

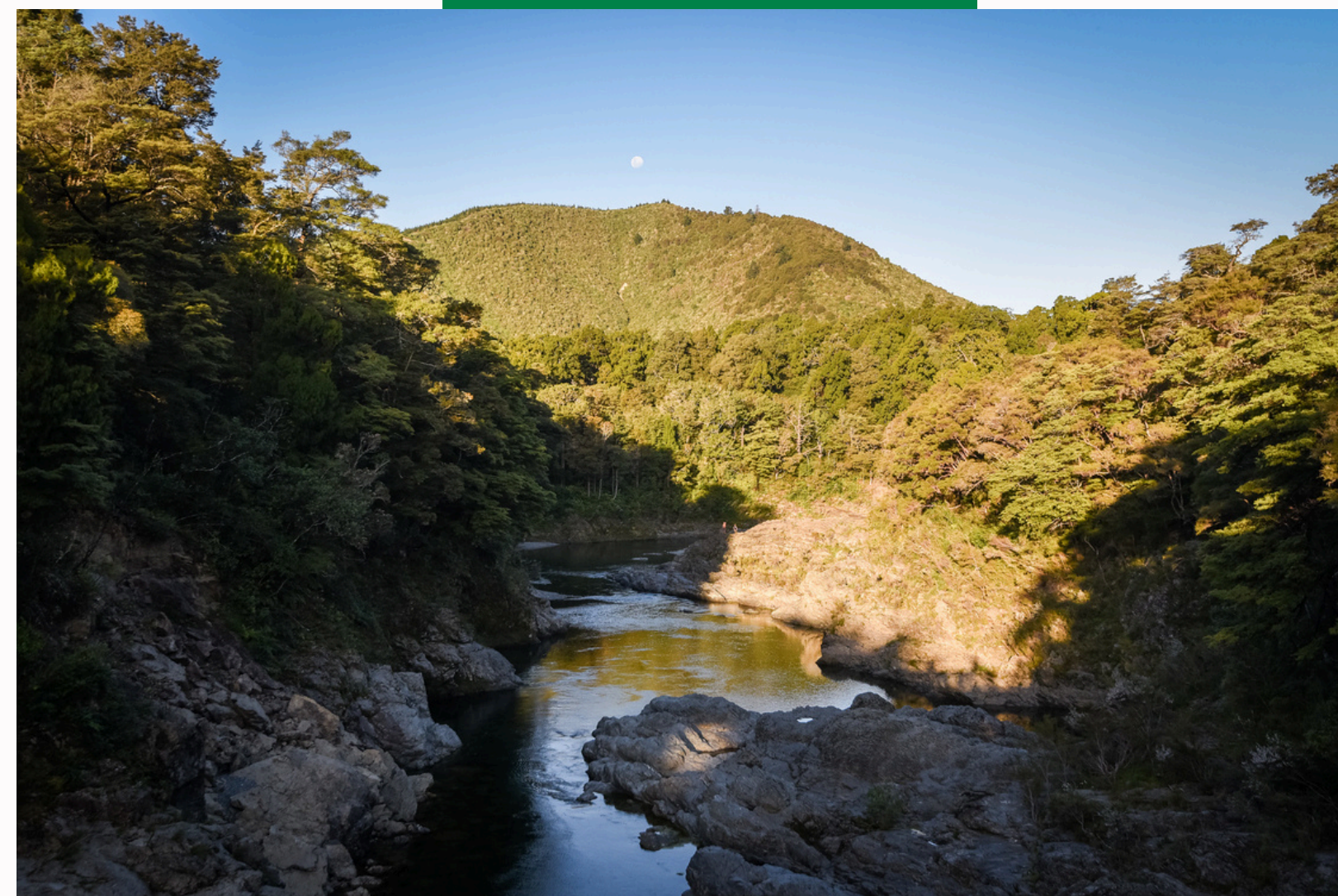


Ngāti Kuia

# TE RAUTAKI A KUIA

Strategy 2024-2029

Te Rūnanga o Ngāti Kuia





# Content

01

Vision

02

Values

03

Rautaki Horizons

04

Outcomes Summary

05

Initiatives 2023-2024

06

Pou Outcomes and Impacts

10

Mahere Annex



Pakohe, i hangaia i ngā wā ōnamata, i whānau mai i te whāea Papatūānuku  
me te parakore kawea ai e te awa ki te tai. Ka pūrua  
i whakakao, i rawekehia, i waihangatia hei rauemi whakapehapeha mō ngā uri o Ngāti Kuia,  
he iwi Pakohe.



