

**TE TAUHU**

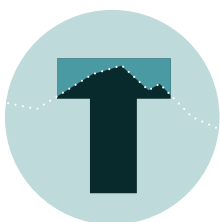
INTERGENERATIONAL STRATEGY

Tūpuna Pono

# Being Good Ancestors

Dated 24 November 2020

[www.tetauihu.nz](http://www.tetauihu.nz)



The Te Taihu Intergenerational Regional design is inspired by the mountain ranges that connect Te Taihu. We have taken a generative and participatory approach to this design. Allowing it to change and grow as the strategy evolves across time and comes to life in the hands of communities throughout Te Taihu.

# Rārangi Tuhinga

<b>Mihi: Welcome</b>	<b>4</b>
<b>Te Rautaki-ā-Rohe mō Te Taiuhu: Our Regional Strategy for Our People and Place</b>	<b>6</b>
<b>Oranga Te Taiuhu: Our Intergenerational Wellbeing Framework</b>	<b>8</b>
<b>E noho ana tatou i tētehi rohe motuhake: We live in a special place</b>	<b>9</b>
Te Whakakitenga: Our Vision	<b>9</b>
Ngā Uaratanga: Our Values	<b>12</b>
Te Ao Marama: Our Future	<b>12</b>
Oranga Te Taiuhu: Our Intergenerational Wellbeing Framework	<b>12</b>
Ngā Hua Whakaturanga me ngā Mahi Matua: The Intergenerational Wellbeing Outcomes and Actions	<b>13</b>
Ngā Taputapu Tika: The Tools We Need	<b>28</b>
The Wellbeing Monitor	<b>28</b>
The Equity Monitor	<b>30</b>
Ngā Kaiāwhina: Our Enablers	<b>30</b>
<b>Te Anamata: Our Next Steps, Together</b>	<b>31</b>
<b>Ngā mihi – Thank you</b>	<b>34</b>

This is the FINAL Te Taiuhu Intergenerational Strategy. It was provided to the community of Te Taiuhu (including business, Māori, local and central government, other agencies, volunteers, change-makers etc.) in DRAFT with an opportunity to provide feedback by 28 February 2020. All feedback was collated and considered, and the Steering Group of the Te Taiuhu Intergenerational Strategy has approved the FINAL Strategy for publication as at November 2020. It is now up to each group, organisation or individual to determine how they may adopt, use, align or incorporate all or parts of the Strategy into their plans and projects moving forward.



# Mihi: Welcome

E rere rā te reo pōwhiri ki ngā tai e ngunguru nei. Ngā tōpito o Te Pitau Whakarei-ā-Maui Tikitiki, e kiia nei, ko Te Taiuhu, mihi mai, mihi mai rā.

Moe mai rā te hunga wairua i te ao o te pō, moe mai, moe mai rā.

E te tini, e te mano, ngā hāpori o te Taiuhu i huri noa, tēnā koutou, tēnā koutou, tēnā koutou katoa.

I often reflect about how we came to be here in Te Taiuhu. The journey that all of our ancestors went on to come here through a series of hekenga (migrations) over time. They were strong, courageous and resilient people. They had to thrive in a place that was new to them and make decisions to ensure the future wellbeing of their uri (descendants). They were uncertain and hard times. Today we welcome migrants from all corners of the world with their own stories and cultural identities who have chosen to call Te Taiuhu home, making it a much richer and more globally connected place.

We are living in uncertain times – this is not life or business as usual. I expect that this time will be reflected on in the future with much interest. What is our legacy? What will we be remembered for? Have we been good ancestors?

It's not hard to think of examples of where we fall short on these questions. Te Taiao, The Natural World, is struggling under increasing pressure and our society isn't meeting the needs of our most vulnerable. Inequality, climate change, biodiversity loss, colonisation, loss of mātauranga Māori, poor housing and poverty are affecting our people and our communities deeply.

This maybe where we are now, but it does not need to be our story. We have a once in a lifetime opportunity to deliver meaningful change in and for our communities. Whilst our challenges are significant, the people of Te Taiuhu have the knowledge and courage to navigate these choppy waters together. In the midst of COVID-19, we have seen fear and uncertainty, but we have also experienced the power of collectivism and common purpose. We've seen what we can achieve by working together, thinking differently and moving quickly.

It's this thinking that led Wakatū Incorporation to convene the Te Taiuhu Intergenerational Strategy which has given the communities (all people) of Te Taiuhu, our home, the opportunity to rally behind a new transformative vision for our rohe.

The plan for our future outlined in the pages to follow is the result of thousands of hours of input and engagement from across Te Taiuhu. From cups of tea with some of our leading thinkers in the region to packed out halls for the Te Taiuhu Talks events – people from all over the rohe (region) have contributed in their own way to the Te Taiuhu Intergenerational Strategy.



This journey has left us inspired, energised and confident that we have what it takes to tackle the challenges of our time and make Te Taihū an even greater place to live, work and play.

The strategy is a weaving together of the voices of our communities, the data that has been shared by stakeholders and the expert input we engaged to ensure that we have the best knowledge and tools available to us in our decision-making.

Since we first published the draft strategy in December 2019, we have seen organisations across the region make use of the strategy by aligning themselves and their organisations to the vision, intergenerational outcomes, and the wellbeing framework Oranga Te Taihū. Transformative change doesn't mean tinkering with existing systems or doing slightly more – it's the type of change that becomes sweeping. It often starts small, but it is strategic and enduring. As individuals use this strategy as a blueprint to guide decision-making across the region, it will begin to unlock all kinds of other change and set new standards for the way in which we consider the wellbeing of our people in all decision-making.

COVID-19 is an opportunity to reset and build back better than ever before. With a unified regional strategy that focuses on the wellbeing of people and the environment, Te Taihū is well positioned to lead the country and, indeed, the world in this space. But this calls for everyone to play their part:

- For the Government to **trust** the people and leadership in Te Taihū as a logical partner to improve the outcomes for their communities and to seal that trust with commitment to resourcing and sharing of information.
- For the people of Te Taihū to **collaborate across boundaries** and to utilise our limited resources to minimise duplication and waste.
- For leaders in Te Taihū to evolve from some of the current outdated operating models / systems and transition to more agile and flexible models that are **people, culture, and environment centric, digitally & knowledge driven and data enabled**.

Let's reset and choose not to revert to yesterday's ways. A much better story for our times is within our grasp but only if we roll up our sleeves and do our part. The next steps will need renewed levels of collaboration, commitment, and courage. I believe Te Taihū has what it takes.



**Paul Te Poa Karoro Morgan,**  
Ngāti Rārua and Te Māhurehure, QSO  
Chair, Wakatū Incorporation and Te Taihū  
Intergenerational Strategy



# Te Rautaki-ā-Rohe mō Te Taihū: Our Regional Strategy for Our People and Place

The Te Taihū Intergenerational Strategy is the start of the design of the future we want, as the people of Te Taihū.

The draft strategy was released for public feedback in December 2019. It was released early to generate thinking and discussion and it has been successful in doing so. The final Strategy advances that thinking and it is now up to each group, organisation or individual to determine how they may adopt, use, align or incorporate all or parts of the final Te Taihū Intergenerational Strategy (the Strategy) into their plans and projects moving forward.

The Strategy has been a culmination of thinking, analysis and work that has been convened by Wakatū Incorporation in partnership with our three councils (Marlborough District, Nelson City and Tasman District), Ngā Iwi o Te Taihū (Ngāti Apa, Ngāti Kuia, Rangitāne, Ngāti Tama, Te Ātiawa, Ngāti Koata, Ngāti Toa and Ngāti Rārua), Central Government, Nelson Tasman Regional Development Agency, Nelson & Marlborough Chambers of Commerce, business, community and the Nelson Marlborough Institute of Technology.

