



# Strategic Plan

2016-2025

Reviewed March, 2023



*I whānau mai te Tangata me tōna ake mana  
Nā ko Io i hōmai, ko mataarangi  
Ko mataanuku, nā ka puta ki tōku whakapapa  
I here au ki te whenua  
Tihei Mauriora!*

*Man is born with dignity and honour  
Given by our Creator Io Matua kore  
From the heavens above to hereupon this earth  
This gives rise to our whakapapa and binds us to the land  
Behold I breathe the breath of life*

He Ao hou, he tīmatanga hou ka karangahia mā te whakapāhō o tēnei Mahere Rautaki e whakatakoto ana he tirohanga ki te pae tawhiti mā Aorangi Awarua hei whai. Kua āta wānangahia, kua āta kōrerohia e te Poari ngā wawata, ngā tūmanako, me ngā moemoeā i whaia e rātou nā rātou Aorangi Awarua i whakatū.

He pukapuka tēnei hei pānuitanga mā te whānau o Aorangi Awarua, me te hiahia kia rangona ā rātou nā whakaaro, ō rātou wawata hoki.

***Hei pare āta tiaki me te whakawhanake i te whenua  
mō ngā painga o Aorangi Awarua***

**To protect and develop the land  
for the beneficiaries of Aorangi Awarua**

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# STRATEGIC PLAN 2016-2025

## *Mahere Rautaki 2016-2025*

### INTRODUCTION

#### **He taonga tuku iho**

The Aorangi Awarua land block is a majestic land block and is a very spiritual and unique place. It was inhabited by some of the earliest people in the area and still holds evidence – both physical and spiritual – of their time there. There are many native species – animal, flora and fauna - that also call Aorangi Awarua home and they live in a relatively pristine, untouched, habitat.

The Kawenata (Covenant) signed in 1999 with the Department of Conservation further confirmed the significance of the area and the kaitiaki role of Aorangi Awarua Trust.

The block is also a popular hunting ground and the consequent control over animals such as deer and pigs help maintain the flora and fauna of the block. The challenge faced is to manage and control the numbers and kinds of visitors to the block while ensuring Aorangi Awarua Trust can resource this work.

The Strategic Plan provides the opportunity to look at inter-generational aspirations for Aorangi Awarua Trust – that is, thinking about how it can generate long term, sustainable benefits for the next generation and beyond.

The Values, Vision and Mission Statements in the Strategic Plan are designed to be aspirational - looking to the next 100 years. The Strategic Goals are for the next 10 years and provide a framework for short to medium term planning.

Aorangi Awarua Trust exists to enhance and conserve the Aorangi Awarua block while providing inter-generational benefit of the whānau and their descendants – *ngā uri whakaheke*. Aorangi Awarua Trust has limited resources and is also exploring commercial opportunities so it can establish a sustainable operational base and can thereby maintain its conservation work.

The Trust Board will revise the Strategic Plan every five years, including consultation with shareholders. The next Strategic Plan will be confirmed in 2026.

The Strategic Plan provides the framework for the rollout of Annual Plans and the Annual Plans will provide the detail of annual operations, short term planning, key performance indicators, targets and workplans.

## **OUR HISTORY**

### **Ko ngā kōrero hitori**

Aorangi Awarua Trust is responsible for managing and administrating Aorangi (Awarua) Block, Awarua 1DB No2 Block and Awarua o Hinemanu Block in the Northwest Ruahine Ranges on the east bank of Rangitikei River and is situated between 750m and around 3,000m above sea level at the summit of the Ruahine Range.

The Aorangi (Awarua) Block is 391.33ha a triangular section of open tussock reaching from the Southern boundary of Mangaohane Station to the summit of Aorangi Maunga.

The Awarua IDB No2 Block comprises 4751 ha of equal areas of native bush and tussock open country. The eastern boundary is close to the Ikawetea Stream, the western boundary is the Rangitikei River, Mangaohane Station is to the north, and the Ruahine Forest Department of Conservation estate is to the south.

Awarua o Hinemanu comprises of 2561.8122ha and is situated on the northwest Ruahine Ranges.

