

TE RŪNANGA O TOA RANGATIRA | TE RŪNANGANUI O TE ĀTI AWA 25 YEAR STRATEGY A STRATEGY FOR 2021 – 2046

1. Overview

Te Rūnanga o Toa Rangatira and Te Rūnanganui o Te Āti Awa have undertaken a process in 2021 to determine whether there were common goals and shared aspirations that could form the key elements of a joint 25-Year Strategy. This process included three phases: A discovery phase to collect and collate information and feedback. An analysis phase to unpack the information collected, identify common and unique themes, and to confirm whether there was enough alignment to develop a joint strategy. And finally, a development phase where the information and analysis were used to develop a joint strategy. At present each iwi is guided by separate strategic documents.

One of the key findings identified during the discovery phase is that to support future growth of iwi and improve Māori wellbeing within a future focused pro-equity system requires that Māori find their own solutions, those which are embedded within a Kaupapa and Te Ao Māori framework. Expecting government interventions to help balance equity issues is fraught with uncertainty and, historically, has proven to be an unreliable catalyst for change on its own.

Iwi members living in and outside of the region were provided an opportunity to feedback on current strategies as well as provide recommendations for any future development. Members were asked to consider 'What was important to them' if a joint arrangement between the iwi was agreed. Several face-to-face and online hui were convened including an online, live interview with members of governance teams, and a survey was developed. Iwi members were given three options to complete the survey: online, in hardcopy, and, over the phone. The analysis identified several consistent themes in member feedback, including:

- Using our unique identity as Māori as a strength and point of difference whether it's Te Reo and Te Ao Māori, matauranga or tikanga
- Developing employment opportunities that would ensure whānau can pay their bills and sustain a livelihood
- Ensuring the services currently offered by the iwi were of a high quality, were achieving improved outcomes for whānau and were accessible
- Whānau are prepared and ready for a future that is reliant on technology and new tech innovations and supported future jobs for our rangatahi and their future leadership
- The environment, climate change and environmental sustainability for future generations



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External evaluators were engaged to undertake an environmental scan and to provide recommendations for future priority setting. The evaluators analysed the current operating context of the two iwi and identified future opportunities, as well as practices to support collective innovation and shared aspirations. The evaluation identified several strengths and opportunities, challenges, and constraints. It is not surprising themes focused on new ways of operating, the political environment, historical underfunding, and divisive investment processes, leadership and preparing rangatahi to ‘take up the charge’.

Through the evaluation there were also several trends identified that impact on mana whenua which also pose multiple opportunities and challenges. The overriding sense however was that through their role the two iwi are able to exert some direct influence on the unfolding social, cultural, environmental and economic wellbeing of the region. Furthermore, there exists an opportunity to use matauranga Māori to design effective solutions that could influence changes at systems and structural levels and form the genesis for transformation. The evaluation also canvassed several potential priorities to inform decision-making when “looking to the future”.

Table 1 Evaluation Findings and Analysis

Strengths and Opportunities	Challenges	Constraints
<ul style="list-style-type: none"> – Designing our future through iwi partnership – Re-imagining a future grounded in mātauranga Māori – Upfront and courageous leadership – A bold generation of rangatahi coming through – Creating space for ourselves across the system whether that be education, justice, health, economic and so on – Acting as effective and responsible Treaty partners while holding Government to account – A single iwi Māori provider PHO 	<ul style="list-style-type: none"> – Power and resource sharing – Lost in translation—moving from rhetoric to action – Contract specifications – Demands on mana whenua – Spotlight on ‘things-Māori’ – Claim settlements – Inclusion of Te Tiriti o Waitangi in legislation – Use of Te Reo Māori – Managing perceptions and maintaining reputation as an effective and responsive collaborative entity 	<ul style="list-style-type: none"> – Disparate investment with mainstream and historical underfunding – Competitive funding processes which seek to divide rather than collectivise provider efforts



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<ul style="list-style-type: none"> – Education—building on kōhanga, puna reo, puna matauranga and kura growth – 		
Looking to the Future		
<ul style="list-style-type: none"> – Partnering with government agencies where there is a high representation of Māori such as Oranga Tamariki – Ministry for Children, Te Ara Poutama – Department of Corrections, and where there is a focus on Māori development such as Te Puni Kōkiri – Partnering with research and development organisations such as Callaghan Innovations, ESR and Cawthorn and universities 		<ul style="list-style-type: none"> – Building capacity, capability, and future readiness – Shifting mindsets at scale – Research, outcomes, and evaluation planning – Evaluating impacts of activity on Māori and wider the community – Collective monitoring and tracking systems – Co-designing future services with Māori whānau and community

There are several key government policy changes currently underway including the Three Waters Reforms, Resource Management Act, Local Government Reforms, Review of Vocational Education (RoVE) and the Establishment of the Māori Health Authority. The impact of legislature change has significant impacts now and into the future and whilst the spotlight is already shining on ‘things Māori’ the time is right to forge new alliances in readiness for new opportunities.

