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| Project Plan: WSNZ Māori Strategy Refresh |
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# Executive Summary

WSNZ has identified Māori as a group for which targeted water safety interventions should be developed. From 2003 WSNZ has had several iterations of a Maori water safety strategy to guide its interventions (since 2008 the strategy has been called Kia Maanu, Kia Ora). The last iteration of Kia Maanu, Kia Ora finished in 2015. From late 2015 WSNZ’s focus has been on sector level strategies, but a 2017 proposal to develop a water safety sector Māori strategy was unsuccessful. WSNZ is now seeking to focus on refreshing its Māori strategy and improving is capability to work with Māori.

In May 2018 WSNZ held a hui with key Māori water safety experts and practitioners to discuss the refresh of WSNZ’s Māori strategy. At the hui WSNZ acknowledged that it currently lacked internal expertise in Te Ao Māori and kaupapa Māori water safety interventions and programmes. It was agreed that hui participants would form as an interim Advisory Group to WSNZ. Following the May 2018 hui, the participants agreed they would work through Tangaroa Ara Rau (TAR) on the refresh of the Māori water safety strategy. A Memorandum of Understanding (MoU) to formalise the relationship between the between WSNZ and TAR has been developed. The MoU is for a 12-month period and an indicative work plan for the period of the MoU was proposed.

This project plan builds on the proposed work plan and outlines an approach, objectives and scope for the refresh of the WSNZ Māori Strategy, as well as a proposing how the Refresh project should be governed. It also identifies the deliverables and milestones for the Refresh’s five different workstreams. These workstreams are:

1. ***Project management -*** To develop the project plan; establish the governance and project reporting arrangements; and undertake enabling tasks. Organising TAR hui is also part of this workstream.
2. ***Governance*** - To establishment the Māori Advisory Group; manage the relationship with TAR; and explore governance options for Māori in the water safety sector.
3. ***Relationships with Māori -*** To develop advice on WSNZ engagement with Māori; examine how best to communicate with, and/or effect behaviour change amongst, Māori; identify options for Māori water safety workforce development; and identify options for increasing iwi/Māori investment and involvement with drowning prevention.
4. ***Kia Maanu, Kia Ora -*** To refresh the Kia Maanu, Kia Ora brand and develop criteria for its use; support Kia Maanu, Kia Ora promotional events; review WSNZ funding process for contribution to Maori outcomes; and support the development of a Kaupapa Māori approach to Water Skills for Life.
5. ***Data, research and evaluation –*** To develop best practice criteria for Māori drowning prevention initiatives; identify Māori drowning prevention research priorities; and examine Māori data management issues.

The first draft of this project plan was discussed at a hui with TAR in November 2018.

# Recommendations

It is recommended that project Sponsors:

1. **Note** that WSNZ has committed to working in partnership with Tangaroa Ara Rau (TAR) for the refresh of WSNZ’s Māori strategy;
2. **Note** that a Memorandum of Understanding (MoU) to formalise the relationship between the between WSNZ and TAR has been developed to cover a 12-month period beginning
13 November 2018;
3. **Note** that the 12-month work plan proposed by TAR at the hui with WSNZ in May 2018 has been used as the basis for developing the workstreams contained in this Project Plan;
4. **Agree** to the proposed approach, objectives and scope for the refresh of the WSNZ Māori Strategy contained in this Project Plan;
5. **Agree** the proposed governance arrangements for the refresh of the WSNZ Māori Strategy contained in this Project Plan;
6. **Agree** that the key workstreams of the WSNZ Māori strategy refresh and their WSNZ leads are:
* Project Management – Neil McInnes;
* Governance – Jonty Mills;
* Relationships with Māori – Mel Aiken;
* Kia Maanu, Kia Ora – Sheridan Bruce; and
* Data, research and evaluation– Mel Aiken.
1. **Note** there are two enabling tasks that need to be undertaken to enable the completion of some of the Refresh’s deliverables:
* an explicit statement of the desired drowning prevention outcomes for Māori; and
* clarity around the cultural and spiritual elements important to Māori drowning prevention/engagement with Tangaroa; and
1. **Note** that a draft of this project plan was discussed and agreed with TAR at a hui with WSNZ on 13 November 2018;

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# Purpose

This document outlines the proposed work programme to refresh of WSNZ Māori strategy. It identifies the proposed approach to the refresh and the different workstreams and their associated milestones.

# Context

## Background

Water Safety New Zealand (WSNZ) is the national leadership agency for the water safety sector and it seeks to reduce preventable drownings and injuries through policy and advocacy, collaboration and targeted investment. WSNZ has identified Māori as a high-risk group for which targeted water safety interventions should be developed.

### WSNZ Māori Water Safety Strategy

In 2003 WSNZ launched a Māori Water Safety Strategy focused on building awareness about the Māori drowning issues and providing educational materials and programs. The Māori Water Safety Strategy was reviewed in early 2008, and it identified two key phases of the strategy.

* 2003-2005: Business International Incorporated was contracted to deliver the strategy and had success in raising awareness at the National level but was less successful at the regional and community level.
* 2005-2007: In 2005 Mark Haimona was employed as a Māori Water Safety Coordinator. Mark had much greater presence at the community level and had success building awareness and event visibility. There was also improved delivery of Te Reo resources and adapted Water Safety Programmes (e.g. Learn to Swim and Riversafe).

The review noted there had been a 32% decrease in Māori drowning between 2003 and 2006 and that there was positive feedback on the strategy and coordinator from Māori stakeholders. Its recommendations were mainly about resourcing and relationships with Māori organisations.

