



Iwi Māori Partnership Board Strategic Plan 2025 - 2050

**First plan for
the period
1 July 2025 - 30 June 2030**



The background image is a full-page photograph of a sunset over a beach. The sun is a bright, glowing orb on the right side of the frame, partially obscured by a lens flare. The sky transitions from a pale blue at the top to a warm orange and yellow near the horizon. The ocean is dark with white foam from the waves. In the foreground, a large, dark, wet rock sits on the sandy beach, reflecting the light from the sun. The overall mood is peaceful and majestic.

***Te Urunga Tū Te Urunga Pae
Te Urunga Matiketike
Te Urunga Mārangaranga
Taiao, Tai tangata, Tairāwhiti Toi tū te ora***

Kua eke te wā kia noho mā te Māori ano ia e whakahaere,
ma te Māori ano tōna ora e whakamāui, ōna māuiuitanga e
whakaora. He mōtika tāngata tēnei, he mea whakapūmau i Te
Tiriti o Waitangi, ā, kua roa ngā iwi Māori e whanga ana kia
whakahōnoretia te mana o te Māori ki tōna ano hauora.

Ko ngā wawata me ngā tumanako o ngā iwi o Te Tairāwhiti e
pikauria ana e tēnei kāhui. Ko tā te kāhui he whakatairanga ake i
te reo o ngā whānau, hapū, iwi me ngā uri Māori o te rohe nei.

Me tū kaha i ngā tini whakamātautau o te wā, me tū māia hoki i
roto i te wairua whakaiti. Kia tuku mana, kia tuku ora, kia tuku iho.

Kia toitū te Tairāwhiti, kia toitū te Taiao, kia toitū a Tai Tangata, ā,
ka hua mai ko Toitū Te Ora.

***From dawn to light
We are the Taiao
We are its people
We are of Te Tairāwhiti, We are well***

The time has come for Māori to exercise agency and authority in terms of health, for Māori to resolve and determine the way forward. It is a basic human right which was recognised in Te Tiriti o Waitangi, a long held desire of the Māori people to have those rights recognised and the authority over its health outcomes.

The dreams and aspirations of the tribes of Te Tairāwhiti are held amongst this board. The collective voices of whānau, hapū, iwi and Māori descendants are assigned to the board to elevate.

We must stand strong in turbulent times, we must be humbly courageous in our efforts. To express mana, to present intergenerational health and wellbeing.

The Tairāwhiti is enduring, the environment is sustainable and the people are well.

Nga Ihirangi Contents

He Kupu o Ngā Kaihautū / Co-Chairs	3
Introduction	4
Background	4
Te Tiriti o Waitangi <i>The Treaty of Waitangi</i>	5
Tā Mātau Whakakitenga <i>Vision</i>	6
Ā Mātau Uara <i>Our Values</i>	7
Strategic Priority 1 <i>Engage whānau to amplify their voice in aspiring for oranga</i>	9
Strategic Priority 2 <i>Support our people to deliver our tino rangatiratanga and mana motuhake aspirations</i>	9
Strategic Priority 3 <i>Gather intelligence from multiple sources and report on the state of hauora in the rohe as a lead voice for health equity and system change</i>	10
Strategic Priority 4 <i>Work with key partners to plan and invest in the hauora needs of Tairāwhiti whānau, hapū, iwi and hāpori</i>	11
Future proofing	13
Planning and Monitoring	14



He Kupu o Ngā Kaihautū / Co-Chairs

*Hikohiko te uira,
Papā te whatitiri,
He kanapū ki te rangi,
Rū ana te whenua e!*

We are pleased to present our Toitū Te Ora Strategic Plan for 2025-2030. This plan is the first five-year iteration of our wider 2025-2050 Strategic Plan.

Our plan is aspirational and dynamic, built off the strategy work done in 2022. With our tipuna Maui guiding us forward we remain committed to a vibrant Tairāwhiti, a flourishing environment, the holistic health of our people.

Our strategic goals are pointed in the same direction, and, like Maui, we will adjust our sails to allow for the inevitable strategic changes that may come.

Thank you to board members both past and present who contributed to our overall strategic view. As always, whānau come first and with our board and team we are privileged to work in service to them.

Tēnā koutou me ō koutou mahi pai.

Na maua te honore.

