



Chatham Islands' Strategy

Our Islands' collective approach
to priority projects

April 2024



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Kāhui Manu Tāiko foreword

Kāhui Manu Tāiko (formerly Four Entities): they say that the Tāiko birds are sentry birds. Perched high on the clifftop keeping an eye on the burrow while the others search for food. This metaphor likens the Kāhui Manu Tāiko to the four entities acting as sentry, together ensuring the wellbeing of all those residing on Wharekauri/Rēkohu Chatham Islands.

The Chatham Islands Investment Strategy 2024-28 has been developed by the four island governance entities, the Chatham Islands Council, Hokotehi Moriori Trust, Chatham Islands Enterprise Trust and Ngāti Mutunga o Wharekauri Iwi Trust on behalf of the Chatham and Pitt Island communities.

In the spirit of kotahitanga/hokotehitanga/unity this strategy asserts and represents the collective 'voice' of the Islands, its community and our vision of achieving a better future.

In realising our vision and addressing the many challenges that currently face our isolated, remote community, it is pivotal that sound working relationships with central government are established and enduring. This strategy provides a platform for strengthening relationships with government agencies and takes a focused and forward thinking approach to each of the wellbeing outcomes, through working groups led by the Four Entities.

There are five wellbeing areas: infrastructure, economic, environmental, social and cultural that provide detailed pathways for the realisation of outcomes. Achieving these outcomes will enable our community to have enhanced growth, be more sustainable, prosper and continue to have pride and place as island residents.

It is with unity as a community that we continue to be empowered, create and strive for a better future now and for the future generations to come.

Kāhui Manu Tāiko



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Mayor
Chatham Islands Council



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The vision

A thriving Chatham Islands where together we can achieve a better future for our people and our Islands.

Introduction

The Chatham Islands Investment Strategy (Strategy) **reflects the vision Chatham Islanders have for their community**. It helps to communicate our vision with the Government and other funders. The Strategy takes a wellbeing approach towards identifying investment priorities for the Islands.

The Strategy has **five outcome areas** which cover the following topics: infrastructure, environment, economic, social and cultural. The wellbeing approach recognises that success in each of the outcome areas will lead to success in the other parts of the community.

Each outcome area has a set of **focus areas** – these are priority investment areas identified by the community for the next four years. There are **three flagship projects** which have been prioritised as they are key drivers towards improving overall wellbeing. These are the delivery of the Islands' Renewal Energy project, building and improving housing and the quality of homes on the Chatham Islands, and delivery of a replacement shipping solution for the Chatham Islands.





Outcomes framework and wellbeing statement

Wellbeing statement

Proud Chatham Islanders. Prosperous environmentally responsible thriving islands, supported by central government to enable smart growth, durable infrastructure, and a strong connected community.

Outcome 1: Resilient infrastructure

- Fit for purpose infrastructure that supports economic growth and community wellbeing now and into the future.

Key focus areas

- Renewable energy
- Additional housing
- Replacement shipping solution

Actions and key partners

High-level actions	CHATHAM ISLANDS PARTNERS
1. Delivery of renewable energy project	Lead: CIET
Build additional housing on the Chatham Islands	Lead: NMoWIT
2. Deliver a replacement shipping solution for the Chatham Islands by 2025	Lead: CIET
3. Investigate and develop a business case to improve consistency of telecommunication services	Lead: CIC
Clean drinking water is accessible to all Chatham Islanders and core water services are improved to enable future housing growth and development	Lead: CIC
Investigate and develop a business case for an abattoir	Lead: CIET

Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Moriori Trust (HMT)

* Numbering represents three key focus areas following a prioritisation exercise with the Kāhui Manu Tāiko

Key outcomes delivered by 2028

- Renewable energy has overtaken diesel generated electricity and the reticulated network is on track to be 100% renewable generated by 2030
- Housing numbers have increased on the island to meet community needs
- Replacement shipping solution acquired by 2025

Outcome 2: Economically prosperous

- Economic opportunities are harnessed to their full potential.

Key focus areas

- Cost of living
- Freight pathways
- Sustainable fishing and farming

Actions and key partners

High-level actions	CHATHAM ISLANDS PARTNERS
1. Identify initiatives needed to reduce the cost of living, including approach to delivery	Lead: CIC
Freight pathways: develop a holistic approach for sea and air freight to meet community needs, including fuel security	Lead: CIC/CIET
2. Establish and/or recognise a sector working group for sustainable fishing	Lead: CIET
3. Develop a workforce strategy	Lead: NMoWIT/HMT
Support strategic priorities and secure funding for key initiatives identified in the Tourism Chatham Islands Destination Management Plan.	Lead: CIC/CIET
Develop a strategic approach for 'Brand Chatham Islands'	Lead: Kāhui Manu Tāiko
Establish and/or recognise a sector working group for sustainable farming	Lead: HMT
Seek funding and delivery of new aircraft to support an increase in passenger and freight demand	Lead: CIET

Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Moriori Trust (HMT)

* Numbering represents three key focus areas following a prioritisation exercise with Kāhui Manu Tāiko

Key outcomes delivered by 2028

- The cost of living is reduced for all Chatham Islanders
- Holistic approach adopted for sea and air freight including fuel resilience
- Workforce Strategy developed

Outcome 3: Environmentally sustainable

- The Chatham Islands environment is protected and managed with care and sustainability.

