

NGĀTI WHĀTUA O KAIPARA

RAUTAKI 2018-2050

SECOND EDITION



KAIPARA

MOEMOEĀ / VISION

Tū kaha, tū hauora, me te hari ngātahi taua
Strong, healthy, happy as one

Te Rākau
Ora





KAIPARA

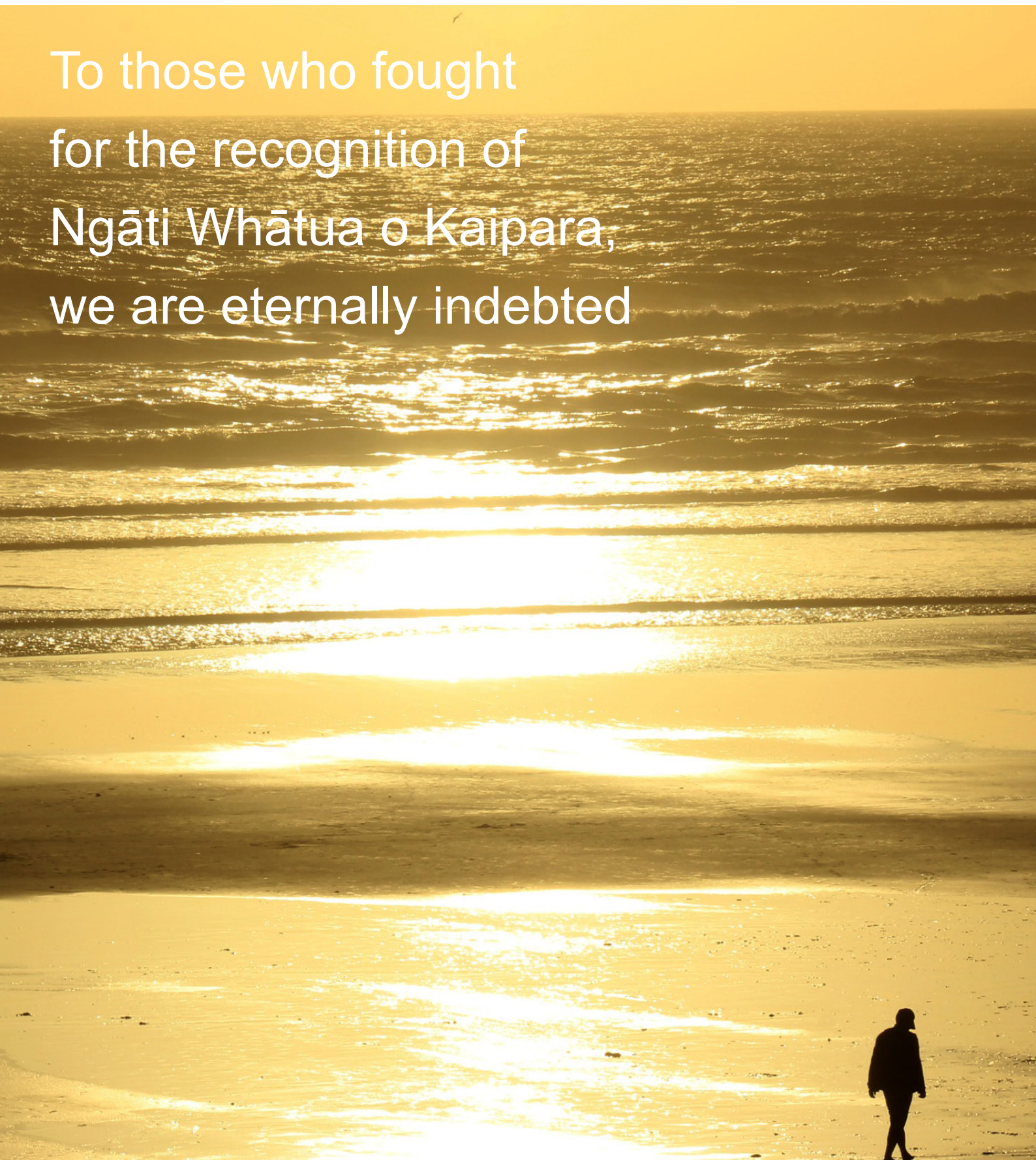
Whakataukī

*Mai te Whakāro – ko te kupu
Mai te kupu – ko te mohio
Ma te mohio – ka Mārama
Ma te Mārama – ka taea e au te ki*

