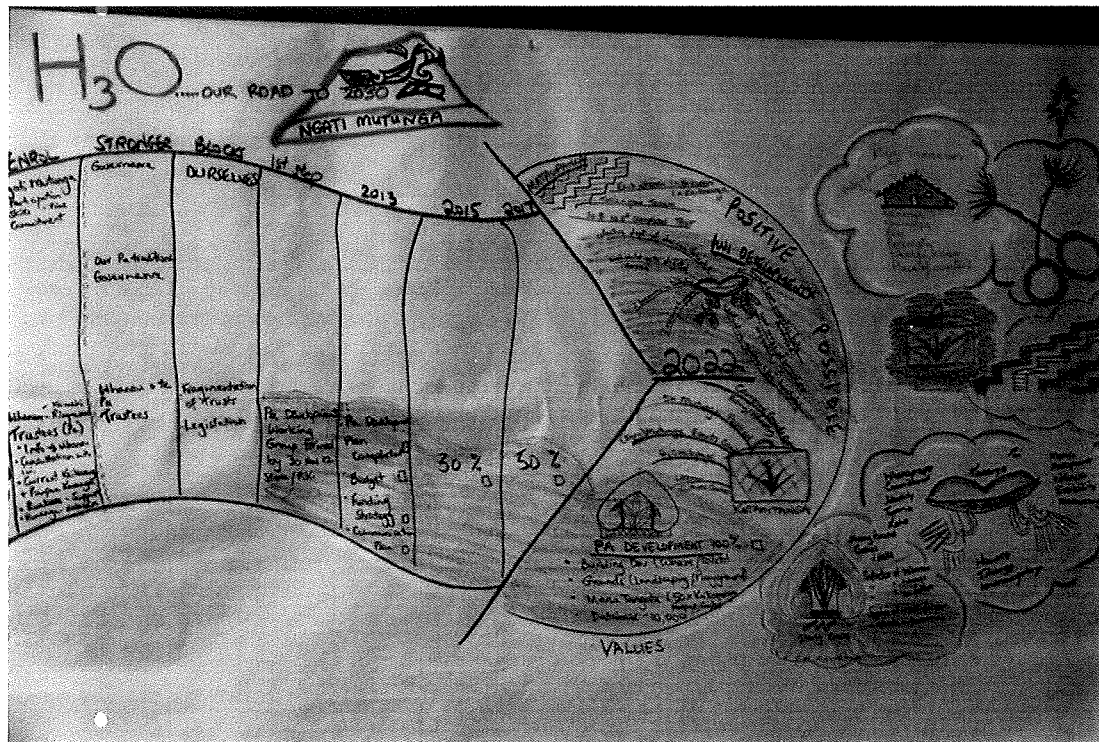


'H₃O ... our road to 2030'

Urenui Pa Trustees Strategic PATHway Plan November 2012



Report prepared by: Colleen Tuuta
September 2012

The Executive Summary

This strategic PATH plan has been developed specifically for the Urenui Pa Trustees for and on behalf of the whanau and iwi of Ngati Mutunga.

The purpose of the strategic PATH plan document is to assist the Pa Trustees with their legally mandated Governance roles and responsibilities as Trustees of Urenui Pa as prescribed by the Te Ture Whenua Act 1993 and specifically the Maori Reservations Regulations 1994.

This strategic PATH plan will also inform key stakeholders such as Government agencies, potential project partners and community collaborations as well as whanau and iwi of their strategic intents and aspirations.

Methodology

Twenty eight whanau iwi members collectively participated in the two days of planning hui. Tamariki were also involved at various times as well.

The first planning hui was held on 25 August 2012 and the second planning hui was held on the 22 September 2012 and both were held at the Urenui Pa.

The Planning Tool

The PATH standing for "Planning Alternative Tomorrows with Hope" - is a planning tool that was imported from Canada to Aotearoa in 2000. Kataraina Pipi is a certificated Trainer and Facilitator of the PATH and has used the tool with over a hundred organisations, whanau, individuals, and couples around Aotearoa.

Kataraina was approached to co-facilitate with Colleen Tuuta - an iwi member of Ngati Mutunga and also a trained facilitator of the PATH planning tool.

