



STRATEGIC PLAN

APRIL 2004 – MARCH 2007

INTRODUCTION

1. BACKGROUND

In October 1999, a conference called “Native Trees for the Future” was held at the University of Waikato. The meeting highlighted the need for a group of committed people to establish a vehicle for obtaining and applying funding for several purposes related to the planting and sustainable management of indigenous tree species, i.e. consolidating and developing knowledge through research, establishing a network of practitioners and other stakeholders to share knowledge, and resolving legal and political impediments to activity.

Late in 1999 a steering committee was formed and rapidly grew to form a diverse representation of interest in the growing of native trees. The group includes the following:

Ian Barton (Chair)	Forestry Consultant & Researcher
Peter Berg	President Forest Owners Association
David Bergin (alt Greg Steward)	Scientist, Forest Research
Bill Brownell	Director, EcoQuest Education Foundation
Bruce Burns	Scientist, Landcare Research
Mark Dean	Nursery owner, Naturally Native New Zealand Plants Ltd
Mike Dodd	Scientist, AgResearch
John Kneebone	Farmer
Maggie Lawton	Regional Manager, Landcare Research
Murray McAlonan	MAF, Forest Management
Roger MacGibbon (Sec)	Ecological Consultant, Natural Logic Ltd
Neil Olsen (alt Tony Oliver)	Manager, Auckland Regional Parks
Warwick Silvester	University of Waikato
Rob McGowan	University of Waikato

The steering committee decided that a trust was the most appropriate vehicle to pursue its aims, and has therefore established “Tane’s Tree Trust: Native Trees for the Future”.

2. DRIVING ISSUES

As a nation, we now find ourselves being almost completely reliant on one exotic species for both our own timber requirements and a considerable proportion of our overseas income. This is a dangerous strategy, since *Pinus radiata* is increasingly subject to attack by pathogens and insects. In addition, there is increasing international concern about the use of toxic chemicals in timber treatment which highlights the value of durable alternatives. Native species can provide those alternatives, but the management of indigenous forests has had a chequered history in New Zealand. Research efforts have rarely been adequately funded and government policy has never been clear.

Our dwindling resources in this area mean that more than ever before, we need to learn how to re-establish those resources and manage them in a way that meets a wide range of objectives. These include enhancing biodiversity, providing a carbon sink, protecting riparian areas, providing habitat and improving the landscape. Apart from these benefits, native trees could provide our main source of timber in the future. However the current political and legal climate towards any productive use of native species is quite difficult. Hence, the re-establishment of native species is viewed as a cost to society, and an expensive one for individuals.

To make significant progress in re-establishing, through current and future new plantings, the dominance of native species in our environments we should consider sustainable use for multiple purposes including timber production. In a practical sense, that means statutory consistency across jurisdictions, more research, and sympathetic tax structures, all progressed within the framework of a robust national indigenous forest strategy. We know that it is possible to sustainably manage indigenous forests in a way that provides for productive outcomes such as timber yield, in addition to maintaining biodiversity and aesthetic values. The challenge is to find that way in an inclusive fashion, using the best knowledge obtainable – this is what Tane's Tree Trust will be about.

3. WHAT IS A STRATEGIC PLAN

Strategic planning is the process whereby we identify:

- where we are
- where we want to go
- how we will get there.

Tane's Tree Trust must plan for the future because it is involved in a process, the planting of trees for timber, which takes place over a long period of time. We must identify our long term objectives, determine what research is needed and what the priorities are and how we will fund the work.

4. PERIOD OF THE PLAN

From March 2004 the strategic plan shall be updated every three years. The next revision to be complete by 31 March 2007

5. VISION

The Trust's vision is:

“To see the majority of New Zealand landowners successfully planting and sustainably managing indigenous trees for multiple uses by 2020”

5.1 GOALS

In order to realise the vision; the foundational objectives of the Trust are twofold:

5.1.A

To establish a sustainable organisation to ensure that the vision is achieved by:

1 Governance

Establish a trust to be the constitutional structure under which the Tane Tree Trust will operate.

2 Network / Membership: -

Build a network of enthusiastic members who will facilitate the sharing of knowledge amongst stakeholders, promote the interests and activities of the Trust and act as advocates for the vision.

3 Funding

Develop a sustainable system of funding the activities of the trust.

4 Publicity

To publicise the Trust and its work so that it becomes well known throughout New Zealand.

5.1.B

To promote indigenous forestry as an attractive land use option by: -

5 Research: -

Establishing a research programme that will consolidate and advance the state of knowledge of an increasing range of indigenous tree species – their establishment, growth, and productive use.

6 Legal: -

Work towards resolving legal and political obstacles currently serving as disincentives to the planting of indigenous trees.

7 Strategy: -

To develop a long-term strategy for planted indigenous forests.

6. THE ISSUES

6.1 GOVERNANCE

The committee will need to consider the vision, the objectives of the Tane Tree Trust, the ideas of other interested stakeholder groups and the possible future direction of the organisation and ensure that all aspects are included in the constitutional structure.

