

# LETTERS TO MY MOKOPUNA

Rautaki Pātaka Toa

2040 Education & Employment Strategy



TE RŪNANGA O  
**TOA RANGATIRA**

**PĀTAKA TOA.**



“ To my moko,  
**My hope is that you keep  
moving forward, continue to  
expand on your mātauranga.  
Always looking ahead.**

**Whiti te rā!**

*Koro  
Maikara Thorpe* ”

# Rārangi Upoko

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“ You will be better prepared  
if you know who you are,  
and where you come from. ”

*Koro  
Callum Katene*



# Kupu Takamua

## Foreword

In the 1970s, our kaumātua set out to replace our aging wharenu. With very few resources, they faced a monumental challenge. But they did it - creating one of the most beautiful meeting houses you will ever see. It honours where we have come from, with intricate carvings and beautiful patterns. But their focus was always the generations yet to come. It captures their hopes and aspirations for the future, grounding those dreams in cultural identity. We don't know what the future holds for you, my moko, but we know you will be better prepared if you know who you are, and where you come from.

I can't help but wonder what your world will hold for you, my moko. I think of the many things you will see that I will not. Things you will take for granted that would make me gasp in wonder. For such is the relentless tide of progress: it promises discovery and prosperity while sweeping us toward seas unknown.

Yet the currents that carry you today



are the same ones our ancestors once navigated. The hopes I hold for you echo those my grandfather held for me, and his for him. They toiled to lay a foundation strong enough to launch you forward; and this is the platform from which you leap.

Know that you do not travel alone. My wish is to steady your rudder when waters are unclear - to help you spot false lights on the horizon, read the winds of change, and hold fast when the tide shifts. But the voyage itself is yours. Let your path be guided by the stars your tūpuna followed, and may your journey take you on to serve your whānau, your iwi, and your world.

Dream boldly, act wisely, and remember you are not the first to reach for something better - only the next.

Koro

**Callum Katene**

Board Chair



# He Wāhinga Kōrero

## Executive Summary

I am the mokopuna of Te Hononga Wineera and Piri Kawau Parai.

An early memory of my Nan was her calling me every Saturday before hockey with a trick or two to practice that day. She'd end her call with, "give it a go and let me know." She taught me there was more than one way to get a job done and through my own experience with her, getting the job done always involved a smile and a laugh. Although I didn't know my koro, the stories he left behind were of hard work, focused preparation for tomorrow and always putting your best foot forward.

My Mum, Herani Rangiruruku, was a combination of both her parents. Her reliance on education during challenging times built the legacy she would leave behind. She was resilient and it was that resilience that fuelled her determination

to complete an education as a recently widowed mature student to provide a better life for her young family.

Mum loved her mokopuna and always found time to guide them along their path. As an educator, she spent many years guiding young minds as they began navigating their own way through life. She taught us that to become self-reliant meant we could help others.

We all have a story, and our stories are what make up the histories of our whānau and contribute to the collective wellbeing of our people.

I'm just one part of the story — my hope is to honour those before me by helping those who come next find their place in it too.

**Bianca Elkington**  
General Manager, Pātaka Toa



# Pūtake

Origin

Ka mate, ka mate

Ka ora, ka ora

Ka mate, ka mate

Ka ora, ka ora

Tēnei te tangata

puhuruhuru

Nāna nei i tiki mai  
whakawhiti te rā!

Ka upane, Ka upane

Ka upane, Ka upane

Whiti te rā!

# Ka mua, Ka muri

Looking back, moving forward



Our journey as Ngāti Toa Rangatira is marked by courage, strategy, and a relentless pursuit of opportunity. From the coastal strongholds of Kāwhia to the southern waters of Te Moana o Raukawa, our tūpuna demonstrated bold leadership in seeking out new horizons. Their heke (migrations) redefined our place in the world and laid the foundation for the iwi we are today.

These heke required foresight, unity, and the courage to challenge the status quo. This strategy is a deliberate step forward recognising that while the tides may change, our purpose remains: to chart a course that secures the wellbeing, prosperity and mana of Ngāti Toa Rangatira for generations to come.

Like our tūpuna before us, we prepare with intention - guided by the stars of whakapapa, and the aspirations of our whānau. This strategy sets our direction, creating the conditions for whānau to stand strong in their identity, access opportunity, and shape their own future.

**Just as Te Rauparaha looked out from Omere and saw beyond the horizon, is how we look beyond today's challenges.**

# Moemoeā

**Vision – what we want to achieve**

Ngāti Toa is a strong, vibrant, and influential iwi, firmly grounded in our cultural identity and leading change to enable whānau wellbeing and prosperity.

# Koronga

Purpose – why we exist

To ensure Ngāti Toa whānau  
have choice in learning and  
earning.

# Tūranga

Role – our contribution

To strengthen and grow the  
inherent capability of our people,  
for extraordinary outcomes.

# Vis

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and leadin  
to enable  
wellbe  
pros

## Tahutahu Ahi

### Strategic



### Education Excellence



### Inno Lead

### Focus

#### Engagement

Ngāti Toa uri can choose education pathways that are flexible, relevant and support the futures they want

#### Learning Support

Ngāti Toa uri have increased academic achievement outcomes

#### Self-Sus

We are uniquely T  
earn and

#### Education

Whānau can navigate a  
and culturally gro

## Purpose

We exist to ensure Ngāti Toa whānau have choice, in learning and earning

## Te Heke

KIA TŪ AI A NGĀTI TOA RANGATIRA; I

Manaakitanga

Kotahi Tātou

Whakatau Tika

Kaitiakitanga

# vision

Toa is a vibrant and resilient iwi, founded in cultural identity, strong change, te whānau, and prosperity

## Priorities



### Social Impact

## Tātarāmoa

## Areas

sustainability

Toa in how we learn, contribute

Technology

and thrive in a connected, rounded digital world

### Life-Long Learning

Every whānau has the skills, knowledge, and support to thrive in a changing environment

### Workforce Development

Ngāti Toa whānau are financially strong, skilled for the future, and active in a thriving Toa economy.

## Te Mai Raro

# HEI IWI TOA, HEI IWI RANGATIRA

Vairuatanga

Whanaungatanga

Ahi Kā

Rangatiratanga



### Role

To strengthen and grow the inherent capability of our people, for extraordinary outcomes

# Te Hekenga

## Pātaka Toa Strategic Framework

**Te Hekenga** - Our strategic framework provides a line of sight between our vision, our purpose, our role, our three strategic priorities, and six focus areas that best position Pātaka Toa for impact. Supporting this are our guiding principles - the foundational conditions that make it possible for our strategy to succeed.

Underpinning it all are our values, which reflect how we work as part of Te Rūnanga o Toa Rangatira, what is most important to us, and how we engage with whānau, community, partners, and the world.





# Kupu Whakataki

## Introduction

Education and employment are powerful levers for transforming the futures of our whānau and growing the next generation of Ngāti Toa leaders. When grounded in cultural identity, purpose, and possibility, they become catalysts for intergenerational success.

To realise that success, we must create the right conditions - where whānau are supported with the tools, opportunities, and belief to thrive.

Pātaka Toa's kaimahi are passionate about empowering whānau to flourish and prosper. When consulted on this strategy, they urged us to think boldly, dream big and be optimistic.

They want to see cultural identity embedded in all education and employment pathways, and mental and financial barriers to higher education removed. They also spoke strongly in favour of increasing te reo fluency so rangatahi can confidently express themselves and embrace their identity.

Letters to My Mokopuna reflects our commitment to a systems-level approach, grounded in our values, tikanga and whānau aspirations. Pātaka Toa's employment and education ecosystem provides the foundation for tamariki, rangatahi and whānau to step confidently into their futures.

## Pātaka Toa recognises:

That whakapapa is our foundation - it connects us to our past, anchors us in the present, and guides us toward our future.

That whānau thrive when they are confident in their identity, supported with culturally grounded pathways, and equipped with the tools to shape their own futures.

That innovation, creativity and bold thinking are essential to designing solutions that reflect who we are and where we want to go.

That learning happens everywhere and is a lifelong journey. Key to achieving equity, unlocking potential and building intergenerational prosperity.

That change happens when whānau are empowered to design what it looks like.

**“ We want to be the best community to live in, and one where our grandchildren can play. Everything we do is to make a better place for our whānau. ”**

*Jennie Smeaton,  
Imagining Decolonisation*



# Our Strategic Journey

Every uri of Ngāti Toa is a mokopuna of those who journeyed south in Te Heke Mai Raro. This strategy is inspired by the legacy of our tūpuna and shaped by the hopes and dreams we hold for our own mokopuna.