Key focus areas

- Climate change
- Biosecurity
- Habitat Restoration and Protection, Predator Free 2050

Actions and key partners

High-level actions	CHATHAM ISLAND PARTNERS
1. Develop a climate change strategy	Lead: CIC
2. Strengthen biosecurity plans to keep Chatham Islands disease free	Lead: CIC
3. Develop and implement habitat restoration and protection and Predator Free Chathams 2050	Lead: CIC

Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Moriori Trust (HMT)

* Numbering represents three key focus areas following a prioritisation exercise with Kāhui Manu Tāiko

Key outcomes delivered by 2028

- Climate change strategy developed
- Biosecurity plans for the Chatham Islands are identified and in the implementation phase
- Predator Free Chathams 2050 is in the implementation phase

Outcome 4: Socially connected, healthy and skilled

- Chatham Islands people are safe, live long, happy lives, and are well cared for and connected.

Key focus areas

- Quality of homes
- Hospice care
- Reducing social harm

Actions and key partners

High-level actions	CHATHAM ISLANDS PARTNERS
1. Develop and implement a holistic approach to housing	Lead: NMoWIT
2. Work with Te Whatu Ora to identify options to establish hospice care on Island	Lead: NMoWIT/HMT
3. Community leads initiatives to improve wellbeing and reduce drug and alcohol harm	Lead: NMoWIT/HMT
Work with Ministry of Education to identify tailored Chatham Islands education, transition and training initiatives	Lead: NMoWIT/HMT
Enhance and develop new social spaces to promote social cohesion	Lead: CIC

Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Moriori Trust (HMT)

* Numbering represents three key focus areas following a prioritisation exercise with Kāhui Manu Tāiko

Key outcomes delivered by 2028

- Holistic approach to housing has been developed
- Hospice care needs have been identified and options have been established
- Chatham Islands led alcohol and drug harm prevention strategy and action plan in place

Outcome 5: Culturally connected

- Chatham Islands people are proud and participate together in community events and gatherings.
- Moriori and Māori culture and heritage is understood, well respected and enhanced.
- The diverse and unique history of the Chatham Islands is celebrated.

Key focus areas

- Arts, culture and heritage
- Sport and recreation
- Cultural capability

Actions and key partners

High-level actions	CHATHAM ISLANDS PARTNERS
1. Identify the Chatham Islands' arts, culture and heritage aspirations and approach funders for support.	Lead: NMoWIT, HMT
2. Community co-ordinators identified and implemented	Lead: NMoWIT, HMT
3. Identify: <ul style="list-style-type: none"> • sports and recreation funding needs and approach funders for support • and/or develop a tailored cultural capability programme appropriate for the unique Chatham Islands history and deliver to key organisations. 	Lead: NMoWIT, HMT

Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Moriori Trust (HMT)

* Numbering represents three key focus areas following a prioritisation exercise with Kāhui Manu Tāiko

Key outcomes delivered by 2028

- Chatham Islands' arts, culture and heritage aspirations are clarified and supported
- Strengthened connectedness amongst Chatham Islands' sports and recreation participants and their supporters
- A tailored Chatham Islands cultural capability building programme (or programmes) unique to the Chatham Islands' history

The Chatham Islands Stakeholder Forum

A number of government departments, statutory entities and other organisations attend the Chatham Islands Stakeholders Forum (the Forum) held biannually on the Chatham Islands and in Wellington. The Forum was initially set up by the New Zealand Police to respond to drug and alcohol issues on the islands. Its remit, however, has grown to allow engagement on a broad array of economic, environmental, social and cultural topics, and to respond to issues in a collaborative and holistic manner.

The Forum is an appropriate vehicle for monitoring implementation of the Strategy, and ensuring that it is embedded into the work of government departments and community groups. The Strategy will be a standing agenda item at the Forum, this will give stakeholders the opportunity to discuss progress on the focus areas and add any additional agreed focus areas.

The Strategy is intended to be a 'living' document which is able to be adjusted as actions are achieved and the Chatham Islands' priorities change.



Development of the Strategy

The Strategy's development commenced with a planning workshop facilitated by the Department of Internal Affairs and the Regional Public Service Commission. The workshop was completed in November 2022 to refine the strategy approach and determine how Kāhui Manu Tāiko collectively engage the Chatham Islands Community throughout the process.

As part of the review process Kāhui Manu Tāiko agreed that the wider Chatham Islands community must be given an opportunity to have their say about what's important to them.

At the workshop, participants brainstormed a long list of what they felt were important areas of investment for the community. This long list was then themed and filtered into the community consultation survey which informed the Strategy's five outcome areas and accompanying wellbeing and vision statements.

