

Chatham Islands Investment Strategy

June 2019



Foreword



The Chatham Islands investment strategy shows how central and local government are working together with Māori, Moriori, and the community to achieve strong outcomes at the local level.

The Strategy was an ambitious project that has brought clarity and a strategic approach to investment in the future well-being of the people of the Chatham Islands. The Strategy's development required the four key Chatham Islands representative entities, Ngāti Mutunga o Wharekauri Iwi Trust, Hokotehi Moriori Trust, Chatham Islands Council, and Chatham Islands Enterprise Trust, to take the lead in setting a meaningful vision for the project. A wide range of government departments, Crown Entities and non-government organisations were also engaged during the development process.

In successfully delivering the Chatham Islands Investment Strategy, the people of the Chatham Islands now have a road map for social and economic improvement on the Chatham Islands that we believe has a much higher chance of succeeding than other work undertaken to date. I hope that the lessons learned in developing the Strategy for the Chatham Islands community can be applied to our work with other isolated, rural communities around New Zealand.

I look forward to seeing all the results of the implementation of this Strategy and the immense benefits it will bring to the Chatham Islands community.

A handwritten signature in blue ink, appearing to be 'Tracey Martin'.

Hon Tracey Martin, Minister of Internal Affairs

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The vision

Our islands, our people, connecting
locally and globally to be resilient,
innovative and prosperous

Introduction

The Chatham Islands Investment Strategy (the Strategy) **reflects the vision Chatham Islanders have for their community**. It takes a well-being 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 well-being 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 well-being. These are the airport runway extension, telecommunications connectivity, and renewable energy.

Critical priorities not featured in the Strategy’s outcomes framework

The Strategy lists the top priority focus areas that Chatham Islanders have identified as requiring a coordinated effort between the Chatham Islands community, business, and Government to address. Alongside the identified focus areas, it was felt that three other key priorities need to be highlighted as critically important to Chatham Islanders’ well-being, as well as a brief narrative on why they are not currently featured in the Strategy. These are:

Ensuring a sufficient quantity of quality houses are available on the Islands is of great importance to Chatham Islanders. It was decided, however, not to feature housing in the Strategy as there is some existing resource committed to housing initiatives through the Chatham Islands Housing Partnership Trust. It is likely that once the Airport runway is addressed, housing infrastructure will feature as a Resilient Infrastructure focus area.

Building resilience through civil defence and emergency management

is also of critical importance to Chatham Islanders due to increasingly extreme weather events and the Chatham Islands' isolated location in the South Pacific Ocean on the South American subduction zone. The Chatham Islands Council is responsible for leading the identification and reduction of significant hazards and risks through integrated and coordinated emergency management systems. The Chatham Islands Council is working with relevant government departments to identify appropriate avenues for support.

Providing the community with access to reliable and safe water services

is critical in ensuring that the Chatham Islands can grow its economy and improve social outcomes. However, increased demand for water services has put significant pressure on current infrastructure and must be resolved. Working with the Ministry of Health, the Chatham Islands Council has developed a preliminary design report that is providing a more strategic approach to the water supply issues on the Island.



Outcomes framework and well-being statement

Well-being statement: All Chatham Islands people are resilient, sustainable, prosperous, and connected

Outcome 1: Resilient infrastructure

- Fit-for-purpose infrastructure that supports economic growth and community well-being now and into the future
- Telecommunications connectivity is accessible, reliable and affordable
- Reduced reliance on diesel power

Focus areas

- Chatham Islands Inia William Tuuta Airport runway extension
- Telecommunications connectivity
- Renewable energy

Actions and key partners

High level actions	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
Secure funding to design and build the Chatham Islands Inia William Tuuta Airport runway extension	Chatham Islands Airport Ltd (L) Ngāti Mutunga o Wharekauri Iwi Trust (NMoWIT) Hokotehi Moriori Trust (HMT) Chatham Islands Council (CIC) Chatham Islands Enterprise Trust (CIET) Air Chathams	Ministry of Business Innovation and Employment (MBIE) Ministry of Transport (MoT) Department of Internal Affairs (DIA)
Develop a population map of Chatham and Pitt Islands to show current and projected growth of where our community live and work	CIET (L) NMoWIT HMT CIC	MBIE
Secure feasibility funding for:		
<ul style="list-style-type: none"> Telecommunications connectivity 	CIET (L) NMoWIT HMT CIC	MBIE Crown Infrastructure Partners DIA
<ul style="list-style-type: none"> Renewable energy 	CIET (L) NMoWIT HMT CIC	MBIE DIA Ministry for the Environment (MfE)

