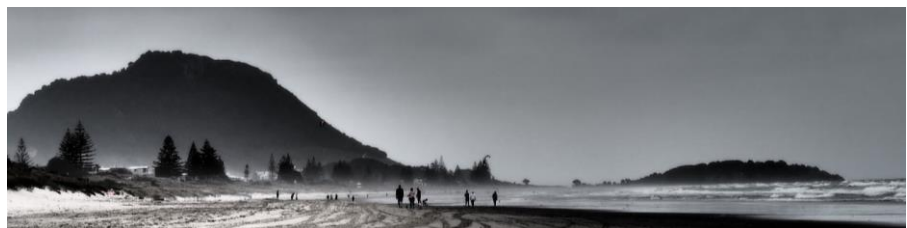
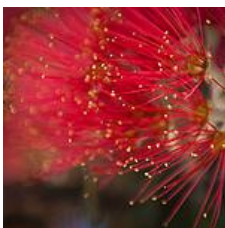
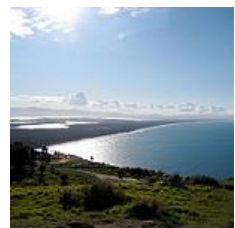




# Mauao Trust Strategic Plan 2016 - 2021

*Outlining the strategic direction of the  
Mauao Trust for 2016 to 2021*



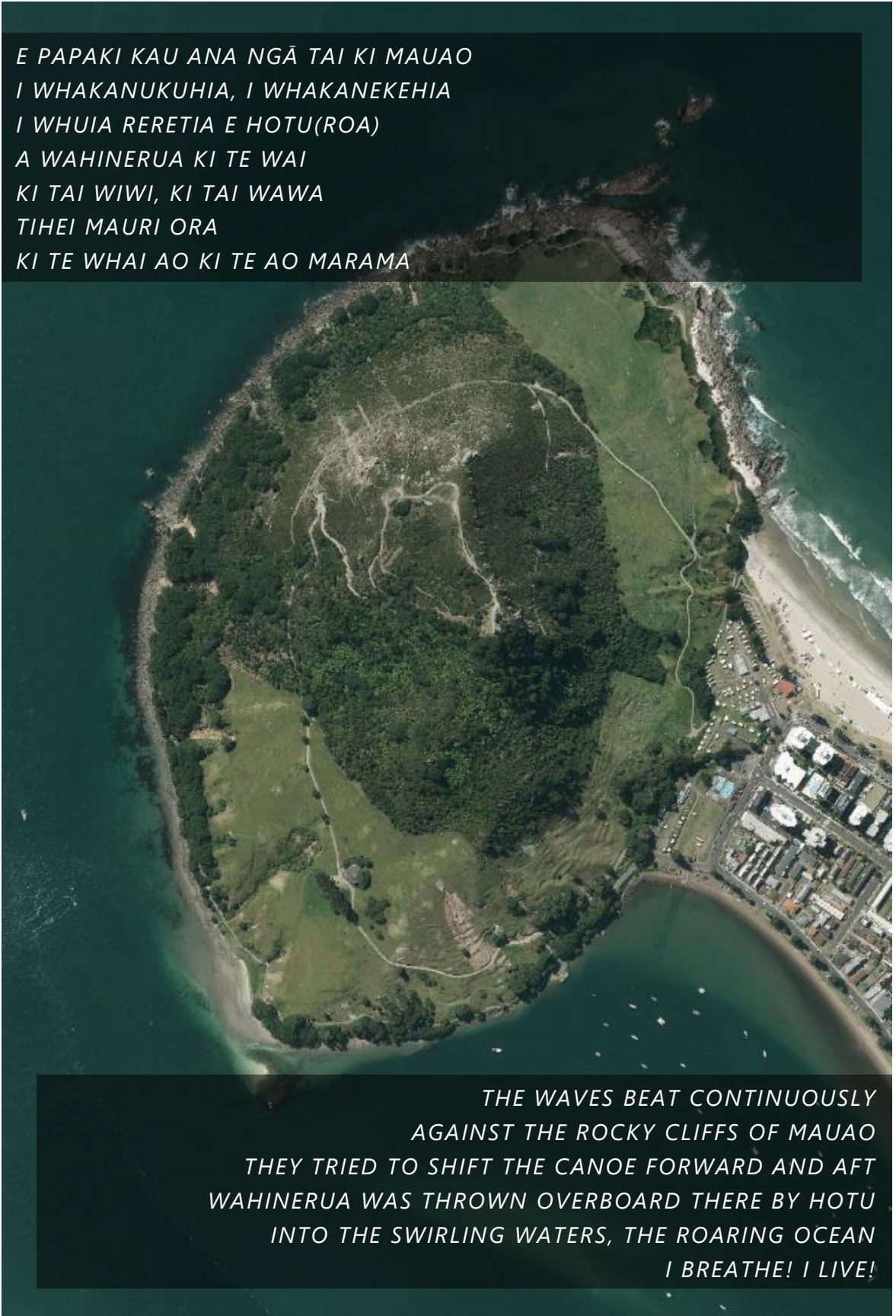
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Conroy and Donald Consultants Limited, January 2016



