



TE ARAWA LAKES TRUST

BUSINESS PLAN

1 JULY 2018 – 30 JUNE 2019

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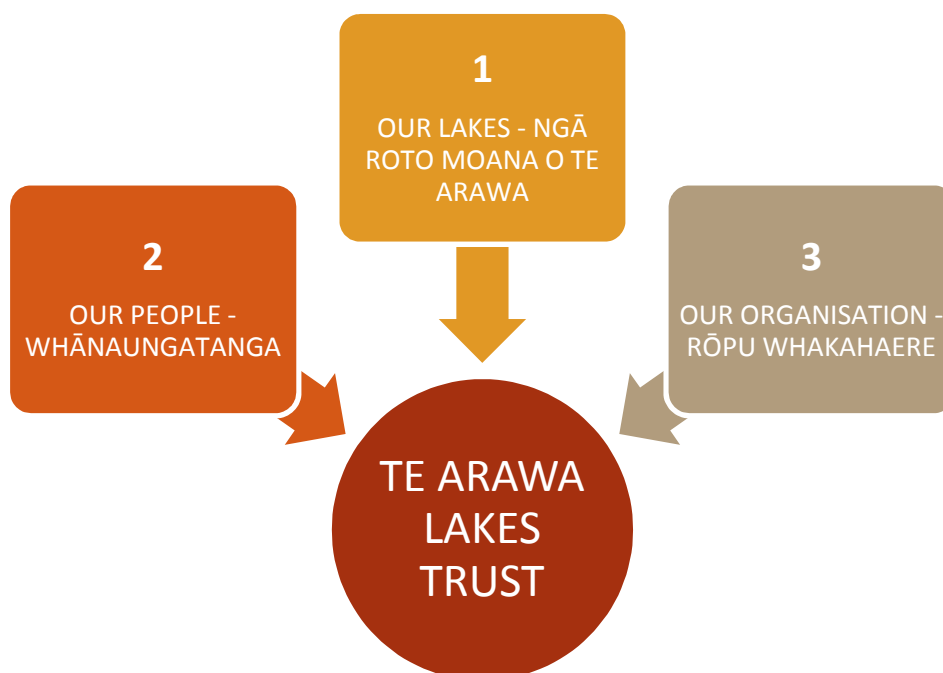
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EXECUTIVE SUMMARY

In 2017 Te Arawa Lakes Trust (TALT) refocused our core activities back to our Te Arawa Lakes Settlement Assets, specifically our Lakes and our people.

As part of that refocus our organisation divested those activities that no longer supported our core business and we established a three-year environment work plan to ensure our operational activities aligned with our refocused strategic goals.

TALT established three key priorities for our Trust;



Tuatahi: Our Lakes - Ngā Roto Moana o Te Arawa (Te Arawa Lakes)

Te Arawa Lakes Trust Settlement Legislation is a powerful instrument to ensure that our Lakes are cared for and restored to a pristine condition that ensures “Te mā o te wai e rite ana kia kite i ngā tapuwae a te koura” (The quality of the water is such that you can see the footsteps of the koura) becomes a reality. Our settlement established protocol agreements with Government agencies that are charged with supporting our aspirations for our Lakes and we will work collaboratively with those groups to advance our strategic goals. Central to this is ensuring that we monitor our Lakes, and, activities that occur on our Lakes, to ensure they are aligned with our Te Arawa Cultural Values framework, Te Tūāpapa o ngā wai o Te Arawa.

Tuarua: Our People - Whānaungatanga (Beneficiaries and Te Arawa Iwi)

Our beneficiaries are important to us and we want to support their aspirations for our Lakes and waterways. Our role is to act as advocates, share information, monitor, as well as provide direct support where we can. As the holder of Te Tūāpapa o ngā wai o Te Arawa we will also ensure that our Te Arawa cultural values framework is communicated to our partners on behalf of our people.

Tuatoru: Our Organisation - Rōpu Whakahaere (Te Arawa Lakes Trust)

For our organisation to achieve our strategic goals we need to ensure that TALT is fit for purpose and can deliver back end support for our front-end projects and activities. Our organisation has adopted a business excellence model which ensures we have holistic growth across all major business domains. Our main focus this year is to improve our organisation systems.

Our business plan objectives for 2018 – 2019 are;

Our Lakes Nga Roto Moana o Te Arawa	Our People Whānaungatanga	Our Organisation Rōpu Whakahaere
A. Achievement of Environment Work Plan (Year 2).	A. Improvements in beneficiary register accuracy (100% improvement).	A. 5% budget variance against approved Annual Budget.
E. Embedding Te Tūāpapa o ngā wai o Te Arawa within key stakeholder implementation plans.	E. Support at least 3 Iwi/Hapu environment projects.	E. Coherence of strategy, values and organisation culture.
I. Commence Mana Whakahono a Rohe.	I. Election of Trustees meets required standards.	I. Deployment of Information Systems.
O. Sustainability Funding secured and relationship protocols with Government agencies refreshed.	O. Direct engagement with beneficiaries and key stakeholders through various communication channels.	O. Operational efficiencies and effectiveness.