### Kia Maanu, Kia Ora

In June 2008 a national Māori water safety hui was held in Wellington to present the review of the WSNZ Māori Water Safety Strategy to key stakeholders and provide a forum for developing a new Māori strategy for WSNZ. At this hui WSNZ’s 3 key strategic priorities for Maori were endorsed:

* Leadership (Helping to lead water safety education and drowning prevention for Māori);
* Education (Identifying, developing and delivering quality water safety education to Māori, with Māori); and
* Collaboration (Developing and maintaining partnerships between WSNZ member organisations, local government and Māori organisations including iwi and whanau groups).

A new approach to WSNZ’s Māori strategy was also adopted which included the intent that WSNZ would work more closely with Māori Communities. This was embodied in the new Maori Water Safety Strategy for 2008-12, named Kia Maanu, Kia Ora. Around this time Te Puni Kōkiri (TPK) and WSNZ developed a stronger working relationship and a partnership agreement was signed in October 2009 and TPK provided $150,000 to WSNZ over 3 years to support the delivery of Kia Maanu, Kia Ora. This strategy was largely delivered in house by WSNZ Regional Water Safety Managers or via funding external delivery via Waka Ama NZ, Te Taitimu Trust, Kia Ora Aotearoa, Sport Waitakere, LiveIt Enterprises and Te Ripo Tapui.

The next iteration Kia Maanu, Kia Ora was for the period 2011-15 and it was delivered with partnership funding from with Active Post. There was a focus on providing Māori with skills to enjoy their traditional and cultural links with the water via three initiative pillars of:

* Leadership
* Boat education
* Swim to survive

It is estimated that between 2011 and 2015 there were 83 Kia Maanu, Kia Ora events with over 40,000 Māori participants.

In 2014 WSNZ was restructured into a sector policy and leadership organisation and it lost its local delivery capability. Active Post funding for Kia Maanu, Kia Ora ended in 2015 and WSNZ’s focus during 2015 was on developing the first water safety sector strategy which was launched in November 2015. In early 2016 an unsuccessful attempt was made to secure sponsorship funding for another Kia Maanu, Kia Ora strategy.

### Water Safety Sector Māori Strategy

Staff changes at WSNZ during 2016 led to a loss of institutional knowledge in the Māori drowning prevention space, but by late 2016 some initial work of scoping a water safety sector Māori strategy had begun. This sector strategy was part of WSNZ’s work during 2017 on developing a work programme for delivering on the strategic actions contained in the Water Safety Sector Strategy 2020.

A draft Strategic Actions Work Programme was considered by the Cross-Sector Reference Group (CSRG) in November 2017 and it included several short and medium-term sector initiatives, including the water safety sector Māori strategy. However, CSRG indicated that they did not believe the sector had the resources or capacity to deliver on the strategic actions work programme. They also indicated they did not believe WSNZ had the capability to deliver on the aspirations of the water safety sector Māori strategy. As a result, WSNZ decided to focus on refreshing WSNZ’s Māori strategy and keeping CSRG informed of progress.

## May 2018 hui

In May 2018 a hui was convened by WSNZ that bought together key Māori water safety experts and practitioners from across New Zealand to discuss the refresh of WSNZ’s Māori strategy. WSNZ indicated that the Māori drowning rate remained disproportionate and WSNZ wanted to work towards creating greater equality in Māori water safety outcomes. At the hui WSNZ acknowledged that it had not been as active in the Māori water safety space as previously and that it currently lacked internal expertise in Te Ao Māori and kaupapa Māori water safety interventions and programmes.

A significant portion of the hui was dedicated to workshops to identify the key Māori water safety needs and to come to a consensus on priorities, recommendations and next steps. Key takeaways from the hui were:

* The need for Māori to be at the table and involved in leadership and influencing at a governance level.
* The importance of programmes and initiatives being developed and lead by Māori for Māori to be most effective.
* The need to retain and build on the “Kia Maanu Kia Ora” brand as many attendees were still using and promoting this brand, and it had good recognition in the community.
* Attendees were keen to work collectively to ensure the Kia Maanu, Kia Ora brand was represented at key Māori events such as Waka Ama nationals and Te Matatini.
* There was strong interest in Water Skills for Life (WSFL) and there was a willingness to promote the programme into Māori communities and support the development of a kaupapa Māori approach to WSFL.
* Respect for Tangaroa, giving back to Tangaroa and the connection with wairua were emphasised as being integral to Māori water safety.
* There was a need to take a holistic approach to Māori water safety that includes cultural and spiritual elements that may not be present in more traditional programmes.

Hui participants indicated they were keen to share their knowledge to help inform WSNZ’s Māori strategy, but there were concerns that:

* Many of them had “been here before” at previous hui organised by WSNZ and felt like they were providing the same advice but to a different audience;
* How was WSNZ (and the wider sector) going to access future support and advice in relation to Māori given that WSNZ had no staff able to provide kaupapa Māori advice; and
* What were the implications for participants who were handing over their individual and collective Intellectual Property.

The proposed solution to these concerns was to establish a Māori Advisory Group who could provide support and advice to WSNZ on Te Ao Māori. It was agreed that the hui participants who were willing and able to commit time and energy to improving Māori water safety would form an interim Māori Advisory Group to WSNZ. The role of this Group was to:

* Explore options for a formal Maori Advisory Group to WSNZ, develop the Group’s terms of reference, and advise on membership to ensure it is representative of Māori water safety needs.
* Provide initial advice to WSNZ on the Māori water safety strategy refresh; and
* Work in partnership with WSNZ to deliver a 12-month work plan.

It was agreed that the relationship between WSNZ and the Interim Māori Advisory Group should be formalised by a Memorandum of Understanding (MoU). A MoU was developed in consultation with members of the interim Māori Advisory Group and this was agreed to by the WSNZ Board in late June 2018. A final version of the MoU was signed by WSNZ’s CE in early August and sent to members of the interim Māori Advisory Group. The full MoU can be found in an appendix in section 10.2 below.