*E PAKI KAU ANA NGĀ TAI KI MAUAO  
I WHAKANUKUHIA, I WHAKANEKEHIA  
I WHUIA RERETIA E HOTU(ROA)  
A WAHINERUA KI TE WAI  
KI TAI WIWI, KI TAI WAWA  
TIHEI MAURI ORA  
KI TE WHAI AO KI TE AO MARAMA*

*THE WAVES BEAT CONTINUOUSLY  
AGAINST THE ROCKY CLIFFS OF MAUAO  
THEY TRIED TO SHIFT THE CANOE FORWARD AND AFT  
WAHINERUA WAS THROWN OVERBOARD THERE BY HOTU  
INTO THE SWIRLING WATERS, THE ROARING OCEAN  
I BREATHE! I LIVE!*

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## Purpose

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The purpose of this plan is to outline the strategic direction of the Mauao Trust for the coming five years.

## Our Role

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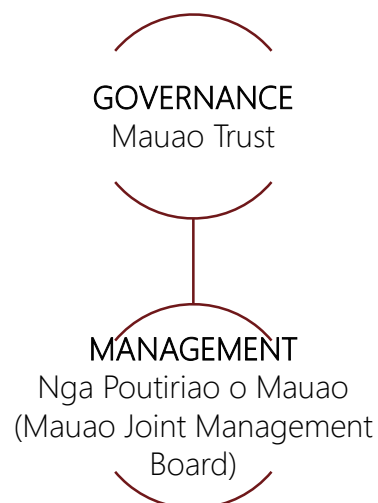
The Mauao Trust was established in 2007 to hold the legal title to Mauao on behalf of Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga.

The role of Mauao Trust is to:

- ▶ Acknowledge that Ngāi Te Rangi, Ngāti Pūkenga and Ngāti Ranginui are the owners of Mauao
- ▶ Promote the protection and preservation of the mauri of Mauao
- ▶ Promote the maintenance of the natural, physical and cultural integrity of Mauao
- ▶ Promote the enhancement, protection and preservation of places of cultural or spiritual significance to Tauranga Moana Iwi
- ▶ Promote a unity of purpose and direction where all are able and encouraged to contribute

While Mauao Trust holds the legal title to Mauao, Ngā Poutiriao o Mauao is responsible for the day-to-day management of Mauao.

This is a joint management body comprising representatives appointed by Mauao Trust and Tauranga City Council.



