



Okapu F2

2020 – 2050 Strategic Plan

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Okapu F2 Strategic Plan

Written by the **Kaiwhakarite** of
Community Waikato
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Okapu f2: 2020-2050 Strategic Plan



Introduction

Located on the southern shores of Aotea Harbour on Waikato West Coast sits Okapu F2. Made up of 787 hectares, Okapu F2 is a beef and sheep unit with several hectares of forestry.

Historically, Aotea Harbour is associated with the arrival of the Tainui waka. It is here Whakaotirangi establishes her kumara gardens. Sown from seeds bought to Aotearoa in her small basket, "*te kete rukuruku o Whakaotirangi*" the gardens are sited on the lower slopes of the Okapu station. It is also the site of the re-discovery of Korotangi, the talisman of the voyaging Tainui waka. Imbued with great prestige, power and influence this treasure is said to have been an omen for the people of Tainui as it migrated from Hawaiki to Aotearoa.



Ahu Whenua Trust

Okapu F2, was created on 19 December 1980, following an amalgamation partition order in the Maori Land Court before Judge Kevin Bernard Cull. The partition was endorsed by one hundred and twenty-eight owners, each receiving shares apportioned next to their names. Okapu F2 was vested in the Trustees of Okapu F2 under section 438 of the Maori Affairs Act, 1953. Today there are four hundred and twelve registered owners.

Vision

Kohia te waihonga o te whenua ki roto i te kapu o too ringa, kia ora ai te iwi

Gather up the nectar of the land into the palms of your hands, as nourishment for the health wellbeing and prosperity of the people

- Okapu F2, the embodiment of farming excellence creating wealth, employment, and education opportunities for its owners
- Where diversification, innovation and new technology sits comfortably with brave and courageous leadership
- Okapu F2, where the owners are engaged in the business, using state of the art membership data registrations, and communications systems
- Okapu F2, exemplifies excellent governance, management, and leadership, with clear direction and shared purpose, building on the legacy of the tupuna, for the generations that follow
- Okapu F2, where the rangatiratanga of the owners is reflected in the full control of management and operations of the business
- Where our whakapapa and our people are acknowledged for their generosity and reciprocity
- Where our papa kaainga provide sustainable housing opportunities for the whanau returning home to live

Mission

Whakareritia te kapu o to ringa

Prepare your hands for the work that needs to be done

- Invest in high quality learning and training opportunities that raise Okapu F2 capability and capacity to make consistently sound and effective leadership decisions
- Strengthen the capability and capacity of Okapu F2 whanau to fully integrate the tikanga of our tupuna into our business
- Strengthen critical relationships and invest in expert advice and guidance to ensure that great leadership decisions are made
- By honouring the Okapu F2 story, working hard, and providing quality information to all Okapu F2 stakeholders and beneficiaries
- Invest in quality communications and technology systems
- Create kaainga precincts so whanau have the ability to establish appropriate housing and community facilities
- Create kaainga zones that enable Okapu whanau to retreat and have holiday facilities so whanau can re-connect with the land

Values

TAUTOKO	Say it and Do it Walk the Talk
KAITIAKITANGA	Practicing excellent Stewardship over our cultural, commercial, and natural resources and attaining new knowledge
AROHA MAI, AROHA ATU	Love and compassion through the act of kindness and sharing. Being accountable for what you say and what you do
TIKA ME TE PONO	Truth, honesty, integrity, doing the right things the right way, sharing distributing, caring, and giving, reciprocity
MAURI ORA	Our whakapapa to Okapu and to each other binds us today and into the future

Priorities

1	2	3	4
GOVERNANCE	DIVERSIFICATION	EMPLOYMENT	TIKANGA
5	6	7	
BUSINESS OPPORTUNITIES	EDUCATION	PAPA KAAINGA	

Strategic Intent

At 787 hectares, Okapu F2 is a significant agricultural property. Incorporated through the Maaori Land Court in 1980, it performed well for many of the early years. In recent years markets have changed, stock numbers have reduced and returns to beneficiaries is low.

