

Waimangō Papakāinga Trust

Strategic Plan

2020-2040

DRAFT

December 2020

Te Whānau-a-Haunui

Te Whānau-a-Haunui

Waimangō Papakāinga Trust

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Ko Kohukohunui te maunga,
Ko Tīkapa te moana,
Ko Ngāti Whanaunga te iwi.

Ko Waimangō te awa,
Ko Waimangō te kāinga,
Ko ngā uri a Haunui Tukumana
e ngunguru nei,
Aue, Te Whānau-a-Haunui e!

Preamble

The Waimangō Papakāinga is a 2.2 hectare reserve located at Waimangō Point. It is part of the larger Waimangō property and is the kāinga-home of Te Whānau-a-Haunui.

The papakāinga includes an urupā, a main building, a wharehui (whareuku) and lawn and paddock areas. It is also located next to Tīkapa Moana (Firth of Thames).

The Waimangō Papakāinga Trust was established to manage the Waimangō Papakāinga – to provide quality care for the papakāinga and its facilities and to support Te Whānau-a-Haunui in their use of the papakāinga.

This Strategic Plan presents the vision, mission, goals and objectives of Te Whānau-a-Haunui concerning the Waimangō Papakāinga created on their behalf by the Waimangō Papakāinga Trust.

This Strategic Plan will be implemented by the Waimangō Papakāinga Trust in partnership with Te Whānau-a-Haunui and the Waimangō Farm Trust.

Date:

Waimangō and Te Whānau-a-Haunui

Waimangō is a ‘**taonga** **tuku iho**’, an inherited ancestral gift. We, Te Whānau-a-Haunui, inherited it from our forebears and it is fundamental to being a member of this whānau. Therefore:

- We feel *grateful and humbled* to have been so blessed - particularly, when we think of the many whānau who do not have their ancestral lands today. We also feel a sense of *obligation and responsibility to care* for Waimangō and in the best way possible. We care deeply for Waimangō and wish this taonga to remain with Te Whānau-a-Haunui in perpetuity.

Waimangō is not just the physical land, sky and sea. It is also the knowledge, memories, relationships, whakapapa and experiences associated with Waimangō, both in history and today. **Waimangō includes both the tangible land, sky and sea area¹ as well as the historical and contemporary intangible culture and experiences** associated with it. Therefore:

- Our sense of gratitude and humility concerns not just the physical property that is Waimangō (as extraordinary as this is), but also *the unique identity, history, whakapapa and culture that was bequeathed to us as well*. We feel the same sense of obligation and responsibility to care for the intangible Waimangō as much as for the tangible Waimangō.

Our forebears actively chose to enfranchise us in this way and as a whole (not one part of the whānau); they ensured that the identity and people called Te Whānau-a-Haunui came into existence and that, in time, we would inherit Waimangō. This includes the whānau of Ira Tukumana Renata (Ada Renata). Therefore:

- We feel grateful that our forebears made these decisions. We are committed to *reciprocating their generosity by being generous ourselves*, by honouring them, by perpetuating their legacy and by being the very best we can be as Te Whānau-a-Haunui, their descendants.
- No one person or group within Te Whānau-a-Haunui has a greater ‘right’ to Waimangō than anyone else. We all share equally in this taonga. Among other things, this means that *we are obliged to ensure that succeeding generations of Te Whānau-a-Haunui inherit Waimangō intact and in good condition* just as we inherited it in our time. This is a vitally important way of honouring Waimangō and those who passed Waimangō to us.

Waimangō was bequeathed to us by our forebears as a means by which **to provide for the whānau** and to ensure that our lives and our futures are as positive as possible. This was

¹ As well as the naturally occurring and native phenomena at Waimangō - such as species of flora and fauna, waterways, land contours, micro-climate etc.

particularly the case with the establishment of the papakāinga by our tupuna, Tukumana Te Taniwha. The purpose, therefore, of the papakāinga is to foster and support the whānau. Therefore:

- We work hard to fulfil these aspirations *so that the gift of Waimangō, in the end, was/is not offered in vain and/or wasted*. We strive to ensure that Te Whānau-a-Haunui and Waimangō is a *source of pride and empowerment* to whānau members (and to others as well). We conduct ourselves in the best way possible. We foster unity, whanaungatanga and cohesion as much as possible, and create things of real value to the whānau at Waimangō, to our iwi, and to the wider world. In turn, this instills a *desire and willingness in whānau members to participate* and contribute to Waimangō and Te Whānau-a-Haunui.

