



STRATEGIC PLAN

2020 - 2028



MIHI

Mā pango, mā whero, ka oti ai te mahi

With everyone's input, the work will be completed.

E ngā mana, e ngā reo, e ngā kārangarangatanga o ngā mātāwaka

To all those of the many iwi and waka of the land who have settled here

Nei rā te mihi maioha o tātou, e noho nei i raro i te maru o te maunga tapu o Aoraki me te mana whenua

Pleasant greetings and acknowledgements from those of us who live under the mantle and protection of the sacred mountain of Aoraki and the people of this land.

Mā tātou e whai atu ngā tirohanga o te whānau whānui hei oranga mo te katoa

May we all pursue the vision of the extended families for the well-being of everyone.

Nō reira

Therefore,

Nei rā te mihi nui

This is the great acknowledgment

Tēnā rā tātou katoa

Greetings to us all



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EXECUTIVE SUMMARY

Te Aitarakihi Society Incorporated (“Te Aitarakihi”) was established as the governing body for Te Aitarakihi Multicultural Centre (“the Centre”) at 50 Bridge Road in Timaru.

The Centre operates through a Māori lens by upholding Māori values and using Māori protocols. Through this Strategic Plan Te Aitarakihi lays out its Marae development plan to extend the existing wharenuī and add a larger hall as part of the Wharekai to better serve the South Canterbury community, with the aim to achieve the following four goals;

- Increasing the use and knowledge of te reo Māori in the community
- Increasing the education and practice of Māori culture in the community
- Increasing community engagement; and
- Supporting families in the community.

Te Aitarakihi operates through a Māori lens with the vision to uplift, promote and advocate within te ao Māori. To achieve this, Te Aitarakihi would need to break down social barriers to create greater understanding of te ao Māori. Te Aitarakihi knows that this comes in the form of education and exposure in a safe environment for both our whānau and the wider community.

To increase the use of te reo Māori in the community and to increase the practice of the Māori culture, there is a need to provide education opportunities. Te Aitarakihi planned expansion the Centre’s facilities will provide better spaces for community-based classes for Māori language and culture. These classes for Māori culture will cover a variety of subjects such as performing arts, traditional practices, weaving and carving. Te Aitarakihi plan to provide the opportunity for the Māori language to be offered in local schools to both students and educators and will also support pre-school organisations in their efforts to promote Māori curriculum.

Te Aitarakihi will also lead by example and increase the amount of te reo Māori being used at the Centre, alongside increased visibility through incorporating te reo Māori in our correspondence, signage and advertising.

Along with breaking down barriers with education, Te Aitarakihi want to increase exposure to Māori culture. Building a carving workshop will provide an opportunity for hands on learning and increase Māori art being created and displayed in the area. Coupled with an art gallery aimed at Māori inspired art, the community will be able to engage in the Māori culture through artwork.

Te Aitarakihi vision states that we will be the rope that binds all peoples. Therefore, Te Aitarakihi wants the Centre to be a gathering place for everyone in the community.

Te Aitarakihi want to increase community engagement by getting more of the community involved, and bringing them together. Regular public events and monthly social gatherings will be hosted by Te Aitarakihi. Building a hall will allow for larger community events to be held at the Centre.

Increasing our engagement with the community would provide further community awareness of Māori culture, the Centre and the services provided. Te Aitarakihi aim to decrease isolation for members of our community by providing a safe space to develop connections with others. Te Aitarakihi will broaden its engagement with the community by engaging more with the public and strengthen relationships with government and non-government agencies, local iwi and stakeholders through regular and transparent communication.

Te Aitarakihi will engage with local organisations and practitioners in health and social services to create a health hub, with the aim to provide wrap around services for whānau in need and promote sustainable health for families. Te Aitarakihi see this as an important area where we can support families in the community and engage more with local organisations by bringing them together in a safe and welcoming environment.

