TĀTAU

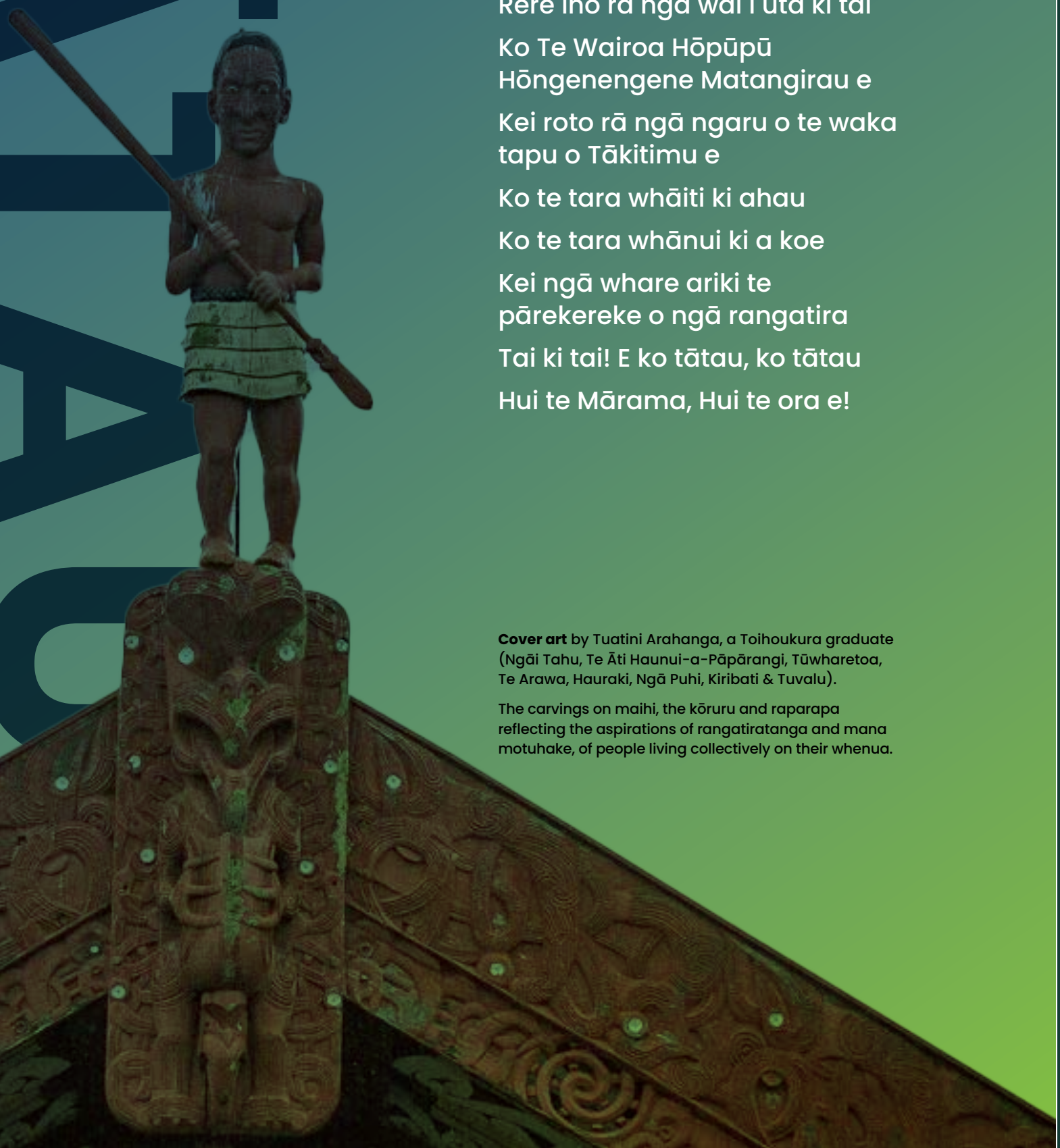
TĀTAU TĀTAU O TE WAIROA

Mahere Rautaki

STRATEGIC PLAN 2025

TĀTAU TĀTAU
o Te Wairoa

TATAU



Rere iho rā ngā wai i uta ki tai

Ko Te Wairoa Hōpūpū
Hōngenengene Matangirau e

Kei roto rā ngā ngaru o te waka
tapu o Tākitimu e

Ko te tara whāiti ki ahau

Ko te tara whānui ki a koe

Kei ngā whare ariki te
pārekereke o ngā rangatira

Tai ki tai! E ko tātau, ko tātau

Hui te Mārama, Hui te ora e!

