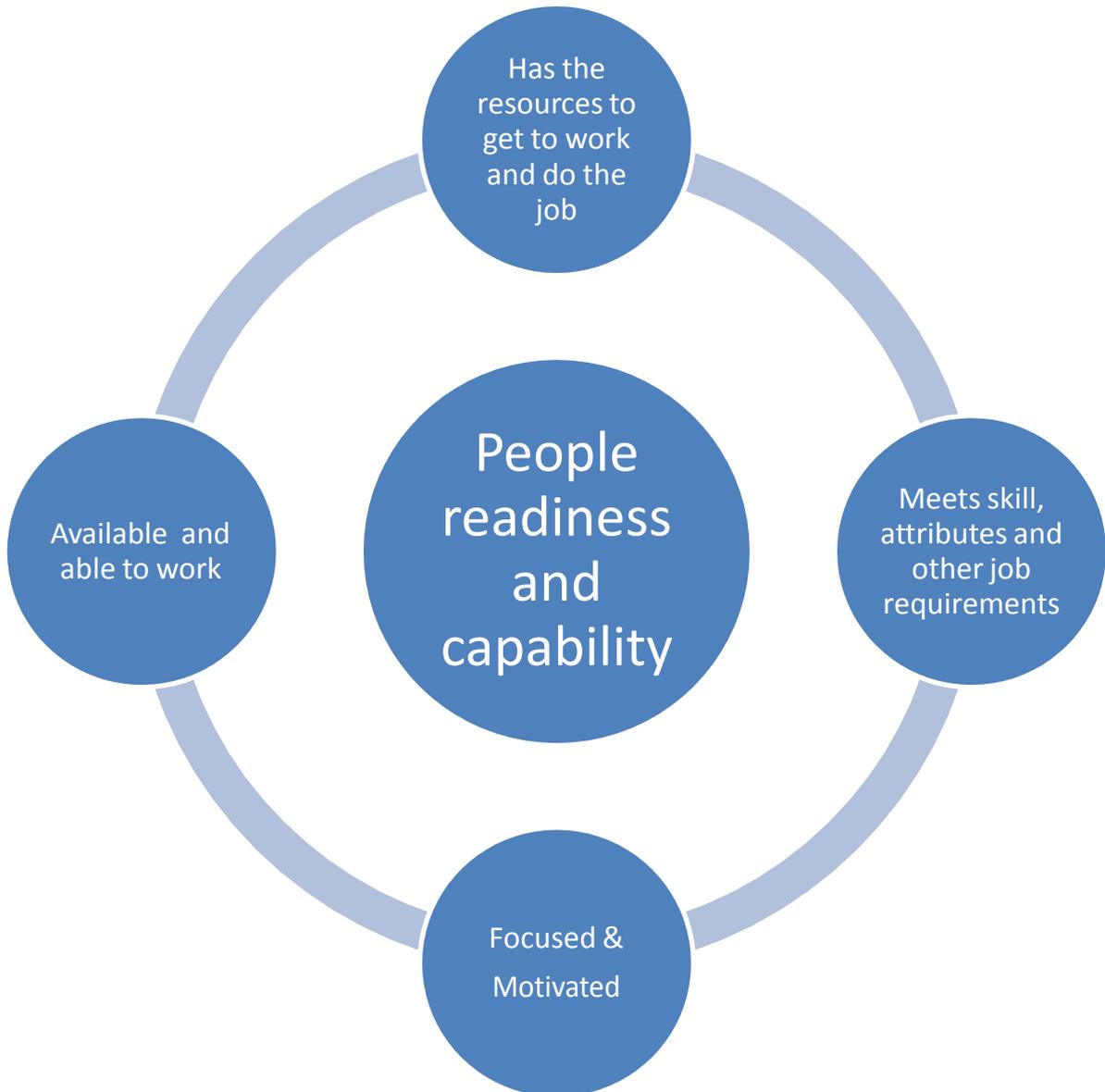
- Grow corporate enterprise through expanding and diversifying the businesses of the Ruatahuna Farm, Tuawhenua Trust and Ruatahuna Motel and Store
- Grow the small business sector through the start-up and development of whanau enterprise in a range of industry sectors
- Support both corporate and whanau enterprise development to overcome barriers, address issues and realise opportunities.
- Grow public-funded services in Ruatahuna where possible, particularly those delivered by Hinepukohurangi Trust.