The north-western Ruahine range and adjacent areas including the Aorangi Awarua Trust Lands are rich in Māori spiritual tradition and values. There are numerous historically important and culturally significant archaeological sites in the vicinity.

The area was also important to early Māori travellers as a route from the interior country to Hawkes Bay. Many of these old Māori paths were used by later Europeans explorers.

Aorangi Maunga in particular, has spiritual significance, and has long been prized by Māori for its abundance of birdlife and natural food.

## **Aorangi Awarua Trust**

The Aorangi Awarua Trust was established in 1976 as an Ahu Whenua Trust to manage the land known as Aorangi (Awarua) and Awarua 1DB2.

In 2019 the Awarua o Hinemanu block was vested in the management and administration of Aorangi Awarua Trust.

## **Ngā Whenua Rāhui**

In 1999, the Trust signed a Kawenata with Ngā Whenua Rāhui [Department of Conservation]. As part of the Kawenata, the Trust received funding to protect and enhance the cultural and spiritual values associated with the whenua and its related water bodies and support its endeavours in protecting indigenous ecosystems on their land.

The principles of the fund are geared towards the owners retaining tino rangatiratanga (ownership and control). In its kaupapa and role, Ngā Whenua Rāhui is reaffirming the bond between tangata whenua and the land:

*Ki te āwhina i te tangata whenua ki te tiaki i ngā ngahere motuhake-ā-Tāne me ērā atu wāhi motuhake i runga i ōna ake whenua. (Department of Conservation, 2016)*

Since the signing of the kawenata with Ngā Whenua Rāhui, issuing hunting licenses and pest control work have been the main activities of the Trust.

## **Trust Operations**

Aorangi Awarua Trust is a small trust with a solid foundation and capacity to develop new and unrealised opportunities.

In 2006, the Trust received financial advice and invested the primary payment from the Ngā Whenua Rāhui Kawenata into a diversified investment portfolio. The Trust uses the returns from this portfolio to cover its operational costs.

Aorangi Awarua Trust has been engaged in six key business areas:

- Conservation
- Emissions Trading Scheme
- Hunting
- Honey
- Tourism
- Waterways

Over the next 5 to 10 years the Trust will look to remain in these areas, building its internal capabilities while exploring and assessing new business development opportunities as these arise.

## **OUR FUTURE**

### **Ko te anga whakamua**

Set out in the Strategic Plan 2016-2025 are the major strategies Aorangi Awarua Trust will adopt, how these will be implemented and how Aorangi Awarua Trust will maintain, build and access the capabilities required to perform its functions.

While this is the current direction of Aorangi Awarua Trust, we are aware that these strategies, goals, and objectives must be flexible with viable options, reviewed regularly.

The Trust has a history of strategic development planning, and this is evident through the creation of the following documents:

- 2005 – 2009 Strategic Plan
- 2011 – 2014 Strategic Plan
- 2010 – 2014 Strategic Plan
- 2016 – 2025 Strategic Plan

### **The Next Ten Years**

The primary focus for Aorangi Awarua going forward is to look at inter-generational aspirations - thinking about how it can generate long term sustainable benefits for the next generation and beyond - ngā uri whakaheke. With limited resources, it is critically important for the Trust to explore commercial opportunities as a means towards establishing a sustainable operational base that will ensure the Trust can effectively maintain its conservation work. The Trust is evaluating a range of opportunities which will allow for diversification.

The Trust has identified key areas requiring support to build capacity and expertise. Key partnerships will be established across strategic focus areas in order to widen the range of opportunities available and to help lift the capacity and expertise brought to bear on key decisions. Specialist advice and support will also be utilised to support key decisions.

The next five years will see the rollout of a series of Annual Plans that will comprise annual operations, short term planning, key performance indicators, targets and work plans linked to the goals, objectives, and targets in this Strategic Plan.

The Trust will focus on doing a few things and doing them well.

