



# Te aka rautaki ki te tau 2029

## Strategic Plan 2029

Over 2023, trustees and management reviewed the Trust's strategic plan, Te aka rautaki ki te tau 2026, to ensure it aligned with the changing needs of our communities, businesses and the organisation.

The fundamentals of our strategic framework are enduring and informed by our founding Trust Deed, along with our wellbeing framework He Rangitapu He Tohu Ora. This guides all investment decisions and activities to ensure meaningful impacts for our communities and aligns with the Trust's vision for our people, whanau and communities.

Following a comprehensive review, the Trust has adopted new strategic focuses and priorities

that set our direction for the next five years. We intend to achieve these priorities primarily by enabling others through distributions or investing in opportunities that will lead to transformational outcomes for Tairāwhiti.

For some activities, the Trust will deliver projects or programmes that sit beneath our focus areas, particularly in its role as the Regional Tourism Organisation and Economic Development Agency.

## Te wawata mātāmua

### Our vision

Our people, whānau, and communities of Tairāwhiti are able to live the lives we value in ways that matter to us. Together we will transform Tairāwhiti into a place of...

**Te Mana – Shared Pride;** where culture connects, relationships empower and nature thrives.

**Te Ihi – Shared Prosperity;** where people flourish, businesses grow.

**Te Wehi – Shared Opportunity;** where children dream, communities unite and futures inspire.

As the sun rises over Tairāwhiti, you'll find our people where they are needed most.  
At the heart of our communities on this journey of transformation.  
Kaitiaki of precious taonga. Shared for generations to come.

We are Trust Tairāwhiti

**Tātau = Tātau**

## Te whakairo matua

### The way we work



#### Enabling others

We enable the people of Tairāwhiti by grant funding initiatives and facilities that contribute to positive wellbeing outcomes for the region.



#### Investing

All Trust direct investments in economic growth opportunities are guided by our wellbeing framework.



#### Delivering

The Trust delivers a range of targeted operations for the wellbeing of Tairāwhiti. This includes our work as Economic Development Agency, Regional Tourism Organisation and meeting our obligations under the Trust Deed.

## Te aka mārama

### Reporting

Organisational performance is measured against the targets set in our annual Statement of Intent.

We report on our performance and progress against the Statement of Intent in our Annual Report, released in July each year. This information is also shared at our Annual General Meeting which is held every August and is open to the community.

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## Trust Deed: Our foundation as the Trust

### Our purpose:

1. **Preserve** capital for future generations
2. **Provide** for beneficiaries

## Waharoa

In partnering with the Trust, we encourage you to step through our waharoa. It is always open to anyone who aspires to benefit the people of Tairāwhiti.



### Ngā Pou

All people, whānau, and communities of Tairāwhiti have unhindered access to support and opportunities that enhance their wellbeing.



