

# Upane ka upane whiti te ra

## Ngāti Toa Rangatira – He iwi Toa, He iwi Rangatira

*Ngāti Toa prosperity through strength, unity & leadership*

### Realising the unique potential of our people, our environment and our resources

*Revitalising our rangatiratanga, resilience and vibrance through influence, innovation and connectedness*

#### **Tikanga**

<b>Manaaki</b>	<b>Kotahi tatou</b>	<b>Pono</b>	<b>Kaitiakitanga</b>
<i>Enhancing mana through excellence, generosity and hospitality</i>	<i>Inspiring unity and connection</i>	<i>Acting with honesty &amp; integrity</i>	<i>Sustaining our people and resources</i>

#### **Kaupapa**

#### **Ahi Ka – Our Culture & Identity**

*Revitalising and strengthening our identity as Ngāti Toa Rangatira*

**Our identity is revitalised through:**

- People who are confident in their reo, tikanga and kawa
- Marae that are vibrant and able to serve the varied and changing needs of our whanau
- A strength that comes from knowing our history and whakapapa
- Fulfilling our manaakitanga responsibility

#### **Oranga – Our Wellbeing**

*Advancing the health and well-being of our whanau*

**Our wellbeing is assured by:**

- Improved physical and spiritual health
- Increased educational and vocational achievement
- Sustainable employment opportunities
- Healthy and affordable housing

## **Ohanga – Our Prosperity**

*Growing a sustainable economic base*

**Our prosperity is founded on:**

- a) A culture of self-determination and growth
- b) Robust investments and economic development plans and partnerships
- c) The sustainable growth and development of our assets

## **Te Ao Tūroa – Our Environment**

*Nuturing a resilient environment to sustain future generations*

**Our environment sustains us through:**

- a) Reclaimed connections to our natural resources
- b) Empowered kaitiaki who are able to influence and inform decision making
- c) Our commitment to environmental sustainability

## **Whai Mana – Our Organisation**

*Building a strong organisation founded on leadership and connection*

**Our organisation has:**

- a) Strong, sound governance and management structures that support growth and prosperity
- b) Development and leadership opportunities for our tamariki and rangatahi
- c) Platforms for the efficient and effective communication and connection of our people
- d) Strategic partnerships that serve our regional, national and international interests

# Upane ka upane whiti te ra

## Introduction

The passing of the Ngāti Toa Rangatira Claims Settlement Act 2014 provided the opportunity for the iwi to set a new course for its future. As noted by Ngāti Toa kaumatua Taku Parai at the time, this represented an important milestone in terms of the ability of the iwi to self determine its social and economic development<sup>1</sup>.

This draft strategy is based on the original draft presented to the 2016 Te Rūnanga o Toa Rangatira AGM, and amended following a series of hui throughout the Ngāti Toa Rangatira rohe in June 2017. It recognises the desire of both the rūnanga and tribal members to evolve and plan purposefully for the future of the iwi.

The aim of the strategy is to provide high level clarity and guidance to:

- the aspirations of iwi members
- the course required to achieve those aspirations
- the approach needed to get there, and
- the long term outcomes and strategic priorities for focus over the next 10 years.

The implementation of the strategy will be facilitated through the development of annual and other plans by the rūnanga, collaboration with Toa Rangatira members, and through partnerships with necessary stakeholders.

## Moemoea - Vision

### Ngāti Toa Rangatira – He iwi Toa, He iwi Rangatira

*Ngāti Toa prosperity through strength, unity and leadership*

Our vision reflects key sentiments expressed throughout the hui during visioning discussions. Much of the feedback can be summarised into the four key themes identified in the vision:

**Prosperity** – The desire by iwi members to have high levels of wellbeing or ‘abundance’, characterised in economic, spiritual, physical, cultural, and whānaungatanga terms for individuals and for whānau. In particular iwi members aspired to having both skilled and educated whanau, with high levels of employment and sustainable housing and health. They wanted to see ‘happy achieving tamariki’; rangatahi with the power and where-with-all to ‘change the world’; having ‘loved and looked after kaumatua’; and the ability to maintain ‘our well regarded reputation for manaakitanga’.

Considerable feedback also highlighted the importance placed on building the existing iwi asset base, and ensuring growth that will enable delivery on changing iwi aspirations over time. Members were keen for greater transparency and investment decisions that support current needs, but remain ‘well connected to the horizon – being able to pounce on opportunities for a sustainable future’.

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<sup>1</sup> Article in Fairfax Media 20 April 2014.

**Strength** – Iwi members referred regularly to revitalising the strength of the people, and of the traits and qualities that make Toa Rangatira unique. In particular members were eager to see a ‘strong paepae and marae foundation’, with high levels of te reo Māori and the capture and development of traditional knowledge in innovative and accessible ways. Reference was also made to the specific strengths of whānau and marae throughout the rohe, and the potential to revitalise those strengths to reassert regional identity and so that collectively the iwi can be stronger.