Supporting families also entails supporting kaumātua and youth. Te Aitarakihi will provide a youth programme to assist youth in gaining tools and life skills to shape a positive future for themselves. Alongside this programme Te Aitarakihi would run kaupapa Māori school holiday programmes, providing support for the families in the community and creating a safe space to nurture the youth in the community. This enables whānau to continue engaging with the Centre once their mokopuna have progressed from He Manu Hou, the bilingual early childhood centre which is located on our grounds.

Te Aitarakihi have set out their goals which include their marae development plans for the wharenui and Wharekai. This investment will enable an increase in use for education and practice of the Māori language and culture, engaging more with the community as a whole and supporting families. These goals are built on the foundation of the Centre which was created to bring a community together.

BACKGROUND

Te Aitarakihi is the land at the end of the 90-mile beach, just south of Waitarakao (Washdyke Estuary).

Before the land was eroded by the sea, Waitarakao was a large lagoon, with the mouth flowing out to the sea at Dashing Rocks, near the outlet of the stream known as Taitarakihi.

The area is part of the long history of exploration and settlement of Te Waipounamu (South Island).

Te Aitarakihi as we know it now, was the realisation of a vision held by mātāwaka living in the Aoraki region.

This vision led to meetings of the Timaru Māori community at Arowhenua marae, May – June 1989, resulting in the setting up of a fund raising committee, the Timaru Māori Committee, to purchase land at Te Aitarakihi. The blessing was given by the Arowhenua Runanga for the Multicultural Centre and gifted the name Te Aitarakihi.

Te Aitarakihi Trust was formed in 1990, evolving into an Incorporated Society in 2021. Te Aitarakihi is the body responsible for the establishment of Te Aitarakihi Multicultural Centre. Land was purchased in May 1991, followed by the relocation of a building on site, May 1992, and the commencement of the development of the community centre.

A dawn ceremony was held to bless the land before building commenced. When the sun shone after a slight rain, a rainbow appeared. For this reason, Te Aitarakihi has incorporated the rainbow as a part of our logo.



MISSION

Ko Te Aitarakihi he whare mō mātāwaka, e tiaki ana ngā kākano, ā, ka tauawhi hoki ngā ahurea i roto i te ao Māori.

Te Aitarakihi is a home for mātāwaka that nurtures future generations and embraces all cultures within the realms of te ao Māori.

PHILOSOPHY

Whakapakari me hāpai i te reo, ngā tikanga, ngā kaupapa me ngā mātauranga Māori.

To preserve, promote, encourage and support Māori language, culture, history and traditions.

VISION

Ko Te Aitarakihi te taurahere o ngā iwi katoa, ki te hāpai, ki te whakatairanga, ki te tautoko hoki mai i te ao Māori, i raro i te korowai o te manaakitanga me te arohanui.

Te Aitarakihi will be the rope that binds all peoples, to uplift, promote and advocate within te ao Māori, under the korowai of kindness, support and love.

VALUES



Manaakitanga

Love, care for and respect all mankind



Whanaungatanga

Building strong relationships with whānau, hapū, iwi and the wider community



Wairuatanga

Respecting the needs of whānau by providing a place of spiritual harmony



Whakakotahi

To come together to celebrate the integrity of Māori and all cultures.

OVERVIEW OF STRATEGIC PLAN

Goal 1:

Increase the use and knowledge of te reo Māori within the community

Goal 2:

Increase the education and practice of Māori culture within the community

Goal 3:

Increase community engagement

Goal 4:

Support families in the community



2022

Wānanga running for Māori language, Māori culture, kapa haka and raranga

Wānanga building completed

Māori language programme implemented in schools
Membership programme and beneficiary database open

Hosting three kaupapa Māori events each year
Running kaupapa Māori youth programme

