



TŪWHARETOA  
MĀORI TRUST BOARD

# MAHERE RAUTAKI

*Strategic Plan*

2021 - 2026

# TE RARANGI UPOKO

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KO TONGARIRO TE MAUNGA  
KO TAUPŌ TE MOANA  
KO TŪWHARETOA TE IWI  
KO TE HEUHEU TE TANGATA

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*Kaupapa*  
MAHIRANGATIRA KI TE IWI

*Tikanga*  
MAHITIKA, MAHI PONO



# KO TŪWHARETOA TE IWI

*who we are*

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## Ngāti Tūwharetoa trace our origins to Te Arawa waka and the great migration from Hawaiki-nui, Hawaiki-roa, Hawaiki-pāmamao.

On arrival to Aotearoa our ancestor, Ngātoroirangi Ariki Ahorei Kaipupuri, Chiefly Priest of the highest order of learning, lay claim to the whenua and resources from the mountain tops within Ngāti Tūwharetoa.

Successive generations, from the time of Ariki Tūwharetoa-i-te-au-pōuri, returned and reclaimed the legacy of Ngātoroirangi, ensuring the continued rights of Ngāti Tūwharetoa to the whenua.

In 1886, Lake Taupō, Waikato River and tributaries flowing into Lake Taupō were vested into the single title of the Taupō-nui-a-Tia Block. In 1926 these waterways were vested in the Crown.

The Tūwharetoa Māori Trust Board (“the Trust Board”) was established pursuant to the Māori Land Amendment Act 1924 and Māori Land Claims Adjustment Act 1926.

The first members of the Board were appointed on the 15th of November 1926. These members were:

- **Hoani Te Heuheu (Tukino VI)**
- **Pau Mariu**
- **Kahu Te Kuru**
- **Paora Rokino**
- **Pitiroi Mohi**
- **Taite Te Tomo**
- **Takinga Arthur Grace**
- **Werihe Te Tuiri**

The first Board meeting was held at Tokaanu on the 24th of November 1926. Hoani Te Heuheu was elected as the first Chairman and Puataata Alfred Grace as the first Secretary.

The Trust Board became a statutory entity in 1931, pursuant to the Māori Purposes Act 1931, and is currently constituted by the Māori Trust Boards Act 1955.

For 95 years, the Trust Board has worked tirelessly to bring into effect the moemoeā of our tūpuna, and to provide leadership that is proactive and focused on issues of the day. This continues to be a driving force behind the mahi we do.

In 1992, under the leadership of Ariki Sir Hepi Te Heuheu, the Crown returned Taupō Waters to the Trust Board on behalf of and for the benefit of present and

future generations of Ngāti Tūwharetoa.

In 2007, under the leadership of Ariki Sir Tumu Te Heuheu, the terms of the 1992 arrangement with the Crown were enhanced with the 2007 Deed.

In 2010, the Waikato River Iwi Bill was passed into legislation and gives effect to the Waikato River Deed. The Act primarily provides a co-governance framework for the Waikato River and its catchment and establishes co-management arrangements with each iwi – Ngāti Tūwharetoa, Ngāti Maniapoto, Ngāti Raukawa, Te Arawa and Waikato-Tainui.

The 2007 Deed and the 2010 Waikato River Settlement reaffirm Tūwharetoa rangatiratanga, kaitiakitanga and ownership of Taupō moana and awa.

These arrangements further strengthen and enhance the position of Ngāti Tūwharetoa and the Treaty partnership we have with the Crown, as equitable partners acting in good faith, with recognition and protection of our rangatiratanga.

The guidance of Ariki Ta Tumu te Heuheu continues to steer the Trust Boards direction and focus.