Following discussion with Kāhui Manu Tāiko, it was agreed to conduct an online survey and mail drop to every post box on the islands.

An online poster, FAQs and news article was developed to create awareness of the upcoming survey. These were published on the Council website and multiple social media platforms and newsletters during January and February 2023.

Community engagement via the online survey occurred over the month of March 2023. Hard copy questionnaires were also delivered to every post box during the first week of March.

The Strategy's development required strong leadership from the four key Chatham Islands representative entities: Ngāti Mutunga o Wharekauri Iwi Trust, Hokotehi Moriori Trust, Chatham Islands Council and Chatham Islands Enterprise Trust. A wide range of government departments, crown entities and non-government organisations were also engaged during the development process at various stages through a series of information presentation sessions.

The Strategy content was finalised through several workshops and meetings which took place on Chatham Island, in Wellington and online.

The Strategy builds on previous research reports and findings, including:

- *Wharekauri, Rēkohu, Chatham Islands Health and Social Needs* (January 2014) prepared by Litmus for the Ministry of Health;
- *Enabling a Sustainable Economy* (November 2017) prepared by Martin Jenkins for the Chatham Islands Council;
- *Chatham Islands Economic Profile* (July 2017) prepared by Martin Jenkins for the Chatham Islands Council;
- *Chatham Islands Council Long-Term Plan 2021-2031* (March 2021) prepared by the Chatham Islands Council
- *Case Study: Improved connectivity on the Chatham Islands* (2021, Dec 2022) prepared by Ministry of Business, Innovation and Employment;
- *The Island Always Calls You Back - a whole of community approach to wellbeing* (2022) prepared by Whakauae Research Services for Te Puni Kōkiri