## Our Principles

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Mauao Trustees will:

1. Honour the mana of Mauao
2. Ensure the tikanga of Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga are applied in all decisions relating to Mauao
3. Show leadership and be proactive in building and maintaining effective relationships in our role in caring and looking after Mauao
4. Maintain high standards of communication with, and accountability to, Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga



## Our Vision

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To give full expression to the relationship that the whānau, hapū and iwi of Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga have with Mauao, their maunga tapu

*Kia toitu te mana o nga iwi o Ngāi Te Rangi, Ngāti Ranginui me Ngāti Pūkenga me o ratou hapū i runga o Mauao*



## Our Strategic Goals

---

To help us achieve our Vision, we have four Strategic Goals.

These interconnected and complementary goals will underpin all areas of our work over the coming five years.

### Strategic Goal 1:

Promote and celebrate Mauao as a foundation of identity and mana of Ngai Te Rangi, Ngati Ranginui and Ngati Pukenga

### Strategic Goal 2:

Restore and protect the health and wellbeing of Mauao for future generations

### Strategic Goal 3:

Protect our cultural heritage sites on Mauao and preserve our knowledge and history of Mauao

### Strategic Goal 4:

Govern effectively through strategic relationships and robust internal processes



# Strategic Goal 1

## Promote and celebrate Mauao as a foundation of identity and mana of Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga

Mauao is a beacon of the South Pacific and our connection with our whānau on other Pacific Islands. It is of cultural, spiritual, physical and historical significance to the three Iwi of Tauranga Moana: Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga. This is evident in the reference to Mauao in waiata, whakataukī and pepeha (“Ko Mauao te maunga”). Mauao is core to the cultural identity of Tauranga Moana Iwi.

This Strategic Goal seeks to increase the awareness of the significance of Mauao to Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga.

| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                                         | MEASURES: How we know we are successful                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1. Ensure that there is consistent and accurate messaging around the cultural and historical significance of Mauao to Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga                        | Information on Council and tourism websites, information pamphlets and the Mauao Reserve Management Plan accurately reflects our connection with Mauao |
| 1.2. Establish cultural gateways at the base of Mauao to reflect the cultural and historical significance of Mauao to Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga e.g. waharoa, pouwhenua. | Cultural gateways established at the southern end of Adams Ave and at the western end of Mount Beach                                                   |



| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                                                                  | MEASURES: How we know we are successful                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| 1.3. Establish information boards and/or signage around Mauao that identify and articulate significant areas to Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga. For example, Waitapu (Waiparera's well) or Te Tokatapu | Information boards and/or signage are in place which reflect our connection with Mauao                 |
| 1.4. Establish a Marae Ātea (ceremonial space) on the summit of Mauao                                                                                                                                                   | Marae Ātea is in place                                                                                 |
| 1.5. Work with Land Information New Zealand to replace the trig station with a pouwhenua                                                                                                                                | Trig structure is replaced with a pouwhenua                                                            |
| 1.6. Work with Iwi/hapū to develop appropriate designs for the cultural gateway, pouwhenua and marae ātea mentioned in Action 1.2, 1.3 and 1.4                                                                          | Appropriate designs developed with Iwi/hapū                                                            |
| 1.7. Work with Tauranga City Council to explore opportunities for a Visitor Centre and/or Cultural Centre at the base of Mauao                                                                                          | Iwi have decided whether to pursue this opportunity<br><br>Discussions held with Tauranga City Council |
| 1.8. Investigate the feasibility of establishing a waka launching site at the base of Mauao (Pilot Bay)                                                                                                                 | Discussions held with Bay of Plenty Regional Council and Tauranga City Council                         |



## Strategic Goal 2

### Restore and protect the health and wellbeing of Mauao for future generations

This strategic goal seeks to enhance the natural qualities of Mauao, including the native bush cloak and the habitat for native flora and fauna. The cloak of Mauao is a metaphor for the chiefly rangatira status of the maunga.

| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                                                                                                                                                                                                                                                                                                                                      | MEASURES: How we know we are successful                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| 2.1. Define on a map the areas to which the Cloak of Mauao relates. This is to provide a measurable goal to indicate when the Cloak of Mauao has been restored                                                                                                                                                                                                                                                                                                                              | Completed map showing areas where the Cloak of Mauao relates                       |
| 2.2. Initiate and support projects to restore the Cloak of Mauao. This could include: <ul style="list-style-type: none"> <li>i) Encouraging Iwi/hapū/whānau/kura to participate in conservation programmes and restoration projects e.g. planting days</li> <li>ii) Empowering Iwi/hapū/whānau/kura to lead conservation programmes and restoration projects</li> <li>iii) Being actively involved with the planning programmes for pest control and erosion control initiatives</li> </ul> | Planting days have been held that are led by, and/or involve, Iwi, Hapu and Whānau |



| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                                                                                                                                                                                                         | MEASURES: How we know we are successful                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.3. Support initiatives that protect Mauao from pest animals e.g. rabbit-proof fence                                                                                                                                                                                                                                                                          | Reduction in the number of pest animals on Mauao                                                                                                                                                         |
| 2.4. Ensure that conservation programmes and restoration projects incorporate mātauranga and tikanga Māori                                                                                                                                                                                                                                                     | Conservation programmes and restoration projects incorporate mātauranga and tikanga Māori                                                                                                                |
| 2.5. Identify opportunities for training programmes, cadetships and work experience for whānau members. This could include, but is not limited to:<br>i) Environmental conservation<br>ii) Animal pest control and monitoring<br>iii) Bird count techniques<br>iv) Weed management and monitoring<br>v) Conservation of cultural heritage sites e.g. wahi tapu | Training Programmes have been held that involve whānau<br><br>Collaboration with other agencies to promote whānau involvement e.g. Department of Conservation, education providers and local authorities |



## Strategic Goal 3

### Protect our cultural heritage sites on Mauao and preserve our knowledge and history of Mauao

This Strategic Goal seeks to protect sites, areas and landscapes of significance to Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga. It also seeks to collect, collate and transfer knowledge and history associated with Mauao. This in particular aims to ensure that hapū and whānau, particularly the younger generations have access to the knowledge and history held.

| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                                                                                                                                                                                                                                                | MEASURES: How we know we are successful                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 3.1. Protect significant wahi tapu sites by directing or deterring the public away from these areas e.g. Ruarapapari Pā, cliff faces at Te Awaiti. This could include signage, walking track changes and barriers/fencing                                                                                                                                                                             | Significant wahi tapu sites are protected from the public<br><br>No further degradation to significant wahi tapu sites |
| 3.2. Collect and collate information pertaining to the cultural and historical significance of Mauao. This includes: <ul style="list-style-type: none"> <li>i) Collating existing sources of information (books articles, photos) in which to establish a catalogue of resources pertaining to Mauao</li> <li>ii) Capturing on video/audio the korero of our Kaumatua and kuia about Mauao</li> </ul> | Historical and cultural information has been collected                                                                 |



| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                                                                                                                                                                                                                                                                                     | MEASURES: How we know we are successful                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <p>3.3. Have information readily available pertaining to the cultural and historical significance of Mauao. This could include:</p> <ul style="list-style-type: none"> <li>i) Pulling together a Mauao Information booklet</li> <li>ii) Sharing information within Iwi/hapū/whānau via wānanga</li> <li>iii) Having information displayed on a website e.g. GIS map with links to information as well as audio/video recordings</li> </ul> | <p>Information has been shared in a readily accessible medium</p> <p>e.g. Websites, information booklets and wānanga materials</p> |
| <p>3.4. Support initiatives by Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga to transfer knowledge to hapū / whānau / kura, particularly relating to the:</p> <ul style="list-style-type: none"> <li>i) Cultural and historical significance of Mauao</li> <li>ii) Historical use of Mauao e.g. maara, kāinga, mahinga kai</li> <li>iii) Role and application of mātauranga and tikanga Māori in the management of Mauao</li> </ul>      | <p>Wānanga are held with hapū/whānau/kura</p>                                                                                      |



## Strategic Goal 4

### Govern effectively through strategic relationships and robust internal operations and processes

This Strategic Goal seeks to ensure that the Mauao Trust is effective in its governance role. This requires the Trust to be financially stable, transparent with robust operational processes.