179 It is not for this report to point to the best or preferred options here, rather, we point to the need for systematic assessment of the options for:

- Thorough research and feasibility study of the options
- Decision analysis to support strategic choice involving:
- Strategic alignment: does the option meet the strategic intent of the Ruatahuna people and/or entity advancing the option
- Feasibility: can it be done; will it work with regard to financial, human and other resources required
- Acceptability: is it what the people, and/or other key stakeholders, want or will accept

People Readiness and Capability

180 In the other part of our industry development equation sits our people – their readiness and ability to take up and deliver the jobs that will emerge. We see this state being dependent on factors as represented in the diagram below:



181 We have seen how in general, people in Ruatahuna are currently challenged on every strut of this model:

- Resourced to work: Our people often don't have the resources to get to work and do the job. Most do not have the chainsaw and safety gear required for forestry job and some may not have a vehicle or enough fuel to get them to work each day.

- Meets job requirements: Many potential employees in Ruatahuna would struggle to meet the requirements of most jobs. They might lack the skills for new jobs; they might not meet the reliability required of regular work; or they might not meet the standard of being drug-free.
- Focus and motivation: Benefit dependence and a lack of work have made some of our people listless, and the gap between benefits and minimum wages is sometimes not enough to propel people into work. At the same time others are distracted from seeking work as they are dealing with more pressing issues within or for the whanau, such as finding or improving accommodation, recovering from illness or addressing drug or alcohol abuse.
- Available and able to work: A range of factors such as tangihanga and marae responsibilities, child- or elderly-care can take workers periodically away from their job, or make them unavailable for work. Such are the burdens of ahi kaa in our small community.

182 These issues strike deeply into the lifestyle and makeup of many of our people. Thus we see that support and development are needed for our people on both fronts – the social and the economic. This strategy and the Oranga project on which it has drawn were not designed to address such a broad range of issues. However to simplify our purposes here we summarise the strategies for people readiness and capability to be:

- Training and development in skills and attributes
- Resolution of social and other issues around workers

Training and Development

183 The training and development strategy we see as being constructed from a number of strands:

- Expand education options; A number of whanau in Ruatahuna see the current curriculum at Te Wharekura o Huiarau as not preparing their children for future work opportunities. Education options in Ruatahuna can be expanded through the curriculum at Huiarau or through alternative providers such as the Correspondence School or boarding secondary schools. These are not straightforward solutions and other options should be explored for feasibility, impact and acceptability.
- Flexible training and development options: Most people seek training and development that can be delivered here in Ruatahuna so they do not have to leave or uproot their families. We have seen how training and development entities in general do not reach our marua with their services. This strategy would engage these entities to explore the possibilities for more flexible and accessible T&D services to be delivered in Ruatahuna
- On-the-job training: Not all training needs to be a programmed full-time course. We have found that on-the-job training is an effective development method and all jobs created in the industry development strategy should include this component to allow training to go hand-in-hand with the growth of industry and job creation. Critically this allows low-skilled to

become immediately involved, rather than the industry development seeking outside skills as first preference.

- Import specialist skills and expertise: some specialist skills may need to be imported to bring critical capability to the industry development strategy. This expertise can occupy some of the jobs for a period of time until ahi kaa are up to the task, or can be used as mentors or advisors on an ongoing basis or for as long as needed.

Resolution of Social and Other Issues

184 Our project has found a number of social and other issues hinder the readiness of our people to take up work or to develop business. These issues are intertwined complex and operate on the deepest levels in the lives of our people. As we have pointed out, dealing with these issues is way beyond the scope of the Oranga Project. But we are clear that without addressing these issues most of our strategies for industry and people development will falter. We include this strategy in the overall summary below although we have not sketched out much of how it should be done. All we can say at this point is that:

- There is a range of barriers that need to be overcome (so the strategy needs to be multi-faceted)
- The combination of issues differs for different people and whanau, and compounds in effect in different ways, so that a wrap-around approach will probably be more effective than broad marua-wide programmes.
- The strategy needs to address deeply-embedded social and cultural issues
- The strategy should operate at different levels – individual, whanau, hapu and marua.

