

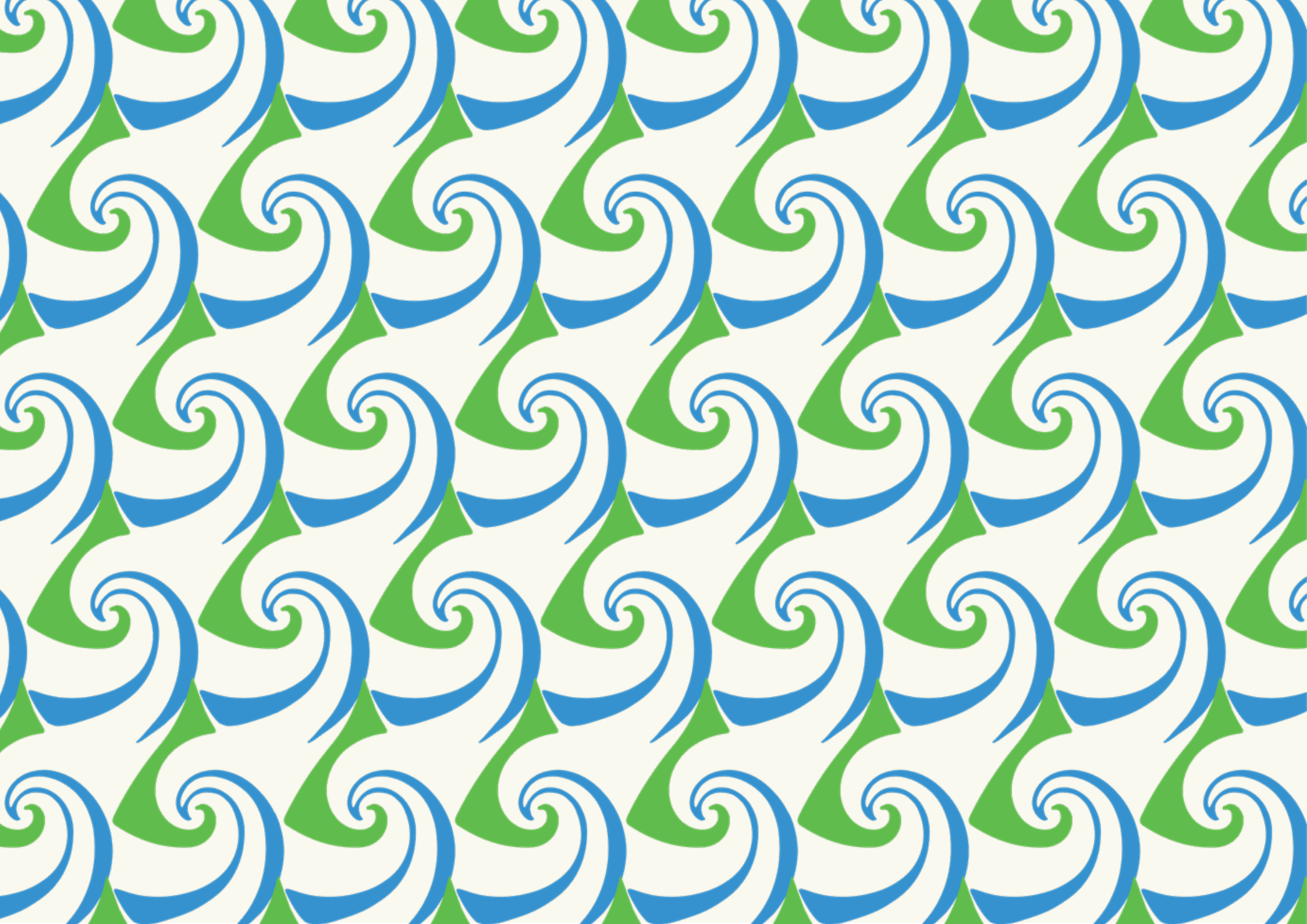
**MAHERE RAUTAKI**

Strategic Plan  
2024-2028



**WHAKAPOUNGAKAU**  
— LANDS TRUST —





# He Ihirangi

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## Matawhānui

### VISION

### He Whenua Rangatira

Our land is acknowledged as a source of prosperity and will be treated and respected as such.