Cover art by Tuatini Arahanga, a Toihoukura graduate (Ngāi Tahu, Te Āti Haunui-a-Pāpārangi, Tūwharetoa, Te Arawa, Hauraki, Ngā Puhi, Kiribati & Tuvalu).

The carvings on maihi, the kōruru and raparapa reflecting the aspirations of rangatiratanga and mana motuhake, of people living collectively on their whenua.

Whakatakinga
Introduction

Our Mahere Rautaki is a vision for our people and our place, 50 years from now. Created with our people, for our mokopuna, the vision and pathway spans generations. Shaped by the voices of whānau, both young and old, this vision reflects a clear and unified ambition for whānau living on their whenua, realising mana motuhake.

Achieving our journey demands courage and collective action. We face many challenges, both internal and external. To reach our vision, we have created five bold steps. These steps require us to work together as whānau, hapū, iwi, kāhui, marae, Māori incorporations, whenua owners, and as a wider community.

To ensure that our actions drive us toward achieving our vision, Tātau Tātau o Te Wairoa Trust has built a strategic framework. The framework describes what impacts we want to make with each step and some proposed activities. These activities and impacts will change over time as we shape our future where whānau are empowered, connected, and prosperous. A future where we stand strong together, no matter what challenges arise. A future where we embody mana motuhake.

"Kia tutuki te wawata kia tū anō tātau ngā whānau, ngā hapū, ngā iwi, i runga i ō tātau ake mana motuhake."

To realise our dreams for our people to stand on our own authority.

Nā John Whaanga.

From his speech at the 3rd reading of the Iwi and Hapū of Te Rohe o Te Wairoa Settlement Act.

Whakapūmau
What remains constant

To safely navigate Te Ao Hurihuri (the everchanging world), we must hold onto the values handed down from our tūpuna. These values bind us together and ensure we move forward with strength and unity. Whānau reported that these values, and the strategic Pou we developed in 2018, remain important. The Pou describe the future state we are striving to achieve for our culture, people, places, and resources.

Our collective tikanga values that we hold onto and practice

Rangatiratanga

Collaborative, transparent and sound governance and leadership

Whanaungatanga

Promoting our connection to ensure harmony and solidarity

Manaakitanga

Uplifting the mana of others through kindness, hospitality, and mutual respect

Tiakitanga

Supporting and promoting the restoration and protection of our natural environment

Wairuatanga

Respecting and exercising the spiritual dimension of our world

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Ngā Pou

Our aspirations encompass economic, social, cultural and environmental goals. These form our Pou or strategic pillars that gives focus to our activities.

Mana Māori

Whānau, Hapū and Iwi have pride in connecting with their identity and are infused with Te Reo, Kawa, Toi and Whakapapa

Tāngata

Our people are educated, vibrant, innovative, healthy and at the heart of decision-making for the future

Taiao

Kaitiaki for a restored natural environment, exercising mātauranga Māori to maintain sustainable land use, flourishing biodiversity and clean streams and rivers

Te Pātaka

Responsible oversight of a diverse and prospering economic asset base for intergenerational benefit while demonstrating and growing great leadership

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Tāngata, Taiao, Te Pātaka all underpinned by and leading to, Mana Māori.

“If we have all of this, we have our mana motuhake.”

Comment from kaumātua during a wānanga referring to our pou.

Whakamātaki
What we need to be aware of

On our journey to achieving our vision, there are many factors both local and global, that impact us. We need to consider how to navigate challenges and maximise opportunities to propel us forward.

Tōrangapū
Politics

The political landscape for Māori is evolving with the rise of the "kōhanga reo generation," who are advocating for self-determination, climate justice, and protection of our taonga particularly, te reo and tikanga Māori. Globally, Indigenous communities are reclaiming their sovereignty and economic power. However, the rise of populism and nationalism is impacting Indigenous rights and international cooperation. TToTW's role in challenging this threat to the principles of Te Tiriti diverts our energies from building a better future.

