



**enm**

Environment  
Network Manawātū



# ***Strategic Plan***

**2024 - 2027**









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### Connecting and inspiring communities for environmental action

All life is part of a thriving, self-sustaining ecosystem. Our vision is that the ecological and human communities in the Manawātū River catchment are living in harmony.

#### Our motivations

- Our responsibility to care for the earth and each other
- Becoming better Te Tiriti partners
- Collaboration and inclusivity
- A belief that small actions can have a big impact

### Our Roles

#### Creating Community

ENM prides itself in our proven ability to create community by bringing together groups from a variety of backgrounds to work towards a common goal. We **support** emerging and established environmental and food resilience focussed initiatives to thrive. We **encourage strong community connections** and provide networking opportunities. We facilitate conversations to **identify community needs and provide space** and support for community-led solutions to flourish.

#### Building Capacity and Capability

ENM has a clear focus on environmental sustainability and recognises that **maintaining organisational sustainability** will ensure we are functional and effective.

We work toward **unlocking resourcing for our sector** and building the capacity and capability of member groups through **education, collaboration, and volunteer coordination**.

#### Sector Leadership

ENM is Palmerston North City Council's designated Sector Lead for the environment. We **demonstrate best practice as a member-led organisation** through our proven ability to coordinate, **communicate**, and **advocate** in collaboration with our member groups, and we **support and enable** them in their mahi.

## Our Pou

Our four pou are the key priorities that guide everything we do at ENM. By focusing on these, we believe we can achieve our vision and make a real difference. These pou, and their actions are outlined in our 2024 – 2027 strategic plan.



### Climate Action

Climate action involves taking steps to slow down climate change, such as reducing emissions, reducing wastefulness and overconsumption, having clean air, pushing for climate-friendly policies, and helping build sustainable, living cities. Our goal is to raise awareness about climate issues and help to hold both local and central governments accountable. We recognise that climate action is closely connected to the other pou, but it needs special attention because it is so important.



### Community Food Sovereignty

Community food sovereignty is about ensuring that communities have the right to healthy, culturally appropriate food that is grown locally and sustainably. Our network in this area, including the Manawātū Food Action Network (MFAN), works together to help communities grow their own food, make healthy food more accessible, reduce food waste, and provide free or affordable food to people. Our goal is to ensure everyone has access to healthy food that is grown in sustainable ways.



### Circular Economy

A circular economy is built around three main ideas: reducing waste and pollution, using only sustainable and biodegradable materials, and reusing things until they can be composted. Our network is working together to promote moving away from plastics, having less, fixing things when we can, finding new homes for good-quality products, and turning used materials like cotton and aluminium into something useful again.



### Biodiversity Protection and Enhancement

Biodiversity protection and enhancement focus on preserving and restoring the natural environment in our region. Our network in this area, including the Manawātū River Source to Sea (Source to Sea), is working together to improve the health of the Manawātū River catchment—the area of land where rainwater and streams flow into the Manawātū River. We aim to protect and increase native birds, insects, and plants, while also improving the river's water quality.

## Our Key Functions

Our key functions support and strengthen our pou, enable us to show sector leadership, build capacity, capability and create community. Ensuring ENM is being efficient and effective in these key functions is pivotal and underpins all our other roles across the four Pou.

- Collaborate with mana whenua
- Transition from project management and delivery to increasingly supporting and equipping our membership
- Increase financial resilience
- Continue to support local projects through the Environmental Initiatives Fund.
- Progress our vision for an Environmental Centre
- Improve volunteer coordination
- Ongoing communications, promotion, and education
- Networking, collective coordination, and relationship building
- Advocacy
- Systems support







# Our Story

Environment Network Manawatū was incorporated under the Incorporated Societies Act 1908 on 18 June 2001 to promote a network of collective community action to realise a vision of an enhanced Manawatū environment. Since then we have undertaken a journey of communication, cooperation, collective action and growth.

From small beginnings, and the passion and drive of a select group of pioneers, ENM has evolved today into an environmental organisation that is unique in Aotearoa for being led by the voices and input of its 65+ member groups. ENM has thrived thanks to the ongoing support of expert volunteers who provide expertise and experience as well as practical action.

ENM exists to connect and inspire communities to take environmental action, provide sector leadership, build capacity and capability, and create community.

