



# Te Puawānanga o Maungaharuru-Tangitū

Long Term Vision and Strategic Plan 2020 - 2024





*Whānau gather on the front steps of Parliament after the First Reading of our Settlement Bill on 1 August 2013.*

# Our approach for the next five years...

Ka tuwhera a Maungaharuru, ka kati a Tangitū.

Ka tuwhera a Tangitū, ka kati a Maungaharuru.

Kei te tāhuna ā-tara, tēnā koutou. Tēnā tātau i o tātau mate kua mene atu ki te pō, koutou e ngā mate moe mai rā i te moe tē whita, te moe tē rea, tē whakaarahia.

Āpiti hono, tātai hono rātau ki a rātau, tātau ngā kanohi ora o rātau mā ki a tātau.

Ka mihia ngā tutukinga kua tutuki i ngā tau e rima kua hori me ngā ringaringa me ngā waewae nā rātau ēnei mahi i kawē. Kāti, he whāinga hōu kua ara ake hei whaiwhai mā tātau. Ko tā tātau he anganui kia ora rawa atu tō tātau marae, ō tātau hapū me tō tātau nei Uepū. Kua takoto te mānuka, kawea ake.

On behalf of the Trustees, it gives me great pleasure to present Te Puawānanga o Maungaharuru-Tangitū (Long Term Vision and Strategic Plan 2020-2024). This Strategic Plan builds on the solid foundations set in our first Strategic Plan.

In late 2019, we undertook a series of wānanga with focus groups to review the previous five years and also help shape the next five years. Numerous suggestions were provided, however overwhelmingly, three clear feedback themes came through in the wānanga. Firstly, the highest priority needs to be given to complete the Tangoio Marae Development Project. Secondly, strong support to reconfirm our current five Ngā Aronga Nui (Strategic focus areas) and finally, that we need to focus our time, resources and effort towards those things that matter most. Over the next five years, we will ensure:

- Our Marae is protected. A proud, vibrant and modern place that is the foundation of our identity.
- Hapū members of all ages are actively engaged and proudly talking about what they have experienced. Whānau are more connected, informed and aware of what we are doing and how they can be involved.
- We can measure the difference we are making through our initiatives and activities.
- Our economic performance is strong, and

- MTT group will be a great organisation with strong governance, operations and hapū involvement.

This Strategic Plan provides the guidance and outlines what our hapū want to achieve. Our Annual Plan will measure that achievement. We are all in this together and look forward to working with you to achieve our vision, ko te Puāwaitanga o te Puawānanga (Living our dreams). He tau pai ēnei tau e rima kua hori, kāti kua hōu ngā whāinga, kua hōu te whai. Kia kaha tātau. Kia tau iho mai rā ngā manaakitanga o te Runga Rawa ki runga i a tātau katoa.

**Shane Taurima,**  
**Toihau (Chair)**



MTT Trustees as at 1 January 2020 from left to right: Charmaine Butler, George Puna, Shane Taurima, Adam Puna, George (Hōri) Reti and Tania Hopmans. Not pictured: Tamehana (Tom) Manaena. Image by MTT



## Te Hawaikitanga Vision

**Puāwaitanga o te Puawānanga (Living our Dreams):** Our vision represents our 'ultimate goal', a future where we are all living our dreams with our whānau prospering culturally, socially, spiritually and economically. This vision speaks of whānau, hapū and the MTT group defining their future path and being in control of their destiny. It is our desire that we are empowered as individuals, whānau and hapū to realise and achieve our dreams.

## Te Taikura Core purpose

**Kia Tipu te Mauri Ora (Growing our Inner Strength):** We exist to enable the holistic growth of our Hapū - building the capability, capacity and tino rangatiratanga of our people, culture, economy and environment.

The term **Puawānanga**, refers to the 'Clematis' vine which is significant to Te Hawaikitanga and our takiwā (traditional area). Not only as a vine that flourishes in our native forests but also as the name of our wharehau (meeting house).

## Ngā Mātāpono Values

Our values reflect the things that will always be important to us as a Hapū and an organisation. These guide the way we make decisions. We aspire to live and breathe our values every day as the foundation of our strategic actions:

- **Pūmau te wairua** (Spiritually strong) means we understand, appreciate and apply our spiritual beliefs.
- **Whai Hua** (Progressive) means a commitment to continuous improvement. This is reflected through a series of values including: innovation, ambition and discipline.
- **Tuakiri Motuhake** (Strong Identity) acknowledges the importance of our cultural identity as a source of pride, uniqueness and connection with each other. This value promotes the practice, learning and application of our culture. Strong identity brings a sense of belonging and confidence.
- **Oranga Ngākau** (Wellbeing) represents a focus on the holistic nature and wellbeing of our people, Hapū and organisation. This value promotes a balanced approach to development and acknowledges the interconnectedness of our world.
- **Whanaungatanga** (Family) represents a set of values including Manaakitanga, Aroha, tauutuutu and Whakapapa (Caring, Love, Reciprocity and Connectedness). We believe whanaungatanga fosters connections and relationships.
- **Te Piri Ngātahi** (Unity) means working together for our greater good. Unity provides greater strength and enables us to overcome challenges and achieve our future dreams together.

