



Te Tawa Kaiti

LANDS TRUST

MAHERE RAUTAKI
Strategic Plan

2023

Te Rārangi Ūpoko

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He Kupu Whakataki

FOREWORD

As we move into a new era, we are guided by the past and driven by our dreams for our future. This following strategic plan is grounded in the history, values, and aspirations of Te Tawa Kaiti and the wider hapori.

As we navigate through time, we recall the historical struggle for the control of our whenua – Rūātoki, Ruatāhuna, Waikaremoana, and Waimana. Despite the harsh realities of colonisation, our ahi kaa has remained unbroken. We have consolidated our lands and now manage most of these areas, ensuring the safety of our people and preserving the right to return lands to mana whenua when necessary.

This strategic plan encompasses the physical aspects of whenua management and the unique Te Tawa Kaiti ways of doing things. It speaks to how we care for our people, lands, and animals, grounding our actions in the principles of manaakitanga, wairua, kaiiakitanga and whakawhanaungatanga.

In forging ahead with our journey, we are cognisant of the commercial aspects of dairy farming. Our strategic goals include strengthening our management systems, implementing measures to ensure best-practice sustainable operations, and developing our people to become more effective board members. We have taken strides from maize to milk and have formed partnerships to leverage our collective strengths.

Ultimately, this strategic plan is about safeguarding the present while planning for a future where the whenua, the people, and the animals thrive. It is a testament to our resilience, a vision of our aspirations, and a blueprint for our mission, “te oranganui o ngā uri o Te Tawa Kaiti”.

Mauriora ki a tatou

CHAIRPERSON

Matawhanui

VISION

Te Tawa Kaiti is renowned for enhancing and growing talented people and achieving commercial success that affirms our legacy.

Te Aka Matua

MISSION

Te oranganui o ngā uri
o Te Tawa Kaiti.

To secure a sustainable future for our
whenua and people.

Uara

VALUES

These values affirm what we believe in and how we will behave, providing boundaries to guide our agreed and consistent behaviours.

Manaakitanga

Wairua

Kaitiakitanga

Whakawhanaungatanga

Te Tūaroa

ORGANISATIONAL STRUCTURE

BENEFICIAL OWNERS

BOARD OF TRUSTEES

KAIWHAKAHAERE

TE TAWA PAMU

KAITI KĀNGA

HOUSING / PAPA KĀINGA

Te Pae Tawhito

OUR PAST

Te Pae Tāwhito is the foundation for our journey. In this phase, we reflect on our roots and embrace our history to shape our future. Several critical aspects define this horizon:

Ōhaaki – our legacy:

The Te Tawa Kaiti history influences our identity, encompassing the battles over land ownership and governmental interventions. Notable in this historical tapestry are the visits from Ta Apirana Ngata. His influence is reflected in the naming of the whareniui at Ōwhakatoro Marae. The hui that took place in the 1970s with government officials and Ngāti Rongo, focusing on consolidating our whenua, was of significant importance.

Challenges and Transformations in Dairy Farming:

The Tūhoe region has witnessed challenges in dairy farming, including whenua scarcity and cattle mismanagement. Early attempts at dairy farming faced obstacles, and the pakeke were concerned about the potential loss of whenua if not utilised properly.

28th Influence:

The Ngāti Rongo 28th Māori Battalion veterans, revered for their WWII bravery, played pivotal roles post-war in the Ngāti Rongo whenua discussions. Leveraging wartime experiences, they provided leadership in land consolidation, emphasising cultural preservation and sustainable development. Their war-learned skills aided in bridging community divisions and guiding productive land utilisation.

Ngā Marae o Ngāti Rongo:

Connections with Ngāti Rongo entities, Ōwhakatoro, Tataiwhetu, and Te Tawa Kaiti form an essential bond that reinforces the continuity of our values and practices.