## Te Aka Matua

### MISSION

To optimise the well-being of our land and our people.

## Ngā Mātāpono

### PRINCIPLES

#### WHANAUNGATANGA

We understand and will adopt an inclusive, transparent way of operating. We value one another and will listen and consider others' views regardless of experience.

#### NGĀKAU TAPATAHI

Our decisions do not compromise the individual and the collectives' integrity.

#### KAITIAKITANGA

We will establish and uphold guardianship over our lands and taonga for future generations.

#### MANAWA TŌPŪ

We progress prosperity with one heart and one mind.

#### MANAAKITANGA

Our behaviours and actions will be respectful and mana-enhancing.

#### MANA MOTUHAKE

Excellent governance and leadership are paramount to achieving self-determination.

# Pou Rautaki

## STRATEGIC PRIORITIES



### Pou Ahurea

CULTURAL HERITAGE  
& IDENTITY

We aim to strengthen whānau connection to the whenua, ensuring its prosperity for future generations.



### Pou Tahua

ECONOMIC  
DEVELOPMENT

We commit to expanding and diversifying the Trust's resources to create wealth that benefits our people across generations.



### Pou Taiao

ENVIRONMENTAL  
STEWARDSHIP

We aim to fulfil our kaitiakitanga responsibilities by improving and replenishing our ancestral lands for the current and future generations.



### Pou Tangata

BENEFITS &  
WELLBEING

We are committed to nurturing strong, trusting relationships with our whānau and building a better future through employment opportunities.

# He Kupu Whakataki

## FOREWORD

Located on the eastern side of Rotorua, amongst the maunga of Whakapoungakau and Pukepoto, the whenua of Whakapoungakau Lands Trust (“the Trust”) looks over Te Rotorua-nui-a-Kahumatamomoe and Te Motu-tapu-a-Tinirau. The Whakapoungakau whenua covers over 800 hectares. While the whenua currently provides modest returns through farm leases and forestry, the Trustees see an opportunity for innovative approaches to land management and future revenue streams.

Our strategic plan charts a course that aligns with our aspirations, paving the way for a future where our whānau thrives, and our whenua is recognised as a source of prosperity. With ties to the four marae and hapū –Ngāti Uenukukōpako, Ngāti Te Roro o te Rangi, Ngāti Rangiteaorere, and Ngāti Tuteniu –the Trust stands as a robust representation of historical significance, heritage, whakapapa and forward-thinking strategies.

Our aspiration is to be self-determining and self-sustainable, to develop and utilise the whenua for future generations, according to our vision, ‘He Whenua Rangatira’. This strategic plan is a commitment to that aspiration, to our whenua and whānau, responding to the immediate needs of today while laying the foundation for a thriving, enduring legacy that will benefit generations yet to come. It is a vision of our aspirations and a blueprint for our mission:

**“To optimise the well-being of our land and our people.”**

# He Kupu Arataki

## INTRODUCTION

Our strategic plan presents a comprehensive framework for advancing the interests of landowners and whānau over the next five years. Drawing upon Māori Land Court records, previous reports, financial analyses, biophysical data, and insights from our strategic planning workshop, this Strategy is intended to provide a comprehensive view of our aspirations, as well as our strategic objectives to achieve our goals.

### STRATEGY PURPOSE

The strategy aims to guide our decision-making and set a clear direction for the future. Over the next five years, we will determine focus areas on an annual basis, informed by trustee discussions and hui. These decisions are crucial for the beneficial owners who look to the trustees for leadership.

### INTEGRATION WITH OTHER PLANS

This strategy will work with the budget, annual business plan, and master plan. From a governance standpoint, the actions outlined in our Strategy is pivotal for effective implementation and communication with the beneficial owners.

### OPPORTUNITIES

The whenua is productive, already generating revenue with potential for increased income through strategic decisions. The true opportunity lies in transcending mere commercial choices, focusing on wider outcomes. Given our unique intergenerational timeline, this perspective will significantly shape the opportunities we seek to pursue.