**He manu ruarua kei runga i ngā pakihiwī o ngā tūpuna rangatira; nā tō rātou whāroa me tō rātou mana ka kitea e tātou ngā rā kāre i kitea, ngā pae tawhiti kāhore i tae atu – ehara i te mea nō tō tātou kaha, nō tō tātou teitei rānei; engari nā rātou i hiki ake tātou, ā, nā rātou i whakarahi ngā tāhū ō tātou titiro.**

We stand on the shoulders of our tūpuna. It is their sacrifice, foresight, and mana that have enabled us to see further, dream bigger, and reach opportunities they could only imagine. What we achieve today is possible because they carried us here and gave us a platform to see what lies ahead.

Since November 2024, we've been working with our whānau to reimagine our iwi's education and employment strategy and map a pathway toward our 2040 vision. Through this engagement a clear message emerged: **our people are thinking not only about what is needed today, but what must be left behind or created for those to come.**

From kōrero around marae roles, reo, tikanga, paepae succession and digital futures, to questions about tangihanga, rangatiratanga, and the role of legacy - our people spoke to the importance of intergenerational leadership, cultural grounding, and practical preparation for life.

Whānau reminded us that the kitchen was their first classroom. That their grandparents were their first teachers. That the marae taught them duty, service, and identity. They asked how we prepare not just individuals, but generations. How we build an iwi skills base. How we support whānau to carry the weight and the joy of being Ngāti Toa - with confidence, with choice, and with purpose.

The kōrero they shared are instructions for us, the generation holding the pen.

This strategy holds fast to the idea that learning, earning, and thriving are interconnected. That our future will be shaped by whakapapa, responsibility, and the right to choose.

These are the decisions we make today for our mokopuna tomorrow.

# Ngā Mātāpono

## Guiding Principles



**“ Every moko brings a special kind of joy into the lives of their families. Be kind to others and anyone who may need a kind word or a helping hand. ”**

*Nanny Wai  
Waitohi Elkington (Wineera)*

# Guiding Principles

The principles that guide Pātaka Toa are founded on the journey our ancestors took. They reflect who we are, what we stand for, and how we lead change, keeping our actions aligned to our values, and our decisions focused on the future we're building.

## Tahutahuahi

Partnership & Collaboration

Meaningful, reciprocal relationships built on trust, shared goals, and collective action.

**We uphold:**

- Shared leadership
- Open and ongoing engagement
- Co-designed solutions that reflect the aspirations of our people

## Tātarāmoa

Empowerment and Identity

Nurturing the mana of every whānau member, ensuring our approach supports whānau to be confident in their reo, tikanga, kawa, and identity, and creates opportunities to exercise rangatiratanga. When whānau know who they are, they can shape where they're going.

**We uphold:**

- Culturally grounded pathways
- Confidence, voice and visibility
- Self-defined success

## Te Heke Mai Raro

Growth and Development

Creating the conditions for whānau to grow with confidence and pursue life-long learning. We nurture potential at every stage and support the continuous development of our people.

**We uphold:**

- Equitable access to learning and employment
- Adaptable pathways
- Investment in future generations of Ngāti Toa leaders

“ Give things a go moko, try new things, learn, stumble, try again. We will be proud because you gave it your all. ”

*Koro  
Matthew Solomon*



“ I think gardening can teach you values. There's much to learn about. Growth, climate, and the gifts you give from your garden. What you learn today will be of good value tomorrow. Learn as much as you can. Education today is going to be what you're going to enjoy tomorrow. ”

*Grandad  
Mahu Renga Wineera*





# Ngā Whakaarotau

## Strategic Priorities

As the iwi's lead entity for advancing Ngāti Toa aspirations in education and employment, Pātaka Toa works with whānau to make careful choices about where to direct our energy and resource. Our three strategic priorities and six focus areas reflect our commitment to putting effort where it matters most.

### Education Excellence

Our people are thriving through an integrated learning ecosystem that starts with whakapapa and ends with excellence.

### Innovative Leadership

Ngāti Toa-led ideas grow into real opportunities  
- delivering value for our people and impact in our rohe.

### Social Impact

Whānau are achieving better life outcomes & are actively exercising their rangatiratanga.

# Ngā Aronga Matua

## Focus Areas

A number of distinct focus areas sit within each strategic priority, highlighting where Pātaka Toa will place the greatest emphasis over the next 15 years. Each focus area has a set of goals that guide how and where we will support whānau to meet their needs and aspirations. These activities range from service delivery to policy advice, programme design and system change.

Each focus area includes a high-level outcome reflecting our desired state for Ngāti Toa uri, and the goals to be achieved by 2040.

## Strategic Priority

## Focus Area

## Desired State

### Education Excellence



- ▲ Engagement
- ▲ Learning Support

Our people are thriving through an integrated learning ecosystem that starts with whakapapa and ends with excellence

### Innovative Leadership



- ▲ Self-Sustainability
- ▲ Education Technology

Ngāti Toa-led ideas grow into real opportunities - delivering value for our people and impact in our rohe

### Social Impact



- ▲ Workforce Development
- ▲ Life-long Learning

Whānau are achieving better life outcomes & are actively exercising their rangatiratanga

# Education Excellence

## Te Kete Mātauranga

Te Kete Mātauranga is our iwi-led Education Services portfolio. The range of kaupapa that run out of Te Kete Mātauranga focus on supporting our tamariki and rangatahi into, and through, education. Our vision is to ensure the provision of high-quality education services, information, and resources to support the educational achievement and progression of Ngāti Toa whānau.

We aim to support learner specific needs through individual Mauri Ora Development Plans, effective collaboration between whānau, iwi and schools, and the design of our own systems to ensure choice remains at the forefront for all whānau.

"The kitchen was my first learning environment. The marae is the classroom, and I hope we can continue to pass down the skills needed to uphold the paepae."

Koro, Dean Tairi



## Our Services

Focus Area

Engagement

Piki te Mauri

Kura Taiao

Kura Toa

Ocean Corridors

Focus Area

Learning Support

Te Awarua

Life Labs

Puna Mātauranga

Pikau o Te Rangi

“Being brought up in Takapūwāhia was the best experience of my life. It was the most amazing place to grow up. Everyone cared about each other. I hope my mokopuna are kind to others and they find the value in work and then share what we have. Kia ngāwari.”

Nan, Rangi Parker



“

**I know you have the skills & qualities to succeed. You now also have the tools and access to quality education. Take advantage of all the opportunities presented in front of you & don't take anything for granted.**

”

*Nanny  
Puhiwahine Miller*



# Education Excellence

## Desired state

Our people are thriving through an integrated learning ecosystem that starts with whakapapa and ends with excellence.

Education is a critical lever for achieving personal, academic and economic prosperity.

**Investing in education excellence is investing in the collective health, wellbeing and enduring strength of Ngāti Toa.**

We are committed to ensuring education pathways reflect who we are, where we come from, and where we want to go. Pātaka Toa works alongside whānau, kura, and community to empower every learner to thrive in a rapidly changing world.

We recognise that learning does not begin at school and end with a qualification. It is a life-long pursuit, present in every stage of our lives. From the formative years of early childhood to the evolving needs of adulthood, every action we take aims to restore equity, ignite potential, and celebrate our unique value add as Ngāti Toa uri.

Māori learners experience lower engagement and educational outcomes compared to national averages. This has long-term impacts on wellbeing, income, and rangatiratanga.

Our mission is to ensure the provision of high-quality education services, information, and resources to support the educational achievement and progression of Ngāti Toa whānau.

We aim to support learner-specific needs through the development of Mauri Ora plans and effective collaboration between whānau, iwi, and schools.

Our philosophy ensures that every Ngāti Toa learner has the tools, confidence, and choice to succeed.

**“I thrive in environments that feel familiar and safe where the relationship with my teacher is built on trust and a shared vision for my future”**

**Tarah Mihaere (Moko)**

Our Focus:

# Engagement

Strategic outcome we want to achieve:

**Ngāti Toa uri can choose education pathways that are flexible, relevant and support the futures they want.**

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**Why we focus on engagement:**

Pātaka Toa is committed to igniting a love for learning in everyone.

Our approach recognises that engagement is the work and is essential to improving education and employment outcomes for our people.

