



# Tūpiki Ora

## Māori strategy

Supporting and developing vibrant,  
thriving whānau in Wellington



Absolutely Positively  
Wellington City Council  
Me Heke Ki Pōneke

# Ihirangi

## Contents

<b>He ao, he ao, he Aotearoa!</b> Foreword	<b>3</b>	<b>Te hoe urungi</b> Principles	<b>12</b>
<b>Timatanga kōrero</b> Introduction	<b>4</b>	<b>Ngā pae huanga</b> Outcomes	<b>13</b>
<b>Te hekenga waka</b> Waka voyaging narrative	<b>8</b>	<b>Ngā pae hekenga</b> Priority waypoints	<b>14</b>
<b>Elements of a waka hourua</b> Elements of a waka journey	<b>9</b>	<b>Te pae tata me te pae tawhiti</b> Short-term and long-term actions	<b>15</b>
<b>Te pae rangi</b> Vision	<b>11</b>	<b>He kuputaka reo Māori</b> Glossary	<b>17</b>

# He ao, he ao, he Aotearoa!

## Foreword

Ko tātai arorangi,  
he kaiarataki i te rā.

The objects of the night  
sky, determine the  
activities of the day.

Across the ancestral horizon Te Ika a Māui emerged from the depths of Te Moananui a Kiwa, and Māui drew up the writhing mass to enable our whakapapa and nation's heritage. Te Kāhui Mounga negotiated with the mana of the wrestling wrath, and Te pae rangi called forth the migrations to cast their eyes to the stars and navigate the vast waters from Hawaiki to Aotearoa.

Taranaki Whānui ki Te Upoko o Te Ika, Te Āti Awa, and Ngāti Toa Rangatira have traversed time, tides and terrain to extend our mana to this whenua and create our Mana Whenua histories and futures that we pin to Te Upoko o Te Ika a Māui. Together, Wellington City Council (the Council) and Mana Whenua now cast our eyes to the stars in 2022, and in alliance we prepare ourselves and our waka hourua to co-navigate the next

journey through the Tūpiki Ora Māori Strategy (Tūpiki Ora).

Tūpiki Ora is our future pathway that was developed through a series of wānanga with Mana Whenua and Māori to articulate our goals, vision and most importantly, actions, to draw forth our pae tata, pae tawhiti, and pae oranga. We are powered by intergenerational purpose and wellbeing that seeks to ensure that the future vitality of our environment is nourished, the wellbeing of our whānau is fostered, and our ao Māori is celebrated and embraced.

Together we have committed to a Tākai Here Partnership Agreement, a binding pact that recognises our partnership responsibilities and accountabilities, lashing together our two respective hulls to join as one secure waka that is safe to

launch into new waters and fit for our collective purpose.

The make-up of our crew and journey is unprecedented. We expect to encounter unexpected and challenging conditions as we honour Te Tiriti o Waitangi in local government, and the embodied outcomes of collaboration, co-design and representation within our region. Our waka is designed for deep waters and great distances, and we equally need to stay fit, and resource ourselves with tools, skills and knowledge to sustain us for the journey to co-navigate to the near and far horizons for our mokopuna.

Together, Taranaki Whānui ki Te Upoko o Te Ika, Te Āti Awa ki Te Upoko o Te Ika a Māui and Ngāti Toa Rangatira and the Council launch Tūpiki Ora to charter the next 10-year leg to our pae tata, a waypoint on our journey to the pae tawhiti and pae oranga.





# Timatanga kōrero

## Introduction

Mana whenua, Māori and the Council have developed the Tūpiki Ora Māori Strategy. Together, we are committed to a vision of everyone in this city thriving, creating the future we want for all our mokopuna.

Tūpiki Ora is a metaphor for the pursuit of wellbeing, and this strategy establishes new ways of working together, strengthening our relationships, and supporting our whānau to thrive.