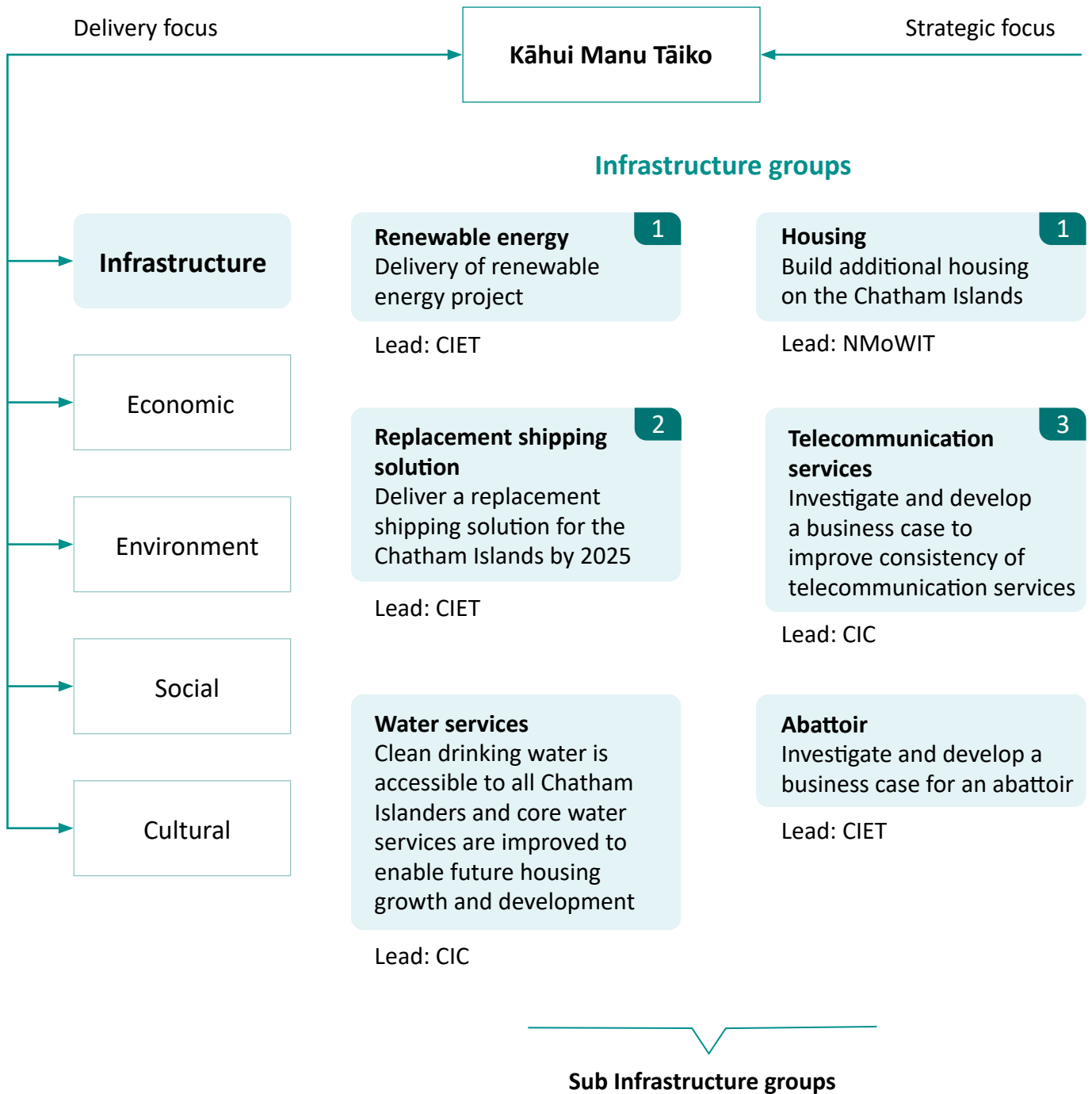
Outcome Area Working Group Structures

A collective decision was made by the Kāhui Manu Tāiko to include a government agency working groups model in the 2024 Strategy. The focused working groups require an all of government approach with identified island entity leads for each initiative.

Alongside the Chatham Islands Forum, the establishment of the working groups is intended to promote greater accountability and delivery of initiatives and core projects within the Strategy over the next four years.



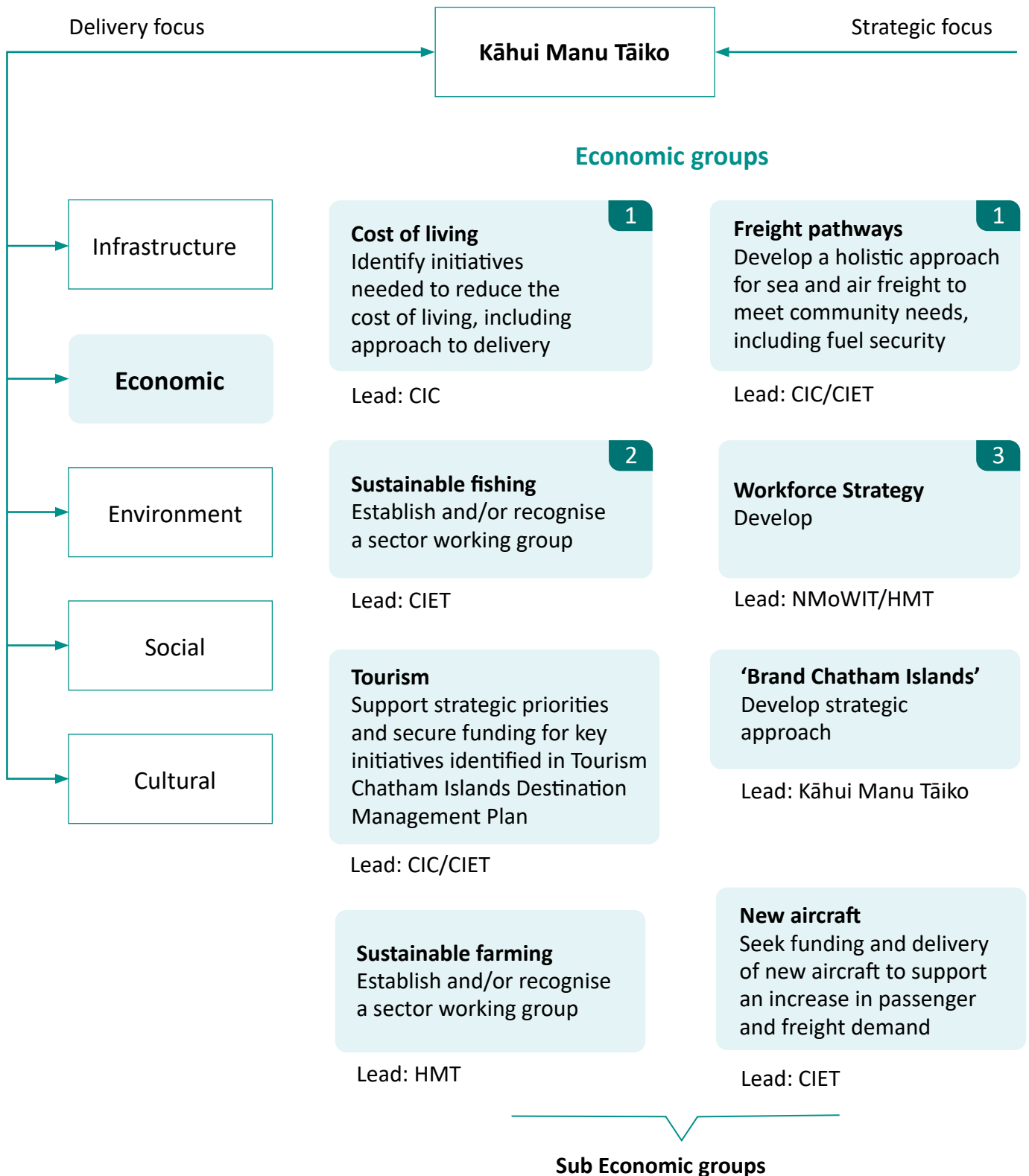
Infrastructure – working group structure



Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Morioiri Trust (HMT)

* Numbering represents the top three key focus areas following a prioritisation exercise with Kāhui Manu Tāiko