Ōhanga
Economics

The Māori economy is estimated to be worth over $68 billion, with significant contributions from sectors such as agriculture, forestry, fishing, and tourism. Māori-owned businesses have been growing at a rate of 7.2% per year, outpacing the national average. Participation in future-focused sectors like technology is increasing with more Māori entering high-skilled professions and leadership roles. Demographic trends are creating opportunities for Māori entrepreneurship, while initiatives such as Para Kore promote environmental sustainability. TToTW has a role in ensuring that whānau, both in and outside, of our takiwā grow their economic base.

Pāpori
Social

The Māori population is younger, with the median age around 25 years compared to the national median of 38. Mortality rates among Māori are higher, with life expectancy lower by approximately 7 years. Cardiovascular diseases, cancer, respiratory illnesses, and diabetes are among the leading causes of mortality. Mental health issues are increasing and social media that was meant to connect usconnect us, has, in many cases, contributed to disconnection. Māori have higher injury rates, particularly in areas such as road accidents, workplace injuries, and incidents of violence. Māori students are less likely to achieve higher levels of education compared to their non-Māori peers. In terms of housing, Māori are more likely to experience overcrowding, poor housing quality, and rental insecurity. With a high Māori population in our takiwā, TToTW has a responsibility to drive improved social outcomes.

Hangarau
Technical

Māori face significant disparities in internet access and technology use, which may widen with rapid technological changes. AI is revolutionising industries by automating processes, enhancing decision-making, and creating new business models. For Māori, AI offers opportunities in healthcare, finance, agriculture, and education, addressing disparities and promoting cultural preservation. Despite challenges such as data privacy and job displacement, embracing AI can drive economic growth, social equity, and environmental stewardship. In a region that is geographically isolated, technology bridges the divide and as such TToTW is committed to facilitating technology solutions.

Taiao
Environment

Environmental factors impacting Māori and whenua Māori include climate change, pollution, and biodiversity loss. The frequency of severe weather events and flooding is increasing, impacting where we live and our ability to sustain traditional practices. Policies designed to engage

Māori and protect our environment are being retracted in favour of industry. However, public awareness of environmental issues is growing, with more people choosing products and businesses that act responsibly. TToTW is well placed to provide leadership on taiao issues and opportunities.

Ture

Legal

Technological advancements will necessitate new regulations for data privacy, cybersecurity, and AI. Environmental concerns will drive laws focused on sustainability and conservation. Human rights issues, globalisation, and shifts in societal values will influence legal reforms. Political dynamics and public health crises will also play significant roles in shaping legal frameworks. Additionally, international legal frameworks and trade agreements can significantly impact Indigenous rights on a global scale, as well as corporate profitability. TToTW can play an advocacy role in many of these areas.

The world is changing rapidly with disruptive technologies such as AI impacting on our daily lives. Our population is shifting, younger generations need new opportunities, while kaumātua require stronger support systems. We must engage in active and informed participation in political processes. To maximise opportunities for growth, we must invest in relevant education to ensure Māori entering high-skilled professions, entrepreneurship, and leadership roles. Integrating Mātauranga Māori (Māori knowledge) into health, education, technology and other industries can lead to the development of unique products and services. These have potential to address Māori disparities, drive effective environmental management, and support Māori-owned businesses. Strengthening self-determination and sovereignty can empower Māori to take control of our futures and create long-term, sustainable growth.

“He manako te kōura i kore ai.”

The desire for crayfish is not enough.

Nā Hikairo

He Whakakitenga
What we aspire to

We engaged with over 150 people, from tamariki to kaumātua, to help shape our vision. Central to our approach was asking "What is your vision for your mokopuna's mokopuna?" We also explored the successes and challenges of the 2018 strategic plan and vision.

Engagement with whānau and hapū took place through social media, our website, online hui, in-person hui, interviews, focus groups, and a session delivered in te reo Māori.

Whānau were clear: They envisioned a future where they live together in their own homes on their ancestral lands.

