



# *Mahere-ā-tau* *Rua Mano Rua Tekau*

ANNUAL PLAN 2020

# **Whakatakinga** INTRODUCTION

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The Annual Plan for the next year continues to build toward the vision and outcomes described in our strategic Pou.

Outstanding actions have been carried over to complete establishment. The delays in appointing a General Manager and then the isolation due to COVID-19 has impacted progress on last year's annual goals.

However, the effects of a global pandemic on communities and businesses has provided opportunities to revisit how we deliver value to our whānau and kāhui. The capability within our commercial board and our asset preservation policy has stood us well in these turbulent times.

Despite the forecasted economic downturn and social impact of COVID-19 for the next two to three years, our vision and strategy stand as an anchor for recovery and building resilience into the future.



# **Whakapūmau** WHAT REMAINS CONSTANT

Our collective values that we practise:



## **Rangatiratanga**

Collaborative, transparent and sound governance and leadership

## **Whanaungatanga**

Promoting our connection to ensure harmony and solidarity

## **Manaakitanga**

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



## **Tikitanga**

Supporting and promoting the restoration and protection of our natural environment



## **Wairuatanga**

Respecting and exercising the spiritual dimension of our world

The moemoeā for our organisation is a shared aspiration for our beneficiaries:

*“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 kaupapa is to:

- > Responsibly manage our asset base for intergenerational benefits
- > Ownership of decisions that lead to positive change
- > Partner with people that contribute to the development of whānau, hapū and iwi
- > Utilise our collective of kāhui for greater impact

Our aspirations are ambitious and wide-reaching, encompassing economic, social, cultural and environmental goals. These form the core themes, or strategic Pou, which are integrated across our planning processes.



## **Mana Māori**

Pride of identity and connection



## **Tangata**

Resilience and wellbeing of the people



## **Taiao**

Health of the natural environment



## **Te Pātaka**

Wealth and organisational strength of the people



## IN SUMMARY, WE MUST:

- > Continue to develop our relationships at a local and national level to further our strategic aims
- > Maximise local investment opportunities within our Statement of Investment Policy and Objectives (S IPO) that lead to direct social benefits such as jobs and housing for whānau
- > Identify ways in which we can involve our rangatahi to ensure we utilise their talents and potential
- > Build a strong digital platform to engage our whānau and stakeholders ensuring decisions are targeted for greater impact
- > Ensure we take advantage of new legislation particularly around our environment, so that the needs and aspirations of the iwi and hapū o Te Wairoa are clearly articulated within regulation and policy