# Te Whakakitenga

## Vision

### Pou He Taiao

**Restoring the Environment**  
**Kia puāwai te taiao**

Te Taiao centres on our responsibility as kaitiaki of all life created by Papatūānuku and Ranginui and their tamariki. As kaitiaki, our focus is on actively restoring Te taiao by challenging destructive actions, and leading by example through restorative practices and so progressively demanding less of Te taiao.

### Pou He Tāngata

**Supporting the wellbeing of our people**  
**Kia ora te tangata**

Pou He Tāngata emphasises the importance of relationships and whānau wellbeing under the korowai of te ao Māori . Our pou is centered on nurturing the development of our whānau, fostering strong connections, and promoting collaboration. Through pou He Tāngata, we strive for mana motuhake, to empower whānau, ensuring whānau are healthy, wealthy and wise.



### Pou He Ngāti Kuiatanga

**Uniquely Ngāti Kuia**  
**Kia tū te Iwi**

Pou He Ngāti Kuiatanga focusses on maintaining and revitalising te reo me ngā tikanga a Ngāti Kuia. Our pou guides our interactions and decision making. We ensure the continuity of our whakapapa and strengthen our unique identity.

### Pou He Pūtea

**Managing our assets responsibly**  
**Kia nui rawa atu te pūtea**

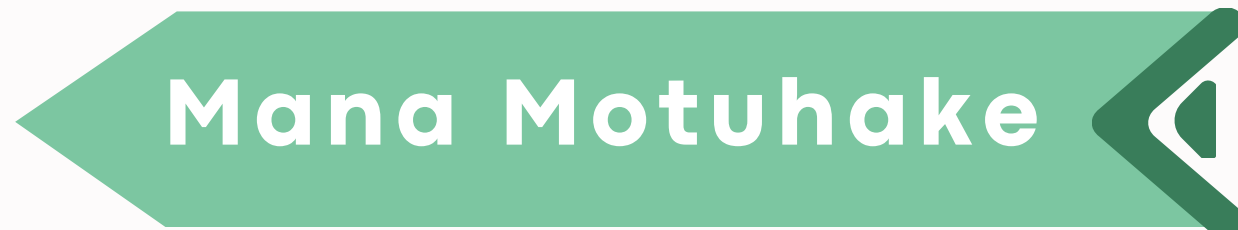
Pou He Pūtea addresses the financial and economic well-being of our Iwi and whānau. This pou encompasses the responsible management of resources, investments, and opportunities that contribute to the prosperity of Ngāti Kuia. He Pūtea promotes our collective success and improves the quality of life for our whānau through effective financial planning and responsible use of resources



# Ngā Uara Values

Our values are key to  
revitalising Te taiao, Nurturing  
Connections and Uplifting  
Whānau

Kaitiakitanga requires us to be awake to the interconnectedness of all living beings and the effects of our actions on the mauri of te taiao. It challenges us to stop destructive practices, embrace responsible living and to progressively demand less from te taiao.  
By upholding kaitiakitanga, Ngāti Kuia demonstrates respect for the interconnected balance and harmony of all living beings.



Mana Motuhake, represents collective and individual empowerment and self-determination. It embodies the inherent right to make choices, express uniqueness, and contribute meaningfully to the hāpori where we live. This value celebrates personal growth, autonomy, and the recognition of diverse strengths within our members. By upholding mana motuhake, Ngāti Kuia cultivates an environment where everyone's voice is heard, fostering a strong sense of self-worth and encouraging the pursuit of personal and collective aspirations.

Manaakitanga, embodies generosity, kindness, and hospitality. It guides us to warmly welcome all and tautoko those in need thereby enhancing our collective mana. This value extends to the whenua and te ao, fostering respect and interconnectedness. Manaakitanga creates a nurturing and uplifting community where everyone is cared for, contributing to the elevation of mana throughout.



Whanaungatanga signifies the nurturing and fostering of meaningful relationships grounded in whakapapa. This value emphasises the importance of genuine connections and belonging.

Kotahitanga, emphasises unity and togetherness. It's about working together for shared goals, recognising our collective strength. This value promotes mutual respect, belonging, and connections wider than whānau. Through kotahitanga, Ngāti Kuia stands united, preserving our heritage and achieving common aspirations.



