SocialLink
Tūhono Pāpori
Building a Thriving Social Sector | Western Bay of Plenty

Te Korowai Kāhui

Strategic Plan
2025 - 2035

Contents

Ūhia te korowai kāhui ki te iwi hei tauawhi, hei akiaki ki te ao angitu

Spread the folds of the korowai to all, as a means of support and encouragement in pursuit of success

This whakatauākī, gifted to SociaLink by Ngāi Tamarāwaho, reflects our role in providing collective support to the community sector.

We are proud to share Te Korowai Kāhui, SociaLink's 10 year strategic plan, shaped by the voices of our sector.

Te Korowai Kāhui
SociaLink Strategic Plan 2025-2035

Manawanui | Our Commitment to Te Tiriti

Uara | Values

Matawhānui
Visionary

Pono
Integrity

Whakahohe
Proactive

Mahi Tahi
Working Together

Whakaaweawetia
Impactful

Whakakitenga | Vision

He rāngai whakatōpū, whai rawa, hei whakakaha i ngā hapori kia puāwai

A thriving for-purpose sector, grounded in mana ōrite partnership and equity, enabling communities to flourish.

Whāinga | Purpose

Kia whakawhanake he hua kaha, he hua maia, he hua toitū hei māngai mō ngā rātonga ā hapori

To honour Te Tiriti by weaving Kaupapa Māori through our mahi and working in mana ōrite partnership.

In this way, we build capability, confidence, sustainability, impact and a united voice across the for-purpose sector, while upholding relationships with mana whenua and enabling equitable, intergenerational well-being.

Ngā Pou Rautaki | Strategic Pillars

Mahi Tahi me Te Tiriti
**Partnership &
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Whakakahangia te Rāngai
Strengthen the Sector

Whakamanahia te Rāngai
Empower the Sector

Whakapūmautia te Ohu
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Manawa – Our Commitment to Te Tiriti o Waitangi

SociaLink acknowledges Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand. We recognise Te Tiriti as a living covenant that upholds the status and rights of tangata whenua and provides the foundation for genuine, respectful partnerships.

Our whole-of-organisation approach embraces this commitment; it values our relationships with mana whenua, iwi, hapū, and Kaupapa Māori organisations as partners in building a connected, well-resourced, and valued social sector.

We work in mana ōrite partnership with Ngāti Ranginui and Ngāi Tamarāwaho as mana whenua. We are building and maintaining enduring relationships with iwi and hapū across Tauranga Moana and Te Moana a Toi. We also commit to exploring opportunities to extend on our Tangata Whenua and Tangata Tiriti relationships.

Strategic Context

To stay relevant and responsive to the evolving needs of the for-purpose sector and hapori Māori, we are proud to present Te Korowai Kāhui 2025–2035 - SociaLink – Tūhono Pāpori Strategic Plan remains committed to a resourced, skilled, and cohesive for-purpose sector that enables communities to flourish through equity and partnership.

The establishment of SociaLink was in response to the community's desire for a vehicle to facilitate capability and capacity building and to provide a collective sector voice. This strategy reflects that history, builds on our mahi over the past thirteen years, and will guide our mahi over the next ten years. We also acknowledge the contribution of everyone who shaped this plan – the for-purpose sector and Māori for-purpose sector and stakeholders (through the independent evaluation), Trustees and the SociaLink team.
"Ehara taku toa i te toa takitahi, ēngari he toa takitini" (My strength is not as an individual, but as a collective).

Rautaki Māori – Māori Strategy

SociaLink – Tūhono Pāpori are delivering a ten-year plan that integrates the Rautaki Māori to ensure cohesive co-delivery which reflects the partnership model that flows from governance through to management and operational levels.

The Rautaki Māori is led by the Kaiwhakawhanake (Māori Development Manager). The culture of SociaLink ensures there is a collective responsibility to achieve the goals and aspirations targeted toward the for-purpose Māori sector. We are embedding Māori cultural practices and approaches both internally and externally. Annual work-plans will reflect a true partnership throughout the organisation in order to uplift for-purpose Kaupapa Māori organisations.

Operating Environment

This strategy responds to a rapidly changing local, national, and global environment. Geopolitical shifts, climate change, technological developments (e.g. the increasing use of artificial intelligence), economic pressures, and changes in government policy influence the environment within which the for-purpose sector operates.

