



# Te Kahui o Taranaki

Five Year Plan

OCTOBER 2020

### Introduction

The Te Kāhui o Taranaki Charter and Strategic review process commenced in July 2019 and involved a number of hui throughout the country where uri were encouraged to attend, learn more and have their say.

For those who were unable to attend, submissions in writing were encouraged.

Following these hui, the key themes and aspirations were identified by independent facilitator Jamie Tuuta, to shape and inform the charter and strategic plan. Jamie also worked in consultation with Ruakere Hond to apply the unique Taranakitanga context and narrative.

### Vision: Me tongai harakeke

Our collective Taranaki Iwi strength is like the harakeke weave resilient, versatile and dynamic inspiring success and intergenerational growth.

### **Value**

Our values are the guiding principles that instruct our actions and behaviours.

Kia rongomau: To act with humility, respect and empathy.

Kia manawanui: To be courageous & determined.

Kia aroha ki te tangata: That we care for and manaaki our people and environment.

Kia tika, kia pono: To act with honesty and integrity.

### **Purpose**

Our core strategies describe the key purpose of Te Kāhui o Taranaki.

*Represent the Iwi* – To be the representative body of Taranaki Iwi and to act in the interests of all Taranaki uri.

*Manage the Assets* – To ensure the commercial activities are appropriately managed for the benefit of Taranaki uri.

*Administer Benefits* – To ensure distribution provides cultural, commercial and social benefits to Taranaki Iwi uri.



# Strategic Whenu

Our holistic approach to achieving our vision covers five key whenu (strands). These whenu encompass the key themes and aspirations shared by uri during the consultation process and form the foundation for our work over the next 5 years.



### **Taranakitanga**

#### Whiria te muka

 The muka strands are strong woven together.

'Te more i Hāwaiki, te tupu rau matomato' – the tap root of Hawaiki, the promise of new growth

### **Strategic Goal**

To strengthen our Taranaki iwi cultural identity and bring us together as whānau



#### **Taiao**

#### Uwhia te huhi

 Speaks to the importance of water and our wetlands that give us life and sustain our environment and biodiversity

'He whakaipurangi mounga, he puna e kore e mimiti' – a lofty mountain source is a perpetual spring

### Strategic Goal

To protect the wellbeing of our taiao, our maunga, awa, moana and whenua



#### Whanake mai ai

#### Puia ki te hauangi

 Speaks to the distribution of seeds and favourable conditions for growth and development.

'He pua whakakōkō, he kōrari whakahorapa' – an inviting flower, a prosperous seed

### Strategic Goal

To support our whānau, marae pā, hapū and uri to reach their potential



### **Taketake Tangata**

#### Takea ki te pūtake

 Our maunga provides the foundation of authority to stand and represent.

'He taketake mounga, he taketake tangata' – Bedrock supports the highest summit, the basis for our success

### Strategic Goal

To ensure and enable the voice of influence and advocacy for Taranaki iwi and our marae pā, hapū and uri



#### **Kawe Whakahaere**

#### Rurungia ki te pā whakaruru

 Providing shelter from the elements for protection and growth

He ruru tūpuhi, he ruru kōpaka – Sanctuary from the storms, protection from the cold

#### Strategic goal

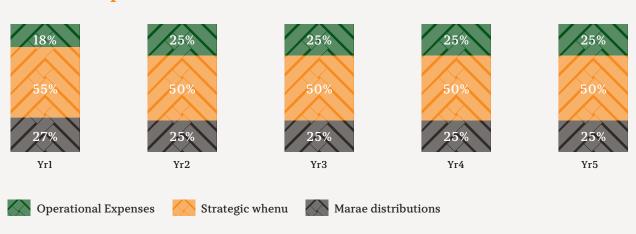
Providing the shelter and environment to protect and grow the capacity and capability to implement our iwi aspirations