On 20 July 2019, the Trustees chose to review their situation and begin a strategic thinking process to create a new future. Trustees identified several key strengths that they plan to build on. Firstly, the land is free hold with little to no debt. Furthermore, Trustees have a sense that the land has much greater potential than just beef, sheep, and forestry. The Trustees are supported by competent advisors in both the agricultural and accounting professions. And the property has a majestic outlook with protected lower and inner harbour slopes to a commanding West Coast ocean view, on the upper reaches of the property. More importantly, the property is a place of great historical importance. It is the site of the famed kumara gardens of the illustrious ancestor, Whakaotirangi.

Kohia te waihonga o te whenua ki roto i te kapu o too ringa, kia ora ai te iwi, is the Vision statement for the Okapu F2 2020 – 2050 Strategic Plan. The statement is future focused. It talks of a time where everything you aspire to today is a reality. All that is left for the whanau to do, is to gather up all that potential. ***“Kohia te waihonga o te whenua”*** literally translates into ***“gather up the nectar of the land”***. The word ***“waihonga”*** or nectar is a metaphor for the fruits of the land, the goodness that the land provides and the realised potential of the land.

The second part of the statement is a reference to ***“ki te kapu o too ringa”***. To hold your hands together to form a cup as if to bring water to the lips to quench a thirst. The double reference is to ***“Okapu”*** itself or “your cup”. Okapu, here is our cup from where we might all drink of the nectar of good health, wellbeing, and prosperity.

The Vision

Kohia te waihonga o te whenua ki roto i te kapu o too ringa, kia ora ai te iwi

*“Gather up the nectar of the land into the palms of your hands,
as nourishment for the health, wellbeing, and prosperity of the people”*

In 2050, the Okapu F2 business will be significantly diversified. Owners and beneficiaries will own and operate a wide range of initiatives both land and ocean based. Trustees will have invested in off farm businesses creating further employment opportunities. Te reo me ngaa tiikanga have a place of prominence in the business. And more than 90% of all Okapu whanau are fluent speakers of te reo. Our papa kaainga are continually expanding to meet the desire of Okapu whanau returning home, to give life and vibrancy to our marae and our community.

The Mission

Whakareritia te kapu o too ringa

*Prepare your hands for the work that
needs to be done*

The Mission statement reinforces for everyone, that there is work to be done and that it will take determination and effort to achieve the vision, so prepare yourselves



The Planning Process

The Okapu F2 DRAFT Strategic Plan has been written using information gathered at the Strategic Planning workshop held 20 July 2019. Additional information was sourced from the Trust "face book" page and from an online search. The images used in the plan have been downloaded and copied either from the face book page, from the online search or from images captured at the workshop.

The workshop was facilitated by the Kaiwhakarite of Community Waikato, Kiri Karu and Gary Thompson. This plan is intended to be a living document and should be reviewed and updated often.

The Strategic Thinking Framework



The Strategic Thinking framework guides the whanau through a process to discuss, gather and organise ideas, dreams, and aspirations.

“Looking back,” enables whanau to remember the key moments in time that led to where the Trust is today. **“Today”** undertakes a brief situation analysis to review the strengths and opportunities that exists among the whanau, their environment, and their location. Together these things provide a solid foundation to begin to look to the future. **“Vision”** or creating a vision of the future is a facilitated discussion to help whanau dream the dream. It is important to note that no idea is too big or too small. **“Prioritise”**. Prioritisation is a process of deciding on which idea, which part of the dream is the most important. Then, which idea is the next most important and so on until they are all organised into a schedule of priorities or Goals. **“Actions”** attempts to discuss and think through the actions required to achieve or complete each priority.

Trustee

The following Trustees attended the Strategic Planning workshop, July 2019.