VISION

Ka eke ki ngā taumata o Matariki
Ascend the high points of Pleiades.

MISSION

Ka rongō te ao i te mana o Te Arawa
The authority of Te Arawa is readily recognised by all.

STRATEGIC ACTIONS

1. Te mā o te wai e rite ana kia kite i ngā tapuwae a te koura
The quality of the water is such that you can see the footsteps of the koura.
2. Whakapakari ake i te waka kia pae ki uta
Te Arawa Lakes Trust is well equipped for the journey ahead.

OUR GUIDING PRINCIPLES – OUR WAY OF DOING

Our guiding principles and values determine the way we will work, together as an organisation, together with our people and together with our partners and stakeholders. The following principles are multi-dimensional in meaning and application and are inter-related and interdependent.

≈ HUNGATIAKI

(Sustainable protection of Taonga, resources)

Ensures the future, care, conservation and protection and maintenance of relationships and the use of resources through responsible actions, behaviour, conduct and practices. An active approach ensures the ability to interact with the resources in a manner that is beneficial to the resources firstly and then the welfare of the people. Example: Participating at all levels of resource management; technical, management, governance, education.

≈ WHĀNAUNGATANGA

Te Arawa Lakes Trust Business Plan 2018 - 2019

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(Relationships, inter-relationships)

Underlying principle that binds whanau, hapū and iwi and affirms the values of the collective. Examples: formal protocols, integrated management committees, which may be established, maintained, encouraged, enhanced and sustained for the betterment of people, places and purpose.

≈ **ORANGATANGA**

(State of wellbeing, health)

To be in good health and vigour is to essentially have balance and sustenance to perform the correct functions for livelihood and continued existence. Example: continued lack of nutrients or too much nutrients can cause imbalance and subsequent changes in original state.

≈ **WAIRUATANGA**

(Spiritual)

Recognition, acknowledgement and belief that spiritual links exist between people, places and purpose. It is an acknowledgement of the relationship with people to their maunga, awa, moana, marae, tupuna and atua. Example: Karakia conducted and received for gratitude, knowledge, thanks and intentions.

≈ **WHAKAPAPA**

(Genealogy)

Maintaining ancestral links between Te Arawa, whenua/moana, atua and acknowledges and defines the relationships and connectedness with the physical and spiritual elements when analysing and synthesising information and knowledge. Example: Te Arawa Lakes Settlement Act 2006 – acknowledges the traditional, spiritual, cultural and economic importance and of the Te Arawa lakes and its resources (taonga) to Te Arawa.

≈ **MANA WHENUA**

(Whanau/hapū/iwi determination of resources)

Recognition through ancestral right by lands occupied. Influential and primary principle in terms of where you belong, where you count where you are important and where you can contribute and are essential for Te Arawa well-being. Example: Ngati Whakaue/Tuhourangi Manawhenua to lands that SCION premises occupy.

≈ **MANAAKITANGA**

(Contribution, hospitality, mutual respect, support, encourage, generous, enhancement and maintenance of integrity).

The ability to care and provide welfare is integral to achieving aspirations, working together, maintaining integrity and acknowledges the mana of others. Example: Hakari (kai) is plentiful, delicious and our hospitality is memorable.

≈ **RANGATIRATANGA**

(Leadership, Guidance, Direction, Integrity, Honesty)

Recognition and implementation of values and attributes that build long lasting foundations and can be exercised in a way that has mutual benefit, respect and purpose for all people, now and in the future. Example: Organisation Mission and Vision

≈ **KANOHI KI TE KANOHI**

(Face to Face interaction and is applicable to people and places)

To make contact, meet, discuss, express, share, hui, interact on any issue. These interactions provide a time to mingle, gain understanding, seek clarification of views, perspectives and knowledge and is a process that has ability to scope levels of opportunity to establish, build maintain, extinguish relationships. Example: Conducting a site visit with consultants.

≈ **TIKANGA**

Being responsible for our safekeeping and wellbeing of others.

Provides for a process of what is deemed appropriate for that occasion. Example: TALT Policies and Guiding Principles to maintain safe working environment for all.