High level actions	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
Secure pilot funding (target date is January 2020) for:		
<ul style="list-style-type: none"> Telecommunications connectivity 	CIET (L) NMoWIT HMT CIC	MBIE Crown Infrastructure Partners DIA
<ul style="list-style-type: none"> Renewable energy 	CIET (L) NMoWIT HMT CIC	MBIE DIA MfE

*(L) = Lead

Outcomes delivered by 2023

- The Chatham Islands Inia William Tuuta Airport runway is longer and stronger
- Reliable, affordable and technically current telecommunications connectivity (fixed and mobile voice and data services) is available to all Islanders and visitors
- Renewable energy has overtaken diesel generated electricity and the reticulated network is on track to be 100% renewable generated by 2030

Outcome 2: Environmentally sustainable

- The environment is managed with care and sustainably
- Chatham Islands air and water sources are the cleanest in the world

Focus areas

- Improving water quality and water levels
- Biosecurity
- Predator Free Chathams 2050
- Protect and restore habitats

Actions and key partners

High-level actions for completion by December 2020	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
1. Establish and/or recognise a specialist Chatham Islands entity for:	<ul style="list-style-type: none"> • Water health 	NMoWIT HMT CIC / Environment Canterbury (ECAN)
<ul style="list-style-type: none"> • Predator Free Chathams 2050 	MfE Department of Conservation (DoC) Crown Research Institutes (CRI)	DoC CRI
<ul style="list-style-type: none"> • Habitat restoration and protection 	NMoWIT HMT CIC / ECAN	DoC CRI MPI
2. Continue efforts to prevent the introduction of Mycoplasma Bovis	NMoWIT HMT CIC / ECAN CIET	CIC / ECAN MPI DoC

Outcomes delivered by 2023

- Predator Free Chathams 2050 is in the implementation phase
- The health of the Chatham Islands' natural environment is maintained and improved



Outcome 3: Economically prosperous

- Brand Chatham Islands is recognised world-wide and holds a high value
- Economic opportunities are harnessed to their full potential

Focus areas

- Brand Chatham Islands
- Tourism and eco-tourism
- Sustainable fisheries
- Sustainable farming

Actions and key partners

High-level actions for completion by December 2020	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
1. Establish and/or recognise a specialist Chatham Islands entity for:		
<ul style="list-style-type: none"> • Brand Chathams 	Tourism Chatham Islands CIET NMoWIT HMT CIC Chatham Islands commercial sector	MBIE
<ul style="list-style-type: none"> • Tourism and eco-tourism 	Tourism Chatham Islands CIET NMoWIT HMT CIC Chatham Islands commercial sector	MBIE MfE DoC

High-level actions for completion by December 2020	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
<ul style="list-style-type: none"> Sustainable Fisheries 	CIET NMoWIT HMT CIC Chatham Islands commercial sector Recreational users	MPI
<ul style="list-style-type: none"> Sustainable Farming 	NMoWIT HMT Chatham Islands commercial sector	MPI CRI Te Pūni Kokiri (TPK)
2. Support the Visitor Industry Group to build datasets, confirm a Tourism Strategy and develop partnerships	Tourism Chatham Islands CIET NMoWIT HMT CIC	MBIE
3. Build a skilled and productive trade workforce	CIET NMoWIT HMT CIC	MBIE
4. Explore ways to address the lack of mortgage and insurance options for Chatham Islands residents	CIET NMoWIT HMT CIC	Ministry of Housing and Urban Development

Outcomes delivered by 2023

- Brand Chathams is established and visible at national and international levels
- Chatham Islands designed strategies for Brand Chathams, tourism, sustainable fisheries and sustainable farming are in place with action plans
- Sustainable farming standards and best-practice guidelines are in place, well socialised and implemented by the Chatham Islands' farming sector