While this strategy focuses on the next 10 years, we recognise that our collective aspirations extend well beyond this timeframe. We are committed to ensuring that the decisions we make over the next 10 years will be felt positively by our mokopuna in 50 years' time. We know this takes time, resources and careful planning. Tūpiki Ora provides the framework for the Council, mana whenua, and Māori to achieve the vision outlined in this strategy.

The following commitments will make it easier for mana whenua, Māori and the Council to collaborate on the implementation of this strategy:

- The Council has articulated its commitment to achieving better outcomes with Māori through the Spatial Plan, Long-term Plan and District Plan.

- Mana Whenua have joined the Council table with decision-making rights at a committee level and remuneration.
- The Council has established a Māori ward, which will be contested at this year's council elections.
- We have co-developed and adopted the Tākai Here Partnership Agreement – a partnership agreement between Mana Whenua and the Council.

The Council, Mana Whenua and Māori undertake a range of events and activities together; however, we know that much more could be done.

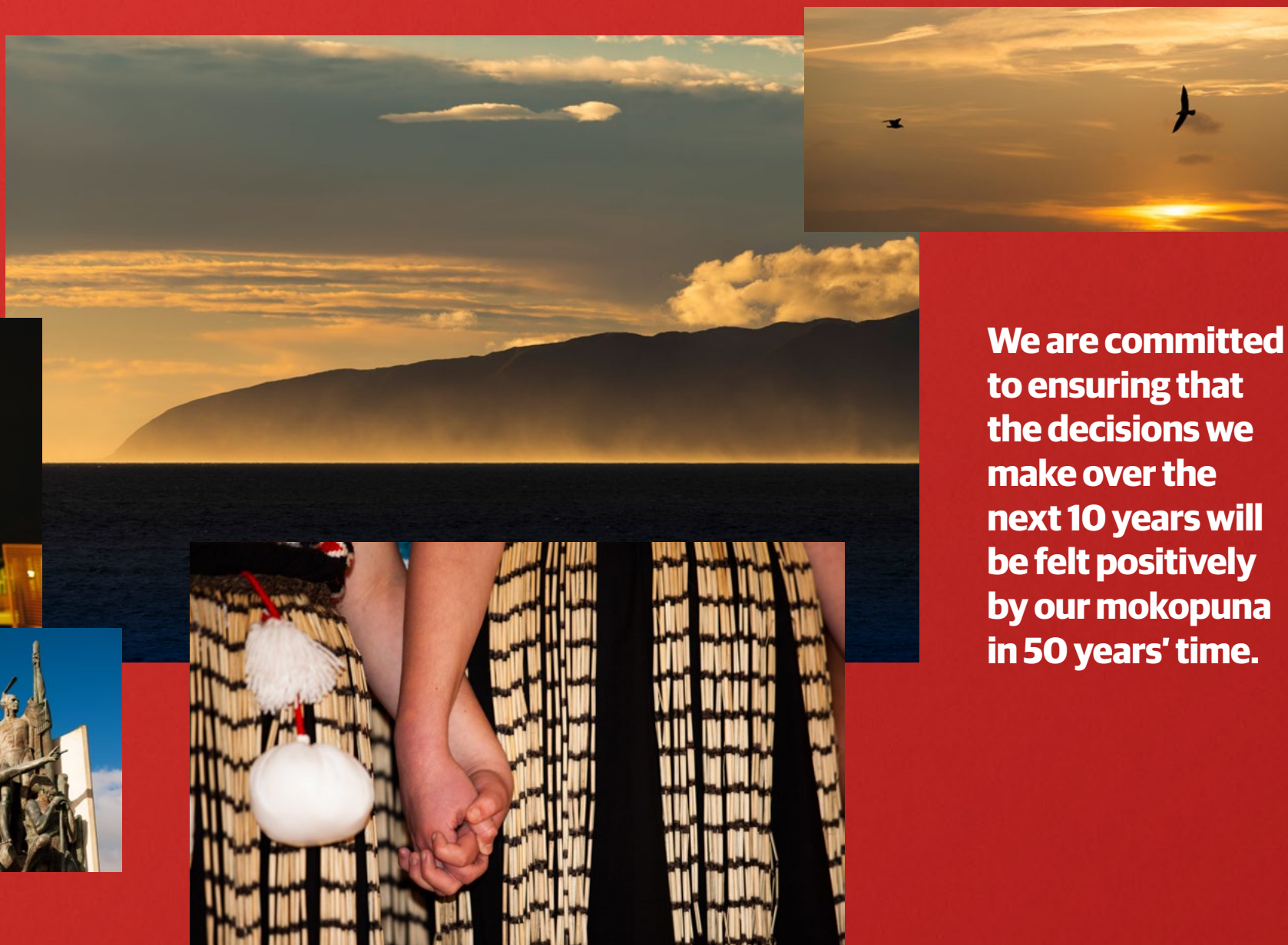
Our work needs to be better coordinated, better resourced and the Council acknowledges our requirement to be more aligned to the needs and aspirations of Mana Whenua and Māori.