An Integrated Strategy for Industry and People Development in Ruatahuna

185 We have found that industry development in Ruatahuna can be forged through two main areas of development – realising industry opportunities and lifting the readiness and ability of our people to work. We have also found that whilst on the one hand there are many barriers to development in Ruatahuna, on the other hand the opportunities and positives adequate to form a foundation for development.

186 Our integrated strategy is designed to cover all of what needs to happen - realise the land and resource opportunities; create jobs; gain support for this development; boost capability to be able to advance on our development path; change orientation and attitudes in Ruatahuna. The strategy is designed to not only address the need for industry development to meet these imperatives, but also to meet the need for people development. The strategy is set out in the diagram following.

An integrated Strategy for the Development of Industry and People in Ruatahuna

Develop Enterprise

- Whanau enterprise development (small business and self employment)
- Corporate enterprise expansion (Farm and Tuawhenua Trusts)
- Assess land use options
- Undertake feasibility studies
- Assess options in other industry sectors
- Integrated decision analysis and strategic choice

Support Enterprise

- Gain development finance options
- Train and support enterprise skills
- Mentoring and advice for business development
- Make it all accessible and suitable for Ruatahuna people

Expand Public Services

- Assess key needs for public services
- Make submissions for programmes as services to appropriate agency
- Design services to meet needs but also to create jobs where possible for Ruatahuna people
- Train and develop people in anticipation of the service establishment
- Set up mentoring and support for key roles in T&D

Train & Develop People

- Expand curriculum or education options
- Work with key T&D agencies to make their services accessible and relevant for the people and industry development in Ruatahuna
- Arrange on-the-job training programmes
- Arrange mentoring and support programmes in-training or on-the-job

Change Attitudes & Orientation

- Multi-faceted strategy
- Wrap-around intergated approach
- Address social and cultural issues; at levels of individual, whanau, hapu and marua

Conclusion

187 Economic growth in the Tuawhenua region in the 19th and early 20th century was driven by our tipuna. Enterprise emerged in Ruatahuna and in the wider region to produce preserved birds, raising pigs and growing crops such as potatoes for trade or for cash in colonial markets. In time through a raft of changes brought by the Crown to take control of the people, the land and the resources of Ruatahuna, the driver of development became the government through the Department of Maori Affairs for farming and forestry companies, mainly Fletchers for logging and timber milling. Benefits from these developments have been fleeting. But now in Ruatahuna it all turns full circle.

188 Ruatahuna is determined to drive its development into the future, but we have found that on nearly all counts, we face major impediments. These issues relate to: the nature and availability of the land and resources for development; the scope of and access to development support; the capability and readiness of our people and entities; and attitudinal and lifestyle barriers to development in Ruatahuna.

189 At the same time, we found opportunities in Ruatahuna such as potential industry development in a range of sectors, or the abundant creative talent in the people. We consider that by using strategies that integrate industry development with making people able and keen to lead and work, Ruatahuna will achieve the economic growth and prosperity that it seeks.

190 The integrated strategy is composed of five strands: develop whanau and corporate enterprise; support enterprise development; expand public services where possible, train and develop people in accord with the development strategies, and address attitudinal and orientation barriers to development.

191 The details of this strategy have yet to be filled in as these are beyond the scope of the Oranga Project from which this report has sprung. There are many assessments, choices, and actions to make in the next stages of the Ruatahuna development path. Our key conclusions here are that:

- We have aspirations, especially our whanau, so we are not lost
- We have opportunities (despite having major issues), so we have somewhere to go
- We have a way go forward, so we just have to make it happen

192 Therefore we say:

Tumanakohia.....Whakairohia.....Whakatinanahia!

Dream it.....Plan it.....Make it happen!