### 12-month work plan

Because of the newness of the partnership between WSNZ and the interim Māori Advisory Group it was decided that the MoU should be for a 12-month trial period with a set of objectives and activities that could be realistically achieved. The associated 12-month work plan has been split into three different activity areas that are reflective of the themes from an earlier version of the Kia Maanu Kia Ora Strategy.

1. **Influence and Leadership**
2. WSNZ to support the interim Māori Advisory Group to explore and develop an appropriate model for WSNZ to adopt to have the necessary knowledge and advice on Māori Water Safety
3. Support the interim Māori Advisory Group to explore options and put together recommendations on the most appropriate governance model that will allow Māori to have autonomy over water safety decisions in relation to Māori
4. Put together recommendation and advice on how the wider water safety sector can engage with Māori
5. **Getting the Mahi done**
6. Refresh of the Kia Maanu Kia Ora Branding and establish a coordinated events programme to promote Kia Maanu Kia Ora
7. Conduct analysis on what current best practice looks like for Māori Water Safety Programmes and initiatives.
8. Review current WSNZ investment process to determine what needs to be done to ensure it meets Māori needs.
9. Develop reporting and evaluation process for Kaupapa Māori projects and programmes funded by WSNZ.
10. **Education/skills**
11. Establish a kaupapa Māori approach to WSNZs flagship programme Water Skills for Life.

## Current situation

### Tangaroa Ara Rau

Tangaroa Ara Rau (TAR) - the many pathways of Tangaroa - is a collective of Māori researchers, practitioners, creatives, sailors, paddlers, and kai gatherers who seek to “(re)connect our whānau to our waterways in a safe and enjoyable way”. TAR emerged from a growing recognition of the need for Māori to take the lead, collaborate and work together with key partners in the water safety sector. Following the May 2018 hui, the participants agreed they would work through TAR in their engagement with WSNZ on the refresh of the Māori water safety strategy.

WSNZ held a hui with TAR in Auckland on 13 November 2018 to discuss and agree an version of this project plan. At the hui it was also agreed that the WSNZ-TAR MoU would come into effect from that date.

WSNZ is currently planning to hold another hui with TAR to discuss the refresh of the WSNZ Māori water safety strategy in February 2019 in Wellington around the time of Te Matatini. Another hui is also planned to review progress on the Refresh workstreams at the end of the 12-month commitment by TAR to working with WSNZ (ie in November 2019).

### WSNZ funded programmes

WSNZ operates an annual competitive investment round to disperse funding provided by the NZ Lotteries Grants Board (and from some corporate sponsors) for drowning prevention activities. Since 2017/18 WSNZ has also been funding the major water safety sector operational agencies – Surf Life Saving NZ, Coastguard Boating Education and Swimming NZ – using relational contracting (ie they are guaranteed funding outside of the competitive funding round).

For the 2018/19 Investment Round (just completed) WSNZ allocated around $2.2 million and offered stakeholders the opportunity to apply for funding from two separate funds:

1. The ***Drowning Prevention Fund*** which supports projects that deliver drowning prevention interventions that make a difference to New Zealand’s drowning toll; and
2. The ***Water Safety Research Fund*** which supports research projects that contribute to meeting the water safety sector’s unmet knowledge needs.

Funding from the Drowning Prevention Fund was allocated to projects that met specific funding criteria, including the following priority areas:

* 1. Water Survival Competencies for children in schooling years 1 to 8;
	2. Children Under Five Years Old;
	3. High Risk Groups, Activities and Environments;
		1. **Communities** where there is a disproportionate risk of poor water safety outcomes and participation in water safety training activity is low;
		2. **Males;**
		3. **Environments** that pose particular drowning hazards;
		4. Water safety **awareness and education** towards **attitude and behaviour change;**
		5. **Activities** where safety interventions are not well developed;
	4. Innovation and Value-added Opportunities.

Through the Drowning Prevention Fund (and its predecessors) WSNZ has been funding specific drowning prevention initiatives aimed at Māori, as well as funding other providers that reach Māori as part of their target groups (eg via Regional Sports Trusts). For the 2018/19 investment round priority was given to providers delivering WSNZ’s flagship drowning prevention intervention for primary school children - the Water Skills for Life (WSFL) programme. Many of these WSFL providers target children from socio-economic groups that would not otherwise have access to water safety skills training.

For 2018/19 WSNZ is also funding the:

* promotion of Kia Maanu, Kia Ora at two major Māori events – the Waka Ama 2019 national sprint championships and 2019 Te Matatini kapahaka festival;
* provision of a series of water safety wananga in Hawkes Bay that is provided within a Kaupapa Māori framework;
* development and distribution of water safety resources for Waka Ama club members and the recruitment and training of Waka Ama safety officers.

2018/19 was the first year WSNZ allocated funding via the Water Safety Research Fund to research projects that will contribute to meeting the water safety sector’s unmet knowledge needs. A set of research priorities have been identified for the water safety sector by WSNZ in consultation with water safety sector stakeholders (sitting as the data and Research Working Group). These priorities sit within five broad knowledge themes:

**Knowledge theme 1 – Horizon scanning**

* *Sport and recreation*
* *Climate*
* *Tourism and migration trends*
* *Technology*

**Knowledge theme 2 – People and Prevention**

* *People*
* *Behaviour*
* *Survival competence*

**Knowledge theme 3 – Sector effectiveness**

* *Sector value and impact*
* *Volunteers*
* *Sector cohesiveness and innovation*

**Knowledge theme 4 – Rescue and Response**

* *Amateur rescue*
* *Community resilience*
* *Drowning impact*

**Knowledge theme 4 – Rescue and Response**

* *Education*
* *Social marketing*
* *Integrated prevention*

For the 2018/19 investment round priority was given to research that can contribute to the design of interventions that will result in meaningful change to a person’s behaviour that will lower their drowning risk. (ie Knowledge theme 2: People and Prevention.

