

# Te Manawa o Tūhoe Trust

## Mahere Rautaki – Strategic Plan

2021 – 2030 DRAFT

July 2021



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## He Whakapapa

*Tikina atu i te wā i a Tahunui-o-te-rangi*

*Tukutuku, Hekeheke, Uaua*

*Ka puta ko Te Maunga*

*Ka moe i a Hinepūkohurangi*

*Ko puta ko ngā Tamariki o te Kohu*

*Ka puta ko Ngā Pōtiki*

*Kia whakataukī au i konei,*

*Nō Toi nō Pōtiki te whenua*

*Nō Tūhoe te mana rangatira*

*Ko te Manawa o Tūhoe tēnei*

*Manawa mai ai te putanga o te ariki*

*Manawa mai ai te putanga o te taurira*

*Ka eke ki te whai ao ki te ao Mārama*

*Tihei Mauri ora!*

# Ko Te Manawa o Tūhoe Trust

## *Te whenua e takoto nei nō ngā tīpuna ka ngaro nei*

Te Manawa o Tūhoe Trust ('the Trust') is an Ahu Whenua Trust established pursuant to Te Ture Whenua Māori Act 1993. The Trust was established in 1973 when 63 land blocks in the Tūhoe rohe joined to form an Ahu Whenua trust. The Trust has approximately 5,600 beneficial owners and is charged with managing a land block comprising approximately 8,606 hectares.

Te Manawa o Tūhoe is governed by an elected Board of Trustees. The Trust's key assets are the Hatupere dairy farm and the Ahimanawa, Waiohau, and Tūhoe forests. The Trust is also the sole shareholder of Nation Logging Limited.

Te Manawa o Tūhoe aims to provide benefits to its owners and contribute to the ongoing revival of Tūhoetanga. The promotion of and contribution to Tūhoetanga and te ao Māori is essential in everything the Trust does.

## Where We Are Now

**8,606**

Hectares of land

**5,600**

Beneficial owners

**5**

Trustees

**\$1,25M**

FY2021 annual income



## **Te Koronga / Vision**

**He manawa tiketike nō Tūhoe e kata te ao**

*Te Manawa o Tūhoe is a leading  
world class Māori Enterprise*



## **Te Aka Matua / Mission**

**Manawa toitū,**

**Manawa whakatipu,**

**Manawa whakaputa**

*The protection and growth of our taonga  
through sustainable development of all  
current and future business engagements*



## Mātāpono / Principles

**Mana Motuhake:** Protecting the self-determining and self-sustaining nature, including the professional integrity, of our organisation. This will be done by exercising dynamic leadership and operational practices that are authorised in the best interests of the beneficial owners and the local community.

**Mana whenua:** The principle of protecting and maintaining sustainable management practices and responsibilities relating to our environment for future generations.

**Tangohanga:** The principle of growing our asset base to maximise socio-economic returns and benefits for the owners.

**Matemate-ā-one:** The principle of being consistent with our cultural and ethical practice relating to our values towards other people; and

**Mana Tangata:** The principle of growing and acknowledging the skills and potential of our people.



## Ngā Tikanga Ihonui / Values

**Pono:** Integrity in everything we do. We will operate to the highest ethical standard to promote transparency and accountability.

