

## Muaūpoko Tribal Authority Board Strategic Planning

### Introduction

The 2014-2020 Strategic Plan maps out the steps and priorities of the Muaūpoko Tribal Authority towards completing the journey of the Muaūpoko 2020 vision (Kia hono kia tu kaha Muaūpoko).

Those tasked with the primary responsibility to meet the objectives of the 2020 plan (the Muaūpoko Tribal Authority Board) have produced this “**blueprint for action**” in a planned and structured way to better define what success looks like. The plan is also intended to give Muaūpoko tribal members a clearer picture of how the MTA intends getting there and the direction that the MTA Board is intending to take.

Responsibility for achieving the 2020 vision does not rest solely with the MTA Board. The Blueprint for Action enables us to identify where tribal members, stakeholders and others can support our journey.

The Blueprint for Action will be supplemented by a series of detailed annual business plans, developed by management, for each 12 month period setting out the operational management goals and tasks required to deliver on the MTA’s strategic priorities.

Since embarking on the 2020 journey the MTA has undertaken significant change. It is now part way through Treaty negotiations and aims to soon secure a Treaty settlement on behalf of all Muaūpoko people. We need to be prepared to meet the new challenges and opportunities in order that the present generation can build and prepare for the future generations to come.

### MTA Board Strategic Planning Process

The MTA undertook a planning day on Saturday 30 August 2014 through a facilitated workshop. There was a full compliment of Board members present at the workshop.

A copy of the workshop agenda is attached at **Appendix B**.

The purpose of the work shop was to:

*“Identify the MTA Board’s strategic priorities to achieve the 2020 vision”*

### Revisiting 2020 Vision

The Board first revisited the 2020 vision to check their collective understanding of what the 2020 vision statement means for the current team of governors of the MTA Board.

***“Kia hono kia tu kaha Muaūpoko” – Unite stand strong Muaūpoko***

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The prevailing line of thought was that this phase is a call to action: a call for Muaūpoko to be united and to do it with pride.

### Reflecting on how well we are doing

The Board then reflected on all 10 strategic objectives in the 2020 Plan to consider:

- How well are we performing?
- What could we do better? and
- What would we like to see happen next?

Participants decided to group the 2020 strategic objectives into logical group areas as there appeared to be an overlap across many of the strategies. These were put into the following groups:

- Cultural;
- Infrastructure;
- Assets and environment; and
- Hauora.

### General themes and priorities emerged from this discussion:

- While much has been done there is a lot yet to do.
- We need to leverage partners and collaborate with others.
- Succession planning and building people capacity.
- We need to undertake a further stocktake with particular focus areas on particular aspects of MTA business (e.g. prioritising stakeholders – who, why, value add?)
- Building strong foundations - MTA is undertaking a pathway of improvement following the Tā Wira Gardiner independent review in 2013 (including this strategic planning exercise).
- Meaningful monitoring of performance – what does success look like?
- Education is paramount.

### Priority areas:

- Wānanga initiatives (te reo, waiata, whakapapa, kawa me ngā tikanga Māori) and particularly for our paepae to strengthen this area
- Stakeholder plan
- Water take/land utilisation initiatives
- Muaūpoko education strategy
- Defining our organisational values
- Strengthening financial position

Detailed notes of the workshop discussion have been recorded.

**Appendix A** sets out the Strategic Plan 2014-2020 drawing from the various contributions of Board members through the Workshop.

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<b>Muaūpoko Tribal Authority Strategic Plan 2014-2020</b>			
<b>2020 Vision</b> <i>“Whakahono Kia Tu Kaha Muaūpoko – Unite, stand strong Muaūpoko”</i>			
<b>MTA Board Strategic Priorities</b>	<b>Tactical Plan (key actions)</b>		
	<b>Y1</b>	<b>Y2</b>	<b>Y3+</b>
<p><b>Cultural</b> <i>Muaūpoko reo, tikanga, waiata and heritage are preserved and maintained for future generations</i></p> <p><b>Experience: All Muaupoko whanau are; Citizens of the world. Whānau are culturally connected and confidently engage as active participants in their communities. Whānau embrace and influence the challenges of modern day change.</b></p> <p><b>Indicators: Te reo Maori rates (census) Iwi affiliation rates (census) Participation in iwi/hapu wānanga (attendance register or evaluations)</b></p>			
1. Support hapū cultural revitalisation initiatives.	- Identify, and seek to provide support for, at least two hapū or marae-led initiatives with a view to promoting wider access and participation of whānau (e.g. waiata, kaikaranga,	Support to tell Muaūpoko’s story by undertaking a comprehensive research project that reviews and publishes a document offering	- Extend research project to investigate further into the history of Muaūpoko prior to 1840.