≈ **MAURI**

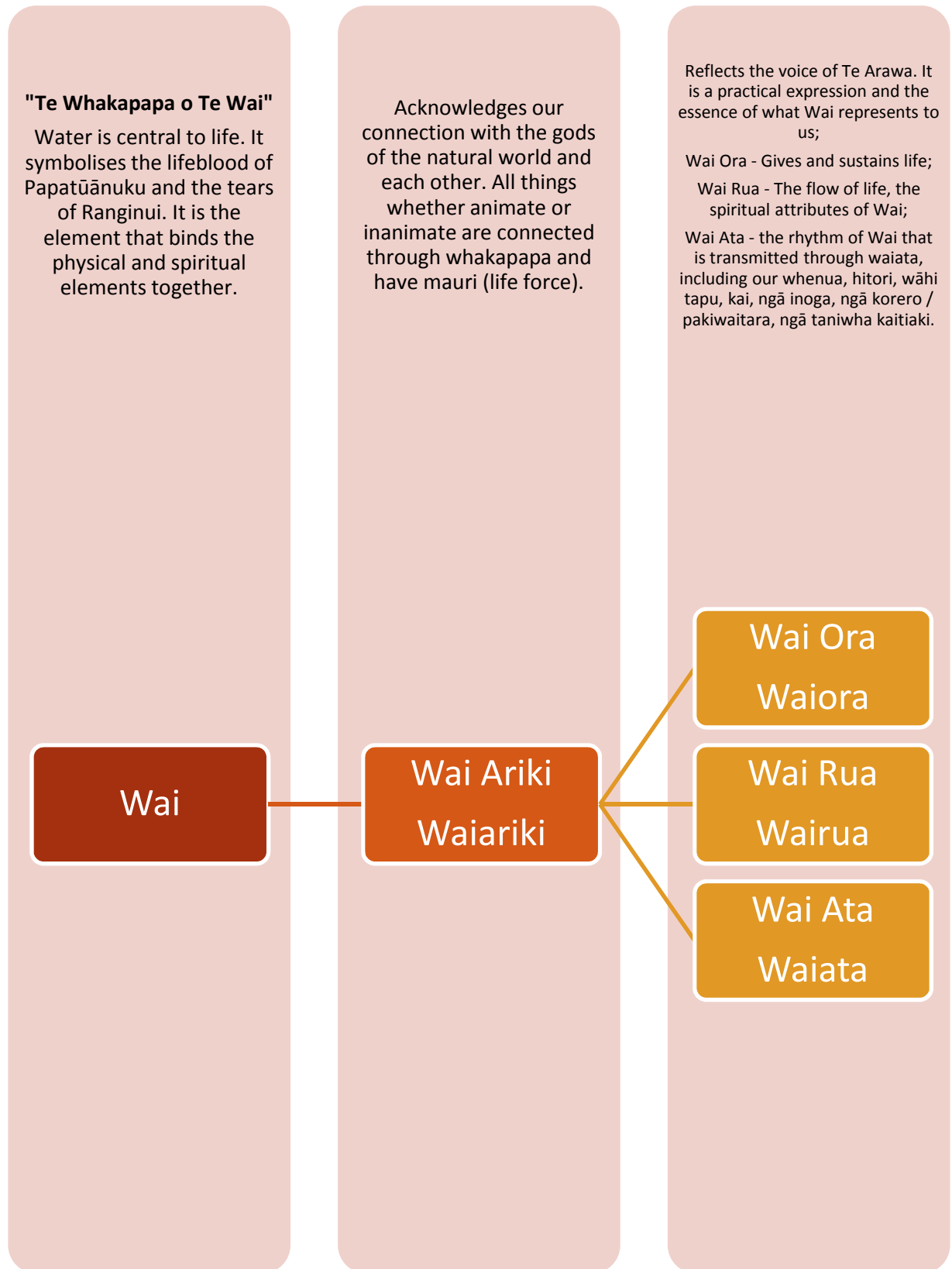
(Essence, life giving)

Encapsulates vitality and liveliness and can attract and deter, as well as be maintained, enhanced and diminished, purely through one's actions, behaviour and conduct. Example: original state of wellbeing is diminishing therefore what ability and added value can we give for it to continue to exist. i.e. Lake health declining.

OUR CULTURAL VALUES – OUR WAY OF BEING

Te Tūāpapa o ngā wai o Te Arawa is our cultural values framework which articulates our long-term aspirations for Ngā roto moana o Te Arawa – Our Lakes. Te Tūāpapa provides the intrinsic link between our wai and ourselves and is the framework to ensure congruency of

our organisation and our people with our Lakes.



OUR PRIORITIES

Our organisation has three priorities and our business plan activity is aligned to our priorities.



TUATAHI – OUR LAKES / NGĀ ROTO MOANA O TE ARAWA

Ngā Roto Moana O Te Arawa is our core business and primary focus.

The guiding values that underpin our environmental work plan originate from Te Tūāpapa o ngā wai o Te Arawa and are linked to our Strategic Action;

*Te mā o te wai e rite ana kia kite i ngā tapuwae a te koura
The quality of the water is such that you can see the footsteps of the koura*

BACKGROUND

Te Arawa Lakes Settlement 2006 achieved the following outcomes for Te Arawa;

- Return of fourteen lakes
- Cultural and commercial redress
- Establishment of the Rotorua Te Arawa Lakes Strategy Group
 - Relationship agreements with Rotorua Lakes Council and Bay of Plenty Regional Council
- Relationship protocols with key ministries;
 - Department of Conservation Protocol
 - Ministry for Primary Industries
 - Ministry of Culture and Heritage
 - Ministry for the Environment

TALT does not receive ongoing sustainable funding to support our legislative requirements. Instead we are self-funded through an annual distribution we receive from Te Arawa Management Limited, our commercial subsidiary.