2026

Early childhood centre building complete

Running kaupapa Māori holiday programme

Health and social services building complete

Whakairo workshop built

He Manu Hou increased te reo use in centre by 10%

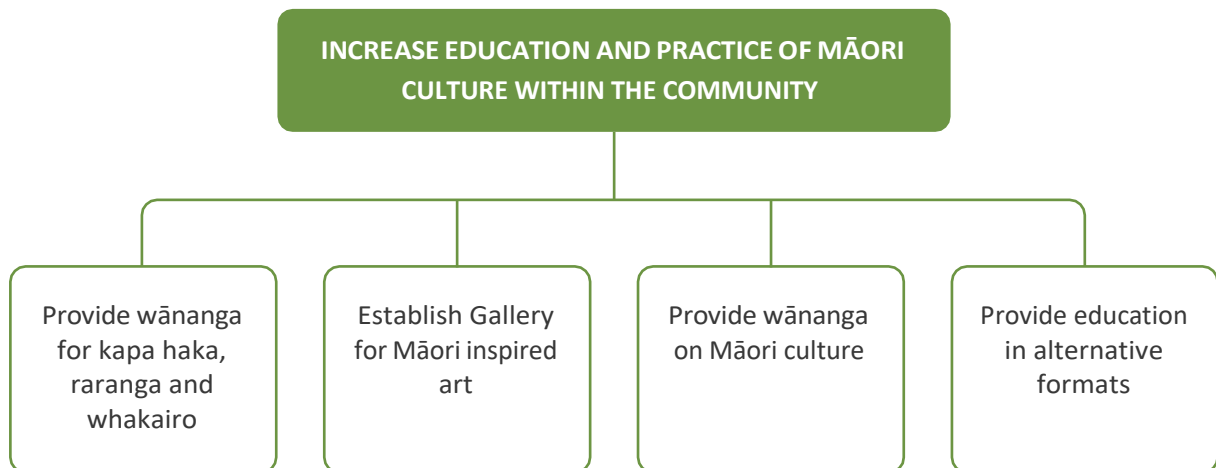
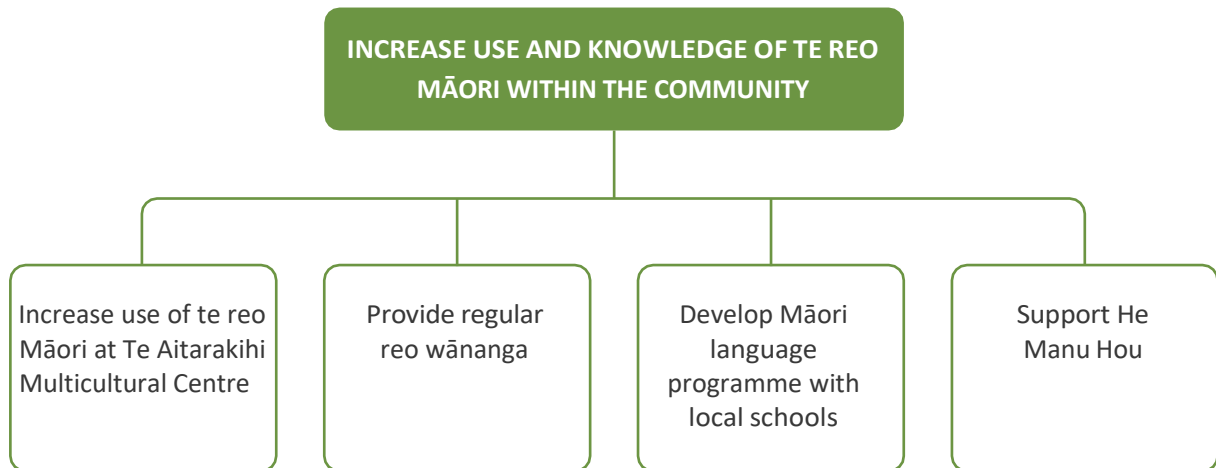
2028