### Financial Overview

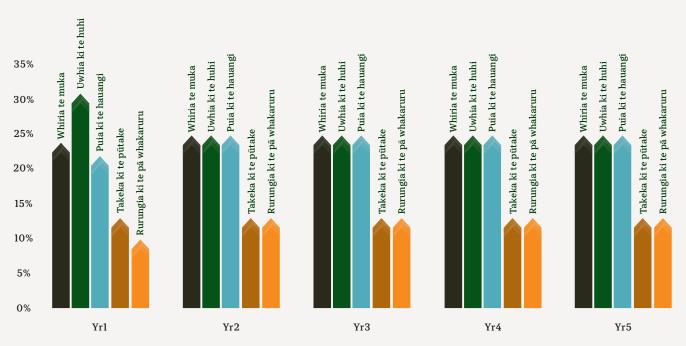
Our operating revenue over the next five years is forecast to remain within current levels of around \$2.0m per annum. The majority of revenue is received as a dividend from Taranaki Iwi Holdings. Our dividend is subject to the success of Taranaki Iwi Holdings. Any change in the annual dividend, particularly a decrease will impact on what we can do in the coming years.

The Te Kāhui team continues to work with funding partners and agencies to support our initiatives. We anticipate additional revenue from external funding of approximately \$200k per year.

### **Overall Cost Split**



### **Strategic Whenu Split**



### Strategic whenu spend over the next five years

The following information provides an indicative\* overview of the cost of implementing the five year strategic plan. The costs will be reviewed annually with updated budgets and annual plans presented for approval each year, including if activity can be accelerated should additional funds become available.





### Taranakitanga / Whiria te muka

### **Strategic Goal**

Strengthen cultural identity and whānaungatanga, deepening our knowledge and connection to our history, tikanga and kawa; celebrating our culture and inspiring purpose.

### **Outcomes**

### Iwi to the people: Strengthen the bonds between uri and iwi.

- All uri, whānau, hapū and marae have a physical space where they can access Te Kāhui resources and utilised for social, cultural, organisational and commercial purposes.
- Te Kāhui is a "go to" for members requiring assistance and help across a wide range of matters.
- Every registered member is actively engaged and receives personal contact from Te Kāhui throughout the year.

# People to the Pā: Develop pathways between uri and marae.

- Reconnection pathways have been developed and uri are using them as a vehicle to become more connected with their marae.
- Marae are supported in developing and operationalising a "fit for purpose" engagement plan that fosters connections between uri and marae

# Go Digital: Create a resource to capture and share our history, tikanga and kawa.

 Opportunities are provided for uri, whānau, hapū and marae pā to advance their digital capability.

- The Te Kāhui digital platform is a reservoir of resources, capturing taonga of past, present and future and growing the progression of Taranakitanga
- The Te Kāhui digital platform is a resource that uri can access to deepen their knowledge and connection to our history, tikanga and kawa; regardless of where they live.
- Marae and whānau are digitally capable and have access to cost effective and reliable digital infrastructures.

# Wānanga: Strengthen cultural awareness through whānaungatanga.

- Increased numbers of uri are actively participating in wānanga
- Wānanga serve the purpose of protecting and enriching our culture through creating connections and whānaungatanga amongst whānau.
- Participants broaden their skills, knowledge and capability across a range of kaupapa

- Resource utilisation
- Engagement activity statistics
- Participation attendance
- Qualitative and quantitative measurements



### Taiao / Uwhia ki te huhi

### **Strategic Goal**

Enhance and protect the wellbeing of our taiao. Nurture a strong connection between uri and our whenua, maunga and awa. Leveraging our understanding of our taiao to transform whānau wellbeing.

#### **Outcomes**

# Sustainable living: Enhance taiao and whānau wellbeing

- Te Kāhui is a role model for sustainability and regenerative practises
- Sustainable living information is available to all whānau
- Implement Parakore is implemented in the office and for all events

# Regeneration, restoration and protection of our wetlands, waterways and whenua

- Te Kāhui is actively involved in regenerative and restorative projects
- Land management plans are in place for all of our sites of significance
- Toa Taiao have measurably improved the health and protection of the awa and whenua

# Land usage that benefits the health and wellbeing of whānau and whenua

- Community and whānau based maara projects are implemented and resourced.
- Land owners and trusts have a range of viable alternatives to farm leases.

