

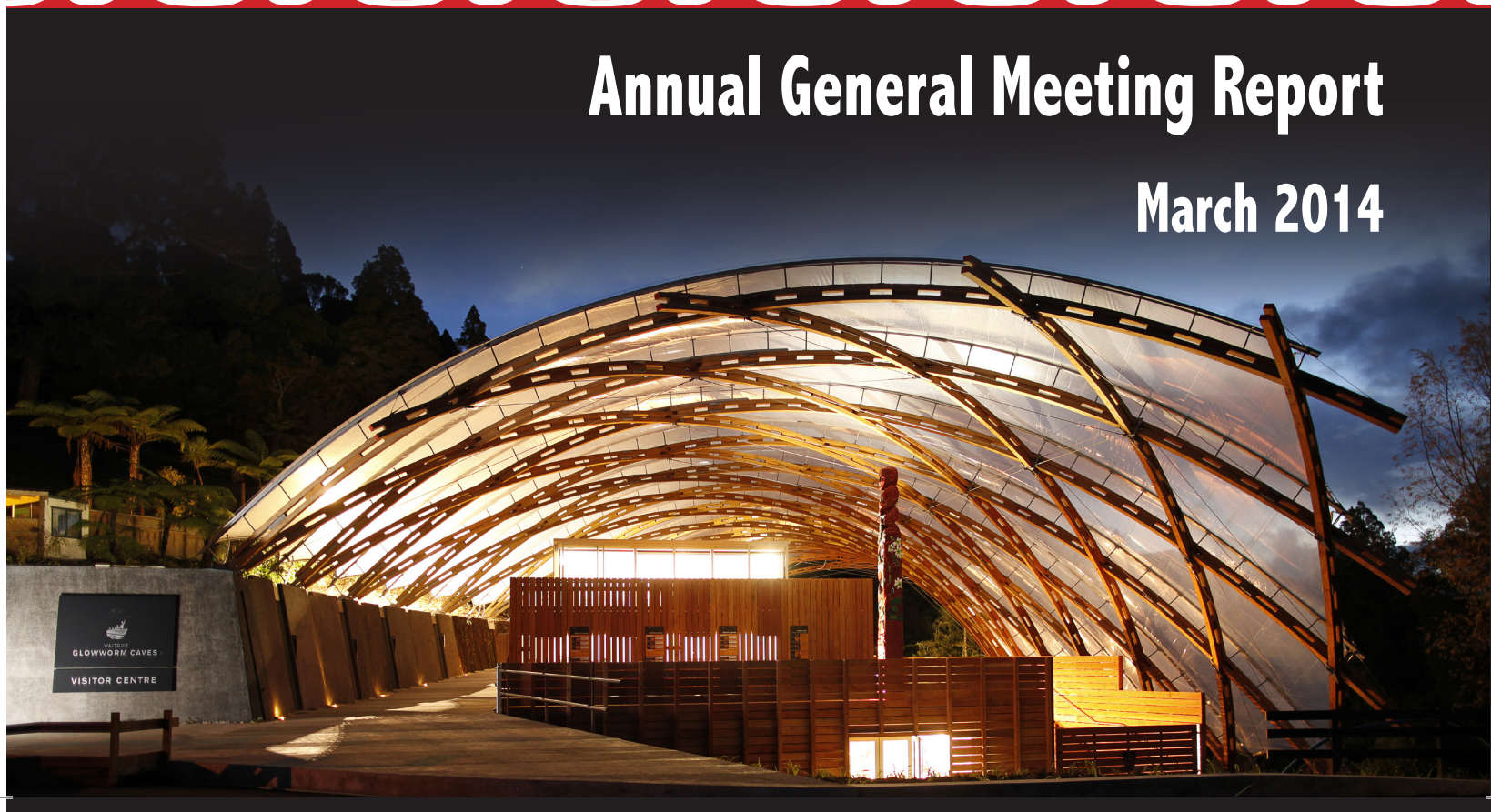


RUAPUHA UEKAHA HAPŪ TRUST



Annual General Meeting Report

March 2014



Whakarongo ake ki te tangi a te manu nei
A te maa-tui, tui tu....i, tuituia
Tui i runga, tui i raro
Tui i roto, tuia i waho
Ka rongo te po, ka rongo te ao
Tuia i te muka tangata i taakia mai
I Hawaiki nui, Hawaiki roa
Hawaiki paama-mao te hono ki wairua
Kite whai ao, kite ao marama

Listen to the cry of the bird
The female tui unite, unite, united
Unite above, unite the depth
Unite within, unite the outer
Hear this oh night, hear this oh world
United by the bonds of man, originated from
The Hawaiki beyond
To the joining of the spirits
From the outer world, world into light.