Running whakairo wānanga

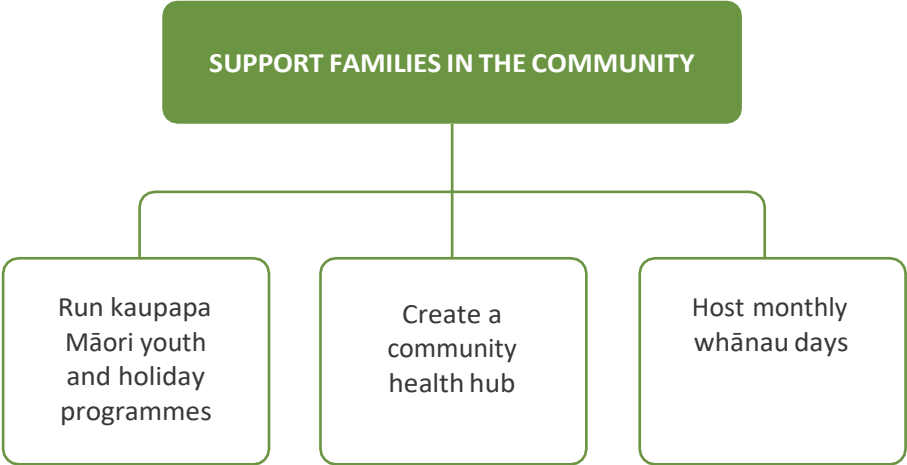
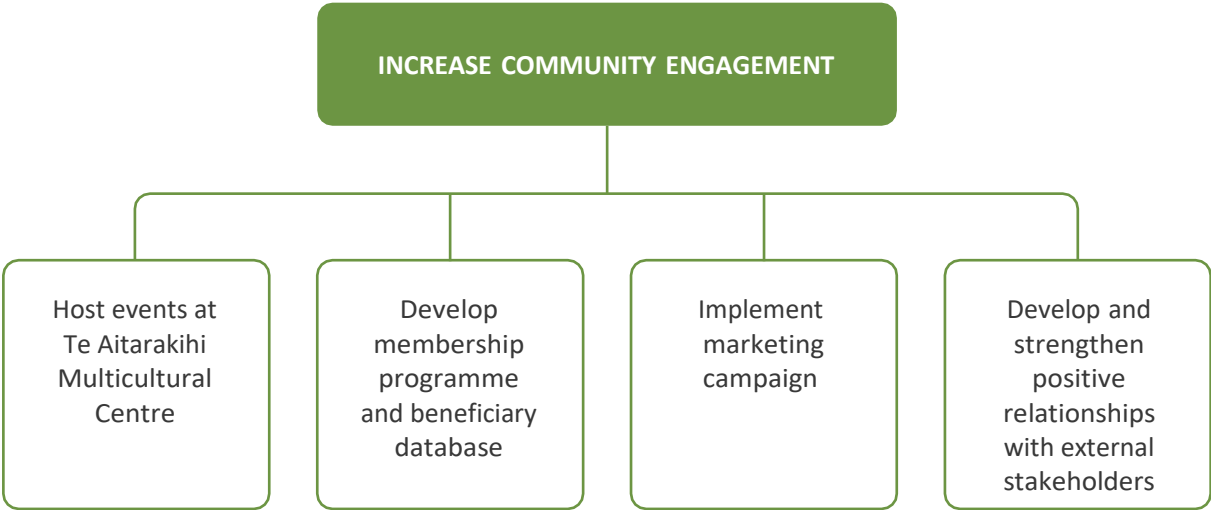
Art gallery opened

Event hall built

Cultural goals



Community goals



EXTERNAL ANALYSIS

Te Aitarakihi has taken an objective look at the external factors affecting the local community and, the opportunities for Te Aitarakihi to improve the general wellbeing of the community in line with our vision of bringing people together and advocating te ao Māori.

When assessing the challenges and aspirations in our community, some themes were identified. These themes have been the baseline that form the goals to make a positive impact on the future community.

One of these themes was that South Canterbury is lacking in resources for the Māori language and culture. There are very few opportunities for anyone in the community to learn more about the Māori language or culture. Past census has shown a steady decline in the amount of people being able to hold a conversation in te reo Māori. (Stats NZ, 2013)

With only 9 out of 28 schools offering te reo Māori as an option (Ministry of Education, 2019) and 37% of people wanting to learn te reo Māori through a community programme (Stats NZ, 2002), there is a large portion of the community that Te Aitarakihi can support with learning te reo Māori and in turn increase the use within the community.