#### Other funding

In addition to the annual Investment round, WSNZ also allocates funding it receives from corporate and philanthropic sources to initiatives that meet its objectives. WSNZ has recently increased its fundraising capability and intends used the funds raised to support a range of initiatives outside of the annual investment round.

#### WSNZ Education Plan

WSNZ is currently developing and end-to-end Water Safety Education Strategy that looks at water safety education opportunities across the life cycle. It is planned that water safety programmes that work for Māori will be part of this Education Plan.

### Regional water safety strategies

WSNZ is currently developing three pilot regional water safety strategies in Auckland, Waikato and Bay of Plenty. The objectives of regional water safety strategies are to reduce drowning deaths and injuries and build a culture of safe enjoyment around water. These regional strategies are to be tailored to the specific circumstances of each region and it is hoped that developing these regional strategies will lead to:

* Greater regional ownership of drowning prevention/water safety activity;
* Improved coordination of effort and capability amongst regional and national water safety stakeholders;
* Increased funding and activity in water safety

These regional strategies will identity priority work streams and investment priorities in four main activity areas:

* Water safety skills development
* Recreational boating safety
* Fresh water safety
* Beach and ocean safety

Maori are recognised as a key target group for these regional water safety strategies and it is planned that specific work streams focusing on Maori will be developed in collaboration with iwi or Māori organisations for each activity area in regional water safety strategies. To this end iwi representatives have been included in the project owners’ group for both the Bay of Plenty and Waikato regional water safety strategies, and Māori stakeholders were involved in the engagement process for the Auckland strategy. WSNZ wants to ensure that work on the WSNZ Māori strategy refresh is consistent with and links to the work being done with regional water safety strategies.

### Sector Capability Plan

From late 2016 WSNZ facilitated and led the water safety sector Capability Review. The Review was focused on identifying the capability the sector needs to deliver a ‘step change’ in drowning prevention and a Water Safety Sector Capability Plan was agreed with key sector leaders in May 2018. This plan contained several capability development actions, including the development of a Water Safety Sector Māori Strategy with the following outcomes:

* Iwi/Māori able to lead drowning prevention activity for Māori in their rohe;
* Sustainable approach to engaging with Māori on water safety issues developed; and
* Relationships built with key Māori water safety stakeholders.

The sector Capability Plan has yet to be formally launched, but it was presented to the Minister for Sport and Recreation in June 2018 along with a business case for sustainable funding for the national water safety agencies. In this business case WSNZ noted that “funding is not available for [drowning prevention] solutions that could be devised and delivered through Māori processes and leadership”. In addition, WSNZ sought new funding from Government for a range of initiatives, several of which will support improved Māori drowning outcomes.

Sport NZ is working with WSNZ and sector agencies on the Government response to the business case and WSNZ is to work with CSRG on the delivery of, and time frames for, initiatives from the sector Capability Plan.

### Iwi-led initiatives

WSNZ is aware that some iwi are proactively operating in the drowning prevention space (eg by funding swimming lessons and/or dive certificates for tribal members). In the regions where this has been occurring WSNZ understands there have been positive results for Māori drowning prevention. More information of what’s being done and the impacts it’s having on drowning prevention is needed.

## Summary

* WSNZ has had a Māori strategy since 2003 and each previous iteration of WSNZ’s Māori Strategy has been backed by a significant funder.
* Previous strategies were successful in building awareness of the problem of Māori drownings and this led to a demand by Māori for more “on the ground” water safety delivery.
* While there has been no formal review or evaluation of Kia Maanu, Kia Ora, there is evidence to suggest that the greatest success was achieved when WSNZ had a dedicated Māori Water Safety Coordinator.
* WSNZ has changed in structure since previous Māori strategies were initiated and direct delivery by WSNZ staff is no longer an option.
* WSNZ has been supporting Māori drowning prevention activity by providing funding for several initiatives targeting Māori and there are several WSNZ activities underway that can contribute to positive Māori drowning outcomes.
* WSNZ’s initial proposal to develop a water safety sector Māori strategy was unsuccessful though potential to revisit this still exists.
* WSNZ and TAR have agreed to work in partnership on the development of the Māori water safety strategy refresh and the initial work programme for the Refresh has been converted into this project plan.

# Project Approach

## Overview

WSNZ has recognised there is an opportunity to support the development of more effective and sustainable drowning prevention interventions for Māori and make engagement with iwi and Māori part of WSNZ’s way of working. To this end, WSNZ is seeking to work in partnership with TAR to develop its internal capability in Te Ao Māori and its relationships with Māori. It is also seeking support and advice from members of TAR on specific workstreams of the Kia Maanu, Kia Ora refresh.

## Project Objectives

WSNZ and TAR will work collectively to improve WSNZ’s contribution to Māori drowning prevention outcomes by:

* Establishing a Māori Advisory Group for WSNZ;
* Improving WSNZ’s capability to engage with Māori on drowning prevention;
* Refreshing the Kia Maanu, Kia Ora brand and helping develop criteria for its use;
* Clarifying how outcomes for Māori are to be funded by WSNZ’s investment programme;
* Supporting the development of a Kaupapa Māori approach to Water Skills for Life by Otago University;
* Developing criteria for assessing best practice for Māori drowning prevention initiatives;
* Identifying Māori drowning prevention research priorities; and
* Examining Maori data management issues for WSNZ.