We also recognise that the needs of our whānau change rapidly – if COVID-19 has taught us anything, it is that the community needs to adapt to ever-changing circumstances and that we must be just as agile.

We have gained key insights from Mana Whenua and Māori during the pandemic, that include the following:

- Whānau hold the memories of previous pandemics and their effects and impact on our communities.
- Whānau and Māori communities continue to be resilient and adaptive, as they have been over many generations.
- The values of manaakitanga, kaitiakitanga, rangatiratanga, whanaungatanga and kotahitanga have been the glue of Māori resilience, pursuit of wellbeing and the care of others.
- The pandemic has brought into sharper focus the existing issues that continue to impact whānau – inequity, poverty, and the over-representation of Māori in socio-economic disparity are symptomatic of a system that continues to fail Māori.





**We are committed to ensuring that the decisions we make over the next 10 years will be felt positively by our mokopuna in 50 years' time.**

The importance of a Māori-led response, through mana whenua, Māori organisations and marae, supported through collaborative partnerships with the Council and Crown agencies, has modelled an example of what the 'new normal' could be. A reality where local and central government support a Māori-led response to transforming the state of wellbeing of whānau, anchored in the whakapapa relationships between people, place and nature.

We need a strategy to coordinate and focus our efforts on the areas that are most important for Wellington. Tūpiki Ora identifies the focus areas and actions required to achieve this vision, and this will be a map to share with our communities so they can keep us accountable.

The strategy connects us to and aligns us with the:

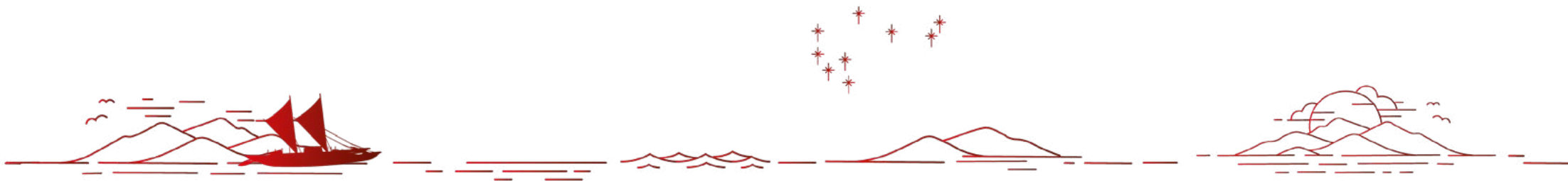
- Long-term Plan 2021-2031
- Spatial Plan
- District Plan
- other Council strategies, policies and plans:
  - Te Tauihu o Te Reo Māori - Māori Language Policy
  - Te Atakura - First to Zero
  - Housing Strategy
  - Accessible Wellington Action Plan
  - Aho Tini 2030 - Arts, Culture & Creativity Strategy
  - Economic Wellbeing Strategy
  - Heritage Policy
  - Our Capital Spaces
  - Strategy for Children and Young People.

Tūpiki Ora also aligns with existing Mana Whenua strategies by supporting the aspirations and efforts outlined in these key documents.