The Trust Deed, which is appended to this Strategic Plan, specifies that the Trust should:

- **Appoint Trustees with a breadth of skill & experience**
- **Be able to appoint management and other Committees as required**
- **Comply with the vision and objectives of the Trust as specified in B of the Trust background statement and section 3.1 of the Trust deed.**

Key Performance Indicators

- ***By March 2005 the trust will pay a salary to the part time manager of the Trust***
- ***Hold the Annual General Meeting within three months of 31 March each year.*** (Note: The financial year of the Trust shall be from 1 April to 31 March)
- ***Review the performance of the Trust at each Annual General Meeting and to achieve implementation of no less than 75% of our Strategic Plan performance indicators in any one year.***
- ***In January 2007 commence preparation of the strategic plan for the next three year period.***

6.2 NETWORK / MEMBERSHIP

The strength of any organisation lies in the enthusiasm of its members. Tane Tree Trust had an incredible potential strength demonstrated by the number of interested people who attended the launch of the trust in September 2001.

What We Need To Achieve

- An organisation based on an enthusiastic membership that subscribes to the ideals and vision of the Trust.
- Contact, at least six monthly, with all those on the mailing list .
- A programme of field days to encourage and disseminate information and sustain the membership.
- An increase in membership numbers to at least 400 by 31March 2007.

Key Performance Indicators

- ***A membership of 400 is achieved by March 2007.***
- ***A newsletter publised every six months in May and November.***
- ***Links or contacts with other organisations that support similar ideals are set up by March 2005.***
- ***At least three field days/ workshops a year held somewhere in the country from December 2004. (see 6.6)***

6.3 FUNDING

All organisations require funding in order to operate. Funding is required for two purposes; first to provide for the operation of the Trust and secondly to fund the research activities undertaken or sponsored by the Trust.

What We Need To Achieve

- § **The Trust will need funding to operate. Budgets and cashflows for the day to day running of the trust will be prepared to cover the next three years.**
- **A plan to raise the necessary research funding for the TTT to carry out a research project will be established by December 2004.**

Key performance Indicators

- ***By December 2004 a three year budget is prepared with the 2004/ 05 budget in detail and the following two years (2005 /07) in outline***
- ***By 31 March each year the above budget to be updated, on the same basis, for the ensuing three years.***
- § ***By 30 September 2004 a programme of fund raising shall be in place.***

6.4 RESEARCH

Background

In 1919 the Forest Service was created and set up experiment stations to study the management of kauri, rimu and beech.

However the depression of the 1930's saw them closed down, along with the fledgling Forestry Schools at Canterbury and Auckland University Colleges.

Twenty years were to pass before research started again only to cease about 1961. This time the cause was not depression but government policy. The country had to plant more *P radiata* or we would run out of timber. To facilitate this the Department had to cut research into indigenous species.

A further decade was to pass before more funding was found for indigenous research, but in the late 1980's a Labour Government abolished the Forest Service and handed the indigenous research forests over to the Department of Conservation. Hundreds of hectares of planted forest and thousands of hectares of managed natural stands were placed under DoC control.

The reasons outlined in section 1.1 of this Plan require that research into the growing and management of native species for timber be now put on a permanent and sustainable basis.

What We Need To Achieve

The areas that require action are: -

- Take into account the viewpoints of the interested parties that were present at the opening launch of TTT.
- We need to locate and properly archive the information obtained between 1919 and 1992. (Information since this date is held by the various CRI's). This must then be examined and made available to current researchers.
- We must determine and prioritise a programme for future research.
- We must facilitate the carrying out of this research.

Key Performance Indicators

The trust will consult with interested parties and: -

- ***Have begun the work on the establishment of a database of known information from publications and records from the period 1919 - 1992 by 31 March 2005.***
- ***Build up a list of possible research and development programmes in consultation with Trust network members.***

- ***Established a list of priority projects to be undertaken over the next 5 years by 30 September 2004)***

6.5 LEGAL AND TAXATION ISSUES

Background

There are a number of legislative and political hurdles that prevent landowners readily planting native species on their land. An example is the over zealous applications of the principles of the Resource Management Act which lead councils to prevent the felling of any native tree larger than 3 metres tall.

What We Need To Achieve

- A political climate in which the planting of indigenous species for forestry is encouraged.
- Amendments to existing legislation to encourage and support the planting of indigenous species for forestry rather than impede it.
- A watch on new legislation to ensure it complies with the objectives of the Tane Tree Trust.

Key Performance Indicators

- ***As an outcome of the workshops establish a list of changes that are required to current legislation by June 2005.***
- ***Make representation to local and central Government to get the desired changes put into effect. By March 2006 representation will have been made to local members of parliament and 3 key ministers and their agreement on the necessity to change current legislation obtained.***

6.6 PROMOTION AND ADVOCACY

The Trust will need to promote its activities and have a mechanism in place to disseminate the findings of its research projects.

Key Performance Indicators

- ***Have website operating effectively and regularly updated by September 2004.***
- ***At least three field days/ workshops a year held somewhere in the country each year. (see 6.2)***

§ ***Determine a “flagship” project and have secured funding for this by December 2005.***

ADOPTED AT AN ORDINARY MEETING OF THE TRUST HELD AT LANDCARE RESEARCH, HAMILTON ON 28 MAY 2004.

Ian Barton
Chairman
Tane’s Tree Trust

Bruce Burns
Secretary
Tane’s Tree Trust