



TE MANAWA O TŪHOE TRUST

Mahere Rautaki

STRATEGIC PLAN

2023 - 2028

Te Rārangi Ūpoko

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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 tauira
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 in accordance with the Te Ture Whenua Māori Act 1993. Previously, the block was administered by the Waikaremoana Trust Board.

Te Manawa o Tūhoe operates under the governance of an elected Board of Trustees. Its primary assets include the Hatupere dairy farm and the Ahimanawa, Waiohau, and Tūhoe forests.

Te Manawa o Tūhoe’s overarching goal is to benefit its owners and actively contribute to the ongoing revitalisation of Tūhoetanga. The Trust considers the promotion and advancement of Tūhoetanga and te ao Māori to be of utmost importance in all its endeavours.

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

Our focus is to safeguard the autonomy and sustainability of our organisation while upholding its professional integrity. We achieve this through dynamic leadership and operational practices prioritising the wellbeing of our beneficial owners and the Tūhoe community.



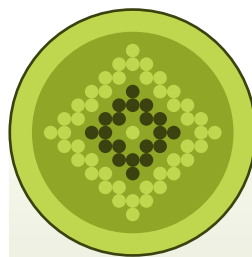
Mana Whenua

Our commitment lies in preserving and upholding sustainable management practices and responsibilities for the environment, ensuring its wellbeing for the benefit of future generations.



Mana Ohaoha

We adhere to expanding our asset base to maximise socio-economic returns and benefits for the beneficial owners.



Matema-teāone

Our principle embodies unconditional love, along with a profound sense of responsibility and accountability towards our whenua, uri, and mātauranga.



Mana Tangata

We embrace the principle of fostering the growth and recognition of the skills and potential of our people.



Ngā Tikanga Ihonui

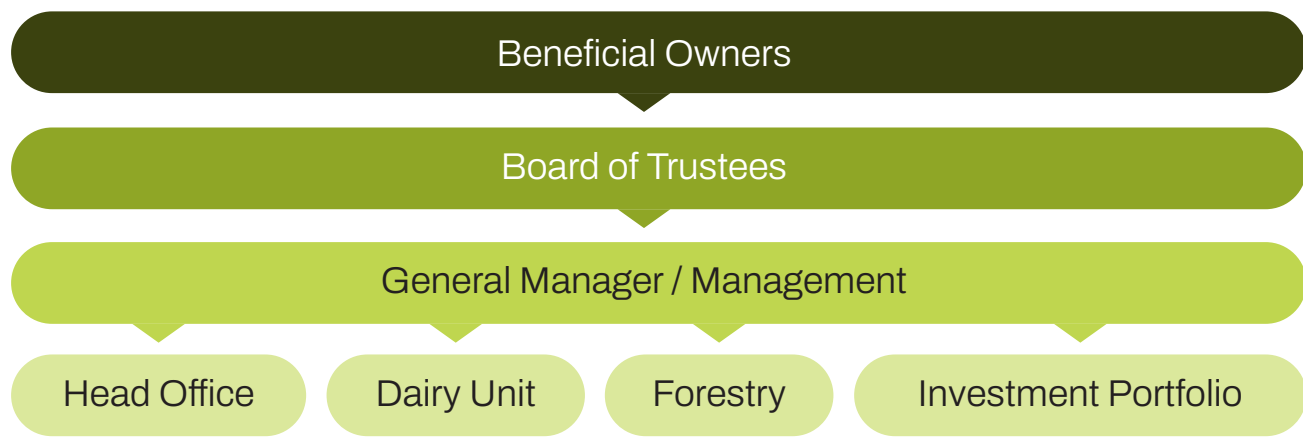
VALUES





Te Tūaroa

ORGANISATIONAL STRUCTURE



Ko koe taku iwi tuaroa

Under our unwavering commitment to uphold the principles of mana motuhake, the Board of Trustees, comprised of five elected members, abides by the Te Ture Whenua Māori Act and other legislative and regulatory requirements. Their duties involve establishing policies and procedures, steering the strategic direction, and providing governance, thus safeguarding our autonomy and sustainability.