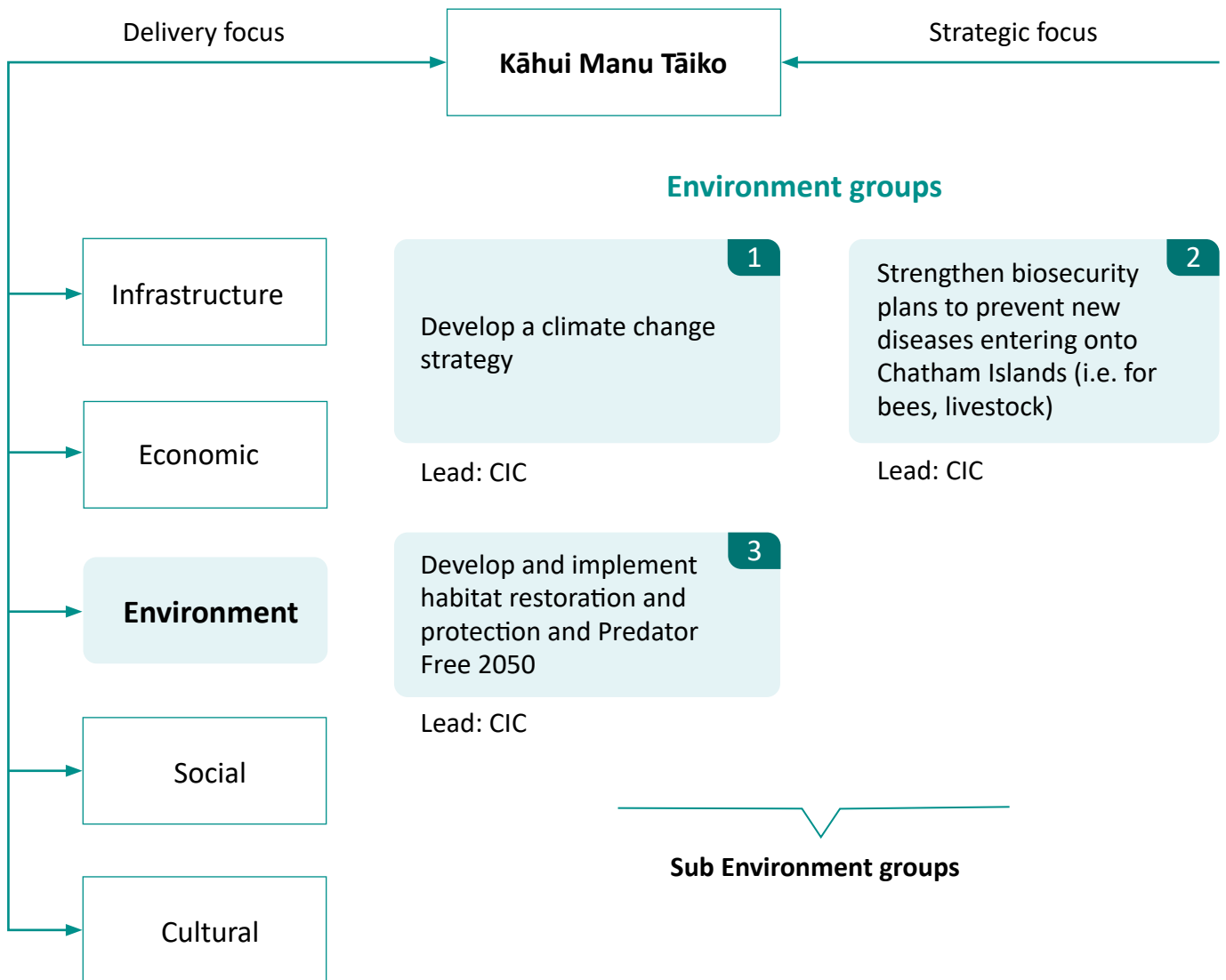
Economic – working group structure



Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Morioiri Trust (HMT)