WSNZ and TAR will also work together to improve Māori drowning prevention outcomes more broadly by:

* Examining options for increased Māori participation in the governance of the water safety sector;
* Identifying potential Maori workforce development opportunities in the water safety sector;
* Promoting the benefits of a water safety sector Māori strategy through engagement with key influencers in the sector; and.
* Exploring how a holistic approach to Māori water safety that includes cultural and spiritual elements, can be given effect in Māori water safety initiatives and programmes.

To support the achievement of these objectives, it is proposed to undertake this project in a way that ensures that:

* WSNZ and TAR having clarity on their respective roles and responsibilities;
* Māori communities are more able to take an active role in the design and implementation of water safety initiatives;
* Kaupapa Māori programmes that contribute to drowning prevention and water safety can be measured and evaluated, and the results readily shared with funders and providers;
* Maori drowning prevention activity is seen within a wider hauora context; and
* The outcomes for Māori from this project can be communicated and/or adopted by government agencies and the wider water safety sector to deliver better drowning prevention outcomes for Māori.

## Project scope

The WSNZ Māori strategy refresh is a large project with multiple work streams that will need to be undertaken simultaneously. The key project scoping considerations are:

* The project is to refresh WSNZ’s Maori strategy, not develop a water safety sector Māori strategy, so the focus is on what can be done to improve WSNZ’s performance for Māori;
* A clear statement of what WSNZ’s desired drowning prevention outcomes for Māori will therefore be needed;
* The establishment of the Māori Advisory Group for WSNZ is the priority action and it is time-bound: it should happen before the end of the 12-month remit of the current MoU;
* Clarifying how outcomes for Māori are to be funded by WSNZ’s investment programme will need to occur by late March 2019 if it is to inform the 2019/20 WSNZ Investment Round; and
* Clarifying what the priorities are for Māori water safety research is needed by late March 2019 if it is to inform the 2019/20 WSNZ Water Safety Research Fund allocation process.

## Project Governance

To ensure that the Strategy Refresh process is a co-ordinated, collective effort between WSNZ and TAR it is important that project governance is effective and supports the timely achievement of milestones.

To give effect to the partnership aspiration it is proposed that there is joint management of the delivery of the Refresh project. As the focus of the Refresh is, however, improved performance of WSNZ, the WSNZ Board are the owners of the Refresh project. This is because the WSNZ Board has overall responsibility for the performance of WSNZ, mandates WSNZ to work with TAR, and approves the resources to be spent on the Refresh. In practice, the Chair of WSNZ, Danny Tuato’o will be primary contact for the Refresh at the Board level.

By jointly agreeing this project plan and committing to work together to deliver its associated work programme, WSNZ and TAR are acting both as Project Sponsors (responsible to the Project Owners for ensuring the delivery of project outputs in accordance with the project plan) and as Project Team members (working to deliver the project outputs). To date, Jonty Mills, CE of WSNZ, and Anne-Marie Jackson and Rob Hewitt (on behalf of TAR), have been acting in the Project Sponsor roles. At the TAR hui In November 2018 it was agreed that Anne-Marie Jackson and Mark Haimona would act as Project Sponsors along with Jonty.

The Project Manager is the responsible for the ensuring the delivery of project milestones, as well as managing relationships and progress reporting to the Project Sponsors. Neil McInnes, WSNZ’s Manager: Capability and Investment will be the Project Manager, and he will undertake this role in partnership with Rob Hewitt from TAR.

It is also proposed that there will also be workstream leaders from WSNZ for each of the five Refresh workstreams. There will also be TAR members nominated to work in partnership with the WSNZ lead on each workstream. Workstream members are identified below in the sections 4.1 to 4.5 detailing the project workstreams and their milestones. In addition, an overview of the project structure is provided in section 5 below.

## Project Workstreams

The Refresh of WSNZ’s Māori strategy consists of five different workstreams. These are:

1. ***Project management*** - To develop the project plan; establish the governance and project reporting arrangements; and undertake enabling tasks. Organising TAR hui is also part of this workstream.
2. ***Governance*** - To establishment the Māori Advisory Group; manage the relationship with TAR; and explore governance options for Māori in the water safety sector.
3. ***Relationships with Māori*** - To develop advice on WSNZ engagement with Māori; examine how best to communicate with, and/or effect behaviour change amongst, Māori; identify options for Māori water safety workforce development; and identify options for increasing iwi/Māori investment and involvement with drowning prevention.
4. ***Kia Maanu, Kia Or***a - To refresh the Kia Maanu, Kia Ora brand and develop criteria for its use; support Kia Maanu, Kia Ora promotional events; review WSNZ funding process for contribution to Maori outcomes; and support the development of a Kaupapa Māori approach to Water Skills for Life.
5. ***Data, Research and Evaluation*** – To develop best practice criteria for Māori drowning prevention initiatives; identify Māori drowning prevention research priorities; and examine Māori data management issues.

It is planned that most of the work for these workstreams will be completed during the 12-month period covered by the TAR MoU (ie to November 2019), though several initiatives will be either be ongoing (eg use of Kia Maanu, Kia Ora brand) or have different timeframes (eg Kaupapa Māori approach to WSFL).

### Enabling tasks

There are two tasks that need to be undertaken to enable the completion of some of the Refresh’s deliverables.

1. The review of WSNZ investment programme needs to be informed by an explicit statement of the desired drowning prevention outcomes for Māori.
2. To take a holistic approach to the design of Māori water safety initiatives and programmes (eg as part of Kia Maanu, Kia Ora) needs clarity around the cultural and spiritual elements important to Māori drowning prevention/engagement with Tangaroa.

# Project Milestones

## Workstream 1: Project Management

This workstream is focused on developing effective project planning, governance and reporting as well as organising TAR hui. The two key enabling tasks will also be scoped and agreed as part of this workstream.

The hui with TAR will be held in early November 2018 to agree the approach to the Refresh project (as above), sign-off on the proposed deliverables detailed in this project plan and identify TAR contributors to each workstream.

