



# Strategy 2024 – 2029

**December 2024**

## This strategy

---

This document sets out the strategy for our first five years 2024 to 2029, including our vision, values, goals, strategic priorities and how we will measure our success.

Each year an annual plan will be developed, setting out the specific activities we will undertake to make progress on the strategic goals and towards the vision set out here.

This document also guides us to make good choices about how we deploy our financial and people resources and, importantly, will help us build partnerships with people and organisations who share our kaupapa.

This document was approved by the ATCGT Trustees in October 2024.

**Our vision**  
**Tō Mātau Pae Tawhiti**

The Ahuriri tributaries catchment is thriving.

**Our purpose**  
**Tō Mātau Kaupapa**

We inspire people to protect and enhance the wellbeing of our catchment.

**Our goals**  
**Tō Mātau Whāinga Rautaki**



The health of the waterways is improved.



People are inspired to action.



The area of native vegetation is increased.



The diversity and abundance of native wildlife are increased.



Any increase in land-use intensity enhances the natural environment.



ATCGT is financially and operationally sustainable.

## Our values Ō Mātau Uara

---



## Key success factors Paearu Angitu Matua




---

To be successful as an organisation and in our endeavours, we need to be financially and operationally sustainable with:


- The right governance skills
- The right capability on the ground
- Sustainable funding
- Systems and processes to support what we do
- A strong voice, backed by a cohesive and consistent story
- Annual business plans that deliver on this strategy



## Our Strategic Goals and Priorities for Action

### Tō Mātau Whāinga Rautaki me ngā Whakaarotau Mahi

Strategic Goal (Outcome)	Priorities for action (what)	Activities (how)	Success measures
 <p><b>The health of waterways is improved</b></p>	<ul style="list-style-type: none"> <li>Engagement to build understanding, drive action</li> <li>Land management and restoration</li> <li>Gather information and monitor to build knowledge base</li> </ul>	<p><b>Land management and restoration:</b></p> <ul style="list-style-type: none"> <li>Identify and implement 3 x large-scale planting restoration projects</li> <li>Increase predator control</li> <li>MFWFPs x 150</li> <li>Partnerships with expert advisors/knowledge</li> <li>Community planting days</li> <li>Wetland restoration</li> <li>Riparian planting</li> <li>Erosion and soil conservation planting</li> </ul> <p><b>Gather information &amp; build knowledge base:</b></p> <ul style="list-style-type: none"> <li>Map and build database of people and properties</li> <li>Build the knowledge around the properties adjacent to waterways</li> <li>Baseline water testing of catchment tributaries DNA testing Wharerangi/Kaikoura stream project</li> </ul> <p><b>Engagement:</b></p> <ul style="list-style-type: none"> <li>Demonstration sites– proof of concept</li> <li>Engagement events, learning workshops (e.g. how to attract birds, what to plant where, causes of sediment run-off), fielddays, community planting days</li> </ul>	<ul style="list-style-type: none"> <li>Land area in native vegetation increased to 5% of the catchment area<sup>1</sup> [currently less than 5%], with a priority on highly erodible headwater areas.</li> <li>Cultural health index Cultural health index</li> </ul>
 <p><b>The area of native vegetation is increased</b></p>			
 <p><b>The diversity and abundance of</b></p>			<ul style="list-style-type: none"> <li>Species lost to the catchment are starting to be seen again, e.g. robins, tomtits, whiteheads, bitterns</li> <li>Garden Bird Survey entries from the catchment are increasing</li> </ul>

<sup>1</sup> Noting that 20% is the amount required for catchment's biodiversity to be more secured from the risk of exponential loss.