Josh Wharehinga

Tania Rauna



Introduction

The Tairāwhiti Toitū Te Ora Iwi Māori Partnership Board (the Board) developed this Tairāwhiti Toitū Te Ora Strategic Plan 2025-50 (Strategic Plan) which:

- establishes the long term direction of the Board's priorities until 2050.
- sets out the first of 5 yearly plans for the period 1 July 2025 – 30 June 2030 (the Strategic Plan).

Background

The health system is vast, multifaceted and covers a wide range of services:

- Primary and community based care such as General Practitioners, iwi huora providers, rongoa Māori providers, and home based care.
- Secondary and tertiary services which includes hospitals and specialised are.
- Key **areas of health** which includes personal health, oral health, public health, mental health, disability, and medicines.¹

The Strategic Plan identifies the Vision, Key Strategic Priorities, Critical Success Factors and the Strengths, Weaknesses, Opportunities and Challenges of the Board to help us:

- deliver the expected outcomes for our whānau of Ngāti Porou, Te Aitanga a Māhaki, Rongowhakaata, Ngāi Tāmanuhiri and Rongomaiwahine.
- work within the existing complex health system to improve the experiences of whānau, hapū and iwi.
- work with key Crown players to achieve innovative changes that transform the system and improve outcomes for whānau hapū and iwi.

The Strategic Plan builds on the key issues whānau identified in two primary sources of information:

- 'Tairāwhiti Toitū Te Ora Whānau Community Health Plan' September 2024.
- 'State of Hauora Analysing Whānau Perspectives on the State of Hauora in Te Tairāwhiti, September 2024.'

1 Stewart T 'National Iwi Chairs Forum 2025 Board Pack, Pou Tangata Report, Hauora Iwi Leaders Group Strategic Plan', Page 63

Te Tiriti o Waitangi

The Treaty of Waitangi



Under the Pae Ora (Healthy Futures) Act 2022, in order to give effect to the principles of Te Tiriti o Waitangi (the Treaty of Waitangi), this Act–

- a) requires the Minister, the Ministry, and all health entities to be guided by the health sector principles, which, among other things, are **aimed at improving the health sector for Māori and improving hauora Māori outcomes**; and
- b) requires the Minister to establish a permanent committee, the Hauora Māori Advisory Committee, to advise the Minister; and
- c) requires the Minister to have regard to any advice of the Hauora Māori Advisory Committee when determining a health strategy; and
- d) provides for **iwi-Māori partnership boards to enable Māori to have a meaningful role in the planning and design of local services**; and
- e) requires the Government Policy Statement to contain priorities for hauora Māori; and
- f) includes, as criteria for appointment to the board of Health New Zealand, that the board collectively has knowledge of, and experience and expertise in relation to, te Tiriti o Waitangi (the Treaty of Waitangi) and tikanga Māori; and
- g) requires the board of Health New Zealand to maintain systems and processes to ensure that Health New Zealand has the **capacity and capability to understand te Tiriti o Waitangi (the Treaty of Waitangi), kaupapa Māori services, cultural safety and responsiveness of services, mātauranga Māori, and Māori perspectives of services**; and
- h) requires Health New Zealand–
 - (i) to have systems in place for the purpose of engaging with Māori and enabling responses from that engagement to inform the performance of its functions; and
 - (ii) to support and engage with iwi-Māori partnership boards; and
- i) requires Health New Zealand to report back to Māori on how the engagement under section 16A has informed the performance of its functions.²

² Section 6 - [Pae Ora \(Healthy Futures\) Act 2022 No 30 \(as at 25 October 2024\), Public Act 6 Te Tiriti o Waitangi \(the Treaty of Waitangi\) – New Zealand Legislation](#).

Tā Mātau Whakakitenga Vision

The long term vision of the Board to 2050 mirrors our 5 year vision that by 2030:

***‘Kia toitū te Tairāwhiti, kia toitū te Taiao,
kia toitū a Tai Tangata, ā, ka hua mai ko Toitū Te Ora’***

*Tairāwhiti is vibrant, our environment is flourishing,
our people are thriving and consequently we are well.*

The Board considers that each of the key aspects of this vision is broadly defined:



- a) Vibrancy** - means whānau are actively involved in **supporting our marae** at all levels from the kitchen to the marae atea; our numbers have increased of whānau involved in reo, tikanga and other traditional cultural practices eg weaving; and



