



RUAPUHA UEKAHA HAPŪ TRUST

Mahere Rautaki – Strategic Plan

2019 - 2024


Mahuru 2018





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KO RUAPUHA UEKAHA HAPŪ TRUST /

About Ruapuha Uekaha Hapū Trust

Ruapuha Uekaha Hapū Trust (“the Trust”) is an Ahu Whenua Trust under the Ture Whenua Māori Act 1993.

The Trust was established in 1990 as a result of the mediated settlement of the Wai 51 claim with the Crown. The claim returned various land blocks, including land associated with the Waitomo Glowworm Caves (“the Caves”), to benefit all the descendants of the original owners of Hauturu East 8.

The Trust is charged with managing the assets to benefit the people it serves by increasing their opportunities in life and by strengthening their hapū identity.

The vision of the Trust is, *“To connect and to reconnect its people to their whānau, taonga, and whenua”*. This vision is based on:

- The settlement of the Wai 51 claim in 1990;
- All beneficiaries of the Trust being treated equally;
- The Trust assuming full control of the Caves by 2027.

A fundamental objective of the Trust therefore, is to preserve the spirit and intent of the Wai 51 settlement between the hapū of Ruapuha and Uekaha and the Crown, by reclaiming the Caves from the Crown. This object acknowledges the historical, cultural and spiritual significance of the Caves to Ruapuha and Uekaha.

As part of the Wai 51 settlement the Crown vested Hauturu East 8 in the Trust subject to a licence agreement for 28 years in favour of Tourism Hotel Corporation (“THC”) of New Zealand. This licence was assigned to Tourism Holdings Limited (“THL”) in 1997. In 2008 the lease was renegotiated to be more favourable to the Trust. This lease expires in 2027, at which time it is intended that the Trust will operate and manage the Caves and associated businesses and facilities. This will provide greater employment opportunities for the beneficiaries and better commercial returns. Importantly, it will also fulfil the goal of the Wai 51 settlement, which was to fully restore the rangatiratanga of Ruapuha and Uekaha over the Caves.



TE HUAPAE/ Vision Statement

*To connect and to reconnect its people to their
whānau, taonga and whenua*

TE KAUPAPA / Mission Statement

*To manage and enhance Trust assets within a
long-term vision to support its people*

NGĀ MĀTĀPONO / Values

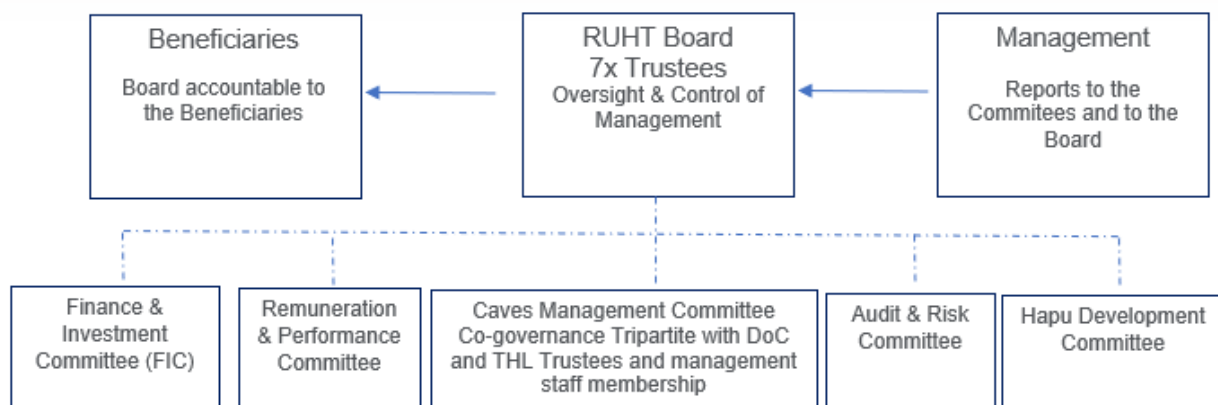
- *Manaakitanga – Caring for all its people*
- *Kaitiakitanga – Over its resources and taonga*
- *Whanaungatanga – Inclusive of all hapū members*
- *Whakapapa – Developing and strengthening its bonds*
- *Pride – In the Trust, in the hapū, the whānau and all activities*