An integral part of the development of the Strategy has been the engagement that has taken place. We have endeavoured to foster a positive, inclusive, and uplifting community conversation. The people

of Te Taihū have relished the opportunity to think and prioritise across an intergenerational horizon which reflects the perpetuity of our natural world, and which gives us a mandate to tackle some of the major issues of our time. Pre-COVID, we have had good growth in GDP, low unemployment and we began to make steps to address our relationship with our environment. However, it was also acknowledged during our engagement that we have battled to generate high value jobs, make real gains in productivity and address the inequity and inequality that is happening between different groups in health, housing, education and incomes.

Over **30,000** reached  
through social media and  
online channels

Over **1,000** people  
participated in live events

Over **25** live events  
and workshops held

The Strategy has been developed as a framework that can be used by everyone. It has made us think harder about the health and wellbeing of our communities and that it is no longer allowable to ignore the gaps in inequality that have been occurring and that will only worsen with COVID-19. The Strategy is an opportunity for a **RESET** for **all** the people of Te Taihū. How we live, work, learn and interact with each other and our environment.

The Vision for the Strategy is: **Tūpuna Pono**, To Be Good Ancestors. At the heart of the Strategy is the wellbeing of the people and places in Te Taihū (Oranga Te Taihū), with a particular focus on the wellbeing of current and future generations and the

responsibility we have, as the current generation, to pass on the taonga of Te Taihū in a better state than when these taonga were placed in our care.

In the process of developing the Strategy, we have developed the first iteration of a wellbeing framework for Te Taihū. This is called **Oranga Te Taihū**. To Be **Tūpuna Pono**, Good Ancestors, it is necessary to effectively manage a wide range of different cultural, economic, environmental and social outcomes. We have identified eight intergenerational wellbeing outcomes that help us understand the different realms of **Oranga Te Taihū**, their interconnectedness and our relationship with them.

## Eight Intergenerational Outcomes



**Te Taiao**  
The Natural World



**Te Rākau Taumata**  
Place



**Pūtea**  
Economy



**Papa Whenua**  
Infrastructure



**Te Taihūtanga**  
Identity



**Rangatiratanga**  
Leadership



**Tangata**  
People and Communities



**Mātauranga**  
Knowledge

Through the intergenerational wellbeing outcomes and our engagement we have identified **17 actions** that can be worked over-time to achieve **Oranga Te Taihū**. These actions vary from addressing the inequity and inequality in health, developing an oceans economy strategy that creates value through sustainable harvesting and an Iwi led Te Reo Māori Strategy for Te Taihū. In order to support these actions we have also identified the tools that will guide and enable our decision-making and long-term success. For example, further development of our wellbeing and equity monitors, trusted data and the design of an interactive platform to engage with community on the Strategy and Actions as we progress. It is important to note that the Strategy is not 'owned' by one group. It has always been intended that the actions will be prioritised and delivered by a range of different organisations, individuals, businesses and/or community groups.

COVID-19 has significantly impacted our planned second stage of work which included the completion of a detailed action plan for the Strategy. Unfortunately, we were unable to raise the necessary funding for this work, however we have continued to work with regional stakeholders to identify and confirm the Actions for Te Taihū. We can be proud of what we have achieved to date and we acknowledge that there is still much more to do.

Previous and current generations have experienced pandemics and events of global significance. The arrival of COVID-19 will impact on every aspect of our lives and livelihoods. The Te Taihū Intergenerational Strategy is an opportunity to be a constant in our lives, to guide us to look ahead and prepare for tomorrow, creating our own future and the future of our children and the generations to come. Let's reset and choose not to revert to yesterday's ways.

**Tūpuna Pono: To Be Good Ancestors**

# Oranga Te Taiuhu: Our Intergenerational Wellbeing Framework

## TE WHAKAKITENGA: OUR VISION

Tūpuna Pono  
Good Ancestors

## NGĀ HUA WHAKATUPURANGA INTERGENERATIONAL OUTCOMES

### TE TĀIAO THE NATURAL WORLD

Our relationship with the natural world is healthy

### PŪTEA ECONOMY

Our resilient economy allows our people and places to thrive

### TE TĀUIHUTANGA IDENTITY

Our people are proud of their individual and shared identity and feel a strong sense of belonging. We treat each other with kindness and respect

### TANGATA PEOPLE AND COMMUNITIES

Our people and communities are welcoming, healthy and safe. Our people are connected across generations, cultures, and distance

### TE RĀKAU TAUMATUA PLACE

Our people can access affordable and quality places to live. Our shared spaces are places where people want to be

### RANGATIRATANGA LEADERSHIP

Our decision-making is collaborative, courageous, inclusive, respectful and acts for the long term. We uphold the values and rights of the people and taonga of our region

### PĀPA WHENUA INFRASTRUCTURE

Our people have resilient transport, communication and energy networks, and water and waste systems

### MĀTAURANGA KNOWLEDGE

Our people are knowledgeable, curious and creative

## TE WHAIAO ENABLERS FOR CHANGE AND TRANSITION

Who	What
Individuals, Communities	Trusted Data
Iwi and Hapū	Investment
Workers	Policy and Regulation
Business	Science, Knowledge & Technology
Consumers Local & Central Governemnt	Mātauranga Māori Market Analysis

## NGĀ UARATANGA: OUR VALUES

**Whanaungatanga:** We value relationships, we will work together and with tangata whenua

**Manaakitanga:** We care and support one another

**Rangatiratanga:** We are excellent in everything that we do

**Mana Taurite:** We are inclusive and strive for equity and equality

**Pono:** We are honest, open and accountable

**Auahatanga:** We are innovative and passionate about what we do

**Ngā Taonga Tuku Iho:** We honour and respect our taonga, our legacy

## Key Actions

### NGĀ MAHI MATUA: OUR ACTIONS

#### TE TĀIAO – THE NATURAL WORLD:

- Zero Carbon Economy
- Zero Waste Circular Economy
- Water Stewardship & Protection
- Regenerative Practices

#### PŪTEA – ECONOMY:

- Oceans Economy Strategy
- Building an Innovation Ecosystem and Knowledge Economy
- Regional Impact Investment Fund
- Review and Reset of NGO Sector

#### TE TĀUIHUTANGA – IDENTITY:

- Te Reo Māori Strategy for Te Taiuhu
- Telling and Preserving our Local Stories
- Regional Provenance and Appellations

#### TANGATA – PEOPLE AND COMMUNITIES:

- Improved Equity and Service Provision for Health and Mental Health, Education, Employment and Participation in Society, Corrections and Rehabilitation, Local Facilities for the Vulnerable
- Regional Resilience Task Force
- Workforce Retraining, Redeployment, Lifelong Learning Initiatives

#### TE RĀKAU TAUMATUA – PLACE:

- Smart Affordable Housing Solutions

#### RANGATIRATANGA – LEADERSHIP:

- Leadership Forum for Ongoing Collaboration and Custodian of the Strategy

#### PĀPA WHENUA – INFRASTRUCTURE

- Regional Local Resilience Plan for Digital Connectivity, Water Management, Clean Energy and Clean Transport

### NGĀ TAPUTAPU TIKĀ: OUR TOOLS

Our Wellbeing Monitor

Our Equity Monitor

Our Wellbeing and Data Project

Our Community Engagement Platform

## Te Ao Mārama – Our Future





## Te Mana Motuhake o Te Taihū: We live in a special place

Te Taihū is the name of the rohe made up of Tasman, Nelson and Marlborough and the people of Kurahaupo, Tainui, Tokomaru waka and the many. The Te Taihū Intergenerational Strategy (the Strategy) is a new approach to regional development from Mohua (Golden Bay) in the west to Kapara Te Hau (Lake Grassmere) in the east. It has a life span not of years, but of generations.