*“The core business of the Board since the return of the bed of Lake Taupō and its waterways now demands a clearer focus and effort, particularly around issues of control, management, protection, monitoring, regulation, and commercial ventures affecting Lake Taupō. The recent preoccupation with MOM and the national freshwater initiatives have also required the Board’s and other entities’ engagement, including myself as Ariki.*

*I encourage the Board to maintain its focus on these matters, including pursuing propriety rights over Ngāti Tūwharetoa taonga, and potential commercial outcomes.”*

To this end, the Trust Board remains committed to maintaining and enhancing the health and wellbeing of Taupō Waters, and enabling Ngāti Tūwharetoa to achieve our social, cultural, environmental, and economic aspirations.

Our support of iwi growth and development is further enhanced by the relationships and partnerships we have with other Tūwharetoa entities and organisations.

Our strategic relationship with the Tūwharetoa Settlement Trust and the Ngāti Tūwharetoa Fisheries Charitable Trust improves delivery of services to our people and increases the effectiveness of joint initiatives.

The shifting and ever-changing tribal landscape informs our decision to collectively deliver benefits to our people and build sustainable relationships and partnerships with other Tūwharetoa entities. We are excited with the positive opportunities these collaborations will provide.

Our pepeha continues to guide our activities, and embodies all that is Ngāti Tūwharetoa - our whakapapa, taonga and place in te ao hurihuri:

***Ko Tongariro te maunga***

***Ko Taupō nui a Tia te moana***

***Ko Tūwharetoa te iwi***

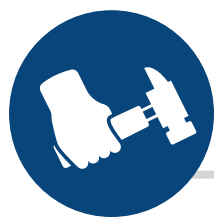
***Ko Te Heuheu te tangata***

It is important to note the broader context within which this strategic plan was developed. Statistics from Census 2018 provide a snapshot on a range of economic, social, and cultural measures about those who identify as Ngāti Tūwharetoa.



**44,448**

Affiliated as Ngāti Tūwharetoa



**61.2%**

Ngāti Tūwharetoa of working age (15-64).



**20.8%**

Ngāti Tūwharetoa with a tertiary qualification.



**26.1%**

Ngāti Tūwharetoa who own their home.



**58.9%**

believe Māori cultural engagement is very or quite important.

**80.8%**

of the iwi think their whānau is doing well.



**15.4%**

able to speak te reo Māori well or very well.



**20.7%**

able to read te reo Māori well or very well.



**47.7%**

Speak at least some te reo Māori in their home.