The success rate of the PATH is very high as it is not a linear text intensive document.

The PATH is a bright and colourful large wall chart that is designed to be on your wall so that you see it everyday and are motivated by it as you walk by it every day or each time you revisit it.

The Name: H₃O - our road to 2030

The name is a clever play on H₂O - the scientific descriptor for water. The H₃O - encapsulates the Highway 3 that our Marae's physical location is on. The '30' also relates us to our vision and dreams set in 2030 - and since we have done a PATH it was related to our 'road' and we are back on our Highway 3 again.

The Strategic PATHway Plan - 2012-2030

There are seven steps to the PATH -

- The Dream (2030)
- The Strategic Goals (2022)
- Positive and Possible,
- The Now,
- The Strengths,
- Enrolling help,
- Blocks,
- First Steps and three timelined growth steps.

The PATHway forward starts with the dreams and aspirations of the whanau set out at 2030. This captures the thinking of our participants 28 years into our future.

The Dreams and Aspirations - 2030

- **The Kete and the Harakeke:** Symbolising the Whanau. The whanau is at the heart of all that we do.
- **The Poutama:** The stairway symbolising that there are many ways to achieve different kaupapa. Every step can be different.
- **The Mango Pare:** The arrow-head symbolising strength, vibrancy and stability. A whare representing our 'building' and strengthening of ourselves. The harakeke - the mother, father and child.
- **Mahi Tamariki:** Our tupuna whare is our taonga. This is Ngati Mutunga - Rangatira have come from this place - it is our wananga space.
- **The Poi Poi:** The Poi symbolising our centre of knowledge, creative development, te reo rangatira, tikanga and the holder of our stories
- **Ta Moko Kauae:** symbolising an outward expression of moko, mokopuna, wairua, visibility, tikanga, poi, karanga, whakapapa, matauranga, commitment, identity, tupuna, strength, hauora, whanaungatanga and much much more.
- **The Koru:** A living, thriving community at our Marae.

Our Values:

- **Wakapapa**
- **Tikanga**
- **Manaaki Whenua - Manaaki Tangata**
- **Wananga**
- **Matauranga**
- **Kotahitanga**
- **Toi Ora**
- **Rangatiratanga**

The Strategic Goals - 2022

There are four prioritised Strategic Goals:-

- 1 **Matauranga Maori/Mutunga** - Our knowledge base
- 2 **Pa Development** - The custodianship of our Pa
- 3 **Kotahitanga** - our inter-connectedness
- 4 **Iwi Development** - is at the heart of all that we do

Strategic Goal 1: Te 'Matauranga'

That by 2022 we have:

- Each whanau has 1 kaikaranga and 1 kai whaikorero
- TOONM - 2 x per year
- 10 women and 10 men completed TROT Advanced te reo programme

SG1- ACTION PLAN 1

Each Whanau has 1 kaikaranga and 1 kai whaikorero

FIRST STEP	2013	2015	2017
That 15 whanau have been identified by 1 January 2013	Phase 1 completed	Phase 2 completed	Phase 3 completed

Reference people: Marnie Rheinfeld and Colleen Tuuta - they met within 24 hours and agreed to meet after the school holidays - which is after 15th October 2012.

SG1 -ACTION PLAN 2

Te Wananga o Ngati Mutunga - 2 x per year

FIRST STEP	2013	2015	2017
That a Wananga Plan has been completed by March 2013	2 Wananga completed	6 Wananga completed	10 Wananga completed

Reference persons are: Awhina Cameron, Te Waka.

sg1 - ACTION PLAN 3

10 Women and 10 Men completed Te Reo o Taranaki (Advanced)
by December 2012

FIRST STEP	2013	2015	2017
That a Stocktake is completed by December 2012	2 persons have been identified as a kaikaranga and a kai whaikorero	3 persons have been identified as a kaikaranga and kai whaikorero	5 persons have been identified as a kaikaranga and a kai whaikorero

Reference persons: Matehuirua, Hinemoana, Te Rangitutahi (Debbie)

Strategic Goal 2: 'Pa Development'

That by 2022 we have:

- Pa Development Plan completed and implemented
- Governance Training for all Pa Trustees
- 50 Kaikaranga. 50 Kaikorero, 50 kaimahi for our Marae