We live in a special place. We have a history, culture, whakapapa (genealogy), beautiful landscapes and opportunities, and our leaders, Iwi, businesses and community organisations are already working hard to protect and enhance our region.

The Strategy is a wellbeing framework for everyone in our community. It has:

- A vision that places Oranga Te Taihū - the wellbeing of our people and our places over generations - at its heart.
- Our shared values that will guide us.
- Intergenerational wellbeing outcomes that our communities want.
- Identified actions.
- The tools we need and the enablers to help us achieve Oranga Te Taihū.

## Te Whakakitenga: Our Vision

### Tūpuna Pono: To Be Good Ancestors

Our vision recognises what is important to the generations of Te Taihū – balance and regeneration, leaving a legacy that we can be proud of and contributing to a higher purpose beyond ourselves.

*We are the people of Te Taihū. Together, we care for the health and wellbeing of our people and our places. We will leave our taonga in a better state than when it was placed in our care, for our children and the generations to come.*



Our vision statement was explored with the rangatahi (young people) of Te Taihū. They identified the following important aspects of our Vision:

## 1 Restore and value our connection to the natural world

Rangatahi clearly recognise that our planet has existed for billions of years, while we are only recent additions. They understand that the natural world physically nourishes and sustains Rangatahi and are worried that consumerism and technology are breaking our connection to the land and that this must be addressed. They want to leave nature 'better off' for future generations. This means a wide-scale change of behaviours and practices across society to reduce our environmental footprint.

## 2 An inclusive society where no one is left behind

Rangatahi emphasised that we are all part of humanity. By understanding our shared histories and different cultures, we can be united rather than divided. We need to include diverse groups around our decision-making tables and enable people to engage in a range of ways that are accessible and meaningful. Young people need to be at the heart of decision-making.

Te Reo Māori should be a living, vibrant and widely spoken language in our region. Hand-in-hand with this is honouring Te Tiriti o Waitangi and embracing tikanga Māori.

Rangatahi and people on the fringes are not a problem to be solved, but a potential to be harnessed. We need an inclusive society, and look to reduce inequality in income, health, housing and education. Rangatahi also recognise the mental health issues we face as a society.

## 3 A resilient sustainable economy

Rangatahi want to support businesses to transition to a lower environmental footprint and to the provide a living wage and opportunities so that people do not have to leave the region.

They want to bring the humanity back into the economy. They also want an education system that supports this, as they consider the current system is too narrow and creates unhealthy pressures on rangatahi.



# Ngā Uaratanga: Our Values

Our values guide us in everything that we do now and in the future:

## WHANAUNGATANGA:

We value relationships, we will work together and with tangata whenua

## PONO:

We are honest, open and accountable

## RANGATIRATANGA:

We are excellent in everything that we do

## AUAHATANGA:

We are innovative and passionate about what we do

## MANAAKITANGA:

We care and support one another

## MANA TAURITE:

We are inclusive and strive for equity and equality

## NGĀ TAONGA TUKU IHO:

We honour and respect our taonga, our legacy



## Te Ao Marama: Our Future

The Māori concept of Te Ao Marama is the world of life and light. It is our future state for Te Taihū. We will reach this future state, when we see an improvement in Oranga Te Taihū, the wellbeing of our people and our places.

Our Intergenerational Wellbeing Framework for Te Taihū, Oranga Te Taihū, is a tool to help our community reach Te Ao Marama.

# Oranga Taihū: Our Intergenerational Wellbeing Framework

Oranga Te Taihū was developed for the people of Te Taihū. It is aligned with the frameworks used by the New Zealand Treasury (the Treasury) and the OECD internationally.<sup>1</sup> Our detailed Wellbeing Framework Report can be found on our [website](#).

Oranga Te Taihū guides us along a pathway of change and transition with:

- **The intergenerational wellbeing outcomes our communities want.**
- **Our Actions.**
- **The tools we need.**
- **The enablers who can make change happen.**

<sup>1</sup>Treasury has a role to set out the Governments wellbeing objectives – both economic and other measures and it is an influencer of other government agencies whereby those agencies have to prove that their budget requests align with the Treasury's framework in order to be funded. The Wellbeing Frameworks used by Governments and international agencies are underpinned by a large body of technical and academic learnings.



# Ngā Hua Whakatupuranga me ngā Mahi Matua: The Intergenerational Wellbeing Outcomes and Actions

There are eight intergenerational wellbeing outcomes that capture what matters most to the people and places of Te Taihū. They are the aspirational goals we will work towards and against which we will assess our progress to wellbeing.

These wellbeing outcomes are expressed simply **but involve complex, interconnected and overlapping matters** that can only be addressed by looking at issues in context, not in isolation.

To move towards our Intergenerational wellbeing outcomes, we need actions to create change. The actions that we want this Strategy to stimulate and enable may come in many forms: initiatives, projects,

audits, studies, business cases, and new models for making decisions and investing. They will be undertaken across the community, by businesses and organisations, Iwi, Marae, community groups and individuals, and will track to different timeframes. Throughout our engagement and as we have progressed through COVID-19, we have identified 17 actions that can be worked over-time to achieve Oranga Te Taihū.

Each intergenerational wellbeing outcome, their interconnectedness with each other and the actions that have been identified and prioritised through the strategy process are now outlined below.



## TE TAIAO THE NATURAL WORLD

Our relationship with the natural world is healthy.

When we speak of Te Taiao, we mean ngā atua Māori and all aspects of our natural, social, physical and material worlds. In relation to our natural world, we mean our wai (water) in all forms - the rivers, lakes, wetlands, estuaries and oceans; our whenua (land, soils etc.); our air; and all living things such as species of flora and fauna, animals etc. that inhabit them.

When we speak of Te Taiao we are also talking about our relationship with nature - humanity and the natural world are interconnected and sustain each other in a relationship of mutual respect. Underpinning this relationship is responsibility and reciprocity, where our natural world is acknowledged as a living entity and our atua Māori. That means that the first right must be the right of nature to thrive without overuse. Any use of the environment that is granted is treated as a gift or a privilege. A healthy relationship is about finding a **sustainable use of our natural resources and reversing degradation that has already taken place.**

We have a unique natural environment in Te Taihu, with over a fifth of New Zealand's coastline, three national parks and the Marlborough Sounds. However, approaches to soil management, habitat loss and pollution are creating significant stress on our region's ecosystems. We know that the state of the natural world improved during the COVID-19 lockdown, so we have the opportunity to hold on to those gains. This includes reducing carbon emissions, enhancing freshwater quality and our marine environment, as well as protecting our taonga species, having thriving landscapes and producing less waste.

The Te Taiao intergenerational wellbeing outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined on the next page.





**Pūtea: Economy**

**Tangata: People and  
Communities**

Our people and natural world need to be healthy for our economy to be strong. Climate change, social inequalities and distrust in the information that we are being provided are forcing us to reconsider what world we want to live in, whose opinions we should listen to, how we view data and facts and who we should buy our products and services from. Our food and fibres sector such as forestry and agriculture need to remain viable with healthy soil and water. Consumers and visitors are strongly attracted by our natural world. Te Taihū could be a leader in nutrition and health and wellness products produced locally and globally with regenerative farming practices that are enabled by Mātauranga Māori (traditional knowledge), science and technology.

**Te Rākau Taumatua: Place**

We must balance the need for housing and shared spaces against the protection of our natural world and our food-producing land and water. We need to build better regenerative practices and behaviours in how we plan our current and future shared spaces and buildings.

**Papa Whenua: Infrastructure**

We must design and deliver transport, water and waste systems that serve our needs, without damaging the environment, and that actively protect our region from natural events.