Government data shows only 46.4% of Māori students in Porirua, and 48.8% in Te Tau Ihu regularly attend school, below the national average of 51.3%. In Porirua, 30.8% of students referred to attendance services for unjustified absences are Māori, rising to 52.9% in Te Tau Ihu, significantly higher than the national average of 16.4% across the rest of Aotearoa.

*(Ministry of Education, Social Investment Agency, & Stats NZ, 2024).*

Nationally, incremental improvements have occurred for Māori in education and employment; however, significant equity gaps remain compared to the general population. This highlights clearly that the current system isn't working for many Māori learners, and that barriers to engagement remain persistent.

We will respond to these challenges, focusing on how we support whānau to meaningfully engage with learning through a relational approach.

**This gives effect to:**

**Te Rūnanga o Toa Rangatira Outcome:**

Our whānau are thriving through increased educational and vocational achievement.

**Broader Social Outcome:**

Greater economic participation and reduced disparities, fostering greater equity, inclusion and rangatiratanga.

# What difference will we make?

By 2030

Ngāti Toa whānau can choose to learn in an environment that is designed and led by Ngāti Toa Rangatira.

**To achieve this, we will:**

Develop an iwi curriculum framework that integrates mātauranga ā-iwi with modern application

Build innovative iwi education models of excellence as the first step toward a Ngāti Toa education system

Increase the number of students enrolled in iwi led education

By 2035

Education outcomes and experiences have improved across all learner groups as Ngāti Toa applies data-driven insights to inform decision-making.

**To achieve this, we will:**

Ensure mokopuna are confident in their identity, whakapapa and reo, supported by whānau and iwi

Support whānau-led initiatives that strengthen engagement in education (e.g. wānanga, marae-based learning, parent networks)

Support our mokopuna to transition smoothly from school to further education, training or employment

By 2040

Education systems are delivering excellent and equitable outcomes for Ngāti Toa learners.

**To achieve this, we will:**

Track and publicly report on Ngāti Toa student achievement across all education levels

Establish Te Ākau Roa as an internationally recognised model of educational excellence

Build a network for indigenous educational innovation

# Learning Support

Strategic outcome we want to achieve:

**Ngati Toa uri have increased educational and vocational achievement.**

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## Why we focus on learning support:

Our learners have historically faced significant education gaps, which still exist today. As of September 2024, only 32.9% of rangatahi Māori in Porirua and 29.7% in Te Tau Ihu achieved NCEA Level 3, compared to 51.8% nationally. In Porirua, 10% of Māori aged 15+ have no formal qualifications, rising to 12% in Te Tau Ihu, both exceeding the national average of 9.6%. (*Ministry of Education, Social Investment Agency, & Stats NZ, 2024*).

Our approach to learning support addresses these gaps by providing tailored, culturally responsive support that meets individual learner needs. Paying attention to these needs is crucial to lift educational outcomes and ensures our people have what they need to succeed.

## This gives effect to:

### **Te Rūnanga o Toa Rangatira Outcome:**

Our whānau are thriving through increased educational and vocational achievement.

### **Broader Social Outcome:**

Intergenerational cycles of disadvantage are broken through improving employment prospects, generating more income and creating economic stability for whānau.

# What difference will we make?

By 2030

Ngāti Toa delivers targeted learning support that recognises and responds to the diverse ways our uri think, learn, and thrive.

**To achieve this, we will:**

Establish Pikau o te Rangi and provide specialist support for neurodivergent learners

Extend Puna Mātauranga as a specialist centre of excellence for foundational literacy and numeracy

By 2035

Ngāti Toa has grown a qualified teaching workforce that reflects our people and strengthens our presence in education.

**To achieve this, we will:**

Develop partnerships to scale up teacher training scholarships, building capacity for qualified kaiako in iwi designed education frameworks

Grow our workforce across diverse roles ie: support staff, clinical experts, leadership positions

Establish an iwi-owned PTE

By 2040

Ngāti Toa has established a reputable, globally recognised centre of learning and innovation.

**To achieve this, we will:**

Contribute to new knowledge through international exchange programmes and thought leadership

Attend and host international summits to advance iwi education research and practice

Increase enrolments across iwi education institutions

# Innovative Leadership

## Te Kete Whakapuāwai

We are part of a global community of Indigenous nations who share histories of resilience, self-determination, and cultural knowledge. Our connection with other iwi strengthens our vision, reinforces our values, and opens pathways for shared learning and solidarity. Through these relationships, we honour our unique identity while standing alongside others working to reclaim and shape futures grounded in their own whenua, languages, and ways of being.

Te Kete Whakapuāwai is our innovation and transformative solutions centre. It acts as an incubator of new ideas and enables us to capitalise on the opportunities to innovate across all areas of education and employment. We know that education unlocks the door to prosperity for our whānau, hapū and iwi, and is the lever for developing resilience for the world ahead.

“Rauawatia tō waka, ka oti, ka waiho, kia tau ana! Prepare, to be ready, stay ready”

Waitohi



## Our Services

Focus Area

**Ed Tech**

Focus Area

**Self Sustainability**

Design House

Toa Driving Academy

TBD

Ūpane

Whiti Te Rā! Summit Series

Kai Pai Catering

“Have the confidence in yourself to make decisions that will benefit your future.”

Nan, Trini Ropata-Tawhiri

“

**One person's belief can  
change your future. I believe  
in you moko and together, our  
belief can take you anywhere.**

”

*Nanny  
Helene Treiblmayr*



# Innovative Leadership

## Desired state

**Ngāti Toa-led ideas grow into real opportunities – delivering value for our people and impact in our rohe.**

Our tūpuna were people of strategy, adaptation, and foresight. Innovation is in our DNA. From the heke that redefined our future, to the present-day pursuit of new knowledge, technologies, and opportunities, our innovation story is grounded in the boldness of our tūpuna and their ability to see beyond the horizon.

**We are preparing our tamariki and rangatahi to thrive in a world shaped by artificial intelligence, climate transition, quantum computing, and challenges we can't yet imagine.**

Our intentional focus on innovation will ensure digital enablement, self-sustainability, and indigenous solution design.

Our economic development and investment strategy, He Kāinga Ururua, further articulates the need to invest in leaders and innovators to strengthen our economic ecosystem, and to empower our whānau to live self-determined lives, revitalising our economic environment through leadership, innovation, connectedness, and rangatiratanga. Both Letters to my Mokopuna and He Kāinga Ururua support

Te Rūnanga o Toa Rangatira to achieve its vision for a strong, vibrant, and influential iwi, firmly grounded in our cultural identity and leading change to enable whānau wellbeing and prosperity.

**We are creating the conditions for innovation to thrive – removing barriers, backing our own ideas, and making space for new ways of thinking.**

Māori continue to experience disparities in education and employment outcomes - not because they aren't capable, but because they don't value the same views and systems currently available to us through mainstream support.

Prosperity requires us to be courageous – to recognise, trust, believe and practice our own solutions, teach our own values and build our own system.

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**“Being at Kura Toa makes me want to be better, because I know it’s about my future.”**

**Jayahna Iles-Treiblmayr (Moko)**

Our Focus:

# Self-Sustainability

Strategic outcome we want to achieve:

**We are uniquely Toa in how we learn, earn and contribute.**

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**Why we focus on self-sustainability:**

Self-sustainability is foundational to the long-term success of Pātaka Toa. It ensures that every kaupapa we deliver is designed with the systems, resources, and foresight required to stand on its own.

By having a focused effort on sustainability, we reduce reliance on short-term, conditional investment, strengthen consistency, and create space to reinvest in what works. Kaupapa are designed to operate independently, scale when needed, and deliver strong outcomes over time.

Through this strategy, we reaffirm that Pātaka Toa will grow and evolve on our own terms. We are building a delivery model that is agile, durable, and guided by our purpose.

**This gives effect to:**

**Te Rūnanga o Toa Rangatira  
Outcome:**

Growing a sustainable economic base, advancing the health and wellbeing of all Ngāti Toa Rangatira whānau, and creating sustainable employment opportunities.

**Broader Social Outcome:**

Increased intergenerational wealth and independence.

# What difference will we make?

By 2030

Pātaka Toa has built early financial independence, with internal systems and income streams beginning to sustain priority kaupapa.

**To achieve this, we will:**

Grow a percentage of operational costs that are covered by internally generated revenue

Launch Design House — an enterprise that provides digital design services

Transition Ūpane into a hybrid model by introducing digital services

---

By 2035

Pātaka Toa is achieving greater reach and financial stability through smarter investment and reduced reliance on external funders.

