

He Tōjima Tūmōa



He Toka Tū Moana draws on the image of a rock standing firm in the harbour.

In the Waitematā, even small landforms carry presence, endurance and meaning. Our tohu is inspired by Te Kākāwhakaara | Watchman Island, which, though modest in size, remains visible, steady and watchful in the harbour through wind, tide and constant change.

This image reflects Drowning Prevention Auckland | Aotearoa. We are a small organisation, yet we are steadfast in our commitment to preventing drowning across Tāmaki Makaurau Auckland through education, research, and advocacy.

Like a rock standing firm in the sea, this plan signals our intention to stand with mana whenua, with Māori communities and with all those we serve in a way that is enduring, accountable and grounded in care for people and place.

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Mihi

E ngā mana o ngā whenua nei mai te raki ki te tonga, mai te tai-hauāuru ki te tairāwhiti, e ngā reo rōreka o te marea, e ngā karanga-ranga maha, e aku nui – e aku rahi, huri noa o tō tātou whare. Tēnā koutou, tēnā koutou, tēnā ano rā tātou katoa.

E ngā pou tapu katoa o Tāmaki nei, ngā awa, ngā roto, ngā puna me ngā moana o tēnei whenua taurīkura. E mihi kau ana tēnei ki a tātou katoa – Karanga mai rā, mihi mai rā, whakatau mai rā. Tau ana!



Papaki mai
Ngā ngaru nunui
Wawaratia
Ngā tai rere
E ripo e
Ngā ngaru nunui
E rehutai
Hei konei rā

Crashing upon the shore
Are the large waves
Drifting hither
The running tides
Swirling about
Are the large waves
The spray from the waves
I bid you farewell

Nā Makareta Moehau tēnei waiata e tito

He waka eke noa.

A vehicle upon which everyone may embark.

*This is for all of us,
we're all in this together.*



He Toka Tū Moana

I am pleased to introduce **He Toka Tū Moana**; the Drowning Prevention Auckland | Aotearoa (DPA) Māori Plan. This plan is intended to be a living document that guides how we work, make decisions and build relationships in ways that better reflect te ao Māori and honour Te Tiriti o Waitangi.

This plan is for all of us. It is designed to strengthen our understanding, support more confident and appropriate engagement with Māori, and improve the way we serve communities across Tāmaki Makaurau Auckland.

This matters because Māori are tangata whenua and Te Tiriti partners. It also matters because inequities remain, including in access, participation and outcomes. In DPA's work there are many opportunities to deepen relationships with mana whenua, mataawaka and marae, and to ensure our programmes, policies, and practices are more culturally grounded, responsive, and effective.

He Toka Tū Moana reflects our aspiration to be steady, accountable, and enduring in this work. I invite all of us to take shared responsibility for bringing this plan to life through our actions, our relationships, and our commitment to better outcomes for Māori whānau and communities.

Nicola Keen-Biggelaar

Chief Executive
Drowning Prevention Auckland | Aotearoa

**Ko te pae tawhiti, whāia
kia tata; ko te pae tata,
whakamaua kia tina.**

Seek out distant
horizons and cherish
those you attain.

*Keep going towards your ultimate
goal, acknowledge and celebrate
your successes along the way.*

He Toka Tū Moana sets out how Drowning Prevention Auckland | Aotearoa will strengthen its practice, relationships, and accountability in ways that better reflect te ao Māori and honour Te Tiriti o Waitangi.

The plan is intended to guide our organisation to:

Strengthen understanding
of Māori as tangata whenua
and Te Tiriti partners.

Improve the quality and
consistency of engagement with
Māori internally and externally.

Strengthen the cultural
capability of our people.

Embed tikanga, cultural safety
and mana-enhancing practice
across our policies, programmes
and ways of working.

Support Māori leadership,
participation and outcomes
within our organisation
and our work.

Build relationships with
mana whenua, mataawaka
and Māori communities
that are enduring, respectful
and practical.

Tēnā te ngaru whati, tēnā te ngaru puku.

There is a wave that breaks,
there is a wave that swells.

*Navigating the ups and downs...
resilience, adaption.*



What is the current state in DPA?

The development of He Toka Tū Moana drew on three sources: a desktop review of the organisation, workshops with the senior leadership team, and engagement with DPA's Pou Arahi, Rihari Wilson and facilitator Donna Tamaariki. Together, these provided a useful picture of DPA's current state.