Our values are represented in our picture by the **Pātikitiki**. This diamond tukutuku (weaving) pattern of the flounder symbolises kai, nurturing and feeding, much like the values that will sustain us.

## Ngā Aronga Nui

### *Strategic focus areas*

Over the next five years, we have organised our actions around these five strategic focus areas:

- **Kia Niwha** (Strong People): Building the capability (ability and knowledge) and capacity (resources and energy) of our people to achieve their potential.
- **Kia rīrā te Pā kai ngā Rekereke** (Strong Culture, Reo and Marae): Developing our Marae; strengthening our Culture through reo Māori revitalisation and mātauranga Māori (traditional views, perspectives, teachings and cultural practices) to grow a sense of belonging, identity, confidence and pride.
- **Kia Rawaka** (Strong Hapū Economy): Building our hapū economy to provide the resources we need to plan and action our dreams and goals over the relevant time.
- **He Kāinga Taurikura** (A Treasured Environment): Caring for and protecting our environment – Kaitiakitanga – building our understanding, connectedness and involvement with our environment.
- **He Waka Kairangatira** (MTT Group – A Great organisation): Operating an effective organisational structure that understand their purpose and role. Delivering great results for our people

We have chosen the **Mangopare kōwhaiwhai** pattern of the Hammerhead shark as a symbol for each of our Strategic Focus Areas. The Mangopare represents force and energy – driving us forward in pursuit of our Vision.

## Ngā tauira ā ngā Mātāpono

### *Guiding principles*

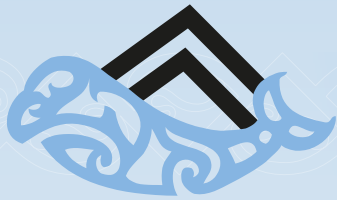
Our guiding principles inform how we operate within our organisation. They are similar to values but differ in the sense that they are specific to the organisation (rather than the Hapū) and may change over time as we adapt within our operating environment.

Our guiding principles focus on applying three disciplines:

- **Kia Rangatira te Tū** (Disciplined People),
- **Kia Rangatira te Whakaaro** (Disciplined Thought),
- **Kia Rangatira te Mahi** (Disciplined Action).

The overarching purpose of these principles is to ensure we do things in a way that ensures efficiency and effectiveness of our effort.

These guiding principles are represented in the picture by the **Niho Taniwha**, a triangle shaped tukutuku pattern representing the 'gritting of teeth' or determination.



MAUNGAHARURU  
TANGITŪ

## Puāwaitanga o te

Living Our D

## Kia Tipu te

Growing our I

**Kia Niwha**  
Strong people

**Kia rirā te**  
**Pā kai ngā Rekereke**  
Strong Culture,  
Reo & Marae

**Kia Rawaka**  
Strong Hapū Economy

**Pūmau te**  
**Wairua**  
Spiritually  
Strong

**Whai Hua**  
Progressive

**Tuakiri**  
**Motuhake**  
Strong  
Identity

**Oranga**  
**Ngākau**  
Wellbeing

**Kia Rangatira**  
**te Tū**  
Disciplined People

**Kia Rangatira**  
**te Whakaaro**  
Disciplined Thought

# Te Puawānanga o Maungaharuru-Tangitū

Long Term Vision & Strategic Plan 2020-2024

**Puawānanga**  
reams

**Mauri Ora**  
nner Strength

**TE HAWAIKITANGA**  
Vision

**TE TAIKURA**  
Core Purpose

**He Kāinga Taurikura**  
A Treasured Environment

**He Waka  
Kairangatira**  
MTT Group –  
A Great Organisation

**NGĀ ARONGA NUI**  
Focus Areas  
& Initiatives

**Whanaungatanga**  
Family

**Te Piri Ngātahi**  
Unity

**NGĀ MĀTĀPONO**  
Values

**Kia Rangatira  
te Mahi**  
Disciplined Action

**NGĀ TAUIRA  
Ā NGĀ  
MĀTĀPONO**  
Guiding Principles



# Kia Niwha

## Strong People

Building the capability (ability and knowledge) and capacity (resources and energy) of our people to achieve their potential.



*Rangatahi enjoying themselves at the Te Ara Kairangi Rangatahi Leadership Programme in January 2016. This photo is taken at Opouahi Wilderness Camp, on our farm – Opouahi Station. Image by MTT.*

### Five year Rautaki ā-Tau (Annual Plan) goals or theme

2020	2021	2022	2023	2024
<ul style="list-style-type: none"><li>• See Pūrongo ā-Tau (Annual Report) for details</li></ul>	<ul style="list-style-type: none"><li>• Kaumātua &amp; Rangatahi Plans are enhanced</li><li>• Support established to service the results from 'Whānau Wellness Survey'</li></ul>	<ul style="list-style-type: none"><li>• Build capability (Ability &amp; knowledge)</li><li>• Build capacity (resources &amp; energy)</li></ul>	<ul style="list-style-type: none"><li>• Continue to build capability &amp; capacity</li></ul>	<ul style="list-style-type: none"><li>• Capability &amp; capacity enhanced</li><li>• Review previous five years to set plan for the next five years</li></ul>