RUAPUHA UEKAHA
HAPŪ TRUST

TE WHAKATAKOTORANGA PAKIHI / Governance & Organisation Structure

Organisational Structure



Organisation

The Trust Board ("the Board") consists of seven elected members, they are:

- Peter Douglas (Chairperson)
- Angela Pope (Deputy Chairperson)
- Josephine Anderson
- Hiria Love
- Lynnette Green
- Charles Davis
- Patricia Davis

The Management team is led by Miria Davis and supported by CJ Hemara in the role of Administration Support.

HE AROTAKENGA TAIAO /

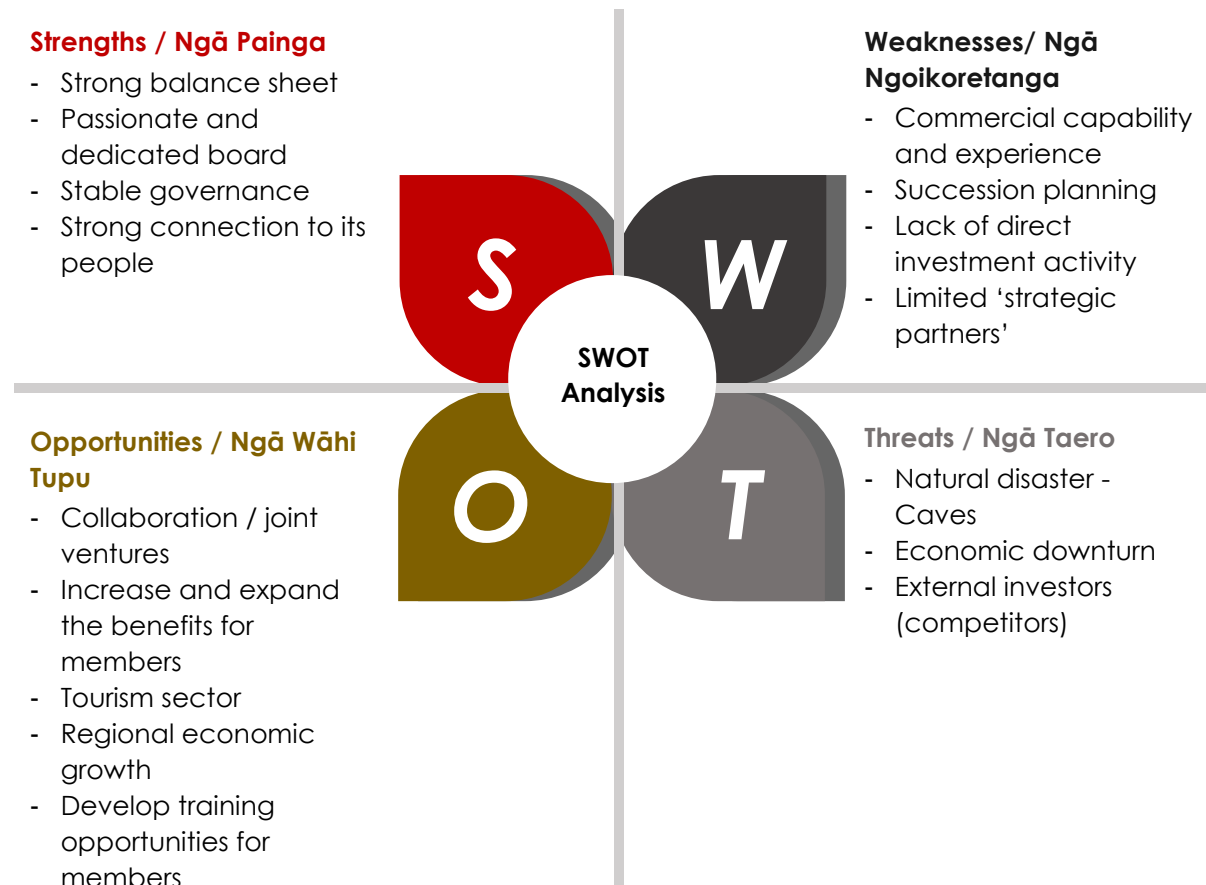
Analysis of existing Environment

SWOT Analysis

SWOT analysis is a useful technique for examining the Board's internal strengths and weaknesses; for identifying its opportunities for growth and improvement; and for identifying the threats the external environment poses to its success. SWOT analysis has been undertaken by the Board to compliment the development of its strategic goals.