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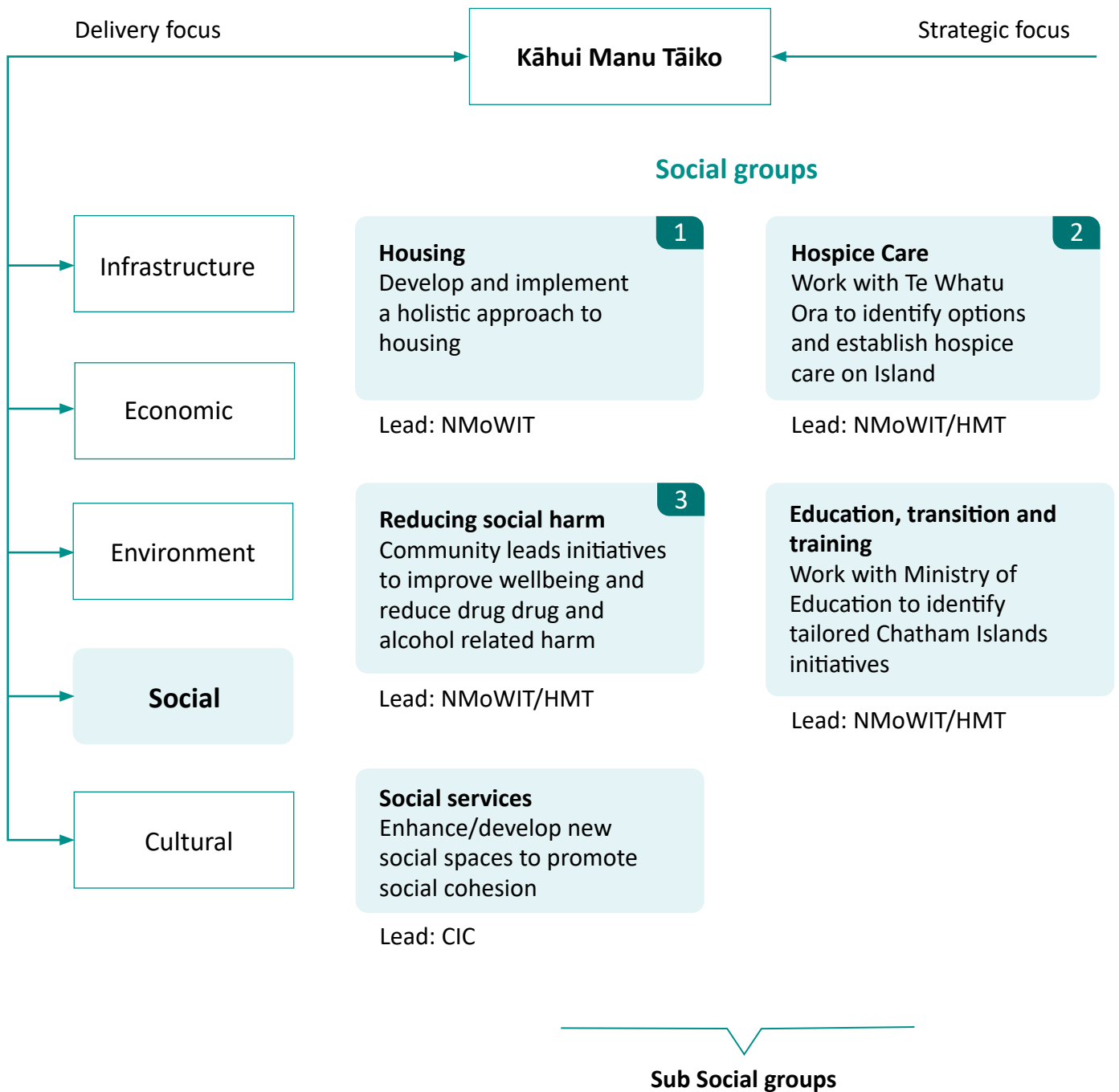
Environment – working group structure



Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Morioiri Trust (HMT)

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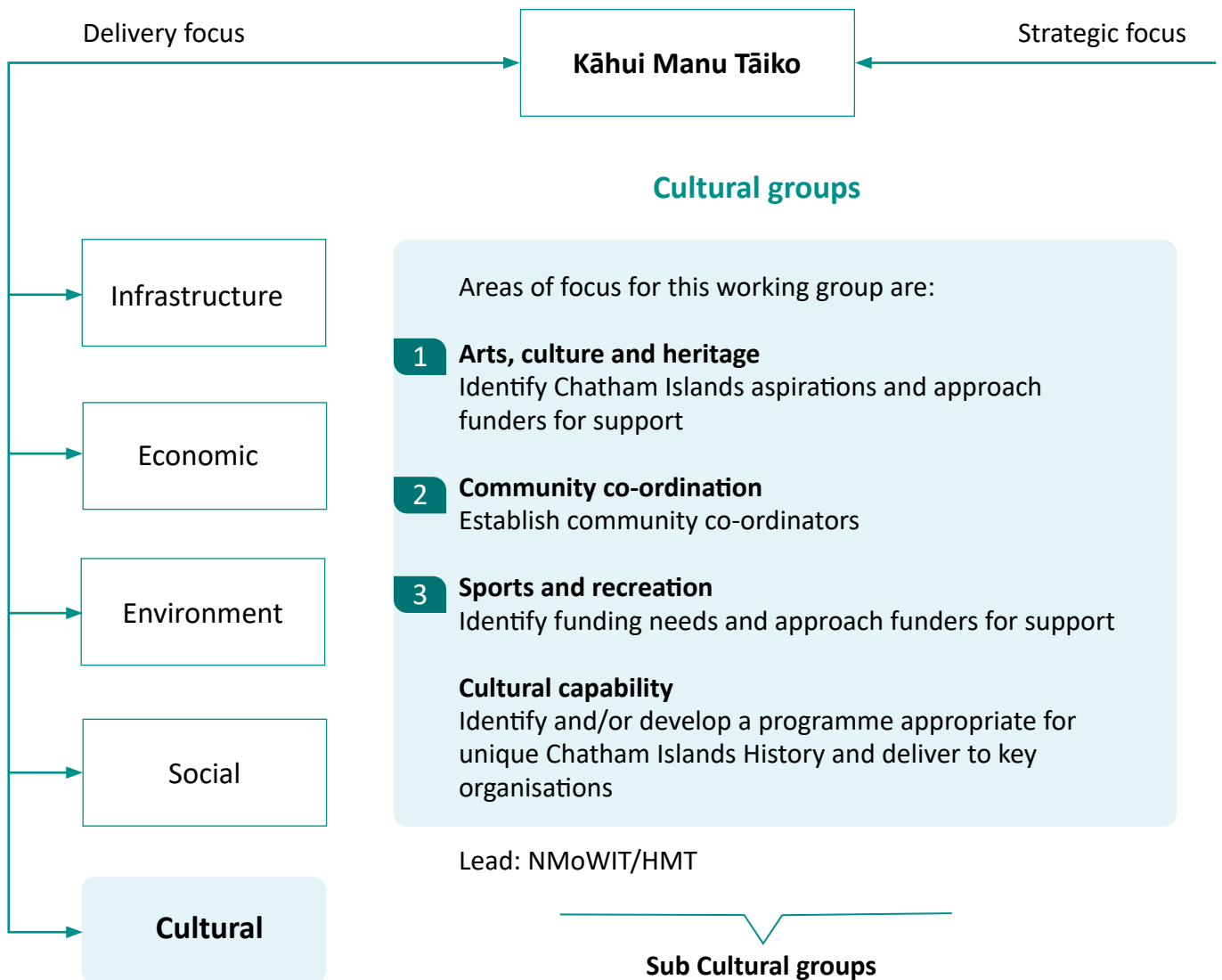
Social – working group structure



Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Morioiri Trust (HMT)

* Numbering represents the top three key focus areas following a prioritisation exercise with Kāhui Manu Tāiko

Cultural – working group structure



Key: Chatham Islands Council (CIC), Chatham Islands Enterprise Trust (CIET), Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT), Hokotehi Morioiri Trust (HMT)

* Numbering represents the top three key focus areas following a prioritisation exercise with Kāhui Manu Tāiko

Strategy on a page

VISION

A thriving Chatham Islands where together we can achieve a better future for our people and our islands

WELLBEING STATEMENT

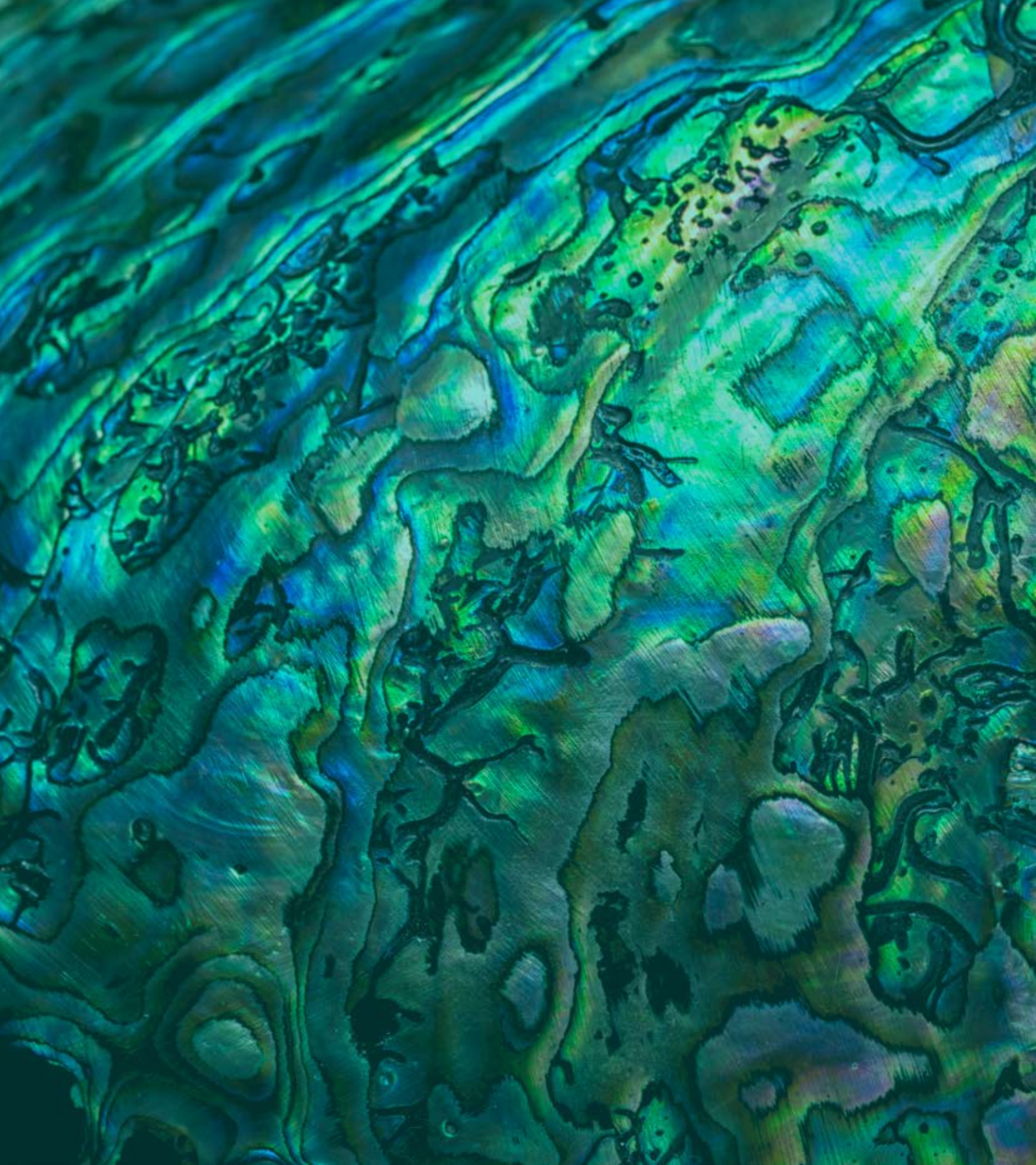
Proud Chatham Islanders. Prosperous Environmentally responsible thriving Islands, supported by central government to enable smart growth, durable infrastructure, and a strong connected community