Wairuatanga, koinei te whakatinanatanga o te mana whakaheke mai i te ao wairua, te ao kikokiko, te ao tukupū, me te ao o ngā tīpuna. Ka whakamaharatia te uaratanga nei i te mana, te tapu, me te mauri o ngā mea katoa. Ko tā te wairuatanga he ārahi i ā tātou kia kore e taka ki te hē, kia whai aronga i te ao e noho nei tātou. Mā reira e kite ai tātou i te oranga tonutanga o te whānau, te hapū, me te iwi. Ko te wairuatanga te kāpehu hei arataki i ā tātou mahi, i ā tātou tikanga, i ā tātou whakataunga katoa hoki.



# Ngāti Kuia Horizons

Ngāti Kuia engages with and supports kaupapa which celebrate, Te Ao Māori, Te Tiriti o Waitangi and our Mana Motuhake.

## 25 Years

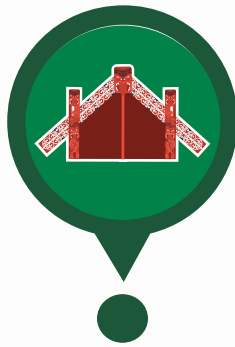
In the span of 25 years, Ngāti Kuia has undergone a profound transformation, realising the vision set across the four pou of He Ngāti Kuitanga, He Tāngata, He Taiao, and He Pūtea and seeking to re-indigenise Te Rūnanga o Ngāti Kuia. Te Reo Ngāti Kuia is heard in homes and communities. Our unique identity is vibrant and deeply rooted, supported by platforms like the e-panui, social media and mātauranga wānanga. Whānau are connected and self-determining, supported by initiatives that have nurtured well-being and empowerment. Our commitment to kaitiakitanga is evident in how we live our everyday lives - we consume less, actively lead restoration and He Taiao is recovering. Our economic strength, founded in our tikanga, is undeniable, facilitated by empowered whānau living and working their best lives, and responsible investments.

## 50 Years

Over half a century, Ngāti Kuia has evolved into an exemplary model of living Te Ao Māori in the 21st Century, building upon the foundations laid 50 years ago. Ngāti Kuitanga thrives through an intergenerational cycle of wisdom-sharing, where digital platforms seamlessly blend with traditional practices to connect us across time. The whānau network is unbreakable, strengthened by multigenerational mentorship that fuels continuous collective and personal development. Te Taiao flourishes with restored ecosystems, thriving biodiversity, and globally recognised restoration efforts that are models of indigeneity. Our economic landscape is diverse, driven by innovative enterprises, responsible investments, and cooperative ventures.

## 100 Years

Living all day, every day as Ngāti Kuia. Whānau well being is established and intergenerational. Te mauri o te Taiao is healthy. Te Rūnanga o Ngāti Kuia operates under Te Ao Māori and is thoroughly supported by the material world.



## Ngati Kuia Today 2024

In 2024, Ngāti Kuia celebrates ten years since the enactment of Te Whakatau, our Treaty Settlement. This enabled Te Rūnanga o Ngāti Kuia to form a strong asset base, reconnect to places of significance, grow our protection of te Taiao and provide wānanga and resources to our whānau. It was also the next step in the Crown’s colonisation of our Iwi. Te Rūnanga o Ngāti Kuia now has 32 kaimahi based in Wairau, Titiraukawa and Whakatū, serving 5000 registered whānau members. Te Hoiere is the centre of our restoration and whānau enterprise activities and we have strategies for Te Reo Ngāti Kuia, Mātauranga, Hauora and Te Taiao. Te Ao Māori faces politically challenging times with proposals to re-write Te Tiriti o Waitangi, displace Te Reo Māori, and remove progress made in Māori health and education. Ngāti Kuia along with other Iwi and Māori are forming collective responses with the call to protect Te Tiriti as our founding constitution and Te Reo Māori as our indigenous language. This is a time of distraction from our own kaupapa when it is vital that as an Iwi, we thrive in all things that are uniquely Ngāti Kuia.

# Outcomes

Revitalising Te Taiao, Nurturing Connections, Uplifting Whānau

## Pou He Taiao

Ngāti Kuia leadership and actions promote a thriving and abundant Te Taiao.

Our Kaitiaki have the capacity to manage and protect our taonga.