*From thought - the word
From the word - knowledge
With knowledge - enlightenment,
With enlightenment I can achieve*

**Nei te Rautaki
“Ngāti Whātua o Kaipara”
2017 - 2050 Strategy**

To those who fought
for the recognition of
Ngāti Whātua o Kaipara,
we are eternally indebted



KAIPARA HARBOUR

SURVEYED BY COMD. DRURY AND THE OFFICERS OF H.M.S. FANDORA

1852

South 101° 30' E. 10 S.

(true) [D. 14 30 E.]

SW 1/4 C. at the head of the bay, 10 fathoms range 10. Steep range 10 fathoms

low water, covered. 4 fathoms (low ground) in sand, small islands and

rocks in the bay show the height to the above 10 fathoms

heights to the Maori and these are 10 fathoms

(heights in different parts of the bay)

SOUNDINGS IN FATHOMS

Vertical scale 1000

Continuation of the

Wairoa River

upon the same scale

Appreciation

Through tupuna, whakapapa and tikanga, mihi and pepeha we acknowledge our history. In these, we reflect on people and events that have created and developed us, taught us lessons, established our values, and presented us with opportunities and pathways.

The Ngāti Whātua o Kaipara Settlement Act (2013) is accredited to those people and events. To those who fought for the recognition of Ngāti Whātua o Kaipara, we are eternally indebted. It is with sincere gratitude that we take your legacy forward.

Introduction

As representatives of Ngāti Whātua o Kaipara it is the role of Ngā Maunga Whakahii o Kaipara Development Trust to protect the assets of Ngāti Whātua o Kaipara for the benefit of all members. Planning for the future is vital to this and also for maintaining settlement assets in perpetuity whilst delivering benefits to members.

As we look towards 2050 our future looks bright. This long-term strategy initiates pathways to the future for our people, our culture and our Marae. However, the one constant that we can be assured of is that our people will still be here and therefore, through strategy we seek to ensure that Ngāti Whātua o Kaipara people are strong, healthy and well equipped to achieve for the future and what it holds for us all.



Mission

Ko te pae tawhiti, whaia kia tata.
Ko te pae tata, whakamaua kia tina.

Ngāti Whātua o Kaipara, we are the future,
let's be the change.

Te Mau Parau Tumu (Principles)

Within a guiding framework of Ngāti Whātua tikanga (tradition), hononga (connection) and painga takimano (collective benefit) we:

- are open and transparent
- communicate
- determine our own destiny

Whaiā ko te iti kahurangi,
ki te tuaohu koe he
maunga teitei.

Pursue the treasures you
seek, bend only for the highest
mountain

Rautakitanga: Iwi Development

Iwi development is all encompassing and at the forefront of our strategy. We will support development across a breadth of social, cultural, community and individual aspirations including; Marae, Hapū, Individual and Whānau development(s) enabling Ngāti Whātua o Kaipara to achieve personal and collective goals.

- Ngāti Whātua o Kaipara iwi potential is realised.

Rautakitanga: Te Mana o Ngāti Whātua o Kaipara

TIKANGA

Te Kotahitanga

In it together

Tikanga is the foundations upon which we develop and grow. Those values, experiences, traditions and history we will protect, uphold and share so that our people, our culture, our tikanga is continuously thriving and Ngāti Whātua o Kaipara tikanga is upheld by generations.

