



# STRATEGIC PLAN

APRIL 2016 – MARCH 2019

## 1. INTRODUCTION

### 1.1 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.

Tāne'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.

### 1.2 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 2019.

### 1.3 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”***

***Ko ngaa uri kotahi o Tāne Mahuta kei te tu mo ake tonu.***

*“May the united descendants of Tāne Mahuta stand forever.”*

### 1.4 GOALS

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

#### 1.4.1.A

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

#### 1. Governance:-

Establish a constitutional structure under which the Tāne's 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. Working with Iwi:-**

The Trust recognises New Zealand's indigenous timber species as Taonga, and will work with Maori to ensure that they are respected and cared for by:-

- urging the conservation of old or venerable trees as cultural icons,
- commemoration of famous trees,
- protection of trees as sources of high quality seed and also food sources for indigenous bird species.

#### **1.4.1.B**

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

##### **1 Research: -**

Promote 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.

##### **2 Legal: -**

Encourage the planting of native trees by emphasising their advantages and by working to remove any disincentives.

##### **3 Strategy: -**

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

## **2. THE ISSUES**

### **2.1 GOVERNANCE**

We must take into account the Trust's vision and objectives, 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:-

- **Have no fewer than 5 Trustees (there is no upper limit)**
- **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 sections 6 and 7 of the Trust deed.**

## **Key Performance Indicators**

- 1. Hold the Annual General Meeting within six months of 31 March each year.** (Note: The financial year of the Trust shall be from 1 April to 31 March)
- 2. Review the performance of the Trust at each Annual General Meeting aiming to achieve implementation of no less than 75% of our Strategic Plan performance indicators, as achieved or underway in any one year.**
- 3. In January 2019 commence preparation of the strategic plan for the next three year period.**
- 4. To ensure that women and Iwi are well represented.**
- 5. The number of Trustees able to take an active role in Trust activities are a majority.**
- 6. To see the majority of New Zealand landowners empowered to plant and sustainably manage indigenous trees for multiple uses by 2020.**

## **2.2 NETWORK / MEMBERSHIP**

The strength of any organisation lies in the enthusiasm of its members. Tāne's Tree Trust's potential strength was demonstrated by the number of interested people (130) 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 four monthly, with all network members.
- A programme of field days to encourage and disseminate information and sustain the membership.
- Build membership numbers to get adequate coverage of the whole country.
- The establishment of regional groups who will meet to share skills and information. An example, which we did not start but which we strongly support, is the Northland Totara Working Group.
- Hold a periodic (at least every two years) review of the subscription classes and rates. The next one due 2016.
- The establishment of an approved members list on the TTT website; showing name, regional location, phone, email and "area of interest" (ie tree establishment") The intent being to enable growers throughout New Zealand to contact each other

## ***Key Performance Indicators***

- 1. A recruitment drive to increase membership over the whole country.***
- 2. To seek background details of member's skills and their availability for utilizing these on behalf of the Trust by November 2016.***
- 3. To have reviewed membership classes and rates by 31<sup>th</sup> September 2016***
- 4. Continue to establish links or contacts with other organisations that support similar ideals; E.g, Northland Totara Group, Project Crimson, Kahikatea Project, Dunes Trust, Kauri 2000, Trees for Survival, World Wildlife Fund.*** Do this by identifying every possible organisation that reaches potential tree planting landowners and grouping them in categories in order to establish links and form relationships, thereby spreading the vision and practical knowledge
- 5. At least three field days/ workshops a year held somewhere in the country (see 8.6)***
- 6. To encourage workshops and or meetings, initiated by members in various parts of New Zealand and have one such function by December 2016.***

### **2.3 IWI**

#### **What We Need To Achieve**

##### ***Key performance Indicators***

- 1. Kaitiakitanga: Maori see themselves as kaitiaki of taonga. That doesn't preclude use; rather it is 'use with care". The Trust will work to ensure that the taonga is well cared for and available.**
- 2. Rangatiratanga: The Trust will make developing an effective relationship with Maori a priority.**
- 3. Timber for cultural purposes: The Trust will work to ensure that making indigenous timbers available for future generations is given high priority.**
- 4. Other uses of indigenous forest species. Other uses of forest species (including those which are not trees) include weaving, dyes, medicines and enhancing biodiversity. The Trust will place a high priority on restoration of environments in which these species belong and thrive. This also takes into account that many**

**secondary species, which are of particular value to Maori, also function as valuable nurse species for important trees.**

- 5. Planting projects with Maori land owners: The Trust will give high priority to assisting Maori land owners with specific planting projects. The aim being to have at least one of these commenced each year.**
- 6. The Trust will endeavor to hold at least one Maori oriented workshop each year.**

## **2.4 FUNDING**

All organisations require funding in order to operate. In our case 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 needs funding to operate. Budgets and cash-flows for the day to day running of the trust will be prepared to cover the next three years.**
- **Network members are encouraged to make bequests to the Trust.**

### ***Key performance Indicators***

- 1. *By June 2016 three year budget is prepared with the 2016-17 budget in detail and the following two years (2017-19) in outline***
- 2. *By 31 March each year the above budget to be updated for the ensuing three years.***
- 3. *To link with major sponsors by March 2017.***
- 4. *Review the procedures for obtaining tax rebates for donations to the Trust by 31 Dec 2016.***
- 5. *Treasurer to maintain a new reserve of \$15k to cover liabilities should TTT be wound up. (Note this money to come from funds as available.)***

## **2.5 EXECUTIVE OFFICER**

### **What We Need To Achieve**

- Provide the EO with adequate working and storage space.
- Ensure that the EO has support and help from Trustees as required.
- The Executive Officer is required to complete to an acceptable standard a specified number of tasks throughout the year. These are outlined in the EO's contract.