<b>Why do Strong People matter?</b>	<p>We have a diverse range of people within our hapū; with a relatively youthful population. This means we need to support rangatahi to ensure that they are connected, prepared to lead and achieve their aspirations.</p> <p>Hapū members desired to be healthier, health literate, using kaupapa Māori health approaches and accessing improved services to improve their wellbeing outcomes (including warm and affordable housing). Through focussed advocacy and influence, opportunities exist to enable greater access and improved whānau wellbeing.</p>
<b>What we understand?</b>	<ul style="list-style-type: none"> <li>• MTT leadership opportunities must be enhanced so that hapū can participate in key roles now and in the future</li> <li>• All initiatives must be future oriented</li> <li>• Current data tells us that Māori are not achieving the same wellbeing outcomes as non-Maori, and more information is needed about the status, needs and aspirations of whānau</li> <li>• The rangatahi population is growing with about 60% of hapū members under the age of 30</li> <li>• MTT does not have the resources to solve all wellbeing issues, however can influence better outcomes</li> <li>• We hold a hapū database and demographic research that outlines what our future statistics will look like</li> <li>• Housing is major issue</li> </ul>
<b>What do we want to achieve in the next five years?</b>	<p>In the future, we will:</p> <ul style="list-style-type: none"> <li>• Witness the growth of hapū leaders taking on more hapū leadership roles</li> <li>• We will recruit and train hapū members into MTT roles at governance and/or operational levels</li> <li>• Decrease gaps in health statistics between Māori and non-Māori</li> <li>• Increase access to wellbeing programmes as determined by whānau</li> <li>• Have more rangatahi involved within MTT, designing and implementing initiatives</li> <li>• Be actively celebrating the successes of our people</li> <li>• Increase our knowledge and ability to advocate housing for whānau</li> </ul>
<b>The following actions will translate our strategic focus area into reality by 2024:</b>	
<b>Empowering whānau, means:</b>	<ul style="list-style-type: none"> <li>• Increasing engagement with rangatahi</li> <li>• Rangatahi have a communications and engagement strategy</li> <li>• Initiatives informed by rangatahi have been developed and implemented</li> <li>• Training, educational and development pathways to support whānau to be work-ready, accessing high paying jobs</li> <li>• A leadership programme for MTT has been established based on research, programme evaluations and effectiveness that increases leadership skills and aligns with succession plans for MT</li> <li>• Kaumātua are actively engaged as a kāhui group</li> <li>• Initiatives informed by kaumātua have been developed and implemented</li> <li>• MTT will establish relationships with central and local government</li> <li>• MTT will progress COVID-19 Recovery Plan</li> </ul>
<b>Nurturing wellness, means:</b>	<ul style="list-style-type: none"> <li>• Whānau Wellbeing Survey to understand and identify what is highest priority and relevant to whānau</li> <li>• A Wellbeing Framework defines the best opportunities to enable wellbeing for whānau</li> <li>• access better</li> <li>• Housing options. This may include support for Papakainga, outside of the flood-prone Tangoio Valley</li> <li>• Meaningful relationships developed with appropriate Health and Social Service Providers (Government and Non-Government Organisations) to access services and support the advancement of whānau needs and aspirations</li> <li>• Increasing access to information and resources that are relevant to our whānau</li> </ul>



# Kia rīrā te Pā kai ngā Rekereke

## Strong Culture, Reo and Marae

Developing our Marae; strengthening our Culture through reo Māori revitalisation and mātauranga Māori (traditional views, perspectives, teachings and cultural practices) to grow a sense of belonging, identity, confidence and pride.



*The tekoteko of Punanga te Wao depicts some of our tīpuna. Tataramoa (top), (Ngāti Kurumōkihi in the centre) and the koruru Marangātūhetaua (below). Puawānanga (native Clematis) vine intertwines through the length of the maihi. It is symbolic of learning and the unity that binds us to our taonga. Image by MTT.*

Five year Rautaki ā-Tau (Annual Plan) goals or theme				
2020	2021	2022	2023	2024
<ul style="list-style-type: none"><li>• See Pūrongo ā-Tau (Annual Report) for details</li></ul>	<ul style="list-style-type: none"><li>• Start Marae Development construction</li><li>• Continue to build te reo Māori</li><li>• Complete Whakapapa Project</li></ul>	<ul style="list-style-type: none"><li>• Advance Marae Development Project</li><li>• Normalise te reo Māori</li><li>• Implement Mātauranga Māori strategies</li></ul>	<ul style="list-style-type: none"><li>• Complete Marae Development Project</li><li>• Continue to normalise te reo and Mātauranga Māori</li></ul>	<ul style="list-style-type: none"><li>• Further Marae Development, te reo and Mātauranga Māori opportunities explored</li><li>• Review previous five years to set plan for the next five years</li></ul>