**To achieve this, we will:**

Build sustainable enterprise to support on-going delivery

Successfully scale Pātaka Toa initiatives using internally generated pūtea

---

By 2040

Pātaka Toa is financially independent, supported by established systems that empower us to sustain and scale our impact.

**To achieve this, we will:**

Be sustained by self-generated income and long-term investment returns

Reinvest any annual surplus back into innovation

Our Focus:

# Education Technology

Strategic outcome we want to achieve:

Whānau can navigate and thrive in a connected and culturally grounded digital world.

## Why we focus on ed tech:

Prioritising technology ensures our whānau can access learning anytime, anywhere.

COVID-19 made one thing clear: if you don't have access to devices, connectivity, and digital skills, you're shut out of learning. Many of our whānau were forced online overnight, and the impact exposed a digital divide between generations that we can't ignore. Tamariki were expected to learn online while pakeke struggled to support them, and kaumātua were often left behind entirely.

We want whānau to have the tools and confidence to participate fully in a digital world.

## This gives effect to:

**Te Rūnanga o Toa Rangatira  
Outcome:**

A strong organisation founded on leadership and connection.

**Broader Social Outcome:**

Reduced digital exclusion and increased participation in the digital economy.

# What difference will we make?

By 2030

Ngāti Toa's first ed tech ecosystem is live, delivering kaupapa Māori digital tools to whānau.

**To achieve this, we will:**

Launch a range of Ngāti Toa-developed digital tools and platforms to improve access to learning for whānau

Establish formal partnerships with other iwi and indigenous organisations in the digital space

By 2035

Ngāti Toa ed tech platforms are powering learning across Aotearoa, supporting whānau to thrive wherever they are.

**To achieve this, we will:**

Grow the number of homes, kura, marae and learning providers using Ngāti Toa ed tech solutions

Ensure 100% of users have a basic understanding of Mauri Ora

Support iwi members to design and deliver content through Ūpane

By 2040

Ngāti Toa platforms are used globally, supporting whānau to learn, work, and live confidently in a connected digital world.

**To achieve this, we will:**

Obtain export certification

Grow the number of people living overseas who purchase and use Ngāti Toa digital platforms

The ed tech ecosystem demonstrates measurable impact in strengthening language, identity and digital hauora for whānau in Aotearoa and across the globe

# Social Impact

## Te Hoe Ākau

Social impact captures the wider transformation we seek – where career development is not an end in itself, but a pathway to lasting wellbeing, equity, and rangatiratanga for our people. Te Hoe Ākau is Ngāti Toa’s iwi-led career development centre, grounded in rangatiratanga – the right to determine our own pathways, careers, and futures.

Our mission is to ensure our whānau and our wider community have the support to enter, stay, and thrive in meaningful employment. We back whānau to achieve long-term success through high-quality, culturally grounded employment services.

At the heart of our approach are personalised Mauri Ora Development Plans, designed to respond to the needs and goals of working-age whānau. Our system connects whānau, iwi, and communities to create clear, supported pathways to career success.

“My hopes are that my mokopuna follow in the footsteps of those they admire, like their parents. Stay driven to be educated & keep being inspired by those around you. Never let anyone diminish your dreams or steer you away from the path you truly want to follow”

Nan, Rangiruhia Arthur



## Our Services

Focus Area

Workforce Development

Kia Rite

Mahi Toa

Toa Driving Academy

Paria Te Tai

Focus Area

Life-long Learning

Leadership

PTE

Ūpane

“I hope our footprint is seen in the science’s. We have our own Mātauranga, and I would love to see that flourish, because we have a lot to offer. Our knowledge of the ocean is an example of what has been passed down over generations. Know who you are, where you come from and give everything a go”

Papa, George Elkington

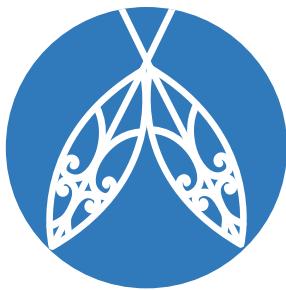


“

**Live your dreams, strive for what  
we know you can achieve. You're  
a leader, go and seek those who  
can help you achieve greatness**

”

*Nanny  
Hera Noble*



# Social Impact

Desired state

Whānau are achieving better life outcomes & are actively exercising their rangatiratanga.

The conditions our whānau live in today are the result of generations of decisions made by our tūpuna.

In the early 1800s, Te Rauparaha and Te Rangihaeata made a deliberate and visionary decision to lead our people and relocate from Kāwhia to Te Upoko o te Ika. They read the signs of the time identifying the strategic importance of the Cook Strait as a major trading route, and acted decisively. Through Te Heke Tahutahuahi and Te Heke Tātarāmoa, they established Ngāti Toa as a political, military and economic force across Kapiti, Wellington and Te Tau Ihu.

**They were bold, strategic acts that reshaped the future for our people. Our tūpuna didn't wait to be included, they moved to create new conditions in which our iwi could flourish, assert mana, and take control of our own destiny.**

Today, the conditions in which our whānau live are still shaped by decisions – some inherited, some imposed, some

yet to be made. Our role through Pātaka Toa is to continue that legacy by making deliberate decisions to ensure that the systems of education, employment, and opportunity reflect who we are and what our people need to thrive.

Over the next decade, Māori will make up an increasing proportion of the workforce in Aotearoa. We are progressively becoming a young population. This demographic shift presents a powerful opportunity: a future where whānau are not only growing but shaping their own direction, driven by the aspirations and leadership of our people.

**Social impact is a strategic priority because it goes beyond outputs. It values the cumulative effect of our actions and decisions.**

**“To have the confidence to achieve my goals I need people who know what they are and access to the help I need to achieve them.”**

**Reikorangi Parai Karepa (Moko)**

Our Focus:

# Life-long Learning

Strategic outcome we want to achieve:

**Every whānau has the skills, knowledge, and support to thrive in a changing environment.**

## Why we focus on life-long learning:

Our whānau deserve the capability and confidence to navigate every stage of life with confidence, purpose and resilience. This focus prepares our people to meet the challenges of a rapidly changing world and keep learning new skills as their needs, goals, and circumstances change.

It recognises that people need different types of learning at different points in their lives. Without access to new knowledge and ongoing learning, whānau are locked out of opportunities presented to them, or don't have the skills to seek them out.

With the right support, and a platform to explore, our people can continue to traverse new waters. This strategy focuses on creating clear, practical pathways for our people to enter or return to learning and be supported through that journey.

## This gives effect to:

**Te Rūnanga o Toa Rangatira  
Outcome:**

Development and leadership opportunities for our tamariki and rangatahi.

**Broader Social Outcome:**

Greater social equity, stronger community leadership, strengthened cultural identity and long-term economic prosperity and resilience.

# What difference will we make?

By 2030

Ngāti Toa has established a structure to support life-long learning.

**To achieve this, we will:**

Grow iwi-operated learning spaces and improve retention

Increase whānau participation in Pātaka Toa education services

By 2035

Whānau of all ages have increased knowledge and capability across digital, cultural, and economic domains.

**To achieve this, we will:**

Bridge the digital divide between generations

Create space for intergenerational transfer of knowledge

Establish a Private Training Establishment (PTE)

By 2040

Ngāti Toa has built a generation of leaders who return with high-level expertise, ready to govern, grow, and protect iwi-owned assets and whenua on our terms.

**To achieve this, we will:**

Increase the number of iwi scholarship recipients who return home to support iwi-led initiatives

Increase the number of Ngāti Toa uri appointed to governance roles across a range of industries

Utilise our strategic relationships to create secondment and internship opportunities for whānau

Our Focus:

# Workforce Development

Strategic outcome we want to achieve:

**Ngāti Toa whānau are financially strong, skilled for the future, and active in a thriving Toa economy.**

## Why we focus on workforce development:

A diverse workforce creates meaningful employment and is one of the most powerful drivers of whānau wellbeing and long-term security.

This focus is about creating clear, supported pathways that help our whānau navigate transitions, build confidence, and grow capability. This includes helping rangatahi prepare for their first jobs, supporting adults to upskill or change careers, and enabling kaumātua to share their knowledge and continue contributing in meaningful ways.

We recognise that building a strong workforce is not just an individual journey, but a collective one. When our whānau are financially secure and future ready, they uplift all of Ngāti Toa, strengthen the local and regional economy, and create intergenerational resilience that protects the future of our iwi.