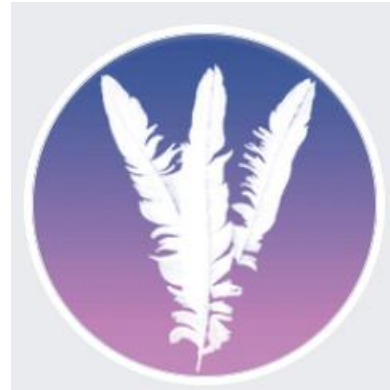
To achieve maximum wellbeing for whānau, whenua and to safeguard whakapapa a shift is required from an individual iwi focus to one where a joint, iwi-led 25-year strategy is developed. The joint strategy is not intended to fully replace any individual priority needs each iwi may want to pursue for their rohe and in their own right. Rather, the joint strategy will be used to collectivise shared aspirations, goals, priorities, and outcomes that will benefit the Te Tai Hauāuru region more broadly.

Both Iwi have agreed that a 25-year strategic plan will provide a framework for establishing priorities, identify where to target efforts, resources, and influence and, will have an initially be implemented in the Te Tai Hauāuru Region. As the benefits of working together evolve and information is collected on the outcomes achieved, consideration will be given to the broader reaches of each iwi, and, when the time is right, other rohe can be included within the strategy. If agreed and other groups are included within the strategy such as roopu within Te Tau Ihu for Te Rūnanga o Toa Rangatira and Taranaki Whanui for Te Rūnanganui



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o Te Āti Awa, a review of the strategy will be undertaken to ensure the purpose, goals and outcomes take account of the unique variances and characteristics of those roopu.



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2. The Strategic Intention – Our Purpose and Mission

The Strategic Intention of this strategy is to form an alliance that will create new ways of being and maximise whānau wellbeing. This strategy seeks to effect change across four broad areas:

- Kotahitanga to exert direct, collective influence on issues that have an impact on the outcomes for whānau, whenua and whakapapa.
- Kaitiakitanga by delivering solutions that are embedded in Te Ao and matauranga Māori for the benefit of present and future generations.
- Building whānau resilience to respond to the increasing demands
- Growing capability and capacity to formulate effective, high-quality, action-oriented advice and service responses.

3. The Strategy Framework – Putting it Together

The Strategic Intention is based on the iwi's Strategic Framework which:

- articulates the fundamental purpose and mission of a collective and agreed approach between Te Rūnanga o Toa Rangatira and Te Rūnanganui o Te Āti Awa
- sets out the core value propositions of Kotahitanga, Kaitiakitanga, Manaakitanga, Whanaungatanga, and Whakatau Tika
- contains five Strategic Goals that articulate the impact and changes we aim to achieve and one Organisational Capability and Capacity Goal
- outlines actual and potential beneficiaries including whānau, local and regional communities as well as other iwi
- highlights contributors to our strategy including local and central government agencies, philanthropic investors and other government service providers such as tertiary education institutions and workforce development agencies

4. The Strategic Goals – Our Impacts

To give effect to our Strategic Intention, we have developed six Strategic Goals:

- Goal 1:** Leadership that builds on the strengths of our past, harnesses the opportunities of the present and anticipates future landscapes
- Goal 2:** Ensure Te Ao Māori and matauranga Māori are integral in policy development, legislation changes and at decision-maker tables
- Goal 3:** Promote Kaupapa Māori approaches as central to environmental protection and innovation solutions
- Goal 4:** Maximise whānau wellbeing to ensure they thrive, and they prosper
- Goal 5:** Develop enduring relationships that enhance and grow our influence in regional, national, and global communities
- Goal 6:** Build robust organisational capability and capacity to deliver high-quality, effective, advice and accessible services



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Diagram 1 The Strategy Framework – Putting it Together



5. The Outcomes Framework – Our Strategy in Action

The Strategic Framework is supported by our Mauri Ora Framework which translates the strategy into action. The Mauri Ora Framework:

- takes a ten-year approach and focuses on service delivery.
- identifies our Priority Delivery Areas, Core Objectives and the Changes we Seek and Our Key Outcomes.