The following diagram illustrates the strengths, weaknesses, opportunities and threats identified for the Board.

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NGĀ ARA MATUA /

Strategic Priorities for 2019 - 2024

The Trust Board has reaffirmed its five key focus areas that will inform the strategic direction of the Board over the next five years. These key focus areas are:

1

ENVIRONMENTAL WELLBEING

"To restore and enhance its natural resources and environment"

2

CULTURAL & SOCIAL WELLBEING

"To improve social well-being and acknowledge and remember its tūpuna – Ruapuha Uekaha"

3

STRATEGIC INTENT FOR THE CAVES

"To ensure RUHT is positioned correctly for the Waitomo Caves"

4

COMMERCIAL EXCELLENCE

"Our asset base will be consolidated and diversified to better sustain its people"

5

OPERATIONAL EXCELLENCE

"Achieve operational excellence within the RUHT and its employer"



NGĀ PAE TATA, NGĀ PAE TAWHITI ME NGĀ HUA ME MĀTUA TUTUKI /

Strategic Goals & Critical Success Factors

The following tables set out the strategic goals of the Board for each of the identified strategic priorities. The critical success factors are the key outcomes to be achieved by the Board.

ENVIRONMENTAL WELLBEING

Strategic Goal

The Trust is asserting and exercising its ownership responsibilities over the Caves and the Waitomo Stream

Critical Success Factors

- a. The Trust protect and enhance the Caves and the Stream.
- b. The Trust has a formative role in the development of policy and natural resource management in the rohe.
- c. The Trust conduct regular reviews to ensure it upholds all statutory and legislative obligations.
- d. The Trust has an effective relationship with councils and other stakeholders.

Strategic Goal

The Trust is connected to its taiao and understands the dynamic environmental system that underpins it.

Critical Success Factors

- a. The Trust ensure regular assessments of the health of the Caves and the Stream and collect monitoring data.
- b. The Trust has established a range of environmental projects and initiatives to improve the health of the Caves and the Stream, including exploring options with its stakeholders.
- c. The Trust facilitate workshops with its marae and other stakeholders to ensure their understanding of the health of the Caves and the stream.
- d. The Trust has effective relationships with surrounding Māori entities.

CULTURAL AND SOCIAL WELLBEING

Strategic Goal

The Trust is responsive to the needs of its people.

Critical Success Factors

- a. The Trust develop a range of innovative tools that provide a portal for engagement.
 - b. The Trust develop and deliver on a communications strategy.
 - c. Where appropriate, the Trust partner with other agencies to ensure positive outcomes for whānau.
 - d. The Trust is alert to and engage on local, regional and national issues impacting its whānau.
 - e. The Trust has measurement tools in place to monitor the effectiveness of the communication and engagement initiatives.
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Strategic Goal

The people of Ruapuha Uekaha are supported in learning and education.

Critical Success Factors

- a. The Trust provide benefits that support the educational aspirations and achievements of its people.
 - b. The Trust develop employment pathways with partners to support the skills development and higher learning of its people.
 - c. The Trust have measurement tools in place to monitor the effectiveness and relevance of its support mechanisms.
 - d. The Trust facilitate, support and develop leadership capability and mentoring programmes.
-

Strategic Goal

The Trust is responsive to the needs of its marae.

Critical Success Factors

- a. The Trust engage regularly with its marae.
- b. The Trust provide assistance to support the needs and aspirations of its marae.
- c. The Trust has measurement tools in place to monitor the effectiveness of its support of the marae.

CULTURAL AND SOCIAL WELLBEING

Strategic Goal

The history, reo and mātauranga of Ruapuha Uekaha is captured, maintained and practiced.