The duties of the EO are described in the Appendix (section 3.6)

### ***Key performance Indicators***

- 1. Complete 90% of the tasks listed above to an acceptable standard during the course of each year.**
- 2. The EO to provide for each meeting a quarterly report which should contain a note on the current financial situation; number of members, new members and resignations from the network group; current membership fees paid and percentage; value of donations to date and any other issues / problems.**

## **2.6 RESEARCH**

### **What We Need To Achieve**

The areas that require action are: -

- Determine and prioritise a programme for future research.
- Facilitate the setting up of a research co-ordination group as determined by the workshops of the 2009 “Managing Native Trees” conference.
- Begin, and continue to build, a business case for indigenous forestry by proving the cost benefits obtainable from planting new native forests and managing existing ones.
- Initiate and co-ordinate research into areas agreed as most important by the 2009 conference, ie:-
  - species research into; totara, kauri, beech, rimu, tawa, puriri
  - forest management research, into:- establishment methods, genetics, harvest systems, silviculture, regeneration, soil and water requirements, Maori perspective, timber utilization.

### ***Key Performance Indicators***

***The trust will consult with interested parties and: -***

- 1. Initiate and maintain contact with research organizations involved with indigenous forest research in order to establish a research co-ordination group. Research co-ordination group to be set up by 31 June 2017.** Do this by working with Scion to re-establish the direct line to MPI (and other Departments) at Director level in order to effect change. The first step would be to sit down with Stuart Anderson from MPI; the objective being to facilitate, with MPI, regular workshops in this area.
- 2. Work with this reconstituted group to determine the most effective research strategy for the future.**

3. **Work to obtain the best returns from available funds, in maintaining and increasing staff numbers working with indigenous species and in making forest research results available to the widest possible audience.**
4. **Place the plantation database on the Trust website by June 2017.**
5. **Place the Indigenous Forestry Bibliography database on the Trust website by June 2017.**
6. ***Give priority to producing a business case for Indigenous Forestry by 31 March 2018.*** (Note this is being accomplished via Tindall project)
7. ***Update the Archives Database by adding material which has become available since 2007 by June 2017.*** This is now on website.

## 2.7 LEGAL AND TAXATION ISSUES

### What We Need To Achieve

- A national 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 Tāne's Tree Trust.

### ***Key Performance Indicators***

1. **Review the issues raised by the Trust publication "Profiting from Biodiversity" and the findings of the 2009 Conference by 31 March 2017.** There is already an alternative in front of MPI relating to the totara work which will become relevant to all species in the future.
2. ***If required lay out a plan of work arising from the above review by 31 March 2018.***
3. **Review the need to implement better legal and taxation approaches to indigenous forestry by June 2017.** There are groups including the Farm Forestry Association, who are looking at the tax implications of these activities. We should do this work in liaison with any other groups who share our interest.

## 2.8 PROMOTION AND ADVOCACY

The Trust needs to promote its activities and have a mechanism in place to disseminate the findings of its research projects and consider the establishment

of practical courses to train people in the establishment and management of native trees and the creation of Continuous Cover forests.

### ***Key Performance Indicators***

- 1. Continue to operate the website effectively with regular updates and further increase its effectiveness.***
- 2. At least three field days/ workshops a year to be held somewhere in the country. (see 8.2)***
- 3. To contact the forest industry training organization (Competenze) by December 2017. to ensure forestry training also includes aspects of indigenous and continuous cover forestry, and ensure that other forestry training gives consideration to the requirements of indigenous forestry (e.g. health and safety) as appropriate.***
- 4. Review possible outreach options and, if desirable, have one of these set in place by December 2018.***
- 5. Have undertaken at least two activities each year which will assist in proving that planted indigenous forestry has a bright future.***

***ADOPTED AT AN ORDINARY MEETING OF THE TRUST HELD AT HAMILTON ON 12 December 2016***

Peter Berg  
Chairman  
Tāne's Tree Trust

Warwick Silvester  
Treasurer  
Tāne's Tree Trust

## **2 APPENDIX -BACKGROUND INFORMATION**

### **3.1 Genesis of Tāne's Tree Trust**

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 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 taxation 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 included the following:

Ian Barton (Chair)  
Peter Berg  
David Bergin (alt Greg Steward)  
Bill Brownell

Forestry Consultant & Researcher  
President Forest Owners Association  
Scientist, Forest Research  
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 “Tāne’s Tree Trust: Native Trees for the Future”.