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## Our commitment to Te Tiriti o Waitangi

Part of our growth has been to increasingly commit to being better Te Tiriti partners. To build the network's understanding of our role in this, ENM organised a seminar/ workshop series on Te Tiriti o Waitangi in 2023, with benefit from the inclusion of Rangitāne as co-leaders in the second session. Establishing and building relationships with mana whenua is important and hapū/iwi organisations, Te Ao Turoa, and Te Kāuru Eastern Manawatū Hapū Collective are members of ENM, and we have undertaken several collaborations with them and other mana whenua led organisations.

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## Preparation of this plan

In September 2023 ENM drafted a strategic framework following a two-day Board and Staff strategy setting day, that drew on the following:

- ENM's Constitution.
- Our existing strategy documents.
- A strategy day for members held in August 2022, which underpinned the development of the 2022-24 two-year plan.
- Two member surveys, investigating the key roles and priorities of ENM in January and July 2023.

The resulting simple, yet comprehensive strategic framework was approved by membership at the 2023 AGM.

During 2024, ENM Board and Staff developed this framework further into an action plan through a series of conversations and workshops.

A working draft of the ENM Strategic Plan was circulated to ENM Members in August 2024, and discussed at the 2024 AGM with feedback incorporated into this final ENM Strategic Plan.

A review of the Strategic Plan will be undertaken during the 2026/27 financial year.

# ***Our Action Plan***

ENM's four pou reflect our strategic priorities. While these four environmental priority areas have made up our core mahi since ENM's beginnings, they have not been clearly set out in a strategic framework until now. Over time, this has resulted in some imbalance in our focus. Food sovereignty has received a lot of focus through Manawatū Food Action Network, while specific climate action and circular economy initiatives have not received the same level of input.

In the biodiversity space ENM has dedicated most of our recent biodiversity-related capacity to develop the Ruahine Kiwi project which has left minimal resources to help develop membership support for Manawatū Source to Sea or biodiversity protection and enhancement more generally.

This strategic framework puts all four pou in focus by setting out a future-focused action plan for each one over 2024-27.

Critical to the achievement of our goals are our key functions. Our action plan for these will support and strengthen our pou and enable us to better show sector leadership, build capability and capacity, and create community.







# Climate Action

We acknowledge that climate action is interrelated with the other three pou, but we want to highlight it as a strategic priority in the coming years because it is so critical. Everything we do as a sector fits in the climate change category, but for this pou we are talking about actions that support emission reduction, degrowth, carbon sequestration, advocacy for climate-focused policies, and development of living cities. We strive to support our member groups' focused on climate awareness and support their advocacy aims, but also strive to develop our own stance to ensure we are holding local and central government to account. Note, this is an emerging area for us and, as we move into action, the workstreams will likely develop further.

**Our goal for the next three years:** To establish and support a strong and proactive network of member groups who are focused on positive climate action advocacy and initiatives. In order to be able to do this we will need a dedicated staff member. This will require additional funding. We will start small, but hope to build up to a full-time role for this pou.

Focus area	Workstream	Timing			What does success look like?	Impact on our members
		24	25	26		
Seek to collaborate with mana whenua toward climate action	Invite mana whenua involvement in emerging conversations in this space	✓	✓	✓	Mana whenua's aspirations are considered as an integral part of ENM's development in this space	Increasing sense of partnership and collective action with mana whenua.
	Engage in mana whenua-led conversations about their priorities and strategies toward climate action	✓	✓	✓		
Advocacy	Influencing policy settings, challenging assumptions	✓	✓	✓	Climate action is demonstrated through our impact stories, reporting frameworks, submissions and Environmental Initiatives Fund applications	Know that they are actively contributing to the advocacy work of ENM, and that their voice is valued and heard
Awareness & Education - Comms/Promotion	Applying a climate lens to all our mahi	✓	✓	✓	Map of membership climate impact	Increase local knowledge of local climate action mahi
	Education - awareness raising		✓	✓	Increase in community engagement with climate action kōrero and initiatives Collaborative input from climate groups to deliver education opportunities	
	Deliver Future Living Skills Programme	✓	✓	✓	Participant feedback demonstrates impactful behaviour change toward increased sustainable living skills.	
Support for existing and emerging climate-focussed groups and action	Coordination of climate-focussed connections	✓	✓	✓	Robust sector that is connected with each other and well supported by ENM	Climate action groups feel well supported and equipped in their mahi





# Biodiversity Protection and Enhancement

Many ENM members have a focus on biodiversity protection and enhancement, and freshwater quality. These groups meet regularly as Manawatū River Source to Sea, collectively working to enhance the mauri of the Manawatū River by enhancing biodiversity and building community wellbeing throughout the entire catchment. Supporting biodiversity members to build capability and capacity has been identified as a key overarching focus area for our Biodiversity Protection and Enhancement pou.