OUR CURRENT BOARD OF TRUSTEES COMPRISES:

- Janet McLean
- Ngatai Rangihau
- Ngapera Rangiaho
- Maaka Te Moana
- Titia Graham

Each member plays a crucial role, contributing their proficiency, experience, and adaptability to guide the Trust in honouring our responsibility towards our whenua, uri, and mātauranga.

Whilst the Board provides strategic oversight, the General Manager, appointed by the Board, manages the day-to-day operations. This role is pivotal in expanding our asset base to maximise socio-economic returns for our beneficial owners.

The General Manager oversees the various business units within Te Manawa o Tūhoe. Each business unit reports directly to the General Manager, who then keeps the Board informed, ensuring the fostering of skills, recognition of potential, and the overall growth of our community. The General Manager is accountable for all personnel-related matters, including recruitment, training, productivity, performance assessment, remuneration, and disciplinary issues.

Pou Rautaki

STRATEGIC PRIORITIES

1.

POU MANAWA

Strategic Leadership

Pursue excellence in our governance and operations that embody te Manawa o Tūhoe tangata, Tūhoe tikanga.

2.

POU WHAKATIPU

Strategic Asset Allocation and Growth

Promote robust and balanced asset development and sustainability – Kia hua, kia tini, kia kapi te whenua.

3.

POU MANAWA TOITU

Sustainable Land Use and Resource Optimisation

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

4.

POU WHĀNAU

Advancing our Whānau

Advancing our whānau by empowering Tūhoe tangata through meaningful benefits that promote wellbeing and prosperity

5.

POU HONONGA

Building Trusting Partnerships and Collaborations

We cultivate trusting alliances with our owners, Tūhoe entities, and other partners –Area te rangatira.

Through these strategic priorities, we envision Te Manawa o Tūhoe as a leading organisation that embodies strategic excellence, sustainable growth, environmental stewardship, whānau empowerment, and collaborative success. By diligently pursuing these pou, we will create a future of prosperity, cultural preservation, and holistic wellbeing for the benefit of our beneficial owners.

Ngā Pae Tata, Ngā Pae Tawhiti, me Ngā Hua me Mātua Tutuki

STRATEGIC GOALS & CRITICAL SUCCESS FACTORS

1. **POU MANAWA** | Strategic Leadership

We envision a governing Board and management team defined by proficiency, experience, and adaptability. We are steadfastly committed to preserving our autonomy and sustainability, guaranteeing long-term success through dynamic leadership.

We aspire to integrate sustainable environmental practices into our governance, remaining mindful of our responsibility towards the wellbeing of future generations. Accordingly, our operational decisions prioritise the wellbeing of our beneficial owners and the Tūhoe community, continually seeking ways to maximise socio-economic returns.

Our ethos is central to nurturing our people’s skills and potential, fostering a community marked by growth and progress. These principles underpin our vision for Te Manawa o Tūhoe as a beacon of strategic leadership.

Objectives	Critical Success Factors
<p>1.1 Our Te Manawa o Tūhoe Board of comprises highly proficient and seasoned trustees.</p>	<ul style="list-style-type: none"> a. The Trust has clear policies and procedures that are regularly reviewed. b. The Board has a robust risk framework. c. Independent evaluations of the Board are undertaken every three years, and solutions are implemented.
<p>1.2 Our Te Manawa o Tūhoe management team is proficient and experienced.</p>	<ul style="list-style-type: none"> a. The GM 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 Board has developed a management team succession plan and a business continuity plan.
<p>1.3 We engage in a comprehensive evaluation of internal capabilities and external influences to effectively comprehend and adapt to the strategic environment.</p>	<ul style="list-style-type: none"> a. Maintain ongoing vigilance of internal capabilities, potential challenges, and external prospects and risks. b. Conduct periodic assessments of various factors such as political, economic, societal, technological, legal, and environmental influences that could affect operations.