Table 2 Outcomes Framework – Our Strategy in Action

Focus Areas – Where we will Focus Our Efforts					
	TE TAIAO ENVIRONMENT	HAU ORA HEALTH + SOCIAL	HANGARAU TECHNOLOGY	MATAURANGA + MAHI EDUCATION + EMPLOYMENT	KĀINGA HOUSING
Objectives	<ul style="list-style-type: none"> Our natural resources are protected for future generations Equitable decision-making powers and adequate resourcing 	<ul style="list-style-type: none"> Whānau have effective, quality support to achieve maximum health and wellbeing 	<ul style="list-style-type: none"> Innovations are Māori-centric and expand current and future possibilities 	<ul style="list-style-type: none"> Latent potential is activated to achieve future prosperity Place-based, mana whenua-led learning opportunities are recognised 	<ul style="list-style-type: none"> Whānau have a range of safe, healthy, stable housing options
Wellbeing Outcomes for Whenua, Whānau and Whakapapa – The Change we Seek					
Outcomes	<ul style="list-style-type: none"> Arrangements are in place for the protection of natural resources Te Tiriti partnerships are equitable, formalised and have shared decision-making protocols Climate change remediation responses embrace mātauranga Māori and cultural knowledge Cultural practices and customary rights are central to and drive policy development 	<ul style="list-style-type: none"> Pae ora, mauri ora, whānau ora, wai ora Whānau health and wellbeing is improved Resourcing and investment are equal to the health and social needs 	<ul style="list-style-type: none"> Innovative advancements reflect Te Ao Māori values and matauranga principles Interventions advance Te Ao and matauranga Māori 	<ul style="list-style-type: none"> Increase in educational achievement at all levels Learning settings recognise, reflect and nurture culture and identity Increase in employment opportunities and pathways for the present and the future Increase in te reo Māori spoken at home and in the wider community 	<ul style="list-style-type: none"> Housing availability across the housing continuum to support each stage of life Whānau are sustaining tenancies longer More whānau are supported into home ownership arrangements Mixed housing is an accessible option

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Performance Measures – How we know we are Achieving the Change we Seek

	TE TAIAO ENVIRONMENT	HAU ORA HEALTH + SOCIAL	HANGARAU TECHNOLOGY	MATAURANGA + MAHI EDUCATION + EMPLOYMENT	KĀINGA HOUSING
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Key Performance Indicators and Measures	<ul style="list-style-type: none"> – Established iwi-led environmental monitoring targets – Environmental monitoring established and operational – Partnerships with agencies that hold legislative responsibilities recognise the tino rangatira of the Iwi and are formalised and productive – Protocols are in place to protect culturally significant sites including land, water, taonga tuku iho – Partner agencies and others actively participating and contributing to the identified outcomes – Established programmes positively contribute to the restoration of the mauri (i.e. return of plant and animal life) and wairua (toxin free) of our taiao and taonga 	<ul style="list-style-type: none"> – Pēpī, tamariki and rangatahi remain in the care of their whānau – Kaumatua have access to health, housing and social and wellbeing services – Māma and pēpī are thriving – Tane and wahine have barrier-free health and social services – Culturally inclusive and responsive services are available in the community – Key health and social wellbeing targets are identified, funded, and monitored – Justice services are culturally responsive and accessible – Reduction in whānau interventions including removal of tamariki – set targets – Dedicated health programmes for tane to improve health and reduce men related health issues – Social services are fully integrated within community – Inequity in health and social measures are reduced 	<ul style="list-style-type: none"> – Research & Development partnerships are established and explore innovation opportunities – Barrier-free, access to existing and new technologies – Cadetship and intern programmes are established, promoted and are frequently at full capacity – New developments and technology support the implementation of kaupapa Māori frameworks – Protection of taonga, taiao and tangata are fundamental drivers of new developments and technology – Protocols are in place to protect iwi intellectual property – Where Iwi intellectual property is used the Iwi are recognised and fully reimbursed – Rangatahi are developing more enterprise and exploring more entrepreneurship initiatives 	<ul style="list-style-type: none"> – Learning opportunities developed for all stages of life – Regular attendance at kohanga, puna and kura – Learning resources are readily available in homes – Increase in success and qualification achievement rates – Increase in Māori attending higher education – Achievement in trade certificate qualifications – Increase in Māori gaining higher qualifications including at Master and PhD levels – Increase in Māori completing professional qualifications including nursing, medical, social, and legal 	<ul style="list-style-type: none"> – Pathways to housing solutions are accessible – Housing options include supported living, transitional and social housing – Housing supports wider place-based initiatives including recreation, employment, and community living – Housing provides easy access to essential services such as health and social services, infrastructure, and civil services – Programme such as financial literacy and financial management support home ownership – Home ownership pathways include options for shared equity and rent to own
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