**Our goal for the next three years:** To support the Source to Sea network to achieve its own strategic goals. In order to be able to do this we will need a dedicated staff member. This will require additional funding. We will actively seek funding to support a paid position. We plan to build up to a full-time role for this pou.

Focus area	Workstream	Timing			What does success look like?	Impact on our members
		24	25	26		
Seek to collaborate with mana whenua in biodiversity mahi	Supporting Te Ao Turoa and Te Kāuru toward their biodiversity aspirations	✓	✓	✓	To be seen as trusted partners, engaging in conversations and collaborations with mana whenua	Increasing sense of partnership and collective action with mana whenua
	Building relationship with hapū/iwi groups in the catchment and learn about their biodiversity aspirations	✓	✓	✓		
Support for Manawatū RiverSource to Sea Collective	Reviewing structure and leadership of Source to Sea	✓			Review undertaken involving Source to Sea member groups Renewed structure articulated	The Source to Sea collective is thriving and has a clear sense of direction for the future
	Assist Source to Sea collective to refresh its energy and strategic focus for biodiversity preservation and enhancement		✓	✓	The Collective has a clear sense of purpose and focus in the coming years	
			✓	✓	Flexibility to respond to on the ground reality and energy	
				✓	Biodiversity groups are well connected and regularly attend networking and training opportunities	
				✓	Biodiversity groups contribute to informing ENM's collective voice	
Support for Ruahine Kiwi (RK) to form a strong structure and leadership of its own	Establish refreshed Ruahine Kiwi governance group, and formalise project leadership	✓			Project structure, including governance and leadership roles are confirmed, and established	The Ruahine Kiwi project is thriving and has a clear sense of direction for the future
	Release Ruahine Kiwi to its own entity		✓	✓	The Ruahine Kiwi project is established as a sustainable entity that is consistently working toward its strategic goals	





# Community Food Sovereignty

This area of work is cross-sectoral, with both ENM members and social service organisations involved. These groups meet regularly as Manawātū Food Action Network (MFAN), collectively working to enhance community wellbeing through many workstreams aimed at improving food resilience, food security and food sovereignty. The MFAN Coordinator plays a lead role in the Kai Sovereignty Squad of Ora Konnect, an iwi-led collaborative network working toward improving wellbeing in the 4412 (postcode area of Highbury and Takaro). The 4412 Kai Resilience Strategy has been developed through and for this squad.

**Our goal for the next three years:** To continue to support the Manawātū Food Action Network increase its impact across the wider rohe. We already have a full-time staff member in this role. We do not intend to increase resourcing for this pou.

Focus area	Workstream	Timing			What does success look like?	Impact on our members
		24	25	26		
Continued collaboration with mana whenua-led food sovereignty mahi	Supporting Te Tihi in rohe-wide food security mahi	✓	✓	✓	Continue to be invited to engage in conversations and collaborations with mana whenua, and see us as trusted partners	Te Tihi is more effective as a result of its relationship with ENM
Transition from project management & delivery to increasingly supporting and equipping our membership	Developing and supporting the leaders of food sovereignty projects	✓	✓	✓	Leaders of food sovereignty projects feel well supported and equipped to achieve their project outcomes	Groups working toward food sovereignty work are thriving, effective and sustainable
	Equipping individuals and organisations to self-organise and increase their resourcing		✓	✓	Groups have strong leadership and volunteer engagement, enabling excellent community food sovereignty outcomes Groups report positive change/growth because of service provided by ENM	
	Strategic review of MFAN and its role in the food sovereignty picture of the region			✓	ENM focus is on enabling and equipping membership to thrive	
	Expand the network to include primary producers and businesses			✓	Primary producers and businesses are joining and participating in the MFAN network	
Develop and support Community Gardeners Network	Develop and support the leaders of community gardens	✓	✓	✓	A Community Gardeners Network is established, self-motivated and managing, and is having a positive impact on community gardeners across our rohe	Community Gardeners Network members feel well supported and equipped by ENM
	Support review of PNCC Community Gardens Guide	✓			Advocacy for community garden ethos and practice in review of PNCC guide	
Food Sovereignty Awareness and Advocacy	Work with PNCC to develop food policy	✓			PNCC has a fit for purpose Food Policy implemented with adequate resourcing	MFAN members are active participants in ENM's research and advocacy
		✓	✓	✓	Community Food Sovereignty groups contribute to informing ENM's collective voice	
	Impact Research			✓	We can demonstrate a measurable positive impact on food resilience in city/region	