Waimangō is part of a larger area and iwi district called Wharekawa. The source of the Waimangō stream is located near Kohukohunui² and is one of a number of streams in Wharekawa that flow from that peak³. The mana whenua of Waimangō, therefore, commences at Kohukohunui and makes its way from there to the sea. It also includes the adjacent marine area and thus represents a mana whenua area greater than that prescribed by the legal boundaries of the Waimangō property. Therefore:

- Whilst we understand the legal interpretation of the Waimangō property, we also understand, appreciate and act upon a tikanga Māori interpretation of Waimangō for this too is part of the taonga and heritage of Waimangō.

The mana whenua at Waimangō joins with the broader mana whenua of the Wharekawa area held by the iwi and hapū of Ngāti Whanaunga and Ngāti Pāoa. It was first established during the arrival of our Tainui ancestors in 1350AD (approx) at Waihihī (Waharau). It continued into the times of Hotunui, Marutūahu and Whanaunga who all lived in Wharekawa. It continued into Ngāti Puku, Ngāti Rangiaohia, Te Mateawa and Ngāti Kotinga - the people of Tukumana Te Taniwha in Wharekawa. And, in the case of Waimangō, it continues today in Te Whānau-a-Haunui, the inheritors and kaitiaki of this mana whenua at Waimangō. Therefore:

- Our care of Waimangō is conducted mindful of and contributory to this wider physical and iwi cultural context. Te Whānau-a-Haunui reciprocates the gift of Waimangō in a number of ways including by honouring and contributing to this wider history and iwi/hapū/whānau context

² The highest point in the Hūnua Ranges.

³ The Wharekawa district is bounded by the Tāpapakanga Stream in the north and the Whakatīwai Stream in the south. This is because all these streams (and those in between) flow from Kohukohunui and represent the Wharekawa 'watershed'. Many of them are also used as boundaries between various hapū and whānau subareas within the Wharekawa district.

He Kupu Whakataki/Introduction

Waimangō is a 'taonga tuku iho', a gift and a blessing. This taonga was designed to empower us as a whānau, Te Whānau-a-Haunui. To be kaitiaki-custodians of this mana whenua and this taonga is to feel empowered and uplifted, to be inspired to be all we can be and to realise our potential as a whānau.

He Wawata/Vision

That the Waimangō Papakāinga (land, sea, sky, intangible culture) is a vibrant mana enhancing 'place' to foster the mana, identity, unity, culture, heritage and creativity of Te Whānau-a-Haunui - a people who honours their ancestral taonga, Waimangō, who work hard to realise their dreams and aspirations and in so doing achieves their potential as a whānau.

He Kaupapa/Mission Statement

The mission and purpose of the Waimangō Papakāinga Trust is to care for, administer and manage the Waimangō Papakāinga on a day-to-day basis as a means by which Te Whānau-a-Haunui may achieve their goals and realise their potential as a whānau.

He Tānga Manawa/Values

The Waimangō Papakāinga Trust will conduct its activities according to the following values:

- Excellence and Best Practice - *kia rangatira, kia tohunga ngā whakahaere kei mōnenehu te kura*⁴
 - Conducting the Trust's business with skill and competence
- Integrity and Honesty - *kia whitingia e te rā, kia puhipuhia e te hau, kia marama te whānau ki ngā nekenekēhanga, ki ngā kawenga o te rōpū nei*⁵
 - Conducting the Trust's business and activities openly and transparently
- Valuing the Values of Te Whānau-a-Haunui as they relate to the Papakāinga and Waimangō as a whole
 - Protecting and caring for the mana whenua and 'taonga tuku iho' (ancestral gift) that is Waimangō and ensuring that the continuous inheritance of Waimangō by succeeding generations of Te Whānau-a-Haunui is protected and achieved.
 - Enabling Te Whānau-a-Haunui to understand, foster and express their sense of gratitude, humility, obligation and responsibility because of and toward Waimangō.
 - Providing Te Whānau-a-Haunui with the means by which they can reciprocate the gift of Waimangō through acts of generosity and by creating things of value (for the whānau and the wider community) which instills a sense of pride in Te Whānau-a-Haunui members.

⁴ That the management of the affairs (of the Trust) be conducted in a noble and expert manner lest the 'plumes become damp' (falls into disrepute).

⁵ 'That the sun shine upon it and that it be blown by the wind', that the family are fully informed of the work and activities of the Trust.

Ngā Whāinga/Goals and Objectives

The Waimangō Papakāinga Trust will work to achieve the following goals and objectives:

Goals	Objectives
High Quality Governance and Management This goal is about ensuring that the Trust runs as smooth as possible, conducting its activities with expertise and skill (meeting all legal requirements)	<ul style="list-style-type: none"> • <i>Maintain high quality and accessible records</i>, including financial records and information about the Trust and its work and make available • <i>Communicate and share knowledge</i> and information expertly about the work of the Trust • <i>Conduct high quality decision making processes</i> including successful and productive Trust meetings • Create and implement with discipline appropriate <i>strategic and business plans</i>
Ongoing Maintenance, Care and Improvements of Physical Facilities and Environs This goal is about ensuring high quality care for both the facilities, and the land and sea areas of the Waimangō Papakāinga (buildings, urupā, associated areas)	<ul style="list-style-type: none"> • <i>Maintain all facilities and urupā</i> to the highest standards possible
Fostering the Unity, Identity and Wellbeing of the Whānau This goal is about fostering the unity, identity, whanaungatanga and cohesion of Te Whānau-a-Haunui through papakāinga activities.	<ul style="list-style-type: none"> • <i>Create and apply a set of tikanga</i>, procedures and values for the purpose of enabling harmonious and enjoyable experiences at the papakāinga (behavioural expectations) • Convene the Trust's own <i>hui programme</i> including annual hākari • <i>Increase the cultural capacity and capability</i> of Te Whānau-a-Haunui • Provide appropriate levels and types of <i>support to whānau members</i> who wish/need to use the papakāinga including tangihanga
Planning for the future, realising possibilities, opportunities This goal is about articulating specific goals, particularly as they relate to the 'creative potential' of Te Whānau-a-Haunui and Waimangō and the opportunities and challenges of the future.	<ul style="list-style-type: none"> • <i>Develop and implement an overall plan</i> for the papakāinga relating to all areas including the urupā, paddock, buildings, lawn and more. • <i>Introduce improvements</i> and renovations to Papakāinga buildings and facilities as appropriate • <i>Develop and implement a Kaitiakitanga programme</i> (in partnership with the Waimangō Farm Trust) for the care and restoration of the Waimangō stream and other waterways

Projects

The following projects will be undertaken by the Waimangō Papakāinga Trust on behalf of Te Whānau-a-Haunui. Each project has a plan that will include, among other things timelines, roles, budgets and responsibilities.

A Timeline of Papakāinga Events, 1995 to the present day (continuously updated)

In order for the Waimangō Papakāinga Trust to make quality decisions regarding the Papakāinga, it needs to maintain a good understanding of the events and activities taking place on the papakāinga. Hence, the Trust will construct an historical timeline of Papakāinga events in the period 1995-2020 and will update that timeline as appropriate.

Renovation of the Main Papakāinga Building

In 2020, the Papakāinga Trust engaged Inspect House NZ to complete a building inspection of the Papakāinga buildings. One of the key outcomes of this report is the decision to build a new ablutions block and storage area to the rear of the main building and expand the kitchen into the existing ablutions area.