## **OUR VALUES**

### **NGĀ KAUPAPA**

These Values will guide the intentions, actions, decision making, and behaviour of all people involved in Aorangi Awarua Trust. The Trustees have carefully considered the language and meaning of these Values and sees adherence to them as a critical part of achieving future success while maintaining the unique identity of Aorangi Awarua Trust.

The environmental values of the Aorangi Awarua Trust are based on the fundamental connection to the natural environment from history, tradition, and whakapapa. In the tribal consciousness, the markers of the natural environment provide the identity.

These values are integral to this Strategic Plan and permeate all parts of it.

### **KAITIAKITANGA**

The primary responsibility of Aorangi Awarua Trust trustees is Kaitiakitanga over the whenua on behalf of its beneficial owners. As kaitiaki of the whenua and resources the trustees are responsible for the protection and stewardship of intergenerational assets and therefore maintain a long term, sustainable, view.

As kaitiaki, trustees are committed to the sustainable management and development of its taonga tuku iho - to protect, maintain, sustain and enhance the mauri of its taonga for present and future generations. Furthermore, the Aorangi Awarua Trust will advocate an education process for the protection and enhancement of the taonga.

### **MANAAKITANGA**

Aorangi Awarua Trust trustees exercise mana whenua over the whenua and taonga for which it is responsible.

Manaakitangi personifies behaviour that is mana enhancing of those around us. This applies to the way in which the trust interacts with beneficiaries, employees, partners, and across all relationships. Manaakitanga stimulates us to demonstrate respect, fairness and generosity that are fundamental to our actions that include caring about each other's wellbeing, nurturing relationships, and engaging with one another. Manaakitanga also extends to the whenua that needs care in order to ensure sustainability for future generations.

### **AHI KĀ**

Awarua Trust maintains ahikā over the whenua for which it is responsible. Ahi Kaa depicts the burning fires of continuous occupation over a long period of time.

Ahikā represents the connection between Beneficiaries and Aorangi Awarua Trust whenua.

Aorangi Awarua Trust beneficiaries are descendants of Tamatea Pokai Whenua and are of Ngāti Hinemanu, Ngāti Paki, Ngāti Tamakorako and Ngai Te Upokoiri hapū.



Aorangi Awarua Trust also acknowledges its close links to its neighbouring blocks – whether it be other blocks where beneficiaries also often have whakapapa connections to us, owners of lands that boundary onto Trust lands or neighbouring Department of Conservation lands. Aorangi Awarua Trust is keen to work with whanaunga in neighbouring blocks to maintain the wider ahi kā and to enhance conservation and business opportunities through collaboration. Aorangi Awarua Trust would also like to reclaim land that was previously held by our tupuna.

Aorangi Awarua Trust will hold its ancestral lands in perpetuity – *mo ake tonu atu!*

## **RANGATIRATANGA**

Rangatiratanga exemplifies the attributes commonly associated with a Rangatira: responsibility, integrity, generosity, and the ability to lead and unite people.

Aorangi Awarua Trust exercises Rangatiratanga on behalf of its beneficial owners in order to demonstrate and foster these qualities as we determine our collective aspirations and design strategies for achievement. Rangatiratanga is guaranteed under Article II (the Māori version) of the Treaty of Waitangi. These Treaty Principles are consistent with our mātauranga and tikanga and provide a guide to the relationship and significance held for its taonga, its whenua, and the environment.

Aorangi Awarua Trust is determined to ensure it exercises Rangatiratanga effectively by ensuring it controls and manages access to as well as protection and conservation of, its whenua. In order to achieve this, it must develop and maintain its assets and commercial activities in order to generate returns that ensures its efforts are sustainable.

## **WHAI HUA**

Aorangi Awarua Trust also values the taonga for its ability to provide for the physical, spiritual and economic needs of its beneficial owners. Aorangi Awarua Trust is determined to ensure commercial activities are conducted by them in order to sustain the Trust and its operations and allow the Trust to maintain its kaitiakitanga work.

Aorangi Awarua Trust is determined to ensure beneficiaries and their descendants receive sustenance from the Trust's operations. This can come in many forms including dividends; education and capacity building support; cultural support; employment; marae support; access to resources; and others. Increased access for beneficiaries to the land is a goal of the Trust – in order that whānau members can support kaitiaki responsibilities as well as receiving sustenance in all its forms from the taonga.