- We are clear about our identity as Ngāti Whātua o Kaipara
- We take ownership of our actions and outcomes
- We communicate openly
- We show integrity through our actions
- Our Mārae are abundant with members experienced and confident in Ngāti Whātua tikanga
- Ngāti Whātua tikanga is practiced in majority of members homes
- Across the five Marae, Kaumatua / Kuia are in demand to share their tikanga knowledge and experiences

REO

Ko te reo te māuri o te mana Māori

The language is the life force of the Māori essence

We are committed to ensuring a high level of Reo fluency within our iwi and across our communities.

- 1500 Ngāti Whātua o Kaipara speak Te Reo Māori to a conversational level
- 60% of members have Ngāti Whātua tikanga knowledge
- Our Marae are abundant with members experienced and confident in Ngāti Whātua tikanga
- From pre-school to tertiary, bi-linguistic education is practiced across all New Zealand education and training programmes and facilities

MARAE

Ko te Mārae te puna o taku oranga

The Mārae is the source of my livelihood

Our Mārae prosper. As the cornerstone of where our people stand, we create opportunities and pathways supporting Marae to become communities of success

- Marae complexes are fully developed
- Whānau actively and regularly connect with their Marae
- Marae are hives of mahi and tākarō
- Our Marae are abundant with members experienced and confident in Ngāti Whātua tikanga

*“Titiro ki ngā kapua i tua. E rere mai rā. Kei te moana e. I konei au mihi atu ai
Tangi atu ai e. E hara i te tama. He whatu toto e.”*

Nā Te Kawau

Rautakitanga: Kaitiakitanga

MANA WHENUA

As owners and caretakers of land, we respect, protect, restore, nurture and sustain our lands so that this and future generations may continue to enjoy its treasures.

- Tikanga, values, responsibility and accountability for Ngāti Whātua o Kaipara Settlement assets is maintained
- The mana of Ngāti Whātua o Kaipara is upheld
- Kaipara is vigilant and active in ensuring Crown and

other agencies continue to deliver on Treaty obligations

- Our lands are restored to their natural state(s)
- Ngāti Whātua o Kaipara people manage and care for our lands and waterways
- Ngā Maunga Whakahii o Kaipara are custodians of Kaipara Harbour and hold marine and coastal customary rights of the Kaipara Harbour

KAITIAKI

- Ngāti Whātua o Kaipara people manage and care for our lands and waterways
- Ngāti Whātua o Kaipara people are leaders in environmental research and care of the environment
- Cultural Tourism is practised through tikanga and sustainable actions
- Ngāti Whātua o Kaipara people sought after for their kaitiakitanga and environmental expertise
- Ngāti Whātua o Kaipara people sought after and

engaged to provide cultural expertise for developments across the North-Western corridor of Auckland

- Our kaitiaki resources are abundant
- Non-Māori organisations acknowledge and seek out Ngāti Whātua Kaumatua / Kuia to provide tikanga advice and services
- In developments across the rohe and Auckland, our people are active and successful in influencing outcomes that are respectful of Māori tikanga and values

ENVIRONMENTAL

Na tātou anō ngā kaitiaki o tō tātou whenua

We take care of our environment

- Our lands are restored and abundant with natural birdlife, flora and fauna.
- Perpetual environmental and heritage plans are in place for all lands and waterways owned and/or managed by Ngā Maunga Whakahii o Kaipara

- Ngāti Whātua o Kaipara actively uphold sustainable environmental practices in all communities in which they reside or are involved
- Ngā Maunga Whakahii o Kaipara businesses and operations underpinned with tikanga and sustainable environmental consciousness

“The clouds on yonder horizon across the sea are playing with the winds. Whilst I am here yearning and weeping for my son. Ah, the land is more than a son to me. It is my hearts blood.”



100% ownership of the trees planted in Ngahere (Woodhill)

Rautakitanga Commercial Development

Ko kī tō tātou kete Our basket is full

We aim to fulfill our purpose of protecting assets, growing the basket of wealth and delivering returns for the benefit of Whānau.