They envisioned whānau as:

Healthy, educated, self-employed, living intergenerationally, strong in te reo and tikanga Māori, global citizens, embracing technology, part of a close community, and practicing wairuatanga.

In homes that are:

Papakāinga, owned, safe, good quality, sustainable, cater for kaumātua, that were mokopuna investments.

On whenua with:

Flourishing māra kai, supported self-sufficient living, thriving marae, shops and facilities, resilient to severe weather, protected awa and whenua, diversified land use for production of kai, respecting and identifying with the awa as a life source.

We consulted our Kaumātua Kaunihera to create a statement that captured the whānau vision. Our kaumātua saw this future in the words of our tīpuna, Taharakau, as he responded to Tapuwae, who asked him what the sign of a chief was.

> **"He whare tū ki te paenga he kai nā te ahi, ā, he whare maihi i tū ki roto ki te pā tūwatawata a Kahu, a Rongomai, he tohu nō te tangata rangatira."**
>
> *A house that stands alone is food for the fire, whilst an adorned house, standing within the stockade pā of Kahu and Rongomai, is the true mark of chieftainship.*

The korero of Taharākau was an ackowledgement of the mana of Tapuwae and Te Wairoa. Our kaumātua felt that this whakatauākī reflected the aspirations of rangatiratanga and mana motuhake, of people living collectively on their whenua.

Our vision for our future is grounded in our past and takes us back to the time when Māori held sovereignty and chieftainship over our whenua and wai. This was achieved through unity, common purpose and collective action.

> **"Ka titiro whakamuri, kia anga whakamua."**
>
> *We must look to our past in order to move forward.*

He Pā Tūwatawata
Our vision

The pā are our homes, standing together as papakāinga on our hills and high ground, as was our traditional pā sites of old. The tohu rangatira refers to our bountiful kai flourishing on the whenua and in our wai, our whānau enriched with te reo and tikanga, learning, working and prospering together.

Te Ara Tapuwae

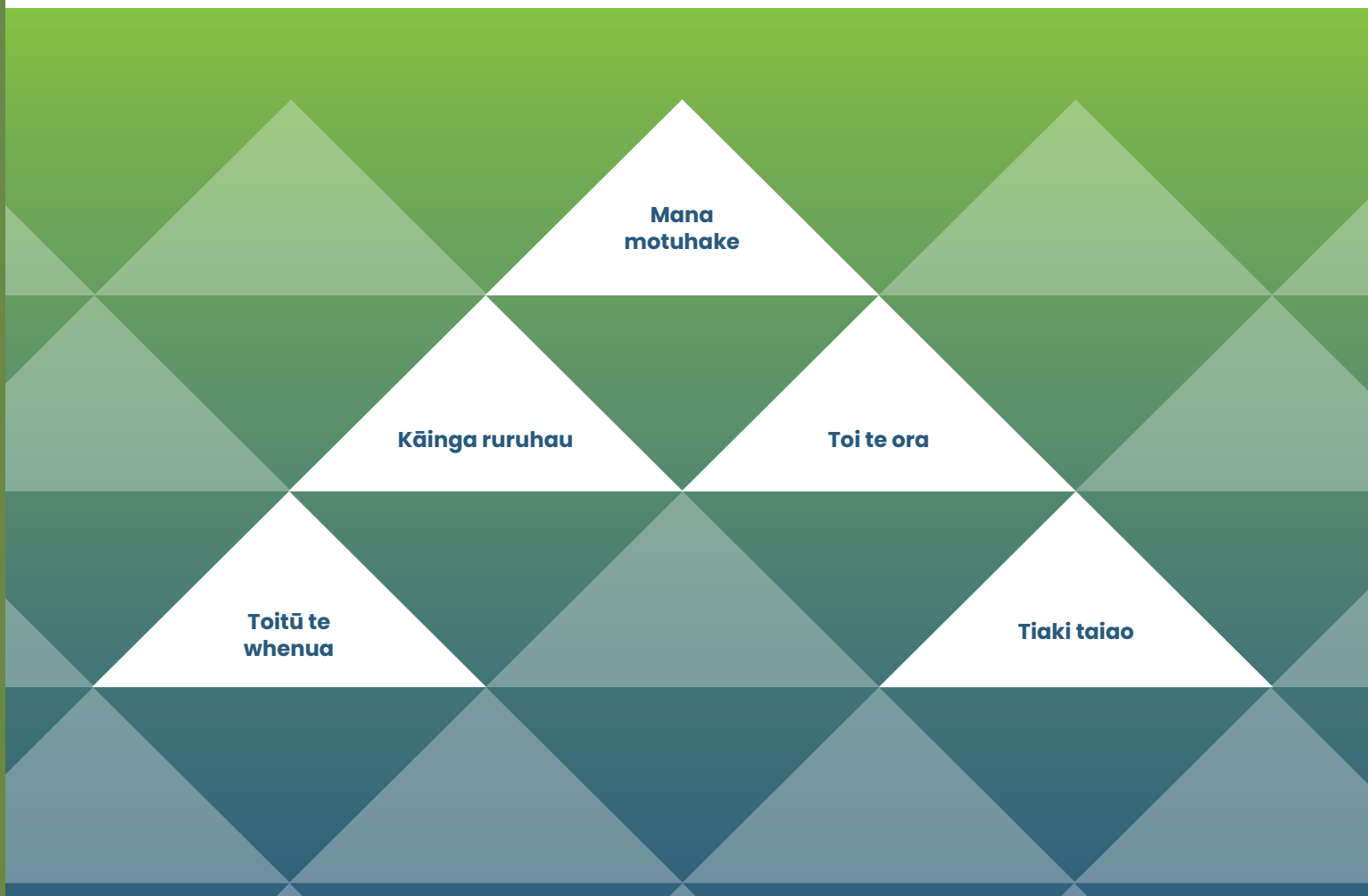
The five pathways leading to a common point: Our vision

