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Our Vision – To tatou Moemoēā

Our people and our whānau are connected and prospering

Our lands, water and environment are flourishing

Nga hapū o Moeraki are thriving

Moeraki whānui – Moeraki Matatū!!

Our Mission – To tatou Whāinga

To grow and develop our whānau, and our hapū.

Our Purpose – To tatou Kaupapa

Te Runanga o Moeraki is a vehicle to enable and empower whānau and hapū prosperity.

Our Values

As whānau, we are accountable for upholding the values of our whānau and hapū o Moeraki whānui. These values have been identified as:

Tino Rangatiratanga – *Determining our own pathway as Moeraki and as a people*

Aroha tētahi ki tētahi – *Love for one another*

Whakaute – *Respect for each other, and respect for all*

Manaakitanga – *We care for our manuhiri, and we care for one another*

Kotahitanga – *Moving together as one*

Whānaungatanga – *Whānau are at the core in everything we do*

Introduction

This plan reflects the aspirations of our whānau in 2020.

The information to produce this plan was gathered from several consultation wananga held over the months of October and November 2019, and additional feedback was gathered through interviews, online whānau surveys and review and analysis of desktop information, documentation and literature. Feedback was sort on ten key questions that asked whānau for their views about our future.

A good plan should achieve two outcomes. Firstly, it should identify important issues that can be improved and done better, and secondly, the plan should set new challenges to sharpen our future focus and direction. In short, it must strike the right balance between pushing our current reality and at the same time, keeping perspective on what is truly important and achievable for the future.

We accept too that governance commitment to a good plan is essential for Te Runanga o Moeraki's (TROM) future. The plan asks us to seriously consider our internal and financial capacity and capability to 'follow through'. This is the job of governance to lead debate, seek independent advice and expertise, evaluate and to make the best decisions available to implement this plan.

Finally, and most importantly the plan is an integral component of TROM's mandate and is the key for whānau to hold governance to account and to determine whether we have executed what you have asked us to do.

One of the strongest themes to come through as part of the development of this plan was the overwhelming call for TROM to be more whānau focused. The central idea was that TROM should utilise its influence and resources to develop greater housing and employment opportunities for whānau across key hubs of our takiwā. In addition, and as a part of the future measurement of our actions, we will require greater ongoing intelligence on the well-being status of our whānau.

Homes, work and good intelligence are not new or radical ideas beyond our current reality. They are important to whānau and our future as we look to a new chapter, with Ko Haea te Awa and the devolution of Te Runanga o Ngai Tahu. We retain a positive outlook to these challenges and acknowledge this plan can only be achieved with ongoing whānau backing and understanding.

A big mihi and thank you to all whānau who took the time to contribute to this important piece of work, and your continuing support in this journey. It has been a privilege to listen to all the korero from kaumātua, rangatahi and whānau a-like, whilst bringing together and consolidating the many ideas, suggestions, concerns, recommendations and aspirations of whānau to create this 3-year strategic action plan.

He mihi hohonu

Moeraki Executive

DRAFT

Background

Outline

This plan outlines: The 3-year Strategic Action Plan for TROM from February 2020 to February 2023

Aim

The aim of this plan is to:

- Collectivise our **vision, mission and purpose**
- Identify key **strategic** issues and focus areas
- Affirm principle **actions** to address these issues
- Provide simple **measurements** upon which we can assess our actions

Feedback

Participants were invited to provide feedback on 10 Key Questions relating to:

1. Vision, Mission and Purpose
2. Values
3. 3 Year Achievements
4. Strengths
5. Weaknesses
6. Opportunities
7. Threats
8. Structure
9. Wananga Aspirations
10. Other

Central Themes

The four (4) central themes to arise out of the wānanga and feedback from individuals as the key focus of our 3-year plan are as follows:

1. **Whānau** – We stand for whānau
2. **Matatū** – Thrive and Prosper
3. **Tūhono** – Connect and Influence
4. **Kia rite** – Readiness, capability and capacity

Key Issues/Strategies

Under each of the above themes we have distilled four (4) key issues/strategies that relate to that theme.

These sixteen (16) issues/strategies make up the core focus of governance for 2020-2022.

3 Year Actions

The plan also outlines key individual actions that should be applied by management in order to work through key issues and strategies.

Measurements

Timing to complete tasks are outlined over the 3-year period and would be agreed by management and governance as part of the annual planning process.