<i>Chair</i>	Terewai Awhitu
<i>Kaumatua/Advisory</i>	Tom Herbert
<i>Secretary</i>	James Mahara
<i>Trustee</i>	Taki Apiti
<i>Trustee</i>	Mihaka Hohua



Situation review

<p style="text-align: center;">STRENGTHS</p> <ol style="list-style-type: none">1. Land is Free hold2. No debt3. 100% whanau owned4. Convinced the land has greater potential5. Competent Professional Advisors.6. Majestic Scenic location7. Historical and traditional sites of significance8. Animals in good condition9. Many options for diversification10. Committed Governors	<p style="text-align: center;">CHALLENGES</p> <ol style="list-style-type: none">1. The whanau-based models of governance and management2. Challenges in terms of skills and experience.3. Ensuring trustees maintain the separation between governance and management4. Having clarity of their roles and responsibilities5. Retaining operational intellectual property and systems knowledge6. The challenge is to create a succession strategy that enables the transfer of such knowledge to the next generation of Okapu farmers.
<p style="text-align: center;">OPPORTUNITIES</p> <ol style="list-style-type: none">1. Joint ventures,2. Diversification,3. Training and professional development for staff4. For whānau to become qualified farmers and farm managers5. Developing a succession plan for the governance roles6. Establishing an education plan7. Developing relationships with similar Trusts in the region.8. To share knowledge and experiences	<p style="text-align: center;">THREATS</p> <ol style="list-style-type: none">1. The economy and climate featured as the key threats2. The Trust does not have a clear vision as to why the trust continues to exist.3. Limited business knowledge of trustees4. Mitigated with a targeted programme of professional development.

Priorities / Action areas

1 GOVERNANCE

VISION	<p style="text-align: center;"><i>Kohia te waihonga o te whenua</i></p> <p>Okapu F2 exemplifies excellent governance, management, and leadership with clear direction and purpose, building on the legacy of the tupuna, for the generations that follow</p>
MISSION	<p style="text-align: center;"><i>Whakareitia to ringa</i></p> <p>Invest in high quality learning and training opportunities that raise Okapu F2 capability and capacity to make consistently sound and effective leadership decisions</p>
RATIONALE	<p>Governance¹ in its widest sense refers to how any organisation is run. It includes all the processes, systems, and controls that are used to safeguard and grow assets.</p> <p>Many Māori organisations have multiple purposes and are not set up just to make a profit. They must balance financial viability with the social and cultural aspirations of the owners. Consequently, Maori Land Trust must trade commercially and measure themselves against economic indicators, but wealth creation is not always the primary objective.</p> <p>Tikanga principles often guide the practice of the board of a Māori organisation along with general governance principles. Māori organisations may also have a Māori dimension in procedure such as the use of Te Reo, mihi, karakia, koha, hospitality for manuhiri, manaakitanga, whanaungatanga, consensus decision-making and regular consultation hui. These elements should support the general principles of good governance.</p> <p>Good governance is about having a clear strategic direction, managing relationships both internal and external, stewardship and the care and protection of all those things that are important to the entity and self-maintenance.</p>
STRATEGIC INTENT	<p>The Okapu F2 strategic planning process revealed several key aspirations that are bound together under the heading "Governance".</p> <ol style="list-style-type: none"> 1. Okapu F2 is the embodiment of farming excellence 2. Okapu F2 exemplifies excellent governance and management 3. Rangatiratanga, the owners having full control of the operations and management of the business 4. Creating wealth for their owners 5. Delivering the cultural aspirations of the owners to their beneficiaries.
INITIAL ACTIONS	<ol style="list-style-type: none"> 1. Endorse and adopt the Okapu F2, Strategic Plan 2020 – 2050 2. Update Trustee Governance training 3. Engage external consultants to provide Business Analysis and Diversifications options 4. Test the validity and credibility of options 5. Develop a Strategic Implementation Plan 6. Begin Part 1 of Implementation

¹ Te Puni Kōiri, (2020). What is Governance. Retrieved July 2020 from: <https://www.tpk.govt.nz/en/whakamahia/effective-governance/what-is-governance>