SG 2 -ACTION PLAN 1

Each Whanau has 1 kaikaranga and 1 kai whaikorero

FIRST STEP	2013	2015	2017
Get a Pa Development Working Group established	Pa Development Plan completed and approved by Pa Trustees	Phase 2 Implementation	Phase 3 completed
Research Charitable Orgn.	Draft Budget completed and approved by Pa Trustees	50% completed	80% completed
	Draft Funding Strategy completed and approved by Pa Trustees	Monitor Evaluation Review	Monitor Evaluation Review

Reference people: Steve and Piki - other interested helpers: Debbie, Tania, Matehuirua and Miriama.

SG2 - ACTION PLAN 2

Governance Training for all Pa Trustees

FIRST STEP	2013	2015	2017
Working group formed for Governance Training for Pa Trustees	2 x Gov. Training Needs Analysis completed by Pa Trustees		
SWOT analysis of the Pa Trustees	SWOT analysis completed		
Completed Draft Charter for Pa	Draft Governance Training Calendar completed and approved by Pa Trustees		
Te Reo me ona tikanga training	Draft Charter completed and approved by Pa Trustees and Iwi. Develop Systems and Processes by Pa Trustees 3 Pa Trustees learning Te Reo me ona tikanga		

Reference People: Steve McClutchie, Piki Raumati and Colleen Tuuta

SG2 - ACTION PLAN 3

We have 50 kaikaranga, 50 kai whaikorero, 50 kaimahi at our Marae

FIRST STEP	2013	2015	2017
Establish a working group	Stage 1	Stage 2	Stage 3
Create a PATH for this strategic Goal	Implementation 30% completed	Implementation 60% completed	Implementation 90% completed
PATH presented to Iwi meetings (ongoing)	Presented to Iwi meetings (ongoing)	Monitor Evaluation Review	Monitor Evaluation Review
A Gift Register developemt and being fully utilised			
Recruit 'Pa Proud-Pa Power'			

Reference people: Awhina, Debbie and Colleen

Strategic Goal 3: 'Iwi Development'

That by 20222 we will have:-

SG3 - ACTION PLAN 1

Three (3) Research Projects completed

FIRST STEP	2013	2015	2017
Discuss concept at an iwi hui	Identify 3 Research Projects	Research Project 1 Completed	Research Project 2 Completed
Get endorsement from Iwi and TRoNM	Complete Research Plan and Proposal for Research Project 1	Research Project 2 Plan and Proposal completed Monitor, reflect & review	Research Project 3 Plan and Proposal completed Monitor, reflect & review

Reference people: Colleen Tuuta, Awhina Cameron, Kiterangi Cameron

SG3 - ACTION PLAN 2
Urupa upgraded

FIRST STEP	2013	2015	2017
Set up a Working Party	Working Party established and Mandated	Stage 1 of Urupa Upgrade and Development Completed	Stage 2 of Urupa Upgrade and Development Completed
Discuss concept at an iwi hui	Urupa Upgrade Development Plan and Proposal completed	Monitor, Reflect and Review	Monitor, Reflect and Review
Get endorsement from Iwi and TRoNM	Plan and Proposal approved by Iwi and TRoNM		

Reference people: Steve McClutchie, Piki Raumati, Matehuirua.

SG3 - ACTION PLAN 3
Ngati Mutunga Collective Gardens and Pa Harakeke established

FIRST STEP	2013	2015	2017
Set up a Working Party	Working Party established and Mandated	Stage 1 of the Collective Gardens implemented and completed.	Stage 1 of the Collective Gardens implemented and completed.
Discuss concept at an iwi hui	Draft Garden and Harakeke Plans completed and submitted to iwi and TRoNM	Harvest Festival	Harvest Festival
Get endorsement from Iwi and TRoNM	Plans and Proposals approved by iwi and TRoNM	Stage 2 of the Pa Harakeke site implemented and completed	Stage 2 of the Pa Harakeke site implemented and completed
		Monitor and Review	Monitor and Review

Reference people: Steve McClutchie, Piki Raumati, Ngaropi Cameron, Matehuirua Limmer, Colleen Tuuta.