<b>Why does it matter?</b>	<p>Kia tū Māori te Marae, Building a proud, vibrant and modern Marae upholds our cultural integrity and continues to build on the history of the Marae and Hapū.</p> <p>Cultural identity and reo are integral to being Maungaharuru-Tangitū; history and traditions, our tikanga and culture tie us together as a unique and proud people.</p>
<b>What we understand?</b>	<ul style="list-style-type: none"> <li>• Functional and modern facilities will ensure the Marae is fit for purpose and able to host increased activities</li> <li>• A preferred Marae option has been confirmed and a committee is progressing this project</li> <li>• Hapū members are concerned at the delays in developing the Marae</li> <li>• We hold a Te Reo Māori revitalisation strategy and are taking active steps to revitalise our culture</li> <li>• Cultural growth requires the active participation of all ages and we need to tailor approaches for tamariki and rangatahi; or in the home</li> <li>• Technology provides new opportunities for our people to be engaged and to contribute and participate to our culture and identify regardless of their time and location</li> <li>• Mātauranga Māori is important and should be preserved</li> </ul>
<b>What do we want to achieve in the next five years?</b>	<p>Within the next three years, we will have finalised our Marae project and have access to these facilities through strong project planning and monitoring. This will reinforce our cultural foundation and allow more whānau to be connected.</p> <p>In the future, we will:</p> <ul style="list-style-type: none"> <li>• The Marae is a foundation for our Hapū, a place to stand, celebrate, mourn, grow and develop</li> <li>• Support cultural development initiatives and access to Mātauranga Māori</li> <li>• Advance our culture and identity through ongoing events and activities</li> <li>• Maintain and develop strong and respected cultural leadership and expertise</li> <li>• Have increased numbers of people speaking more te reo Māori and having individual knowledge of their whakapapa</li> </ul>
<b>The following actions will translate our strategic focus area into reality by 2024:</b>	
<b>Strengthening cultural identity and te reo Māori growth, means:</b>	<ul style="list-style-type: none"> <li>• Regular kaumātua hui and wānanga</li> <li>• Cultural initiatives for rangatahi</li> <li>• Continuation of the whānau based Te Reo Māori programme</li> <li>• Resources i.e. Whakapapa and/or Hapū History book are developed</li> <li>• A Mātauranga Māori strategy for preserving our history and knowledge</li> <li>• Use of modern technology to hold key cultural (and other) information</li> </ul>
<b>Development of our Marae, means:</b>	<ul style="list-style-type: none"> <li>• Tangoio Marae is redeveloped</li> <li>• A strategy for iwi cultural leadership and development (aligned to the Marae development plan i.e. people needs/roles etc.)</li> <li>• Increased Marae based initiatives and activities</li> <li>• The Marae incorporates cost-saving design, such as energy efficiency and innovative ways of revenue generation</li> </ul>





# Kia Rauwaka

## Strong Hapū Economy

Building our hapū economy to provide the resources we need to plan and action our dreams and goals over the relevant time.



Blue Lake at Opouahi Station, which is high up in the Maungaharuru range. Opouahi Station is leased by Pāmu Farms of NZ (ex-landcorp) and was part of our settlement and remains a key asset in our Investment Portfolio. Image by MTT.

Five year Rautaki ā-Tau (Annual Plan) goals or theme				
2020	2021	2022	2023	2024
<ul style="list-style-type: none"><li>• See Pūrongo ā-Tau (Annual Report) for details</li></ul>	<ul style="list-style-type: none"><li>• Responsibly manage portfolio to ensure sufficient cashflow</li><li>• Prudently investigate Commercial Property opportunities</li><li>• Consider Opouahi Station options</li><li>• Develop Hapū Economic Development Plan</li></ul>	<ul style="list-style-type: none"><li>• Responsibly manage portfolio</li><li>• Prudently investigate opportunities</li><li>• Solidify Opouahi Station strategy</li><li>• Implement and continue to progress Hapū Economic Development Plan</li></ul>	<ul style="list-style-type: none"><li>• Responsibly manage portfolio</li><li>• Prudently investigate opportunities</li><li>• Implement Opouahi Station strategy</li><li>• Continue to advance Hapū Economic Development Plan</li></ul>	<ul style="list-style-type: none"><li>• Review previous five years to set plan for the next five years</li></ul>

<b>Why does it matter?</b>	<p>Building our economy provides resources to enable our strategic focus area and actions to be realised. This is not limited to settlement assets but also our individual and collective positions.</p> <p>Building pathways to jobs – job creation and employment were identified as a need from Hapū members; as jobs enable greater benefits than just income i.e. self-confidence, networks, career development opportunities, learning and education.</p> <p>Helping our people be smarter with money – increases financial independence and opportunities to achieve their aspirations like owning a home.</p>
<b>What we understand?</b>	<ul style="list-style-type: none"> <li>• Settlement assets grow sustainably with varied returns over time on different assets</li> <li>• Economic performance is critical to our success</li> <li>• Planning must match cashflow; MTT Group are dependent on the growth to meet hapū needs and aspirations</li> <li>• Sustainable employment provides improved overall life outcomes</li> <li>• Financial literacy is lower amongst Māori</li> <li>• Home ownership rates are much lower for Māori than non-Māori</li> <li>• MTT has an investment strategy with guiding principles and risk profiles</li> <li>• Whānau are more likely to find employment, when barriers are removed (i.e. drivers licences)</li> </ul>
<b>What do we want to achieve in the next five years?</b>	<p>In the future, we will:</p> <ul style="list-style-type: none"> <li>• Have reviewed our economic performance and investment planning</li> <li>• Continued to grow our settlement assets through prudent management</li> <li>• Developed a Hapū Economic Development Framework</li> <li>• Improved access to meaningful employment for our whānau</li> <li>• Improved the financial literacy of our whānau</li> </ul>
<b>The following actions will translate our strategic focus area into reality by 2024:</b>	
<b>Sustainable growth of settlement assets, means:</b>	<ul style="list-style-type: none"> <li>• Achievement of increased access to financial resources to support operations</li> <li>• Maintain prudent management of a balanced portfolio within investment frameworks</li> <li>• Maintain Statement of Investment Policy and Objectives (SIPO) and associated investment documentation</li> </ul>
<b>Advancement of Hapū Economic Development, means:</b>	<ul style="list-style-type: none"> <li>• Research and investigation of options to support Hapū Economic Development including options to support training and employment pathways for MTT whānau</li> <li>• Increased access for whānau to financial literacy initiatives as informed by the Hapū Economic Development Framework and whānau</li> <li>• Maintain regional (and national) relationships across public and private sector; to facilitate the improved access for MTT whānau to employment and other economic development opportunities i.e. through the Matariki – Regional Economic and Social development strategy</li> </ul>