Our taonga have been managed and protected through partnerships. Restoration is a priority.

## Pou He Tangata

Ngāti Kuia whānau are healthy, wealthy and wise.

Our mana motuhake is expressed in the leadership of Te Rūnanga o Ngāti Kuia.

Central and local government have been influenced to provide appropriate services to our whānau.



## Pou He Pūtea

Te Rūnanga o Ngāti Kuia is rewarded for its astute and ethical investments.

Our people manage our iwi commercial assets and their own businesses in a way that contributes positively to Te Taiao and provides positive employment opportunities.

## Pou He Ngāti Kuiatanga

Ngāti Kuia are strong in our cultural identity through the fluent and proficient use of te reo me ōna tikanga o Ngāti Kuia.

# 2024-2025 Initiatives



**Mahere Kaitiaki**  
\$28k

**Whānau Capacity**  
\$170k

**Whakapapa Framework**  
\$14k



**Te Puna Ōhanga o Ngāti Kuia**  
\$34k

**Te Ara Oranga o Ngāti Kuia**  
\$16k

**Kuia Tāwhai Whenua**  
\$45k

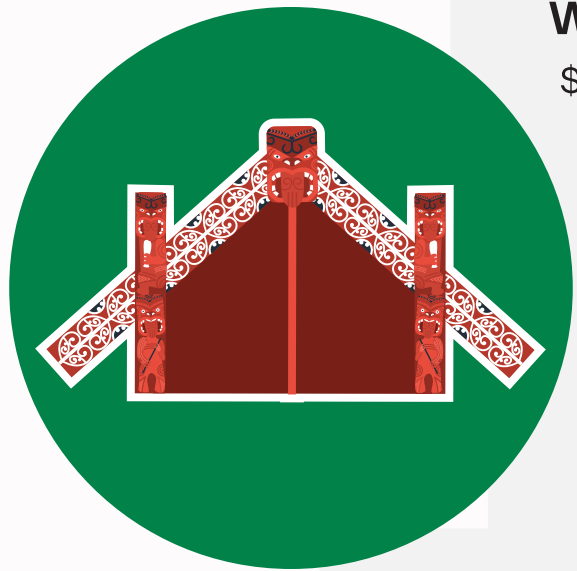


**Financial Restructure**  
\$14k

**Te Hoiere Development**  
\$46k

**Kānuka Facility**  
\$21k

**Nursary**  
\$21k



**Whare Tipuna Build**  
\$50.4K

**Te Reo Strategy**  
\$176k

**Archive Project**  
\$24k

**Kurahaupō Waiata**  
\$10k





# 1.0 POU HE TAIAO

## Outcomes - Impacts

### Outcome 1.1

Increased awareness of our kaitiaki responsibilities through mātauranga supported wānanga and regular online content and leading by example as kaitiaki

#### Impacts 1.1.1

Whānau decisions and actions in everyday life contribute to a wider and urgent response to major environmental challenges as kaitiaki through our shared whakapapa.

### Outcome 1.2

Increased number of whānau being kaitiaki o te Taiao who are actively involved in groups with shared interests (via partnerships)

#### Impacts 1.2.1

Te Taiao is progressively recovering at the hands of kaitiaki.

### Outcome 1.3

Te Rūnanga o Ngāti Kuia leads by example in progressively demanding less of te Taiao.

#### Impacts 1.3.1

Role modelling the behaviours and decisions of kaitiaki in all that we do to inspire whānau and the wider community.

### Outcome 1.4

Ngāti Kuia sustain the capability to deliver on all kaitiaki responsibilities and obligations expected by our whānau, key partners and the other agencies.

#### Impacts 1.4.1

Meeting these diverse expectations further enhances the mana of Ngāti Kuia.





# 2.0 POU HE NGĀTI KUIATANGA

## Outcomes - Impacts

### Outcome 2.1

Increased connection-  
Reinvigorate communication with  
whānau.

Ngāti Kuitanga pānui highlights  
our unique reo, tikanga, and kawa.

#### Impacts 2.1.1

Strengthened cultural identity and  
awareness, fostering a deeper  
connection among Ngāti Kuia  
whānau

### Outcome 2.2

Increased wānanga focused on  
sharing mātauranga, leading to a  
broader understanding of Ngāti  
Kuitanga.

#### Impacts 2.2.1

Enriched intergenerational  
knowledge transfer, preserving  
and revitalising Ngāti Kuitanga.