Outcome 4: Socially connected, healthy and skilled

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

Focus areas

- Reducing alcohol and drug harm
- Drivers licensing system for Chatham Islanders
- Education pathways and training
- Working towards sustainable social services

Actions and key partners

High-level actions for completion by December 2020	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
1. Community leads initiatives to reduce drug and alcohol harm in partnership with Chatham Islands Police	NMoWIT HMT CIC	New Zealand Police (Chatham Islands based)
2. Work with Ministry of Education to identify tailored Chatham Islands education, transition and training initiatives	NMoWIT HMT CIC	Ministry of Education (MoE) TPK

High-level actions for completion by December 2020	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
3. Identify training support, with a focus on youth, for:		
<ul style="list-style-type: none"> trades 	NMoWIT HMT CIC CIET	MoE
<ul style="list-style-type: none"> financial literacy 	NMoWIT HMT CIC CIET	MoE
<ul style="list-style-type: none"> governance 	NMoWIT HMT CIC CIET	TPK
Reduce barriers for Chatham Islands residents' drivers licensing	CIC	New Zealand Transport Agency DIA New Zealand Police

Outcomes delivered by 2023

- Chatham Islands led alcohol and drug harm prevention strategy and action plan in place
- Chatham Islands primary school children are transitioned well to secondary schools
- More Chatham Islands residents with increased skills in financial literacy and governance

Outcome 5: Culturally connected

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

Focus areas

- Chatham Islands arts, culture and heritage
- Sport and recreation
- Building cultural capability

Actions and key partners

High-level actions for completion by December 2020	CHATHAM ISLANDS PARTNERS	POTENTIAL GOVERNMENT PARTNERS
Identify the Chatham Islands’ arts, culture and heritage aspirations and approach funders for support	NMoWIT HMT CIC CIET	Ministry of Culture and Heritage DIA
Identify sports and recreation funding needs and approach funders for support	NMoWIT HMT CIC CIET	Accident Compensation Corporation Health Promotion Agency
Identify and/or develop a tailored cultural capability programme appropriate for the unique Chatham Islands history and deliver to key organisations	NMoWIT HMT Museum Group	TPK MoE DIA

Outcomes delivered by 2023

- 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



Implementation and evaluation



A number of government departments, statutory entities and other organisations attend the Chatham Islands Stakeholders Forum (the Forum) held biannually on Chatham Islands. The Forum was initially set up by the New Zealand Police to respond to drug and alcohol issues on the Island. 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. As the Forum’s Secretariat, the Department of Internal Affairs will monitor and update the Strategy as needed.

Through the Forum, opportunities to conduct five-yearly infrastructure reviews will be discussed to prevent crisis points arising in the future and inform decision-making around future priorities for the Chatham Islands.

Risks

Challenge	Status	Risk	Mitigation
Funding		<p>An inability to secure funding for the three flagship projects will affect delivery on the Resilient Infrastructure outcome and impact flow on benefits for the other four outcome areas.</p> <p>Chatham Islands Council is a key partner to most of the actions identified in the Strategy. The Council faces funding challenges stemming from a low ratepayer base. Progress on the Strategy may be delayed should the Council be unable to assign resources to the identified actions due to a lack of funds.</p>	<p>The Department of Internal Affairs (the Department) will support the community and Council funding applications where possible. Should funding for the focus areas be unable to be secured, the focus will shift towards initiatives in the Strategy that are not as reliant on external funding, until funding can be secured.</p>
Governance and shared decision making		<p>Leadership and personnel changes of key partners to identified actions could affect delivery on the Strategy's focus areas.</p>	<p>As the Secretariat to the Forum, the Department will maintain the institutional knowledge and records of the Strategy's development. The Department will assist partners where it can, should personnel change.</p>

Challenge	Status	Risk	Mitigation
<p>Adverse weather event or civil defence emergencies</p>		<p>Should an adverse weather event or civil defence emergency occur on the Chatham Islands this would pull resources away from progressing the Strategy's actions.</p>	<p>Should an emergency event occur, the priority of the Government and the Chatham Islands partners will be the health and safety of Chatham Islanders and recovery from the event. The Strategy's initial timeframe is four years. Should the focus need to shift in the case of an emergency event, actions will be put on hold and picked up again when possible.</p>
<p>Climate change</p>		<p>The effects of climate change may bring additional challenges that are not envisioned by this Strategy.</p>	<p>Focus areas may change as a result of the effects of climate change. The Forum will be the appropriate place for these effects to be discussed and any changes to the Strategy agreed.</p>

-  High risk
-  Medium risk
-  Low risk

Development of the Strategy

The Strategy's development commenced with a workshop facilitated by the Department of Internal Affairs on the Chatham Islands in September 2017. The workshop included a 'word cloud' exercise to assist with formulating a draft vision. The draft vision was further refined over successive months.