2 DIVERSIFICATION

VISION	<p style="text-align: center;"><i>Kohia te waihonga o te whenua</i></p> <p style="text-align: center;">Where diversification, innovation and new technology sit comfortably with brave and courageous leadership</p>
MISSION	<p style="text-align: center;"><i>Whakāreritia to ringa</i></p> <p>Strengthen critical relationships and invest in expert advice and guidance to ensure that sound and effective leadership decisions are made.</p>
RATIONALE	<p>In finance, diversification² is the process of allocating capital in a way that reduces the exposure to any one particular asset or risk. A common path towards diversification is to reduce risk or volatility by investing in a variety of assets.</p> <p>Diversification in farming is defined similarly. The objective is to reduce exposure of the entity to risks, changes in practice, international and local shifts in the markets.</p> <p>In 2016, 450,593 hectares³ (ha) of Māori land were recorded in a survey as farms used for primary production. Nearly half the total was in grassland or pasture (217,933 ha), followed by forest plantation (110,393 ha), bush and scrub (75,351 ha), and horticulture (2,668 ha).</p>
STRATEGIC INTENT	<p>Okapu F2 is a total area of 787.38 hectares (ha) of coastal land. The entity currently farms sheep, beef, and has several hectares of forest. Income from sheep farming has been low for many years.</p> <p>Commissioning an "independent" diversification report would clarify the option available to Trustees. Detailed analysis and testing should confirm a mix of options for the Trustees to adopt. Finally, create the long-term strategic plan for implement the diversification plan.</p>
INITIAL ACTIONS	<p>Goal: To create the "Long Term Diversification Plan (LTDP)"</p> <ol style="list-style-type: none"> 1. Investigate Maori Land development funding options 2. Secure quotes to write the "LTDP" 3. Commission the LTDP 4. Analyse and test options 5. Create the LTDP Implementation plan 6. Initiate project 1

² Website; Retrieved from Wikipedia.org July 2020:

https://www.google.com/search?q=diversification+is+the+process+of&rlz=1C1GCEA_enNZ875NZ875&og=Diversification&aqs=chrome..69l57j69i64.12110j0j7&sourceid=chrome&ie=UTF-8

³ Maori Land Use data: 2018. Retrieved from

https://www.google.com/search?q=Maori+land+in+primary+industries&rlz=1C1GCEA_enNZ875NZ875&og=Maori+land+in+primary+industries&aqs=chrome..69l57j69i64.12110j0j7&sourceid=chrome&ie=UTF-8

3 EMPLOYMENT

VISION	<p style="text-align: center;"><i>Kohia te waihonga o te whenua</i> <i>Ki te kapu o too ringa</i></p> <p style="text-align: center;">Okapu F2 the embodiment of farming excellence creating wealth and employment</p>
MISSION	<p style="text-align: center;"><i>Whakareritia to ringa</i></p> <p style="text-align: center;">Invest in high quality learning and training opportunities that raise Okapu F2 capability and capacity to make consistently sound and effective leadership decisions</p>
RATIONALE	<p>Creating opportunities for whanau to return home to the land is a priority of many marae throughout Waikato Tainui. The benefits of being home, living on the land, raising children, and working in our business are numerous. The benefits to the marae are even greater. Whanau will be home to take up the many roles of the marae, the whaikorero, karanga, karakia, waiata, mahi manaaki, tiaki ngaa manuwiri.</p> <p>Creating employment opportunities on farm or off farm will help address the needs of our marae and the wider community.</p>
STRATEGIC INTENT	<ol style="list-style-type: none"> 1. Create employment opportunities for whanau to return home 2. Diversify business portfolios to create a range of employment options, for example, horticulture, environment, aquaculture, tourism, accommodation etc. 3. Provide land-based property maintenance and development training opportunities for whanau returning home, and for the rangatahi development plan. 4. Build capability and capacity of whanau to manage 100% of the Okapu F2 business. 5. Over time diversify and invest in business opportunities off farm. Potentially aligning with Iwi business developments like the Inland Port.
INITIAL ACTIONS	<ol style="list-style-type: none"> 1. Develop an employment for beneficiary's strategy that clearly aligns with all aspects of the 2020 – 2050 Plan 2. Integrate a training and whanau development stream 3. Coordinate and align the employment strategy with the LTDP 4. Implement the employment strategy