Whilst there is an increased demand for social and community services, the individuals and collectives we work with are operating in a space experiencing increasing competition for limited or dwindling resources. This strategy enables SociaLink to support the for-purpose sector to navigate changing government priorities, societal pressures, and uncertain economic times.

SociaLink is also committed to supporting, and working within, the unique context and aspirations of the Māori for-purpose sector—a diverse, values-driven ecosystem of Kaupapa Māori organisations, marae, whānau trusts, and Māori-led service providers. These organisations exist not for profit, but for people, purpose, and kaupapa. They are shaped by tikanga, sustained by collective leadership, and guided by inter-generational well-being.

Economic pressures and funding constraints affect the entire sector. However, SociaLink acknowledges that Māori for-purpose organisations also navigate the complexities of upholding cultural integrity, maintaining authentic connections to mana whenua, and ensuring their services reflect Mātauranga Māori. The Rautaki Māori recognises and responds to these unique needs.

The commitment to honouring Te Tiriti o Waitangi through genuine partnership, co-governance, and mana ōrite requires organisations to embed Māori leadership and ensure that Māori voices and knowledge systems are actively centred in our strategic direction and service delivery across Tauranga Moana, Te Moana a Toi.

Organisational Capability

Leadership and People

Māori leadership established at executive level working in partnership with the Chief Executive, cultural supervision and mentoring for Māori staff, professional development in tikanga, te reo Māori and Mātauranga Māori for all staff.

All staff access professional development to build on their strengths. This translates into the growth of capability across the organisation so we can continue to grow the capacity and improve the capability of for-purpose organisations.

Living Document

This strategic plan is a living document that will be regularly reviewed and updated to ensure it remains relevant and responsive to changing community needs and operating conditions.

It integrates the dedicated Rautaki Māori which provides detailed guidance on embedding Kaupapa Māori principles into everyday operations.

Ngā Pou – Strategic Pillars

Mahi Tahi me Te Tiriti | Partnership & Te Tiriti in Action

Working side-by-side with partners, honouring Te Tiriti through mana ōrite in governance, strategy, and delivery.

Key Objectives:

- Uphold Mana Motuhake - te reo Māori, kawa, tikanga, and Mātauranga Māori across the organisation

- Honour Mana Whenua relationships with iwi and hapū across Tauranga Moana and Te Moana a Toi

- Embed Mana Whakahaere through Māori-led design, delivery, leadership, and decision-making

- Maintain mana ōrite governance with tangata Tiriti and Māori including dedicated iwi representation seats.

- Build internal capability to enable stronger Te Ao Māori connections

Whakakahangia te Rāngai | Strengthen the Sector

Supporting for-purpose organisations to build capability, foster collaboration, and deliver impactful services.

Key Objectives:

- Enhance Organisational Capability by strengthening governance, operational, and financial capacity through advice, training, resources, one-on-one support, and tailored capability building for ethnic community groups.

- Foster collaboration and strengthen sector connectivity by encouraging shared solutions, peer learning and joint initiatives, including maximising The Kollective as a collaborative hub

- Support Māori development with tailored Kaupapa Māori programmes

- Grow and diversify our volunteering as a way of strengthening our communities, especially in times of crisis and economic challenge

- Build Resilience and Future Readiness by supporting the sector to adapt and innovate through digital adoption, and prepare for the impact of climatic change on vulnerable communities

Whakamanahia te Rāngai | Empower the Sector

Uplifting the sector's voice, fostering relationships, and promoting visibility and value of the for-purpose sector.

Key Objectives:

- ❖ Champion and advocate on issues that impact on the sector, while recognising Māori and their specific needs

- ❖ Strengthen strategic partnerships and relationships with other sectors, ethnic organisations, funders, businesses, national/regional NGO peak bodies and tertiary education providers to maximise influence

- ❖ Promote Knowledge and Leadership by positioning SociaLink as a trusted source of research, data, and insight to inform practice, advocacy, and decision-making

- ❖ Promote data-informed practice by building the sectors capability to use data and research as well as uplift and promote the positive contributions of the sector across communities and stakeholders

Whakapūmautia te Ohu | Sustain Our Organisation

Ensuring robust governance, systems and partnerships that are inclusive and strategically aligned.