With minimal Māori events and a lack of exposure there is an increasing disparity between the South Canterbury population and knowledge and involvement in te ao Māori. This has created a challenge of normalising te ao Māori within the community. Te Aitarakihi see an opportunity to do this by increasing the use of te reo Māori throughout the community, increasing opportunities to engage in te ao Māori and creating more exposure of te ao Māori to the community.

Artwork fills an important part of Māori culture and there is a clear aspiration to see more art commissioned and displayed in the area. Creating facilities where both experienced and learner artists can come together, to create and display their work is seen as important to enable the community to engage in, understand and develop Māori culture.

Other themes that came through were around health and wellbeing issues within our community and the need for community engagement.

South Canterbury has some of the worst statistics for children's oral health, with only 34% of Māori preschool children enrolled with community oral health services (Pōmare, 2015). This is the lowest out of all 20 District Health Boards in New Zealand. Statistics such as these signal a need for education in sustainable health with our families in the community.

Te Aitarakihi also conducted a feedback survey which noted a need to increase their engagement with the community. This aligns with the Te Aitarakihi's values, especially whanaungatanga. Combined with the perceived social isolation associated with problematic social media use (Meshi D.a, 2019) in this age of technology, it shows there is a need to connect further as a community and break down barriers of social isolation for all ages.

Social isolation and loneliness are associated with the risk of premature death (Holt-Lunstad et al. 2015). For youth, being connected and having pro-social development is necessary to participate positively in society and avoid crime. (Children's Commissioner, 2016). Building a community that engages together is required for overall health and wellbeing.

This strategic plan incorporates our marae development plan which lays out the significant wharenuī and wharekai refurbishment/extension goals required to make Te Aitarakihi fit for purpose with the capacity to enable the delivery of future events, hui, and wānanga, while accommodating the additional administration and associated supporting services.

OUTCOMES OF EXTERNAL ANALYSIS

Using the strengths of Te Aitarakihi to overcome these challenges we have identified several opportunities to greater support the South Canterbury community, in ways that align with the vision and values of Te Aitarakihi.



Overall, Te Aitarakihi have an opportunity to better support the community by increasing exposure to the Māori culture through creating physical space (eg wharenuī and wharekai extension) to provide public events, education opportunities for te reo Māori and Māori culture.

Te Aitarakihi can also address the community wellbeing by creating a community health hub to support families with wrap around services, along with social events and programmes to increase community engagement and help lower the risk of social isolation.



CULTURAL GOALS

Goal 1: Increase the use and knowledge of te reo Māori within the community

Objective 1: Increase use of te reo Māori at Te Aitarakihi Multicultural Centre

- Erect Māori signage on site.
- Increase use of te reo Māori in both external and internal correspondence and in advertising.

Objective 2: Provide regular reo wānanga

- Extend centre wharekai to have purpose built wānanga building. Refurbishment will include sustainability improvements such as solar panels and technology upgrade for wānanga delivery.
- Employ te reo Māori teacher to facilitate te reo wānanga.
- Provide reo wānanga at multiple learning levels for the local community and provide supplementary online resources.

Objective 3: Develop Māori language programme with local schools

- Deliver proposal for language programme to local schools, with the aim to sign up a minimum of seven schools.
- Complete licencing requirements for Ministry of Education.
- Roll out language programme for local schools to provide Māori language to students and professional development for teachers.

Objective 4: Support He Manu Hou

- Build purpose built early childhood centre to increase the size of He Manu Hou's facilities, enabling larger numbers of preschool children to access te reo Māori learning.
- Provide reo teacher for two hours a week to increase use of te reo Māori in the Centre and provide professional development for staff.