Understanding the Cultural Legacy and Yielding the Cultural Opportunity represented by Waimangō - Building the Cultural Capacity and Capability of Te Whānau-a-Haunui

The Trust will implement a new cultural capacity and capability building programme designed to increase the understanding and capability of Te Whānau-a-Haunui members with respect to the Waimangō cultural legacy and the cultural opportunities this legacy represents.

Kaitiakitanga - taking care of the mana of the Waimangō environment

The Trust will implement a new Kaitiakitanga programme designed to fulfil our obligations and responsibilities toward the 'best possible care' of Waimangō. This will be conducted in partnership with the Waimangō Farm Trust and will include such things as riparian planting, protection of water quality, pest eradication, reducing waste and more.

Urupā Planning and Improvements

A new plan for the urupā will be developed and implemented. This plan will include completion of a waharoa, upkeep of headstones and a site plan. The plan will also include the proposed installation and unveiling of new headstone(s) for the graves of Tukumana Te Taniwha, Te Paenga Reihana, John Royal, members of the Ashby family and others interred in our urupā.

Planning Time Frames

Regarding planning timeframes, many of these timeframes and milestones will be developed in the context of specific projects. For example, a plan for renovations to the main building will include timeframes and milestones for that project.

The Trust proposes a planning timeframe of 20 years - to 2040, which represents the 200th anniversary of the signing of the Treaty of Waitangi. This timeframe inspires us to think about

what we wish to see and to have achieved at the Waimangō Papakāinga in the 20 years between 2020 and 2040.

Business Planning

This Strategic Plan will be implemented through the development and implementation of the Trust's annual business plans.

Review

This Strategic Plan will be reviewed in 2023.

Appendix: About this Strategic Plan

This Strategic Plan was created by the Waimangō Papakāinga Trust to guide the Trust's work with respect to the Waimangō Papakāinga. It captures views and aspirations held by Te Whānau-a-Haunui regarding the future of the Waimangō Papakāinga. This Strategic Plan will be implemented through the design and implementation of the Trust's annual Business Plan. Projects described in this plan will be achieved through the design and implementation of Project Plans. Here is a brief explanation of various components of this plan:

- **Vision** - What do we wish to see in the future for the Waimangō Papakāinga (and by extension for Te Whānau-a-Haunui)
- **Mission** - What is the role and/or purpose of the Waimangō Papakāinga Trust in achieving this vision?
- **Values** - What are the principles and values that the Trust ought to adhere to as it implements this plan and undertakes its work?
- **Goals** - What are the 'big picture', ongoing goals that the Trust needs to achieve (eg: care of facilities)?
- **Objectives** - What are some specific objectives achievable over a shorter period of time which lead to the achievement of larger goals (eg: expansion of facilities)
- **Projects** - What are some specific projects (particularly those relevant to a number of objectives) that the Trust should advance?

Why 2020-2040? Why this timeframe?

The purpose of a Strategic Plan is to capture long term aspirations and goals, rather than short/medium term tasks and projects (These are achieved through Business Plans). A 20 year timeframe offers a long term 'horizon' for the work of the Papakāinga Trust. The Trust is able to change and update the Strategic Plan as it sees fit in the coming years; however, the 20 year timeframe positions 2040 as kind of 'target' or 'due by' date where certain significant things (of long term benefit) are to be achieved by the Trust.

This time frame was also suggested following the completion of the 2020 building inspection report concerning Papakāinga Buildings. While that inspection was underway, we were reminded that the main building was built in 1995; and so approximately 25 years have passed since its inception. This led us to think about a 25 year time frame going forward for the new Strategic Plan.

Second, we were reminded that in 2040, we will mark and acknowledge the passing of 200 years since the signing of the Treaty of Waitangi in 1840. Hence, focusing upon 2040 helps us plan for how we may celebrate and mark the 200th anniversary since the signing of the Treaty by a number of our Ngāti Whanaunga tupuna, including Te Hōreta Te Taniwha, grandfather of Tukumana Te Taniwha from whom we inherit Waimangō.