# Circular Economy

A circular economy is based on the following three principles: design out waste and pollution; keep products and materials in use; and regenerate natural systems. It aims to minimise waste and to promote sustainable use of natural resources. Reducing waste to a minimum through sharing, leasing, reuse, repair, refurbishment and recycling, in an (almost) closed loop helps to tackle pollution and plays a critical role in solving other complex challenges such as climate change and biodiversity loss. Collective understanding and community sharing is part of this, acknowledging that small, individual actions have a big impact and can inspire greater, collective momentum and change. We look to offer opportunities to get involved, to educate, upskill the public to make their own contributions and increase understanding of consumer choice/power.

**Our goal for the next three years:** To establish and support a strong and proactive network of member groups who are focused on promoting and educating our community about living according to a circular economy. To be able to do this we will need a dedicated staff member. This will require additional funding. We will start small, but hope to build up to a full-time role for this pou.

Focus area	Workstream	Timing			What does success look like?	Impact on our members
		24	25	26		
Seek to collaborate with mana whenua toward circular economy	Invite mana whenua involvement in emerging conversations in this space	✓	✓	✓	Initial conversations with mana whenua indicate a mutual willingness for ongoing kōrero	Increasing sense of partnership and collective action with mana whenua
	Develop conversations with mana whenua about their priorities and strategies toward circular economy	✓	✓	✓	Mana whenua's aspirations are considered as an integral part of ENM's development toward supporting a circular economy	
Support for existing and emerging circular economy organisations, member groups and actions	Education/support for resource sharing opportunities		✓	✓	Network supporting community action for circular economies is initiated	Circular Economy network builds in momentum and impact
	Coordination of circular economy focussed connections		✓	✓	Network supporting community action for circular economies is established	
	Build network, facilitate and support toward agreed collective action			✓	Network supporting community action for circular economies has identified its own goals and is working towards them as a member group of ENM	
	Working with PNCC toward tying in with their plans for waste minimisation			✓	ENM and PNCC are collaborating on waste minimisation efforts for the city	
	Utilise collective understanding to advocate for national policy level changes			✓	Submissions are prepared by the collective to inform the development of government policy	

Focus area	Workstream	Timing			What does success look like?	Impact on our members
		24	25	26		
Fostering community vision & leadership	Support groups/volunteers to lead and drive recycling programmes	✓	✓	✓	Repair Café and Resource Recovery activities are community led and thriving	Groups working towards circular economy are well supported by ENM
	Developing and supporting Repair Café toward self-organisation		✓	✓	Repair Café is operating independently as a member group of ENM	
	Leadership and vision. What is our role in the circular economy space?	✓			Any circular economy projects ENM continues to lead are well thought out and strategic	
Develop and support Community Composting Network	Develop resources and comms to enable community composting to scale up organically	✓	✓	✓	Momentum is building for an active Community Composting Network	Community Composting Network members feel well supported and equipped by ENM
	Develop and support community composting site leaders		✓	✓	A Community Composting Network is established and self-motivated and managing, and is having a positive impact on composting practices across our rohe	
Transition to community-led activities for Plastic Pollution Challenge	Develop, maintain and communicate Plastic Pollution Challenge community toolkit	✓	✓	✓	Individuals and groups in the community regularly undertake self-guided clean up events	To be updated as we progress in this area
	Maintain and increase use of community toolkit		✓	✓	Individuals and groups in the community regularly undertake self-guided clean up events	
	Capture and support collective energy of community stream cleaners as this emerges			✓	To be updated as we progress in this area	







# Our Key Functions

Ensuring ENM is being efficient and effective in these key functions is pivotal and underpins all our other roles across the four pou.