APPENDIX I: TERMS OF REFERENCE

Project Rationale

194 Most of the whanau of Ruatahuna are, and have been for generations now, benefit-dependent and/or on very low incomes. In 2010, an assessment of the issues hindering business development in Ruatahuna found that, as for most Maori, the lack of capital and business skills are key barriers. However, more significantly, the assessment found that a whole range of factors compounded to engender a *ngoikore* and a loss of self-belief that has insidiously undermined self-reliance and entrepreneurship that was once characteristic of the Ruatahuna people.

195 At the same time, the Tuhoe Tuawhenua Trust (TTT), responsible for 9000 ha of mainly bush-clad land about Ruatahuna, is undertaking industry development based upon the natural resources of the region, beginning with honey and indigenous timber production. The TTT has undertaken a land capability study that also points to other potential land uses that we have yet to investigate. These developments present real opportunities for jobs and for clusters of business development in value-add or related products and services, for example, the honey production development could lead to businesses in making hive-ware or honey cosmetic or food/drink products, and the timber development to furniture or flooring manufacture.

Project Purpose

196 The proposed project essentially aims to bring the whanau of Ruatahuna to meet the job and business development opportunities offered by the industry development strategies of the TTT, thereby moving them away from benefit-dependence and *ngoikore* to self-reliance, well-being and further development.

Project Deliverables

197 The specific deliverables of the project will be:

- Assessment and inventory of whanau skills and job/business aspirations
- Development of training and business development pathways/plans for whanau with solutions to overcome barriers to taking up such opportunities
- Integrated strategy that relates to industry development, identifies barriers and solutions, and sets out short and long term strategies for people development and job creation in Ruatahuna
- Wananga/workshops with a motivational and educative focus covering areas such as industry development, land use and value-add options, and business skills.
- Report on process, results and evaluation of the project.

Project Outcomes

198 The project will contribute to a range of outcomes for the people of the Tuawhenua (Ruatahuna) region including:

- Whanau readiness to pursue current and future job and business development opportunities
- Whanau with plans of education, training and development for taking up job opportunities for their whanau members in the short and long terms
- Whanau with plans for business/land use start-up or investigation in the short and long terms
- Whanau enskilled to develop future plans across a range of kaupapa as circumstances, needs and opportunities change
- Organisations of Ruatahuna informed and focused on job creation and training and development issues and solutions, within a strategic framework that builds a positive future for the people of Ruatahuna
- Agencies and authorities relevant to job creation for and training and development of the people of Ruatahuna informed and focused on job creation and training and development issues and solutions, within a strategic framework that builds a positive future for the people of Ruatahuna

Project Time Frame and Stages

199 This project will take one year for the Trust to complete and will involve the components as described in the following table:

Component & Timing	Detail
<i>Project Set-up & Tools</i>	Planning Recruitment Tools and methodologies Communications
<i>Engagement & Assessment</i>	Work with whanau in Ruatahuna to identify: aspirations and interests in jobs and business/land use skills relevant to Ruatahuna industry development and potential business development Produce inventory of skills and aspirations Engage agencies and assess functions and opportunities relevant to job creation, T&D and business development - 'on-the-job' businesses (e.g. beekeepers, timber processors, furniture makers) polytechs; Te Wharekura o Huiarau and other schools; PTEs, TPK, WINZ, Local councils, Business Mentors and Networks, ITOs, FOMA, other iwi, business and government agencies as appropriate
<i>Wananga/workshops</i>	Timed throughout the project to fit programme of engagement, assessment and planning to cover: project kaupapa & Ruatahuna industry development land use options

	<p>integration and value-add options business planning and skills issues and strategies for Ruatahuna job creation, T&D, business development future industry and business development options Wananga/workshops to inspirational, educative and facilitative in approach using success speakers, idea generators and support providers as appropriate; to also include expos of others' success, opportunities, networks, assistance, etc.</p>
<i>Whanau Development Plans & Integrated Strategy</i>	<p>Working with whanau to: assess options vs. aspirations and skills develop plans for education, training and development as appropriate develop plans for business investigation or establishment as appropriate Plans to be relevant, appropriate, comprehensive, achievable and for all whanau members and to cover short and long terms Identify barriers and opportunities and broker solutions and advantages with agencies and networks Develop integrated strategy for development of industry, jobs, T&D and related businesses.</p>
<i>Review & Evaluation</i>	<p>Work with whanau and relevant agencies to assess: effectiveness and appropriateness of project methods achievement of or contribution to project outcomes need for further support or assistance for whanau or process/strategic change with relevant agencies</p>
<i>Communications & Accountability</i> <i>Bimonthly newsletter</i> <i>Monthly tribal reports</i> <i>6-weekly TTT hui</i> <i>TPK Reports quarterly or by milestone</i> <i>Final Report June 2013</i>	<p>TTT Newsletter for Ruatahuna Report to Ruatahuna tribal meetings (forum for all hapu and organisations) Report to TTT trustees Project accountability reports to TPK Final project report for all involved including evaluation and integrated strategy Project Close-out</p>