Strategic Goal (Outcome)	Priorities for action (what)	Activities (how)	Success measures
<p><b>native wildlife are increased</b></p>		<ul style="list-style-type: none"> <li>Useful resources to make it easy for people to take action</li> </ul>	<ul style="list-style-type: none"> <li>Improved pest-control outcomes towards Predator Free 2050</li> <li>HBRC monitoring and testing show improvements in nutrients, sediment &amp; bugs [based on 2024 benchmark].</li> <li>eDNA testing at 5 yearly intervals shows increased and improved biodiversity [based on 2024 benchmark].</li> </ul>
 <p><b>People are inspired to action</b></p>	<ul style="list-style-type: none"> <li>Engage with people, for action</li> <li>Broaden knowledge to drive action</li> <li>Build partnerships and networks</li> <li>Develop exemplars</li> </ul>	<ul style="list-style-type: none"> <li>Engagement events, learning workshops, planting days</li> <li>Integrated catchment plan hui</li> <li>Build public awareness of habitat enhancement</li> <li>Access to experts</li> <li>Personal contact &amp; networking from ATCGT</li> <li>Build &amp; maintain partnerships with key organisations, e.g Mana Ahuriri Trust, local councils and environmental groups.</li> <li>Engage with key government and local government politicians</li> <li>Demonstration sites and access to examples where progress has been made (e.g. Trustees' properties)</li> </ul>	<ul style="list-style-type: none"> <li>A membership system is up and running and membership is 30% of households in the catchment.</li> <li>Number of land/property owners actively participating through planting/FWFPs is increased by 10% each year.</li> <li>Attendance at community events is increased over time, from a baseline of 35 – 40 per event in 2024.</li> </ul>

Strategic Goal (Outcome)	Priorities for action (what)	Activities (how)	Success measures
 <p><b>Any increase in land use intensity enhances the natural environment</b></p>	<ul style="list-style-type: none"> <li>• Build our knowledge base to inform</li> <li>• Advocate and engage on planning and development</li> <li>• Network with councils and developers</li> </ul>	<p><b>Engagement:</b></p> <ul style="list-style-type: none"> <li>• Advocacy and co-design with councils &amp; developers</li> <li>• FWFPs &amp; environmental farm plans</li> <li>• Community days</li> <li>• Direct engagement with landowners</li> </ul> <p><b>Gather information, build knowledge:</b></p> <ul style="list-style-type: none"> <li>• PDP catchment analysis</li> </ul>	<ul style="list-style-type: none"> <li>• ATCGT is invited to collaborate/co-design on proposed developments</li> <li>• Number of submissions to Council planning processes &amp; relevant consultations</li> </ul>
 <p><b>Ensure ATCGT is financially and operationally sustainable</b></p>	<ul style="list-style-type: none"> <li>• Strong governance with the right skills and reporting</li> <li>• The right capability on the ground</li> <li>• Sustainable funding</li> <li>• Systems and processes that support what we do</li> <li>• A strong voice with and for our community and catchment, backed by a cohesive and consistent story</li> <li>• Annual business plans aligned to and progressing this strategy</li> </ul>	<p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>• Strategic planning (5 yearly)</li> <li>• Skills/capability matrix</li> <li>• Annual planning</li> <li>• Health, safety and well-being planning</li> <li>• S &amp; W planning</li> <li>• Succession planning</li> <li>• Recruitment/people management</li> <li>• Financial management &amp; reporting</li> <li>• Develop advocacy principles</li> </ul> <p><b>Marketing &amp; communications:</b></p> <ul style="list-style-type: none"> <li>• Communications plan implementation</li> <li>• Digital asset management – website, social channels</li> <li>• Brand management (logo, design and production standards)</li> <li>• Annual stakeholder mapping with relationship leads and engagement plan</li> <li>• Supplier partner management/liaison</li> <li>• CRM system</li> </ul>	<ul style="list-style-type: none"> <li>• Income increases by at least 30%, leveraged off 2024 funding as much as possible</li> <li>• Three months equivalent working capital in reserves</li> <li>• Statutory reporting is on-time and in-full; annual report, project reports and annual business plan published (on website).</li> </ul>

<b>Strategic Goal (Outcome)</b>	<b>Priorities for action (what)</b>	<b>Activities (how)</b>	<b>Success measures</b>
		<p><b>Funding strategy &amp; implementation:</b></p> <ul style="list-style-type: none"><li>• Funding strategy – develop and implement<ul style="list-style-type: none"><li>- Tagged project funding</li><li>- Un-tagged funding for OpEx</li></ul></li></ul> <p><b>Reporting:</b></p> <ul style="list-style-type: none"><li>• Public reporting, e.g. charities commission, AGM</li><li>• Reporting to funding partners; e.g. MPI reporting</li></ul>	