- Te Rūnanga o Toa Rangatira and Te Rūnanganui o Te Āti Awa 25 Year Strategy
- Ngāti Toa Housing Strategy
- Ngāti Toa Environment Plan
- Te Rūnanganui o Te Āti Awa 2019 Strategic Report

This strategy recognises the importance of mana whenua, Māori and the Council working collectively and cohesively together, and it will set a precedent for our future partnership work. Tūpiki Ora provides an opportunity for all these groups to work together on the direction and priorities, to achieve the strategic goals and to support whānau to thrive.

Tūpiki Ora also acknowledges the many Māori who reside, work and raise their whānau here in Wellington. The presence of our Māori communities contributes significantly to the success of Wellington, and they are supported by mana whenua.





**Whānau wellbeing is of paramount importance to us – this strategy will support whānau to increase their wellbeing so that they can thrive. This is the essence of mauri ora.**

(Te Hekenga Waka  
– Waka Voyaging Narrative)



# Te hekenga waka

## Waka voyaging narrative

Te Hekenga Waka is a voyaging narrative that anchors Tūpiki Ora within te ao Māori and assists the reader to locate themselves within the story of the strategy. It speaks to the waka hourua and its pursuit of new beginnings to seek sustenance and wellbeing. Te Hekenga Waka will support us to navigate the strategy through to our envisioned destination.

The inter-connected elements of the narrative include:

### Te waka hourua

The double-hulled voyaging canoe represents the enduring relationship and partnership between Mana Whenua and the Council that began 182 years ago. We recognise the important place of our Māori communities on the waka and their role in the journey before us. We share a common purpose, and through fostering connection, respect and integrity, we can establish mutual interests and seek ways of working collaboratively to bring vitality to the city and co-navigate the future together.

### Te hoe urungi

The steering paddle or rudder that represents the shared commitment of Mana Whenua and the Council to steer the waka hourua together, and influence better outcomes with Māori, for a vibrant and thriving Wellington. It also represents the guiding principles of Tūpiki Ora.

### Te pae whakaterere

The journey ahead, articulated through Tūpiki Ora, as we navigate to the horizon of wellbeing.

Mana whenua, Māori and the Council have embarked on a collaborative pathway in developing Tūpiki Ora to effectively set the destination, and identify our needs, aspirations and priorities, including the need to design and build a fit-for-purpose means to get there.

We will leverage off existing tools, resources and relationships, identify gaps, build capability and capacity, plot our course, monitor the conditions, set sail and set the timeframes for arrival, together.

For Tūpiki Ora, the wayfinding narrative speaks firmly to the opportunities that lie within and beyond the horizon. We must be brave, courageous and confident to achieve our goals. It reminds us of the curiosity and pursuit of what is beyond the horizon that called our tūpuna to become master navigators, traverse vast oceans and eventually arrive in Aotearoa.





# Elements of a waka hourua

## Papa noho

Deck

## Ngā hiwi

Hulls

## Rā matua

Main sail

## Rā kei

Mizzen sail

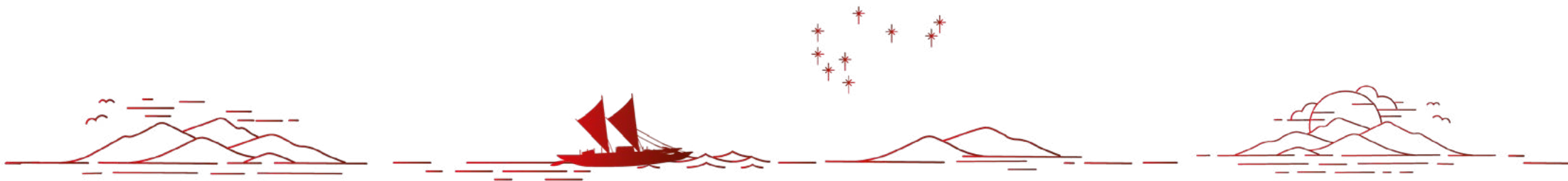
## Hoe urungi

Steering paddle



The elements of te waka hourua include:

- **Te papa noho** – the deck acts as the platform of collaboration and conciliation. It is where Mana Whenua and the Council work together to navigate and steer the waka forward. It is also in this shared space where Māori communities of Wellington are represented and can influence their future within our region.
- **Ngā tākai here** – the lashings and connections between the waka and the people.
- **Ngā hiwi** – the waka hourua, is made up of two hulls: one hull representing Mana Whenua and the other the Council. The two hulls also reflect the two world – views of te ao Māori and te ao Pākehā.
- **Te whare kōrero** – when an adjustment to the way ahead is required, the whare kōrero is the place where the first discussions take place before bringing the discussions out to share amongst all the crew.
- **Te Rā matua me te rā kei** – the main sail and mizzen sail act as a conduit to harness the wind and power that enables the waka to move forward.
- **Te hoe urungi** – is the steering paddle or rudder that represents the shared commitment of Mana Whenua and the Council to steer the waka hourua together. It also represents the guiding principles of Tūpiki Ora.



# Elements of a waka journey



The elements of Te pae whakatere include:

- **Te pae tawhito** – the ancestral horizon of the past, reminds us we need to draw on the experience and understanding of the past, the wisdom of our ancestors and the journey to this point. We are reminded of why our tūpuna left their ancestral homelands in search of new life, in search of mauri ora. We recognise that in our whānau narratives and histories we have the deeds of Māui, Te Kāhui Mounga, Kupe, the hekenga narratives of Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika, and the hekenga narratives of the post-World War II rural-urban migration of whānau Māori to Wellington.
- **Te pae wātū** – our present position. We must understand the current state of Māori wellbeing and the realities across our Māori communities to identify opportunities to work together to support a growing Māori economy and embrace Māori-led responses to COVID-19 and climate change.
- **Te pae rangi** – the universal horizon that allowed tūpuna to navigate the vast waters of Te Moananui a Kiwa. It is to the universal horizon we cast our vision, hopes and aspirations.
- **Ngā pae hekenga** – priority waypoints act as our key milestones that we aim to get to along the way, or islands we intend to visit throughout our journey.
- **Ngā pae huanga** – are the key outcomes we aim to achieve. The four outcomes of Tūpiki Ora provide a foundation by which our waka can break through the waves. The outcomes are strong, resolute, and focused beyond the horizon. The goals are aspirational and represent a future state of the type of city we want to leave to our mokopuna.
- **Te pae tata me te pae tawhiti** – the space before and beyond the horizon. There will be conditions outside of our control that will require us to adjust our sails and adapt to the environs. This represents agility and flexibility in our action plan and recognises that actions may change depending on the changing needs of our communities.
- For Tūpiki Ora, the wayfinding narrative speaks firmly to the opportunities that lie within and beyond the horizon. We must be brave, courageous and confident to achieve our goals. It reminds us of the curiosity and pursuit of what is beyond the horizon that called our tūpuna to become master navigators, traverse vast oceans and eventually arrive in Aotearoa.
- **Te pae oranga** – our future destination is the culmination point of fulfilling the vision, achieving outcomes, reaching our waypoints, and realising the benefits along the way.



## Te pae rangi Vision

Kia mauri ora te taiao,  
kia mauri ora te whānau,  
kia mauri ora te ao Māori.

The vitality of our  
environment is nourished,  
the wellbeing of our  
whānau is fostered,  
te ao Māori is embraced  
and celebrated.

The vision statement for Tūpiki Ora represents the many strands that can be found in a taukaea. Each strand is an idea, a thought, a hope or a dream for the environment and the conditions that our community hopes to leave to their mokopuna.

Mana Whenua and Māori of Wellington have imagined their future and what the vision for this city could look like. The focus is not on the next 10 years, but on the next 50 years, and how our decisions and actions will shape this future. The future state for our mokopuna is one of vitality and abundant wellbeing.