Our key tasks in relation to our lakes are;

1. Effective representation on the Rotorua Te Arawa Lakes Strategy Group¹;
 - a. Attendance at Rotorua Te Arawa Lakes Strategy Group Meetings
 - i. Submission of reports
 - b. Attendance at Partnership Steering Group (PSG) Meetings
 - i. Submission of update reports
 - ii. Input into PSG agenda topics
 - iii. Input into annual plans
 - c. Attendance at Work Stream Lead meetings

¹ The Te Arawa Lakes Settlement legislation (2006) created a government fund which is used to support the Rotorua Te Arawa Lakes Strategy Group and its annual work plan. The fund was originally \$73mill.

- i. Input into work stream lead discussions which also include;
 - 1. Science Technical Advisory Group
- 2. Refreshing our protocols with;
 - a. Strategy Group Partners
 - b. Government Agencies
- 3. Advocate for Te Tūāpapa o ngā wai o Te Arawa within Strategy Group work programmes.
- 4. Work with hapū to understand and support their aspirations.

LAKES INFORMATION SHEETS

To understand what is required to return our lakes to their pristine condition we undertook an exercise to determine the status of each of our Lakes. The Lakes Information Sheets 2017 were subsequently developed².

Te Arawa Lakes Information Sheets provides useful information about each of our lakes;

- The status of water quality for each lake i.e. is it healthy? Can I swim there?
- The projects, research and monitoring occurring on the lakes.
- The outcomes of the lake research and monitoring.
- The role of the Trust, Bay of Plenty Regional Council and Rotorua Lakes Council with the lakes.

Although we acknowledge the scientific indicators that measure lake health and water quality, we equally value our matauranga Māori measures as outlined in our Te Tūāpapa o ngā wai o Te Arawa.

ENVIRONMENT WORK PLAN 2018 - 2019

Our Environment Work Plan is our internally funded work programme and supports our settlement legislation requirements.

Workplan	Project	Rationale
Statutory Work plan	Resource Consents for Lakes Structures	The Te Arawa Lakes Trust is the owner of the Lake Bed and must give approval for new structures on the lakebed. This activity is partially cost recoverable.
	Cultural mapping project – Existing Structures	Lakes Structures are due to be re-consented. The statutory acknowledgement in our settlement requires TALT input. BOPRC is funding a cultural

² The Lakes Info Sheets are available on our website, <http://www.tearawa.iwi.nz/about/key-documents>

	mapping project to ensure TALT input is provided.
Progressing policy; Review of valuations methodology for Lakes Structures. Complete Iwi Management Plan (IMP)	Revenue to the Lakes Trust from Lakes Structures. Finalise IMP and apply to all resource consent applications.
Mahire Whakahaere and Fisheries Committee	Gazettal of Bylaws to be completed July 2018 as per Fisheries Regulations. Elections of Komiti Whakahaere and additional Poutiriao. Training of Komiti members and Poutiriao in line with Bylaws.
Fishing licenses Distribute Fishing Licenses	Use of settlement funds allocated for the distribution of Fishing licenses.
Protocol agreements and Te Mana Whakahono a Rohe	Via the Settlement there are Protocols to be implemented with MPI, MfE, DOC, MfCH and LINZ. The Partnerships with BOPRC and RLC are also in this work stream and TALT will use the Mana Whakahono mechanism to strengthen this partnership.
Lakes Strategy Programme	Report writing and attendance - RTALSG meetings – Quarterly Report writing and attendance at Partnership Steering Group – every 6 weeks

Each year we have several externally funded projects however as this funding is speculative year on year we do not include those projects in our annual business planning but instead have discreet project plans for each externally funded project.

CONNECTING WITH OUR PEOPLE

BENEFICIARY REGISTER

Te Arawa Lakes Trust has a register of 20,198 beneficiaries.

Our current information system (database) is inefficient and inflexible to meet our current and future needs to connect to our people.

In 2017, we undertook research and evaluated several options that could meet our organisations needs now and into the future. We have selected an information system platform that will not only allow us to keep our beneficiary records up to date but also allow our beneficiaries to update their own data via a beneficiary portal. The deployment of that information system is a major focus for the financial year end 30 June 2019.

The information system we have selected;

- Links to our website so whanau can log in and manage their own information details.
- Allows whanau to self-select activities they would like to be informed about such as;

- Matariki Koeke Ball
- Fishing Licences
- Annual General Meetings
- Te Arawa Climate Change
- Hungatiaki Forum

- Integrates with social media.
- Incorporates project management.

The information management system is flexible enough to integrate several other applications as we grow and develop.

WHĀNAU & HAPŪ ENGAGEMENT

Te Arawa Lakes Trust has valued supporting hapū projects and we will continue in 2018 – 2019.

Our support to hapū will be in varying degrees from simply attending meetings; advocacy; through to full project management.