# He Kāinga Taurikura

## *A Treasured Environment*

Caring for and protecting our environment – Kaitiakitanga – building our understanding, connectedness and involvement with our environment.



*Maungaharuru looking south. Hapū wāhi taonga Tarapōnui-a-Kawhea covered in snow. Image by Peter Scott.*

### Five year Rautaki ā-Tau (Annual Plan) goals or theme

2020	2021	2022	2023	2024
<ul style="list-style-type: none"><li>• See Pūrongo ā-Tau (Annual Report) for Workplan details</li></ul>	<ul style="list-style-type: none"><li>• Implement HEMP</li><li>• Actively lead or participate in various restoration projects (i.e. Te Waiū)</li><li>• Continue to progress MACA</li></ul>	<ul style="list-style-type: none"><li>• Progress HEMP</li><li>• Investigate additional restoration projects opportunities (i.e. Te Ngarue)</li><li>• Monitor MACA</li></ul>	<ul style="list-style-type: none"><li>• Advance HEMP</li><li>• Progress various restoration projects</li></ul>	<ul style="list-style-type: none"><li>• Review previous five years to set plan for the next five years</li></ul>



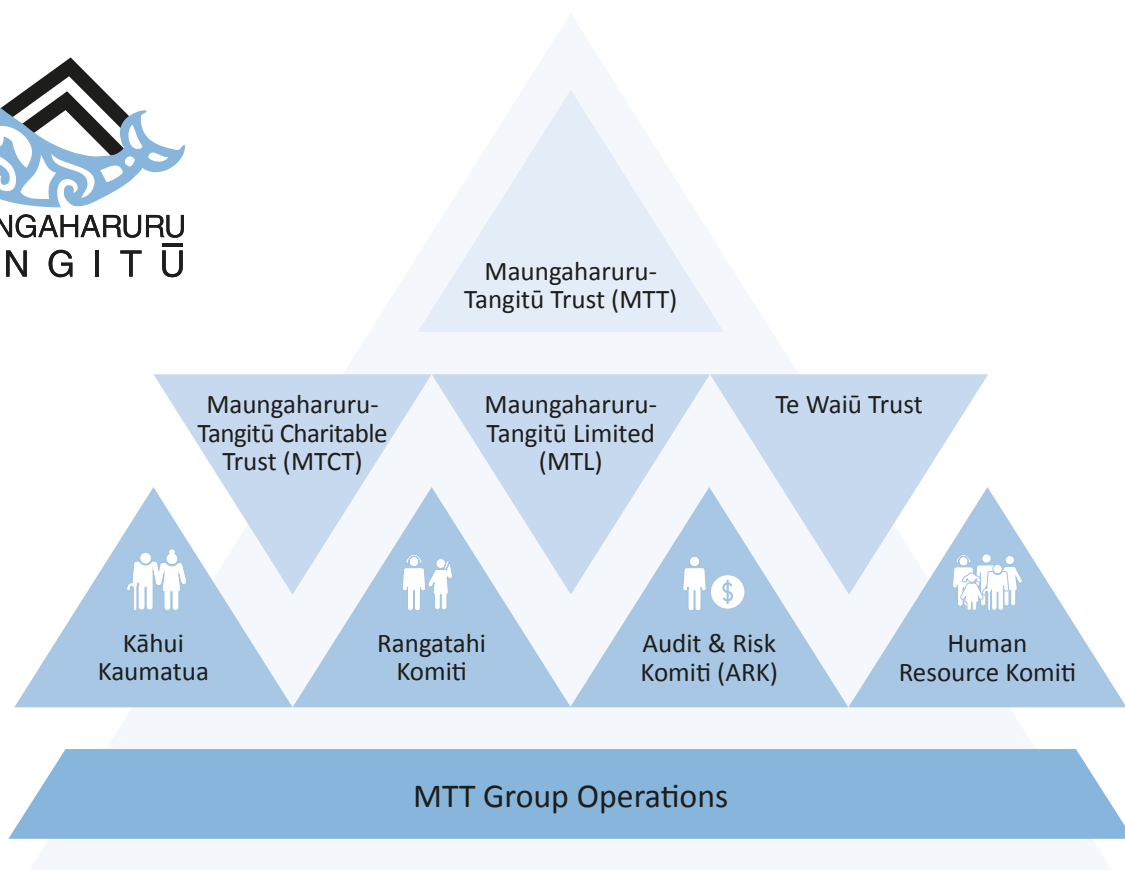
<b>Why does it matter?</b>	The environment is a foundation of our cultural identity as Maungaharuru-Tangitū, protecting, enhancing, utilising and maintaining our environment – our whenua, our moana, our awa, our ngāi (flora) and ngāi kīrehe (fauna). Continue to strengthen our collective understanding, knowledge, capability, connectedness and involvement in our environment is a cornerstone of maintaining MTT holistic development. Strengthening knowledge about traditional practices is about creating resources and providing access to these for current and future generations as we learn, record and develop ways to share it.
<b>What we understand?</b>	<ul style="list-style-type: none"> <li>• MTT has a strong reputation in actively protecting its environmental rights and interests</li> <li>• Environmental understanding has increased due to research, collation of information and varied projects</li> <li>• Environment projects like Te Waiū (previously Tūtira Mai Ngā Iwi) have engaged different hapū members and provide an ongoing opportunity to connect with members</li> <li>• A Rongoā programme was run with whānau and reliant on external funding</li> <li>• There is a significant resourcing impact from the range of external environmental legislative review, policy change, planning, resource consents and monitoring</li> <li>• Marine Area and Coastal Act (MACA) negotiations are ongoing and cover our whole coastline</li> </ul>
<b>What do we want to achieve in the next five years?</b>	<p>In the future, we will:</p> <ul style="list-style-type: none"> <li>• Establish stronger relationships with key external agencies and other iwi to enable improved Taiao outcomes</li> <li>• Advocated with environmental authorities and stakeholders regarding our environmental concerns and aspirations</li> <li>• Have more MTT wāhi taonga sites protected</li> <li>• Increased participation of hapū members through Taiao activities and projects</li> <li>• Developed a platform to share about our Taiao activity and knowledge</li> </ul>
<b>The following actions will translate our strategic focus area into reality by 2024:</b>	
<b>Protecting our Environment, means:</b>	<ul style="list-style-type: none"> <li>• Hapū Environmental Management Plan (HEMP) is completed and used as a guidance for making decisions, when caring for and protecting our environment</li> <li>• Development of Taiao wānanga series with hapū members about environmental kaupapa that is important</li> <li>• Established more formal relationships with key external agencies and stakeholders (including other hapū or iwi) based on MTT's environmental concerns and aspirations</li> <li>• Investigated options to produce environmental resources for use of hapū members along with access to these through a resource library</li> <li>• Protected more sites through regional and district plans</li> <li>• MACA negotiations are advanced</li> </ul>



# He Waka Kairangatira

## MTT Group – A Great Organisation

Operating an effective organisational structure that understand their purpose and role. Delivering great results for our people.



