
Tātau Tātau o Te Wairoa Trust

Five Year Strategy

2019-2024

&

Annual Plan

2019-2020



Long-Term Strategic Direction

KIA TUTUKI KI TE WAWATA KĒ TŪ ANŌ O RĀTOU WHĀNAU, HAPŪ, IWI, I RUNGA I O RĀTOU AKE MANA

To realise their dreams for their people to stand on their own authority

Whakataukī

MOEMOEĀ

The Whānau, Hapū and Iwi of Te Rohe o Te Wairoa are: prosperous, healthy and aspirational; proudly identifying and connecting with Te Ao Māori; kaitiaki for a restored natural environment; and informed key decision-makers for our future.

Our shared aspiration for the **future**

OUR PURPOSE

1. **Take ownership** in making decisions that will lead to positive change in the lives of our members.
2. **Influence** our partners and others to contribute actively to the development of Whānau, Hapū and Iwi.
3. Use the collective **representation** of the Kāhui to support the impact and effectiveness of our mahi.
4. Take **responsibility for our economic asset base** for intergenerational benefit.

Our **role** in achieving this vision

A TĀTAU TIKANGA

Rangatiratanga

Sound governance and leadership; lead our people by example

Manaakitanga

Uplift the mana of others through kindness, hospitality and mutual respect

Wairuatanga

Respect and exercise the spiritual dimension of our world: that which is Pono and Tika

Our **values** as we pursue our mahi

Whānaungatanga

Promote our connection to ensure the harmony and solidarity of our people

Kaitiakitanga

Support and promote the protection of our natural environment

POU

Mana Māori

Whānau, Hapū and Iwi have pride in connecting with their identity and are infused with Te Reo, Kawa, Toi and Whakapapa - the four themes of this Pou

Tangata

Our people are educated, prosperous, vibrant, innovative, healthy and at the heart of decision-making for the future.

Taiao

The Whānau, Hapū and Iwi of Te Rohe o Te Wairoa are acknowledged kaitiaki for a restored natural environment, exercising Mātauranga Māori to maintain sustainable land use, flourishing biodiversity and clean streams and rivers.

Te Pātaka

Tātau Tātau o Te Wairoa Directors responsibly oversee a diverse and prospering economic asset base for intergenerational benefit while demonstrating high quality governance and management of the Trust itself.

The **themes** of our work

Scope and value

Tātau Tātau o Te Wairoa Trust moemoeā is that Whānau, Hapū and Iwi of Te Rohe o Te Wairoa are: prosperous, healthy and aspirational; proudly identifying and connecting with Te Ao Māori; kaitiaki for a restored natural environment; and informed key decision-makers for our future.

The strengths we have as a Trust to help bring this vision to life include:

- Our statutory authority as representatives of the Whānau, Hapū, and Iwi of Te Rohe o Te Wairoa
- Our shared Whakapapa, rich with Mana Māori, and strengthened with our human and financial resources
- Our Mana Whenua status as kaitiaki of Te Rohe o Te Wairoa

With these strengths our roles are to:

- Take [ownership](#) of making decisions that will lead to positive change in the lives of our members,
- *Influence* our partners and others to contribute actively to the development of Whānau, Hapū and Iwi.
- Use the *collective representation* of the Kāhui to support the impact and effectiveness of our mahi
- Take *responsibility for our economic asset base* for intergenerational benefit.

Our work programme, prioritisation and decision-making will centre on these strengths and roles. We amplify our outcomes by working in partnership and connection with others.

At the heart of our work lies our values of Rangatiratanga, Whānaungatanga, Manaakitanga, Kaitiakitanga and Wairuatanga.

Four Pou uphold our mahi:

Mana Māori - pride of identity and connecting

Tangata - resilience and wellbeing of the people

Taiao - health of the natural environment

Te Pātaka - wealth and organisational strength of the people

Pou 1: MANA MĀORI O TE ROHE O TE WAIROA

Long term outcome

Whānau, Hapū and Iwi have pride in connecting with their identity and are infused with Te Reo, Kawa, Toi and Whakapapa - the four themes of this Pou.