4 TIKANGA

VISION	<p style="text-align: center;"><i>Kōhia te waihonga o te whenua</i> <i>Ki te kapu o too ringa</i></p> <ul style="list-style-type: none"> - Where the legacy of the tupuna continues to provide health, wellbeing, and prosperity for the generations that follow - Where “te reo me ngaa tikanga o ngaa tupuna” continues to provide nourishment for the spiritual wellbeing of the people - Our whakapapa and our people are acknowledged for their generosity and reciprocity - Where our rangatiratanga is the pride of the people - Where our tikanga is firmly embedded in the governance and management arrangements of Okapu F2
MISSION	<p style="text-align: center;"><i>Whakareritia to ringa</i></p> <p style="text-align: center;">Strengthen the capability and capacity of Okapu F2 whanau to fully integrate the tikanga, kawa and values of the tupuna into the businesses.</p>
RATIONALE	To ensure that te reo me ngaa tikanga of the ancestor has a place of prominence in the Okapu F2 Business
STRATEGIC INTENT	To revitalise te reo me ngaa tikanga among the whanau of Okapu.
INITIAL ACTIONS	<p>Define through wananga what this action area might look like.</p> <ol style="list-style-type: none"> 1. Create a strategic plan focused on te reo me ngaa tikanga. 2. Align with iwi, hapū and marae strategies so as not to duplicate processes 3. Identify resources including funding and programme facilitators 4. Develop an implementation plan 5. Initiate the plan

5 BUSINESS OPPORTUNITIES

VISION	<p style="text-align: center;"><i>Kōhia te waihonga o te whenua kī roto i te kapa o to ringa kia ora ai te iwi</i></p> <p style="text-align: center;">Okapu F2 exemplifies excellent governance, management, and leadership with clear direction and purpose, building on the legacy of the tupuna, for the generations that follow</p>
MISSION	<p style="text-align: center;"><i>Whakāreritia to ringa</i></p> <ul style="list-style-type: none"> - Invest in high quality learning and training opportunities that raise Okapu F2 capability and capacity to make consistently sound and effective leadership decisions
RATIONALE	<p>This priority area has strong alignment with the Diversification and Employment priorities. The LTDP will clarify a 10 to 30-year programme of work beginning with maximising the on-farm potential of the land as the first area of focus. Then expanding into local and community initiative, and further out to investments in regional Maaori economic and business opportunities.</p> <p>New business opportunities should create financial and economic benefits, for the whanau. They will create employment opportunities for the whanau and increase the opportunity of whanau having a sustainable reason to move home.</p>
STRATEGIC INTENT	<ol style="list-style-type: none"> 1. To increase the economic and financial performance of Okapu F2 Trust 2. To deliver greater benefit distribution to the owners of Okapu F2 3. To create employment opportunities for whanau 4. To provide whanau with a viable and sustainable reason to move home 5. To have a clear and carefully consider plan to achieve this goal
INITIAL ACTIONS	<p>Confirm the long-term diversification plan (LTDP)</p> <ol style="list-style-type: none"> 1. Implement the Plan