MOERAKI STRATEGIC ACTION PLAN 2020-2022

- CENTRAL THEMES

1. **Whānau** – *We stand for whānau*
2. **Matatū** – *Thrive and Prosper*
3. **Tūhono** – *Connect and Influence*
4. **Kia rite** – *Readiness and capacity*

Whānau (We Stand for Whānau) – *Whānau are connected, engaged and well.*

KEY ISSUES/ STRATEGIES	3-YEAR ACTIONS	MEASUREMENTS
1. Build and celebrate integrity with whānau, marae and community	<ul style="list-style-type: none"> Celebrate and recognise unsung whānau heroes 	<ul style="list-style-type: none"> Annual acknowledgement of whānau, individuals and friends of TROM who have provided outstanding service to the community or to their industry.
2. Strategic whānau outcomes outlined in this plan are given the highest priority in governance accountability	<ul style="list-style-type: none"> TROM develops an annual whānau update report (AWUR) that measures the progress and impact of whānau initiatives 	<ul style="list-style-type: none"> AWUR tracks progress to the plan. TROM reports on progress quarterly and at the AGM. Key whānau outcomes including housing and employment targets are achieved in the three-year plan.
3. Increase whānau communication, awareness	<ul style="list-style-type: none"> Ensure communications with whānau is improved and robust Develop a Moeraki communications and engagement strategy 	<ul style="list-style-type: none"> Communications and Engagement Plan completed. June 2020
4. Increase whānau connection, engagement, participation and outreach	<ul style="list-style-type: none"> Overcome barriers to connect including time, money and distance An annual programme of wananga and connection events are organised and catered for rangatahi, kaumātua, and whānau living outside the takiwā. Utilise modern technology to reach whānau through live streaming and online participation. Communication system and platform is established where whānau and TROM can communicate. 	<ul style="list-style-type: none"> Attendance at wananga, events and AGMs have grown by 10% every year. 25% of non-active whānau have connected or re-engaged with TROM Communication system and platform (including website) is operational by June 2020. Increase in rangatahi engagement Ensure all whānau can access TROM’s events including AGMs, wānanga and celebrations anytime, anywhere in the world.

Matatū (Thrive and Prosper) –A thriving place & people prosper.

KEY ISSUES/ STRATEGIES	3-YEAR ACTIONS	MEASUREMENTS
<p>1. Enhance our Kaitiakitanga and environmental reputation and lead climate change resilience to protect Moeraki.</p>	<ul style="list-style-type: none"> • Key partners invited to co-design a Kaitiaki Taiao Resilience plan for Moeraki. • A Kaitiaki Taiao Resilience plan with TRONT, local and central government and other key stakeholders is agreed so as to protect and enhance Moeraki. • Plan articulates clear and budgeted resilience actions. • Priority actions include addressing seaside erosion and rising sea levels in Moeraki. • Negotiate with local and central government, TEIs and NGOs to support resilience actions • Whānau engaged on kaitiaki role and wananga organised to implement practical resilience actions. 	<ul style="list-style-type: none"> • Kaitiaki Taiao Resilience Partners confirmed by July 2020. • Whānau engaged on significance of the mahi through AGM presentations, wananga and quarterly newsletters • Plan and budget concluded by February 2021, and implementation begins. • NGOs’, TEIs’ local and central government provide significant contribution and support to resilience actions. By Feb 2022 • Clear actions are understood and communicated with whānau and whānau are engaged in wananga and practical actions. Ongoing.
<p>2. Grow the economy of our Pa (Moeraki), the wider takiwā (Waitaki), to provide employment opportunities to bring whānau home</p>	<ul style="list-style-type: none"> • Consider enhancements of TROM’s existing organisation to increase employment opportunities. • Identify potential local and regional commercial ventures for acquisition that would also provide employment opportunities for whānau. • Investigate TROM’s fishing and seabed/quoter opportunities 	<ul style="list-style-type: none"> • An additional 30 jobs are created for whānau through TROM being proactive active participants in the economy. By 2022. • Employment opportunities for whānau is given significant regard in business investment decisions, alongside cultural and environmental considerations. • TROM have developed, acquired or enabled (a) new business ventures by 2022.

