

Horses Helping Humans Taranaki Strategic Plan (2025-2030)

■ He kai kei aku ringa | A plan to sustain ourselves by our own means

Our shared aspirations

Provide focus by driving our strategy

Vision

We build resilient and empowered Taranaki communities through equine-assisted learning and healing.

Mission

We empower Taranaki communities to build their mental and emotional resilience by teaching:

- Effective communication skills through body awareness and emotional intelligence.
- Healthier relationships with self and others.
- Life skills to proactively manage anxiety, anger, stress, and pressure.

Values

Confidence - Build resilience and self-awareness by connecting horses and humans.

Compassion - Offer unconditional aroha (love), understanding and support.

Care - Create safe and inclusive learning and healing environments.

Cooperation - Authentically collaborate with horses, nature, people and communities.

Goals
Capabilities required to fulfil our aspirations

Strengthen our **financial resilience**

Deliver **high-impact programmes**

Grow and retain our **skilled workforce**

Expand our **community impact**

Objectives

Critical things we must do to achieve our goals

We are financially resilient, operating profitably and building sustainable resources

1. Secure multi-year, diversified funding to support core operations, capital needs and growth.
2. Establish a HHH permanent operational home base.
3. Develop equestrian facilities that enable year-round delivery.

Our programmes create lasting change and strengthen the resilience and wellbeing of our Taranaki communities

4. Provide equine-assisted learning and healing to a sustainable number of clients annually.
5. Conduct robust and meaningful follow-up and outcome tracking practices for all programmes.
6. Expand service reach through quality education resources and digital process improvements.

We nurture and retain a skilled and passionate workforce who enable the long-term success of our organisation

7. Attract, develop, and retain a highly-performing team with relevant skills.
8. Provide ongoing training for volunteers, staff, horses and the Board.

We build mutually beneficial relationships that create positive change across Taranaki communities

9. Develop and embed community impact programmes that expand our reach.
10. Build enduring relationships with iwi and community groups across Taranaki.

Measurements

Indicators for achieving our objectives
(underlined actions are current year priorities)

- 1.1 Approve rolling 3-year budget by 31 December each year from 2026 onwards.
- 1.2 Monthly and annual financial results materially reflect budget from 2026 onwards.
- 1.3 Secure at least two multi-year funding agreements for ≥\$200k in total from 2027 onwards.
- 1.4 At least 33% of total income will be from non-grant sources from 2028 onwards.
- 2.1 Establish home base working group (with legal, funding expertise) before 2026.
- 2.2 Secure legal ownership of 180 Mirikau Road (or alternative) by October 2027.
- 3.1 Raise and allocate sufficient infrastructure funding before 2030.
- 3.2 Begin construction of the covered arena and associated facilities by the end of 2030.

- 4.1 Enrol ≥100 clients annually from 2026 onwards.
- 4.2 Pilot and implement a corporate development programme from 2026 onwards.
- 5.1 Implement a monitoring, evaluation & learning (MEL) framework by June 2027.
- 5.2 Achieve ≥70% follow-up completion rates (within 3 months of programme end) from 2028.
- 5.3 Produce annual impact reports each year from 2029.
- 6.1 Embed at least two digital delivery/process tools (e.g., scheduling, reporting) from 2028.
- 6.2 Develop educational resources (digital and print) that support equine-assisted learning principles by end of 2029

- 7.1 Build a team with admin, fundraising, youth work and horsemanship skills from June 2026.
- 7.2 Establish a regular pool of at least two skilled volunteers from 2027.
- 7.3 Implement standard operating procedures from 2028 onwards.
- 8.1 Meet Health and Safety at Work Act 2015 obligations and complete an annual H&S review and Board summary report from 2026.
- 8.2 Ensure 100% of staff and Board, and at least 80% of active volunteers, complete annual core training modules (e.g. mental health, trauma care, cultural competency) from 2028.

- 9.1 Launch and maintain REACH in ≥7 schools or youth organisations from 2026 onwards.
- 9.2 Launch community sponsorship initiative and payroll giving from 2027.
- 10.1 Co-host one annual community fundraising event from 2026.
- 10.2 Appoint and maintain a rangatahi and Taranaki iwi Board representative from 2026
- 10.3 Develop a home base, mana whenua relationship from 2027 and co-develop a Taranaki iwi HHH initiative from 2029.