### Outcome 2.3

Increased access to  
comprehensive Ngāti Kuia rauemi  
within six months, ensuring  
availability to community  
members, resulting in improved  
accessibility to cultural  
information.

#### Impacts 2.3.1

Increased access to cultural  
resources, enhancing  
understanding and appreciation of  
Ngāti Kuia values.

### Outcome 2.4

Increased whānau engagement  
through dedicated online  
platforms for sharing pūrakau and  
mātauranga, aiming for whānau to  
actively participate in discussions,  
fostering whānaungatanga.

#### Impacts 2.4.1

Enhanced whānau engagement,  
creating a virtual space for  
cultural exchange and dialogue



# 3.0 POU HE TANGATA

## Outcomes - Impacts

### Outcome 3.1

Whānau have access to services and support to allow whānau to flourish. Whānau voice is amplified and influences the design and delivery of hauora, kainga and whānau services.

#### Impacts 3.1.1

Whānau benefit from relevant, focused and effective services and support.

#### Impacts 3.1.2

Prioritised Health Literacy initiatives remove barriers and reduce health equities experienced by whānau.

### Outcome 3.2

Increased whānau participation in Homeownership and Affordable Homes initiatives

#### Impacts 3.2.1

Improved financial literacy and informed decision-making among whānau, leading to increased preparedness for successful homeownership.

#### Impacts 3.2.2

Housing initiatives and prioritised investments (collaborations and independent) create housing options for whānau.

### Outcome 3.3

Increased partnerships promote opportunity for whānau to develop skills and create employment opportunities.

#### Impacts 3.3.1

Increased opportunity for whānau in diverse employment roles that are valued.

#### Impacts 3.3.2

Partnerships and collaborations remove inequities of access to employment opportunities.

### Outcome 3.4

Sustained support to higher education pursuits, representational and significant achievement for Ngāti Kuia rangatahi promotes success

#### Impacts 3.4.1

Ngāti Kuia whānau success celebrated and promotes the collective mana of the iwi.

#### Impacts 3.4.2

Ngāti Kuia whānau role models and mentors reinvest in Ngāti Kuia through reciprocal funding arrangements.



# 4.0 POU HE PŪTEA

## Outcomes - Impacts

### Outcome 4.1

Our group assets have consolidated through responsible investments aligned with our values including joint ventures and partnerships with iwi and others.

#### Impacts 4.1.1

Through our assets we have increased ability to respond to Ngāti Kuia priorities.

### Outcome 4.2

Foster leadership that promotes responsible innovative investment for whānau through partnerships, programs and financial literacy initiatives.

#### Impacts 4.2.1

Motivational employment opportunities created through new sustainable businesses. Our investments benefit Te Kupenga a Kuia.

### Outcome 4.3

Our people responsibly manage our commercial assets.

#### Impacts 4.3.1

Ngāti Kuia mātauranga and our unique whakapapa enables the responsible management of iwi assets and resources.

### Outcome 4.4

Implement frameworks that promote intergenerational wealth.

#### Impacts 4.4.1

Whakawhanake practices support the continual performance improvement for sustainable wealth creation.

#### Impacts 4.4.2

Investment and influence in local authorities and businesses support a circular economy where whānau benefit.



# Te Pou Whakarewa Reo 2024-2029



## Vision

He oranga reo, he oranga tāngata, he oranga whenua, he oranga wairua  
To revitalise, protect, and promote the use of te reo Māori me ngā  
tikanga. To contribute to the wellbeing of our whānau, hapū, and iwi  
through cultural and language excellence

### Te reo me ngā tikanga

Develop and advocate for initiatives promoting the use of te reo Māori and Ngāti Kuia tikanga across education, governance, cultural events, and daily interactions, collaborating with local stakeholders to establish speaking environments and integrate cultural practices, while advocating for their inclusion in official documents and public spaces within Ngāti Kuia territories.

### Cultural pride and identity

Organise cultural events and intergenerational knowledge exchange platforms to celebrate Ngāti Kuia heritage, foster pride, strengthen cultural identity, and ensure the transmission of traditional practices and wisdom across generations.

### Community and resourcing

Establish comprehensive immersion educational pathways for Ngāti Kuia whānau, encompassing formal and informal educational pathways and learning opportunities, supplemented by resources and support to enhance te reo Māori proficiency through courses, tutoring, and immersion experiences.