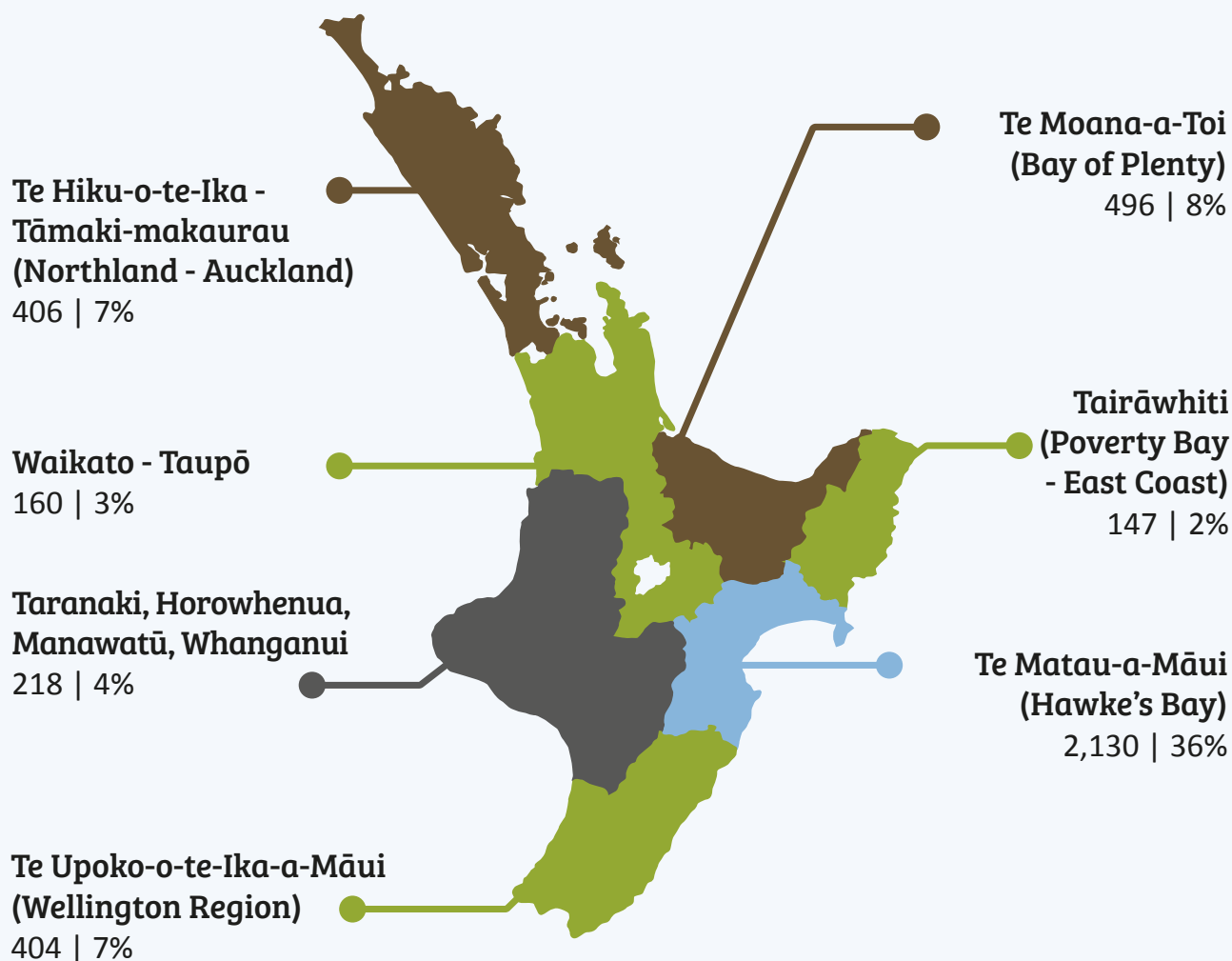
Five year Rautaki ā-Tau (Annual Plan) goals or theme				
2020	2021	2022	2023	2024
<ul style="list-style-type: none"><li>See Pūrongo ā-Tau (Annual Report) for details</li></ul>	<ul style="list-style-type: none"><li>Centralise great information, communication and engagement with hapū</li><li>Refine and test Business Continuity Plan</li><li>Advance COVID-19 Recovery Plan</li></ul>	<ul style="list-style-type: none"><li>Provide great information, communication and engagement with hapū</li><li>Recruiting and retaining great people to MTT (Governance and Operations)</li></ul>	<ul style="list-style-type: none"><li>Continue to provide great engagement with hapū</li><li>Succession Planning to ensure great people contribute to MTT (Governance and Operations)</li></ul>	<ul style="list-style-type: none"><li>Review previous five years to set plan for the next five years</li></ul>

<b>Why does it matter?</b>	<p>To achieve great things, we must have a great organisation in place to deliver. Great means excellence – we seek to be the best at what we do.</p> <p>When we have the right people, tools, resources and knowledge – we perform more effectively and efficiently.</p>
<b>What we understand?</b>	<ul style="list-style-type: none"> <li>• Great governance and management are core functions that enable us to deliver meaningful benefits for our people</li> <li>• Collaborating with others manages some of our resourcing issues and can advance our progress towards our agreed priorities</li> <li>• Great information, communication and engagement ensures our people understand how their dreams and concerns are being progressed</li> <li>• Mobilising our people will enable us to access and use the capability of our hapū</li> </ul>