Key Objectives:

- ❖ Uphold strong governance to maintain the integrity of SociaLink's strategic direction, reflecting mana ōrite partnership .

- ❖ Foster an inclusive, learning-focused organisational culture

- ❖ Partner meaningfully with mana whenua and relationships are nurtured with other iwi

- ❖ Improve visibility of SociaLink services across the sector

- ❖ Strengthen operational systems and strong internal communication, integrating Māori perspectives

- ❖ Enhance financial sustainability by securing long term funding and diversify revenue streams, including dedicated resourcing for Kaupapa Māori programmes.

Implementation Roadmap

Mahi Tahi me Te Tiriti | Partnership & Te Tiriti in Action				
Working side-by-side with partners, honouring Te Tiriti o Waitangi through mana ōrite in governance, strategy, and delivery.				
Strategic Intent	**By 2028 (Years 1-3)**	**By 2031 (Years 4-6)**	**By 2035 (Years 7-10)**	**Actions**
The organisation's culture is inclusive, develops talent, and fosters Te Ao Māori leadership and growth.	Te Ao Māori capability and inclusive practices are core priorities for development.	Leadership development and succession plans strengthen organisational capability.	Culture and capability reflect excellence, inclusion, and sector leadership.	Focus on staff development, leadership, te reo and tikanga initiatives, succession planning.
Kaupapa Māori organisations and marae are empowered with the resources and support to achieve their aspirations.	Kaupapa Māori-specific programmes and mentorship are established and steadily accessed.	Programmes expand in reach and sophistication, informed by ongoing feedback.	Māori organisations self-drive capability and innovation, with SociaLink as enabler.	Deliver and grow Kaupapa Māori development initiatives; provide funding/project support; responsive adaptation.

Whakakahangia te Rāngai | Strengthen the Sector

Supporting for-purpose organisations to build capability,
foster collaboration, and deliver impactful services.

Strategic Intent	By 2028 (Years 1-3)	By 2031 (Years 4-6)	By 2035 (Years 7-10)	Actions
For-purpose organisations are resilient, sustainable, and exemplify best practice in their operations and governance.	Organisations actively engage in capability-building and access tailored support. Develop ethnic group capability programme.	Capability-building systems are embedded and refined; organisations self-assess.	Resilience and best practice are sector-wide and self-sustaining.	Develop and deliver training; offer organisational and funding support; provide resources and digital tools.
The for-purpose sector is highly connected, collaborative, and shares solutions to complex challenges.	Collaboration platforms and practice are in early adoption; peer learning is regular; The Kollective is utilised as a hub.	Joint initiatives mature; cross-organisation collaboration becomes the norm.	The sector leverages established networks for sector-wide action and innovation.	Facilitate sector events, offer hands on support for collaboration; The Kollective as a collaborative hub; a shared administrative resource, expand digital platforms.
Volunteering is thriving and reflects the diversity, skills, and needs of our communities.	New volunteer initiatives and regionally targeted promotion are launched.	Volunteer base strengthens, new demographics and regions are engaged.	Volunteering is integrated, diverse, and adaptable to emerging needs.	Promote and enable volunteering including group and emergency volunteering , support Volunteer Involving Organisations; expand regional presence.
The sector confidently adapts to new technologies and is prepared for environmental and systemic change.	Sector-wide digital and climate-readiness programmes introduced and promoted.	Most organisations integrate digital tools; climate resilience plans are underway.	Digital adaptation and environmental preparedness are embedded as standard.	Provide digital/AI/climate workshops and resources, research, and advocacy.

Whakamanahia te Rāngai | Empower the Sector

Uplifting the sector's voice, fostering relationships,
and promoting visibility and value of the for-purpose sector.