- b) Flourishing environment** - Means planned planting of the right tree in the right place to help protect Papatuanuku and re-establish our flora and fauna biodiversity and active strategies to protect our freshwater resources through **Te Mana o te wai**. For many iwi, the freshwater environment is central to tikanga Māori (customs/protocols), mātauranga Māori (Māori knowledge), and mahinga kai (traditional food gathering practices). Our freshwater environment is under pressure from our activities on the land and in the water, and from a changing climate; Mātauranga (Māori knowledge), tikanga (customs and protocols), mahinga kai (traditional food gathering practices), and other aspects of te ao Māori are impacted when fish are threatened, and habitats are degraded.³



- c) Thriving people** - means whānau have access to **kai and have safe, warm housing**; are in **long term employment**; actively involved in lifelong learning within and beyond iwi and the **education sectors** and have access to **iwi and community health providers**.

3 our-freshwater-2023.pdf (environment.govt.nz) Page 4

Ā Mātau Uara

Our Values

The values enable clear guidance on the expected behaviours of individuals at all governance, management and operational levels of the organisation. the values of the Board are:

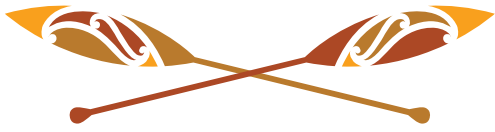
“He Atua Tipua, He Tangata”

We draw our guiding values from the stories of our definitive tipuna, Māui, who represents the intersection of Te Ao Atua with Te Ao Tangata. Organisational values are at the heart of our strategy framework. Our values were developed by our Board and informed by our unique Tairāwhiti narratives. The founding ancestor Māui had some distinct values of **Hautūtanga, Whakatika and Whakamāui.**



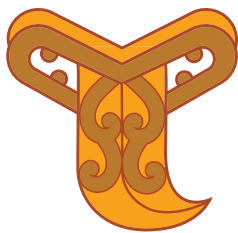
Hautūtanga *Demonstrate leadership and innovation*

As Māui went about the task of chasing and catching Whaitere, others derided his ability to achieve his stated outcomes. Through the wisdom of his grandmother Muri-ranga-whenua. Māui navigated Te Moananui a Kiwa, tracking Uruao from Tumutevarovaro to Whangaparāoa. We recognise that leadership can rest in all spaces, and often all that is needed to potentiate it is the removal of colonial barriers and reframing of hierarchical structures to supportive structures. Toitū Te Ora acknowledges and celebrates the leadership potential and responsibilities of care that rest inherent at individual, whānau, hapū and community level as well as regional. The lifting of that potential involves us stepping into challenging spaces to enable whānau voices to articulate their own realities and solutions. At a board and secretariat level, we acknowledge the importance of courageous leadership, including necessary disruption, challenging discussions, and difficult decisions for the wellbeing of all mokopuna of Tairāwhiti.



Whakatika *Remove inequities*

Māui's undertakings were guided by the many kuia around him to be purposeful, strategic, innovative and centred on the wellbeing of humanity. Similarly, Toitū Te Ora recognise that, through the process of colonization, health systems have developed that are demonstrably harmful to whānau Māori. Consequently, the work ahead of Toitū Te Ora requires us to critically interrogate the health systems surrounding the whānau of Tairāwhiti, where necessary disrupt systems of inequity and harm, and support innovative solutions. Just as Mahuika warned Māui, our resources must be respected, cannot be endlessly wasted and exploited, and cannot be monopolized for one person alone. We take seriously our responsibility to secure equitable access to services, to resource relationships and to pathways for self-determination.



Whakamāui *Disrupt unproductive barriers to health services and care and revitalise whānau centred systems*

Māui was a stillborn and was sixth child of Taranga. Taranga initially attempted to revive him with her own skills and knowledge but was not successful. Finally, grief-stricken, Taranga wrapped Māui in her topknot and released him to Tangaroa. At this point, Māui was cared for by taniwha until he was found by his grandmother Muri-ranga-whenua who took him to her cave, cared and raised him, passing on to him all of her sacred knowledge which became the foundation of his efforts. Our Māui narrative is one of revitalisation, recovery, restoration, and resurgence. Accordingly, Toitū Te Ora Tairāwhiti is one that draws from our past and corrects our ancestral trajectory to one of resurgence and vibrance.