## **OUR VISION**

### **Moemoeā**

*Hei tiaki I ngā whenua o Aorangi Awarua  
mo ngā whakatupuranga e haere ake nei.*

To preserve the lands of Aorangi Awarua for generations to come.

Aorangi Awarua Trust lands will maintain and protect their spiritual and physical relationship with their taonga.

Aorangi Awarua Trust exists for the inter-generational benefit of whānau and their descendants – ngā uri whakaheke. The whenua from which Aorangi Awarua Trust was established is Māori land and will therefore be held in perpetuity for all descendants of beneficial owners. This *whakapapa* ensures the link is maintained with *Papatūānuku* for *ngā uri whakaheke*-our children and our children's children.

The need to grow and educate our people is fundamental to their future and will, in turn, help ensure the whenua is protected. Aorangi Awarua Trust will support the betterment of its whānau to ensure improved life outcomes for future generations.

## **OUR MISSION**

### **Ta Matou Mahi**

*Hei tautoko i te mana motuhake o Aorangi Awarua mā te whakatau hei kaitiaki haepapa, hei whakarite i te toitūtanga mā te hinonga arumoni, e whakapai ake ai i te āheitanga me ngā painga  
ki te tuku tuku iho mō ngā uri whakaheke*

To uphold the mana motuhake of Aorangi Awarua Trust by acting as responsible kaitiaki, to ensure sustainability through commercial enterprise, that will improve access and benefits to taonga tuku iho for all beneficiaries and ngā uri whakaheke.

Aorangi Awarua Trust will actively protect and conserve the taonga tuku iho for present and future generations, while considering and developing commercial activities to resource the core mission.

This will be achieved through the planning and execution of effective business plans and business models in key industries that lead to excellent returns, growth and sustainability.

The Trust will grow capability amongst its people in order to build leadership based on expertise, innovation and delivery of positive results against plans. The Trust will endeavour to develop as leaders in Maoridom in their chosen areas of activity.

In order to be successful into the long term, Aorangi Awarua Trust needs to grow its resources to a scale and level of certainty that ensures the assets will deliver benefits through the generations.

## **Strategic Goals 2016-2025**

### **Ko ngā whāinga 2016-2025**

1. Protect and conserve the taonga tuku iho – land, environment, and biodiversity.
2. Develop sustainable commercial investments to provide sustainable income and growth.
3. Improve access and sustainable use of the whenua.
4. Support whānau to become effective kaitiaki of the taonga tuku iho.
5. Explore and develop key relationships for future benefits.
6. Maintain effective Trust infrastructure and operations.

The objectives identified under each of the 10-year goals below are priorities for the next five years. Specific actions are included within each objective.

## **Goal 1 -Protect and conserve the taonga tuku iho - land, environment, biodiversity.**

### **Objectives**

#### **Maintain effective pest control operations.**

- Ensure the pest control operation is maintained with external funding.
- Monitor and report pest control outcomes and impacts – improvement targets for next five years.
- Develop and implement a plan to expand the pest control operation.
- Coordinate with the Plant & Animal Pest (PAP) Management Strategy as listed in Conceptual Conservation Management Plan.

#### **Further expand the conservation role.**

- Evaluate joint venture research and science opportunities – one joint venture in place in next five years.
- Develop Trust expertise and involvement in the conservation sector and build a brand and reputation for leading, indigenous conservation.
- Establish protection areas on the block for cultural and environmental purposes.
- Develop a conservation strategy: Kiwi, Titi, whio, native replanting, wāhi tapu, water – utilisation, protect mauri as part of Conservation Business Development Project.
- Work with partners to increase influence and build capacity.
- Build processes for measuring the conservation outcomes for each of the key work programmes.

#### **Build people capability and career paths into conservation.**

- Support the professional development of staff to ensure an effective operation.
- Utilise Digi hub and other technologies to improve the effectiveness of conservation activities.
- Develop and confirm a strategy for supporting whānau capability building in key roles in the conservation sector.