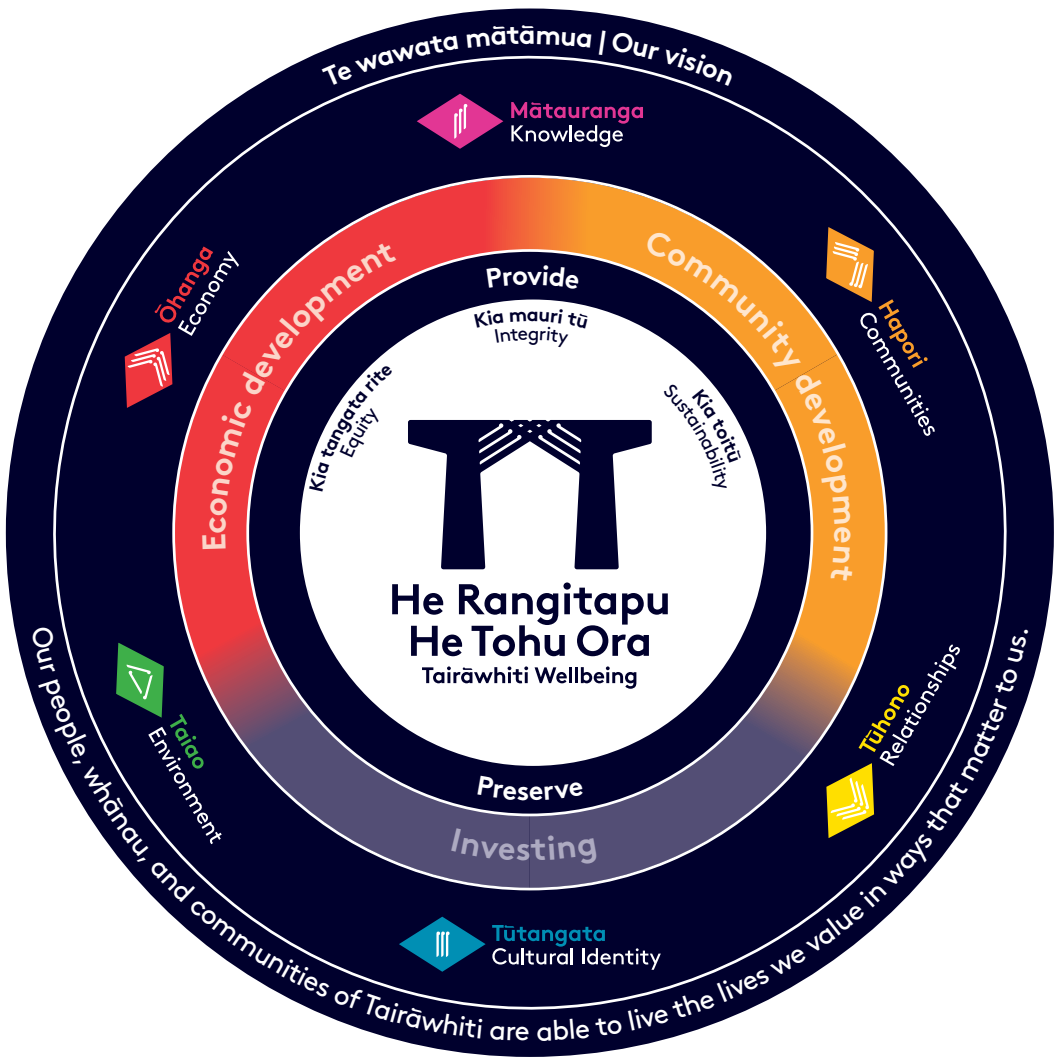
### Ngā Pou

We are good ancestors. Children, young people and future generations have a better set of opportunities than the current generation.



### Te Taahu

Tairāwhiti upholds Te Tiriti o Waitangi. Mana Whenua partnerships are maintained with integrity.



## Muka

Our muka represent wellbeing outcomes that are aspirational. They are inter-dependent and when woven together, create a dynamic and enduring vision that we have for regional wellbeing.



The Tairāwhiti economy is diverse, innovative, resilient, and regenerative and provides access to well-paid, quality jobs. Our people have sustainable livelihoods from paid and unpaid work.



Diverse systems of knowledge, information, and Mātauranga Māori are accessible, utilised, valued and evolve.



Communities are healthy, happy, and empowered. The voice of communities is integral to decisions that impact their lives.



Our people, whānau, and communities in Tairāwhiti have respectful, connected and collaborative relationships.



Culture connects the people of Tairāwhiti. We express, celebrate, and value our diversity, heritage, and taonga.



The quality of our land, water, air and atmosphere is pristine. Our biodiversity is abundant. We practise kaitiakitanga.

Strategic functions	Provide				Preserve
	Community development		Economic development		Investing
Strategic focus 2029	Enabling communities to lead and determine their pathways to he tohu ora (wellbeing).	Mahi kaitiaki, preserving our resources for future sustainability and wellbeing.	Fostering innovation, technology and future skills development.	Enhancing our place and spaces for a thriving community and destination.	Preserve the Trust Fund for the benefit of current and future generations.
Strategic priorities 2029	<ul style="list-style-type: none"><li>• Hapu and whānau led initiatives.</li><li>• Oranga tangata.</li><li>• Wellbeing initiatives.</li></ul>	<ul style="list-style-type: none"><li>• Food and food production.</li><li>• Renewable and distributed energy.</li><li>• Circular economy initiatives.</li><li>• Resilient, mixed use of whenua.</li><li>• Bluewater economy.</li></ul>	<ul style="list-style-type: none"><li>• Local innovation and entrepreneurship.</li><li>• Digital and technology opportunities.</li><li>• Workforce and skills development.</li><li>• Connecting financial capital, products, and services for accelerated development.</li></ul>	<ul style="list-style-type: none"><li>• Sustainable tourism destination and development.</li><li>• Places and spaces.</li><li>• Visitor and business attraction.</li><li>• Healthy and affordable housing.</li><li>• Transport, mobility and connections.</li></ul>	<ul style="list-style-type: none"><li>• Ensure the value of the Trust Fund is preserved and protected against inflation.</li><li>• Provide funds and investments for regional wellbeing.</li></ul>
Regional economic leadership and resilience					