SG3 - ACTION PLAN 4

The collective development of Whanau Blocks

FIRST STEP	2013	2015	2017
Set up a Working Party for this Action Plan	Working Party established and Mandated	Implementation of the Land Development Plan	Whanau Trusts established
Discuss concept at an iwi hui	Draft Land Development Plans completed and submitted to iwi and TRoNM	Acquisition of Land titles	Phase 3 Implemented
Get endorsement from Iwi and TRoNM	Plans and Proposals approved by iwi and TRoNM	Phase 1 & 2 Completed	Monitor, reflect & review
		Monitor, reflect & review	

Reference people: Steve McClutchie, Ngaropi Cameron, Awhina Cameron.

SG3 - ACTION PLAN 5

Each child has a digital device

FIRST STEP	2013	2015	2017
Set up a Working Party	Working Party established and Mandated	Iwi Cyber Centre Phase 1 completed	Iwi Cyber Centre Phase 2 completed
Discuss concept at an iwi hui	Draft Iwi Information and Technology (IT) Plan completed and submitted to iwi and TRoNM	Monitor, reflect & review	Monitor, reflect & review
Get endorsement from Iwi and TRoNM	Iwi IT Plans and Proposals approved by iwi and TRoNM		

Reference people: Kiterangi Cameron, Te Rehua Cameron,

SG 3 - ACTION PLAN 6

Ngati Mutunga has two established businesses in the township

FIRST STEP	2013	2015	2017
Set up a Working Party for this Action Plan	Working Party established and Mandated	Business 1 has been acquired and is in it's first year of trading - ROI - 3% in it's first year.	Business 1 in it's third year of trading - ROI 5% in it's first year
Discuss concept at an iwi hui	Draft Business Acquisition Portfolio	Monitor, reflect & review	Monitor, reflect & review.
Get endorsement from Iwi and TRoNM	completed and submitted to iwi and TRoNM for approval - approval received		

Reference people: Steve McClutchie, Colleen Tuuta, TRoNM Board, TRoNM CEO.

Strategic Goal 4: 'Kotahitanga'

That by 20222 we will have:-

SG4 - ACTION PLAN 1

Camping Grounds Active (Fishing and Harvesting)

FIRST STEP	2013	2015	2017
That intentions are discussed at the December 2012 AGM of TRoNM	Planning Group formed	Ngati Mutunga Wananga: re the title to Domain	Identified Goal on TRoNM Strategic Plan to start discussions with NPDC.

Reference people: Steve McClutchie, Marnie Rheinfeld, Ngaropi Cameron

SG4 - ACTION PLAN 2

A Ngati Mutunga Events Calendar - with five (5) events per year

FIRST STEP	2013	2015	2017
Develop a Festival Plan To be completed by April 13 2013	Working Party established Event Plan completed Calendar scoped First Festival November 2014?	Review Events Calendar	Review Events Calendar

Reference people: Keterangi Cameron, Sandra Julian, Te Waka McLeod, Mako (Colleen)

SG4 - ACTION PLAN 3

H₂O Webpage and Facebook site is fully utilised by 75% Ngati Mutunga whanau wherever they are?

FIRST STEP	2013	2015	2017
That intentions are discussed at the December 2012 AGM of TRoNM To get endorsement at the AGM for a Link Page	Link Page NM Website created Link Page NM Website agreed Refreshed Website re-launched and goes 'live'	Website - review and Updates	Developed up to date - Operational and Active???

Reference people: Awhina Cameron, TRoNM Board, TRoNM CEO,

SG4 - ACTION PLAN 4

Ngati Mutunga Cultural Centre established and operating in Urenui

FIRST STEP	2013	2015	2017
Get on Agenda for next TRoNM meeting.	Planning group formed	Strategy completed for the development of Cultural Centre	Construction starts.
Endorsement from the TRoNM	Cultural Centre prioritised into TRoNM Strategic Plan and Annual Plans	Site secured Plans completed	Construction completed. Opening Day - AGM Dec 2017

Reference people: Steve McClutchie, Marnie Rheinfeld, Ngaropi Cameron (need to ask the whanau questions about some of the steps and let them know what I added in).