DPA's current state also reflects a strong desire to contribute to better outcomes for Māori communities engaging in recreation and kai gathering in, on, and around water. DPA currently delivers four main service types: events, sessions, workshops and programmes. RUKU is a programme specifically for Māori and was co-created with Te Ahiwaru iwi. Of these services, there are elements of mātauranga Māori in use in the way that we educate, our cultural practices and our ways of engaging.

The organisation is still in the early stages of engagement with iwi and Māori organisations, while building relationships that support rangatahi, strengthen tikanga around water, improve water competence, and encourage safer behaviours.

An example of this is the current Uara (values) used to uphold the values and visions of DPA are Aroha, Mana, Whakawhanaunga. These Uara are connected to Māori values in a broader sense and explanation of these are provided in te reo Māori.

Mana, Whakawhanaunga and Aroha for and with tamariki, rangatahi, and their whānau are at the heart of all that DPA does.

DPA also strives to provide the same care and cultural safety for its employees and contractors.



**Whāngaihia te tangata
ki te ika, ora ia mō te rā
tahi; akohia te tangata
ki te hī ika, ora ia mō
ake tonu atu**

Feed a man with fish,
he will live from day to day.
Teach him how to fish,
he will live forever.



What is the future state envisaged in DPA?

He Toka Tū Moana sets out a future in which DPA engages with Māori more confidently, appropriately, and consistently, and is recognised for respectful, practical, and relationship-based practice.

DPA will use mātauranga Māori to bolster engagement with Māori and non-Māori communities. Employees and contractors of DPA will have a clear understanding of how they can incorporate tikanga, Māori values, and Māori culture into their engagements.

They will learn this through education opportunities, clear company policies and guidelines and effectively seeking out consultation with Māori. The recipients of services through DPA whether Māori or non-Māori will receive culturally safe and considered education.

DPA will update policies and procedures to achieve the desired targets laid out within He Toka Tū Moana including a translation of DPA's vision and mission statements.

DPA will explicitly state their goals in Māori terms. These terms will be derived from te ao Māori and resonate with a Māori audience. DPA will ensure alignment with its constitutional obligations to honour Te Tiriti o Waitangi, namely Partnership, Participation and Protection as complex or simple as these may seem. DPA will work to reduce inequities in drowning outcomes by setting measurable priorities and working alongside iwi and Māori communities.



Leadership

He Toka Tū Moana is the responsibility of all employees and contractors working with and for DPA. Expectations for Māori engagement will be clearly laid out in all DPA policies.

This will be supported by providing the appropriate training opportunities and educational resources to allow this to come to fruition. Management within DPA will create an environment which is encouraging and fosters the growth of mātauranga Māori in the workplace.

Accountability is a vital part of ensuring that the goals laid out within this plan are achieved. Accountability measures related to these goals will be designed with the employees of DPA to ensure that progress is made and measurable.

One measure of success will be that education of tamariki and their whānau with DPA is considered mana enhancing.

Individual responsibilities

Accountability measurement tools will ensure that goals are being met by all employees and contractors. These measures will include goals at an individual level, team level, and at an organisation level.

Having all levels of accountability measured ensures engagement with the plan from all employees and allows for a supportive environment in which employees can aid and encourage one another as they develop new skills and acquire new knowledge.

Reporting accurately against DPA's Constitution and Strategic plan, this journey towards cultural excellence is to be undertaken as an organisation, allowing for individual growth and brilliance.

He ua ki te pō,
he paewai ki te ao.

Rain at night,
eels at dawn.

*In difficult times,
there is potential
for something
good to emerge.*

Te Mana Ātea o Tangaroa is a model based on an intergenerational, indigenous practice of leadership. It guides tikanga and the ethics of a kaupapa.

The model has been adapted specifically for Drowning Prevention Auckland | Aotearoa to ensure relevance to the vision and values of the organisation. It is made up of three pou , which work together to support high-quality education, research and advocacy to prevent drowning.



Enablers

The pou will be supported by four core enablers that shape how this plan is implemented:

Wellbeing

We will consider wellbeing in ways that reflect different cultural understandings and support whānau-centred outcomes.

Leadership

We will build confidence and accountability across the organisation so that Māori responsiveness is visible in decisions, delivery, and reporting. We will offer programmes and services that are focused on incorporating Māori worldviews and ideals, valuing mātauranga Māori and upholding the mana of the whānau and communities they serve.

Partnership

We will strengthen relationships with mana whenua, iwi, marae and Māori organisations in ways that reflect Te Tiriti, mutual respect, and shared purpose.