#### **Establish relationships with entities in order to pursue conservation objectives.**

- Meet with neighbouring landowners and others to discuss collaboration and shared goals in pursuing commercial opportunities.

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**Ensure commercial activities on the land support the kaitiaki goal.**

- Develop and implement a Kaitiakitanga Plan for Aorangi Awarua.
- Monitor environmental requirements and ensure farm operations exceed industry standards – district and regional plans, water issues, effluent and waste management, nitrate management.

## **Goal 2-Develop sustainable commercial investments to provide sustainable income and growth.**

### **Objectives**

#### **Identify and evaluate potential commercial opportunities.**

- Confirm a process for identifying and evaluating potential opportunities including Scoping Report; Feasibility Study; Risk Analysis and profile; capability analysis; alignment with the wider strategy and purpose.
- Seek partners for collaboration on opportunities identified.
- Seek support and advice to help evaluate opportunities identified.
- Evaluate opportunities including tourism, ecotourism, hunting tours, accommodation, honey and other manuka products.

#### **Develop and approve a Business Plan for any commercial opportunities that go beyond feasibility.**

- Target two Business Plans completed in next five years.
- One commercial opportunity established and in operation in next five years.

#### **Establish relationships with entities in order to pursue commercial objectives.**

- Meet with neighbouring landowners and others to discuss collaboration and shared goals in pursuing commercial opportunities.

### **Goal 3-Improve access and sustainable use of the whenua.**

#### **Objectives**

#### **Develop tracks across the whenua for use by trampers and tourists.**

- Target one track development project completed in next five years.

#### **Work to own or control access to the block.**

#### **Provide educational and promotional opportunities for beneficiaries to better understand conservation and sustainability.**

- Wānanga
- Hikoi



## **Goal 4 - Support whānau to become effective kaitiaki of the taonga tuku iho.**

### **Objectives**

**Develop an education strategy for whānau and others to learn from the whenua of Aorangi Awarua.**

- Target education strategy completed in next five years.

**Provide wānanga and other workshops for whānau – especially rangatahi - with local curricula (tikanga kaitiaki, wāhi tapu, history, whakapapa, working bees)**

- Target one wānanga or workshop completed in next five years.

**Improve access to the block for beneficial owners**

- Production of Whānau Engagement Strategy for Hunting, employment, tikanga
- Establish a retreat for whānau members.

## **Goal 5 – Explore and develop key relationships for future mutual benefits.**

### **Objectives**

#### **Identify and confirm potential key partners and an approach for engagement with them.**

- Ensure partners have shared goals and values.
- Ensure partners add value and provide synergies.
- Target three new key partner relationships established in next five years.

#### **Build conservation capability and opportunities through key relationships.**

- Build commercial capability and opportunities through key relationships.
- Utilise key partners to provide expertise and capability.

## **Goal 6 - Maintain effective Trust infrastructure and operations.**

### **Objectives**

#### **Maintain effective governance and build future capability.**

- Provide opportunities to bring leadership skills and expertise to the Trust.
- Make opportunities for, and encourage, rangatahi and other whānau members to get involved.
- Ensure ongoing training – succession planning, ownership issues, communications, governance, financial management/ investments, project management, computer training.

#### **Utilise external expertise and advice to support key decisions.**

- Ensure expert external advice is sought and utilised for key operational and commercial decisions.
- Utilise key partners to provide expertise and capability.

#### **Provide benefits to the owners of Aorangi Awarua Trust.**

- Provide wānanga and other educational support and opportunities to beneficial owners.
- Improve access to the block for beneficial owners.

#### **Ensure income and the capital base continues to grow.**

- Target income lift from all sources of 25% in next five years.
- Maintain financial controls on budget to ensure gradual capital growth.
- Target capital growth of 2% per annum.

## **GOVERNANCE**

### **Ngā Kaitiaki 2023**

Lewis Winiata  
Peter Steedman  
Tama Wipaki  
Steven Stoney  
James Barrett

Trust Administrator