## This gives effect to:

**Te Rūnanga o Toa Rangatira  
Outcome:**

Increased educational and vocational achievement, and sustainable employment opportunities.

**Broader Social Outcome:**

Decreased reliance on welfare and increased household economic prosperity and security.

# What difference will we make?

By 2030

Ngāti Toa whānau have the right support to help them enter the workforce and advance their career aspirations.

**To achieve this, we will:**

Support whānau to be work ready with the basic skills and essential documents required to enter the workforce

Increase the number of whānau who secure meaningful and sustainable employment

Grow Toa Driving Academy to license more of our people

Grow Wāhine Taiea – indigenous leader's programme to support more wāhine into leadership

By 2035

Ngāti Toa has a highly skilled, capable, and diverse workforce that reflects our economic ambitions.

**To achieve this, we will:**

Expand employment opportunities through stronger industry partnerships and placements across a broader and more diverse range of sectors

Lift qualification attainment, with more whānau achieving Level 4 and above

Develop a pipeline of confident rangatahi, who are culturally grounded Ngāti Toa leaders equipped to take on governance roles across a variety of sectors

By 2040

Whānau are active participants in the Toa economy, driving and growing the income, influence, and economic prosperity of Ngāti Toa Rangatira.

**To achieve this, we will:**

Engage employers as co-investors in upskilling and training Ngāti Toa uri in high growth sectors

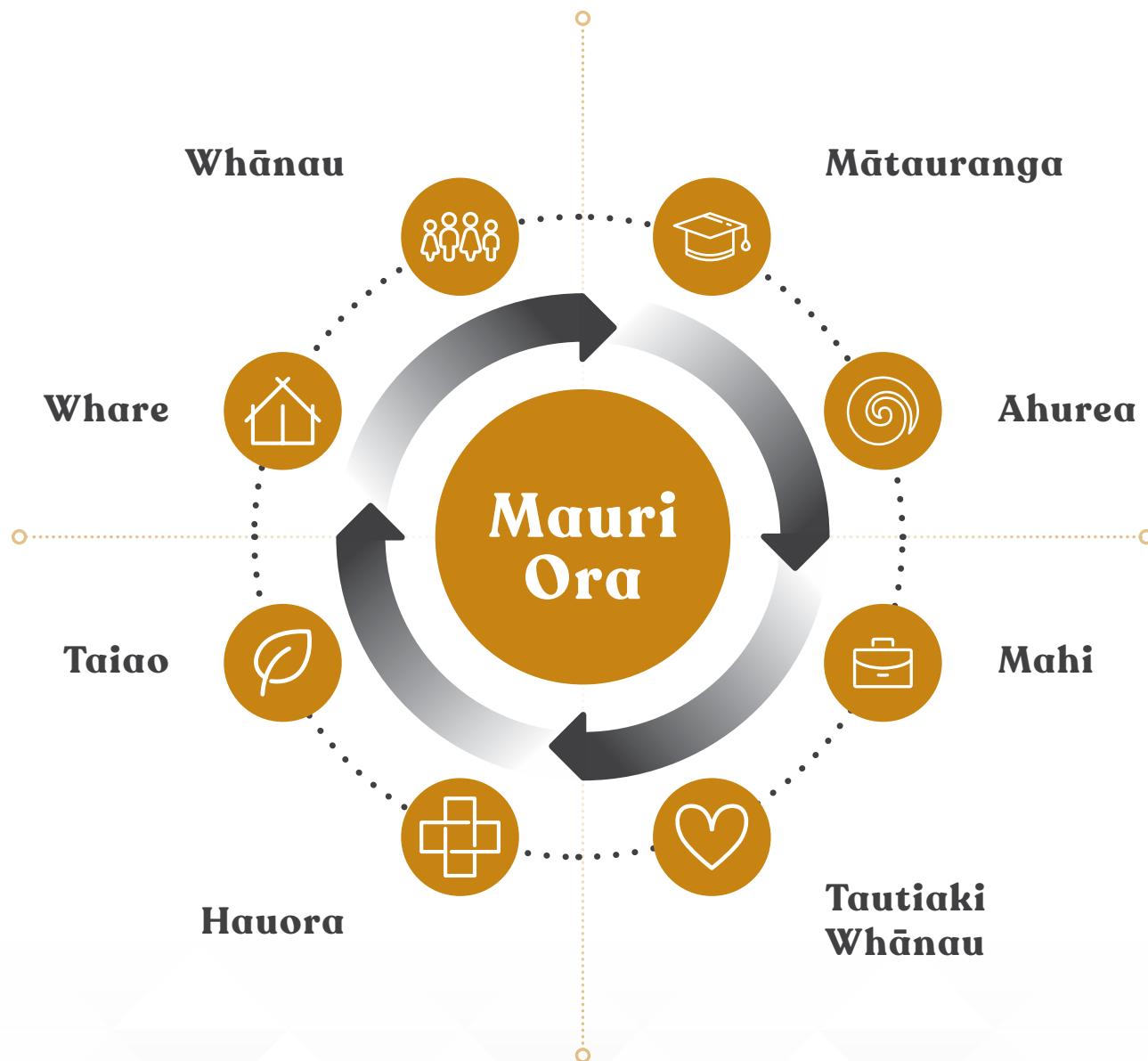
Support the development of Ngāti Toa entrepreneurial leaders who contribute to curriculum design



# Mauri Ora

## How we work

Across all services, our Mauri Ora Framework underpins all processes, systems, and programmes and is central to our programme design and delivery approach. This kaupapa Māori model is a holistic approach to engagement that considers the bigger picture and all elements in relation to one's life. This way of working enables rangatahi to be navigators of their own pathways forward and identify and celebrate all aspects of who they are.



# Te Anamata

## Our 2040 Vision

**Kia tū ai a Ngāti Toa Rangatira;  
Hei iwi Toa, hei iwi Rangatira.**

Ngāti Toa is a strong, vibrant and influential iwi, firmly grounded in our cultural identity and leading change to enable whānau wellbeing and prosperity.

Whānau have told us what this future looks like. It is high levels of abundance. Skilled and educated tamariki. Rangatahi with the tools and confidence to lead their own course. Kaumātua who are loved and cared for. Whānau living in warm homes, healthy, earning sustainable incomes, connected to who they are and where they come from.

High levels of educational and vocational achievement, secure employment, and strong cultural identity. Tamariki succeeding, rangatahi changing the world, and Ngāti Toa Rangatira well regarded for the way we care for our people.



This is a digital interpretation of a physical vision board Pātaka Toa kaimahi completed in February 2024.





“

**My hope is that you always have the chance to make good choices in life.**

**Education is a gift, it can open doors and give you the strength to be whatever you dream of. My moko, I want you to stand strong and make your own decisions, not have others make them for you. That's the power education can give you.**

”

*Grandad  
Raymond Kātene*

“ I just want my moko to excel in what I know their passions are. If they can do that, they will do very well for themselves. ”

*Nan  
Rei Warren*



# Letters to My Mokopuna

This section shares hopes and aspirations for our mokopuna now, and for those yet to come. They remind us of the strength in knowing who we are, where we come from, and the importance of looking after one another as we strive to achieve a future our tupuna will be proud of.