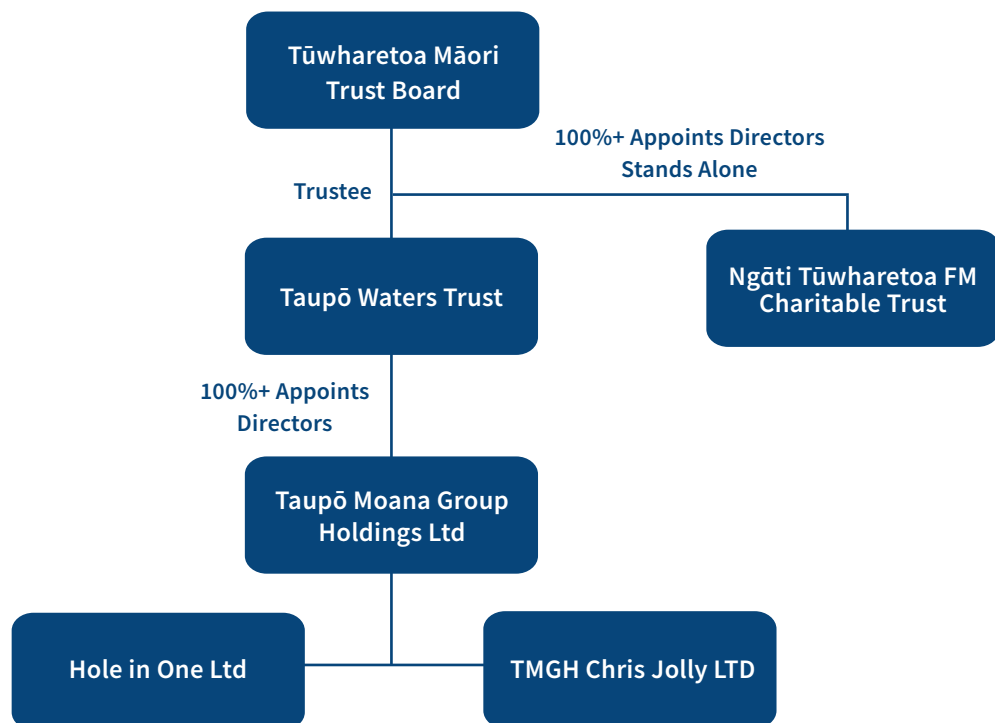
**63.5%**

who have been to their ancestral marae in the past 12 months.



# TE WHAKATAKOTORANGA PĀKIHI

*governance and organisation structure*



## Organisation

The Trust Board consists of 10 democratically elected members, they are:

- John Bishara (Chair)
- Dame Georgina te Heuheu (Deputy Chair)
- Danny Loughlin
- Heemi Biddle
- Tangonui Kingi
- Judy Harris
- Ngahere Wall
- Channey Iwikau
- Patricia Otimi
- Te Takinga New

# HE AROTAKENGA TAIAO

## *analysis of existing environment*

An analysis of the environment is a useful technique for examining the Trust Board's internal strengths and gaps; for identifying its opportunities for growth and improvement; and for identifying the threats the external environment poses to its success. The following diagram illustrates the existing environment identified for the Trust Board.

### Ngā Whaikaha

- Loyal and committed team.
- Skilled and knowledgeable staff.
- Holder of taonga tuku iho.
- Strong balance sheet.
- Stable governance.
- Brand and reputation.
- Leadership legacy.
- 95-year history.

### Ngā Pūwatawata

- Shortage of critical staff.
- Staff retention.
- Succession planning.
- Risk averse.
- Long-term planning 5-10-20 years.
- Pandemic and emergency planning and preparedness.

### Ngā Kowhiringa

- Collaboration with other Tūwharetoa entities.
- Take greater stake of Taupō Waters assets.
- Leadership at the Governance level.
- Leverage relationship with the Crown.
- Develop and leverage business relationships.
- Focus on core role and expand core responsibilities.
- Increase presence in the tourism sector.

### Ngā Wero

- Becoming irrelevant.
- Economic downturn.
- Role/responsibilities with other Tūwharetoa entities.
- External competitors.
- Biosecurity, climate change, and local environmental issues impacting our core taonga.
- Pandemic response.



# NGĀ ARA MĀTUA

*strategic priorities for*  
**2021-2026**

The Trust Board has identified four key focus areas that will inform the strategic direction of the Trust Board over the next five years. These key focus areas are:



## POU TAI AO

**We are kaitiaki of our moana and awa**

For generations Ngāti Tūwharetoa have held and maintained mana whenua within the Taupō catchment. This intrinsic relationship, alongside our ownership rights, weaves the whāriki by which we are kaitiaki over Taupō Moana and Awa.



## POU TIKANGA

**Ngāti Tūwharetoa live as Tūwharetoa**

Our marae are sustainable and resilient, and we are nurturing the use of our reo and mātauranga.



## POU TANGATA

**Ngāti Tūwharetoa are educated, healthy, and connected**

We are successful in life. We are healthy and active, and maintain strong relationships with our whānau, hapū and iwi.



## POU TĀTĀWHAI

**We successfully manage our assets for the benefit of future generations.**

The organisation is supported by sound policies and robust governance and operating procedures.



# NGĀ PAE TATA NGĀ PAE TAWHITI ME NGĀ HUA ME MĀTUA TUTUKI

*strategic goals and critical success factors*

The following tables set out the strategic goals of the Trust Board for each of the identified strategic priorities. The critical success factors are the key outcomes to be achieved by the Trust Board over the period 2021 - 2026.