THEME ONE: TE REO O TE ROHE O TE WAIROA

Strategy

Te Reo will flourish in Te Rohe o Te Wairoa when: it is widely revered and respected; when it is attempted and spoken by everyone everywhere; when Whānau, Hāpu, and Iwi are championing it; and when all schools prioritise it. There are several providers of Te Reo within Te Rohe o Te Wairoa already working to achieve these outcomes. If these providers are empowered and supported, we believe their work will accelerate. It is our role to do this by influencing our partners to ensure Te Reo providers have sufficient resources and power to have real impact.

Goal for Year One

Discovered, learned, planned

Actions to June 2020

1. Complete an inventory of Te Reo providers in Te Rohe of Te Wairoa.
2. Learn about providers' aspirations and needs, strengths and challenges.
3. In collaboration with providers, devise a plan for our influence to foster acceleration of their work.

THEME TWO: KAWA O TE ROHE O TE WAIROA

Strategy

Kawa is held by individual Whānau and Hapū of Te Rohe o Te Wairoa. They lead the discussion and aspirations for their needs; we support them as required.

Goal for Year One

Understand how we can best provide timely, useful support to Whānau and Hapū so their individual Kawa is kept alive through understanding and practice.

Actions to June 2020

Through regular engagement with Whānau and Hapū, learn about their aspirations and needs for their Kawa and devise support as required.

THEME THREE: TOI O TE ROHE O TE WAIROA

Strategy

Carving, Weaving, Kapahaka and other arts and cultural expression are important to the identity of Whānau and Hapū. We will support and uplift the artisans and providers of these Toi and use our influence to empower them and grow their impact

Goal for Year One

Discovered, learned, planned

Actions to June 2020

1. Complete an inventory of providers of Toi in Te Rohe o Te Wairoa.
2. Learn about their aspirations and needs, strengths and challenges.
3. In collaboration with providers, plan our influence with partners and others to provide practical support for Toi providers.

THEME FOUR: WHAKAPAPA O TE ROHE O TE WAIROA

Strategy

Whakapapa is central to our identity. It is the determining factor to become a member of ngā Hapu me ngā Iwi o Te Rohe o Te Wairoa settlement. We estimate there are 35,000 descendents of our Whānau, Hapū and Iwi in Aotearoa and around the world, of which only 8,000 are registered and engaged with us. We aspire to greatly increase the numbers of engaged descendents. The Whānau, Marae, Hapū and Iwi are the repository for Whakapapa so it is through their support and processes that we can meet our shared aspirations. They face challenges to engage and reinvigorate their Uri to re-connect and register with the Trust. At the same time we need to re-build our registry system and database to accommodate increasing numbers and to provide information and future value to all our people.

Goal for Year One

Discovered, learned, planned

Actions to June 2020

1. Discover Kāhui (Whānau, Marae, Hapū and Iwi) needs and interests in re-connecting with their uri.
2. Learn from other Iwi about the registry database and systems they use.
3. Commission a new registry system and database that future proofs our needs
4. Train and enable each of the Kāhui to access and effectively utilise the new system
5. Actively seek opportunities to greatly increase the numbers of engaged descendants of our Whānau, Hapū and Iwi.

1.

Pou2: TANGATA O TE ROHE O TE WAIROA

Long term outcome

Our people are educated, prosperous, vibrant, innovative, healthy and at the heart of decision-making for the future.

Strategy

Housing, health, education, employment and well-being are the core business of our government partners. Their services are currently not successful in Te Rohe o Te Wairoa because they lack a Kaupapa Māori focus and they are not targeted to the specific needs, challenges and advantages of Whānau, Hapū and Iwi. We will work to change the mindset behind these issues, bring rich information and effective strategy to the mahi, and influence our partners for rapid improvement of outcomes. Holding our partners to account will require baseline information for social outcomes, a strategy for change, and a monitoring and evaluation framework that is constantly referred to so we can track effectiveness and correct problems as they arise.