**WSNZ project lead:** Neil McInnes

**TAR partner:** Rob Hewitt

### Project management milestones

| Deliverables | Date |
| --- | --- |
| Draft Project Plan for WSNZ Māori Strategy Refresh completed | 9 Nov 2018 |
| TAR hui held in Auckland | 13 Nov 2018 |
| Draft Project Plan for WSNZ Māori Strategy Refresh discussed at TAR hui  | 13 Nov 2018 |
| Maori outcomes and cultural and spiritual elements discussed at TAR hui  | 13 Nov 2018 |
| Project Plan for WSNZ Māori Strategy Refresh agreed with Project Sponsors | 30 Nov 2018 |
| Desired Māori outcomes agreed with Project Sponsors | Feb 2019 |
| Progress report on Refresh project provided to Project Sponsors | Feb 2019 |
| TAR hui held in Wellington | Feb 2019 |
| Progress report on Refresh project discussed at TAR hui | Feb 2019 |
| Cultural and spiritual elements discussed at TAR hui | Feb 2019 |
| WSNZ Māori Strategy Refresh discussed at CSRG meeting | Mar 2019 |
| Progress report on Refresh project provided to Project Sponsors | April 2019 |
| Ongoing Māori strategy work built into WSNZ 2019/20 management plan | May 2019 |
| Progress report on Refresh project provided to Project Sponsors | June 2019 |
| TAR hui to review and discuss progress on 12-month plan | Nov 2019 |
| **Project End Date (indicative)** | **Nov 2019** |

## Workstream 2: Governance

This workstream covers the relationship between WSNZ and TAR for the purposes of the WSNZ Māori Strategy Refresh, the establishment of the WSNZ Māori Advisory Group; and the exploration of governance options for Māori in the water safety sector.

The establishment of the Māori Advisory Group for WSNZ is a priority action for the Refresh project and several issues will need to be canvassed regarding:

* Membership of the Māori Advisory Group
	+ Iwi or stakeholder based? ie Regional representation or specific activity areas
* Relationship to WSNZ Board and sector organisations
* Role and objectives of Māori Advisory Group compared to WSNZ’s engagement Maori

Identifying options for increased Māori participation in the governance of the water safety sector will require an assessment of likely benefits for Māori drowning prevention and consideration of the requirements of organisation Boards, as competency-based boards are now being preferred over representative Boards in the governance field.

**WSNZ project lead:** Jonty Mills

**TAR partners:**  Anne-Marie Jackson, Mark Haimona

### Governance deliverables and timeframe

| Deliverables | Date |
| --- | --- |
| Terms of reference for TAR involvement in WSNZ Māori strategy refresh project discussed and agreed at TAR hui | 13 Nov 2018 |
| TAR MoU signed off | 30 Nov 2018 |
| Advice on potential Maori Board member opportunities in water safety sector provided to Project Sponsors | Feb 2019 |
| Draft terms of reference and indicative membership for the WSNZ Maori Advisory Group discussed with TAR | March 2019  |
| Terms of reference and indicative membership for the WSNZ Maori Advisory Group discussed with CSRG | March 2019 |
| Terms of reference and indicative membership for the WSNZ Maori Advisory Group agreed with WSNZ Board | March 2019 |
| WSNZ Māori Advisory Group membership recruited | June 2019 |
| First meeting of WSNZ Māori Advisory Group | Aug 2019 |
| **Project End Date (indicative)** | **Aug 2019** |

## Workstream 3: Relationships with Māori

This workstream focuses on helping WSNZ develop its internal capability for engaging with Māori including its ability to communicate with, and/or effect behaviour change amongst, Māori. This work will look at issues like:

* What channel(s) and type of messages works best for communicating with Māori audiences;
* WSNZ’s use of te reo and Māori imagery, and whether WSNZ should adopt a Māori name;
* What level of kaupapa Māori knowledge is needed by WSNZ staff to engage effectively with Māori; and
* How and when WSNZ should seek advice from and/or engage with Māori.

Work will also be done on identifying options for Māori water safety workforce development, including at WSNZ and other leading sector organisations. The objective being to identify potential pathways for Māori seeking careers in the water safety sector.

WSNZ is also aware that some iwi are proactively operating in the drowning prevention space (eg funding swimming lessons and dive certificates) and developing a better understanding of what’s being done could lead to co-production and/or promotional opportunities.

WSNZ is organising a national Drowning Prevention Summit in October 2019 and WSNZ is planning to highlight Maori drowning prevention activities and the importance of relationships with Māori for effective outcomes. This Summit will also provide an opportunity for WSNZ’s key Māori stakeholders to meet with sector leaders and potentially WSNZ’s Ministers and other political figures.

**WSNZ project lead:** Mel Aiken

**TAR partners:** Zack Makoare, Pererika Makiha, Chanel Phillips

### Deliverables and timeframe

| Deliverables | Date |
| --- | --- |
| Advice provided to WSNZ CE on communication and engagement with Māori | Mar 2019 |
| Advice provided to WSNZ CE on WSNZ’s capability development needs for effective engagement with Māori | Mar 2019 |
| Advice provided to WSNZ CE on Māori water safety workforce development opportunities | April 2019 |
| Stocktake of Iwi/Māori funding for, and involvement with, water safety/drowning prevention completed | May 2019 |
| Māori components of national Drowning Prevention Summit agreed with Summit steering group | June 2019 |
| WSNZ Māori Advisory Group members to attend national Drowning Prevention Summit | Oct 2019 |
| **Project End Date (indicative)** | **Oct 2019** |

## Workstream 4: Kia Maanu, Kia Ora

Kia Maanu, Kia Ora is a brand recognised by Māori for drowning prevention/water safety initiatives that TAR has advised WSNZ to retain. This workstream will refresh the Kia Maanu, Kia Ora logo and develop advice on how the brand can be used to promote Māori water safety initiatives through promotional activity and use as a certifying mark.