Ultimately members noted the high levels of current ‘dependence’ of whānau – whether on the State, the rūnanga, or other sources. Many were keen to see the development of an ‘iwi culture of self-determination and growth’ that was epitomised by Toa Rangatira ancestors throughout our history. ‘Self sustaining marae and whānau communities’, along with ‘empowered people’ and a ‘strong tribal identity’ were seen as important elements in a vision moving forward.

**Unity** – Members were very concerned about the need for Toa Rangatira to be able to ‘communicate effectively’ and ‘act collectively’ toward our shared vision and goals for the future. In particular members at the Hongoeka, rangatahi and two Te Tau Ihu hui, aspired to strengthening the connections between the diverse parts of Ngāti Toa. Remembering that ‘Te Moana o Raukawa is what connects us, not what separates us’ through more regular interaction and communication across the Strait – reinforces and strengthens our interests and voices throughout the region. Members noted that ‘it is through kotahitanga that our voice can be heard’.

**Leadership** – Finally, considerable feedback referred to the desire by iwi members to continue to develop and build on our tribal history of ‘strong, capable leadership’. This reference was made both in individual terms, but also for the rūnanga as the iwi representative body both in tribal affairs, but also as active participants in national and international forum. The reassertion of our rangatiratanga through participation and leadership in political and other decision making, as equal Treaty partners was highlighted as critical. Members wanted leadership that sets us up well now and in the future, with good succession planning and capability development programmes in place.

In particular members wanted a focus on ‘revitalising our inherent leadership’ through developing ‘strong and empowered rangatahi’, where talent can be identified, nurtured and better utilised toward iwi aspirations. Participants at the rangatahi hui also aspired to contribute to achieving iwi aspirations, and felt there was opportunity to future proof our success through integrating their involvement more fundamentally.

## Whaingā - Mission

### Realising the unique potential of our people, our environment and our resources

*Revitalising our rangatiratanga, resilience and vibrance through influence, innovation and connectedness*

Te Rūnanga o Toa Rangatira Incorporated is an organisation that represents tribal members in many forum, and is the administrative body for iwi estates and assets. Our mission recognises that **the rūnanga is critical to enabling iwi development**, however the aspirations of tribal members can not be achieved by the rūnanga alone. Instead, achieving our vision requires the iwi to work together toward its common goals,

and to establish strategic relationships and partnerships with external stakeholders. The rūnanga is a key facilitator in this regard, and will need further development as an organisation if it is to effectively fulfil this responsibility on behalf of its people.

Members considered that through strong and representative leadership and collective effort, we can return to being 'masters of our own destiny' with resilience to change (environmental, political, social, economic etc). In particular members noted the importance of the rūnanga as leaders who recognise and support the diversity and vibrance of our people, 'enabling our voices to influence', and 'inspiring Ngāti Toa minds to shape and change the world'.

Ultimately members noted that our future and value is bound within the potential of our people, our environment and our resources. A key role of the rūnanga should be to realise and develop that potential, recognising and enhancing its uniqueness and point of difference. Further, members highlighted the need for innovation in our approach, and the importance of whakapapa to bind us.

## Tikanga

Values, expectations and behaviours were discussed by hui participants with several suggestions offered as important to the uniqueness of Ngāti Toa Rangatira. Many of the sentiments noted above have contributed to the summation of members feedback in to the following four key values.

### **Manaaki**

*Enhancing mana through excellence, generosity and hospitality*

Our behaviour and actions will at all times reflect mutual respect and contribute to the enhanced mana and well-being of eachother and others with whom we interact.

### **Kotahitanga**

*Inspiring unity and connection*

Our approach will bring together our people to inspire unity within our communities and recognise the importance of our connection to eachother.

### **Pono**

*Acting with honesty & integrity*

We will at all times be transparent and accountable, with genuine communication that contributes to a reputation of honesty and integrity.

### **Kaitiaki**

*Sustaining our people and resources*

Protecting and sustaining ourselves and the taonga for which we are responsible for future generations.

## Kaupapa

The following kaupapa or areas of priority were identified in the original draft strategy presented at the 2016 AGM, but have been amended and added to in response to hui participant responses. Once again it is

important to recognise that the rūnanga, although a key and critical player, can not achieve the aspirations of the iwi except in partnership with its people, and with external stakeholders. Our work over the next 10 years will aim to contribute to the achievement of each of these outcomes, and they will inform the development of performance targets and measures to implement the Strategy.

## **Ahi Ka – Our Culture & Identity**

### *Revitalising and strengthening our identity as Ngāti Toa Rangatira*

A constant theme to emerge from members was the sense of pride and uniqueness that comes from being Ngāti Toa Rangatira. This was often expressed through a desire for strong cultural identity and presence within the broader regional and national community. Examples included statements such as ‘our paepae need to be strong to uphold the mana of our marae’, and ‘the ability for our people to speak te reo is critical for our cultural identity to flourish’. They also noted the importance of our marae continuing to be relevant and serve as vital hubs within our communities.

Rangatahi had a particular desire to see the development of further cultural capacity including kaumatua, kuia, teachers, and other matua sharing their experience and knowledge with upcoming generations. They also noted a need to be constantly raising awareness of Ngāti Toa Rangatira history to enable them to feel secure and confident in charting their future.