By December 2028 the Chatham Islands community and New Zealand Government will have worked together on the following aspirational outcomes:

INFRASTRUCTURE FLAGSHIP PROJECTS	Key focus areas: <ul style="list-style-type: none"> • Replacement shipping solution • Housing • Renewable energy • Telecommunications connectivity 	High level actions: <ul style="list-style-type: none"> • Deliver a replacement shipping solution for the Chatham Islands • Build additional housing on Chatham Islands • Delivery of renewable energy project • Investigate and develop a business case to improve telecommunication services 	Outcomes: <ul style="list-style-type: none"> • Shipping solution acquired • Housing numbers have increased on the Chatham Islands to meet community needs • Renewable energy has overtaken diesel-generated electricity and on track to be 100% renewable energy by 2030
ECONOMICALLY PROSPEROUS	Key focus areas: <ul style="list-style-type: none"> • Cost of living • Freight pathways • Sustainable fishing and farming • Chatham Islands workforce strategy 	High level actions: <ul style="list-style-type: none"> • Identify initiatives to reduce cost of living • Freight pathways – air and sea holistic approach developed • Develop a workforce strategy 	Outcomes: <ul style="list-style-type: none"> • The cost of living is reduced for all Chatham Islanders • Holistic approach adopted for sea and air freight including fuel resilience • Workforce Strategy developed
ENVIRONMENTALLY SUSTAINABLE	Key focus areas: <ul style="list-style-type: none"> • Climate change • Biosecurity • Habitat restoration and protection, Predator Free 2050 	High level actions: <ul style="list-style-type: none"> • Develop a climate change strategy • Strengthen biosecurity plans to keep the Chatham Islands disease free • Develop and implement habitat restoration and protection is Predator Free Chathams 2050 	Outcomes: <ul style="list-style-type: none"> • Climate change strategy developed • Biosecurity plans for the Chatham Islands are identified and in the implementation phase • Predator Free Chathams 2050 is in the implementation phase
SOCIALLY CONNECTED, HEALTHY AND SKILLED	Key focus areas: <ul style="list-style-type: none"> • Quality of homes • Hospice care • Reducing social harm 	High level actions: <ul style="list-style-type: none"> • Develop and implement a holistic approach to housing • Identify and establish hospice care on island • Community-led initiatives to improve wellbeing and reduce alcohol and drug harm 	Outcomes: <ul style="list-style-type: none"> • Holistic approach to housing has been developed • Hospice care needs have been identified and options have been established • Chatham Islands-led alcohol and drug harm prevention strategy and action plan in place
CULTURALLY CONNECTED	Key focus areas: <ul style="list-style-type: none"> • Chatham Islands' arts, culture and heritage • Sport and recreation • Cultural capability 	High level actions: <ul style="list-style-type: none"> • Identify community aspirations to support arts, culture and heritage and engage funders for support • Implement community co-ordinators • Identify sports and recreation funding needs and approach funders for support • Identify and develop a tailored cultural capability programme to deliver to key organisations 	Outcomes; <ul style="list-style-type: none"> • Chatham Islands' arts, culture and heritage aspirations are clarified and supported • Strengthened connectedness and support of sports and recreation • A tailored cultural capability building programme (or programmes) unique to the Chatham Islands' history has been developed

'All of island' and all of government approach sustained by the Chatham Islands Stakeholder Forum





HOKOTEHI 
MORION UNITY AND DEVELOPMENT

NGĀTI MUTUNGA
O WHAREKAURI 
IWI TRUST


chatham islands council


Chatham Islands
Enterprise Trust
Group Of Companies