Our Marae, including Owhakatoro, Paneteure, and Taurarau Marae Marae, are vital to Ngāti Rongo. They hold our mātauranga, each reflecting parts of our history and identity. These marae are places where people come together to celebrate, mourn, learn, and share korero. They connect us to our whenua and symbolise our shared strength and unity. We carry on the legacy of our tupuna.

Te Pae Wātū

THE PRESENT TIME

Te Tawa Kaiti is at a pivotal point, navigating present challenges and opportunities. Through reviewing previous strategic documents, Te Tawa Kaiti literature, hui with nga pakeke, a survey of trustees, and a strategy workshop in July 2023, these five strategic pou emerged.



Pou Arahi

STRATEGIC LEADERSHIP

This pou focuses on cultivating influential leadership guided by Te Kawa Kaititanga.



Pou Taiao

SUSTAINABLE ENVIRONMENT USE:

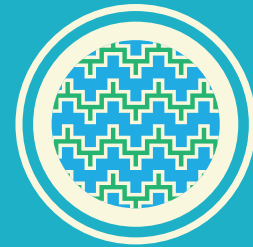
This pou emphasises the exercise of kaitiakitanga over the whenua, water, and environment.



Pou Tahua

GROW & PROTECT OUR ASSET BASE:

This pou aims to protect and grow assets in alignment with Te Tawa Kaititanga.



Pou Hapori

EMPOWER OUR COMMUNITY:

This pou is committed to building a better future for the community through targeted employment, education, and training initiatives.



Pou Hononga

BUILDING TRUSTING RELATIONSHIPS:

This pou emphasises cultivating strong and trusting relationships within the community and with strategic partners. Regular evaluations guide efforts to foster unity, Trust, and collaboration.

Te Pae Tata

NEAR HORIZON

Te Tawa Kaiti looks to the near horizon with plans for a vibrant, resilient future grounded in Te Kawa Kaititanga values. Key focuses include nurturing leadership, prioritising environmental stewardship through kaitiakitanga, growing assets aligned with core values, empowering the community through education and health initiatives, and fostering strong, trusting relationships. These endeavours work together to forge a sustainable path for Te Tawa Kaiti. The Te Tawa Kaititanga Development framework is integrated as a critical tool for future decisions.

Te Pae Tawhiti

LONG-TERM HORIZON

In the distant horizon, Te Tawa Kaiti aims to cultivate influential leadership and practice sustainable whenua use by integrating mātauranga-a-hapu with modern science. They commit to growing assets and exploring diversification in alignment with Te Kawa Kaititanga, prioritising community wellbeing, financial stability, and prosperity. By preserving history and promoting education and health, they seek to foster a thriving community. Trusting relationships within and beyond its borders is vital, with regular evaluations ensuring lasting collaboration and success.