### 3.2 Trustees at June 2016 are: -

Ian Barton	Retired Forestry Consultant
Peter Berg (Chairman)	Forester/Ecologist & Past President Forest Owners Association
Dr David Bergin	Scientist, Consultant
Kirsten Crawford	Environmental Consultant
Jon Dronfield	Beech Forest Manager
Gerard Horgan	Forest Economist
Helmut Janssen	Environmental Consultant
Rob McGowan	Nga Whenua Rahui
Paul Quinlan	Landscape Architect
Warwick Silvester (Treas)	Emeritus Professor, University of Waikato

### 3.3 Driving issues

In 2000 the nation was 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 taxation and legal climate relative to the productive use of native species is challenging. 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 must consider sustainable use for multiple purposes including timber production. In a practical sense, this 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 Tāne’s Tree Trust will be about.

### **3.4 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.

By 2000 it had become essential that research into the growing and management of native species for timber be put on a permanent and sustainable basis. To achieve this we needed to:-

- Take into account the viewpoints of the interested parties that were present at the opening launch of TTT in September 2001.
- Locate and properly archive the information obtained between 1919 and 1992. (Information since this date is held by the various CRI’s). This data was accessed, examined and then made available to current researchers via the Indigenous Forestry Database (see Tāne’s Tree Trust website).

### **3.5 Legal & Tax Background**

A number of legislative and planning hurdles 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. A review of these impediments was begun in 2005 (Profiting from Biodiversity) but work is still required to ensure that the problems have been resolved.

### 3.6 Duties of the Executive Officer

Subject	Detail	✓ achieved 2016
<b>Financial Management</b> <i>MYOB accounting system updated regularly and reports produced for the Treasurer and Chairperson as directed.</i>	<ul style="list-style-type: none"> <li>· Input payables and receivables, generate invoices, generate reports, run GST reconciliations, provide reports for Treasurer as necessary.</li> <li>· Manage manual accounting filing system.</li> </ul>	<p style="text-align: right;">✓</p> <p>✓</p>
<b>General Administration</b> <i>Administrative support for Tāne's Tree Trust provided.</i>	<ul style="list-style-type: none"> <li>— Answer and log all telephone calls.</li> <li>— Maintain electronic and manual filing systems.</li> <li>— Undertake mail outs to members/ trustees.</li> <li>— Clear website admin email accounts and update website as necessary – support provided by webhost.</li> <li>— Run errands (for example collecting mail and purchasing materials)</li> <li>— Organise costings/ quotes as necessary.</li> <li>— Write up meeting/ workshop notes as required.</li> <li>— Sales of publications: queries, despatch, invoicing etc</li> <li>— Administer strategic plan and Policies and Procedures manual</li> <li>— Other duties as required by the Chairman</li> </ul>	<p style="text-align: right;">✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<b>Support for Events &amp; Meetings</b> <i>Events and meetings are well prepared and run smoothly.</i>	<ul style="list-style-type: none"> <li>— Organise accommodation/ travel/ venues/ catering etc for trustee/ committee meetings and other events as necessary.</li> <li>— Organise, attend and take notes for trustee/ committee meetings.</li> <li>— Liaise and provide support to the organisation of Annual General Meetings and any events (eg; workshops, field days, conferences).</li> </ul>	<p style="text-align: right;">✓</p> <p>✓</p> <p>✓</p>
<b>Funding Source Identification and Documentation</b> <i>Potential funding sources are highlighted to Trustees well before time and documentation is organised so that applications deadlines are met. Applications are well compiled and regularly submitted for the purposes of sustaining the Trust and its projects.</i>	<ul style="list-style-type: none"> <li>— Maintain and update the calendar of potential funding sources.</li> <li>— Assist in compiling standard information required for funding applications as necessary (such as the Sustainable Management Fund applications).</li> <li>— Compile three funding applications each year for the purpose of raising funds for Tāne's Tree Trust administration costs and projects.</li> <li>— Four monthly claims and reports on projects</li> </ul>	<p style="text-align: right;">✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<b>Liaison and Relationship Management</b> <i>Tāne's Tree Trust clients consistently receive high quality service.</i>	<ul style="list-style-type: none"> <li>· Liaise and provide information to existing and potential members and sponsors as necessary.</li> </ul>	<p style="text-align: right;">·</p>
<b>Membership services</b>	<ul style="list-style-type: none"> <li>· Maintain membership database</li> <li>· Answer membership queries, enter new members, send donation receipts, store paper records of sub payments</li> </ul>	<p style="text-align: right;">✓</p> <p style="text-align: right;">✓</p>
<b>Newsletter</b>	<ul style="list-style-type: none"> <li>· Assemble and edit the 4 monthly newsletter, by sourcing items from appropriate Trustees or others.</li> <li>· See newsletter through publishing and dissemination process</li> </ul>	<p style="text-align: right;">✓</p> <p>✓</p>