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	whakapapa, tikanga etc).	evidence, stories and history referred to by Muaūpoko during Treaty hearings and negotiations.	
2. Strengthen the paepae on Muaūpoko Marae.	<ul style="list-style-type: none"> <li>- Convene a wānanga of hapū members who are active on each marae and who are committed to strengthening knowledge of whaikōrero, karakia, whakapapa and kawa to share their knowledge with the next generation of Muaūpoko practitioners.</li> </ul>	<ul style="list-style-type: none"> <li>- Expand support to wider participation in wānanga targeting rangatahi.</li> </ul>	<ul style="list-style-type: none"> <li>- Support programmes to accelerate proficiency of Te Reo Maori amongst Muaūpoko iwi and to uplift Muaūpoko paepae.</li> </ul>
3. Develop and maintain a sustainable hapū funding Programme.	<ul style="list-style-type: none"> <li>- Develop funds distribution strategy and procedures.</li> <li>- Distribute funding to hapū to support their cultural revitalisation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>- On-going</li> </ul>	<ul style="list-style-type: none"> <li>- Implement hapū distribution strategy from Treaty settlement package.</li> </ul>
4. Develop leadership opportunities for rangatahi.	<ul style="list-style-type: none"> <li>- Convene a rangatahi reference group to participate in Treaty settlement workshops.</li> </ul>	<ul style="list-style-type: none"> <li>- Support and engage rangatahi reference group to develop submissions to MTA on tribal issues of interest</li> </ul>	<ul style="list-style-type: none"> <li>- Create two opportunities each year for rangatahi to wānanga to discuss, plan and implement</li> </ul>

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		to rangatahi.	initiatives for Rangatahi.
5. Support Muaūpoko day celebrations (Waitangi day).	- Build on success of previous Waitangi Day celebrations.	- Stage other Iwi festival celebrations bringing whānau together.	- On-going.
<p><b>Infrastructure</b>  <i>Robust Iwi and hapū structures that best serve Muaūpoko interests</i></p> <p><b>Experience: All Muaupoko whanau are; Whānau who have access to the necessary resources required to meet their aspirations and realise their full potential. Whānau have confidence in their representatives and actively support each other and are respected and valued.</b></p> <p><b>Indicators: Participating in iwi/hapū events and hui (attendance register, evaluations)</b></p>			
1. Continue to strengthen MTA governance and operational capacity, systems and procedures.	<ul style="list-style-type: none"> <li>- Implement all SGM resolutions as per Ta Wira recommendations including constitutional amendments to reduce Board size from 14 to 7.</li> <li>- Develop clear governance roles and build internal and external people capacity for high quality governance.</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake induction for all existing Board members and apply to any new incoming Board members.</li> <li>- Subject to ratification by Muaūpoko members adopt the new PSGE legal structure and confirm transitional</li> </ul>	<ul style="list-style-type: none"> <li>- Review strategic policy and planning for all development sectors.</li> <li>- Work with directors of subsidiary companies to develop consistent strategies to the group direction.</li> </ul>

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	<ul style="list-style-type: none"> <li>- Carry out a review of MTA governance policies, delegations, risk management strategy and other governance procedures and compile a comprehensive MTA governance handbook and induction process.</li> <li>- Review and actively monitor annual operational plans.</li> <li>- Issue letter of expectation to subsidiary directors.</li> <li>- In consultation with Iwi members, develop Post Settlement Governance Entity structure as part of Treaty settlement negotiations.</li> <li>- Present MTA Strategic Plan at general meeting of members.</li> </ul>	<p>programme (governance, subsidiaries, assets, tax, organizational design).</p> <ul style="list-style-type: none"> <li>- Review strategic priorities and annual plan (on-going).</li> </ul>	
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<p>2. Support the establishment of robust hapū structures.</p>	<ul style="list-style-type: none"> <li>- Develop a suite of governance resources (guidelines, policies, procedures etc) that hapū may wish to use</li> <li>- Develop governance incubator programme to up skill whānau for governance roles</li> </ul>	<ul style="list-style-type: none"> <li>- Work with hapū to aid in their development of robust structures.</li> <li>- Support hapū through communications, elections, member register development</li> </ul>	<ul style="list-style-type: none"> <li>- Work with hapū to develop sector strategies (e.g. health, education, environmental, Te Reo etc)</li> </ul>
<p>3. Build strong communications with members.</p>	<ul style="list-style-type: none"> <li>- Use MTA website to provide regular, up to date and relevant information to members.</li> <li>- Publish two newsletters per annum.</li> <li>- Publish a quarterly electronic newsletter.</li> <li>- Continue to develop robust communications strategy and implement through various media (e.g. Muaūpoko panui, social media etc).</li> </ul>	<ul style="list-style-type: none"> <li>- On-going as per y1.</li> </ul>	<ul style="list-style-type: none"> <li>- On-going as per y1.</li> </ul>