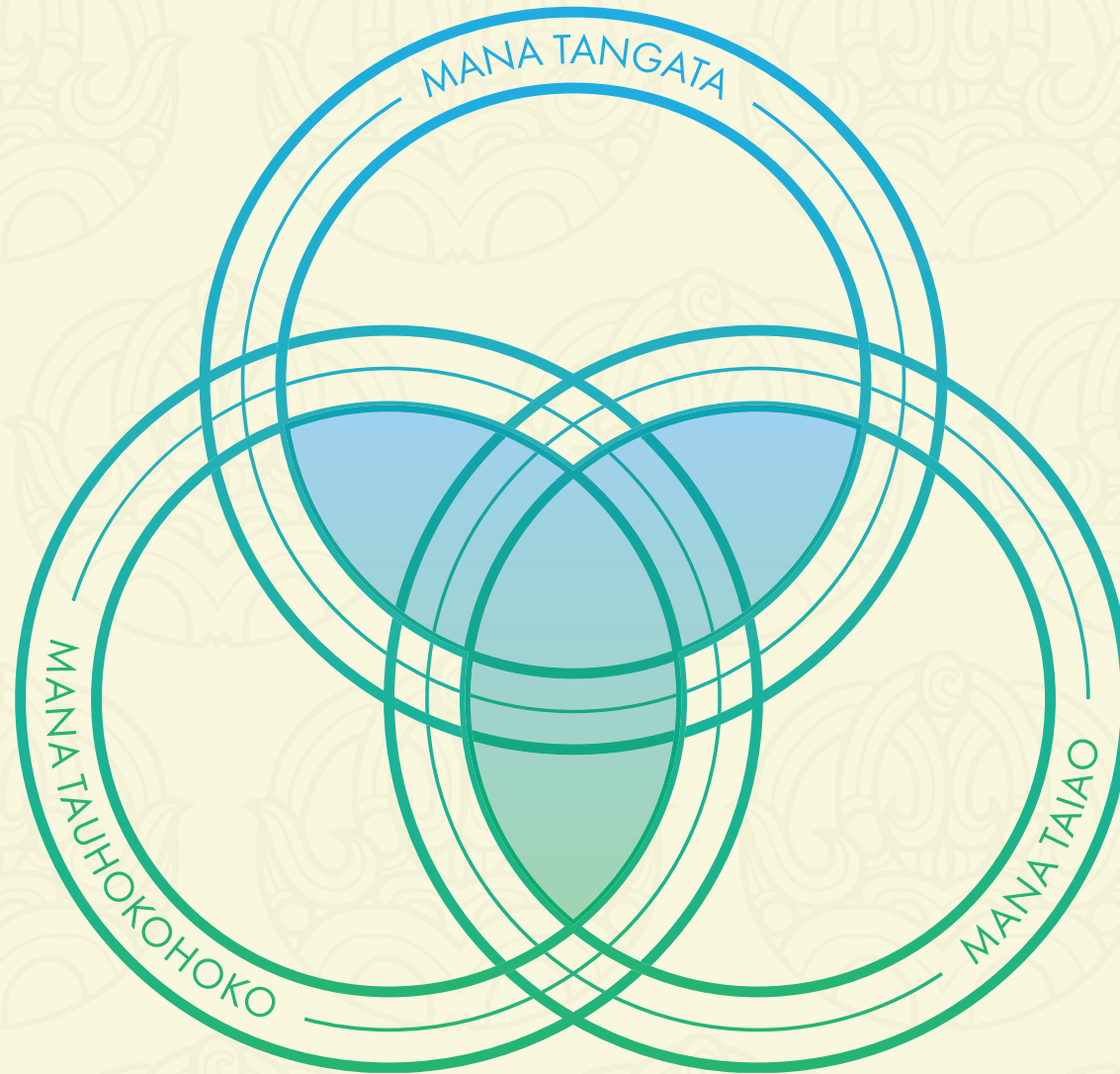
Te Pae Oranga

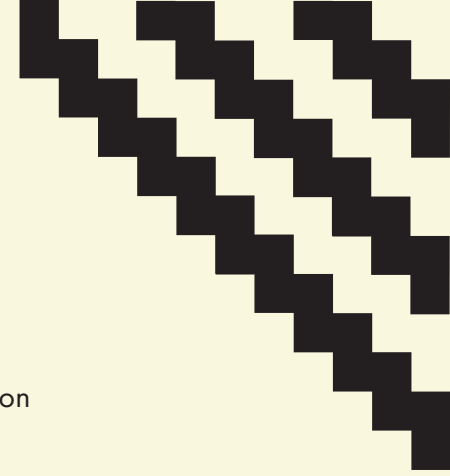
THE REALISATION OF OUR VISION

Te Tawa Kaiti is renowned for its unwavering commitment to nurturing and developing talented individuals while achieving remarkable commercial success that solidifies its enduring legacy. The mission, “Te Oranganui o ngā uri o Te Tawa Kaiti,” resonates as the beating heart of our journey, a perpetual reminder of our tireless pursuit to safeguard a sustainable future for our beloved whenua and people. Every step along this path is a profound testament to our rich heritage, a resolute promise to our vibrant present, and a guiding beacon illuminating the path toward a bright and promising future.