We are excited to have secured funding to deliver projects that are meaningful for our hapū for the 2018 – 2019 financial year;

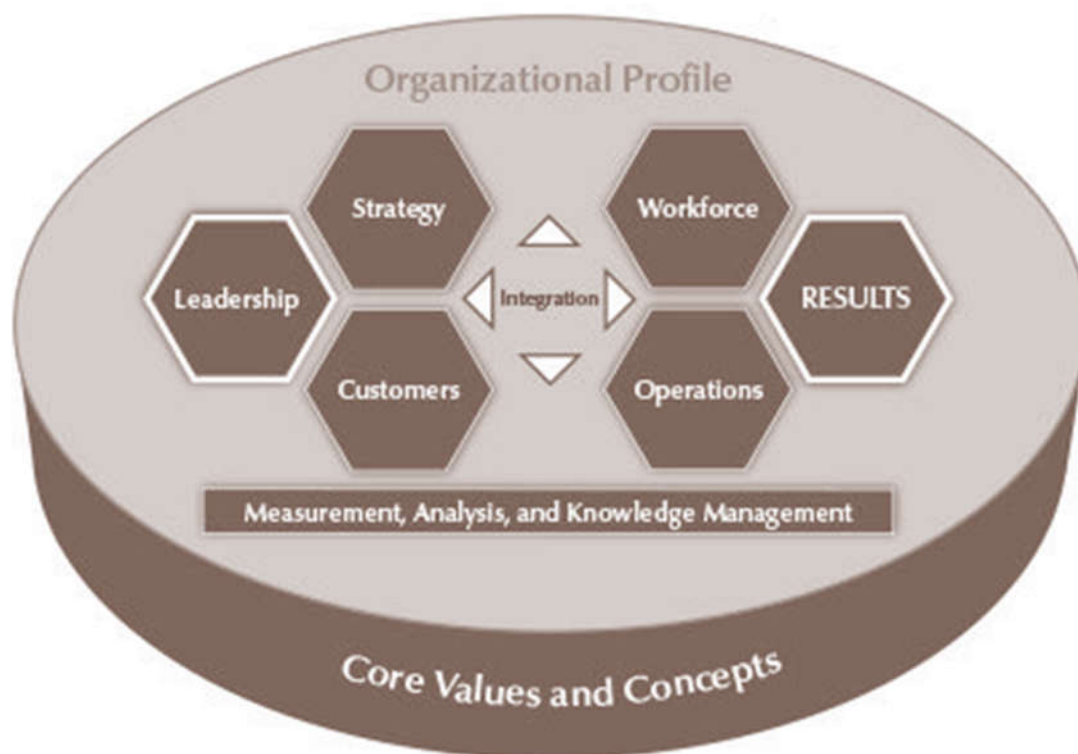
- Vision Matauranga Fund – Climate Change Research Project with Scion
- Waiora Fund – Okataina Baseline Koura Survey
- Bay of Plenty Regional Council – Cultural Health Index (Tarawera)
- Bay of Plenty Regional Council Catfish Project – Fulltime Catfish Coordinator (3 years)

TUATORU – OUR ORGANISATION / RŌPU WHAKAHAERE

OUR BUSINESS MODEL – DEVELOPING ORGANISATIONAL EXCELLENCE

To implement our aspirations for our lakes and our people, the Trust must be fit for purpose. TALT has adopted a performance excellence model that will facilitate holistic organisational growth and development.

CRITERIA FOR PERFORMANCE EXCELLENCE



The Criteria guides TALT towards sustainable world-class business results and is based on business principles that have been proven to work. A key component of the criteria is self-assessment and continuous quality improvement. The criteria are used by thousands of organisations from multiple countries and across numerous industries.

There are seven key focus areas;

1. Leadership;

How our senior leaders' personal actions and our governance system guide and sustain our organisation.

2. Strategy;

How your organisation develops strategic objectives and action plans, implements them, changes them if circumstances require and measures progress.

3. Customers / Whānau;

How we engage our customers (beneficiaries, hapu, key stakeholders) for long-term success, including how we listen to the voice of the beneficiaries, hapu, key stakeholders, build relationships, use customer information to improve and to identify opportunities for innovation.

4. Measurement, Analysis and Knowledge Management;

How our organisation selects, gathers, analyses, manages and improves its data, information, and Knowledge Assets: how it learns; and how it manages information technology. The category also asks how our organisation uses review findings to improve our performance.

5. Workforce;

How our organisation assesses Workforce capability and capacity needs and builds a workforce environment conducive to high performance. The category also asks how our organisation engages, manages, and develops our workforce to utilise its full potential in alignment with our overall business needs.

6. Operations

How our organisation designs, manages, improves, and innovates its products and work processes and improves operational effectiveness to deliver whānau value and achieve ongoing organisational success.

7. Results

What are our organisation's performance and improvement results in key areas - product/services, customer service, workforce, leadership and governance and financial and sector. What are our levels relative to other organisations with similar product/service offerings?