Goal for Year One

Activate our partners to complete the promised Social and Economic Revitalisation Strategy (SERS) for Te Rohe o Te Wairoa and play a prominent role in its research, design, drafting a monitoring and evaluation framework, ensuring a Kaupapa Māori focus and approach.

Actions to June 2020

1. Prompt our partners to commission SERS.
2. Budget and seek funding for an active role for Whānau, Hapū and Iwi in the SERS mahi.
3. Support Whānau, Hapū and Iwi engagement in the SERS process.
4. Ensure Tātau Tātau o Te Wairoa has an overview role in the SERS process.
5. Develop our own strategy for ensuring SERS recommendations are implemented.

Pou3: TAIAO O TE ROHE O TE WAIROA

Long term outcome

The Whānau, Hapū and Iwi of Te Rohe o Te Wairoa are acknowledged kaitiaki for a restored natural environment, exercising Mātauranga Māori to maintain sustainable land use, flourishing biodiversity and clean streams and rivers.

Strategy

Our Whenua, Awa and Moana and the forests, wetlands, productive land and indigenous wildlife that these support are degraded, in turn affecting the people of Te Rohe o Te Wairoa. To restore the Mauri of the Taiao, we must rethink collectively the way we treat the natural world. Our Whānau, Hapū and Iwi have both Mātauranga Māori and status as Mana Whenua to lead and support this collective rethink. For us to be influential in this leadership role, we must first support the Kāhui to write environmental management plans for their rohe. A holistic synthesis of these plans will build an environment management plan for Tātau Tātau o Te Wairoa which we can then use to influence the policies and practices of our partners, landowners and resource users.

Goal for Year One

After designing a collective approach to Kāhui based environmental management planning drawing on examples from other Hapū and Iwi where appropriate, funding is secured to resource each Kāhui to lead environment management plans for their Whānau, Hapū and Iwi.

Actions to June 2020

1. Learn about approaches to environmental management planning from other Hapū and Iwi.
2. Where appropriate draw on these examples to design a collective strategy for Tātau Tātau o Te Wairoa.
3. Exerting influence to initiate an environmental symposium in Te Wairoa.
4. Seek funding to resource each Kāhui to lead environment management plans for their Whānau, Hapū and Iwi.
5. Engage with the tripartite planning process between Hawke's Bay Regional Council, Wairoa District Council and Tātau Tātau o Te Wairoa.

POU4: TE PĀTAKA O TE ROHE O TE WAIROA

Long term outcome

Tātau Tātau o Te Wairoa Directors responsibly oversees a diverse and prospering economic asset base for intergenerational benefit while demonstrating high quality governance and management of the Trust itself.

Strategy

Successful long term oversight of the economic assets on behalf of the Whānau, Hapū, and Iwi requires us to be capable and diligent in financial supervision, impact monitoring, forming quality and trustworthy relationships and knowing how to leverage our collective advantage. We have the skills and focus of our Commercial Board to guide our decision-making but we ourselves need to provide the checks and balances of oversight for these matters. Developing our capability for success in these roles is an important focus of our work. Likewise, efficient and effective governance and management of the Trust's affairs are essential if we are to implement our strategic goals and we set high standards for our performance in these fields.

Goal for Year One

Complete essential set-up steps for the governance and management of Tātau Tātau o Te Wairoa Group including capability assessment and training for Directors and recruiting a General Manager and associated support (including for the Commercial Board).

Actions to June 2020

1. Assess capability requirements of Directors and contract appropriate training.
2. Appoint manager for Tātau Tātau o Te Wairoa Group and support further appointments as necessary.
3. Determine policies and procedures for effective and efficient governance.
4. Design a monitoring and evaluation framework for Tātau Tātau o Te Wairoa Group.