To achieve our vision we will start by taking five bold steps. These steps should motivate and inspire us to action. Each step will require planning over a five or ten year horizon, with regular review and updates to ensure we maintain the core essence.

Mana motuhake

Build mana motuhake for kāhui, marae and hapū

We will strengthen the capability of kāhui, iwi, marae/hapū, and whānau to lead from place. This bold step requires resourcing and, ultimately, the devolution of resources to those on the ground. Central to this is activating our whānau, fostering collective action, sharing resources, and supporting the development of enterprises and entrepreneurship. We must work together to avoid the loss of resources through poor decision-making and ensure that we use the capabilities we have to help each other grow.



Kāinga ruruhau

Build homes

We need to address the housing crisis we have now and build homes for the future. Homes that utilise local materials and resources to save costs and ultimately support a local economy. We need to rethink where we are building homes and return to the hills and places where our tūpuna lived. This will require us to be innovative, particularly around how we apply our collective resources, how we deal with infrastructure like waste, water, roading, how we build energy resilience, and how we build safe and self-sufficient communities.

Toi te ora

Provide our own health and education

We already have successful models for education and health. However, these models are not widespread. Our reliance on Crown funding means that our needs are not met. Services that we receive frequently change according to the kāwanatanga of the day. We are paying tax for services that are not performing evidenced by the widening gaps between Māori and non-Māori. We need to be autonomous of government and provide kaupapa Māori led services to our people that are integrated with tikanga, consider whānau holistic needs and lead to jobs within our own businesses, helping our communities to thrive.

Toitū te whenua

Take back our land

The ultimate outcome is ownership of the whenua within our rohe, including rivers and freshwater bodies. However this relies on a strong asset base and capability to develop whenua. The control of whenua through ownership, lease or acquisition from the Crown should all be options. This may include taking over from agencies like Tumu Paeroa, who ultimately should be building whānau capability. TToTW cannot achieve this alone and must work with kāhui, marae/hapū, whenua trusts, whānau trusts and incorporations to build our collective asset base. This is about making whenua productive to sustain our physical and cultural wellbeing. Whenua should be managed and developed sustainably for our future.

Tiaki taiao

Assert rangatiratanga over te taiao

Ultimately we collectively want to manage our natural resources for our entire community including all whānau. We entrust agencies and local bodies to look after our taiao, however our taiao requires all of us to exercise kaitiakitanga so it can sustain us into the future. We need to reduce land use practices that negatively impact our taiao by thinking about diversification and land use change. Establishing co-governance between agencies, the business community and marae/hapū is fundamental to addressing taiao issues at place. We need to be creative, reduce waste, use innovation, and enable businesses that sustain the taiao.