Te Tawa Kaiti

DEVELOPMENT FRAMEWORK





Mana Tauhokohoko

COMMERCIAL

This sphere emphasises the commercial aspects, including financial sustainability, asset protection and growth, embracing innovation and technology, and wise investment strategies. It involves aligning business practices with Te Tawa Kaititanga values.

Mana Tangata

PEOPLE AND WHĀNAU

This sphere focuses on people and the community, addressing the wellbeing and prosperity of employees, empowering the community, strengthening connections, and preserving Ngāti Rongo history.

Mana Taiao

ENVIRONMENT

This sphere involves sustainable whenua use, mātauranga-a-hapu, exercising kaitiakitanga over the whenua, water, and environment, promoting ecological sustainability, and adapting to climate change impacts.

The Te Tawa Kaiti framework, represented through a Venn diagram, encapsulates a cohesive and balanced approach that respects and integrates commercial success, kaimahi and whānau wellbeing, and environmental stewardship. It is aligned with the values and aspirations of the Ngāti Rongo and Ngāi Tūhoe communities, offering a blueprint for nurturing the next generation of leaders and promoting sustainability and unity. It serves as a guide to fulfilling the objectives and critical success factors laid out under the strategic priorities of Nga Pou Rautaki, including leadership, sustainable whenua use, asset growth, community empowerment, and building trusting relationships.



Pou Arahi

STRATEGIC LEADERSHIP

OBJECTIVE 1.1:

Leadership Guided by Cultural Principles

We are influential leaders steadfastly guided by Te Kawa Kaiititanga, our tikanga, kawa, and our people's collective dreams and aspirations.

Critical Success Factors:

- We collaborate and engage with whānau, Ngāti Rongo and Ngāi Tuhoe to nurture and build the capability and capacity of the next generation of leaders.
- We integrate Te Kawa Kaiititanga as well as technical and strategic governance skills, ensuring alignment with our people's collective dreams and aspirations.
- We implement robust succession planning, identifying and nurturing potential leaders through continuous collaboration with whānau, Ngāti Rongo, and Ngāi Tuhoe, reinforcing alignment with cultural values, commercial acumen, and governance competence.

OBJECTIVE 1.2:

Governance Excellence in the Board of Trustees

The Board of Trustees commits to the highest governance standards, aligning with our core values.

Critical Success Factors:

- Adoption and adherence to sound policies and robust governance and operating procedures reflect our values.
- Implement a practical and comprehensive risk framework that continuously monitors health and safety, compliance/legal aspects, performance, financial health, and reputation.
- Access to and utilisation of relevant data, information, and reports to enable informed and responsible decision-making across all activities of Te Tawa Kaiti.

OBJECTIVE 1.3:

Effective Execution of Strategic Priorities

We boast capabilities, systems, and processes designed to execute our strategic priorities effectively and efficiently.

Critical Success Factors:

- Investment in our kaimahi, who bring their vast experience and capability to our mission, promoting excellence across all levels.
- A continually evolving business continuity plan that reflects current risks, technologies, and best practices. Regular exercises, evaluations, and improvements are integral to the plan's effectiveness.
- Flexible training opportunities and personalised development plans for our kaimahi are core to our strategy. Regular reviews and updates ensure alignment with organisational goals, individual growth, and the dynamic landscape of industry trends and skill requirements.



Pou Taiao

SUSTAINABLE ENVIRONMENT

OBJECTIVE 2.1: Exercise Responsible Kaitiakitanga

We assert and exercise our role as kaitiakitanga, guided by Te Ahi o te Whenua - Hononga whenua, over the whenua, wai, and taiao, honoring the intrinsic connections among the land, water, and environment.

Critical Success Factors:

- We promote mātauranga-ā-hapū as the primary knowledge system to ensure our agricultural operations' sustainability and productivity, augmented by contemporary scientific knowledge.
- We lead projects that restore and enhance the taiao's mauri.
- We support mana whenua kaitiaki initiatives.