## POU TAIAO

**We are kaitiaki of our moana and awa**

For generations Ngāti Tūwharetoa have held and maintained mana whenua within the Taupō catchment. This intrinsic relationship, alongside our ownership rights, weaves the whāriki by which we are kaitiaki over Taupō Moana and awa.

GOAL	CRITICAL SUCCESS FACTOR
<b>1. We are asserting and exercising our rangatiratanga over our wai.</b>	<ul style="list-style-type: none"> <li>a. Our property rights are clear and we exercise them to the greatest extent possible.</li> <li>b. We have a leadership role in the management of our taiao. We have a formative role in the development of policy and natural resource management in our rohe.</li> <li>c. We lead on our treaty partnerships with the Crown and Councils.</li> </ul>
<b>2. We understand and protect the mauri of our wai.</b>	<ul style="list-style-type: none"> <li>a. We support environmental initiatives that improve the health of our wai.</li> <li>b. We uphold our mātauranga to inform initiatives that impact on our taiao.</li> <li>c. We monitor the health of our wai.</li> </ul>
<b>3. We are responsive to the needs of our marae and landowners.</b>	<ul style="list-style-type: none"> <li>a. We support the cultural and environmental aspirations of our marae and landowners.</li> <li>b. We build the capability of our marae to be effective kaitiaki of their taiao.</li> </ul>



## POU TIKANGA

### Ngāti Tūwharetoa live as Tūwharetoa

Our marae are sustainable and resilient, and we are nurturing the use of our reo and mātauranga.

GOAL	CRITICAL SUCCESS FACTOR
<b>4. Our ahi kaa is active and engaged.</b>	<ul style="list-style-type: none"> <li>a. We continue to provide support to the Paramountcy.</li> <li>b. We facilitate initiatives with our marae to support their goals and aspirations.</li> </ul>
<b>5. Our reo and mātauranga is celebrated.</b>	<ul style="list-style-type: none"> <li>a. We support initiatives where our reo and mātauranga is captured and used.</li> <li>b. We support the retention of our matauranga.</li> </ul>



## POU TANGATA

### Ngāti Tūwharetoa are educated, healthy, and connected

We are successful in life. We are healthy and active, and maintain strong relationships with our whānau, hapū and iwi.

GOAL	CRITICAL SUCCESS FACTOR
<b>6. Tūwharetoa are building better futures through education and training.</b>	<ul style="list-style-type: none"> <li>a. We enable initiatives that support our mokopuna, tamariki and rangatahi to succeed through lifelong learning in culturally supportive environments.</li> </ul>
<b>7. Tūwharetoa ringa raupā of tomorrow are being developed today.</b>	<ul style="list-style-type: none"> <li>a. We understand the future needs of Tūwharetoa and grow our capacity to address them.</li> </ul>
<b>8. Tūwharetoa are healthy and active.</b>	<ul style="list-style-type: none"> <li>a. We support the celebration of Tūwharetoatanga.</li> <li>b. We provide assistance for the health and wellbeing of our kaumātua.</li> <li>c. We support our people through crisis events.</li> </ul>
<b>9. We are responsive to the needs of Tūwharetoa.</b>	<ul style="list-style-type: none"> <li>a. We are connected and engaged with Tūwharetoa.</li> <li>b. We gather relevant information on the needs of Ngāti Tūwharetoa.</li> </ul>