### Language proficiency and pathways

Establish Ngāti Kuia te reo Māori speaking community hubs, physical and virtual, for gathering, learning, and practicing language and cultural traditions, alongside a repository of Ngāti Kuia resources accessible to all whānau via digital platforms and community centres.

## Key Objectives

# He Toki Pakohe rautaki mātauranga 2020-2030

## Vision

“KIA RANGONA TŌ TĀTOU REO RANGATIRA KI NGĀ WAHI KATOA, I NGĀ  
WĀ KATOA. KIA PAKARI A  
TE HORA. KIA MAHI PAKIHI, MAHI TŪRANGA PAI HOKI Ō TĀTOU  
TĀNGATA.”

### Key objective: THE MARAE

Ngāti Kuia marae are flourishing and thriving, acknowledging the wealth of skills and knowledge within the iwi  
WHAKAAROTAU TUATAHI – MĀTAURANGA MARAE

### Key Objective: TE REO ME ŌNA TIKANGA

Ngāti Kuia are strong in our unique cultural identity through the fluent and proficient use of Te Reo o Ngāti Kuia me ōna tikanga  
WHAKAAROTAU TUARUA – MĀTAURANGA AO MĀORI

### Key Objective: CONNECTING AND CREATING SUCCESSFUL EDUCATION PATHWAYS

Ngāti Kuia are successful learners, succeeding as Ngāti Kuia and can achieve this through multiple learning pathways.  
WHAKAAROTAU TUATORU - MĀTAURANGA ANGITŪ

### Key Objective: SELF SUSTAINING BUSINESS

Ngāti Kuia are well supported to become skillful and success people who can make choices about how and where they generate income  
WHAKAAROTAU TUAWHĀ - MĀTAURANGA PAKIHI

### Key Objective: WELLBEING

Ngāti Kuia have the tools to live according to their aspirations.  
WHAKAAROTAU TUARIMA - MĀTAURANGA ORANGA

## Key Objectives



# Mahere Hauora

## Te Ara Ora o Ngāti Kuia

Whānau enjoy optimal health and well-being, with comprehensive access to healthcare services. Preventative health measures are integrated into daily life, and whānau members are healthy, active, and thriving. Services reflect whānau need expressed across Te Whare Tapa Wha, with reliable contingencies in times of need.



### Vision

Our vision is for Ngāti Kuia whānau to feel supported, informed, and empowered to take control of their hauora, ensuring whānau are connected, supported and ultimately thrive. Whānau voice is amplified and informs the design and delivery of services and support. Through this approach, whānau will experience improved physical, mental, and spiritual health, greater health literacy, and a reduction in health disparities.

#### Collective Impact and Collaboration:

- Whānau-Centered Support: Ensure all services are designed with whānau at the center, providing holistic and culturally sensitive care that empowers them to take control of their hauora.
- Cross-Sector Collaboration: Collaborate with health providers, community organisations, and other stakeholders to promote a unified, collective impact that supports the long-term wellbeing of Ngāti Kuia whānau.
- 

#### Improving Whānau Health Outcomes:

- Health Literacy and Preventative Care: Promote greater health literacy and preventative health practices among whānau, helping them make informed choices and take proactive steps to maintain their wellbeing.
- Reducing Health Disparities: Actively work to reduce health disparities by addressing the unique challenges faced by Ngāti Kuia whānau, ensuring they have equitable access to health services and resources.
- Investment in hauora opportunities that directly impact whānau positively.

#### Amplified Voice and Data Driven Actions

- Sustain currency of whānau voice through regular kōrero.
- Leverage all data sources (Te Whata, Māori Health Providers, Te Whatu Ora).

### Key Objectives



# Mahere Kāinga

## Whare Ora o Ngāti Kuia

Whānau housing needs are fully met, and whānau are in secure, healthy, and sustainable homes.



## Vision

Supporting Ngāti Kuia whānau into warm, safe, secure, and dry homes, while empowering them with the tools and knowledge to navigate the entire housing continuum—from transitional housing to home ownership.