### CHALLENGES & RISKS

Despite overseeing a large land area with established revenue streams, we face resource constraints. Our core business is also heavily exposed to weather-related sectors and we therefore must decide on the capabilities and limitations of our whenua.

The strategic priorities outlined in our Strategy are intended to provide guidance, but ultimately, decision-making rests with the governors through ongoing input from the beneficial owners. A significant challenge in realising our vision and mission is operational capacity. Given the trustees' time constraints, strategic planning is essential for achieving our goals.

# Te Paewai o te Rangi

HORIZONS

## Te Pae Tāwhito



### THE PAST HORIZON

Acknowledging our past, we reflect on Whakapoungākau's history, once abundant with forests and birdlife and marked by pā throughout. Its significance is grounded in its natural wealth and the pūrākau interwoven in its landscape. For a period our whenua was managed by Te Tumu Paeroa, however we reclaimed control, recognising the land as taonga tuku iho and the need for those with whakapapa connections to the whenua to maintain stewardship to achieve our intergenerational objectives.

Since assuming control in 1997, we have overcome challenges, including unauthorised farm access, pest issues, and diversified land use, strengthening our foundation for a sustainable future. The pūrākau of Ngātoroirangi and Tānewhakaraka, symbolising exploration and connection, are central to our identity. Their stories, embodying discovery and connection to the whenua, guide our strategic vision to protect Whakapoungakau and honour it as a heritage repository and a symbol of our aspirations.

## Te Pae Wātū



### THE PRESENT HORIZON

Our responsibility extends over 837 hectares of diverse land, vital for sustaining and enhancing our whenua and whānau. This land, central to our identity, includes 101.2 hectares of mānuka plantations for carbon credits and honey, 145 hectares of pine forests, 203 hectares of grazing hill country, 143 hectares for cropping, and 60 hectares at Whakapoungakau 9B13 earmarked for future development. This varied use secures multiple revenue sources.

Our current trustees have a range of experiences and some have been Trustees since 2016 while others have joined more recently. Our common link is our desire to be dedicated custodians of our land where our collective strengths ensure that today's decisions will benefit future generations.

The concept of whenua rāhui is integral to our land management. In 2018 we established the Whenua Rahui covenant, reflecting our commitment to biodiversity and alignment with Te Tiriti o Waitangi. This commitment is a testament to our dedication to environmental stewardship and preserving our land's cultural and ecological significance.

Guided by strategic pou set in the December 2023 hui – Pou Ahurea, Pou Tahua, Pou Taiao, and Pou Tangata – we bridge our storied past with our future's vast potential.

## Te Pae Tāwhiti



### THE LONG-TERM HORIZON

Looking to the future, we are prepared to reveal the inherent value of our whenua. Our land, nestled amongst our maunga, provides grounds for horticultural development, forestry expansion, tourism and papakāinga. We see an expansion of the land's capability to nurture our people. This strategic plan is a testament to our commitment to this long-term vision. The voices of our tupuna will echo in our decisions, guiding us in our commercial aspirations and cultural preservation.

# Ngā Wāhanga o te Mahere Rautaki

## ELEMENTS OF THE STRATEGIC PLAN

### NGĀ POU RAUTAKI | Strategic Priorities

Our whenua is a taonga, an intergenerational asset. Our strategic priorities are crafted to honour this perspective, striking a careful balance between nurturing our heritage, fostering economic growth, safeguarding our environment, and enhancing the well-being of our whānau.

Each priority area, while distinct, is interwoven to form a comprehensive approach that respects our limited capacity, yet ambitiously seeks to maximise the potential of our resources. We are committed to ensuring that these priorities not only preserve but also enrich the whenua and our whanau, creating a legacy that sustains and benefits future generations. Our approach embodies a deep understanding of our responsibility as kaitiaki, stewards of the land, and guardians of our cultural and environmental heritage.

### NGĀ WHĀINGA | Objectives

For the Trust, the Strategic Objectives are the desired outcomes we have set to guide our journey and align with our mātāwhānui and mātāpono. These objectives provide a clear path for our decisions and actions towards our vision for our whenua.