**Rangatiratanga:** Dynamic governance and management leadership.

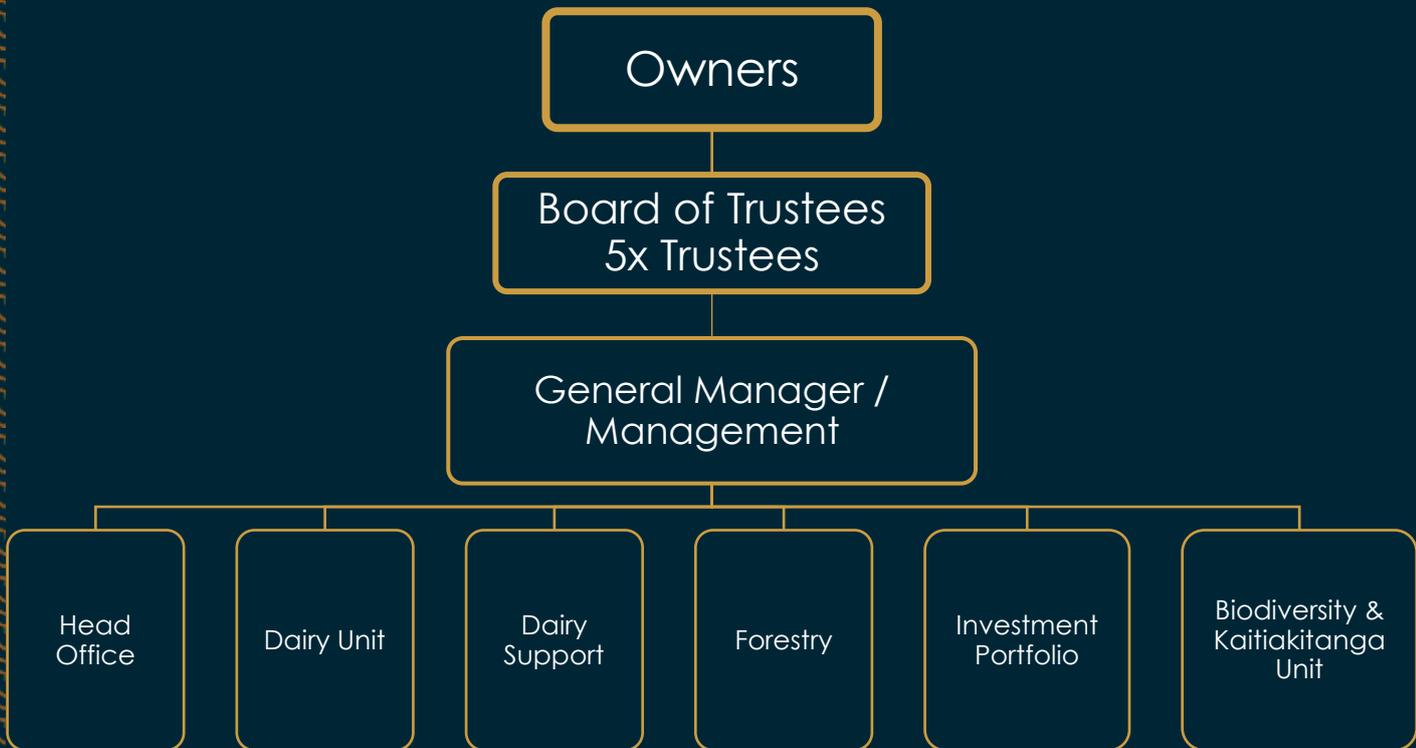
**Kaitiakitanga:** Intergenerational sustainability. Te kaitiakitanga o ngā taonga tuku iho mō ngā uri whakaheke – te reo, ngā tikanga, ngā mātauranga, te whenua, ngā awa me ngā maunga.

**Manaakitanga:** Our respect for our beneficial owners, our customers, suppliers, employees, and others according to the principles of (Te Manawa o) Tūhoetanga.

**Whanaungatanga:** How we grow and maintain meaningful and sustainable relationships.

# Te Tūaroa / Organisational Structure

*Ko koe taku iwi tuaroa*



The owners elect the Board of Trustees. The elected Board of Trustees oversees all Te Manawa o Tūhoe activities. The Trustees are responsible for overall governance, the strategic direction, and the Trust's policies and procedures. The Board is not involved with any day-to-day operations. The current Board of Trustees comprises five elected members, who are:

- Ngatai Rangihau (Chairman).
- Kararaina Rangihau.
- Maaka Te Moana.
- Titia Graham.
- Janet McLean.