OBJECTIVE 2.2: Climate Change Adaptation and Mitigation

We will actively contribute to climate change adaptation and mitigation, aligning our practices with global efforts and our role as environmental stewards.

Critical Success Factors:

- We develop and implement plans for adaptation in response to climate change impacts, informed by regional and global trends.
- We engage in initiatives that reduce our carbon footprint and actively participate in local and international climate change dialogue.
- We monitor and adapt to future climate trends to inform sustainable whenua use practices.

OBJECTIVE 2.3: Biodiversity Preservation and Enhancement

We are committed to protecting and enhancing biodiversity within our whenua, recognising its importance to ecological balance and heritage.

Critical Success Factors:

- We identify, protect, and manage areas of significant biodiversity value within our whenua.
- We implement sustainable farming practices that foster biodiversity and ecological resilience.
- We collaborate with local communities, conservation organisations, and governmental bodies to promote shared responsibilities for biodiversity.

OBJECTIVE 2.4: Mātauranga-a-hapū Integration

We will actively combine Mātauranga-a-hapū and contemporary scientific knowledge to guide our whenua stewardship, agricultural practices, and conservation efforts, enhancing the sustainability and resilience of our whenua and awa for generations to come.

Critical Success Factors:

- We create a cohesive framework integrating Mātauranga-a-hapū with modern science, ensuring a balanced and respectful approach to whenua management.
- We engage with local hapū and other Māori communities to understand, value, and utilise their unique knowledge and perspectives.
- We invest in research, education, and collaboration that supports the fusion of traditional and contemporary practices, fostering innovation and alignment with ecological principles.

OBJECTIVE 2.5: Sustainable Agriculture and Land Management

We will utilise sustainable agricultural practices that balance productivity with ecological integrity, optimising the health and resilience of our whenua.

Critical Success Factors:

- We employ whenua management strategies that conserve soil, water, and other natural resources.
- We integrate traditional and innovative agricultural methods that enhance both productivity and sustainability.
- We continually evaluate and adapt our whenua management practices in response to evolving scientific insights, technological advancements, and societal needs.



Pou Tahua

GROW & PROTECT OUR ASSET BASE

OBJECTIVE 3.1: Asset Protection & Growth

We will protect and grow our assets in accordance with Te Tawa Kaititanga.

Critical Success Factors:

- We optimise returns from our existing assets in dairy.
- We explore new avenues for diversification.
- We uphold exemplary animal welfare standards in our dairy operations, ensuring optimal herd health and productivity.

OBJECTIVE 3.2: Financial Sustainability

We will ensure financial sustainability in alignment with Te Tawa Kaititanga.

Critical Success Factors:

- **Diverse Income Streams:** We develop and maintain a sustainable business model that leverages diverse income streams, providing stability and growth potential.
- **Risk-Informed Investment:** We implement a sound risk-informed investment policy, considering opportunities and potential threats to make wise investment decisions aligning with our long-term objectives.
- **Financial Management and Oversight:** We establish robust financial management and oversight practices, ensuring transparent and responsible handling of financial resources in line with our commitment to sustainability and growth.

OBJECTIVE 3.3: Oranganui - Prioritise Wellbeing & Prosperity

We will prioritise the wellbeing and prosperity of our kaimahi, recognising their importance as the primary drivers of our business success and asset growth.

Critical Success Factors:

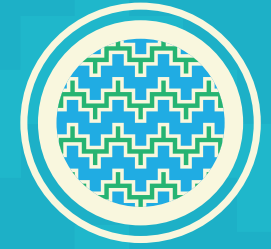
- **Kaimahi Development:** We implement comprehensive development programs, offering training and opportunities that empower our kaimahi to excel in their roles, ensuring personal growth and contribution to the success of our business.
- **Health and Wellbeing Support:** We provide robust health and wellness programs, ensuring a safe and supportive working environment that nurtures the physical, emotional, and mental wellbeing of our kaimahi.
- **Recognition and Reward System:** We establish a fair and motivating recognition and reward system that appreciates the efforts and achievements of our kaimahi, aligning individual success with organisational growth and asset enhancement.