At the centre of this vision statement is an unrelenting pursuit of wellness, for mauri ora. Mauri ora can be something that is tangible and intangible; spiritual and physical. It is best described through Mason Durie's Te Whare Tapa Whā.<sup>1</sup>

Te Whare Tapa Whā is depicted as a whare with four walls of wellbeing. These are te taha wairua, te taha hinengaro, te taha tinana and te taha whānau.

When one of these is out of balance, our wellbeing is impacted.

The vitality of the environment provides the sustenance and nourishment to grow and develop thriving whānau. This creates whānau who are strong, empowered and connected. All of these things contribute to wellbeing and are interdependent.

When whānau are thriving and feel supported, (re)connection to te ao Māori and te reo Māori is enabled, which becomes a catalyst for strengthening identity, culture and the wellbeing of whānau.

Tūpiki Ora - a metaphor for the pursuit of wellbeing, is the embodiment of this strategy. Te Whare Tapa Whā shows us that the four walls of our whare need to be complete and balanced to nurture wellbeing.

The vision statement inspires us to seek wellness and wellbeing across all three areas - environment, culture and our whānau.

**The future state for  
our mokopuna is  
one of vitality and  
abundant wellbeing.**

<sup>1</sup> Durie, M. (2004). An Indigenous model of health promotion. Health Promotion Journal of Australia, 15(3), 181-185. Chicago.



# Te hoe urungi Principles

The principles of Tūpiki Ora underpin how we conduct ourselves, our mahi and how we make decisions.

By having a set of agreed principles, we are able to collectively move towards our destination. Importantly, these principles derive from Mana Whenua and Māori, and will support us to give effect to the strategy.

## **Mana ōrite**

We recognise equity as being important to Tūpiki Ora, to our relationships and partnerships, and to how we conduct ourselves.

## **Mana motuhake**

We recognise that Mana Whenua and Māori seek their own solutions for Mana Whenua and Māori issues, and that the Council plays a supporting role.

## **Te Tiriti o Waitangi**

We recognise that Te Tiriti o Waitangi forms the underlying foundation of the Council – Mana Whenua relationship, and that the Council acts in accordance with Te Tiriti o Waitangi.

## **Rangatiratanga**

We recognise and respect each other's autonomy, mandates, constraints and priorities, and acknowledge and respect our differences.

## **Pito mata**

We recognise the potential for opportunities and growth in all possible situations. We will do our very best to pursue the opportunities that will lead us to greater and increased whānau wellbeing.

## **Mahi tika**

We recognise that the policies, practices, roles and responsibilities developed under this strategy will reflect the tikanga and values of mana whenua.

## **Toitū te whakaahu**

We recognise that there will be individual and shared opportunities to invest in and support the development, aims, aspirations and positive outcomes of Mana Whenua and Māori.

## **Te auaha**

We recognise that working together means partners will seek to develop new, creative, and innovative models to achieve desired outcomes. Where innovations are introduced, they will be formally evaluated to ensure their effectiveness.





# Ngā pae huanga Outcomes

Four main outcomes will drive Tūpiki Ora. These outcomes encapsulate Mana Whenua and Māori aspirations and will enable us all to reach the vision of mauri ora.



**1.**

Wellington is recognised locally and globally as a culturally rich and creative city of Mana Whenua and Māori identities and histories.



**2.**

Te reo Māori and te ao Māori are normalised in our city through greater access, increased resources and more opportunities to celebrate our language and culture.



**3.**

Mana Whenua and Māori are represented and actively participate in decision-making and direction-setting for their future success.



**4.**

The social, cultural, environmental and economic wellbeing of Māori communities is prioritised, supported and invested in.



# Ngā pae hekenga

## Priority waypoints

Four priority waypoints have been identified that connect the short-term and long-term actions to the outcomes and vision of Tūpiki Ora. We will reach these priority waypoints with the support of partners, stakeholders and the wider community.