6 EDUCATION

VISION	<p style="text-align: center;"><i>Kohia te waihonga o te whenua kī roto i te kapa o to ringa kia ora ai te iwi</i></p> <ul style="list-style-type: none"> - Okapu F2 exemplifies excellent governance, management, and leadership with clear direction and purpose, building on the legacy of the tupuna, for the generations that follow - Okapu F2, where the rangatiratanga of the owners is reflected in the full control of management and operations of the business
MISSION	<p style="text-align: center;"><i>Whakareritia to ringa</i></p> <ul style="list-style-type: none"> - Invest in high quality learning and training opportunities that raise Okapu F2 capability and capacity to make consistently sound and effective leadership decisions
RATIONALE	<p>Education will be a critical success factor in the achievement of the Okapu F2 2020 – 2050 Strategic Vision. Raising the capability of governance, management and leadership will lead to better decision making.</p> <p>Lifting the capability of owners to be self-sufficient in the provision of professional and expert advisory roles will be a necessity if the owners are to achieve their rangatiratanga.</p> <p>Nurturing the rangatahi and mokopuna into succeeding into the Okapu F2 businesses will ensure our rangatiratanga is maintained.</p>
STRATEGIC INTENT	<p>To implement an education strategy that will.</p> <ol style="list-style-type: none"> 1. Raise the current and future capability of whanau to be strong leaders for Okapu F2 2. To have a strong succession plan for Okapu whanui, the marae, the hapuu the iwi and for the Kingitanga 3. To use the nectar of the land to support whanau educational pursuits 4. To help whanau have great, meaningful employment
INITIAL ACTIONS	<ol style="list-style-type: none"> 1. Create an Education Strategy – so that there is a clear plan as to what you plan to achieve and how you will go about achieving that strategy. 2. Begin by raising the capability and capacity of Trustees to practice effective governance and management.

7 PAPA KAAINGA

VISION	<p style="text-align: center;"><i>Kohia te waihonga o te whenua ki roto i te kapu o too ringa kia ora ai te iwi</i></p> <ul style="list-style-type: none"> - Where our papa kāinga provide sustainable housing opportunities for the whanau returning home to live and to relax
MISSION	<p style="text-align: center;"><i>Whakareritia to ringa</i></p> <ul style="list-style-type: none"> - Create kaainga precincts so that whanau have the ability establish appropriate housing - Create kaainga zones that enable Okapu whanau to retreat and have holiday facilities so whanau can re-connect with the land
RATIONALE	<p>Whakareritia to ringa, requires there to be hands available to do the work needed to achieve the vision. The urbanisation of whanau Maaori and the generational disconnection of whanau with their tupuna whenua, coupled with shareholders, share dissipation creates an environment where whanau do not return home often. Providing opportunities for whanau leaders to have access to sections of land to build on will build the capacity to have hands at the ready.</p> <p>Secondly, Okapu F2's West Coast location is a great place to create retreat spaces and holiday spaces for whanau to begin the re-connection with the land process.</p>
STRATEGIC INTENT	<ol style="list-style-type: none"> 1. To create opportunities for whanau to return to the land, build a home for the whanau, raise their children, relax, retire and to be a part of the growth and development of Okapu F2.
INITIAL ACTION	<ol style="list-style-type: none"> 1. Create the Papa Kaainga Strategy 2. Implement the Plan



Gantt Charts

1 Governance		2021	2021	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	2027
		Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan
1	Endorse the Strategic Plan													
2	Undertake Governance training													
3	Begin implementation of the Plan													
4	Investigate Development funding													

2 Diversification		2021	2021	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	2027
Long Term Diversification Plan (LTDP)		Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan
1	Investigate Development funding													
2	Investigate development resources													
3	Secure quotes to write LTDP													
4	Confirm preferred Consultant													
5	Commission LTDP													
6	Receive / review / Accept LTDP													
7	Test Strategic Options 1 & 2													
8	Initiate first / best - Option													
9	Monitor													
10	Prepare to initiate Option 2													

M 1 = Milestone 1 – The Long-Term Diversification Plan (LTDP) is completed. Trustees have reviewed and accepted its recommendations

M 2 = Milestone 2 – Trustees have tested the first 2 option and are ready to implement the first one.

3 Employment		2021	2021	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	2027
		Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan
1	Create an Employment Strategy													
2	Develop training stream													
3	Align to LTDP													
4	Implement													

4 Tiikanga		2021	2021	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	2027
		Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan
1	Facilitate a waananga													
2	Create a tiikanga strategy													
3	Investigate marae / iwi strategies													
4	Identify resources / partnerships													
5	Secure resources & facilitators													
6	Develop an implementation plan													
7	Initiate the plan													

M 3 = Milestone 3 – The plan is initiated. Resources have been secured, facilitators are in place and the waananga begins. This the first step to raising the capability and capacity of Okapu F2 whanau to achieve this goal