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 to become the Strategy's five outcome areas and accompanying well-being statement.

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 at various stages during the development process.

Strategy content was finalised through several workshops and meetings (which took place on the Chatham Islands, in Wellington and in Christchurch), teleconferences, and email correspondence.

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 MartinJenkins for the Chatham Islands Council; and
- *Chatham Islands Economic Profile* (July 2017) prepared by MartinJenkins for the Chatham Islands Council.



Strategy on a page

VISION

Our islands, our people, connecting locally and globally to be resilient, innovative and prosperous

WELLBEING STATEMENT

All Chatham Islands people are resilient, sustainable, prosperous and connected

RESILIENT INFRASTRUCTURE FLAGSHIP PROJECTS

Focus areas:

- Inia William Tuuta Airport runway extension
- Telecommunications connectivity
- Renewable energy

High level actions:

- Secure funds for Airport extension design & build
- Fund feasibility studies on (telecommunications connectivity & renewable energy solutions)
- Secure pilot programme funding (telecommunications connectivity & renewable energy solutions)

ENVIRONMENTALLY SUSTAINABLE

Focus areas:

- Improving water quality & water levels
- Biosecurity
- Predator Free Chathams 2050
- Protect & restore habitats

High level actions:

- Establish community-led forums to lead & design a work programme for each focus area
- Continue efforts to prevent the introduction of Mycoplasma Bovis

ECONOMICALLY PROSPEROUS

Focus areas:

- Brand Chatham Islands
- Tourism / eco-tourism
- Sustainable fisheries
- Sustainable farming

High level actions:

- Establish community-led forums to lead & design a work programme for each focus area
- Develop a tourism strategy
- Build a skilled and productive trade workforce
- Improve mortgage and insurance options for Chatham Island residents

SOCIALLY CONNECTED, HEALTHY & SKILLED

Focus areas:

- Reducing alcohol & drug harm
- Improve drivers licencing system
- Education pathways & training
- Sustainable social services

High level actions:

- Community-led initiatives to reduce alcohol & drug harm
- Establish new scholarships & identify training providers
- Reduce barriers for Chatham Islands residents' driver licencing

CULTURALLY CONNECTED

Focus areas:

- Chatham Islands' arts, culture & heritage
- Sport & recreation
- Building cultural capability

High level actions:

- Identify community aspirations to support its arts, culture & heritage
- Identify sports and recreation funders to approach for support
- Develop a tailored cultural capability programme(s)

WHOLE-OF-ISLAND & ALL-OF-GOVERNMENT APPROACH SUSTAINED BY THE CHATHAM ISLANDS STAKEHOLDER FORUM

By December 2023 the Chatham Islands community & New Zealand Government will have worked together to fulfil the following aspirational outcomes:

- Inia William Tuuta Airport runway is extended and larger, safer jet aircraft are servicing the community
- Reliable, affordable, technically current telecommunications connectivity
- Renewable energy has overtaken diesel-generated electricity

- Predator Free Chathams 2050 in implementation phase
- The health of the Chatham Islands' natural environment is maintained & improved

- Brand Chathams is established & visible
- Chatham Islands designed strategies & action plans are in place
- Sustainable farming standards & best-practice guidelines are in place, well socialised & implemented by the Chatham Islands' farming sector

- Chatham Islands-led alcohol & drug harm prevention strategy & action plan in place
- Chatham Islands primary school children are transitioned well to secondary schools
- More Chatham Islands residents with increased skills in financial literacy & governance

- Chatham-Islands' arts, culture & heritage aspirations are supported
- Strengthened support of sports & recreation
- A tailored cultural capability building programme (or programmes) unique to the Chatham Islands' history