Inclusion

We will create an environment in which Māori feel welcomed, respected, and able to thrive, and in which our wider workforce grows in cultural confidence and competence. Inclusivity and diversification of our employees is an aim of this plan and will allow DPA to connect in a meaningful way to a wider audience.

This is who we are

The vision	No one drowns			
Our values	 Aroha We honour and appreciate all people.	 Mana We uphold the mana of others and ourselves.	 Whanaungatanga We strengthen relationships through engagement.	
Ngā Pou	Ā-tātai Our purpose	Ā-tikanga Our practices	Ā-tāngata Our people	
Enablers	Wellbeing	Partnership	Leadership	Inclusion
Outcomes	Honour and respect Te Tiriti o Waitangi	Enable Māori outcomes	Value te ao Māori	Strengthen kaitiakitanga in relation to wai
Whakatauki	Ehara taku toa i te toa takitahi, engari he toa takitini My strength is not mine alone, but the strength of many.			

He Toka Tū Moana
This section outlines each pou,
and what it means for our
organisation and context.

Ā TĀTAI | Purpose / Why

Focus	Role	Māori Plan Alignment / Expectation	Applied to Mahi (What good looks like)
Reduce drowning inequities for Māori	All	Te Tiriti o Waitangi – Partnership, Participation, Protection	Reduce drowning inequities for Māori
Mana-enhancing engagement with whānau, hapū, iwi	All	Mana, Aroha, Whakawhanaunga	Mana-enhancing engagement with whānau, hapū, iwi
Intergenerational wellbeing	All	Kaitiakitanga of wai, moana, awa	Intergenerational wellbeing
Māori are visible as tangata whenua	All	Recognition of mana whenua and mataawaka	Māori are visible as tangata whenua



Ā TĀNGATA | People / Who

Focus / Role	Role	Māori Plan Alignment / Expectation	Applied to Mahi (What good looks like)
Pourautaki	Board members	Stewardship of the Māori plan. Set organisational tone and expectations.	Ensure Māori outcomes, risks, and progress are visible in governance discussions. Seek assurance that Te Tiriti commitments are being resourced and monitored. Confident, respectful engagement; know when to seek guidance.
Poutokomanawa	CEO	Shared responsibility for Māori engagement. Lead organisational accountability for the Māori plan.	Māori Plan visible in strategy, policy, and decision-making. Set expectations for culturally safe and mana-enhancing practice. Confident, respectful engagement; know when to seek guidance. Māori outcomes are prioritised, resourced, and reported.
Pouwhenua	Pou Arahi	Shared responsibility for Māori engagement. Model Treaty partnership and accountability.	Provide cultural guidance and challenge. Support the organisation to grow capability and confidence. Help ensure practice aligns with tikanga and the intent of this plan.
Pouwhakahaere	Finance Manager GM Operations Research & Impact Manager Learning & Development Manager Ethnic Communities Engagement Manager Inland & Safety Manager	Shared responsibility for Māori engagement. Model Treaty Partnership and accountability.	Māori outcomes are prioritised, resourced and reported. Confident and respectful engagement; know when to seek guidance. Cultural labour recognised and leadership
Pouako	Aquatic Educator(s) Aquatic Safety Researcher(s)	Shared responsibility for Māori engagement. Meet tikanga and cultural safety expectations.	Cultural requirements are embedded in employment contracts and delivery plans. Confident, respectful engagement; know when to seek guidance. Cultural labour and bilingualism recognised.

Ā TĀNGATA | People / Who

Focus / Role	Role	Māori Plan Alignment / Expectation	Applied to Mahi (What good looks like)
Pouako Māori	ANY	Shared responsibility for Māori engagement. Recognised practitioner of te reo me ōna tikanga.	Cultural labour recognised and leadership pathways enabled.
Pouawhina	Funding Support HR Consultant Marketing/Social Media Consultant ALL external contractors	Meet tikanga and cultural safety expectations.	Cultural requirements are embedded in contractor agreements.

Ā TIKANGA | Practices / How

Focus / Role	Role	Māori Plan Alignment / Expectation	Applied to Mahi (What good looks like)
Decision-making	Pourautaki Poutokomanawa Pouwhenua Pouwhakahaere	Mana and responsibility	Decisions consider Māori impact, not just efficiency.
Planning and design	Tumu Whakarae Pouwhenua Pouwhakahaere	Tikanga considered from the outset	Māori considerations embedded in planning tools and templates.
Iwi engagement and relationships	Poutokomanawa Pouwhenua Pouwhakahaere	Whakawhanaungatanga	Appropriate mihi, karakia, and relationship-building.
Iwi engagement and relationships	Poutokomanawa Pouwhenua Pouwhakahaere	Whakawhanaungatanga	Appropriate mihi, karakia, and relationship-building.
Programme delivery	Pouwhakahaere Pouako Māori Pouako Pouawhina	Manaakitanga	Culturally safe, mana-enhancing delivery.
Review and learning / Monitoring & measuring	Pourautaki Poutokomanawa	Aroha and accountability	Regular reflection and continuous improvement.