Critical Success Factors

- a. The Trust provide access to resources and events for the people of Ruapuha Uekaha to learn more about their history and heritage.
 - b. The Trust support, promote and encourage initiatives for the mātauranga and reo of Ruapuha Uekaha to be captured and taught.
 - c. The Trust host events that acknowledge and celebrate its heritage and history.
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Strategic Goal

The people of Ruapuha Uekaha are healthy and active.

Critical Success Factors

- a. The Trust deliver events that promote healthy and active lifestyles.
- b. The Trust partner with other agencies, where appropriate, to ensure positive outcomes for its people.
- c. The Trust provide assistance for its kaumātua and kuia to support their health and wellbeing.
- d. The Trust has measurement tools in place to monitor the effectiveness of its health and wellbeing programmes.

STRATEGIC INTENT FOR THE CAVES

Strategic Goal

The Trust is prepared and positioned for the end of the lease in 2027.

Critical Success Factors

- a. The Trust get clarity on its intent for the Caves.
- b. The Trust have mapped out the process through to the lease expiry and have defined what success looks like; including:
 - Milestone dates;
 - Capability requirements; and
 - Relationships strategy with THL.

COMMERCIAL EXCELLENCE

Strategic Goal

The Trust grows the capital base, in consideration of its kaitiakitanga responsibilities.

Critical Success Factors

- a. The Trust have sound investment governance policies in place to ensure the team works from a foundation of shared understanding of its investment strategies, responsibilities, and accountabilities to its people.
- b. The Trust pro-actively look for investment opportunities.
- c. The Trust is rigorous in the evaluation of investment opportunities, and the ongoing monitoring and operational oversight of investments The Trust undertake.

Strategic Goal

The Trust is a leading economic and commercial force in the Waitomo area.

Critical Success Factors

- a. The Trust is an effective organisation.
- b. The Trust has deliberate and meaningful strategic partnerships.
- c. The Trust is a preferred and trusted investment partner for commercial ventures.
- d. The Trust develop a pipeline of potential investment opportunities.
- e. The Trust have high-performing governance and management teams.
- f. The Trust seek independent expert advice as required, to support the board in making informed decisions.

OPERATIONAL EXCELLENCE

Strategic Goal

The Trust have a high-performing governance team.

Critical Success Factors

- a. The Trustees work constructively together in an environment of mutual respect for diversity in thought, background and expertise.
 - b. The Trust have identified skill gaps in its governance team and provided development programs, to uplift internal capabilities.
 - c. The Trust have clarity of roles and responsibilities around decisions, to ensure effective and efficient Board committees.
 - d. There is effective reporting to the Board to support its decision-making and evaluation process, including all investment entities.
 - e. The Trust employ technology to improve efficiency of performance.
 - f. The Trust develop a risk register to provide visibility of the key risks.
 - g. The Trust develop a succession plan.
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Strategic Goal

The Trust have a high-performing management team.

Critical Success Factors

- a. All members of the management team have professional development plans.
- b. The Trust have identified skill gaps in its management team and provided development programs, to uplift internal capabilities.
- c. The management team is appropriately resourced to perform its role.



TE WHAKAMAHERE RAUTAKI / The Strategic Cycle

Identifying and establishing the blueprint for its strategic direction is the starting point for achieving the Board's aspirations. Sound leadership, clear accountability structures and co-operation between all entities on the organisational structure chart are required to deliver positive results.

An Action Plan / Business Plan will be developed/reviewed within three months of the Board approving this Strategic Plan, to support the achievement and execution of each critical success factor, to ultimately achieve its strategic goals.

This Strategic Plan will be reviewed annually to ensure that it remains aligned to the aspirations of the Board and its beneficiaries; and meets market best practise. In addition, the Strategic Plan will be reviewed if any material changes occur in relation to the design or operation of the Trust.

The Trust will also review the progress of the strategic goals, in the form of quarterly reports from the Manager, which will measure success and alignment with its overarching vision and mission statements.

It is also important that there is transparency and accountability to beneficiaries, which will be supported by reporting the actions and results of the Board at Annual General Meetings ("AGM").