<b>What do we want to achieve in the next five years?</b>	<p>In the future, we will:</p> <ul style="list-style-type: none"> <li>• Have strong planning tools to implement and manage our performance at both governance and operational levels</li> <li>• Increase targeted engagement with our whānau to increase hapū participation in our activities</li> <li>• Measure the impact and difference we have made in this strategic horizon</li> <li>• Have attracted and retrained a strong and capable staff</li> <li>• Be more connected with hapū members through ongoing hapū registration and maintenance of our hapū database</li> <li>• Be utilizing more hapū members in our activities</li> <li>• Continue to operate effective Fit-for-Purpose organisational structures.</li> </ul>
<b>The following actions will translate our strategic focus area into reality by 2024:</b>	
<b>Great Governance and Management, means</b>	<ul style="list-style-type: none"> <li>• Increased Governance training, performance monitoring and development</li> <li>• Strategic Management tools are developed including a Balanced Scorecard</li> <li>• Continuous Improvement to Communications and Engagement with hapū members</li> <li>• Development and implementation of an employment attraction and retention strategy</li> <li>• Development of a Collaboration Framework to guide the development of strategic actions and stakeholder management</li> <li>• Development and implementation of an Information and Communication Technology strategy</li> <li>• Hapū capability project is scoped and implemented</li> <li>• MTT will progress COVID-19 Recovery Plan</li> </ul>



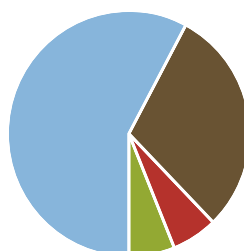
# Our Hapū population

On the 1st January 2020, our total population was 5,977. We have members living all over the world, but most are in Aotearoa. Of the members we have addresses for, more live outside of Hawke's Bay than in Hawke's Bay (36%). Of all the locations, Napier is where most of our members live (20%). We also have a youthful population, with 59% of our members under the aged of 30 years old. These statistics come from the MTT registration database.