### NGĀ ĀHUATANGA ANGITŪ | Critical Success Factors

Critical Success Factors are the elements or conditions that must be present and carefully managed to achieve our Strategic Objectives. These essential aspects reflect our commitment to nurturing our land, fostering connections and ensuring a thriving future for future generations.

# Pou Ahurea

## CULTURAL HERITAGE & IDENTITY

### OBJECTIVE 1.1: GOVERNANCE & LEADERSHIP

The Trust is committed to strategic leadership and best practice governance, recognising the whenua as a taonga to be nurtured and preserved for future generations.

#### CRITICAL SUCCESS FACTORS

- Best Practice Governance, Risk Management, and Tikanga: Uphold exemplary governance best practices and robust risk management, guided by tikanga, ensuring ethical and culturally aligned stewardship of the Trust's resources and whenua.
- Collective Decision-Making: Foster collective decision-making processes that reflect the depth of whakapapa, intergenerational knowledge underpinned by policies that guide the sustainable management of the whenua for future generations.
- Intergenerational Stakeholder Engagement and Representation: Develop and maintain strategic relationships focusing on intergenerational stakeholder engagement, positioning trustees as ambassadors who advocate for the long-term well-being of the whenua, its community, and future generations.

### OBJECTIVE 1.3: WĀHI TAPU & MAUNGA

Our wāhi tapu and maunga, Whakapoungākau and Pukepoto are protected and cared for.

#### CRITICAL SUCCESS FACTORS

- Environmental Stewardship: Concise strategies in place for Whakapoungākau and Pukepoto to protect biodiversity and ecological health.
- Koeke Engagement: Ongoing collaboration with kaumatua and experts to preserve and convey the heritage and stories of these maunga.
- Health & Safety Policy: Robust Health and Safety Policies were implemented for Whakapoungākau and Pukepoto, focusing on hunting risks and firearm safety.

### OBJECTIVE 1.2: WHAKAPAPA, HISTORY & CONNECTION

Deepen and actively celebrate our whakapapa, history, and connection to the whenua, ensuring that this bond is preserved and vividly alive in the hearts and minds of our whānau.

#### CRITICAL SUCCESS FACTORS

- Mātauranga & Whakapapa: Our whānau are well-educated about the whenua's history, displaying strong competence and confidence in their identity, whakapapa and connection to Whakapoungākau.
- Visual Representation: Tohu, signage, and kupu throughout the whenua effectively reflect and celebrate our heritage, guiding stewardship and future decision-making. the whenua, its community, and future generations.

### OBJECTIVE 1.4: MARAE SUPPORT & ENGAGEMENT

Enhance the role of marae in our community by offering support through grants when possible, acknowledging their importance as gathering places for beneficial owners and custodians of mātauranga, tikanga, and kawa.

#### CRITICAL SUCCESS FACTORS

- Facilitated Financial Support: Provide targeted financial support through grants to marae, focusing on initiatives that uphold and enhance their role in preserving mātauranga, tikanga, and kawa and serving as central gathering spaces for our community.
- Cultural and Community Programme Support: Encourage and back marae-based programmes and activities that foster the transmission of cultural knowledge and enhance community engagement, ensuring the marae continues to be a vibrant and active centre of cultural heritage and community interaction.

# Pou Tahua

## ECONOMIC DEVELOPMENT

### OBJECTIVE 2.1: FORESTRY DEVELOPMENT

Establish forestry development as the cornerstone of our economic strategy.

#### CRITICAL SUCCESS FACTORS

- A sustainable economic model for forestry is established, maximising profitability and ensuring the best use of land, especially in areas with lower land use capability.
- Sustainable Forestry Practices: Implement environmentally sustainable and culturally respectful forestry management practices to ensure long-term viability and ecological balance.
- Community Involvement and Employment: Engage with the community and beneficial owners in decision-making processes and create employment opportunities within the forestry sector for local whānau.

