Papawai & Kaikōkirikiri TRUSTS

STRATEGIC PLAN

2020 – 2025

OUR VISION

He taura whakapapa, ka kukumea ahakoa ka pēhea to roa, e kore rawa e ngāmotu.

A cord made of whakapapa, noa matter how far it is stretched will never be severed (unlike a cord made of flax, which when stretched will break).

OUR MISSION

To uphold the aspirations and expectations of our tīpuna and faith through enabling future generations to achieve their aspirations.

OUR VALUES *Ō Tātou Uaratanga*

CULTURE / HERITAGE

To embrace a vision that enhances the Tu Rangatiratanga of our beneficiaries.

Tikanga / Taonga tuku iho

Kia mau pumau tonu ki te tirohanga ka hapai ake i te tū rangatiratanga o ā tātou whānau.

EDUCATION

To encourage excellence in academic achievement to enable beneficiaries to achieve their goals.

Mātauranga

Kia akiaki ana i te raputanga o te pae tawhiti, te whai o te iti Kahurangi kia eke panuku, eke tangaroa te whanau.

PROFESSIONAL

To be responsible kaitiaki of the assets by achieving optimum results.

Mātanga

Kia kitea e te Iwi whānui he hunga haepapa, he hunga whakatutuki whainga hoki te hunga kaitiaki.

COMMITMENT

An unselfish dedication to the objectives of the Trusts.

Ngākaunui

He ngākaunui ki ngā whainga o te kaupapa.

OUR STRATEGIC GOALS: *(What we will focus on)*

GOAL ONE

To make a positive contribution to the education and faith of tamariki which in turn empowers whānau.

GOAL TWO

To be an excellent kaitiaki (steward) of our taonga tuku iho and other assets through operating in a manner that upholds the high expectations and aspirations of our tīpuna.

GOAL THREE

Diversify and grow revenue streams through optimal land use.

GOAL FOUR

Hold excellent relationships with our beneficiaries, communities and partners.

OBJECTIVES: *(To guide the actions we deliver on)*

1.1 Scholarship support for tamariki.

1.2 Whānau understand and access the Trusts educational opportunities.

1.3 Whānau experience of tools, the scholarship process and support is positive.

2.1 The Trusts maintain stewardship of its assets.

2.2 Our lands are well cared for aligned with sustainable environmental management practices and kaitiakitanga.

2.3 Our operational approach is efficient, effective and consistent.

3.1 Our investment framework is fit for purpose and meets the needs of our current and future beneficiaries.

3.2 The Trusts derive an acceptable financial return from all assets through optimal asset use.

3.3 Our land management and investment approach is aligned.

4.1 Our communications approach creates and maintains strong connections.

4.2 Our stakeholder (and relationship) framework is fit for purpose and meets the needs of our beneficiaries.

Continue to build on our strong foundations through:

- Ongoing review to ensure optimal processes, practices, tools and reach of scholarships.
- Continuous improvement based on what our reviews and whānau experience inform us.
- Raise the awareness of the Trusts in the community.
- Acknowledge our scholarship recipients.

We will measure our progress through:

- Increased scholarship support.
- Strong operating model that whānau use (through feedback).
- Increased profile of Trusts (numbers, engagements and hui).

To be excellent stewards we will maintain the legacy and vision of our tīpuna through:

- Building on our role and responsibilities as kaitiaki through water and restoration plans.
- Establishing and maintaining practices that protect and enhance our resources for future generations.
- Strong operational strategy, plans and reporting.
- Building the Trusts performance capability to set and measure our progress.

We will measure our progress through:

- Enhanced value of assets (economically, environmentally, culturally and socially)
- Improved water systems.
- Resource environmental plans (restoration, water).

Given our future population growth we need to consider how we ensure we maximise our investment returns through clear strategy:

- An investment approach (and strategy) to support decisions over the next 3-5 years.
- Align our investment strategy towards how we manage and determine optimal land use (including diversification).

We will measure our progress through:

- Increased return on assets.
- Land use and development implementation.
- Year on year growth and development targets.

We can work with others that enable our aspirations, to achieve this we will:

- Understand our key relationships and where we need to explore and grow these with strategy and planning.
- Work with others to achieve mutual results.
- Maintain and build strong relationships through ongoing communications aligned with our strategy.

We will measure our progress through:

- Increased access to funding and resources
- Strong network of working relationships
- Increased profile of Trusts (through engagements, partnerships and feedback).