Strategic Intent	By 2028 (Years 1-3)	By 2031 (Years 4-6)	By 2035 (Years 7-10)	Actions
SociaLink is at the centre of strong, equitable partnerships across community, peak bodies, iwi, funders, business, and education.	Key strategic partnerships are formalised and new relationships actively developed.	Partnership models evolve, with diverse sectors working on joined outcomes.	Enduring multi-sector alliances drive collective impact for the region.	Actively build, maintain, and leverage cross-sector partnerships; pursue joint work.
The for-purpose sector speaks with a unified, compelling, and visible voice, including strong Māori-led advocacy.	Collective advocacy and Māori voice initiatives are established and growing.	The sector draws on its strong voice to influence policy and funding.	Policy and decision-making evidence sector influence and Māori leadership.	Lead policy submissions, support community and Māori responses; unify and collaborate, facilitate advocacy.
SociaLink's research and partnerships drive evidence-informed policy and innovation.	Research platforms and routine data collection begin; key relationships deepened.	Sector turns to SociaLink for insight and innovative practice models.	Research and data shape regional/national practice and funding approaches.	Produce actionable research and insights; promote sharing; train in evaluation and data.
The sector effectively utilises data and research to inform the delivery of services and demonstrate impact.	Organisations actively engage in capability-building and access tailored support.	Capability-building systems are embedded and refined; organisations self-assess need.	Data and research proficiency is sector wide.	Tailored support to build data capability; Deliver training; support data collaboration; develop and curate data, resources and dashboards.
The strengths and impact of the sector are visible and widely celebrated across the region.	Visibility strategy launched across media and communities.	Recognition of sector and Māori sector achievements is routine and high profile.	Awareness and reputation of sector contribution is widespread and sustained.	Run communications campaigns, publish insights, celebrate sector/Māori successes.

Whakapūmautia te Ohu | Sustain Our Organisation

Ensuring robust governance, systems and partnerships
that are inclusive and strategically aligned.

Strategic Intent	By 2028 (Years 1-3)	By 2031 (Years 4-6)	By 2035 (Years 7-10)	Actions
SociaLink has strong, bicultural governance and a sustainable, agile organisational model.	Board diversity and Māori-tangata Tiriti partnership structures are in place.	Governance and systems are reviewed and adapted to reflect partnership and learning.	SociaLink's governance is a model of sector partnership and effectiveness.	Maintain and review Board structures; ensure representation and partnership with mana whenua.
SociaLink is well-resourced and financially sustainable to support its mission, its mahi, and the Rautaki Māori.	Funding, revenue streams, and resourcing strategies are implemented.	Review and adapt funding approach; secure dedicated resources for key priorities.	Diverse revenue and resource streams ensure long-term sustainability.	Implement and review funding/resource strategy; seek aligned contracts and relationships.
Increase awareness and visibility of SociaLink's services to strengthen engagement and sector reach.	Growing awareness and use of SociaLink services.	Broader awareness of the breadth of SociaLink services driving increased use of services.	Sector wide awareness of all of SociaLink services.	Develop, implement and review a communications strategy.
SociaLink has strong organisational systems and culture to underpin the delivery of services to the sector.	Planning, reporting, and operational systems are implemented and internal communication is optimised.	Review systems to ensure they remain fit for purpose.	Optimal efficiency of systems integrating AI and digital technology.	Review policies and procedures; maintain and update CRM and other systems.

SociaLink Whakapapa

2012
- The establishment of SociaLink was in response to the community's desire for a vehicle to facilitate capability and capacity building and to provide a collective sector voice. The Social Sector Innovation WBOP Charitable Trust was formed.

2017
- SociaLink funded to provide organisational support, training, facilitate collaboration, engage with Māori, undertake research and advocacy.
- Undertook a 'Mapping of the Social Sector' meeting with just under 200 local social service providers.

2018
- The Kollective opened at the Historic Village, the largest co-working space for for-purpose organisations in NZ. Founded by TECT and managed by SociaLink.

2020
- Establishment of the Community Insights division of SociaLink.

2021
- SociaLink's board moved to a co-governance, two house model with Tangata Whenua and Tangata Tiriti caucus and introduced three dedicated seats for local iwi.

2023
- Commenced the Whakamana Tangata three-year pilot programme to support hapori Māori.
- Commenced delivery Volunteering Services due to the closure of Volunteering Bay of Plenty.

2024
- Launched a two-year pilot for a shared advanced administrative resource, SociaLink Office Support, and the Business Heroes Directory, an online directory of businesses offering discounts or benefits to for-purpose organisations.
- Allocated one of the dedicated iwi seats on the Board to mana whenua, Ngāi Tamarāwaho.

2025
- A Kaiwhakawhanake (Māori Development Manager) was appointed.
- Te Korowai Kāhui 10 year Strategic Plan was developed.

![SociaLink Tūhono Pāpori | Western Bay of Plenty — Building a Thriving Social Sector](logo)