Three-year action plan

Outcome 1

Whakamana i Te Tiriti o Waitangi
Honour Te Tiriti o Waitangi

Three values.
Every action.
Every phase.



Aroha
We honour
and appreciate
all people.



Mana
We uphold the
mana of others
and ourselves.



Whanaungatanga
We strengthen
relationships
through
engagement.

Tātai Purpose	
Phase 1	
Phase 2	Acknowledging and respecting Te Tiriti o Waitangi Actions: • Explore pathways to strengthen Māori governance representation, consistent with the constitution. • Require leaders to demonstrate a commitment to Te Tiriti principles in their roles by 2026. • Incorporate Te Tiriti responsibilities into job descriptions by 2027 and performance reviews by 2026.
Phase 3	

Key:

- Aroha
- Mana
- Whanaungatanga

Tāngata People	Tikanga Practice
Deliver an ongoing programme of relevant activities so that employees can learn about and celebrate the place of Te Tiriti o Waitangi in Aotearoa New Zealand Actions: • An annual programme of events or activities that enable learning outcomes for board and employees including Te Tiriti o Waitangi, Matariki, te reo Māori and wānanga activities for relevance and maximum effectiveness. Invest in the breadth and richness of resources to promote te reo Māori and to provide access to Māori knowledge, heritage and identity Actions: • Enable the expression of te reo Māori, in our everyday work through appropriate greetings, established tikanga, signage and communication channels and celebration of events that celebrate Te Ao Māori (i.e. Matariki, Te Wiki o te Reo).	Invest in the breadth and richness of resources to promote te reo Māori and to provide access to Māori knowledge, heritage and identity Actions: • Develop a Karakia resource book for our various settings by mid-2026.
Increase learning opportunities and levels of employee's participation in learning about Te Ao Māori, Māori knowledge and Te Tiriti Actions: • All new employees can access resources that support increased knowledge and understanding. • Achieve 80% of employees participating in relevant (role specific) learning programmes across 3 years. • Increase levels of employee confidence in using te reo Māori with improvement year on year.	Increase learning opportunities and levels of employee's participation in learning about Te Ao Māori, Māori knowledge and Te Tiriti Actions • Develop and implement DPA Tikanga and Kawa guidelines by the end of 2026.
	Invest in the breadth and richness of resources to promote te reo Māori and to provide access to Māori knowledge, heritage and identity Actions: • Translate our vision and mission into te reo

Kia puawai i roto i Te Ao Māori
Enable Māori outcomes

Three values.
Every action.
Every phase.



Aroha
We honour
and appreciate
all people.



Mana
We uphold the
mana of others
and ourselves.



Whanaungatanga
We strengthen
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through
engagement.

Tātai | Purpose

Phase 1

Develop and implement mana whenua relationships plan to achieve sustained engagement.

Actions

- Develop initial plan by July 2026 which identifies appropriate iwi relationships to be maintained and/or built.

Phase 2

Support reduction of Māori drowning fatalities.

Actions:

- Allocate dedicated funding and resources for Māori drowning prevention initiatives by the start of FY27

Phase 3

Support Māori-led research in water safety and drowning prevention

Actions:

- Build capacity of DPA team to understand what Māori research involves.
- Enable Māori-led evaluation of RUKU by 2027 .

Key:

- Aroha
- Mana
- Whanaungatanga

Tāngata | People

Develop and implement mana whenua relationships plan to achieve sustained engagement.

Actions

- Ensure continued opportunity to co-develop drowning prevention initiatives with Māori communities and iwi, ensuring cultural safety and relevance.
- Relevant managers have clear responsibilities for relationship stewardship, programme responsiveness, and reporting.

Develop recruitment and retention strategies to increase Māori representation in staff and leadership positions.

Actions:

- Develop a culturally safe working environment for Māori evidenced through Māori staff annual feedback.
- Develop a recruitment and retention strategy for Māori by 2027.
- Recruit and develop employees with te reo Māori capabilities over 3 years.

Recruit and develop expertise around Māori engagement .

Actions

- Embed the Aquatic Educator Pouako role with clear roles and responsibilities that align with this plan and the role of the Pou Arahi.