### Creation of Housing Opportunities Across the Continuum:

- Transitional to Affordable Rentals: Develop a range of housing options that address immediate needs for transitional housing and affordable rental accommodations.
- Home Ownership: Provide pathways to homeownership through shared equity models, financial literacy workshops, and targeted advocacy efforts.
- Papakāinga and Communal Living: Develop marae centered papakāinga or communal living environments that reflect Ngāti Kuia values and support intergenerational living (Wairau and Whakatū)

### Empowering Whānau with Knowledge and Tools:

- Financial Literacy (Ka Uru Ahupūtea) and Home Ownership Workshops: Equip whānau with financial literacy education, enabling them to make informed decisions about housing options and overcome barriers to home ownership.
- Advocacy and Support: Provide ongoing advocacy to support whānau through the housing process, preparing for rentals and homeownership.

### Innovative Solutions to Overcome Housing Barriers:

- Collaborative Models: Ka Uru Ora, Habitat for Humanity and councils to create affordable housing developments on iwi-owned land, utilising innovative approaches to overcome financial and logistical barriers to homeownership.
- Sustainable Housing Solutions: Explore eco-friendly building practices and shared ownership models that align with both Ngāti Kuia values and the needs of whānau.

### Data-Driven Housing Strategy:

- Whānau Housing Data: Collect and analyse data on the current state of housing for Ngāti Kuia whānau to inform future developments and initiatives (Te Whata, Kainga Ora, Housing and Urban Development data).

## Key Objectives

# Te Rautaki Taiao

## 2024-2029



### Vision

Te Taiao centres on our responsibility as kaitiaki of all life created by Papatūānuku and Ranginui and their tamariki. As Kaitiaki, our focus is on actively restoring Te Taiao by challenging destructive actions, and leading by example through restorative practices and so progressively demanding less of Te Taiao.

**Key Objective 1: Kaitiaki:** Ngāti Kuia as Tangata Whenua, as kaitiaki, leads the restoration of Te Kupenga a Kuia.

**Key Objective 2: Kaitiakitanga:** Kaitiakitanga continues to support the revitalisation of te Taiao in Te Kupenga a Kuia, led by Te Rūnanga, nurturing connections and uplifting whānau as kaitiaki.

**Key Objective 3: Leadership and Actions:** Te Rūnanga leadership and actions promote an enduring commitment to deliver on all kaitiaki responsibilities

**Key Objective 4: Wāhi Tīpuna:** Policies, plans and process reflect tikanga and the importance of Ngāti Kuia places of significance in Te Kupenga a Kuia.

**Key Objective 5: Partnerships:** Te Rūnanga motivates whānau and influences the wider community, to respect and protect our taonga, forming partnerships with others to restore te mauri o te taiao in Te Kupenga a Kuia.

**Key Objective 6: Whānau decisions:** Whānau decisions and actions, supported by Te Rūnanga, contribute to addressing major environmental challenges - kaitiaki, leading by example.

### Key Objectives

**Key Objective 7:** All day-to-day activity and change initiated in Te Kupenga a Kuia, by both Ngāti Kuia and Others, result in Net Enduring Restorative Outcomes.

# Mahere Pou He Pūtea 2024-2029

## Vision

To establish a self-sustaining, prosperous iwi economy that upholds the mana of Ngāti Kuia, supports the well-being of our whānau, and honours our commitment to Te taiao and ngā atua katoa.

### Protect and Enhance Mana

The objective of protecting and enhancing mana focuses on ensuring that all commercial activities and investments are aligned with the values and aspirations of Ngāti Kuia. This means that every business decision and investment must reflect the cultural heritage and identity of Ngāti Kuia, promoting Ngāti Kuitanga in all commercial endeavors.

### Sustainable Economic Growth

Sustainable economic growth aims to pursue investment opportunities that directly benefit Ngāti Kuia and create opportunities for its members. This involves supporting Te Hoiere Asset Holding Company in establishing a diversified investment portfolio that mitigates risks and enhances economic resilience.

### Whānau Well-being and Opportunities

The objective of whānau well-being and opportunities is to create job opportunities and pathways for skill development for Ngāti Kuia whānau. This includes supporting whānau enterprises and fostering an entrepreneurial spirit.

### Kaitiaki o Te Taiao

Kaitiaki o Te Taiao emphasises the importance of prioritising investments and businesses that align with restorative outcomes. This means promoting practices that protect and enhance the mana of Te Taiao, or the natural environment, in all commercial activities.

### Values-Driven Investment Guidelines

Values-driven investment guidelines involve utilising a framework for evaluating potential investments based on Ngāti Kuia values. This ensures that all investment decisions are made with transparency and accountability, reflecting the iwi ethical standards and tikanga.

## Key Objectives