**Mātauranga: Knowledge**

Tangata whenua have a whakapapa (genealogy) connection to Te Taiao and have a unique and well established body of mātauranga that has been built up over thousands of years. By drawing on this mātauranga, we can respectfully seek guidance and practical pathways that will help us restore the wellbeing of Te Taiao together. We also recognise that everyone has a role to play in the restoration of Te Taiao. We acknowledge the expertise of our farmers, growers and wider community because we understand that no one knows their land better than those who are working it every day. In addition to this, we also look to modern science, innovation and imagination to help guide us on the issues of the day and offer us trusted data and insights on our current challenges and opportunities.

**Priority Area: Improved Climate Change and Regenerative Outcomes**

**ACTIONS**



Initiatives (current and new) to support transitioning to a **ZERO CARBON** economy.

Initiatives (current and new) to transition to **ZERO WASTE** that is linked into a circular economy approach.

Initiatives (current and new) to improve **WATER STEWARDSHIP** outcomes.

A **REGENERATIVE STRATEGY** on land and in waterspace.



## PŪTEA ECONOMY

**Our resilient economy allows our people, places, communities, and businesses to thrive.**

The scale of COVID-19's economic impact is unprecedented. Global tourism and education services have served Te Taihū well in the past and have been an enormous export earner and employer. However, these tourists and students will not be coming back in the near future. Currently we rely heavily on the food and fibres sector (aquaculture, horticulture, viticulture and forestry), and manufacturing (high value engineering and design). Weaknesses, such as our lack of control over key supply chains and our ability to collaborate make us vulnerable.

People, communities, Iwi and consumers will seek out organisations that are aligned with their values and beliefs. As businesses, Iwi, communities and local and central government organisations, it's time to collaborate better in Te Taihū and as sectors across Aotearoa. It is also an opportunity for us to take stock of our business models and evaluate whether they remain fit-for-purpose.

A longer-term rebuild presents an opportunity to RESET by:

- Harnessing technology in our businesses and in Te Taihū. For example, exploring delivery models through digital (high value nutrition and natural products tech, consumer engagement and IP exports), automation and robotics, artificial intelligence and big data, augmented reality IOT, autonomous vehicles and smart transport systems and planning and investing in cyber security.
- Developing new skills development and retraining people with a focus on building a more technological literate workforce in health, education and entrepreneurship.
- Attracting talent, intellectual capital and businesses to Te Taihū, with the expectation that they are focussed on the economy of the future that we are trying to build.
- Incentivising risk and supporting entrepreneurs and businesses better, by helping them innovate, commercialise new solutions and grow, so as to drive the change that will be required if we are to remain relevant.
- Attracting investment and capital into Te Taihū.
- Supporting our local businesses by promoting them locally whilst maintaining a license to operate in our key export markets. We acknowledge ten current economies that have been identified in Te Taihū.
  - Aviation
  - Technology
  - Oceans/Green
  - Science & Research
  - Education
  - Medical Health & Wellbeing
  - Innovation & Creation
  - Arts & Culture
  - Entertainment, Hospitality
  - Sustainability
- Reviewing the business and operating model of NGOs that provide services and support across so many areas of Te Taihū. The unprecedented demand on the public and charitable funding is making continued operations untenable for many organisations and a reset is needed so that we deliver maximum outcomes on investments.

The Pūtea intergenerational wellbeing outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined on the next page.





**Tangata: People  
and Communities**

Good health requires money to pay for decent food, and medical interventions when needed. Safety and welcoming communities rely on service provision and protection. Good connections require time, money and infrastructure. All of this is only possible if we have a strong economy that meets our needs.

**Te Rākau Taumatua: Place**

Access to good quality homes are becoming more and more difficult to afford. Housing instability and over-crowding are directly linked to education disruptions and health disparities. In addition, home ownership is linked to financial prosperity / incomes.

Our shared spaces need ongoing investment to keep them safe and places where people want to be. If people don't want to be here or cannot afford to be here, we will not have enough of the right workers and everyone's wellbeing will suffer. If our homes are not adequate or accessible, our people will be unhealthy.

**Mātauranga: Knowledge**

Creativity and innovation needs to be nurtured through education, opportunities and investment. All of this relies on an economy that can provide the public and private sector with funds that can be used for this.

**Priority Area: Strengthening our Regional Economy**

**ACTIONS**



An **OCEANS ECONOMY STRATEGY** that includes inshore and open ocean aquaculture as well as opportunities to create value from the sustainable harvesting of our ocean's resources.

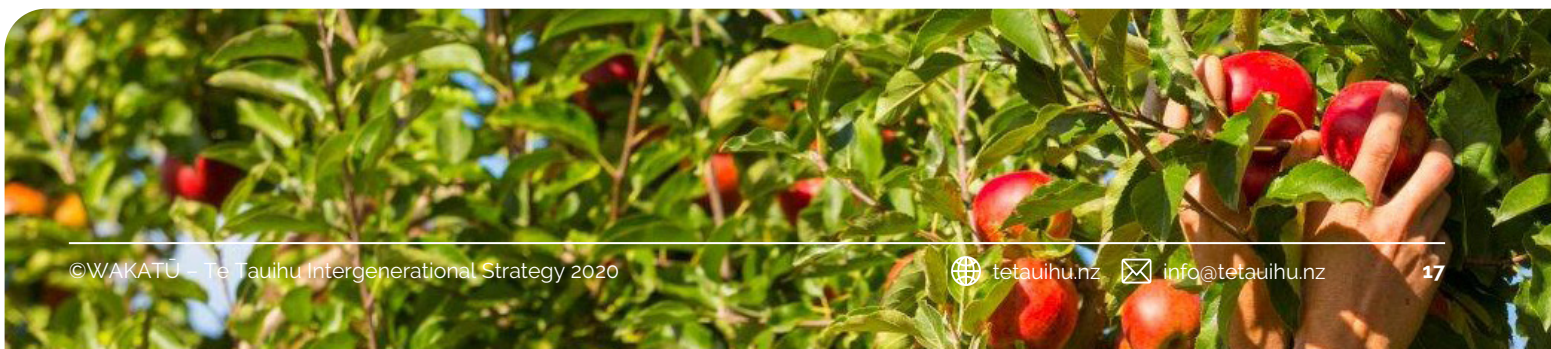
An **INNOVATION ECOSYSTEM** that supports the development and commercialisation of high-value food, nutrition, ingredient, and wellness solutions / technologies.

Building a **KNOWLEDGE ECONOMY** that recognises and supports science, technology, innovation and creativity.

**A REVIEW AND RESET OF THE NGO SECTOR** in Te Taihū

**A REGIONAL IMPACT INVESTMENT FUND** for existing and new businesses who are focused on improving Te Taiāo (The Natural World) in the areas of:

- Climate change
- Circular economy and carbon zero
- Water
- Transport
- Energy





## TE TAUHUTANGA IDENTITY

**Our people are proud of their individual and shared identity and feel a strong sense of belonging. We treat each other with kindness and respect.**

Our connection to our land, history and culture defines who we are. It also connects the generations, bringing young and old together. Our language, Te Reo Māori, is a unique taonga for New Zealanders, as well as being fundamental to our national identity, and a gateway to better understanding the rich history and culture of Aotearoa. This includes our knowledge and awareness of Te Tiriti o Waitangi.

Te Taihū is a beautiful region and we have a strong sense of collective identity, yet people can also express their own individual identity. We welcome new migrants, including refugees, to our region, and want everyone to feel they belong here.

This Intergenerational Wellbeing Outcome is about enriching the lives of the people of Te Taihū by promoting a proud and connected culture. The arts, media, marae, heritage and sports organisations are here for us all to enjoy and we recognise the considerable amount of work that is done by volunteers on limited means.

The Te Taihū intergenerational wellbeing outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined on the next page.





### Te Taiao: The Natural World

If we are to truly protect, regenerate and treasure our natural environment, we need a collective will and this can only be built from a sense of shared identity and belonging.