This workstream will also review WSNZ funding process for how the contribution to Maori outcomes is described and prioritised in WSNZ annual investment prospectus. In this regard, WSNZ has funded promotional activity for Kia Maanu, Kia Ora at the 2019 Waka Ama sprint nationals and at the 2019 Te Matatini kapahaka festival. Other opportunities to promote Kia Maanu, Kia Ora will be considered as they arise.

Support will also be provided where requested to the Otago University project looking to develop a Kaupapa Māori approach to Water Skills for Life WSNZ will be looking at a wider rollout and implemented by WSFL more widely when project is completed in June 2022.

**WSNZ project lead:** Sheridan Bruce

**TAR partners:** Mark Haimona, Jordan Waiti, Ashlea Williams

### Deliverables and timeframe

| Deliverables | Date |
| --- | --- |
| Kia Maanu, Kia Ora logo refreshed | 30 Nov 2018 |
| Kia Maanu, Kia Ora stand at Waka Ama national sprint championship supported | Jan 2018 |
| Kia Maanu, Kia Ora stand at Te Matatini kapahaka festival supported | Feb 2019 |
| Advice to WSNZ CE on use of Kia Maanu, Kia Ora branding | Mar 2019 |
| Advice to WSNZ CE on how the contribution to Maori outcomes can be included in the WSNZ 2019/20 investment prospectus | Mar 2019 |
| WSNZ 2019/20 investment prospectus launched | April 2019 |
| **Project End Date (indicative)** | **April 2019** |

## Workstream 5: Data, Research and Evaluation

It is important that Māori water safety/drowning prevention programmes can be measured and evaluated, and the results readily shared with other researchers, funders and providers in an appropriate way. This workstream looks at some key Māori knowledge management issues for WSNZ and involves:

* developing criteria for assessing best practice for Māori drowning prevention initiatives;
* Identifying Māori drowning prevention research priorities; and
* Examining Māori data management issues for WSNZ.

**WSNZ project lead:** Mel Aiken

**TAR partners:** Hone Tibble, Ngahuia Mita

### Deliverables and timeframe

| Deliverables | Date |
| --- | --- |
| Advice to the CSRG Data and Research Working Group on Māori drowning prevention research priorities  | March 2019 |
| Advice to WSNZ CE on what best practice looks like for Māori water safety programmes, including the identification of assessment criteria for use in evaluative activity | May 2019 |
| Advice to CSRG Data and Research Working Group on Māori data management issues for WSNZ | June 2019 |
| **Project End Date (indicative)** | **June 2019** |

# Project Structure

The following table provides an indication of who is to be involved in the WSNZ Māori Strategy Refresh project.

| Role | Name(s) |
| --- | --- |
| **Project Owner** | WSNZ BoardDanny Tuato’o – Chair, WSNZ |
| **Project Sponsors** | Jonty, Mills – CE, WSNZRob Hewitt – TARAnne-Marie Jackson - TAR |
| **Project Leads** | ***Project Management**** Neil McInnes, Manager: Capability and Investment, WSNZ

***Governance*** * Jonty Mills, CE, WSNZ

***Relationships with Māori**** Mel Aiken, Senior Advisor Insights, WSNZ

***Kia Maanu, Kia Ora*** * Sheridan, Manager: Strategic Partnerships and Communication

***Māori Data, Research and Evaluation*** * – Mel Aiken, Senior Advisor Insights, WSNZ
 |
| **TAR Partners** | ***Project Management*** * Rob Hewitt

***Governance*** * Anne-Marie Jackson, Mark Haimona

***Relationships with Māori*** * Zack Makoare, Pererika Makiha, Chanel Phillips

***Kia Maanu, Kia Ora*** * Mark Haimona, Jordan Waiti, Ashlea Williams

***Māori Research and Evaluation*** * Hone Tibble, Ngahuia Mita
 |

# Considerations

## Assumptions, Constraints, Dependencies & Impact

Several ***assumptions*** have been made about the process for the WSNZ Maori Strategy Refresh project, including:

* There will be commitment to the whole project from both WSNZ and TAR, and timely contributions and delivery of milestones is expected;
* The Project Sponsors will be able to work together effectively and a timely manner;
* The work required for WSNZ’s 2019/20 investment round will be completed in time for the usual timelines for funding applicants to be met;
* Funding for the Refresh process, including any external advice required, will come from within WSNZ’s existing Māori strategy budget; and
* The Māori Advisory Group will be established before the MoU with Tangaroa Ara Rau (as interim Māori Advisory Group) runs out in November 2019.

The main ***constraints*** on this project are:

* Discretionary funding available for the Refresh is limited and purchasing substantial external advice/expertise is unlikely;
* The WSNZ staff resources able to be dedicated to the project are finite and the contribution available from TAR members is also likely to be limited; and
* Securing agreement from Project Sponsors to this project plan in November 2018 is a key requirement for maintaining progress.

The success of this project will ***depend*** on:

* The quality of input and information from TAR partners to WSNZ’s project leads;
* Bringing together water safety knowledge with kaupapa Māori knowledge to provide a clear definition of best practice;
* Adopting a set of Māori outcomes that is both pragmatic in scope and aspirational in focus;
* Developing a holistic approach to the design of Māori water safety initiatives and programmes that includes the cultural and spiritual elements important to Māori;
* Tight project management and commitment to deadlines; and
* Clear project communications and transparency in decision-making.