### OBJECTIVE 1.3: ASSET GROWTH

Grow our assets and resources in line with our mātaipono, ensuring financial strength to pursue mana motuhake, empower our whānau, and prioritise our tikanga and mātauranga.

#### CRITICAL SUCCESS FACTORS

- Optimised Asset Returns: Our assets consistently yield high returns, upholding our mātaipono and sustainable practices.
- Collaborative Land Utilisation: Effective partnerships with neighbouring blocks result in optimised land use and valuable joint ventures.
- Financial Empowerment for Whānau: Direct the growth of assets towards initiatives that empower our whānau and reinforce our community, ensuring they thrive and that our tikanga and mātauranga are perpetuated and respected.
- Innovative Resource Utilisation: Unique resources like direct use geothermal are innovatively used, enhancing asset utility and value.

### OBJECTIVE 2.2: PAPAĀINGA

Foster healthy and culturally resonant papakāinga homes for whānau, aligned with hapū and Māori housing plans and developments.

#### CRITICAL SUCCESS FACTORS

- Quality Housing: Papakāinga housing meets quality and sustainability standards, upholding cultural and environmental values.
- Efficient Allocation & Engagement: Fair allocation policy in place, actively involving beneficial owners and in line with hapū objectives.
- Diverse Funding: A range of funding sources pursued to facilitate affordable whānau access.
- Integrated Policy Framework: Clear papakāinga and allocation policies established, aligning with broader hapū and Māori housing plans, addressing community needs.

### OBJECTIVE 1.4: FINANCIAL SUSTAINABILITY

Focus on astute, risk-aware decision-making to drive financial growth, targeting sectors that align with the strategic advantages of our whenua and the Trust's capabilities.

#### CRITICAL SUCCESS FACTORS

- Diversified Revenue Streams: A balanced mix of income sources, including horticulture and tourism, supports our financial resilience while also looking to reduce exposure to weather-dependent sectors.
- Investment Strategy: A flexible and effective investment framework guides our financial decisions, maximising returns for beneficial owners.
- Robust Governance and Accountability: Strong governance structures and transparent policies ensure responsible financial decision-making and accountability.

# Pou Taiao

## ENVIRONMENTAL STEWARDSHIP

### OBJECTIVE 3.1: KAITIAKITANGA

Assert and exercise kaitiakitanga, uniquely tailored to the specific ecological and cultural contexts of Whakapoungākau whenua, wai, moutere, and taiao.

#### CRITICAL SUCCESS FACTORS

- **Mauri Restoration:** Our marae, whānau, and hapū lead successful projects that have restored and enhanced the mauri of the whenua, wai, moutere, and taiao.
- **Effective Pest Management:** We lead and execute pest management programmes that protect our biodiversity.
- **Lake Health and Water Quality:** Through collaboration with whānau, hapū, Te Arawa Lakes Trust, and the Council, we maintain high standards of lake health and water quality.
- **Mokoia Island:** Ongoing contribution is made towards the maintenance and preservation of Te Motutapu-a-Tinirau.

### OBJECTIVE 3.3: MĀTAURANGA MĀORI

Develop a land management strategy where mātauranga Māori is the guiding framework, seamlessly integrated with contemporary environmental knowledge.

#### CRITICAL SUCCESS FACTORS

- **Inclusive Engagement:** Our consistent engagement with whānau, hapū, marae, and the wider community acknowledges the tuakana role of mātauranga ā hapū in shaping our understanding and approach.
- **Research, Science & Innovation partnerships:** Our partnerships in research and education recognise mātauranga ā hapū as the tuakana (senior) and contemporary practices as the teina (junior), fostering a respectful and innovative integration of knowledge systems.

### OBJECTIVE 3.2: CLIMATE CHANGE

Actively engage in specific strategies and actions for climate change adaptation and mitigation, reflecting the unique environmental challenges and opportunities in Whakapoungākau.