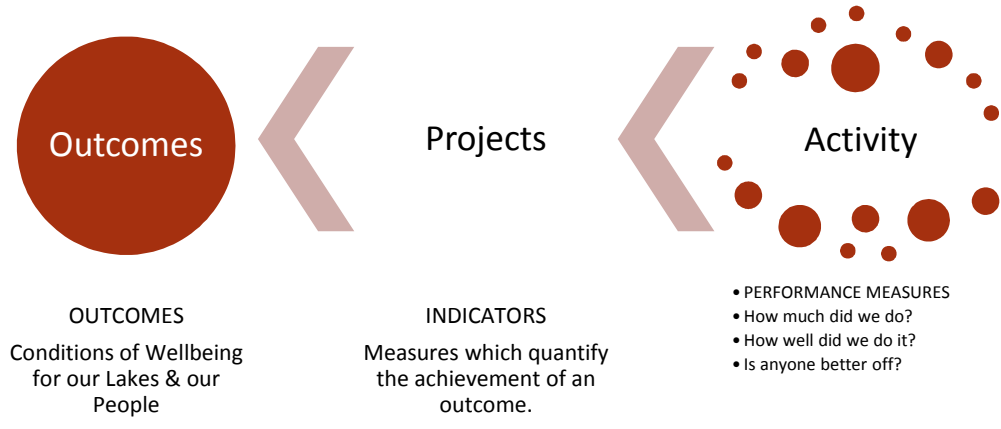
OUR OUTCOMES FRAMEWORK – ENSURING WE MAKE A DIFFERENCE

To complement our business model, we have incorporated an outcomes framework across all of our environmental projects. The outcomes framework we use is Results Based Accountability.

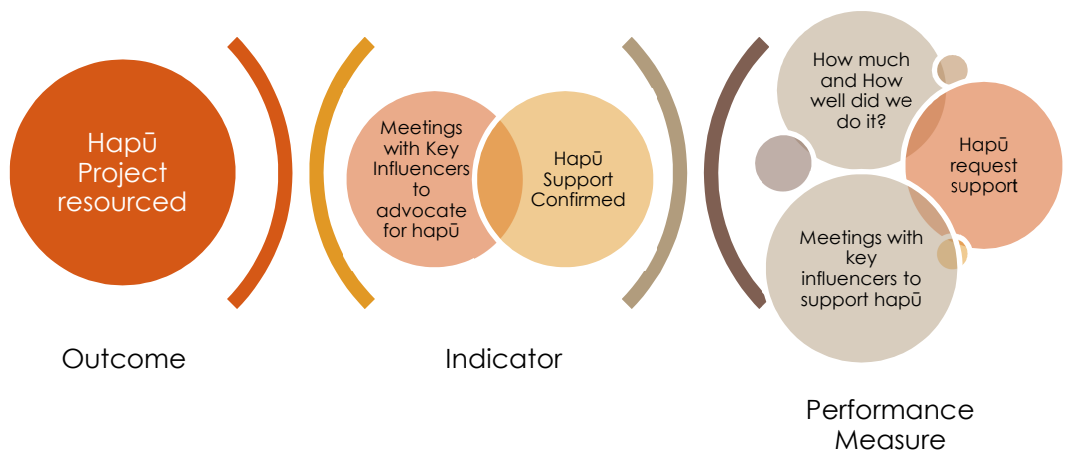
The outcomes framework ensures a clear line of sight from the activity we undertake daily, to the achievement of outcomes for our lakes and our people. Our organisation is

committed to making a difference and focusing resource in areas that produce the biggest impact.

The diagram below demonstrates how Results Based Accountability works



An example of our outcomes framework in action is included below;



OUR WORKFORCE – BUILDING CAPABILITY

To deliver our strategic objectives, we have a highly capable and technical team to implement our work programme.

Although our team has only been together for just over a year they have already made a significant difference in the advancement of our strategic goals.

OUR STAFF

Our office is operated by three full time and one part time staff member.



Karen Vercoe
*Chief Executive
Officer*

Ngāti Pikiao,
Ngāti Makino



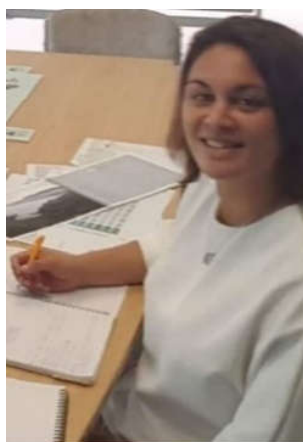
Nicki Douglas
*Environment
Manager*

Ngāti
Rangiwewehi,
Ngāti Whakaue



**Jasmine
Waerea**
*Executive
Support Officer*

Ngāti
Rangiwewehi,
Ngāti Whakaue,
Ngāti Kearoa
Ngāti Tuara



Deliah Balle
*Environment
Project Manager*

Tūhourangi,
Ngāti Pikiao

CONTRACTING ADDITIONAL EXPERTISE

Te Arawa Lakes Trust also contracts several highly qualified and technically skilled Environmental experts to assist with the delivery of our projects.