### Pūtea: Economy

By developing an identity that is inclusive, instils pride in its people and our places and can evolve into a regional provenance story both locally and globally. This will allow us to capture more value across the value chain with our products and services through technology and smarter marketing.

### Tangata: People and Communities

As a region with a strong identity, happy in its own skin, healthy and safe, we can look after communities better and retain our young people instead of seeing our people drift away to the cities.

### Rangatiratanga: Leadership

A strong sense of identity allows leaders to emerge who understand what is important to our people, what our priorities are and the values that we live and work by. Genuine partnership between Māori and Pākehā - Te Tiriti o Waitangi and embracing tikanga Māori is an opportunity for all the people and places of Te Taihu.

### Priority Area: Our Stories, Te Reo Māori and Culture

#### ACTIONS



An Iwi led **TE REO MĀORI STRATEGY FOR TE TAIHU**

Initiatives relating to our **REGIONAL PROVENANCE AND APPELLATIONS**

Developing and celebrating our narrative by **TELLING AND PRESERVING OUR LOCAL STORIES** past and present through multiple mediums, including pūrākau (story) and waiata (song)





## TANGATA PEOPLE & COMMUNITIES

Our people and communities are welcoming, healthy, and safe. Our people are connected across generations, cultures, and distance.

When we talk of community, we mean all people and whānau (families) in Te Taihū interacting and supporting each other. By working together, communities can tackle bigger problems than they can as individuals working on their own.

As human beings we are social creatures and cannot thrive without a healthy social and physical connection to each other. During COVID-19 we have experienced lockdowns and the loss of freedoms that we once took for granted. More conversations about climate change, plastic waste and inequality took place and we started to make more purposeful decisions, aligned to our values and beliefs about how we socialise, what we purchase and who we purchase from.

We know in Te Taihū there are inequalities in health, education, income and housing. The next few years will only amplify this further as

unemployment rises and more people are forced into poverty. Our social, political and economic models are having to move hard and fast to keep up. There is opportunity for better coordination and action to address the issues as well as new models that are holistic in their approach.

The places we live in need to feel safe, secure, and welcoming by providing support when needed and opportunities to share and grow. Our communities need to be able to participate in family life, socialise with friends, join in with community activities and take part in recreation and leisure pursuits as well as the arts and culture.

The Tangata intergenerational wellbeing outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined below.

### INTERGENERATIONAL WELLBEING OUTCOME

### INTERCONNECTEDNESS OF OUR INTERGENERATIONAL WELLBEING OUTCOMES



#### Pūtea: **Economy**

A strong knowledge economy is needed to provide an equitable society where everyone can participate, and to provide support for those who need it.

#### Te Rākau Taumatua: **Place**

Without affordable and quality places to live, our communities will not be rich and cohesive.

#### Rangatiratanga: **Leadership**

Leadership emerges from strong communities and a sense of service and caring for others.

### Priority Area: **Working Together to Improve Equity**



### IMPROVEMENT OF REGIONAL SERVICE PROVISION and EQUITY for:

- Health and Mental Health
- Education
- Employment and participation in society
- Corrections
- Rehabilitation
- Local facilities to house and/or help to transition our vulnerable citizens
- Decision-making

### A REGIONAL RESILIENCE TASKFORCE to develop projects across some or all of the following areas:

- Food security
- Energy
- Communications (Internet, Cell phone coverage etc.)
- A Regional Procurement Policy (including Social Procurement and Sustainability)
- Household self-sufficiency through improving skills (e.g. food gardening, using internet etc.).
- 'Buy Local'
- Zero waste
- Resilience to natural disasters (fire, flood, etc.).

### WORKFORCE RE-TRAINING, RE-DEPLOYMENT, AND LIFELONG LEARNING INITIATIVES to support:

- Workers displaced by the COVID-related economic downturn in the medium-term
- Ageing workers displaced by technology and changing workplaces in the long-term
- Businesses impacted by COVID-related economic downturn in the medium-term
- A more mobile and informed learner across generations





# TE RĀKAU TAUMATUA PLACE

Our people can access affordable and quality places to live. Our shared spaces are places where people want to be.

The wellbeing of our people is likely to be greater if our shared places and spaces are well designed. The quality and accessibility of our places and spaces influence how we live, work and connect together.

Shared spaces increase vibrancy and connection if used well. Smart and innovative design of our places and spaces also supports our ability to be resilient to natural events and climate change. 'Master Planning' – strategic thinking about our places and spaces at a town, city, or district wide scale – ensures that long-term impacts and priorities are considered.

Marae and community spaces are important communal spaces for our people that require long-term sustainable funding and resourcing.

They are used for cultural experiences, hui (meetings), celebrations, tangi (funerals), recreation and educational workshops. Housing is also part of 'place.' The quality and cost of housing has a huge impact on the wellbeing of people, whānau and community. Affordability, access and quality of housing is a major issue in Te Taihū.

The Rākau Taumatua Intergenerational Wellbeing Outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined below.

## INTERGENERATIONAL WELLBEING OUTCOME INTERCONNECTEDNESS OF OUR INTERGENERATIONAL WELLBEING OUTCOMES



### Te Taiao: The Natural World

When we think about harm to the natural world to the environment, we often focus on extractive industries and farming. But human spaces also contribute to environmental degradation. Well-designed towns and buildings can make a big difference in the wellbeing outcomes of our natural world.

### Tangata: People and Communities

A place is not a community unless its people are connected and engaged. Our people need and deserve spaces which serve them. Our connection to our land, history and culture (Te Taihūtanga) defines who we are. It also connects the generations, bringing young and old together.

### Papa Whenua: Infrastructure

Apart from the essential provisions for water and waste, our shared spaces also need other forms of infrastructure: schools, public services, transport, and places to come together.

### Priority Area: Smart Affordable Housing Solutions



New models and **SMART HOUSING SOLUTIONS** to deliver:

- Social Housing and homelessness solutions for vulnerable people
- Affordable housing options for those looking to enter the housing market/security of tenure
- A greater supply of more affordable mainstream housing for all – i.e. those people wishing to stay in this region, and for talent migrating to the region
- Papakāinga Developments (collective models of Māori living)
- Sustainable, durable, and future-proofed dwellings
- Changes in RMA, other regulatory and infrastructure constraints/barriers





# PAPA WHENUA INFRASTRUCTURE

Our people have resilient transport, communications and energy networks, and water and waste systems.

Several trends are impacting infrastructure and transport: greater need for investment due to ageing assets in some parts of our region; a growing population; a need to reduce emissions from transport; and the need to make infrastructure resilient to extreme weather events and adapt to technological disruption.

Infrastructure is also an enabler of economic activity and individual and communal wellbeing, so it's important to have a **clear long-term vision** of what needs to be enabled. For example, we will need a strong digital infrastructure to support a changing economy, reliable and resilient lifeline infrastructure to support basic wellbeing, and well-planned urban and rural infrastructure to combat social isolation and facilitate community engagement.

Our community has expressed a strong desire for significant change to the region's infrastructure. Investment will be one of the biggest enablers. This includes gaining investment capital to facilitate improvements and looking to new diverse sources of capital as well as traditional ones.

We need to look for ways to be more **efficient and effective** e.g. using technology and non-traditional solutions to facilitate change within the limited resources we have to fund infrastructure. Sustained and active communication of the key trade-offs of cost versus service versus environmental impact to the community will be critical. Infrastructure is as much about the demand as it is about the supply.

The Papa Whenua intergenerational wellbeing outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined below.

## INTERGENERATIONAL WELLBEING OUTCOME      INTERCONNECTEDNESS OF OUR INTERGENERATIONAL WELLBEING OUTCOMES



### Te Taiao: The Natural World

When designing or updating infrastructure, we need to factor in reduced emissions, security of lifeline infrastructure (resilience), sustainability and circular use of materials.