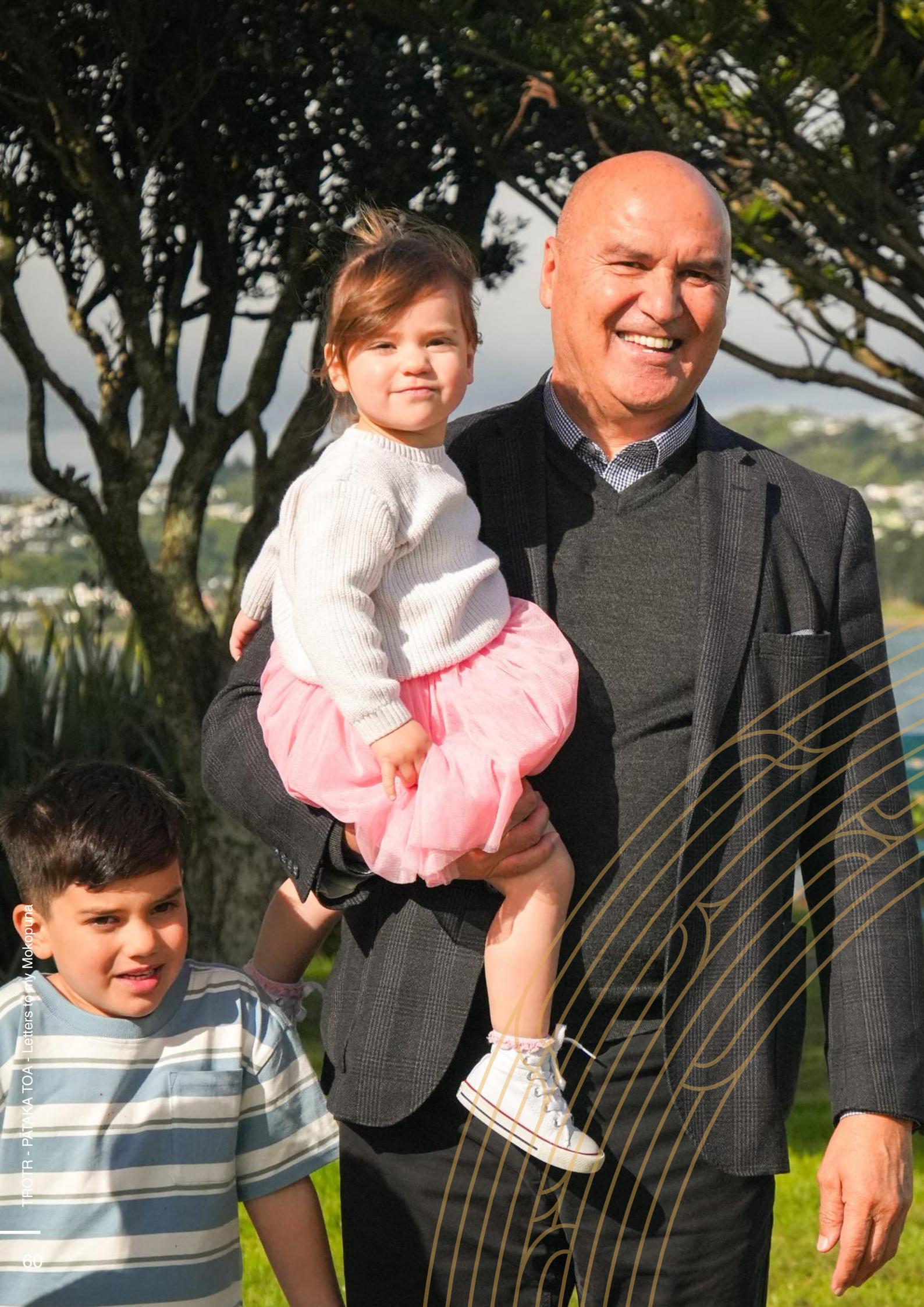
May these letters inspire you to reflect on the legacy you will leave - and to write your own, for future mokopuna to cherish.

By writing to your mokopuna, you're adding your chapter to the story of our iwi. All responses will be collated and archived on the Pātaka Toa website.

Scan the QR code and leave your letter for future generations.









HELMUT MODLIK CEO

“ Kei aku mokopuna,

ānei he kupu aroha ki a koutou  
nā tō koutou koro...aro mai!

200 years ago, our tūpuna left our ancestral home, travelling hundreds of miles in hope of a better life. The journey was long and difficult, with many dying along the way, especially the old. They did not complain but instead faced their fate with courage because they loved their young people and wanted their safety and prosperity. Eventually arriving at their destination, instead of welcome, they faced overwhelming odds to survive. Their determination, courage, and skill enabled Ngāti Toa to not only survive, but to thrive, then, today, and tomorrow.

Because of them, your koro had all I needed to fulfil my hopes of happiness and wellbeing. It flowed from my mother's love and determination to also fight against the odds for her children to be educated, to live honourable and prosperous lives.

Teaching by example the importance of hard work, of sacrifice, of loyalty and love, I was able to graduate from high school, and eventually from university with bachelor's and master's degrees. In later years, I studied at some of the best universities in the world, continuing a lifelong pursuit of knowledge to bless my whānau, iwi, and community.

This is your birthright my moko, your tūpuna, Nanny Becky and Koro's legacy and wero to you to do likewise. And as you do so, keep close to your heart the inspiring words of our tūpuna: Kia tū ai a Ngāti Toa, hei iwi toa, hei iwi rangatira ki tēnei ao!

Arohanui!

Koro

Helmut Modlik

“ To my moko,

As your Koro, my aspirations for you are to map your future in a way that is inspired and worthy of mention. I hope you create opportunities for yourself through gaining a good education, which is important. I hope you hold onto your culture and know who you are. I hope you find a career that you love and work to be the best you can be for your future and so you can provide for your whānau. I had a father who held strong values, one of hard work.

He believed in working hard in all areas, in the garden, in his job and for his whānau. You need to be focused and committed to your area of work. You have these qualities in your whakapapa, passed down through generations.

Love you moko,

Koro

Taku Parai

”





“ To my moko,

In my early years I grew up with my nan and koro, Nanny Hera and Koro Matai. We lived in Paraparaumu. During that time of my life, I only heard reo Māori, I was being taught by them as it was in those days. I have valued the transition of knowledge by our old people and have benefited from their wisdom throughout my life.

As years went by my love for my culture, my church and my whānau grew, and I want you to know that as you pursue your own goals, always stay positive. Know what it is you want to achieve and go for it!

Whether it be in sports, your chosen career or just choosing good friends, remember that every step you take is part of your journey. Be a good example always, so you can be a good citizen in your community - be kind and be caring. These values will guide you through life's challenges and help you make a meaningful difference in the world around you.

You have many examples connected to your whakapapa, continue that legacy.

What you do will impact the mana of your iwi, your tūpuna, your whānau so go forward with that in mind and take all the opportunities that will come your way.

Love you always

Nanna Roena  
Te Roena McCarthy (Parai) ”

“ To my mokopuna,

My greatest hope is that you grow into strong, kind-hearted people, grounded in tikanga, walking with love and integrity. I want you to remember, mātauranga is not just about books or certificates, it is a taonga that will help guide you, open doors and help you uplift our whānau and give back to our iwi and our people.

Never forget who you are or where you come from. Carry with you the values you have been taught and let these values walk alongside your education. If you live by these your future will not just be bright it will be meaningful.

Finally, I want you to remember that when you are successful, turn back and help your whānau follow in your footsteps.

Nanny Lollies

Rihia Kenny (Rei) ”





is  
forever



“ To my moko,

I'm writing you this letter to share a piece of my heart, my story, and my hopes for you.

I hope that you become all that you aspire to be and that you reach your full potential. Don't settle for mediocrity. I want you to know that you come from a strong line of people who stand up for the things that are right, help their neighbours, work hard, look for the best in others, solve problems, and enjoy life.

No matter where you go, or who you become, always carry this with you. Grandma wishes only the best for you. You are loved unconditionally.

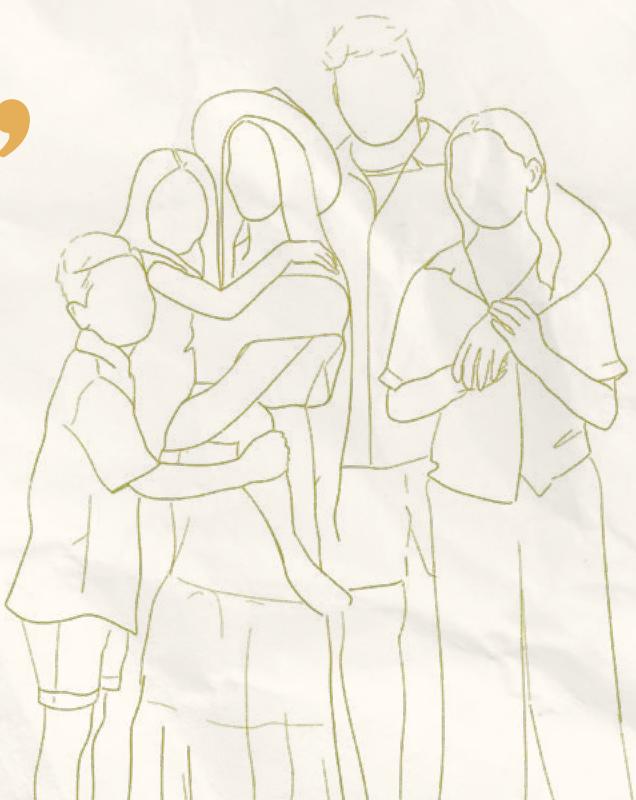
Aroha nui atu ki a koe, mō ake tonu atu.