Dr Ian Kusabs
Ngāti Whakaue



Elva Conroy
Tapuika,
Tūhourangi



Waitiahoaho Emery
Ngāti Pikiao



Joe Butterworth
Tūhourangi

Gina Mohi
Ngāti Rangiwewehi



OUR ANNUAL WORK PROGRAMME

Our work plan is focussed specifically on our three key priorities and links directly back to our business plan objectives;

Te Arawa Lakes Trust Annual Work Programme 2018 - 2019		
Priority / Business Plan Objectives	Summary of Activity	Summary of Key Deliverables
Tuatahi – Our Lakes / Ngā Roto Moana o Te Arawa		
Achievement of Environment Work Plan (Year 2).	Internal work plan completed as planned.	100% of Projects completed on time.
	Externally funded projects achieved as planned.	100% of all projects remain within budget. High hapū satisfaction.
Embedding Te Tūāpapa o ngā wai o Te Arawa within key stakeholder implementation plans.	Rotorua Te Arawa Lakes Strategy Group partners undertake training in Te Tūāpapa o ngā wai o Te Arawa.	BOPRC & RLC staff complete Te Tūāpapa o ngā wai o Te Arawa training.
Commence Mana Whakahono a Rohe	Develop implementation plan for Mana Whakahono a Rohe. TALT to support hapū who wish to commence Mana Whakahono a Rohe.	TALT Implementation plan completed.
Sustainability Funding secured and relationship protocols with Government agencies refreshed.	Protocol agreements refreshed.	100% of meetings with key Ministers completed.
	Sustainability funding request advanced with appropriate Ministers and Ministries.	Action plan developed to advance TALT sustainability.
Our People / Whānaungatanga		
Improvements in beneficiary register accuracy.	TALT Database “cleaned” ready for Elections.	Database meets Electoral requirements.
	Commence migration of TALT database to new CRM.	100% migration of Beneficiary Database to new CRM.
Support 3 Iwi/Hapu	Funded Environment	100% engagement with hapū

environment projects.	projects advanced in conjunction with hapū.	associated with funded environment projects.
Election of Trustees meets required electoral standards.	Election process followed strictly in adherence with Trust Deed and electoral standards.	Election completed to required standards.
Direct engagement with beneficiaries and key stakeholders through various communication channels.	Communications planning undertaken and considers all appropriate communication “channels”.	Beneficiary and stakeholder engagement maintained at current levels and / or increases.
Our Organisation / Rōpu Whakahaere		
5% budget variance of approved annual budget.	Annual budget managed to remain within acceptable parameters. Audit, Finance and Risk oversight continues to support budget management.	Budget actuals consistent with budget forecast.
Coherence of strategy, values and organisation culture.	Coherent group strategy developed through group planning session. Strong group relationships at all levels of the organisation. TALT organisation culture improved.	Completion of Group Strategic Planning. Monthly Chair to Chair Meetings. Improved TALT organisational culture.
Deployment of Information Systems.	Information system deployment commenced.	75% of Information system deployment completed.
Operational efficiencies and effectiveness.	Timeliness of reports.	100% of all Board packs distributed on time.

APPENDIX

TE ARAWA MĀORI TRUST BOARD

The Te Arawa Māori Trust Board was founded in 1924. Although initially founded to manage the annuity received from the NZ Government for the Rotorua Lakes, the Te Arawa Māori Trust Board role was much broader and became the focal entity through which Te Arawa Rangatira from each hapū met to discuss broad ranging tribal issues.

The Te Arawa Māori Trust Board was disbanded upon the successful settlement of the Te Arawa Lakes Treaty claim.

TE ARAWA LAKES SETTLEMENT

SETTLEMENT ASSETS

On 18 December 2004, the Crown and Te Arawa signed a Deed of Settlement for Te Arawa Historical Claims and Remaining Annuity Issues over 14 lakes;

1. Lake Rotoehu,
2. Lake Rotomā,
3. Lake Rotoiti/Te Roto- Whaiti-i-kite-ai-a-Ihenga-i-Ariki- ai- a Kahumatamomoe
4. Lake Rotorua / Rotorua-nui-a Kahumatamomoe
5. Lake Ōkātina / Te Moana i kātina a Te Rangitakaroro
6. Lake Ōkareka
7. Lake Rerewhakaaitu
8. Lake Tarawera
9. Lake Rotomahana
10. Lake Tikitapu
11. Lake Ngāhewa
12. Lake Tutaeinanga
13. Lake Ngāpourī/Opourī
14. Lake Ōkaro/Ngakaro

The settlement was made up of a Redress package consisting of the following:

- the acknowledgements and the apology given by the Crown to Te Arawa of breaches of the Treaty of Waitangi and its principles, negative impact on Te Arawa rangatiratanga over the lakes and their use of resources, failure to review the annuity paid to Te Arawa in the 1922 agreement;

- The Cultural Redress recognizing Te Arawa traditional, historical, cultural and spiritual association with the lakes and title to 13 Te Arawa. Title excludes the crown stratum made up of water column and airspace which will remain in Crown management. The Trust and Rotorua District Council to negotiate an agreement regarding the future of Lake Ōkaro, strategic management of the through Te Arawa membership on the Rotorua Lakes Strategy Group (Te Arawa membership as of right and their permanence), establishment of formal protocols with government agencies and third parties. Settlement also provides for the Te Arawa Fisheries Regulations 2006 to manage non-commercial fishing of certain species;
- the Financial Redress \$2.7million and
- the Annuity Redress \$7.3 million;

ROTORUA TE ARAWA LAKES STRATEGY GROUP

An outcome of the Lakes settlement was the creation of the Rotorua Te Arawa Lakes Strategy Group. The Strategy Group received as part of our settlement \$73mill. This was allocated to specific projects.