### Rangatiratanga: Leadership

The community has repeatedly asked for greater cooperation among key stakeholders. There has to be a strong appetite for new approaches and projects which offer innovative alternatives to business-as-usual.

### Priority Area: Regional Resilience





A **REGIONAL RESILIENCE PLAN** that delivers:

- Digital connectivity and centralisation of data, and quality broadband access
- Water management - better wastewater, storm water and water storage infrastructure
- Increased investment in and uptake of alternative sustainable clean/green energy
- Transport networks and options that are clean/green that will support our carbon-zero goals and that serve the needs of our people (i.e. availability/access)





## RANGATIRATANGA LEADERSHIP

Our decision-making is collaborative, courageous, inclusive, respectful and acts for the long term. We uphold the values and rights of the people and taonga of our region.

Courageous and bold leadership is about leading by example. It is about taking a stand because it is the right thing to do, it is about making decisions that are aligned to a vision and values that are purposeful and it is about bringing people on the journey, we do this together.

Leadership not only considers our local and central government leadership, but leaders across all parts of our society, including Iwi, hapū, businesses, workers, young people, the voluntary and community sector and many other organisations and individuals.

Te Taihū currently has strong leadership, as well as high voter turnout and trust in many public institutions. However, some of our current leadership structures and the machine of bureaucracy can create silos (or the perception of them) and the community emphasised the need to overcome these.

Our rangatahi (young people) want an inclusive society where no one is left behind. Hand-in-hand with this is honouring Te Tiriti o Waitangi and embracing tikanga Māori. There is an opportunity to start the conversations about our understanding of the history of Te Taihū and Te Tiriti o Waitangi that leads to meaningful and enhanced leadership across Te Taihū.

Better collaboration, dialogue and planning between the leaders of Te Taihū and Government will be key moving forward.

The Rangatiratanga intergenerational wellbeing outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined below.

### INTERGENERATIONAL WELLBEING OUTCOME

### INTERCONNECTEDNESS OF OUR INTERGENERATIONAL WELLBEING OUTCOMES



#### Te Taihūtanga: Identity

Genuine partnership between Māori and Pākehā in the leadership, discipline and direction of the Strategy is an opportunity for all people and places of Te Taihū. Māori already recognise that economic, environmental, social and cultural wellbeing are interconnected and interdependent.

No separate Actions for Rangatiratanga have been identified. Rangatiratanga will be required across all the intergenerational wellbeing outcomes and will occur in different forms and enabled by people and entities.



## MĀTAURANGA KNOWLEDGE

Our people are knowledgeable, curious, and creative.

In this strategy the term “knowledge” is used in its broadest sense. It includes understanding history and data about our region to make better plans, but also how we innovate, learn and apply knowledge for the benefit of Te Taihū. It also includes different types of knowledge systems within and beyond our community, all of which can help us.

Knowledge helps us to be productive, enables people in Te Taihū to gain employment and start their own businesses, and allows businesses to bring in the skills to grow. Knowledge also helps us understand our region to know what to change, how we will solve our problems and also advocate for our region. It enhances our creativity, our awareness of our own and each other’s cultures and histories, and our tolerance and spirit of citizenship.

We need to acknowledge and nurture different knowledge systems e.g. mātauranga Māori (traditional knowledge) as well as new technological learnings. We may need to find new, creative ways to grow our knowledge and to nurture our intellectual capital.

Mātauranga will underpin our efforts now and into the future as we tackle our issues and grasp the opportunities that come our way, developing our intellectual capital, supporting our brightest and best to lead the way to new ideas and ways of doing things. It has the potential to be the most powerful enabler to drive ourselves toward the future we want to create.

The Mātauranga intergenerational wellbeing outcome interconnects with our other intergenerational wellbeing outcomes and some of these are outlined below.

### INTERGENERATIONAL WELLBEING OUTCOME INTERCONNECTEDNESS OF OUR INTERGENERATIONAL WELLBEING OUTCOMES



#### Pūtea: Economy

Key to our future will be how we incentivise risk and support our entrepreneurs. Te Taihū is full of them but we do have a great track record of incentivising them effectively, especially when it comes to opportunities in green / clean technologies and high value nutrition solutions.

#### Tangata: People and Communities

Education will need to be transformed to adapt to shifts in the workplace. More focus will need to be given to vocational training, not just in traditional qualifications. Skillsets will need to be built to meet the future economy. Technology must be front and centre of education at all levels in the future.

No separate Actions for Mātauranga have been identified. Mātauranga including mātauranga Māori will be required across all the intergenerational wellbeing outcomes as well as working with and supporting our schools, Nelson Marlborough Institute of Technology and other local, national and international educational providers.

# Ngā Taputapu Tika: The Tools We Need

Our tools to support our work towards achieving Oranga Te Taihu will continue to be developed as we secure further funding. These tools include:

- Our Wellbeing and Equity monitors
- Trusted data and information
- The Community Engagement Platform
- Policy and Regulation
- Knowledge, Intellectual Capital, Science and Technology
- Investment

These tools will support our decision-making, so that there is:

- Alignment in our work and priorities in Te Taihu.
- Analysis of the impact of policies and regulation on our ability to deliver Oranga Te Taihu.
- Accountability, to demonstrate that we are moving in the right direction and that our limited investment is being used wisely.
- Impact, to ensure that what we are doing is working (our actions) and that we are achieving the intergenerational wellbeing outcomes.

We have created **the Wellbeing and Equity Monitors** to enable us to monitor how we are performing in each of the eight intergenerational wellbeing areas compared to total New Zealand, so that we can see which areas are most in need of attention, and how we are improving over time.

## The Wellbeing Monitor

Our Wellbeing Monitor has been designed to show us, at a high level, how our region is performing in the areas that are most important to us - our Intergenerational Wellbeing Outcome Areas. As we take action to make change in these areas, we can monitor our progress and see how our performance is improving over time. As we achieve change and the Strategy evolves, so too will the Wellbeing Monitor.

For each intergenerational wellbeing outcome area, we have selected reliable statistical indicators that give us a picture of that area. We have also selected indicators that show how the picture is distributed across different people and places - equity. For example, we can have high levels of regional GDP, but if that regional income is not distributed in an equitable manner we will still have many families on poor outcomes. These indicators are used in our Equity Monitor.



It's important to be aware that data gathering in New Zealand can be patchy, especially when it comes to the regions. This means that in some areas, the indicators we would like to observe over time either do not exist, or are not of acceptable quality/reliability or are not gathered often enough to be of use to us. Future phases of work on the Strategy will, over time, address these data gaps. In the meantime, we will work with what is available.

Our detailed Wellbeing Framework and Indicators Report can be found on our [website](#), along with the data sources that we have utilised.