## Our goal for the next three years:

ENM will focus on strengthening relationships with mana whenua and exploring our role in honouring and upholding te Tiriti o Waitangi, working towards becoming trusted partners. We will shift from project management to supporting and equipping our membership, providing connection, training, and promotion. We will help to scaffold projects in their initial stages, while supporting the development of their long-term financial viability. We will continue to distribute the Environmental Initiatives Fund, progress the vision for an Environmental Centre, improve volunteer coordination, and advocate for environmental change. We have identified that we need to increase our financial resilience and maintain and improve our systems and processes while continuing to collaborate and build relationships within our membership and beyond.

Focus area	Workstream	Timing			What does success look like?	Impact on our members
		24	25	26		
Collaborate with mana whenua	Consolidate existing relationships with mana whenua	✓	✓	✓	An understanding of the priorities for mana whenua, and an idea of how we can best partner with them towards achieving these. There is clear evidence of partnership in action	Observe our growth as Te Tiriti partners and be inspired to do the same
	Continue to build new relationships with mana whenua		✓	✓		
Transition from project management & delivery to increasingly supporting and equipping our memberships	Review our organisational structure, in a way that prioritises enabling and equipping members	✓			An organisational structure that reflects our strategic direction and supports effective delivery	Feel better supported toward reaching their group's goals
	Implement changes		✓		Reviewed structure implemented	
	Develop a 3-yearly workflow calendar	✓			The team can see at a glance the ebbs and flows of their work over time in order to effectively manage their time and resources	
	Document a process for monitoring and updating the calendar	✓				
Increase financial resilience	Develop a Financial Strategy	✓			Increased confidence and sense of direction regarding medium to long-term financial resilience	Confidence in the long-term stability of ENM
	Implement Financial Strategy	✓	✓	✓		
Continue to distribute Environmental Initiatives Fund (Environmental Initiatives Fund)	Increase the geographical reach of the Environmental Initiatives Fund		✓		More Territorial Authorities in the catchment contributing funding for distribution within their rohe	Access to more initiative funding sourced from their local area
	Maintain/increase the funding pool of the Environmental Initiatives Fund	✓	✓	✓	Maintain/increased funds available to distribute	

Focus area	Workstream	Timing			What does success look like?	Impact on our members
		24	25	26		
Progress our vision for an Environmental Centre	Articulate a vision for an Environmental Centre, including a list of must haves and like-to haves	✓			Greater clarity on what our aspirations are for an environmental centre Inspired staff and membership	Inspired by the vision – something to look forward to and advocate for
	Identify and implement “stepping stones” towards achieving our vision	✓	✓	✓	Momentum building towards achieving our vision	
	Continue to advocate for Council's support in undertaking a feasibility study	✓	✓		Demonstrable increase in Council commitment	
Improve volunteer coordination	Increase our understanding and capability in approaches to community volunteer coordination		✓	✓	Increased understanding and internal capability re. community volunteer coordination We have great coordination practices with good levels of people volunteering for ENM and member groups	Greater confidence and capability with recruiting and coordinating their own volunteers
	Develop policies, procedures, and training programmes that our member groups/projects can use to build their own volunteer capacity			✓	A simple and practical suite of volunteer coordination resources that can be used by member groups.	
Ongoing communications, promotion, and education	Upgrade Website		✓		An engaging, user-friendly website that provides member groups and community users information that is relevant and useful	They have access to suitable resources and ENM's communications support their services/ activities well
	Develop a comms framework and guidelines		✓		Greater clarity and confidence for Comms Lead in preparing and executing comms plans. Enhanced strategic messaging	
Networking, Collective Coordination, and relationship building	Provide and promote opportunities for member groups to learn how to become better Te Tiriti partners	✓	✓	✓	Members of ENM understand what it means to honour and uphold te Tiriti o Waitangi, and how to implement this in their work	Inspired and equipped to become better Te Tiriti partners
	Increase understanding and articulation of the value of ENM's Collective-coordination networking mahi			✓	A framework exists that clearly describes what ENM does in the collective networking space, how we do it, and what its impact is	Strengthened and energised by being actively connected to the wider network
	Improve our approach to and understanding of networking, collective coordination, and relationship building			✓	We have developed and are effectively utilising a coordination model/framework that adequately supports members of our collectives to be well connected with outside entities as well as within and between the four pou. Maintaining excellent, and timely communication of appropriate opportunities to members /collectives as they arise	
	Strengthening ENM and member groups relationships with local authorities in the Manawātū catchment	✓	✓	✓	ENM has productive, mutually beneficial relationships with all five local authorities in the catchment (Manawātū, Taranua, and Horowhenua District Councils, Palmerston North City Council and Horizons Regional Council)	Stronger sense of connection to, and support from, their local authority
Advocacy	Increasingly use the Network's voice to influence (and challenge) local and national decision-making	✓	✓	✓	Successful submissions to all Councils in the Manawātū River Catchment, and central government issues, where relevant Invited to participate in pre-consultation for relevant policy development by local and regional, and central government	Know that they are actively contributing to the advocacy work of ENM, and that their voice is valued and heard
Systems support	Explore how we can make our data capture systems more effective and efficient with a view to support our member groups to do the same	✓	✓	✓	Our data capture and sharing systems are efficient and fit for purpose for ENM and its member groups to enable improved reporting and storytelling for the whole network	Improvements in capturing and accessing their own information when required