**1.****Te whakatairanga i te ao Māori**

Enhancing and promoting te ao Māori

**2.****Tiakina te taiao**

Caring for our environment

**3.****Te whakapakari pūmanawa**

Building capability

**4.****He whānau toiora**

Thriving and vibrant communities





# Te pae tata me te pae tawhiti

## Short-term and long-term actions

### Te whakatairanga i te ao Māori

#### Enhancing and promoting te ao Māori

##### Action statement

Mana Whenua and Māori aspirations for Wellington are firmly fixed on elevating and celebrating te ao Māori in all spaces, normalising te reo Māori, and creating a sense of community pride for all things Māori within our city. Through increased visibility and presence of te ao Māori, Wellington will become a culturally rich city for all.

##### Short-term high-level actions (Years 1–5)

- Support and develop resources that encourage learning more about the region, Mana Whenua and Māori histories, identities, landmarks and narratives.
- Provide more opportunities to celebrate te reo Māori and te ao Māori, including increasing the visual presence of Mana Whenua throughout the city.

##### Long-term, high-level actions (Years 1–10)

- Establish more opportunities for te reo Māori to be accessed, learned and normalised in physical and virtual spaces.
- Work in partnership with Mana Whenua to develop a language strategy for the region based on a shared vision for success by 2040.
- Aspire to be a bilingual capital city by 2040.

### Tiakina te taiao

#### Caring for our environment

##### Action statement

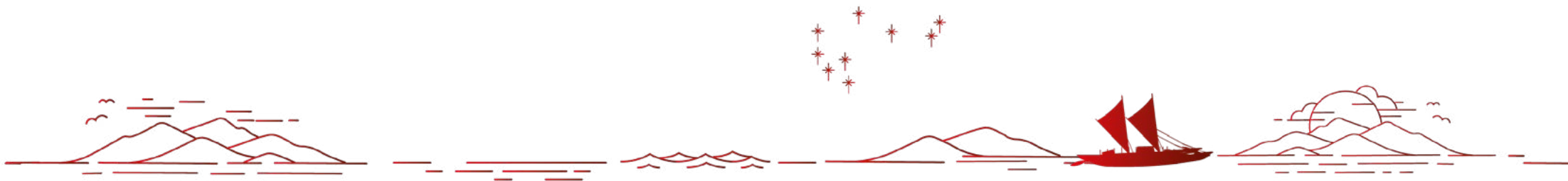
Environmental issues in our city require targeted resourcing, investment and strategy to support real change within communities. The Council, mana whenua, Māori and community groups will work together to support existing environmental initiatives and ensure there is a considered approach to addressing major environmental challenges for the next 10 years and beyond.

##### Short-term high-level actions (Years 1–5)

- Support existing environmental initiatives that are led by Mana Whenua and Māori that will see the restoration of mauri ora to our taiao.
- Support new environmental initiatives that are mātauranga Māori led.

##### Long-term, high-level actions (Years 1–10)

- Support climate change efforts through increasing access and improving partnerships between mana whenua, Māori and key players (including the Council) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future.



## Te whakapakari pūmanawa

### Building capability

#### Action statement

The capability of Mana Whenua partners and Māori across our city is important, and the Council must contribute to this growth in capability in order to create successive, thriving leaders in our communities. We are committed to developing trusted relationships and partnerships that are mutually beneficial and collaborative, and that ensure the decisions and direction are set by Mana Whenua and supported by the Council.

#### Short-term high-level actions (Years 1-5)

- Recognise the importance of partnership through a refreshed Mana Whenua partnership agreement.
- Support existing cultural initiatives and develop new events that are community based.
- Provide greater access and increase learning opportunities that support staff and whānau Māori to grow their te reo Māori capability.

#### Long-term, high-level actions (Years 1-10)

- Support Mana Whenua and Māori succession into local government through internships, secondments and leadership development.
- Collaboratively work alongside Mana Whenua and Māori to improve data collection, statistical analysis and reporting to provide a strong evidence base for decision-making related to community needs and aspirations.
- Increase visual acknowledgment and recognition of cultural sites of significance to mana whenua.
- Partner with relevant agencies to support the development of a STEM programme for Mana Whenua and Māori to boost capability and capacity in science and technology fields and industries.