The Wellbeing Monitor provides a **long-term means for tracking** Te Taihū performance against total NZ. That means that **comparisons will move only very slowly over time**. For day-to-day work on Actions and Projects, we will also use **detailed datasets that will allow us to observe change at an annual level**. In the diagram below, we have shown how Te Taihū compares to average New Zealand in the measures we have selected. The dotted **yellow circle** shows

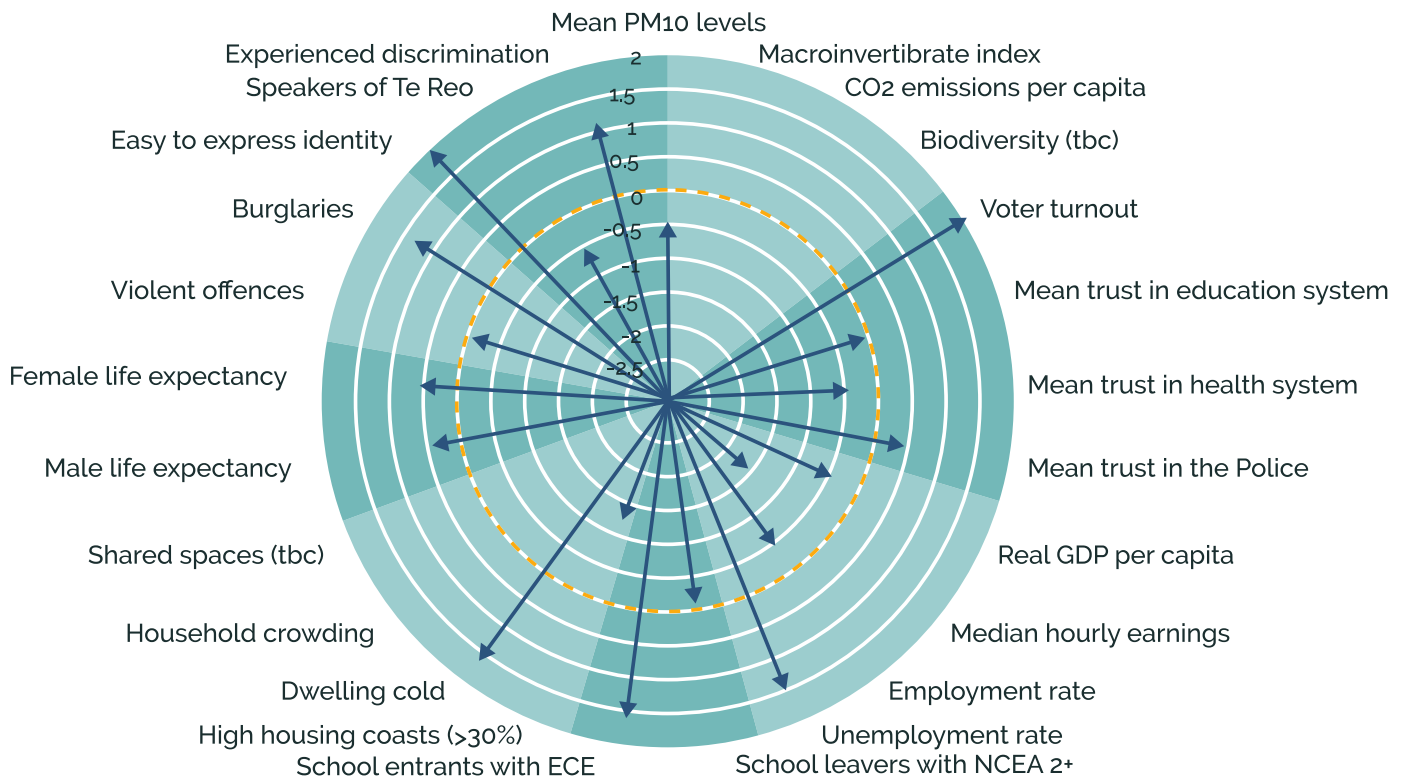
how New Zealand is performing, and the **blue lines** show how Te Taihū is performing. If our **blue line** reaches beyond the **yellow circle** towards the outside of the diagram, it means we are doing better than total New Zealand. If our **blue line** stays close to the centre of the diagram, it means that we are doing poorly.

For example, the Wellbeing Monitor report below shows:

- our voter turnout is quite good, but our housing affordability is poor, with too many families spending more than 30% of their income on housing costs.
- we are a region where it is easy to express one's identity, and where life expectancy is better than the national average; our unemployment rate is good i.e. low, but our median hourly earnings are below the national average.
- we have data gaps for environmental measures and for household crowding.

## The Wellbeing Monitor

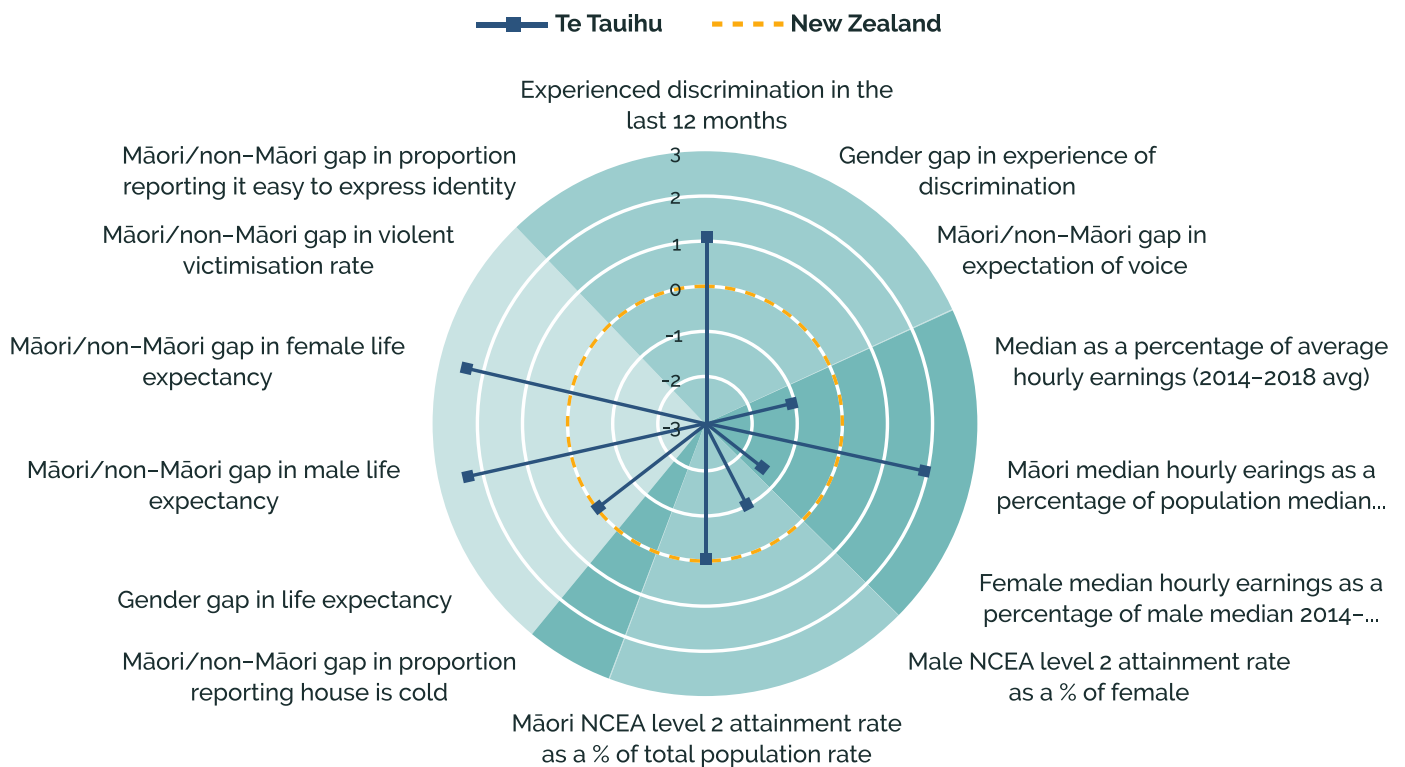
— Te Taihū    - - - - New Zealand



## The Equity Monitor

We have also selected indicators that show how outcomes in Te Taihū are distributed across different people and places – that is, the degree of equity in the region. The Equity Monitor shows that some parts of our community experience different outcomes to the average for Te Taihū. Again, we have data gaps, but there are some clear indications of inequity. The gap between earnings for females versus males is worse in Te Taihū than it is in average New Zealand, and the gap between male and female NCEA level 2 attainment is also worse in our rohe than for the country as a whole. We can also see gaps between the outcomes for Māori versus those for non-Māori **compared to those gaps for average New Zealand** – for example the Māori/non-Māori gap in life expectancy is much smaller in Te Taihū than it is in average New Zealand.