I love you always,

Grandma

Nolamay Campbell

”



“

To my moko,

I am your kuia, born in the year 1952 in a place called Whakatū. My life has been rich with the things I hold most dear — my whānau, the bonds of whanaungatanga, aroha, and respect.

Over the years, I have learned an important truth: family comes first. We may argue, we may disagree, but when whānau need you, you are there — without question. That is the way we keep our people strong.

If there is one thing I want you to remember always, it is this: I am proud of who you are. No matter what, you have always been loved, and you will always be loved.

When I think about your future, my hope is that you pursue every dream that calls to you. Give everything a go. Be brave. You come from a strong line of people who walk by faith — let that guide you wherever you go.

Carry with you the strength of your whakapapa and the love of those who came before you. I want you to have all that I had, all your parents had, and everything you desire, no matter where life takes you.

Aroha nui atu ki a koe, mō ake tonu atu.

I love you always.

Nanny Bob  
Maraea (Bobbie) Teariki

”





## “ To my moko,

You are the dream we carried through generations, the reason our waka kept moving forward.

As you grow, you'll stand at the edge of two worlds, te ao Māori and te ao hurihuri. Know this: both hold value, and both are yours to walk in. Your strength will come from standing firmly in who you are, while reaching out to others with open hands and a steady heart.

Hold fast to your reo, your whakapapa, your toi, and the stories of our people. Let them guide you. But also, be brave. Take up space in boardrooms, classrooms, workplaces and wānanga. Learn the tools of the world, not to lose yourself, but to shape it in a way that serves us all.

Remember, we are not alone in this journey. The future we want, one of justice, dignity, and abundance will be built not just by Ngāti Toa, but in partnership with others who call this land home. We must work together, listen deeply, and find common ground where unity lifts us all.

You carry our past, our future, and all the promise of tomorrow.

Grandma  
Sharli Jo Solomon ”

“

## My dearest mokos,

please know that you have always been loved “to the moon and back.” I have cherished every memory we’ve made together since the day you were all born. From our holidays away with your parents and Grandad, to travelling away for Jury’s cricket camps in Hawkes Bay. Josie, you and I hanging out at New World Hastings and taking our picnic lunch to cricket. Going to Splash Planet and other places while they were at the cricket - we found that boring, aye Baby!

We travelled with you to the Colgate Games Josie, that was a thrill watching you on the podium getting your medals for Titahi Bay Athletic Club. Such special moments. Watching you, Jesse-George, at soccer and swimming lessons, and the progress you’ve made. Watching you, Marius, at your swimming lessons and the progress you have made. Watching you getting kicked out of swim class by your instructor, for not using your ears! My main wish for you all is to be happy. When you get to my time in life, that’s all that matters. Happiness is more important than money (take note, Jury Boy!). Be kind to one another and to people. If you’re kind to people, they’ll be kind to you. My two wishes are kindness and happiness.

Jury, always be humble. You may have a partner and beautiful children by now. I was so very proud when you were admitted to the Bar as a Barrister & Solicitor. Josie, you’re a loving and kind person, and I hope you will have a special partner to share your life with and maybe have some beautiful children of your own. I was so proud when you became a qualified Electrician.

Jesse-George, we have had a lot of fun times, especially during the school holidays: movies, Ngāmanu Sanctuary (remember that bird flew on my head), Awesome Bounce, to name a few. You have a great outlook.

I think some of your positive attitude is from Granddad. I feel sure it will help you get through the tougher times - there will be some, we all have them, but stay positive and I’m sure you will be fine.

You have always wanted to be a pilot - I hope you dream big and achieve whatever you wish.

Marius (Baba), I encourage you to find something you enjoy. Keep trying until you find something that makes you happy. You have always been funny and cheeky. As brothers, I hope you look after each other. You’ll need each other during your lives.

To all of you - you have beautiful parents who love you dearly. Jury and Josie, look after Mum and Dad. They have been the best parents in the world to you both. Jesse-George and Marius, you have a beautiful Mum. She has been an incredible mother to you both, and you will do her proud.

I’m glad to have had the opportunity to write this letter to you all. I’ve loved every minute with you. Look after one other, be kind and be happy and make lots of mokos for your parents.

Nanny Shaz  
Sharon Smeaton (Martin) ”



To my moko







# He mihi

## Acknowledgements

### Iwi strategic review team

We acknowledge the guidance and foresight of our iwi strategic review team whose collective expertise helped shape the direction of this strategy.

The team brought deep insight, challenge, and vision - helping us look not just 15 years ahead, but toward the next 50. Their whakaaro pushed us to imagine how we continue to tell our stories in a way that honours our past, reflects who we are today, and prepares us for the future.

Executive Leadership: For the guidance required to operationalise the aspirations of our people and contribute to the direction of Te Rūnanga o Toa Rangatira.

Our governing board: for their continued belief and strategic guidance, ensuring the voice of our people leads the work we do.

Our Pātaka Toa kaimahi: for their commitment to the kaupapa and their thought leadership which kept us grounded in connecting strategic objectives to operational realities.

Our kaumātua: who shared their stories and time with us through the development process.

Our rangatahi: for their honest insights into their aspirations for now and in the future. Their honesty enabled us to think beyond our own perspectives.

Our tamariki: for sharing their dreams through pictures and kōrero keeping us grounded and reminding us why we do what we do.

### Report narrative and design

We acknowledge the work of Taku Parai, Hohepa Solomon, Lia Moana, Jessica Smith, Kealyn Marshall-Nyman, Alexandra Lutyens and Whare Creative in preparing the documentation, facilitating strategic discussions, providing pūrākau, gathering information and presenting this final document.



The background image is a high-angle aerial shot of a coastal region. In the foreground, a winding road cuts through a dense forest of green and brown trees. To the right, a large body of water, possibly a bay or lake, is visible with several small, dark islands or peninsulas extending into it. In the background, a range of mountains with dark, rocky peaks rises against a clear sky. The overall scene is natural and scenic.

# Appendices

These appendices provide supporting material, reference documents, and detailed data used to inform this strategy.

# Whakawhanui i te pānga

## Scaling our impact

**Pātaka Toa is committed to scaling our impact in three ways:**



### Whakaauau

Scale Up

At this level, we work to change the system we find ourselves in. Collaborating with strategic partners to ensure Ngāti Toa solutions influence policy design, investment priorities, and sector-wide practice. We lead with purpose, ensuring Ngāti Toa rangatiratanga is present in every space that impacts our whānau.



### Whakawhenua

Scale out

At this level, we remain grounded in the aspirations of our whānau. Building and maintaining strong relationships to deliver education and employment choices that are relevant, accessible, and enduring.



### Whakamarohi

Scale deep

At this level, we transform Pātaka Toa from within by strengthening our systems, processes, and approaches to education and employment initiatives. This internal evolution builds our capacity to deliver effective programmes that reflect Ngāti Toa values and tikanga, creating a solid foundation for all scaling efforts.

Through this approach, we are laying the foundations for a future where Ngāti Toa whānau lead with confidence, have the skills to navigate new opportunities as they arise, and can shape systems that work for them. By drawing on our past and innovating for the future, we ensure that education and employment pathways are transformative and creating lasting change for our people, and generations to come.

# Ngā Herenga

## Iwi Strategy Alignment

As we implement this strategy, we will watch closely for the tohu (signs) that tell us we are on the right course and warn us to pivot. These tohu signal that our environment is changing - becoming more equitable, more responsive, and more empowering for Ngāti Toa uri.