OBJECTIVE 3.4: Embrace Innovation & Technology

We will leverage innovation and technology to enhance our asset base and operations, aligning with Te Tawa Kaititanga values and long-term vision.

Critical Success Factors:

- **Technology Integration:** We adopt and integrate cutting-edge technology within our dairy operations and asset management to drive efficiency, sustainability, and growth.
- **Innovation Culture:** We foster a culture of innovation, encouraging creativity and forward-thinking to discover new opportunities and solutions.
- **Continuous Improvement:** We employ adaptive continuous improvement methodologies that leverage technological advancements and innovative practices. This ensures that our processes, quality, and responsiveness meet and exceed the dynamic and evolving needs of our business, stakeholders, and industry.



Pou Hapori

EMPOWER OUR COMMUNITY

OBJECTIVE 4.1:

Empowering Whānau Through Employment, Education, and Training

We are devoted to forging brighter futures for our whānau by focusing on targeted employment, education, and training avenues.

Critical Success Factors:

- We sustain active and engaged relationships with our whānau, identifying and addressing their unique needs and dreams.
- We endorse and facilitate initiatives designed to equip our whānau with the tools to thrive in various aspects of life.
- We are committed to cultivating employment opportunities within our community, emphasising the transition from hiring external workers to nurturing local leadership and management.

OBJECTIVE 4.2:

Preservation and Celebration of Ngāti Rongo History and Connection to Whenua, Taiao, and Wai

We are committed to safeguarding and extolling our Ngāti Rongo heritage, which is intimately linked to our land, environment, and waters.

Critical Success Factors:

- We dedicate ourselves to the conservation and reverence of the history, narratives, and kōrero tuku iho entrenched in the whenua.
- We establish platforms for wānanga, dialogue, and meetings among kaumātua, kuia, and whānau, fostering a shared understanding of Ngāti Rongo's past to ensure the continued legacy of our tikanga, language, and principles for future generations.

OBJECTIVE 4.3

Oranga Whānau

We are committed to ensuring that our whānau are healthy, active, and supported in times of need.

Critical Success Factors:

- We prioritise the health and wellbeing of our pakeke and kaumātua, offering tailored assistance and care.
- We stand by our whānau in extreme hardship and crisis, providing support when other options are exhausted.
- We remain attentive and reactive to the unique and evolving needs of our whānau, demonstrating responsiveness and compassion.



Pou Hononga

BUILDING TRUSTING RELATIONSHIPS

OBJECTIVE 5.1: Strengthen Community Connections

We will nurture and strengthen our connections with marae, whānau, hapū, and hāpori, fostering unity and Trust within our Ngāti Rongo and Ngāi Tūhoe community.

Critical Success Factors:

- We encourage open and transparent communication within our Ngāti Rongo and Ngāi Tūhoe community.
- We promote the principles of whakawhaungatanga to foster engagement and unity.

OBJECTIVE 5.2: Strategic Partnerships and Collaborations

We will build, maintain, and grow strategic relationships and partnerships aligning with our values and supporting our priorities.

Critical Success Factors:

- We have a current stakeholder plan that provides goals for each strategic relationship.
- We cultivate significant and reciprocal relationships with external stakeholders, incorporating local Tūhoe and Māori businesses, government agencies and other Māori entities through mahi tahi.

OBJECTIVE 5.3: Evaluate and Improve Relationship-Building Efforts

We will regularly assess and enhance our relationship-building strategies to ensure they remain effective and aligned with our community's evolving needs.

Critical Success Factors:

- We will implement periodic evaluations of our relationship-building efforts, gathering feedback from internal and external stakeholders.
- We will continually adapt and refine our strategies in response to evaluation findings, ensuring that our approaches remain relevant, effective, and responsive to the needs of our relationships.



TE TAWA KAITI LANDS TRUST

Mahere Rautaki - Strategic Plan

2023