	<ul style="list-style-type: none"> • Investigate tourism opportunities • Consider JV and investment options with TRONT and/or local business. In particular explore options with Ngai Tahu Seafoods and Ngai Tahu Tourism. 	<ul style="list-style-type: none"> • A minimum employment outcome is attained creating 30 new jobs for Moeraki whānau by 2023. • Report is commissioned providing insights and recommendations on tourism and seabed opportunities. Completed by Dec 2020.
<p>3. Grow our presence within the Pa - by providing housing options for whānau to return home.</p>	<ul style="list-style-type: none"> • Investigate papakāinga demand and infrastructure funding support through TPK. • Develop a housing feasibility plan which incorporates several opportunities and housing options. Owned, leased, shared equity, rented etc. • TROM sets aside whenua to assist development. • Infrastructure funding confirmed and works commence 	<ul style="list-style-type: none"> • TROM passes resolution to set aside land for papakāinga and potential wider residential development. • Housing feasibility plan is completed. Sep 2020. • Infrastructure funding from TPK for 10 Homes confirmed. June 2021 • Infrastructure complete by June 2022 • 10 homes completed by December 2023
<p>4. Enhance and strengthen whānau capability and capacity in te reo me ona tikanga</p>	<ul style="list-style-type: none"> • Develop an annual series of wananga focused on Moerakitanga - Te Reo me ona Tikanga. • Prioritise Moeraki as a place to host Ngai Tahu and National Kura Reo wananga. 	<ul style="list-style-type: none"> • Annual calendar of events is developed. June 2020. • High whānau engagement and participation • Moeraki hosts 1 Ngai Tahu Kura Reo wananga a year 2020. • Moeraki hosts a National Kura Reo wananga in 2021 and 2022.

Tūhono (Connect and Influence) - *Our strength is many.*

KEY ISSUES/ STRATEGIES	3-YEAR ACTIONS	MEASUREMENTS
<p>1. Grow the TROM’s cultural influence as Mana whenua and Treaty partner, over our takiwā and associated area/s of co-interest.</p>	<ul style="list-style-type: none"> • Build relationships with local and central government, key officials, Maori MP’s and Councillors, Mayor and Ministers. • Establish separate forums with key partners including local and central government representatives and officials to share vision and strategies 	<ul style="list-style-type: none"> • Local and central government partner with TROM and co-resource initiatives outlined in this plan. • Mana whenua allocated seats on local council and associated governing committees.
<p>2. Identify areas of mutual interest with TRONT, local and central government</p>	<ul style="list-style-type: none"> • Identify and co-manage through the relationship mutual goals and contributions that support this plan alongside Moeraki whānau. • Create strategic commercial and environmental relationships and initiatives that drive development • Create job opportunities for whānau through our relationships and networks. 	<ul style="list-style-type: none"> • Significant progress is achieved that supports our 3 year strategic action plan. Ongoing. • Relationships lead to opportunities for whānau. I.e. employment • A joint venture is identified, and business model prepared for whānau consideration. • MoU is established were needed.
<p>3. Grow our visible footprint across our takiwā and associated areas of interest</p>	<ul style="list-style-type: none"> • Identify geographical areas of interest within our takiwā to develop and grow our Moeraki footprint. This includes the implementation of Moeraki cultural narratives, values and whakapapa throughout the landscape of the region. • Work closely with local and central authorities to develop a programme of works 	<ul style="list-style-type: none"> • Areas of interest are identified for potential development • Programme of works is completed by July 2020 • One project is completed by December 2020 • Five significant projects are completed by December 2022

Kia Rite (Readiness)- *Our waka our capacity our ability*

KEY ISSUES/ STRATEGIES	3-YEAR ACTIONS	MEASUREMENTS
<p>1. TROM requires a refreshed entity that is fit for future purpose and can address the aspirations of whānau.</p>	<ul style="list-style-type: none"> Conduct a review and evaluation of the current TROM constitution to ensure it is fit for future purpose. 	<ul style="list-style-type: none"> Tender completed by 30 June 2020. Review completed by 2020-year end with recommendations.
<p>2. TROM is ready for TRONT devolution</p>	<ul style="list-style-type: none"> Review and improve TROM internal organisation structure to reflect new goals and required capacity. Ensure TROM has sufficient capability and capacity to facilitate devolution (Ko Haea te Awa) including cultural specialists and economic independents. Ensure all relevant policies, audit and risk and relevant independence is in place prior to devolution. 	<ul style="list-style-type: none"> Review completed by July 2020. Policy plans and procedures in place by July 2020.
<p>3. Increase TROM capacity to deliver</p>	<ul style="list-style-type: none"> TROM review affirms CE/GM capacity HR plan developed to further reflect office, member, governance and strategic action plan requirements. 	<ul style="list-style-type: none"> CE/GM confirmed Dec 2020 HR plan developed in conjunction with CE/GM for 2020/21.
<p>4. Strengthen the identity of TROM in the cultural, political, social and economic issues of the community.</p>	<ul style="list-style-type: none"> Our actions are based on our 3-year strategic action plan and are; re-affirmed by strong governance, simplified into community actions and shared where appropriate. 	<ul style="list-style-type: none"> An annual survey on the perceptions of the entity with key stakeholders is undertaken assessing the progress, strengths and weaknesses of the organisation. December 2020/2021/2022