Te Waipounamu (South Island) 208 | 3%  
Elsewhere in the World 9 | 0.15%  
Australia 559 | 9%  
Unknown Address 1,240 | 21%

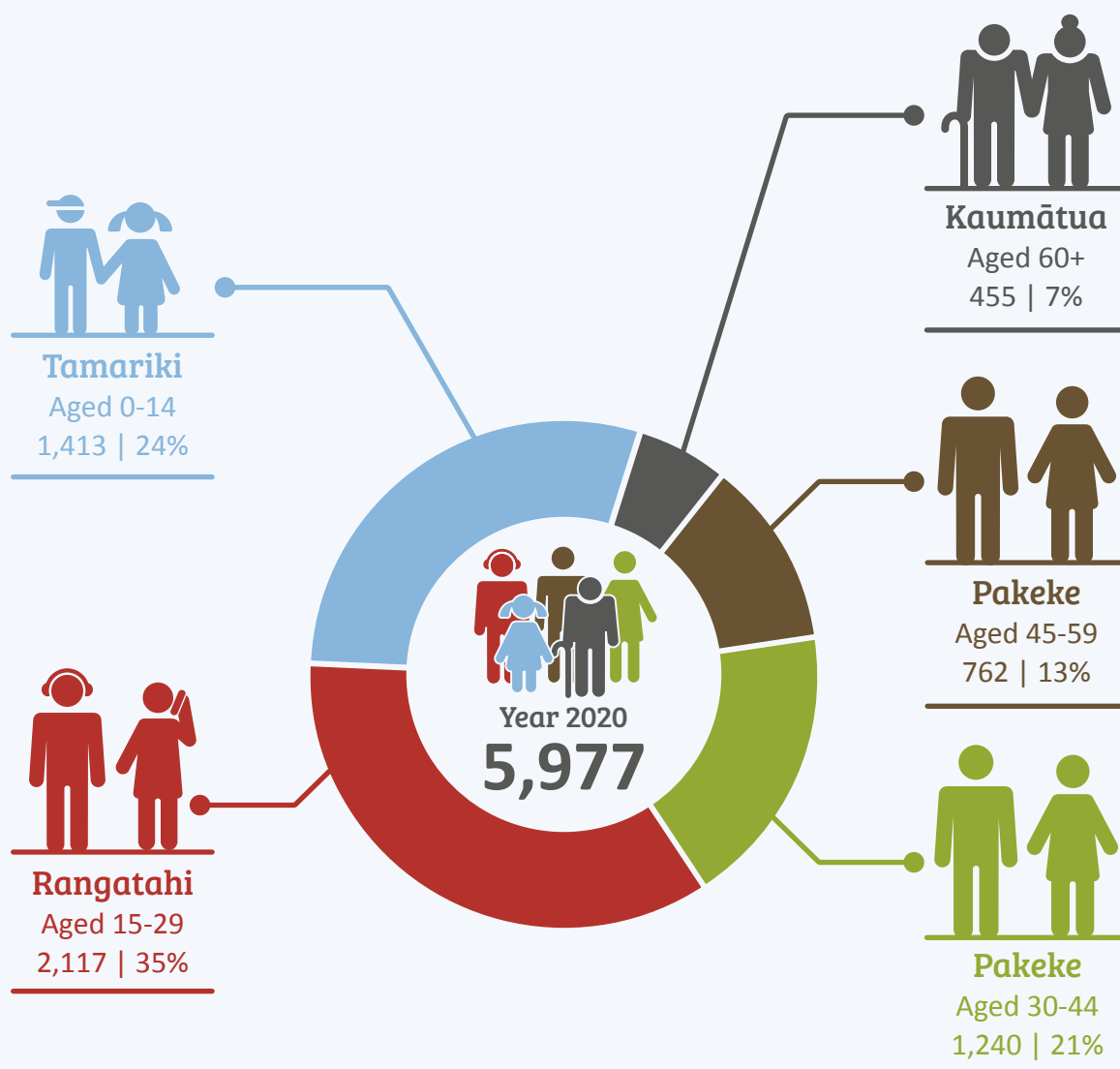
## Breakdown of Te Matau-a-Māui (Hawke's Bay)



Location	Population	Percentage
Napier	1,194	56%
Hastings	680	32%
Northern HB	126	6%
Central HB	130	6%

# How many people do we need to cater for now and in the future?

AS AT 1 JANUARY 2020



IN FUTURE



Year 2018  
5,918



Year 2020  
5,977



Year 2026  
9,200





## MAUNGAHARURU TANGITŪ

*The term Puawānanga refers to the 'Clematis' vine which is significant to our Hapū and takiwā (traditional area). Not only as a vine that flourishes in our native forests but also as the name of our wharenui (meeting house).*

*The Puawānanga is a vine that must grow from the forest floor to the canopy where it seeks light and blossoms, thus symbolising the achievement of potential. As the vine grows it intertwines with other Puawānanga vines, providing strength and stability, thus symbolising the value of working together. This vision therefore ties together several key elements that both describe our future and grounds us in our identity and past.*

*Image by Terry Greene, Te Papa Atawhai*