Achieving our vision:

- a) relies on effective relationships with Ngāi Te Rangi, Ngāti Ranginui, Ngāti Pūkenga, Tauranga City Council, Department of Conservation and the local community.
- b) requires board members to transition from volunteering to being reimbursed for their time, to recognise the value of their knowledge and time.
- c) relies on the realisation that Mauao is private land that is used and enjoyed by all as a public space. Mauao Trust does not currently benefit from the use of Mauao, particularly from commercial events and activities.

| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                          | MEASURES: How we know we are successful                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 4.1. Maintain effective relationships with Iwi/hapū, local authorities and other stakeholders.                                                                                  | Regular meetings with Iwi/hapū, local authorities and other stakeholders                                      |
| 4.2. Mauao Trust in addition to Ngāi Te Rangi, Ngāti Ranginui, Ngāti Pūkenga and associated hapū are actively involved in the development of the Mauao Reserve Management Plan. | Mauao Reserve Management Plan incorporates the aspirations of Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga |



| ACTIONS: What we must do to achieve the Strategic Goal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | MEASURES: How we know we are successful                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4.3. Ensure financial sustainability of Mauao Trust by exploring and securing ongoing sources of funding. This could include:</p> <ul style="list-style-type: none"> <li>i) Funding from Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga</li> <li>ii) Funding from Ngā Poutiriao o Mauao</li> <li>iii) Placing a donation box at the base of Mauao</li> <li>iv) Arrangements for payment in relation to commercial events or activities involving Mauao</li> <li>v) Looking into how other similar trusts are funded<sup>1</sup></li> </ul> | <p>Funding is secured to remunerate Trustees</p> <p>Funding is secured for administrative support</p> <p>Funding is secured for specific projects</p> <p>Trust operational functions are not hindered by lack of funding</p> |
| <p>4.4. Increase public and Iwi/hapū/whānau awareness of the roles and responsibilities of, and projects led by, the Mauao Trust</p>                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Simple, modern website has been established</p>                                                                                                                                                                           |
| <p>4.5. Work with the Mauao Trust representatives of Ngā Poutiriao o Mauao to ensure that trustees are kept informed about:</p> <ul style="list-style-type: none"> <li>i) each annual work programme and associated budget</li> <li>ii) end of financial year achievements and associated budget spending</li> </ul>                                                                                                                                                                                                                           | <p>Regular reporting from the Mauao Trust representatives of Ngā Poutiriao o Mauao to trustees</p>                                                                                                                           |
| <p>4.6. Ensure transparency by regular reporting to Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga</p>                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Reporting is carried out in a timely and thorough manner</p>                                                                                                                                                              |

<sup>1</sup> For example, Nga Mana Whenua o Tāmaki Makaurau in relation to 14 tūpuna maunga



## Review & Monitoring

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### Annual Reporting

To be effective, this Strategic Plan relies on active implementation of actions. For this reason, an annual report will be produced which outlines:

1. The extent to which each action has been achieved
2. What funding has been secured
3. Barriers to implementation of actions e.g. resourcing (personnel/funding)
4. Priority projects for coming 12 months

The Annual Report will be provided to the Mauao Trust and the Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga Iwi Authorities.

### Plan Review

This Strategic Plan will be reviewed in late 2021. This review will focus on:

1. How the plan has been used by Mauao Trust
2. The extent to which each Strategic Goal has been met. In particular, the number of actions that have been completed
3. Whether the Vision, Principles and Strategic Goals are still relevant
4. Whether the Strategic Plan needs to be updated or revised

The outcome of this review will be reported to the Mauao Trust and the Ngāi Te Rangi, Ngāti Ranginui and Ngāti Pūkenga Iwi Authorities.