Increase the visibility and use of te reo Māori in all DPA spaces and education by 2026 (i.e. signage, website, collateral, communications in the workplace)

Actions

- Review existing levels of visibility and develop an action plan by 2026.
- Increase opportunities for employees to use te reo Māori .
- Champion and advocate for Te Ao Māori principles in our everyday work.

Support reduction of Māori drowning fatalities.

Actions:

- Establish formal partnerships with Māori organisations, hapū and iwi focused on water safety by 2028.

Tikanga | Practice

Develop and implement mana whenua relationships plan to achieve sustained engagement.

Actions

- Develop and implement a mana whenua and Māori engagement plan, including priority relationships, engagement purpose, ownership and annual review points.
- Include measures in relevant KPIs, at appropriate leadership or team level for FY26.

Support reduction of Māori drowning fatalities.

Actions

- Collaborate with iwi to apply for additional resourcing that enables prioritisation of accessibility for Māori in high-risk areas.

Three-year action plan

Outcome 3

Whakatō Mana Maori Motuhake
Value and embed te ao Māori

Three values.
Every action.
Every phase.



Aroha
We honour
and appreciate
all people.



Mana
We uphold the
mana of others
and ourselves.



Whanaungatanga
We strengthen
relationships
through
engagement.

Tātai Purpose
Phase 1
Phase 2
Phase 3

Key:

- Aroha
- Mana
- Whanaungatanga

Tāngata People	Tikanga Practice
	Increase Board and employee awareness and confidence to normalise application in the workplace. Actions • Apply guidelines and resources for use internally including appropriate use of te reo and tikanga in our programmes, coaching and mentoring with DPA Pou Ārahi by 2026. • Use appropriate framework to plan and measure Māori responsiveness work starting July 2026 for the 2027 year onwards. • Integrate Māori knowledge (mātauranga Māori) into drowning prevention education and programme delivery by 2027.
Develop and deliver services that appeal to and serve Māori. Actions • Set targets for Māori satisfaction and increased participation over 3 years. • Set targets for extending and enhancing the delivery of programmes for and with Māori communities by 2026.	Develop and deliver services that appeal to and serve Māori. Actions • Report on Māori outcomes and progress in annual reporting and strategic documents by 2027.
Support Māori designed educational resources for water safety. Actions • Codesign appropriate resources that meet the need of Māori communities and ways of engaging with the water by 2027.	

Three-year action plan

Outcome 4

Whakamanahia ai te Kaitiakitanga
Enhancing kaitiaki of waterways

Three values.
Every action.
Every phase.



Aroha
We honour
and appreciate
all people.



Mana
We uphold the
mana of others
and ourselves.



Whanaungatanga
We strengthen
relationships
through
engagement.

Tātai Purpose
Phase 1
Phase 2
Phase 3

Key:

- Aroha
- Mana
- Whanaungatanga

Tāngata People	Tikanga Practice
	Building knowledge and capacity for kaitiakitanga. Actions - Acknowledge and respect Māori place names, histories, and spiritual connections to water. - Embed tikanga Māori in DPA practices related to waterway use and care.
Develop and deliver services that appeal to and serve Māori. Actions - Set targets for Māori satisfaction and increased participation over 3 years. - Set targets for extending and enhancing the delivery of programmes for and with Māori communities by 2026.	Integrating kaitiakitanga into leadership and operations. Actions We leave the waterways we educate in better than we found them through care around waste removal and appropriate tikanga
Invest in sustainable and equitable practices Actions Ensure DPA team understands and supports the tikanga of rāhui by 2026	Invest in sustainable and equitable practices. Actions Reduce environmental impact through sustainable practices in events, operations and resource use
	Invest in sustainable and equitable practices. Actions Respond appropriately to rāhui and support employees to understand their meaning and implications for our work. Attend relevant rāhui-related engagements where appropriate and invited.

**Ehara taku toa i te
toa takitahi, engari
he toa takitini**

*My strength is not mine
alone, but the strength
of many*

Unuhia, unuhia

Unuhia ki te uru tapu nui

***Kia wātea, kia māmā,
te ngākau, te tinana,
tewairua i te ara tangata***

***Koia rā e Rongo,
whakairia ake ki runga***

Kia tina! TINA! Hui e! TĀIKI E!

Draw on, draw on,

Draw on the supreme sacredness

**To clear, to free the heart,
the body and the spirit
of mankind**

**Rongo, suspended
high above us**

Draw together! Affirm!



Karakia Whakamutunga