The General Manager oversees all day-to-day operations. The General Manager is appointed by the Board, and reports to Trustees regularly. The General Manager manages the business units of Te Manawa o Tūhoe, noted above. Each business unit reports directly to the General Manager, who appraises the Board of anything necessary. The General Manager is responsible for all personnel matters, including recruitment, training, productivity, performance, remuneration, and disciplinary issues.

## Ngā Ara Matua / Strategic Priorities

1

### **Governance and management**

Achieve excellence in our governance and management capabilities and systems that embody te manawa o Tūhoe tangata, Tūhoe tikanga.

2

### **Core asset development and sustainability**

Promote strong, balanced asset development, and sustainability – Kia hua, kia pua, kia ngāora.

3

### **Environmental protection and well-being**

Prioritise environmental protection and well-being to uphold our kōrero, “Tōku ao tōku manawaora.”

4

### **Investing in our owners**

Provide meaningful benefits to our owners as Tūhoe tangata, promoting well-being and prosperity.

5

### **Trusting relationships**

Build and nurture trusting relationships with our owners, Tūhoe entities, and other partners – Area te rangatira.

# Ngā Pae Tata, Ngā Pae Tawhiti, me Ngā Hua me Mātua Tutuki / Strategic Goals & Critical Success Factors

## 1. Governance and management

### **Strategic Goal 1.1**

Te Manawa o Tūhoe has an experienced and capable Board of Trustees.

#### **Critical Success Factors**

- a. The Board has a business plan, budget, and key performance indicators in place for each financial year.
- b. The Trust has clear policies and procedures that are regularly reviewed.
- c. The Board has a solid risk framework.
- d. Each Board member is clear about their role and responsibilities.
- e. The Trustees have developed a Board succession plan.
- f. Reporting requirements in relation to the Board and the management team are clear.
- g. Independent evaluations of the Board are undertaken every two years, and solutions implemented.

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### **Strategic Goal 1.2**

Te Manawa o Tūhoe has an experienced and capable management team.

#### **Critical Success Factors**

- a. Each management team member has key performance indicators for each financial year.
- b. Each management team member has a professional development plan that identifies skill gaps and future skill requirements.
- c. The management team has the right tools for the job.
- d. The Board has developed a management team succession plan.

## 2. Core asset development and sustainability

### **Strategic Goal 2.1**

The Trust will have a diverse range of performing assets.

#### **Critical Success Factors**

- a. The Trust's return on investment is appropriate for the level of risk of the portfolio.
- b. The Trust has grown total assets to \$30 million by 2030.
- c. The Trust has a Statement of Investment Policies & Objectives (SIPO).
- d. Health and safety policies and practices are of high-quality.
- e. The Trust has researched and explored whenua diversification opportunities.

### **Strategic Goal 2.2**

Forestry assets are thriving and providing good returns.

#### **Critical Success Factors**

- a. The Trust has developed a forest carbon assets strategy to participate in the Emissions Trading Scheme (ETS).
- b. An effective forestry asset strategic roadmap has been developed and implemented.
- c. A review of Nation Logging Limited has been completed and recommendations implemented.
- d. Regular forestry performance reviews are being undertaken.

### **Strategic Goal 2.3**

Hatupere Dairy farm is economically and environmentally sustainable.

#### **Critical Success Factors**

- a. An analysis of management needs has been completed, and an effective management structure put in place.
- b. The Trust has optimised its existing farm, and has considered expansion opportunities and future ETS implications.

### 3. Environmental enhancement and well-being

#### **Strategic Goal 3.1**

The Trust will assert and exercise its responsibilities as kaitiaki of the whenua and taiao.

#### **Critical Success Factors**

- a. The Trust is protecting and enhancing the whenua and taiao with a range of measures and projects.
- b. The Trust has effective relationships with stakeholders, including Councils, the Department of Conservation, and Māori entities.



#### **Strategic Goal 3.2**

The Trust's activities are sustainable.