#### Tajao Tajora

- Te Kāhui has the resource and expertise to assert the voice of Taranaki iwi in respect to activities that impact on our taiao.
- Taiao Taiora is embedded into councils Resource Management Act (RMA) planning infrastructure.

# Reconnect and learn about our taiao and its significance to Taranaki Iwi.

- Uri have the opportunity to visit and learn about Taranaki iwi landmarks
- · Taiao wānanga are actively supported

- Measurable environmental standards
- · Project participation attendance
- Consent objections lodged and upheld ratio
- Qualitative wellbeing measures

# Whanake mai ai/ Puia ki te hauangi

### **Strategic Goal**

Enable Taranaki iwi dynamism within marae, hapū and whānau. Grow the confidence and motivation of uri, whānau, hapū and marae to self-determine. Supporting whānau to achieve their aspirations by equipping them with the necessary skills, knowledge and experience to reach their potential and navigate life confidently.

### **Outcomes**

# Ka Uruora: Grow whānau financial independence and develop intergenerational wealth

- Member utilisation of whānau saver program to assist in creating a savings platform
- Increase financial literacy
- Provide home ownership pathways.

# Operational support for marae, pā, hapū entities to allow them to focus on key objectives.

- Marae, pā, hapū entities have robust and compliant policy and procedure manuals
- Marae, pā, hapū entities have access to training and development opportunities that will support them in achieving their aspirations.

### **Enterprise and Innovation**

- Entrepreneurial uri have access to a business incubator environment
- Support for Uri owned businesses
- Influence to weigh procurement and preferred supplier agreements towards uri and uri owned business



#### Socio-economic indicators

- Whānau, hapū, marae pā are supported in accessing socio-economic initiatives
- Te Kāhui has programs in place to advance the health and wellbeing of its members.

### Uri direct distributions

- Uri can receive support at key stages of their educational journey
- Connections with our pāhake are nurtured and maintained

- Measurable participation in Ka Uruora initiatives
- Iwi entity compliance
- Uri business network participation and qualitative feedback
- Procurement and Supply Level Agreement (SLA) success.
- · Socio- economic indicators
- · Uri distribution recipient measures

# Taketake Tangata / Takea ki te putake

### **Strategic Goal**

To ensure and enable the voice of influence and advocacy for Taranaki iwi and our marae pā, hapū and uri.

#### **Outcomes**

### Representative voice and Influence

- Te Kāhui has the organisational structures and capability to influence central and local body government decisions across all activities impacting on Taranaki Iwi.
- Te Kāhui o Taranaki holds representation on all applicable committees, boards, advisory groups and advocates on behalf of ngā uri o Taranaki iwi in these forums

### Strong communications platform

- Membership is well informed of the activities, initiatives and purpose of Te Kāhui.
- Te Kāhui messaging is consistent, informative and meaningful
- Membership have a vehicle to provide feedback
- Our branding and messaging creates a sense of pride and connection.



- Ability to assert influence at national, regional and local levels.
- The collective voice of ngā uri o Taranaki iwi is heard.
- Communications reach, effectiveness and relevance measures
- · Net promoter score

# Kawe Whakahaere / Rurungia ki te pa whakaruru



### **Strategic Goal**

Having the organisational capacity and capability to execute and implement the strategic plan.

#### **Outcomes**

# Review and evaluate organisational performance

- Organisational performance measurements
- Internal and external review and evaluation processes
- Robust reporting format and a defined outcomes framework to measure against.

### Strategic Alignment

 We have a defined system to gauge how our actions align with strategic outcomes

### Governance and leadership capacity

- Governance and leadership training opportunities are made available and being utilised by uri
- Talent pool has been identified, and supported through training and development.

### Leadership development

 Marae pā, hapū organisations have strong and capable decision makers

### Funding and support facilitation

- Our Iwi community is aware of available funding and support initiatives
- Resources are available to assist with the application processes.
- Te Kāhui and the wider Iwi community is taking full advantage of funding and support initiatives.

- · Review and evaluations
- Governance capacity and capability across all marae pā, hapū organisations
- Deep talent pool and active succession plans
- Funding and support initiative participation



# Te Kahui o Taranaki

Five Year Plan