

STATEMENT OF STRATEGIC INTENT 2023–2027

Our strategy Tā Tātou Rautaki

We will proactively seek out opportunities that enhance our ability to enjoy sustained financial success, and/or that enable people today so as to improve the lives of future generations.

We believe that the purpose of The Kind Foundation – investing in the next generation – is about what we do now so as to build social capital for the future.

Our intent Ā Tātou Mātāporo

Honouring our legacy by delivering on our purpose of investing in the next generation through the application of our values to daily life, recognising the sanctity of each individual and the encouragement of their development in body, mind and spirit, and encouraging a community spirit in which people care for and support each other and work together in searching for justice, freedom and peace.

Investing in our people our own and the community, with a particular emphasis on enabling young people to enrich their own lives and the lives of those around them.

Being courageous, creative and socially entrepreneurial by seeking out new ways to enhance our impact, our relevance, and our long-term financial success.

Prudently considering our investment decisions in both social and physical capital to enjoy both social and financial value creation.

Developing new and strengthening existing relationships with our partners particularly those who can enable The Kind Foundation to achieve more, or those which enable other NGOs to achieve more for children, young people and families.

Focusing on our leadership including governance, management and local community.

Our way of doing things Ā Tātou Kaupapa

Head, hand and heart
Our people will use all three, the head (systems, safety, financial, practical considerations, whether or not it fits with core purpose); the hand (the work that is required) and heart (compassion, empathy and reflection on our values) to make good stuff happen.

People centred
All of our participants are welcomed in an inclusive way: all ages, cultures, socio-economic backgrounds, religions, beliefs. Young people will be given opportunities to participate in decision making and leadership.

Connected
We will connect and work with tangata whenua, our local communities and our industry sectors. We will creatively adapt to the changing environment, demographics and community needs.

Our key goals Kā Whāika Matua

Participation demonstrates relevance
The Kind Foundation pivots and adjusts its offering in response to community need. Our programmes and services enjoy high and growing participation rates across all areas.

Financial security and independence
Overall The Kind Foundation returns an operational profit so that the need to rely on bank debt financing is minimised. Term loan on Bishopdale is repaid by year end 2033. Debt is structured to maximise our impact and minimise our risk - prioritising fit-for-purpose assets. Philanthropic and corporate financial support is maximised.

Social enterprise is the primary way we create impact for our community
We deliberately run commercial activities to support our charitable purpose. In particular our investment in the community will focus on:

- young people and skills for employment,
- older adults and their contribution to the community, and
- partnerships with Iwi.

Measuring impact and telling our story
We will work out meaningful ways to measure the difference our work is making now and for future generations, and tell this story in order to acknowledge the work of our people and the support we receive from our key stakeholders.