#### **Critical Success Factors**

- a. The Trust has investigated the viability of better sustainability practices.
- b. The Trust conducts regular health assessments of the whenua.
- c. The Trust is positioned to consistently adapt to the effects of climate change.

## 4. Investing in our owners

### **Strategic Goal 4.1**

The Trust will increase cultural, education, and employment opportunities for its owners.

#### **Critical Success Factors**

- a. Scholarships, cadetships, and/or internships are available across the Trust's activities.
- b. The Trust has created meaningful and fulfilling employment opportunities and pathways.
- c. The Trust has relationships with training providers to deliver education programmes.
- d. The Trust has a long-term succession plan.
- e. The Trust is encouraging participation in Tūhoe cultural events.

### **Strategic Goal 4.2**

The Trust will provide meaningful benefits to owners.

#### **Critical Success Factors**

- a. The Trust is providing regular opportunities for owners.
- b. The Trust is making regular grants.

### **Strategic Goal 4.3**

The Trust will uphold and promote Tūhoe culture and mātauranga.

#### **Critical Success Factors**

- a. The Trust is contributing to initiatives that enhance Tūhoe culture and mātauranga.
- b. The Trust has enabled the development of mātauranga relevant to the whenua.

## 5. Trusting relationships

### **Strategic Goal 5.1**

The Trust will understand the needs and motivations of its owners.

#### **Critical Success Factors**

- a. The Trust regularly engages with owners through a variety of forums.
- b. Owners are making meaningful contributions to the Trust's activities.
- c. The Trust provides leadership opportunities for rangatahi.

### **Strategic Goal 5.2**

The Trust will have effective relationships with Tūhoe entities and groups.

#### **Critical Success Factors**

- a. The Trust works collaboratively to grow the Tūhoe economy.
- b. The Trust is engaging in partnerships that uphold the mana and rangatiratanga of Tūhoe.
- c. The Trust is promoting transparency and accountability in all interactions.

### **Strategic Goal 5.3**

The Trust will have effective relationships with external partners.

#### **Critical Success Factors**

- a. The Trust enters strategic partnerships that benefits regional, national, and international interests.
- b. The Trust's vision, mission, and values are being maintained and advocated for in all external relationships.
- c. The Trust has a database of key engagements with all external partners.
- d. The Trust is making strong decisions with its partners that benefit all owners.

# Te Whakamahere Rautaki / The Strategic Cycle

This Strategic Plan is a key stage of Te Manawa o Tūhoe's journey to achieving its aspirations. It is important to strengthen the strategic direction of the Trust, and understand what success looks like in the future. Success will require sound leadership, clear accountability structures, and co-operation between all units of the Trust. The next step in achieving our goals is the development and implementation of a Business Plan.

## Strategic Plan vs Business Plan

The Strategic Plan sets out the big picture, long-term goals for Te Manawa o Tūhoe, and is built around the vision, mission, and values. A Business Plan will identify how Te Manawa o Tūhoe will achieve the overall strategy that has been set. The Business Plan is developed using the Strategic Plan, budgeting, forecasting, and priorities to determine the one-year priority actions. The ultimate outcome of this will be a short-term roadmap for Te Manawa o Tūhoe.

Within three months of the approval of this Strategic Plan, the Board will develop and implement a Business Plan. The Critical Success Factors outlined in this Strategic Plan should be used to create Key Actions for your business plan. These Key Actions will then inform the annual budgeting process.

## Reviews & Reporting

Te Manawa o Tūhoe will review this Strategic Plan annually to ensure that it remains aligned with the aspirations of the Board and the owners. The Trust will also review the Strategic Plan if any material changes occur in relation to the design or operation of the Trust.

The Trust will regularly review the progress of the strategic goals. The General Manager will provide quarterly reports to the Board which will align with the Strategic Plan and measure success.

It is also important that there is transparency and accountability to the beneficial owners of Te Manawa o Tūhoe. This will be supported by reporting actions and results at Annual General Meetings and other regular hui.



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