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	<p>Bring Iwi together at least two times per year in a forum to discuss and consult on key subjects areas/issues.</p>		
<p style="text-align: center;"><b>Assets and Environment</b></p> <p style="text-align: center;"><i>Regain ownership and kaitiakitanga of key Muaūpoko assets and natural resources to protect these for future generations</i></p> <p><b>Experience:</b> In their own right Muaūpoko whānau and also as part of hapū and iwi, exercising mana whenua by protecting their values and by accessing and developing their assets and resources. They enjoy the same rights as others in the community. Whānau are empowered through rich information which creates opportunities for social, cultural and economic success. Whānau are proud and strive for excellence. Whānau exercise autonomy and influence over their political environment. Whānau are independent and financially sound. They have the skills, knowledge and literacy to make informed choices.</p> <p><b>Indicators:</b> Employment rates (census)          Education rates (census)          Household income rates (census)          Achievement of MOU/MOP with local authorities (minutes, agenda, correspondence)</p>			
<p>1. Contribute to and leverage with existing initiatives and/or relationships aimed at protecting and enhancing Muaūpoko natural resources and the environment.</p>	<ul style="list-style-type: none"> <li>- Take an active role in resource consent applications affecting Muaūpoko taonga through working relationship with local authorities.</li> <li>- Partner with and provide</li> </ul>	<ul style="list-style-type: none"> <li>- Implement Treaty settlement redress options aimed at improving and maintaining Muaūpoko environmental interests.</li> </ul>	<ul style="list-style-type: none"> <li>- On-going as per y2.</li> </ul>

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	support to Lake Horowhenua Accord and Lake Trustees initiatives.	- Adopt formal agency protocols with key central and local government organisations (e.g. the Department of Conservation, Ministry for the Environment, Horizons Regional Council, Horowhenua District Council).	
2. Work with hapū to develop an environmental strategy.	<ul style="list-style-type: none"> <li>- Perform an environmental scan of the Horowhenua rohe.</li> <li>- Launch an Iwi environmental policy statement.</li> </ul>	- Implement the environmental planning process with a focus on hapū kaitiakitanga goals and aspirations.	- Launch the environmental strategy and implement environmental programmes with hapū.
3. Grow and protect Muaūpoko asset base.	<ul style="list-style-type: none"> <li>- Grown portfolio of social services to grow income streams for further investment.</li> <li>- Treaty settlement negotiations</li> </ul>	<ul style="list-style-type: none"> <li>- Treaty settlement assets – develop robust policy to protect and develop legacy assets for future generations.</li> <li>- Develop smart investment portfolio to</li> </ul>	

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	<ul style="list-style-type: none"> <li>- Bring together Muaūpoko land trusts for land development for economic sustainability and autonomy.</li> </ul>	grow assets over time.	
<p><b>Hauora</b>  <i>The health and wellbeing of our people is paramount</i></p> <p><b>Experience: Muaupoko whanau actively supporting each other and are respected and valued. Whānau live in a safe and violence free environment. Whānau have all the necessary resources required to meet their needs and aspirations and realise their full potential.</b></p> <p><b>Indicators: Education rates (census)          Employment rates (census)          Health – ambulatory services (health)</b></p>			
1. Develop a comprehensive Iwi health and wellbeing strategy.	<ul style="list-style-type: none"> <li>- Continue developing a comprehensive understanding of Iwi health and wellbeing profile.</li> <li>- Undertake development of a hapū focussed Whānau Ora strategy linking in existing health initiatives run by MTA.</li> <li>- Link with existing Māori</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to implement plans developed hapū focussed Whānau Ora strategy.</li> <li>- Grow and deliver new health and well-being programmes within this strategy (on-going).</li> </ul>	- (On-going).

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	providers and access other sources of funding.		
<b>Generic</b>			
<p><b>Experience:</b> All Muaupoko whanau are; Positively profiled through strong and informed leadership. Represented through positive role models and have confidence in exercising mana whenua by protecting iwi values and by accessing, supporting and developing iwi assets and resources.</p> <p><b>Indicators:</b> Participation in hapu/iwi hui (attendance register, evaluations)</p>			
1. Represent Muaūpoko interests at local and national forum and ensuring always that the mana of Muaūpoko is upheld.	- Continue representation on forum that may have a bearing, influence of relevance to Muaūpoko interests.	- On-going.	- On-going.
2. Continue to develop and maintain relationships with other Iwi, stakeholders, government agencies and private sector organisations that enhance the ability of Muaūpoko to achieve its 2020 vision.	- Undertake a stakeholder stocktake to better understand who the relationships are with, what value add they bring to Muaūpoko and where any gaps exist.	- On-going.	- On-going.