SWOT Analysis

As identified in September 2012

<p>Strengths (internal)</p> <ul style="list-style-type: none"> ➤ Elected with the support of whanau and iwi ➤ Collectively, Trustees have a lot of knowledge and skills ➤ Have an iwi base with lots of knowledge and skills ➤ Have a Runanga structure available to support and awhi Pa Trustees ➤ 	<p>Weaknesses (internal)</p> <ul style="list-style-type: none"> ➤ Lack of committment @ Governance level ➤ Lack of Te Reo me ona tikanga ➤ Lack of Governance knowledge and experience ➤ No Charter developed ➤ Limited growth or movement at Pa ➤ Minimal capacity and capability at present ➤ Lack of cohesion at Governance level
<p>Opportunities (external)</p> <ul style="list-style-type: none"> ➤ To develop the Urenui Pa ➤ To develop our whanau and iwi ➤ To strengthen our Te Reo me on Tikanga ➤ ➤ 	<p>Threats (external)</p> <ul style="list-style-type: none"> ➤ Pa can be come run down ➤ Lack of confidence/support by whanau in/for Pa Trustees ➤ OSH - Issues ➤ MLC - Compliance breaches ➤ Lack of confidence by funders/key stakeholders in Pa Trustees. ➤ Burn out of those committed Trustees

The key to a SWOT analysis is to convert weaknesses into strengths and convert threats into opportunities.

RISK

The SWOT analysis alludes us to some of the potential risks for the Urenui Pa Trustees as the time of developing this Strategic Pathway Plan 2030.

High Risk:

The lack of Governance knowledge and experience, lack of Commitment and lack of cohesion at the Governance level means that there is at this time, minimal capacity and capability to lead this very positive and 'do-able' Strategic Pathway Plan.

However to mitigate these risks the Plan has identified the Governance training of all the Trustees as a strategic goal (see SG2 - Action Plan). A Governance training needs analysis is to be completed, SWOT analysis completed and a Governance Training calendar is to be completed and approved by the Trustees.

The Urenui Pa Trustees are also fortunate to have Te Runanga o Ngati Mutunga to assist and support in this area. The Runanga has had five years experience as a legislated governance entity, so another additional mechanism to mitigate these risks.

The development of the Urenui Pa/Marae Charter - a requirement of the Maori Land Court will be another mechanism to assist the Urenui Pa Trustees to mitigate their risks as will the development of their own systems and processes.

Medium to Low Risk:

The lack of te reo me ona tikanga amongst the Governance body. This risk is can be mitigated if Pa trustees actively engage themselves in the numerous opportunities that have been provided in several of their

strategic goals. By way of example refer to Strategic Goal 1 - Te Matauranga - Action Plan 1 and Action Plan 2 - Te Wananga o Ngati Mutunga.

Ongoing issue

The nomination process can also be an on going risk for the Urenui Pa Trustees. To be a trustee under the Ture Whenua Act is a huge act of 'service' to one's marae, hapu and iwi. The Pa or Marae is the heart beat of the hapu and iwi.

The availability and balance of good Governance and good 'do'er' candidates is and will continue to be an ongoing issue for Urenui Pa and most Marae around Aotearoa.

The Ture Whenua Act does not allow for Pa/Marae trustees to have any financial payment for their Governance role and responsibilities - so it is all voluntary acts of service. In addition the work load is usually 'substantial'.

Modern day Maori have to earn a living for their respective individual whanau. Employment also impacts on the availability of good candidates for these positions.

Succession planning now will assist to mitigate this type of risk for the future. As Maoridom builds it's growing base of professional, technical and skilled labour force over the next twenty years - it is anticipated that there will a flow on effect to all our Pa and Marae - Urenui Pa included.

Financial Estimates

Strategic Goal	2013-2014	2015-2016	2017-2022
Matauranga	\$7,000.00	\$ 12,000.00	\$ 12,000.00
Pa Development	\$17,000.00	\$ 500,000.00	\$250,000.00
Iwi Development	\$94,000.00	\$1,250,000.00	\$250,000.00
Kotahitanga	\$42,000.00	\$ 45,000.00	\$ 55,000.00
Total Estimate	\$160,000.00	\$1,807,000.00	\$567,000.00

Notes to Financial Estimates:

Voluntary Hours:

As this is the Urenui Pa Trustee's Strategic Planning PATHway, there are a large number of 'voluntary' hours. This is a reality for the Pa Trustees and the iwi.