Measures	Targets	Due date
Objective 1 Te reo Māori being used at Te Aitarakihi Multicultural Centre	Māori signage erected at the Centre	April 2021
	Māori being used in a minimum of 80% of Te Aitarakihi correspondence	
Objective 2 Reo wānanga being taught on site	Reo teacher employed	March 2021
	Reo wānanga being held twice a month for the first annual period of 2021/2022	May 2022
	Reo wānanga being held once a week after May 2022	Continuous
Objective 2 Wānanga building completed	Wānanga building (centre complex extension) completed	December 2022
	Refurbishment/extension of existing wharenuī and wharekai	
Objective 3 Māori language programme for local schools approved by Ministry of Education	Programme proposal delivered to Ministry of Education	March 2022
	Ministry of Education approves proposal	June 2022
Objective 3 Māori language programme proposal delivered to local schools	Proposal of programme delivered to Timaru district schools and seven schools registered for programme.	November 2022
Objective 3 Māori language programme initiated	Programme commenced with first school	February 2023
Objective 4 Reo teacher supporting He Manu Hou with language development	Reo teacher started supporting He Manu Hou for a minimum of two hours per week	June 2022
	He Manu Hou have increased their use of te reo Māori by 10% since June 2022	June 2024
Objective 4 Purpose built early childhood centre completed	Building completed	November 2024
	He Manu Hou moved into new building	January 2025



Goal 2: Increase the education and practice of Māori culture within the community

Objective 1: Provide wānanga for kapa haka, raranga and whakairo

- Contract teachers to run quarterly kapa haka wānanga on 'waiata Māori', 'poi' and 'haka'.
- Employ a teacher to provide regular raranga wānanga.
- Build a purpose-built craft building for whakairo, to be used as a learning facility and a workshop for artists.
- Employ a teacher to provide regular whakairo wānanga.
- Continue to work with Te Aitarakihi kapa haka group to increase numbers and participation.

Objective 2: Establish a gallery for Māori inspired art

- Build gallery to display Māori inspired artworks by local and national artist.
- Set up a shop in the gallery for artists to sell their works.
- Have gallery available to lease for organisations and artists to showcase Māori art.
- Provide reo wānanga at multiple learning levels for the local community and provide supplementary online resources.

Objective 3: Provide wānanga on Māori culture

- Run quarterly workshops on Māori culture such as 'how to lay a hāngi', 'pōwhiri' and 'maramataka'.
- Contract knowledgeable kaumātua and educators to provide wānanga on Māori culture.

Objective 4: Provide education in alternative formats

- Create short educational videos and make available to the public online.
- Work with other organisations involved in Māori culture, to provide resources to the community and referrals to relevant organisations.

Measures	Targets	Due date
Objective 1 Kapa haka wānanga being taught on site	Kapa haka wānanga being held once every three months for the first annual period of 2021/2022	April 2022
	Kapa haka wānanga being held at least once every three months after April 2022	Continuous
Objective 1 Raranga wānanga being taught on site	Raranga teacher contracted	May 2021
	Raranga wānanga being held once a month for the first annual period of 2021/2022	May 2022
	Raranga wānanga being held at least once a month after May 2022	Continuous
Objective 1 Whakairo wānanga being taught on site	Whakairo teacher employed	December 2027
	Whakairo workshop building complete	December 2027
	Whakairo wānanga held once a month starting January 2028	Continuous
Objective 1 Actively recruiting for Te Aitarakihi kapa haka group	Recruit eight new members for the 2021/2022 period	March 2022
	Recruit four new members every annual period for five years from March 2022	April 2027
Objective 2 Gallery being used by local and national artist	Gallery built	November 2028
	A minimum of 70% of gallery displays are always in use	Continuous
	Gallery is leased a minimum of eight times per annum	Continuous
Objective 2 Gallery shop selling works	Commission on art sales covers 100% of operating cost	Continuous
Objective 3 Māori culture wānanga being taught	Māori culture wānanga held every three months for the first annual period of 2021/2022	April 2022
	Māori culture wānanga being held at least once every three months after April 2022	Continuous
Objective 4 Distributing and posting short educational videos on Māori culture	Minimum one post a month from April 2022	Continuous