2. POU TAHUA | Strategic Asset Allocation and Growth

Kia hua, kia tini, kia kapi te whenua

In the next five years, we envision a strategic asset allocation and growth plan that embodies the korero tuku iho, “Kia hua, kia tini, kia kapi te whenua” – let the land be fruitful, abundant, and well-utilised. This korero will inform our approach to diversifying and enhancing performance across our asset portfolio, ensuring appropriate returns aligned with risk levels.

We will achieve this through a well-defined Statement of Investment Policies & Objectives (SIPO) and thorough research for diversifying land assets. Additionally, the Trust will focus on enhancing forestry assets for robust returns, optimising the Hatupere Dairy Farm’s sustainability and considering expansion opportunities while addressing future ETS implications. The Trust’s vision is sustainable growth and financial prosperity through strategic asset management.

Objectives	Critical Success Factors
<p>2.1 We diversify and enhance performance across the Trust’s asset portfolio.</p>	<ul style="list-style-type: none"> a. The Trust’s investment portfolio delivers an appropriate return on investment aligned with the level of risk. b. The Trust has a well-defined Statement of Investment Policies & Objectives (SIPO). c. The Trust has conducted thorough research and exploration of opportunities for diversification of its land assets (whenua).
<p>2.2 We enhance thriving forestry assets to provide robust returns.</p>	<ul style="list-style-type: none"> a. Effective Forestry Planning and Resource Optimisation b. Maximising Value and Carbon Benefits of Indigenous Non-Pine Assets
<p>2.3 We ensure Hatupere Dairy Farm’s economic and environmental sustainability.</p>	<ul style="list-style-type: none"> a. An analysis of management needs has been completed, and an effective management structure has been implemented. b. The Trust has optimised its existing farm and has considered expansion opportunities and future ETS implications.

3. POU WHENUA | Sustainable Land Use and Resource Optimisation

In the next five years, the Trust looks to the future with sustainable land use and resource optimisation at the forefront, directed by the korero tuku iho Tōku ao tōku manawaora – my world, my source of life. Embracing this, we will diligently safeguard and enhance the whenua and taiao through innovative measures and projects.

The Trust will safeguard and enhance the whenua and taiao through innovative measures and projects. Nurturing partnerships will be a priority, and eco-friendly procedures will be implemented while being flexible to the consequences of climate change. Education programs and community events will promote Whānau engagement and cultural revitalisation. Pou Whenua Trust aims to lead in sustainable land management, ensuring a prosperous and sustainable future for all.

Objectives	Critical Success Factors
<p>3.1 We exercise diligent kaitiaki responsibilities over the whenua and taiao within the Trust.</p>	<ul style="list-style-type: none"> a. The Trust actively safeguards and improves the whenua and taiao through various measures and projects. b. The Trust has established strong partnerships with key stakeholders, including Councils, the Department of Conservation, and Māori entities.
<p>3.2 We maintain sustainable operations within the Trust's activities.</p>	<ul style="list-style-type: none"> a. The Trust has assessed the feasibility of implementing enhanced sustainability practices. b. The Trust regularly conducts comprehensive health assessments of the whenua. c. The Trust is well-prepared to adjust and adapt to the impacts of climate change continually.
<p>3.3 We foster whānau engagement and cultural revitalisation</p>	<ul style="list-style-type: none"> a. Establish initiatives to engage with whānau and promote kaitiakitanga and environmental education. b. Support events, activities, and initiatives that enhance the connection between whānau, the Trust and the whenua.