Whakanekeneke
Activities and impacts

To help us to move forward we have identified a number of activities and the impacts we expect to see as a result.

1: Build mana motuhake for kāhui, marae & hapū

Leadership Transformation

Activity: Deliver a leadership and governance development initiative to mentor rangatahi rangatahi and wāhine Māori to take up roles in central government, local councils, and Post-Settlement Governance Entities (PSGEs). The programme will include wānanga, internships, and shadowing opportunities with current leaders. The initiative will also include succession planning for governance and operational roles.

Impact: Increases political activation and sustained Māori participation across all levels of governance. It builds a pipeline of informed, diverse, capable Māori leaders who reflect their whānau and hapū values in decision-making forums.

Incubating Capability

Activity: Make targeted resources available through a Kāhui Capability Fund to support locally driven initiatives that strengthen hapū and marae leadership, operations, and infrastructure, and drive enterprise development. This includes access to funding, tools, training, and shared services to enable digital transformation, cultural revitalisation, governance development, and economic innovation.

Impact: Enhances the capability and resilience of kāhui, enabling greater economic autonomy and strategic impact. Supports long-term growth and accelerates the capacity of kāhui to lead with confidence in their communities and across regional partnerships.

2: Take back our land

Reclaiming Our Whenua

Activity: Lead a coordinated effort with hapū, marae, whānau, and local land experts to identify parcels of land that were originally Māori-owned, including those now held by local government, the Crown, private owners, and entities like Te Tumu Paeroa. Engage in advocacy, negotiations, and partnerships to support the return or acquisition of whenua for Māori use and stewardship.

Impact: Restores connections to whenua, increases Māori land ownership and strengthen economic base. Supports tino rangatiratanga and enables long-term planning and sustainable development of whenua for current and future generations.

Optimising Whenua Governance

Activity: Accelerate training focused on building governance capability for whānau, marae, hapū, and whenua trusts to manage land effectively.

Impact: Builds a confident, skilled leadership base across whenua entities. Ensures whenua is governed wisely, developed appropriately, and delivers intergenerational benefits—economic, cultural, and environmental—for hapū and whānau. Ensures that the land is never lost again.

3: Build kāinga

Housing Solutions

Activity: Advocate to central and local government for urgent, sustained investment in addressing the housing crisis affecting our whānau, including policy reform, funding for papakāinga and community-led developments, and changes to land use and consenting regulations that currently act as barriers.

Impact: Increased government accountability and investment in housing solutions, resulting in greater access to affordable, appropriate homes, reduced housing stress for whānau, and strengthened pathways for whenua-based living.

Innovative Papakāinga

Activity: Develop affordable papakāinga housing solutions on whānau land, utilising sustainable practices and materials and innovative technology for infrastructure including water, waste and power.

Impact: Increases whānau access to secure housing while activating whenua Māori. Promotes intergenerational living, sustainability, and self-sufficiency through innovative infrastructure. Strengthens whānau resilience, wellbeing, and tino rangatiratanga by enabling locally led housing solutions.

4: Provide our own health and education

Reimagining Education

Activity: Develop and deliver a whānau-centred education system focusing on local needs, global readiness, te reo Māori, and tikanga.

Impact: Empowers tamariki and rangatahi with a strong sense of identity and belonging. Strengthens whānau involvement in learning pathways, improves educational achievement, and prepares learners to thrive locally and globally with skills rooted in te ao Māori.

Lifting Hauora

Activity: Create a local Māori-led health system, prioritising physical and mental wellbeing of whānau, underpinned by a whānau workforce development strategy.

Impact: Builds a responsive, locally sourced health workforce that understands and responds to whānau needs. Strengthens whānau ora by embedding Māori values into service delivery, increases access to care, and enhances long-term wellbeing outcomes through prevention, early intervention, rongoā and whānau-led solutions.

5: Assert rangatiratanga over te taiao

Taiao Co-Governance

Activity: Bring together hapū, marae, local authorities, environmental agencies, and businesses in a formal co-governance structure to make collective decisions on regional land use, water quality, biodiversity protection, and resource management.