- 100% of Recreational Licenses in Woodhill delivered by Ngāti Whātua o Kaipara Whānau businesses
- Riverhead forest yield increases (year on year)
- Te Uru is one of the top 10 property companies in Auckland
- Our property development achieves industry

acknowledgements (ie. for architectural, environmental design, etc)

- Ngā Maunga Whakahii businesses attract major employers into the Kaipara rohe
- Ngā Maunga Whakahii have diversified into (at least) two new business/investment ventures (ie. not related to property or forest based)
- To ensure commercial outcomes provide consistent positive returns year on year.

Rautakitanga: Whānau Ora

**Kaipara moana e ngunguru,
ko ngā rarangi, maunga tu tonu,
ko ngā tangata, ngaro noa**

The Kaipara rumbles, the mountains stand,
the people disappear.

HOUSING

He kāinga wahi noho Home

We support a variety of housing options to meet Whānau / individual circumstances. Papakāinga development around Marae will feature, as will a focus on home ownership as a tangible legacy that benefits future generations. Achieving home ownership will mean that Whānau have found success in important areas of their lives and they are well

- Majority of Ngāti Whātua o Kaipara people are home owners ¹
- 10% ² of Ngāti Whātua o Kaipara people live within close proximity (ie. Within walking distance), of their Marae
- All Whānau homes are warm, dry and safe
- The need for social housing amongst our people is the exception not the norm

HEALTH & WELLBEING

Oranga tinana, oranga tangata, māuri ora Living healthy lives

We support a variety of housing options to meet Whānau / individual circumstances. Papakainga development around Marae will feature, as will a focus on home ownership as a tangible legacy that benefits future generations. Achieving home ownership will mean that Whānau have found success in important areas of their lives and they are well.

- Our people are supported and well cared for
- Our people are active in communities
- In all areas of social and cultural health and wellbeing, Ngāti Whātua o Kaipara people are statistically, better off than the average (mainstream and Māori), New Zealander
- The average age of life expectancy has increased to 80yrs (Kaumatua), 85 yrs (Kuia) ³

¹ NZ statistics show that in 1991 73.8% of kiwis owned their own homes. In 2013, this had decreased to 64.8%

² Based on 2500 adult members this would be an average of 100 adult members (per marae) living within walking distance

³ 2011-12 statistics show Māori as 72.8yrs (male) and 76.5 yrs (female)

Rautakitanga: Whānau Development

He aha te mea nui o te ao?

He tangata, he tangata, he tangata

What is the most important thing in the world?

It is the people, it is the people, it is the people

EDUCATION AND EMPLOYMENT

Being Agile, Visionary and Astute, Ngāti Whātua o Kaipara will achieve global and local success. We create opportunities and pathways that support Whānau and marae to achieve, be successful and to be strong, healthy and happy

- 1500 Ngāti Whātua o Kaipara members speak Te Reo at a conversational level
- Kaumātua keep our tikanga alive and thriving
- In education and employment Ngāti Whātua o Kaipara people are statistically, better off than the average (mainstream), New Zealander
- Two significant employers are established within the Kaipara rohe

- Three Ngāti Whātua o Kaipara people are in mainstream position(s) of influence (ie. Council, Governance, Business)
- Our tamariki and rangatahi are achieving high standards in all areas of education, sport, academia and trades
- 30 Whānau supported to start their own businesses
- 80% of employees in Ngā Maunga Whakahii o Kaipara owned businesses are Ngāti Whātua o Kaipara

ACKNOWLEDGEMENT

Tū maiā me te hari he uri koe o Ngāti Whātua o Kaipara

Living happily and standing tall as Ngāti Whātua o Kaipara

We will celebrate our culture, our people and our achievements.

- Regular and supportive Pānui regarding Ngāti Whātua o Kaipara people
- Leverage relationships and Whānaungatanga to

profile Ngāti Whātua o Kaipara positively

- Our people are recognised for their achievements
- Whānau attendance at Kaipara hui grows year on year
- Every Wānanga attracts additional and new Whānau attendance
- Ngā Maunga Whakahii o Kaipara premises achieve an award



Our operations are cost
effective, responsible and
accountable
and we achieve

Strategic Objective: Connects, Respects, Influences

Through our operations, engagements and partnerships we connect communities, gain respect and influence better outcomes for our people.