## He whānau toiora

### Thriving and vibrant communities

#### Action statement

Whānau wellbeing is important to our communities, and the Council will support communities to thrive. Specific areas for action include combating homelessness; supporting whānau Māori into their own homes; providing more options to access social services such as mental health for rangatahi Māori; increasing opportunities to grow Māori businesses, leaders and entrepreneurs; and investing in greater representation and presence of Mana Whenua and Māori culture, language and identity within and across our city. These actions (and others) contribute to strong, vibrant whānau who are self-determining.

#### Short-term high-level actions (Years 1-5)

- Develop and support housing initiatives that prioritise putting whānau Māori into quality, safe, warm, and affordable housing.
- Increase support and advocate for greater access to quality mental health care for Māori.
- Ensure the voices and perspectives of our rangatahi, takatāpui and whānau hauā/ tangata whai kaha are listened to, valued and embedded in decision-making at all levels.

#### Long-term, high-level actions (Years 1-10)

- Support Mana Whenua and Māori-led initiatives to deliver equity in health and education outcomes for Māori communities through a te ao Māori lens.
- Support existing Māori economic development and Māori tourism strategies to enable greater success for mana whenua, Māori and businesses.
- Support existing Māori-led initiatives that advocate against racism, discrimination and marginalisation of minority communities, specifically towards Māori communities.

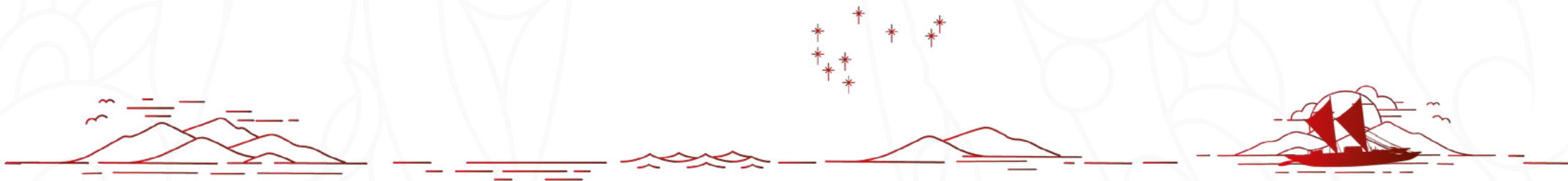




# He kuputaka reo Māori

## Glossary

Kaitiakitanga	Guardianship	Te Ika a Maui	The fish of Māui, North Island of Aotearoa – New Zealand.
Kotahitanga	United as one, unity, togetherness	Te Moananui a Kiwa	Pacific Ocean
Mana	Right's, authority, reputation, power, status	Te reo Māori	Māori language
Mana Whenua	Collective noun referring to the specific Mana Whenua of Pōneke, Taranaki Whānui ki Te Upoko o Te Ika, Te Āti Awa ki Te Upoko o Te Ika a Māui and Ngāti Toa Rangatira.	Te taha hinengaro	Mental, emotional wellbeing
Manaakitanga	Caring for others	Te taha tinana	Physical wellbeing
Mātāpono	Principles	Te taha wairua	Spiritual wellbeing
Mātauranga Māori	Māori education, Māori knowledge	Te taha whanau	Whanau, whakapapa wellbeing
Mokopuna	Grandchildren	Waka	Canoe
Oranga	Well-being	Waka hourua	Double hulled canoe
Rangatahi	Youth, young people, younger generation	Whakapapa	Bloodlines, tribal connections
Rangatiratanga	Sovereignty	Whānau	Family
Taukaea	Rope	Whanaungatanga	Bonding, networking, relationship building
Te ao Māori	Māori world	Whare	House





**Absolutely Positively**  
**Wellington City Council**

Me Heke Ki Pōneke