Impact: Shifts environmental decision-making power to a shared leadership model grounded in tikanga Māori and local knowledge. Strengthens rangatiratanga, accountability and community-led stewardship, resulting in more equitable and sustainable outcomes for whānau, whenua and ecosystems.

Kaitiaki Innovation

Activity: Through the co-governance entity, identify dedicated resources to support whānau, marae and hapū-led initiatives that restore ecosystems, reduce emissions, regenerate soil and waterways, and establish taiao-positive enterprises using mātauranga Māori and modern technology.

Impact: Empowers whānau as active guardians and innovators in environmental restoration. Stimulates a local green economy, supports rangatahi leadership, and accelerates land use transformation towards climate resilience and long-term ecological balance.

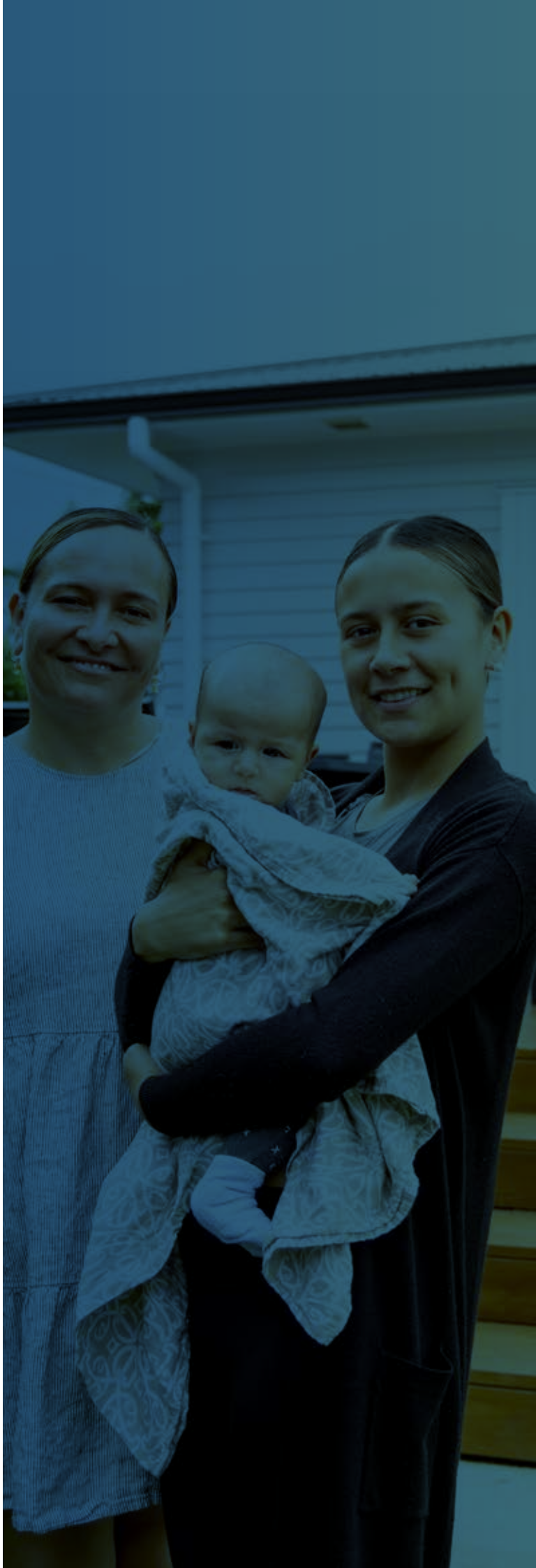
Whakamārama
Our accountability

This plan will be monitored and reported in a way that reflects our commitment to collective accountability, transparency, and effective communication. We will track progress across each of the Bold Steps and their associated activities, ensuring that our work remains aligned to the aspirations of the kāhui, hapū and whānau. Our approach will balance structure and flexibility, allowing us to respond to emerging opportunities and challenges while staying focused on long-term outcomes.

Success will be measured by the positive changes we see in our people, whenua, marae and communities. We will use both formal and informal reporting tools to ensure whānau voice, local knowledge and lived experience guide our understanding of impact. Regular reflection and sharing of progress will help maintain momentum and strengthen trust and connection between all those involved.