4. POU WHĀNAU | Advancing our Whānau

Over the next five years, the Trust sees a prospect of Te Manawa o Tūhoe whānau succeeding due to the augmentation of cultural, educational, and job prospects. Scholarships, internships, and meaningful employment pathways will be offered across Trust activities, empowering whānau members. Strong relationships with training providers will be established, ensuring access to quality education programs. The Trust will consistently provide valuable opportunities and grants to its owners. Additionally, initiatives to enhance Tūhoe culture and mātauranga will be supported, fostering a deep sense of identity. Pou Whānau Trust's 5-year vision is to empower and uplift Te Manawa o Tūhoe whānau, creating a prosperous and culturally enriched community.

Objectives	Critical Success Factors
<p>4.1 We expand cultural, educational, and employment opportunities for Trust owners.</p>	<ul style="list-style-type: none"> a. Scholarships, cadetships, and internships are available across Trust activities. b. Meaningful employment opportunities and pathways exist. c. Strong relationships with training providers for education programs are in place.
<p>4.2 We deliver benefits that hold value and meaning for owners.</p>	<ul style="list-style-type: none"> a. Opportunities are regularly offered to owners. b. Grants are consistently provided.
<p>4.3 We uphold and promote mātauranga Tūhoe</p>	<ul style="list-style-type: none"> a. Initiatives to enhance Tūhoe culture and mātauranga are actively supported. b. The development of mātauranga relevant to the whenua is facilitated. opportunities and future ETS implications.

5. POU HONONGA | Building Trusting Partnerships and Collaborations

In the next five years, Pou Hononga Trust envisions a future where trusting partnerships and collaborations form the core of its success. The Trust will actively engage with owners, understanding their needs and motivations through various forums. Cultivating effective relationships with Tūhoe-led entities, the Trust will collaboratively grow the Tūhoe economy, upholding Tūhoe mana and rangatiratanga. Additionally, the Trust will foster strong relationships with external partners and stakeholders, advocating its vision, mission, and values while making decisions that benefit all owners. The Trust’s 5-year strategy is to be a trusted and collaborative force, driving impactful outcomes through strong partnerships.

Objectives	Critical Success Factors
5.1 We enhance understanding of owner needs and motivations.	a. Regular engagement with owners through various forums.
5.2 We cultivate effective relationships with Tūhoe-led entities.	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.
5.3 We foster effective relationships with external partners and key stakeholders.	a. Maintenance and advocacy of Trust vision, mission, and values in external relationships. b. The Trust is making strong decisions with its partners that benefit all owners.

Te Whakamahere Rautaki

THE STRATEGIC CYCLE

We recognise that this Strategic Plan is pivotal in achieving our aspirations. The key objectives are strengthening the Trust’s strategic direction and defining future success. To realise our goals, we emphasise sound leadership, clear accountability structures, and collaboration among all units of the Trust. The next crucial step in our journey is developing and implementing a comprehensive Business Plan.

The distinction between Strategic Plan and Business Plan:

The Strategic Plan outlines our long-term, overarching goals firmly rooted in our vision, mission, and values. It sets the stage for the Business Plan, which details how Te Manawa o Tūhoe will effectively execute the strategic objectives. The Business Plan encompasses budgeting, forecasting, and priority-setting to determine specific actions for the upcoming year, creating a short-term roadmap for the Trust.

Reviews and Reporting:

Te Manawa o Tūhoe remains committed to regular reviews of the Strategic Plan, conducted annually, to ensure its ongoing alignment with the Board’s aspirations and the interests of our owners. Additionally, if any significant changes occur in the design or operation of the Trust, a review of the Strategic Plan will be promptly undertaken.

We acknowledge the importance of monitoring progress towards our strategic goals. Accordingly, the General Manager will provide quarterly reports to the Board, aligning them with the Strategic Plan and measuring our success. Transparency and accountability to our beneficial owners are paramount, and we will report actions and outcomes at Annual General Meetings and other regular hui, fostering open communication and engagement.

TE MANAWA O TŪHOE TRUST

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