## Kia tu ai a Ngāti Toa Rangatira; Hei iwi Toa, hei iwi Rangatira

Ngāti Toa is a strong, vibrant and influential iwi, firmly grounded in our cultural identity and leading change to enable whānau wellbeing and prosperity



## Whāinga

Empowering our whānau, reclaiming our iwi self-determination, revitalising our environment; through leadership, innovation, connectedness, and exercising our rangatiratanga

Ensuring Ngāti Toa whānau have choice in learning and earning, for a prosperous future



## Ngā Putanga

### **Ngāti Toa Rangatira**

Revitalising and strengthening our identity as whānau, hapū and iwi

### **Oranga**

Advancing the health and well-being of all Ngāti Toa Rangatira whānau

### **Ōhanga**

Growing a sustainable economic base

### **Te Ao Tūroa**

Nurturing a resilient environment to sustain future generations

### **Whaimana**

Building a strong organisation founded on leadership and connection

### **Engagement**

Ngāti Toa uri can choose education pathways that are flexible, relevant and support the futures they want

### **Learning Support**

Ngāti Toa uri have increased educational and vocational achievement

### **Self-Sustainability**

We are uniquely Toa in how we learn, earn and contribute

### **Education Technology**

Whānau can navigate and thrive in a connected and culturally grounded digital world

### **Life-Long Learning**

Every whānau has the skills, knowledge, and support to thrive in a changing environment

### **Workforce Development**

Ngāti Toa whānau are financially strong, skilled for the future, and active in a thriving Toa economy

## Ngā Uara



### **Manaakitanga**

Enhancing mana through excellence, generosity and hospitality

### **Kotahi tātou**

Inspiring unity and connection

### **Whakatau Tika**

Acting with honesty and integrity

### **Kaitiakitanga**

Sustaining our people and resources

### **Wairuatanga**

Our connection to te ao wairua

### **Whanaungatanga**

Connection and kinship

### **Ahi Kā**

Sustainability of our Ngāti Toatanga

### **Rangatiratanga**

Visionary and courageous leadership

# Kaupapa

## Background

Our tikanga guides what we do and how we do it. Providing a foundation for how we lead, behave, serve and give effect to the whāinga of Te Rūnanga o Toa Rangatira.



### **Ngāti Toa Rangatiratanga**

*Revitalising and strengthening our identity as whānau, hapū and iwi*

---

Whānau who are confident in their reo, tikanga, kawa, and identity

---

Vibrant Marae that uphold our kawa and are able to serve our varied and changing needs

---

Whānau who are strongly grounded in our history and whakapapa

---

Celebrating Ngāti Toa Rangatira culture and success



### **Oranga**

*Advancing the health and well-being of all Ngāti Toa Rangatira whānau*

---

Improved health

---

Increased educational and vocational achievement

---

Sustainable employment opportunities

---

Healthy and affordable housing



## Ohanga

*Growing a sustainable economic base*

A culture of self-determination, resilience and growth

Robust and ethical investments that are aligned to the aspirations of the iwi

Working collaboratively to grow the Ngāti Toa Rangatira economy

Protecting and growing our economic base to provide ongoing opportunities for whānau wellbeing and growth



## Te Ao Tūroa

*Nurturing a resilient environment to sustain future generations*

Reclaimed connections and mātauranga relevant to our natural resources

Empowered kaitiaki who are leaders and co-managers of our natural environment

Our commitment to environmental sustainability

Our ability to adapt to the impacts of climate change



## Whai Mana

*Building a strong organisation founded on leadership and connection*

Sound governance and management structures that support growth and prosperity

Development and leadership opportunities for our tamariki and rangatahi

Platforms for the efficient and effective communication and connection of our people

Strategic partnerships that benefit our regional, national and international interests

# Whiti Te Rā!

## Operating model

The approach to achieving outcomes for Pātaka Toa is Whiti Te Rā! The name takes inspiration from the iconic haka, Ka Mate. Composed by our tupuna Te Rauparaha, after narrowly escaping death. Emerging from the darkness of a kumara pit into the sunlight ("Whiti te rā!"), Te Rauparaha celebrated renewed life and opportunity after immense challenge and danger.

Whiti Te Rā! reminds us that, even in the face of obstacles and uncertainty, we remain steadfast in our pursuit of a clear and prosperous future, while committing to building and attaining that prosperity today. It is our waka, clear in direction, united in effort, and built to carry us toward our collective future.

### Innovative Leadership:

**Creating bold and sustainable solutions for future success. We drive innovative approaches to improve education and employment outcomes, ensuring Ngāti Toa remains adaptable and future focused.**

#### Functions

- ❖ Programme design
- ❖ Strategic partnerships
- ❖ Research
- ❖ Innovative solutions
- ❖ Digital enablement



# Mātauranga



Learning Support



Life-Long Learning



Workforce Development



# Te Hoe Aka

## Education Excellence:

**Empowering tamariki and rangatahi to thrive through high-quality education.**

**We provide tailored education services, information, and resources to support whānau wherever they are. Ensuring strong educational achievement and progression.**

### Functions

- ❖ Academic excellence and support
- ❖ Scholarships
- ❖ Curriculum and innovation
- ❖ Pathways and transition

## Social Impact:

**Equipping whānau to achieve economic independence and exercise authority over their own pathways, careers, and lives.**

### Functions

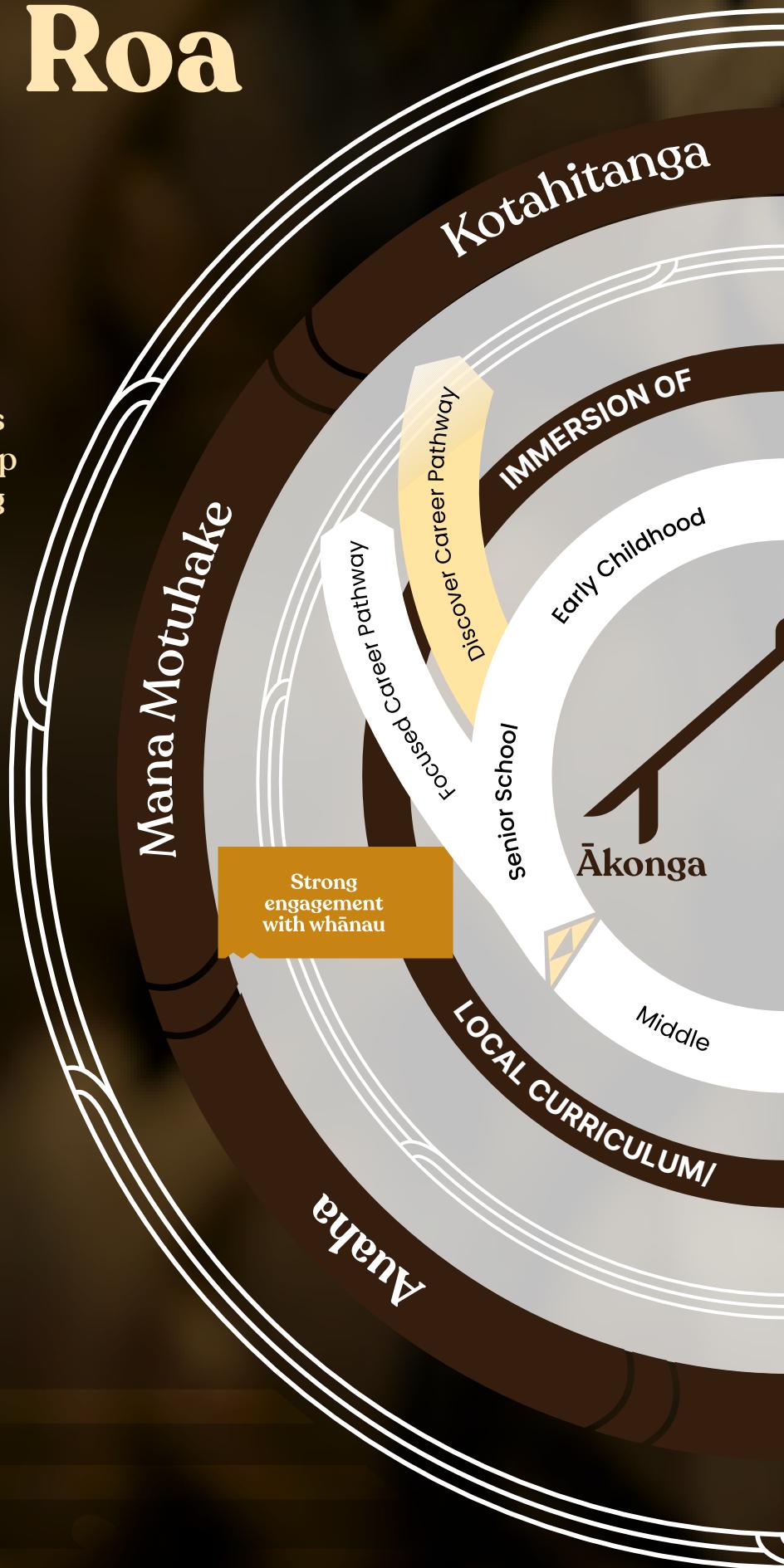
- ❖ Preparedness for work
- ❖ Placement in jobs
- ❖ Progression in career
- ❖ Pastoral support

# Te Ākau Roa

## Our Philosophy

The learner-led journey.

Founded on Mauri Ora and supported by education delivery, Te Ākau Roa provides learners with the ability to map their own journey to achieving their educational goals.







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