## The Equity Monitor



## Ngā Kaiāwhina: Our Enablers

### Who can make the Change Happen?

The expectation is that the Strategy can be enabled and delivered by a wide variety of people - whānau, hapū, Iwi, workers, business, communities, learning institutes, NGO's, volunteers, change-makers and local and central government. We know that people want to be involved and that there are a number of initiatives and projects already under way. How you can participate, and help is outlined in the next section.



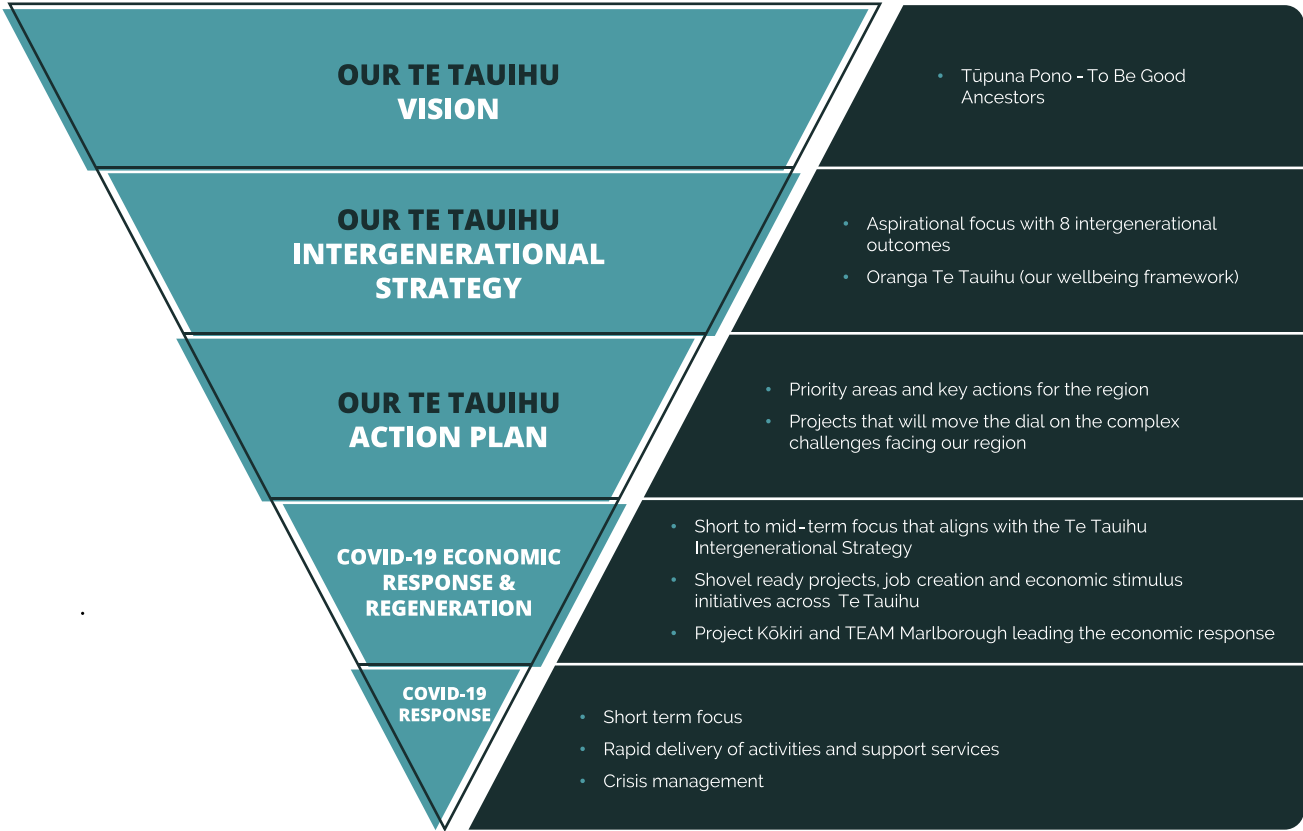
# Te Anamata: Our Next Steps, Together

This Strategy belongs to all of us: enabling and making change will be a community-wide effort. We have six Next Steps to work on and we need you to help as well.

## 1 Work with community and business leaders to ensure that the Strategy supports our region's short and medium term COVID-19 response and recovery activities.

There is a lot happening in our region that is focused on our short to medium-term COVID-19 response and recovery work. In some cases this work touches on aspects of our Strategy and the Actions that have been identified, but, primarily, **the Strategy and Actions are focused on the long-term** and generating lasting impacts for the Wellbeing of all the people and places of Te Taihu.

This diagram illustrates how our Strategy compliments the COVID-19 response and recovery work that is already underway across our region:







### 3 Our Intergenerational Wellbeing and Data Project – Oranga Te Taihu

Subject to securing the necessary funding, we will develop a comprehensive collection of datasets and tools that everyone can use to see how we are progressing, performing and improving as we implement our Actions as a Region. These datasets and tools will allow us to examine not only the overall state of wellbeing and equity at high level (some of which we already have datasets for), but also those more detailed indicators that flesh out the picture to show what initiatives we are investing in to improve as a region, and what effect those initiatives are having.

The scope of work includes identifying datasets, sources and access methods; designing the database, platform and reporting requirements; populating the database; and developing the operational and management protocols including public access and data sharing. It also includes identifying and addressing gaps where data is not readily available.

### 4 The Community Engagement Platform

Subject to securing the necessary funding, we will continue to develop our existing website into a significant asset for the region. When completed, this Platform will have several functions in addition to the current communications focus, including:

- Hosting community conversations and networking so people can meet, share ideas, and develop activities in relation to the identified actions.
- Providing a Community Directory of groups, agencies, funding sources and other useful information.
- Providing links to tools and templates to help groups set themselves up properly.
- Providing access to our data and reports.

### 5 An Enduring Leadership Model

Following the release of the Strategy, our Steering Group will be revising their future role. We will need to ensure that we have an appropriate Leadership Model in place to support our next steps.

### 6 We need you! How can you help?

Please visit our [website](#) to:

- Share your thoughts and ideas. Let us know how you / your organisation will use, or be guided by the Strategy in your mahi (work) moving forward.
- Be updated about our progress – funding, tools and stories.
- Connect with us and inform us about a Project you are developing, or wish to develop, that is aligned with our Strategy's 17 Actions and the intergenerational wellbeing outcomes.
- Help us maintain the profile and momentum of the Te Taihu Intergenerational Strategy.

# Ngā mihi – Thank you

## Acknowledgements

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This project is governed by the Te Taihu Steering Group, and we thank the members and their organisations for supporting their involvement.

The Te Taihu team would also like to thank everyone who has been part of the process to date. This Strategy would not exist without your contribution. Many people gave up a great deal of time to participate in workshops and hui (with a number attending multiple sessions) and to research and write detailed feedback on the Strategy. The team has been overwhelmed with people's passion and commitment to Te Taihu.

We thank the Project Team, Programme Management Group and the Steering Group members who have included representatives from Wakatū, business, Ngā Iwi o Te Taihu, local government and NMIT.

The Te Taihu Intergenerational Strategy has been a significant undertaking and would not have been possible without the financial support of Wakatū Incorporation, Marlborough District Council, Nelson City Council, Tasman District Council and the Provincial Growth Fund. We would also like to acknowledge local businesses and organisations for their financial and resource support.



## **Ka nui te aroha ki a koutou katoa. Thank you.**

Every effort has been made to ensure that the information and opinions in this Strategy are accurate and reliable. Wakatū Incorporation shall not be responsible for any adverse consequences or decisions made in reliance of the Strategy.



# TE TAUIHU

INTERGENERATIONAL STRATEGY