APPENDIX II: AGENCIES FOR TRAINING AND DEVELOPMENT

Name of Organisation	Location
Academy of driving trust	Tauranga
Action Adventure	Tauranga
Adventure Education Limited	BOP
Agoge Parkers Limited	Tauranga
Agriculture New Zealand	Rotorua
AMS Group Training	Nation wide
Anamata	Taneatua/Whakatane
Aotearoa Tertiary Institute	Rotorua
Avonmore Tertiary Institute	Tauranga
Awanuiarangi	Whakatane
Bay Flight	Mount Maunganui
Bethlehem Tertiary Institute	Tauranga
BOP College of Homeopathy	BOP
BOP English Language School	Tauranga
BOP Polytechic	Tauranga
C Hayes Engineering Training Division	Opotiki
Computer Aided Design	Rotorua
Concordia Institute of Business Limited	Tauranga
Correspondence School	Wellington
CTM Services	Tauranga
Cyberwaka Training academy	Opotiki
Eastbay Reap	Whakatane
Edenz College Limited	Tauranga
Edvance Ltd	Tauranga
Elliot hairdressing training centre	Rotorua
ESITO	Hamilton
Fashion & faces International	Rotorua
Fruition Horticulture Ltd	Tauranga
Hair to train	Tauranga
Heli hire Ltd	Rotorua
Huria Management	Tauranga
Imagez College of beauty therapy	Rotorua
Industry training works ltd	Rotorua
Lincoln University	Christchurch
Macquarie Training Limited	Tauranga
Manaakitanga Aotearoa Charitable Trust	Rotorua
Master Drive Services Limited	Rotorua
Metal Tech Education Ltd	Kawerau
National Institute of studies	Tauranga

NETCOR campus	Rotorua
New Zealand Sports Academy	Rotorua
Ngati Awa Tertiary training organisation	Whakatane
NZ School of business & government	Katikati
NZ School of radio Ltd	Tauranga
Open Polytech	Auckland
PETA Puawai Education and Training Authority	Rotorua
PGG Wrightson	Rotorua
Quantum Education Group Limited	Rotorua
Rapu ki Rua Institute	Rotorua
Royal Business College Ltd	Te Puke
Sir George Seymour College of Tourism	Rotorua/Hamilton
Stellaris PTE Ltd	Tauranga
Sues Computer Training Company	Tauranga
Te Arawa Lakes Trust	Rotorua
Te Roopu a iwi o Te Arawa Charitable Trust	Rotorua
Te Runanga o Ngati Pikiao	Rotorua
Te Tari Puna Ora o Aotearoa NZ Childcare Ass	Rotorua
Te Waiariki Pura Trust (PTE)	Rotorua
Te Wananga o Raukawa	BOP
Te Whare Wananga o Te Pihopatanga o Aotearoa	Rotorua
The Electrical Training Company Ltd	Rotorua
The Hair dressing academy Limited	BOP
The Salvation Army Employment Plus	Tauranga
Tipu Ora Charitable Trust	BOP
Trade and Commerce Centre Ltd	Rotorua
Trade Education Ltd	Opotiki Rotorua Whakatane
Training in Action Ltd	Tauranga
Tumahaurangi Trust	Rotorua
Tuwharetoa ki Kawerau Health, Education and Social Services Trust	Kawerau
TWOA	Rotorua/Whakatane
University of Canterbury	Christchurch
Vertical Horizonz Industry Training Group Ltd	Tauranga
W.A Consulting Training Ltd	Rotorua
Waiariki	Rotorua
Waimarie Training and Development Ltd	Te Puke Tauranga Whakatane
Whakatohea Maori Trust Board - Education and Training unit	Opotiki
Wood wise	Rotorua