# Appendix

## Our roles Clarifying the outcomes of the roles of ENM.

**Sector Leadership:** ENM is Palmerston North City Council's designated Sector Lead for the Environment. We demonstrate best practice as a member-led organisation through our proven ability to coordinate, communicate, and advocate in collaboration with our member groups, and we support and enable them in their mahi.

Strategic focus	Our membership is invested in setting our direction
	Our activities are guided by strategic thinking and agreed frameworks
Member support and enablement	Our member groups are supported to be strong, sustainable, and effective organisations
Communication and promotion	We are known as the go-to place for environmental action in the region
	Our community can easily access relevant information, education tools and opportunities
	Our community is interested, engaged, and connected with activities of the network
Advocacy/representation	Our voice is sought and respected by local, regional, and national decision makers
Demonstrating best-practice as a member-led environmental organisation	Our policies are exemplars of best practice
	We are recognised as the lead organisation for the environmental sector across the region
	Our team culture promotes and supports hauora for all staff and volunteers

**Building Capacity and Capability:** ENM has a clear focus on environmental sustainability and recognises that maintaining organisational sustainability will ensure we are functional and effective. We work toward unlocking resourcing for our sector and building the capacity and capability of member groups and the communities we work with through education, collaboration, and volunteer coordination.

Volunteer coordination	Our volunteers know they are valued members of the team, and our members feel supported to recruit, equip and maintain their volunteer capacity
Ensuring organisational sustainability	Our organisational structure and operating model is functional, efficient and effective
	We are resilient and flexible to meet changing needs without compromising on our values
	Our staff and members are skilled in organisational leadership and operations
	We are financially sustainable and resilient
Unlocking resources for the sector	Our members are increasingly financially sustainable and resilient
	We demonstrate our efficacy and impact through evidence-based reporting
Education	Our policies are exemplars of best practice
	Our staff and members have opportunities to increase their skills and confidence in their mahi
	Our community has opportunities to upskill on a range of regional environmental issues

**Creating Community:** Our organisation prides itself in our proven ability to create community by bringing together groups from a variety of backgrounds to work towards a common goal. We support emerging and established environmental and food-resilience focussed initiatives to thrive. We encourage strong community connections and provide networking opportunities. We facilitate conversations to identify community needs and provide space and support for community-led solutions to flourish.

Creating connections	We enjoy strong collaborative relationships with hapū/iwi in the Manawatū catchment
	Our members groups are well connected with each other, with opportunities for mutual support
	We are part of a thriving, interconnected community of groups and individuals working together toward common goals
Supporting	Environmental initiatives and projects in the region are well supported
Meeting needs/holding space	We are open and responsive to new and emerging needs
	Our community's ideas and innovations are given space to grow









***"Anything else you're interested in is not going to happen if you can't breathe the air and drink the water. Don't sit this one out. Do something."***

*Carl Sagan*





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