#### CRITICAL SUCCESS FACTORS

- **Localised Climate Resilience:** Implement targeted measures to enhance the resilience of Whakapoungākau ecosystems, agriculture, and community infrastructure to the impacts of climate change, ensuring these adaptations are grounded in the specific climatic and geographical realities of the area.
- **Reduced Carbon Footprint:** Our carbon footprint is reduced through active engagement in sustainability initiatives.
- **Climate-Responsive Whenua Use:** We actively monitor and adapt to climate trends, informing our sustainable land use practices.
- **Sustainable Partnership Criteria:** Establish stringent sustainability criteria for all partnerships and legal agreements, ensuring that every collaborator is committed to climate change mitigation and protecting Lake Rotorua from pollution.
- **Nutrient Management and Lake Protection:** Implement and enforce robust nutrient management strategies to prevent pollution of Lake Rotorua, prioritising practices that safeguard the lake's water quality and overall ecological health.

### OBJECTIVE 3.4: FOOD SOVEREIGNTY

Ensure our whānau access affordable, nutritious kai, fostering food resilience and sovereignty to support their well-being and self-sufficiency.

#### CRITICAL SUCCESS FACTORS

- **Advancing Māori Food Sovereignty:** Alternative land use options that enhance Māori food sovereignty are actively being implemented.
- **Community Resilience Partnerships Established:** Partnerships with organisations focused on community resilience and food sovereignty are in place.
- **Enhanced Kai Knowledge through Education:** Strong partnerships with education providers, wānanga, and marae provide whānau with extensive educational opportunities in kai.

# Pou Tangata

## BENEFITS & WELL-BEING

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### OBJECTIVE 4.1: WHANAUNGATANGA

To nurture a strong sense of whanaungatanga where whānau are actively engaged, deeply connected to their whakapapa, and effectively integrated within our community network.

#### CRITICAL SUCCESS FACTORS

- Robust Communications Strategy: An effective communications strategy encompassing social media and pānui is actively maintained.
- Kanohi ki te Kanohi Engagement: Regular and direct kanohi ki te kanohi (face-to-face) engagement with whānau is crucial to our approach.
- Whenua Connection Opportunities: Opportunities for whānau to walk the whenua, enhancing their connection to the land and whakapapa, are provided when safe and practical.

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### OBJECTIVE 4.2: EMPLOYMENT & TRAINING

Whānau are empowered through employment and training.

#### CRITICAL SUCCESS FACTORS

- Procurement Policy Focused on Whānau Employment: A procurement or memorandum policy ensures that all future partnerships prioritise creating opportunities for whānau.
- Sustainability-Guided Business Ventures: Our business activities and ventures, governed by sustainability principles, provide stable employment and contribute to the community's economic resilience.

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### OBJECTIVE 4.3: ORANGA WHĀNAU

Ensure that whānau are healthy and supported effectively in times of need through the strategic use of whenua.

#### CRITICAL SUCCESS FACTORS

- Responsive Whānau Support: We maintain a strong and responsive stance to the changing needs of our whānau, leveraging the whenua for their holistic well-being.
- Strategic Relationship Building: Our ongoing efforts to forge and strengthen strategic relationships enhance our capacity to provide comprehensive support to whānau.
- Sustainable Whānau Distributions: We ensure that distributions to whānau are sustainable, supporting their long-term well-being in alignment with the Whare Tapa Whā framework.

# He Kupu Whakakapi

## CONCLUSION & CALL TO ACTION

We reflect on our journey as we conclude our Mahere Rautaki 2024-2028. Grounded in whakapapa and guided by mātāpono, this plan is a testament to our commitment to Whakapoungākau and whānau. Our vision of He Whenua Rangatira and mission to optimise the well-being of our land and people set our course.

Our call to action is clear. We invite our whanau to participate in this journey. Every action is valuable, whether it be decision-making, contributing to preserving and enhancing our whenua, or supporting initiatives. Our trustees are ready to govern, but collective effort and dedication are crucial.

Let us commit to this strategy implementing it for current and future generations. Our land is our identity, legacy, and future. Nā tō rourou, nā taku rourou ka ora ai te iwi – with our collective strengths, we ensure our land's and people's well-being. Join us in this journey of growth, stewardship, and success.



WHAKAPOUNGAKAU  
LANDS TRUST

**MAHERE RAUTAKI**

Strategic Plan 2024-2028