- We lobby and are heard by central and local government on key issues for Kaipara and Māori.
- We have strategic partnerships and relationships that advance our businesses and people.
- Ngāti Whātua o Kaipara are acknowledged for

efficient and effective businesses and relationships.

- Ngāti Whātua o Kaipara people in mainstream position(s) of influence (eg. executive, government)
- Leverage relationships and whānaungatanga to profile Ngāti Whātua o Kaipara positively.
- Our operations are cost effective, responsible and accountable and we achieve.

5 Year Strategic Plan 2018 - 2023

IWI DEVELOPMENT	
1	Pursue excellence, be all that we can be
1.1	To grow our people(s) achievements and successes.
1.2	To establish tikanga succession activities at each Marae
1.3	To establish and support regular Wānanga.

TE MANA O NGĀTI WHĀTUA O KAIPARA	
2	In it together
2.1	To share our history, knowledge and experiences
3	The language is the life force of the Māori essence
3.1	To establish and support the continuous growth of te reo speakers amongst Ngāti Whātua o Kaipara
4	Our Marae prosper
4.1	To support strategies for Marae development in the Kaipara.
4.2	To support the completion of Marae complexes.
4.3	To establish active Marae communities.
4.4	To be emergency prepared.

KAITIAKITANGA	
5	As owners and caretakers of the land, we respect, protect, restore, nurture and sustain our lands so that this and future generations may continue to enjoy its treasures.
5.1	To facilitate sustainable and clean waterways in the Kaipara.
5.2	To protect, uphold and maintain mana whenua and ahi kaa over the Kaipara.
6	Kaitiaki
6.1	To implement restoration plans across the Kaipara including all Ngā Maunga Whakahii o Kaipara held waterways and lands.
6.2	To develop and place Whānau to positions of influence on environmental and restoration projects.
6.3	To link Whānau businesses with cultural opportunities and tourism markets.
6.4	To determine eco-friendly businesses with cultural tourism and Whānau employment opportunities
7	Environmental
7.1	To implement restoration plans across all Ngā Maunga Whakahii o Kaipara held waterways and lands.
7.2	Identify and plan for the recognition of sites of significance and the return of sites of significance currently in external ownership.

COMMERCIAL DEVELOPMENT	
8	(Our basket overflows)
8.1	To establish ongoing and continuous improvements in the operations of the Ngā Maunga Whakahii o Kaipara Development Trust Group.
8.2	To increase the ownership of new plantings in Ngahere
8.3	To increase property holdings of Ngā Maunga Whakahii o Kaipara
8.4	To diversify our investment portfolio's
8.5	To ensure consistent and increase returns on investments
8.6	To establish a signature building of Ngā Maunga Whakahii o Kaipara Development Trust

WHĀNAU ORA	
9	Housing
9.1	To facilitate papakāinga developments
9.2	To increase home ownership amongst Ngāti Whātua o Kaipara members
9.3	To facilitate Whānau housing needs
10	Health & Wellbeing
10.1	To support Whānau health and wellbeing
10.2	To establish healthy lifestyle practices amongst Whānau
10.3	To increase active participation in Whānau lives

WHĀNAU DEVELOPMENT	
11	Education & Employment
11.1	To facilitate increased participation in the use of Te Reo
11.2	To establish tikanga succession activities at each Marae
11.3	To support Whānau business and/or employment opportunities around the rohe
11.4	To grow Whānau businesses
12	Acknowledgement
12.1	To acknowledge and celebrate our people's achievement(s)
12.2	To support our people to excel

CONNECTS, RESPECTS INFLUENCES	
13	Connecting and influencing for better outcomes for our people
13.1	To establish and foster relationships that support the kaupapa and tikanga of Ngāti Whātua o Kaipara
13.2	To attain agreements that support us to achieve our desired outcomes
13.3	To operate effectively and transparently with responsible and accountable practices.