Legislation provides for the groups permanence and Te Arawa membership as of right and the groups purpose which is to promote the sustainable management of the Te Arawa/Rotorua Lakes and their catchments for the use and enjoyment of present and future generations, while recognizing and providing for the traditional relationship of Te Arawa with the lakes.

The Rotorua Te Arawa Lakes Strategy Group is made up of two representatives from each of the following bodies: Te Arawa Lakes Trust (formerly Te Arawa Māori Trust Board) Rotorua Lakes Council and Bay of Plenty Regional Council and to be a joint committee under the Local Government Act 2002.

ORGANISATION STRUCTURE

Te Arawa Lakes Trust (TALT) is a post settlement governance entity. Our organisation structure is as follows;

Te Arawa Lakes Trust

Chair - Dr Sir Toby Curtis

Deputy Chair - Lana Ngawhika

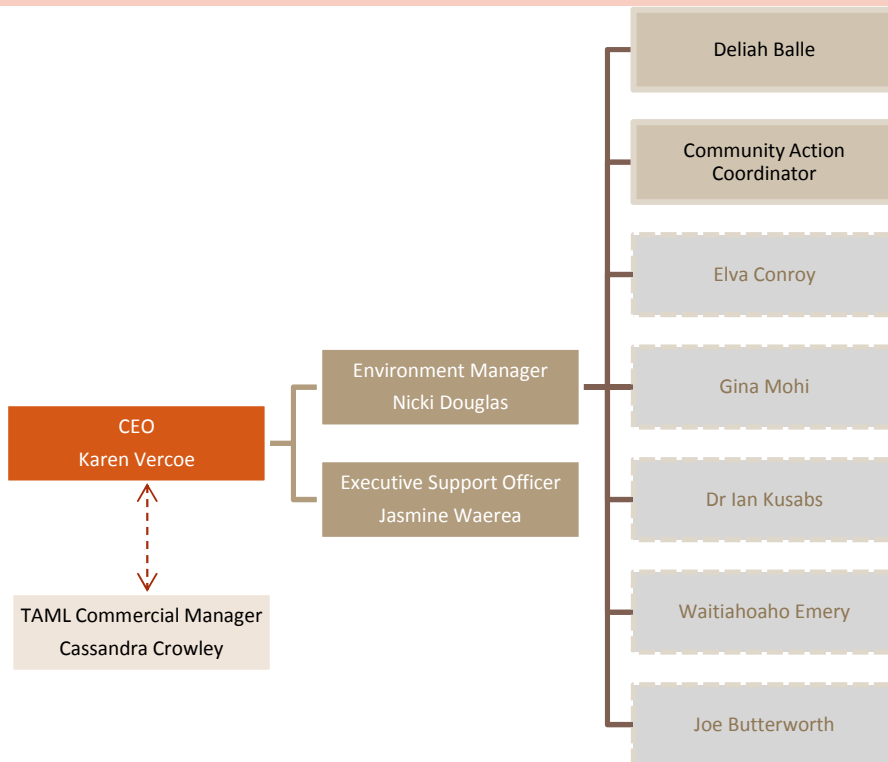
Denise Emery, Geoff Rolleston, Huru Maika,
Raina Meha, Terry Tapsell, Willie Emery, Zalene Douglas

Te Arawa Management Limited

Chair - Mana Newton

David Tapsell, Geoff Rolleston, Lana Ngawhika, Tanira Kingi

TE ARAWA LAKES TRUST ORGANISATION CHART



TE ARAWA MANAGEMENT LIMITED ORGANISATION CHART



EXPLANATION OF TE ARAWA LAKES TRUST TOHU



TE ARAWA LAKES TRUST

The shape is a stylized version of the tapatoru or triangle – regarded as the most balanced and structurally strongest design created by strength through unity.

It is also symbolic of the kuratau – the “V” shaped military formation that Maori warriors formed when confronting the enemy – again signifying strength through unity.

The kowhaiwhai design represents the unified base that is Te Arawa whānui.

The eight black triangles represent and acknowledge the individuality of E Waru Pumanawa o Te Arawa – the eight beating hearts of Te Arawa which in turn represent the main hapu of Te Arawa.

They also depict niho or teeth that can be translated as “biting edge” leadership for Te Arawa.

The 3 waves signify the relationship with the lakes and the three tupuna rohe that make up the new Lakes Trust structure and not forgetting our “links” with the past.

And finally, a jet stream in the wake of Te Arawa progress.

When you combine these elements the tohu represents the Te Arawa people united by the Te Arawa lakes settlement moving forward together with purpose and confidence.