A lot of the mahi of the Pa is voluntary and it is volunteered by various members of the iwi whanau - the most obvious being those that live close and nearby the Pa but not exclusively by them.

The Pa currently is not engaged in any income generating activities such as a business or leases.

The primary source of income for the Pa at this time is 'koha' from those who hire it for various hui. However several Action Plans 'lead' to asset acquisition types of activity - so that by 2015-2020 there could well be income generation from business activities.

FUNDRAISING STRATEGY: 2013-2015

Income generation for our **H₃O PATHway Plan** will focus on the following fundraising strategies:-

Sector	Identifier	Per centage
WHANAU	Voluntary 'In-Kind'	10% - \$16K
IWI	Fundraising activities and events	20% - \$32K
PHILANTHROPIC	TSB Community Trust Taranaki Maori Trust Board JR McKenzie Trust	30%- \$48K
CROWN AGENCIES	Department of Internal Affairs TDHB/MSD/MOE/MOJ Local Government	30% - \$48K
PRIVATE SECTOR	STOS GMP Ltd Methanex Ltd TMG Ltd CLEARY Ltd	10% - \$16K
	TOTAL	\$160,000.00

A Fundraising Strategy:

The development of a Fundraising Strategy to accompany this Strategic Planning PATHway by the Urenui Pa Trustees at this time, is a 'must'.

The realisation of the dreams and aspirations of the iwi whanau as set out in the plan will require lots of energy, effort, patience and tolerance of many as well as all sorts of resources of which money is just one of those resources. Comittment, capacity and capability are critical to the success of H₃O...our road to 2030.

Minimum Wage:

To give some market reality to the voluntary contribution of iwi whanau members who volunteer generously to their marae. Whilst it is understood there are three minimum wage rates - the 'adult' minimum wage rate of \$13.50 per hour has been used and has been multiplied by the number of hours of EACH volunteer.

Market Rates:

Current market hourly rates have been used for Professional services.

Public and Private Training and Trainers:

In relation to Governance Training and any other professional development for Pa Trustees that any training provided by a Government Agency eg: the Maori Land Court is usually free or at a much lower cost than Private Trainers or training company.

Both public and private trainers and training programmes should be researched thoroughly before make a 'decision' of choice. Being clear about your needs as Trustees is a must and very helpful when it comes to making such 'decision' choices.

Where Government Agents have been indicated as the trainer - no costs have been set against that service provision.

Priorities:

Lack of resources of any kind is not necessarily a negative when it comes to planning the many projects on the list. Lack of resources is a great lever to help the Pa Trustees and the iwi whanau to 'prioritise' which mahi gets done and in what order.

A 'natural' order:

For most things in life there is a 'natural order' in which things will happen. For example when building a house the profiles are done first, followed by the foundations, followed by the framing, the walls etc before you get to the roof, windows and doors etc. A natural order.