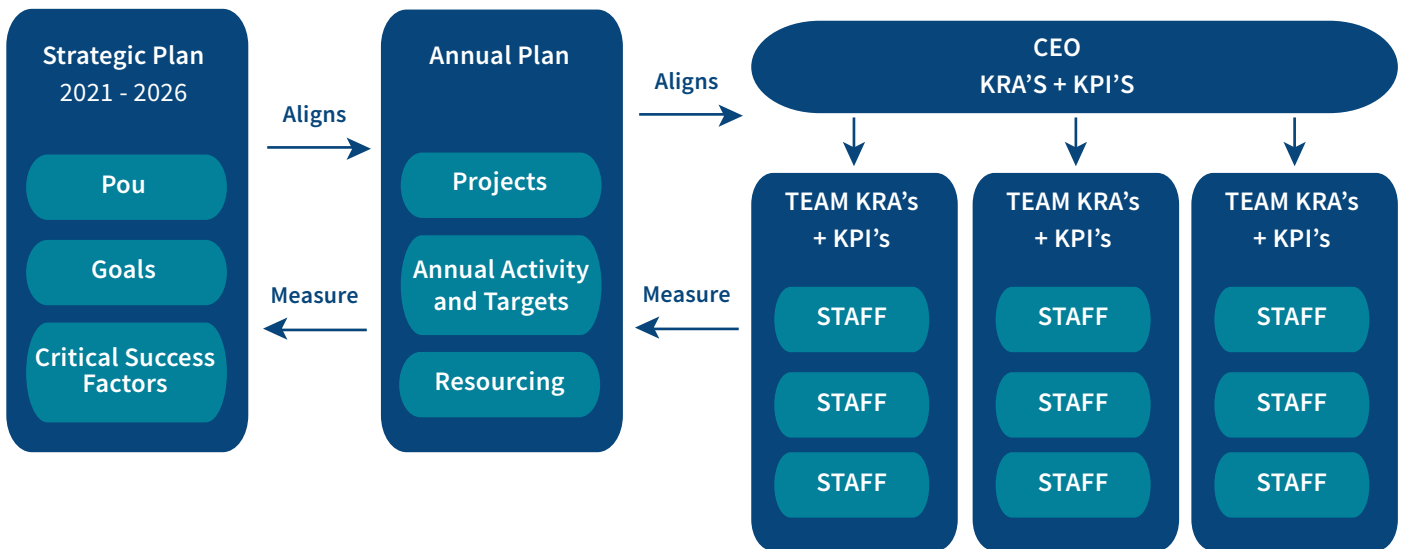
## POU TĀTĀWHAI

**We successfully manage our assets for the benefit of future generations**

The organisation is supported by sound policies and robust governance and operating procedures.

GOAL	CRITICAL SUCCESS FACTOR
<b>10. We will protect and grow our assets in accordance with mātaḡono Tūwharetoa.</b>	<ul style="list-style-type: none"> <li>a. We will optimise returns from our assets while upholding our values.</li> <li>b. We will strive to create employment opportunities for Ngāti Tūwharetoa.</li> <li>c. We will seek out appropriate investments that comply with our investment governance policies.</li> </ul>
<b>11. Tūwharetoa is a leading economic force on our wai.</b>	<ul style="list-style-type: none"> <li>a. We oversee the performance of our subsidiary, TMGHL in undertaking investments on our wai.</li> </ul>
<b>12. We are a high performing organisation.</b>	<ul style="list-style-type: none"> <li>a. We support and prudently resource our organisation to execute the Board's Strategic Plan.</li> <li>b. We are accountable to our stakeholders.</li> </ul>

# FRAMEWORK



## TE WHAKAMAHERE RAUTAKI

*the strategic cycle*

Identifying and establishing the blueprint for our strategic direction is the starting point for achieving the Trust Board's aspirations. Sound leadership, clear accountability structures and co-operation between all entities on the organisational structure chart are required to deliver positive results.

An Annual Plan will be developed within three months of the Board approving this Strategic Plan. The Annual Plan will support the achievement and execution of each critical success factor, to ultimately achieve our strategic goals.

This Strategic Plan will be reviewed annually to ensure that it remains aligned to the aspirations of the Trust Board and its beneficiaries.

The Trust Board will also review the progress of our strategic goals, in the form of monthly reports from the CEO, which will measure success and alignment with our overarching vision and mission statements.

It is also important that there is transparency and accountability to beneficiaries, which will be supported by reporting the actions and results of the Trust Board at Annual General Meetings ("AGM").

In addition, the Strategic Plan will be reviewed should any material changes occur in circumstances pertaining to the design or operation of the Trust. Changes to any key external partnerships that are considered material will also be reviewed and noted.