# Whakamahi

## WHAT WE NEED TO WORK ON

POU	GOAL FOR YEAR	ACTIONS	INDICATOR	DUe DATE
<b>Mana Māori</b>  PRIDE, IDENTITY AND CONNECTION	1 Te Reo discovered, learned and planned	1 Hold wānanga with each kāhui to identify reo capability and aspirations of whānau 2 Develop and present plans to kāhui and a consolidated plan for Tātau Tātau o Te Wairoa (TToTW)	Number of whānau engaged Plan completed	Mar 2021 Jun 2021
	2 Develop kāhui and TToTW plan for kawa	1 Reconvene kaumātua council 2 Engage with kāhui, whānau and hapū to identify their aspirations for their kawa 3 Agree a plan and identify resource	Terms of Reference approved Plan completed	Sep 2020 Jun 2021
	3 Design a digital solution for whānau to engage with TToTW	1 Discover kāhui (whānau, marae, hapū and iwi) needs and interests in re-connecting with their uri via digital platform/registration database. 2 Work with the IT advisory group to develop a technical specification for procurement. 3 Design a plan to greatly increase the numbers of engaged descendants of our whānau, hapū and iwi.	Whānau insight report completed Training completed Marketing plan completed	Oct 2020 Jun 2021 Jun 2021
<b>Tangata</b>  RESILIENCE AND WELLBEING OF THE PEOPLE	1.1 Implement the Social and Economic Revitalisation Strategy (SERS)  1.2 Budget and seek funding for an active role for whānau, hapū and iwi in the SERS mahi.  1.3 Define the role of kāhui (whānau, hapū and iwi) and TToTW in the SERS framework.  1.4 Develop policy that supports collaboration between TToTW, kāhui and government partners to implement the SERS.  2 Develop housing strategy for Wairoa.	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 Define the role of kāhui (whānau, hapū and iwi) and TToTW in the SERS framework 4 Develop policy that supports collaboration between TToTW, kāhui and government partners to implement the SERS  1 TToTW engaged in developing strategy for Wairoa 2 Investigate opportunities with kāhui for housing on DSPs	SERS agreed with government Local engagement agreed	Dec 2020 Mar 2020 Mar 2021
<b>Taiao</b>  HEALTH OF THE NATURAL ENVIRONMENT	1 Establish a collective approach to protect our environment	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 TToTW 3 Seek funding to resource each kāhui to lead environment management plans for their whānau, hapū and iwi 4 Engage with the tripartite planning process between Hawke's Bay Regional Council, Wairoa District Council and Tātau Tātau o Te Wairoa	Environmental strategy agreed Kāhui receive resources to engage in planning Tripartite visible in planning documents	Dec 2020 Mar 2021 Dec 2020

# Whakamahi

WHAT WE NEED TO WORK ON

POU	GOAL FOR YEAR	ACTIONS	INDICATOR	DUe DATE
<b>Taiao</b>  HEALTH OF THE NATURAL ENVIRONMENT	2 Appoint trustees to the Matangirau Reserve	1 Design position description and selection process 2 Recruit, interview and appoint	3x positions filled	Dec 2020
	3 Roll-out programme to capture kōrero about places within our rohe	1 Review Te Urewera process of capturing kōrero to design programme 2 Develop schedule of wānanga for rohe and identify stakeholders 3 Identify research resource to support programme 4 Implement appropriate ethical and consent processes for access, sharing and storage of information	Programme developed Wānanga delivered for each kāhui	Jun 2020
<b>Te Pātaka</b>  WEALTH AND ORGANISATIONAL STRENGTH OF THE PEOPLE	1 Complete essential set-up steps for the governance and management of the group	1 Assess capability requirements of Directors and contract appropriate training 2 Determine policies and procedures for effective and efficient governance	Professional development plan agreed Policy manuals established	Dec 2020 Mar 2021
	2 Develop research and evaluation capability for the group	1 Design a monitoring and evaluation framework for TToTW group 2 Investigate opportunities to partner with research institutes	Confirm initial research partners	Jun 2021
	3 Design and implement a CRM system for the group that holds all of our data	1 Engage stakeholder groups to assess their requirements for information and best experience 2 Establish IT advisory group and data governance group 3 Design IT architecture to procure system 4 Identify and implement solution/s 5 User test, iterate and implement new system	User requirements identified CRM implemented	Oct 2020 Jun 2021
	4 Horticultural strategy developed to maximise Māori land	1 Strategy developed with group 2 Kāhui DSPs engaged through Joint Entities 3 Land advisory services established in Wairoa with partners 4 Trial Orchard established 5 Initial commercial partners agreed 6 Communication plan for horticulture	Horticulture Strategy completed PGF application contracted	Oct 2020 Dec 2020
	5 Develop a strategic communications plan that informs beneficiaries of our work	1 Develop a strategic communications plan 2 Ensure that themes align with our strategic pou 3 Transition content development to local provider	Plan completed Agreement signed with new provider	Oct 2020 Dec 2020
	6 Complete Deferred Selection Property (DSP) process with kāhui and the Crown	1 Coordinate valuations for DSPs 2 Support kāhui to form joint entities 3 Work with commercial board to identify opportunities with DSPs	DSP timeframes met	Jun 2021