APPENDIX III: AGENCIES FOR BUSINESS DEVELOPMENT

Name of Organisation	Location
Bay Business Support	Tauranga
Department of Internal Affairs	Rotorua
Department of Labour	Rotorua
Icehouse	Auckland
Network Agent	Rotorua
New Zealand Chamber of Commerce	Rotorua
New Zealand Trade & Enterprise	Rotorua
NZ Business Funding Centre	Auckland
Poutama Trust	Wellington
TPK	Rotorua/Whakatane
Wera Consultants	Rotorua
Westpac	Nation wide
Work & Income NZ	Rotorua/Murupara

APPENDIX IV: DETAIL ON ISSUES & IMPLICATIONS

Finding	Implication
Relatively young working age population and children to come through for the future	We have potential workers for now and in the future
Government policy context for economic growth positive	Work with government on what this means & what support can be gained
Government's fiscal constraints and need/population-based approach to funding limits or is diminishing public services in Ruatahuna	Work with government agencies on ways to maintain or increase public services - to improve services and to provide job and development opportunities
People assessed expressed their positive outlook for Ruatahuna.	Whanau provide a positively oriented base to work with for development
Economy as whole is highly dependent on government for funding services or for benefits	Need to develop more in the private sector - commercial services and industry development in Ruatahuna
Main employers are small in turnover and FTEs, without limited growth strategies	Need to expand the main employers to be ensure they remain viable entities
Small business sector is very small	Develop small businesses and self-employment
Few employers overall and fewer of them growing	Expand the range and number of employers through small business development
High unemployment and underemployment	Expand industry and business development to create jobs Expand public services where possible to create jobs
Most jobs are funded in some way by government	Develop industries and businesses in private sector to create jobs
Relatively few jobs in the private sector	Expand the opportunities for jobs in private sector, starting with main employers
Ample land and natural resources - farm and forest	Find ways to make good use of the land and resources
Land and resources not easy or available for development and overall under-utilised	Find ways to better access and utilise the lands and resources
Lack of capital and wealth	Find ways to generate wealth and access capital
Labour force is not highly skilled	Need targeted training programmes
Limited technology availability and use	Targeted training in technology use Expand range of technology options
Limited entrepreneurship	Targeted training Support for business development Import entrepreneurs as business leaders/mentors
Little trickle down from government policies for economic growth	Work with government on what support is available for

Finding	Implication
Public services contracting	Work with government on maintaining or expanding public services
Training and development opportunities limited	Work with the people and with training and education agencies to realise current training opportunities and to create new training opportunities
Business development support lacking	Work with aspirees and business support avenues to realise support opportunities and expand support available
Iwi policy and services lacking; limited access and availability to settlement monies	Work with people and iwi agencies to realise opportunities in settlement funds and iwi authority
Marua o Ruatahuna planning positive and ambitious	Develop action plans and engagement to deliver real change and forward momentum
Entities of Ruatahuna planning limited in some cases or struggling to put into action	Entities weak in plans need to moved forward Support needed for struggling entities to ensure they can deliver
Whanau have strong aspirations	Work with whanau to realise their aspirations
Whanau want jobs	Industry development and job creation
Whanau want good education for the children	Better education at the school or other education options
Lack of finance for whanau business development	Work with whanau and capital sources on options
Hapu and marua politics and discrimination is a barrier to whanau initiatives	Need ideas on how to get over this – deep cultural change needed
Personal issues of self-esteem, confidence, health or lifestyle pose as a barrier to whanau initiatives	Work with whanau and access to services on action plans to overcome these issues
Lacking skills (capability) at marua, entity and whanau levels to deal with much of the development agenda	Targeted training Import skills to do jobs, reviews, projects, training and mentoring as required
Capacity stretched especially at governance and management levels	Need mentoring for key executives and boards Training and development for executives and boards Import/co-opt expert managers and governors as required

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