These values will guide the activities of the Board in working with our whānau of Ngāti Porou, Te Aitanga a Māhaki, Rongowhakaata, Ngāi Tāmanuhiri and Rongomaiwahine to achieve the following Strategic Priorities.

Strategic Priority 1

Engage whānau to amplify their voice in aspiring for oranga

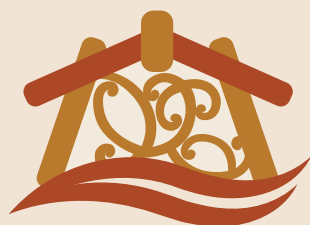


The Board supports whānau who wish to see themselves reflected in the services delivered within their respective communities. Whānau know what they need and have exemplars or models to draw on. They seek specific purpose-built facilities in the community that includes full participation by a wide range of health professionals. Whānau also consider that a mobile service, wellness clinic and virtual services would provide sound interim solutions.⁴ The strategic priorities in this area include:

- the promotion of mātauranga Māori to respond to hauora and wellbeing advances across the sector
- enabling informed access to, and use of, rongoa Māori.⁵

Strategic Priority 2

Support our people to deliver our tino rangatiratanga and mana motuhake aspirations



The Board recognises the rights of iwi, hapū, whānau and marae who have identified their own diverse mechanisms to self-determine and influence the design and delivery of services and lead the delivery of these where practicable within their takiwa. This approach will allow whānau to give practical expression to their rangatiratanga by ensuring that their health and wellbeing needs capture and reflect their cultural context and is fit for purpose. At the heart of this approach will be the achievement of power sharing and the distribution of authority and influence. The strategic priorities in this area include:

- working with the National Iwi Chairs Hauora Iwi Leaders Group to ensure our Tairāwhiti regional voice is led by our Board.⁶

4 Goldsmith K & Bonica N 'State of Hauora Māori in Tairāwhiti' September 2024, page 7

5 Stewart T 'National Iwi Chairs Forum 2025 Board Pack, Pou Tangata Report, Hauora Iwi Leaders Group Strategic Plan', Page 63

6 Goldsmith K & Bonica N 'State of Hauora Māori in Tairāwhiti' September 2024, pages 6-7



Strategic Priority 3

Gather intelligence from multiple sources and report on the state of hauora in the rohe as a lead voice for health equity and system change

The Board endorses effective systems that delivers higher levels of accountability which uses evidence-based investment practices to improve health outcomes for whānau. This would involve setting clear and measurable goals to ensure the resources have direct line of sight and show effective health results for whānau. A planned approach to data collection and analysis is needed to guide evidence based targeted investment decisions to determine the impact of changes. This approach would permeate throughout all investments so that every dollar spent on positive health outcomes for whānau are accounted for and tangible.⁷

The strategic priorities in this area include the:

- design of effective monitoring systems that measure broad and meaningful hauora indicators for regional equity monitoring.
- establishment of relationships that contribute toward a capable and competent workforce to support this practical expression such as the design of a workforce development plan which enables monitoring and reporting of culturally safe service delivery in hospitals and primary and public health settings.
- support for the development and coaching of a non-clinical workforce, including kaiawhina.⁸

⁷ Goldsmith K & Bonica N 'State of Hauora Māori in Tairāwhiti' September 2024, page 7

⁸ Stewart T 'National Iwi Chairs Forum 2025 Board Pack, Pou Tangata Report, Hauora Iwi Leaders Group Strategic Plan', Page 63



Strategic Priority 4

Work with key partners to plan and invest in the hauora needs of Tairāwhiti whānau, hapū, iwi and hāpori

The Board shares the views of whānau who identified building relationships and creating partnerships with other organisations that currently exist is a key contributor to achieving improved health outcomes. Examples include Turanga Health, Ngāti Porou Oranga, Trinity Dental, Breast Screening and ACC. The need for wrap-around support and services is essential for whānau and will require partnering with other sectors such as education providers, Civil Defence Emergency Management Groups, and other local businesses.⁹

The strategic priorities in this area include the promotion and support of the:

- devolution of services to Māori health providers.
- development of iwi pandemic preparedness plans¹⁰ that build on the systems created and the lessons learned through our system of multi-layered collaborative responses in protecting our whānau, hapū, iwi and our neighbours during COVID.