Successfully delivering this project will potentially positively ***impact*** on the:

* Support for the strategic objectives of WSNZ amongst Māori stakeholders;
* Reputation of WSNZ and TAR to work in partnership to deliver major outputs effectively;
* Relationships between WSNZ and TAR members, and with CSRG members;
* Likelihood of developing a water safety sector Māori strategy;
* The evidence base for the value of ‘by Māori for Māori’ approaches; and
* WSNZ’s ability to generate political and public support for Māori water safety outcomes.

## Preliminary Risk Assessment

For the project planning phase, the key risks are:

1. The Strategy Refresh process becomes confused/conflated with a sector Māori strategy or with concerns about WSNZ funding processes;
2. Participants seek to re-litigate the outcomes of the May and November 2018 hui;
3. There is no sustained agreement with TAR to the:
	* Objectives of the refresh;
	* The project milestones; or
	* The proposed governance arrangements.

The strategic risks for the Refresh project appear to be:

1. If TAR partners are not meaningfully involved during the Strategy Refresh process they may not feel connected to, nor support, the final outputs.
2. If the Strategy Refresh project raises expectations in TAR members and Māori communities that are greater than what WSNZ can deliver, then WSNZ relationships with Māori may be negatively affected.
3. If the Refreshed strategy is not well implemented, then relationships between WSNZ and TAR members and Māori communities may be negatively affected.
4. If roles and relationships are not clearly defined and communicated, progress towards the objectives of the strategy refresh could be compromised.

It is likely that further work will be undertaken with TAR to identify potential project risks and suitable mitigations for discussion with the Project Sponsors as part of project workstream activity. These will also be included into decision-making at key points in the project.

# Document administration

|  |
| --- |
| **Document preparation:** The following people were involved in preparing this project plan. |
| **Name** | **Title/Role** |
| Neil McInnes | Project Manager |
| **Consultation and Review:** The following people/groups provided feedback on this project plan.  |
| **Name** | **Date** | **Feedback** |
| Mel Aiken, Jonty Mills, Sheridan Bruce | 08.11.18 | Several suggestions on clarity of content and improving focus of proposed workstreams. |
| TAR members | 27.11.18 | Project Sponsors and TAR partners for each workstreams identified, and other changes to content |
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|  |  |  |
| **Version History**  |
| **Date** | **Author** | **Version** | **Status** | **Comment** |
| 07.11.18 | NM | 1.0 |  | Initial draft |
| 08.11.18 | NM | 1.1 |  | First draft for CE |
| 27.11.18 | NM | 1.2 |  | First draft for Project Sponsors |

# Appendices

## Project milestone timeline

Below are all project milestones in date order.

| Deadlines/Deliverables | Date |
| --- | --- |
| Draft Project Plan for WSNZ Māori Strategy Refresh completed | 9 Nov 2018 |
| TAR hui held in Auckland | 13 Nov 2018 |
| Draft Project Plan for WSNZ Māori Strategy Refresh discussed at TAR hui  | 13 Nov 2018 |
| Maori outcomes and cultural and spiritual elements discussed at TAR hui  | 13 Nov 2018 |
| Terms of reference for TAR involvement in WSNZ Māori strategy refresh project discussed and agreed at TAR hui | 13 Nov 2018 |
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| TAR MoU signed off | 30 Nov 2018 |
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| Progress report on Refresh project provided to Project Sponsors | Feb 2019 |
| TAR hui held in Wellington | Feb 2019 |
| Progress report on Refresh project discussed at TAR hui | Feb 2019 |
| Cultural and spiritual elements discussed at TAR hui | Feb 2019 |
| Kia Maanu, Kia Ora stand at Te Matatini kapahaka festival supported | Feb 2019 |
| Advice on potential Maori Board member opportunities in water safety sector provided to Project Sponsors | Feb 2019 |
| Draft terms of reference and indicative membership for the WSNZ Maori Advisory Group discussed with TAR | March 2019  |
| Terms of reference and indicative membership for the WSNZ Maori Advisory Group discussed with CSRG | March 2019 |
| Terms of reference and indicative membership for the WSNZ Maori Advisory Group agreed with WSNZ Board | March 2019 |
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| Advice provided to WSNZ CE on communication and engagement with Māori | March 2019 |
| Advice provided to WSNZ CE on WSNZ’s capability development needs for effective engagement with Māori | March 2019 |
| Advice to WSNZ CE on use of Kia Maanu, Kia Ora branding | March 2019 |
| Advice to WSNZ CE on how the contribution to Maori outcomes can be included in the WSNZ 2019/20 investment prospectus | March 2019 |
| Advice to the CSRG Data and Research Working Group on Māori drowning prevention research priorities  | March 2019 |
| Progress report on Refresh project provided to Project Sponsors | April 2019 |
| Advice provided to WSNZ CE on Māori water safety workforce development opportunities | April 2019 |
| WSNZ 2019/20 investment prospectus launched | April 2019 |
| Ongoing Māori strategy work built into WSNZ 2019/20 management plan | May 2019 |
| Stocktake of Iwi/Māori funding for, and involvement with, water safety/drowning prevention completed | May 2019 |
| Advice to WSNZ CE on what best practice looks like for Māori water safety programmes, including the identification of assessment criteria for use in evaluative activity | May 2019 |
| Māori components of national Drowning Prevention Summit agreed with Summit steering group | June 2019 |
| Progress report on Refresh project provided to Project Sponsors | June 2019 |
| WSNZ Māori Advisory Group membership recruited | June 2019 |
| Advice to CSRG Data and Research Working Group on Māori data management issues for WSNZ | June 2019 |
| First meeting of WSNZ Māori Advisory Group | Aug 2019 |
| WSNZ Māori Advisory Group members to attend national Drowning Prevention Summit | Oct 2019 |
| TAR hui to review and discuss progress on 12-month plan | Nov 2019 |

##  WSNZ Interim Advisory Group MoU