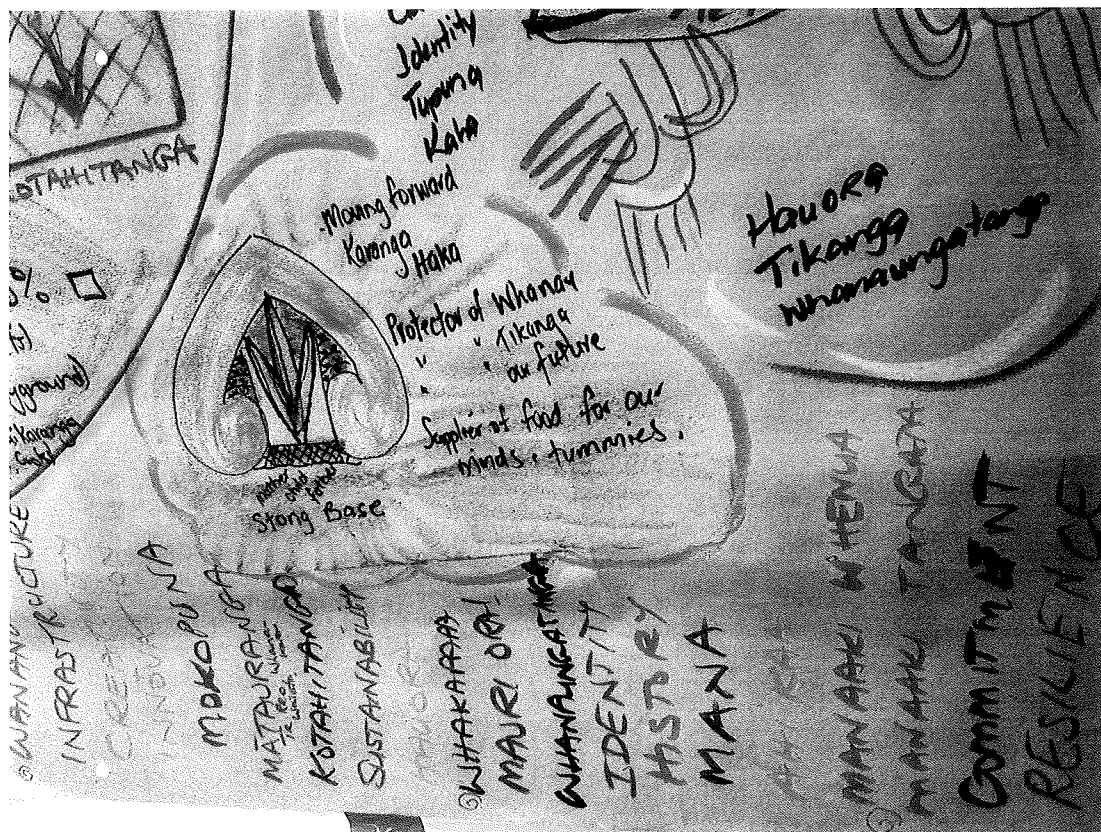
Another example of 'natural order' is the seasons of the year use to determine the kind of food we ate, what clothes you would wear and the activities that you might do at that time of the year.

The point that is trying to be made here is that a lot of 'prioritising' can happen 'naturally' depending on what projects are prioritised. Some of the Action plans overlap.

Partnerships and Collaboration:

Partnering or collaborating with 'significant others' of the same value base can be hugely beneficial for certain projects. Building strong, healthy relationships is critical for this type of leveraging to be successful - for ALL parties.

The alignment of **VALUES** in collaborations are critical for strong and successful project and business partnerships.



A sample of our collective VALUE base

Governance:

URENUI PA TRUSTEES 2013

These are the Trustees that are registered with the Aotea Maori Land Court in Whanganui and were approved by the Maori Land court on February 3 2013.

Chairperson	Steven McClutchie
Deputy Chairperson	Dion Tuuta
Trustee	Piki Raumati
Trustee	Rongo Callaghan
Trustee	Karen Papuni
Trustee	Mark Haupapa
Trustee	Hurimoana Haami
Trustee	Barry Matuku

Communication Policy:

The Urenui Pa Trustees meet monthly - on the ??th of the month. All communications to the Pa Trustees should be in writing and addressed to the Chairperson.

All communications received prior to the monthly meeting will be responded to within 5 working days after the respective monthly Pa Trustee meeting held.

Legislation:

Te Ture Whenua Act 1993

Maori Reservation Regulations 1994

The Maori Land Court is the Crown agency that administers the Maori Reservation Regulations 1994.

Registered Offices

Urenui Pa,
Highway 3
URENUI
Taranaki

Tel: 752 3703

Postal Address:

The Chair
19 Richmond Street
WAITARA

Tel: (06) 754 781

Mob: 0274 352 938

Accountant:

Adrian Taylor
Vanburwray Accountants
7 Liardet Street
PO Box 649
NEW PLYMOUTH 4340

Tel: (06) 769-6080

Bank:

The Manager
Viv Hall
TSB Bank Ltd
Waitara Branch
Queen Street
WAITARA 4320

Tel: (06) 754-6719

Legal Advisor: ???

Tel:

Charities Commission Number: ??? or N/A

Maori Land Court:

Tel: (06) 349 0770

The Aotea Maori Land Court
Ingestre Chambers
74 Ingestre Street
DX Box PX 10207
WHANGANUI 4500