COMMUNITY GOALS

Goal 3: Increase community engagement

Objective 1: Host events at Te Aitarakihi Multicultural Centre

- The Centre's wharenui, wharekai and wānanga building facilities will be made available for external organisations to use for either public or private events, with the aim to have the facilities used for a minimum of five public events and a 100% increase in private events within the first annual period and increase the number of events over the next seven years.
- Te Aitarakihi will facilitate a minimum of three public kaupapa Māori events annually, with the aim to increase the number of events annually over the next six years.
- Employ three ringawera to manage catering for all events.
- Provide training for kaikaranga and kaikōrero to increase cultural capacity for facilitation of events.
- Build hall to increase capacity for large events.

Objective 2: Develop membership programme and beneficiary database

- Develop membership programme to provide benefits and discounts with the Centre's facilities and services.
- Create beneficiary database to provide opportunity for mātāwaka in the area to become beneficiaries of the Whenua Trust.

Objective 3: Implement marketing campaign

- Contract marketing manager to structure and implement a twelve-month marketing campaign, to increase Te Aitarakihi's reach to the community and to inform the community of the Centre's facilities and services.
- Increase social media presence including regular posts and advertising.
- Advertise with local media platforms.
- Obtain advertising spaces within related organisations.

Objective 4: Develop and strengthen positive relationships with external stakeholders

- Identify communication medium preference for each stakeholder, iwi, government and non-government agencies.
- Provide regular and transparent communication to all stakeholders, local iwi, government and non-government agencies via their preferred communication medium.

Measures	Targets	Due date
Objective 1 External organisations hosting public events	Five externally facilitated public events for the 2020/2021 period	June 2022
	An increase of one externally facilitated public event every annual period from June 2022 for six years	July 2028
Objective 2 Increase in hosting for private events	100% increase in request to hire the Centre's facilities for the 2021/2022 period.	June 2022
	A 15% increase in request to hire the centre's facilities every annual period following June 2022 for six years	July 2028
Objective 1 Te Aitarakihi Society Inc hosting kaupapa Māori events	A minimum of three kaupapa Māori public events hosted and facilitated by Te Aitarakihi every annual period for eight years	November 2028
	Three ringawera employed	June 2021
Objective 1 Increased cultural capacity	Complete wānanga for kaikaranga to increase cultural capacity, training a minimum of three kaikaranga	June 2021
	Complete wānanga for kaikōrero to increase cultural capacity, training a minimum of three kaikōrero	June 2021
Objective 1 Additional event space built	Hall built	December 2028
Objective 2 Membership programme and beneficiary database in use	Create and open membership programme with benefits for members	January 2022
	Create and open beneficiary database	
Objective 3 Marketing campaign implemented	Marketing manager employed to implement twelve-month marketing campaign	May 2021
	Twelve-month marketing campaign completed	June 2022
Objective 3 Increase in social media presence	100% increase in website visits for the 2021/2022 period, with an increase every annual period	Continuous
	Twelve-month marketing campaign completed	June 2022
Objective 3 Increase in social media presence	100% increase in website visits for the 2021/2022 period, with an increase every annual period	Continuous
	Generate a following of one thousand on two separate social media accounts within two years	June 2023
Objective 4 Engage in regular communication with external parties	Established preferred communication delivery for key external parties.	August 2021
	Communicating with external parties regularly	Continuous



Goal 4: Support families in the community

Objective 1: Run kaupapa Māori youth and holiday programmes

- Develop and implement kaupapa Māori youth programme.
- Run kaupapa Māori school holiday programmes.

Objective 2: Create a community health Hub

- Refurbish outbuilding previously used by He Manu Hou to create office spaces and rooms for health and social services.
- Lease space to local health provider services.
- Lease space to Māori health practitioners.
- Lease space to social services.
- Create referral programme with local health services and social services for referrals of whānau in need.