⁹ Goldsmith K & Bonica N 'State of Hauora Māori in Tairāwhiti' September 2024, page 7-8

¹⁰ Stewart T 'National Iwi Chairs Forum 2025 Board Pack, Pou Tangata Report, Hauora Iwi Leaders Group Strategic Plan', Page 63



Our strategic priorities align directly or indirectly with the Purpose of the Board:

- a) the needs and aspirations of Māori in relation to Hauora Māori outcomes.
- b) how the health sector is performing in relation to those needs and aspirations.
- c) the **design and delivery of services and public health interventions** within localities.¹¹

Our strategic priorities align well to our Boards functions under the Act which are:

- a) to engage with whānau and hapū about local health needs and communicate the results and insights from that engagement to Health New Zealand.
- b) to evaluate the current state of hauora Māori in the relevant locality for the purpose of determining priorities for improving Hauora Māori.
- c) to work with Health New Zealand in developing priorities for improving Hauora Māori.
- d) to monitor the performance of the health sector in a relevant locality.
- e) to engage with Health New Zealand and support its stewardship of hauora Māori and its priorities for kaupapa Māori investment and innovation.
- f) to report on the Hauora Māori activities of Health New Zealand to Māori within the area covered by the iwi-Māori partnership board.¹²

¹¹ [Pae Ora \(Healthy Futures\) Act 2022 No 30 \(as at 30 June 2024\), Public Act Subpart 4—Iwi-Māori partnership boards - New Zealand Legislation](#)

¹² [Section 30\(1\) Pae Ora \(Healthy Futures\) Act 2022 No 30 \(as at 30 June 2024\), Public Act 30 Functions of iwi-Māori partnership boards - New Zealand Legislation](#)

Future proofing



On 17 September 2024, the Board reviewed the existing 2023 strategic direction for the organisation in recognition of the changed political landscape that the Board operates within since the Coalition Government was sworn in.

The Board recognises the need to seize the opportunities and mitigate any challenges of the Pae Ora (Healthy Futures) Act 2022 (the Act) which sets out the requirements of the Board.¹³

In developing the Strategic Plan, Board members attended planned wānanga on the Coalition government's proposals for the Haurua Māori Strategy 2025. The draft vision is **'Longer life expectancy and improved quality of life for Māori'**; and one of three key outcome statements **'Addressing the 7-year lifespan expectancy between Māori and non-Māori by focusing on 5 conditions: cancer, cardiovascular disease, diabetes, metal health, respiratory disease'**.¹⁴

The Board fully endorses a strong focus on the importance of the determinants of health which have been defined in different ways. The main determinants of health are identified as **'Social, cultural and economic factors'**. There are persisting health inequalities as a result of socioeconomic factors in New Zealand and some evidence that these may be worsening.

Current trends in many socioeconomic factors in New Zealand are likely to widen health inequalities further. Inequity is a complex, system-wide problem that requires systemic, multilevel solutions (that are not limited to the health sector).¹⁵

The Board also supports the Coalition government's remaining two of three key outcome statements that:

- a) 'whānau, hapū, iwi and communities have authority to improve their health and wellbeing outcomes'.
- b) A fair and sustainable health system delivering equitable health outcomes for Māori'.

13 [Pae Ora \(Healthy Futures\) Act 2022 No 30 \(as at 30 June 2024\), Public Act Subpart 4–Iwi-Māori partnership boards – New Zealand Legislation](#)

14 Refer Haurua Māori Strategy 2025 draft framework Wānanga Handout

15 [social determinants of health new zealand - Search \(bing.com\)](#)

The Board considers that achieving its vision requires:

- a) Recognition that the systems which help achieve improved health outcomes are multi-layered and inter-dependent.
- b) Shared understandings of the roles and responsibilities that whānau have in helping themselves.
- c) working with hospital, Māori health providers and community agencies to help prevent illness and protect and improve Māori health and wellbeing with initiatives that address the wider determinants of health.
- d) working in partnership with Māori and devolving services to Māori health providers.
- e) Working with whānau to celebrate their health achievements and manage their specific health challenges on the continuum to their improved health outcomes.

Planning and Monitoring



By 2030, the Board will have received progress reports on five years of information and data on the progress toward our long term 2050 Vision:

- a) our whānau has informed us of the health outcomes they have achieved.
- b) the system has provided data on key outcomes that were achieved during this period.
- c) every 5 years, the Board has reviewed its vision, values and key strategic priorities to ensure they remain fit for purpose.