Finally management noted the need to ensure that our role and responsibility as tangata whenua and mana whenua, in caring for our wider community was important to upholding our identity in the region.

Outcomes – **Our identity is revitalised through :**

- a) People who are confident in their reo, tikanga and kawa
- b) Marae that are vibrant and able to serve the varied and changing needs of our whanau
- c) A strength that comes from knowing our history and whakapapa
- d) Fulfilling our manaakitanga responsibility within the wider community

## **Oranga – Our Wellbeing**

### *Advancing the health and well-being of our whanau*

Tribal members were keen to ensure there is adequate infrastructure to meet the current and future wellbeing needs of our people. In particular, that included identifying emerging health and social challenges (e.g. mental health, family violence and substance abuse), and ensuring that the necessary planning and support is provided. Members recognised that while this was largely the responsibility of agencies and other organisations, the rūnanga could play an important role in ensuring our specific and unique needs are addressed. Rangatahi and others also identified the potential benefits of restoring the knowledge and status of our traditional wellbeing practices (e.g. rongoa).

The need for educational and employment development was noted at all of the hui as key to strengthening the future of our people. Rangatahi identified that innovation and technological advancement will play a

critical role in the future, and are keen to see opportunities that enable access to these areas. They, and others, also saw the importance of the rūnanga having strong relationships and/or partnerships with Te Wānanga o Raukawa and other relevant providers to enable education and training opportunities consistent with tribal aspirations.

In addition, members noted that healthy and affordable housing played a critical role in the overall health and wellbeing of tribal members. This included discussions about the potential for papakainga development, and encouraging low carbon or self sufficient living (e.g. 'sustainable gardens for our marae and whānau' and renewable energy options).

Outcomes – **Our wellbeing is assured by :**

- a) Improved physical and spiritual health
- b) Increased educational and vocational achievement
- c) Sustainable employment opportunities
- d) Healthy and affordable housing

### **Ohanga – Our Prosperity**

#### *Growing a sustainable economic base*

A clear conclusion from all of the hui, was the need to foster a culture of self-determination and self-sufficiency. Members noted the need to support whānau to enable greater independence, growth and development. They acknowledged that this is a responsibility of individuals and the tribe as a whole, but the rūnanga has a critical role in providing a platform for this to be achieved (e.g. through strategic partnerships with relevant agencies or community organisations, resource support, etc).

Members were keen to ensure that investment decisions involving tribal assets are transparent and safeguard benefits for future generations (i.e. address long term aspirations). They also expressed a desire to see the development of sound business and investment plans that 'work for the people' and create wealth for tribal members and businesses.

Outcomes – **Our prosperity is founded on :**

- a) A culture of self-determination and growth
- b) Robust investments and economic development plans and partnerships
- c) The sustainable growth and development of our assets

### **Te Ao Tūroa – Our Environment**

#### *Nurturing a resilient environment to sustain future generations*

Members recognised the importance of a healthy and sustainable environment to both our tribal identity, and ability to achieve our iwi aspirations. Some also felt that the iwi could play a leadership role in this regard, particularly in terms of encouraging sustainable practices across our rohe. Further members expressed a desire to 'revitalise and reconnect to our rohe and hapū based strengths'. They reflected on past times when

each hapū held the skills relevant to specific environmental roles, and that collectively they contributed to the wellbeing of the iwi.

In addition members wanted to see kaitiaki, and the iwi generally, have a greater influence and role in environmental management decision making across the region and nationally.

Outcomes – **Our environment sustains us through** :

- a) Reclaimed connections to our natural resources
- b) Empowered kaitiaki who are able to influence and inform decision making
- c) Our commitment to environmental sustainability

### **Whai Mana – Our Organisation**

#### *Building a strong organisation founded on leadership and connection*

Members recognised that strong leadership will be required to realise the aspirations of the iwi. They noted the well established leadership legacy established by our ancestors, and were keen to see that our leadership potential continued to be nurtured in our new future beyond Treaty Settlement. This was expressed both in terms of building the skills and experience to lead the iwi toward a prosperous future, and also with regard to identifying and growing leadership talent.

In addition members were keen to ensure that the rūnanga had a structure and stability appropriate for taking us forward. This included developing critical capability and capacity to ensure the sustainable growth of tribal assets, and also of strategic partnerships with those who can support our journey.

Finally, the need for the iwi to be unified and connected to each other to achieve our aspirations was noted. Members identified that this would require a specialist and dedicated approach to bringing our people together. In particular, Te Tau Ihu whānau and rangatahi wanted to ensure the iwi could benefit from a collective strength that recognises the 'whole is greater than the sum of its parts'.

Outcomes – **Our organisation has** :

- a) Strong, sound governance and management structures that support growth and prosperity
- b) Development and leadership opportunities for our tamariki and rangatahi
- c) Platforms for the efficient and effective communication and connection of our people
- d) Strategic partnerships that serve our regional, national and international interests