Objective 3: Host monthly whānau days

- Host monthly whānau days to bring the community together with food and activities, to break down barriers of social isolation.
- Work with other organisations who are wanting to participate in whānau days.

Measures	Targets	Due date
Objective 1 Kaupapa Māori youth programme running	Youth Programme facilitator employed	June 2022
	Weekly programme has a minimum enrolment of twenty youth for the 2022/2023 period.	July 2023
Objective 1 Kaupapa Māori school holiday programmes running	Youth programme enrolment increased by a minimum of 10% every annual period for five years from July 2023	July 2028
	Holiday programme facilitator employed	February 2024
	Have three programmes annually with a minimum enrolment of 15 children in each	Continuous
Objective 1 Health and social services available on site	Outbuilding refurbished for health and social service spaces	November 2025
	Three office spaces leased a minimum of four days a week from January 2026	Continuous
Objective 2 Referral programme with local health and social services running	Have a minimum of five health and/or social services providing and receiving client referrals	November 2026
Objective 3 Te Aitarakihi Society Inc hosting monthly whānau days	One social day running every month from 2021	Continuous

GLOSSARY

- Haka** A general term for vigorous dances with actions and rhythmically shouted words
- Hapū** Māori sub-tribe
- Hāngī** Earth oven to cook food with steam and heat from heated stones / food cooked in an earth oven
- Iwi** Māori tribe
- Kaikaranga** Caller - the woman (or women) who has the role of making the ceremonial call to visitors onto a marae, or equivalent venue
- Kaikōrero** Speaker. In formal settings the speaker would address a group of people as a part of ceremonial practice
- Kapa haka** Māori performing arts or Māori cultural group
- Kaumātua** Elder, elderly man or woman, a person of status within the whānau.
- Kaupapa Māori** Māori approach, Māori topic, Māori customary practice, Māori institution, Māori agenda, Māori principles, Māori ideology - a philosophical doctrine, incorporating the knowledge, skills, attitudes and values of Māori society
- Korowai** A traditional cloak ornamented with black twisted tags or thrums
- Marae** Courtyard - the open area in front of the wharenuī
- Maramataka** Māori lunar calendar
- Mātāwaka** People descended from iwi and hapū whose ancestral links lie outside the region
- Mokopuna** Grandchildren, grandchild - child or grandchild of a son, daughter, nephew, niece, etc
- Poi** A light ball on a string of varying length which is swung or twirled rhythmically to sung accompaniment
- Pōwhiri** Welcome ceremony on a marae or equivalent venue
- Raranga** Weaving of New Zealand flax and other plant fibres
- Reo / te reo** The Māori language
- Ringawera** Caterer and cook
- Te ao Māori** The Māori world encompassing the Māori language and all kaupapa Māori
- Waiata** Song, chant or to sing
- Wānanga** Seminar, conference, forum, educational class
- Whakairo** Carve or carving of wood, bone or stone
- Whānau** Extended family, family group, a familiar term of address to a number of people
- Wharekai** Dining hall
- Wharenuī** Meeting house, main building where guests are accommodated

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DISCLAIMER:

Te Aitaraikihi Society Incorporated has made every effort to ensure the accuracy of content within this Strategic Plan. Much of the information used to create this document was acquired through a robust public consultation process, informal and formal meetings with community members, kaumātua and the Te Aitaraikihi Society Incorporated members.

Commissioned by Te Aitaraikihi Trust Incorporated with funding support from Te Puni Kōkiri.
Prepared by Aroha Pedersen - Project Co-ordinator.
December 2019.
Version 3

The background is a solid green color with stylized, lighter green graphic elements. At the top, there are two mountain peaks represented by simple lines. Below the mountains are several horizontal, wavy lines representing a landscape or water. In the bottom right corner, there is a large, stylized wave or swirl shape. In the bottom left corner, there is another smaller, stylized wave or swirl shape.

Te Aitarakahi Society Incorporated

www.teaitarakihi.co.nz

03 684 7906

50 Bridge Road, Smithfield, Timaru 7910