We will refresh our Bold Steps every five years, to maintain focus on achieving our 50-year vision.

Ultimately, our approach to monitoring and reporting is about supporting transformation. It helps us stay true to our purpose and focused on achieving lasting change for our people and our mokopuna.



Mahere Rautaki 2025
Strategic plan 2025

Vision: He Pā Tūwatawata

Mana Māori

Pride of identity & connection

Increase of te reo speakers
Increase ability to express identity
Increase connection with marae
Increase in cultural practices
Increase in whānau wellbeing

Tāngata

Resilience and wellbeing of the people

Increase engagement in education
Improvement in health status
Increase employed
Increase in housing quality
Increase in safety

Taiao

Health of the natural environment

Increase in water quality
Increase in biodiversity
Increase taiao planning & practices
Improved state of the environment

Te Pātaka

Wealth and organisational strength of the people

Increase in material wellbeing
Increase in leadership capability
Increase in political elections
Increase in Māori economy

1: Mana motuhake

Build mana motuhake for kāhui, marae & hapū

Leadership Transformation

Impact: Increases political activation and sustained Māori participation across all levels of governance. It builds a pipeline of informed, capable Māori leaders who reflect their whānau and hapū values in decision-making forums.

Incubating Capability

Impact: Enhances the capability and resilience of kāhui, enabling greater economic autonomy and strategic impact. Supports long-term growth and accelerates the capacity for kāhui to lead with confidence in their communities and across regional partnerships.

2: Toitū te whenua

Take back our land

Reclaiming Our Whenua

Impact: Restores connections to whenua, increases Māori land ownership and strengthen economic base. Supports tino rangatiratanga and enables long-term planning and sustainable development of whenua for current and future generations.

Optimising Whenua Governance

Impact: Builds a confident, skilled leadership base across whenua entities. Ensures whenua is governed wisely, developed appropriately, and delivers intergenerational benefits—economic, cultural, and environmental—for hapū and whānau. Ensures that the land is never lost again.

Vision: He Pā Tūwatawata continued

3: Kāinga ruruhau
Build homes

Housing Solutions

Impact: Increased government accountability and investment in housing solutions, resulting in greater access to affordable, appropriate homes, reduced housing stress for whānau, and strengthened pathways for whenua-based living.

Innovative Papakāinga

Impact: Increases whānau access to secure housing, while activating whenua Māori. Promotes intergenerational living, sustainability, and self-sufficiency through innovative infrastructure. Strengthens whānau resilience, wellbeing, and tino rangatiratanga by enabling locally led housing solutions.

4: Toi te ora
Provide our own health and education

Reimagining Education

Impact: Empowers tamariki and rangatahi with a strong sense of identity and belonging. Strengthens whānau involvement in learning pathways, improves educational achievement, and prepares learners to thrive locally and globally with skills rooted in te ao Māori.

Lifting Hauora

Impact: Builds a responsive, locally sourced health workforce that understands and responds to whānau needs. Strengthens whānau ora by embedding Māori values into service delivery, increases access to care, and enhances long-term wellbeing outcomes through prevention, early intervention, rongoā and whānau-led solutions.

5: Tiaki taiao
Assert rangatiratanga over te taiao

Taiao Co-Governance

Impact: Shifts environmental decision-making power to a shared leadership model grounded in tikanga Māori and local knowledge. Strengthens rangatiratanga, accountability and community-led stewardship, resulting in more equitable and sustainable outcomes for whānau, whenua and ecosystems.

Kaitiaki Innovation

Impact: Empowers whānau as active guardians and innovators in environmental restoration. Stimulates a local green economy, supports rangatahi leadership, and accelerates land use transformation towards climate resilience and long-term ecological balance.

"He whare tū ki te paenga he kai nā te ahi; engari he whare maihi e tū ana ki roto i te pā tūwatawata a Kahu, a Rongomai, he tohu nō te tangata rangatira."

A house that stands alone is food for the fire, whilst an adorned house, standing within the stockade pā of Kahu and Rongomai, is the true mark of chieftainship.

Taharākau acknowledging the mana of Tapuwae and Te Wairoa.

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o Te Wairoa

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