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mihi

E nga mana e nga uri o ratou ma e mihi atu nei kia tatou katoa
i tui tuia kia kotahi i roto i te hapu o Ruapuha me Uekaha ki Waitomo.
Ka mihi ki te hau kainga a Ngati Rora mo koutou manaakitanga o
koutou kaitiaki o tatou whare tupuna o Te Tokanganui a Noho.
Nga mihi, Nga mihi, Nga mihi.

The Trustees invite its members to read this report which outlines the
activities of the Trust in the last financial year and the direction the
Trust will be taking over the next three years.

Kia hora te marino

Kia whakapapa pounamu te moana

Kia tere te karohirohi

I mua i tou huarahi



our vision

to connect and to reconnect our people
to their whanau and their whenua

our mission

managing and enhancing Trust assets within
a long term vision to support our people

our values

to follow in the footsteps of our tupuna and
unite to take care of one another and to look
after our resources

our goal

to build a strong and sustainable organisation
capable of assisting its people into the future

the trust

Established in 1990 the Ruapuha Uekaha Hapu Trust is charged with the responsibility of managing the Trust's assets to benefit the people it serves by increasing their opportunities in life and by strengthening their hapu identity. It must also safeguard the Waitomo Glowworm Caves to ensure that it provides for the generations yet to come. Building a strong and sustainable organisation is essential to achieving these goals.



trustees



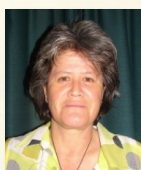
Peter Douglas is the Chairperson of the Trust and CEO of Te Ohu Kaimoana, a statutory organisation dedicated to the advancement of Maori interests in the marine environment. He has held senior roles in the Ministry of Social Development; Department of Child Youth and Family Services; Department of Prime Minister and Cabinet; and Business Banking for Westpac. Peter has a Master of Public Administration from Harvard University.



Josephine Anderson gives guidance on all matters relating to the settlement of the Waitomo Lands claim (Wai 51). She also provides invaluable knowledge about the historical heritage of Ngati Uekaha and Ngati Ruapuha. Josephine is a member of the Caves Management Committee.



Angela Pope is legal counsel for an international trustee company. Before taking up this role she practiced in an Auckland law firm where she specialised in business law, trusts, commercial contracts, financing and Maori land law. Angela serves on two other trusts located in the King Country.



Lynn Green works for Ngati Maniapoto Marae Pact Trust as the coordinator of the kaumatua programme. Her association with the Trust dates back to the late 1980's when she assisted the Working Party with the Wai 51 claim. Lynn has served on a number of whanau and marae trusts and is a member of the Caves Management Committee.



Steve Keung is currently the Director of Whanau Tahi Ltd which is involved in the development and distribution of software applications. He has held roles as Finance Director and Chief Financial Officer in companies involved in Agriculture; Education; Film and Entertainment; as well as experience with Big Four Accounting firms in San Francisco and Auckland. He chairs the Investment Committee and Education Steering Committee. Steve is a committed family man to his wife Cindy and his three children Sierra, Crystal and Jacob.



Hiria Love has a background in tourism and administration. She currently works for Te Wananga o Aotearoa and recently completed a degree in Iwi Environmental Management. Hiria is a member of the Caves Management Committee and is involved in environmental planning for the Trust.



Chuck Davis followed the family tradition and qualified as a carpenter before changing to a career in local government. Since 1991 he has worked as Te Pou Takawaenga (Iwi Liaison Officer) to Waipa District Council and is responsible for civil defence in that district.



Norman Tane has been a Trustee since 1990 and worked for several years as the Manager of the Trust.

management & advisors



Miria Davis manages the business affairs of the Trust and is also involved in strategic development. Her interest is in helping hapu members realise their potential and she coordinates a number of hapu initiatives to achieve this. Miria is a member of the Caves Management Committee & Education Steering Committee.



Joanne McCracken provides specialist advice to the Trust on land and building administration. As a member of the Caves Management Committee her role is to ensure that the lessee fulfils the obligations of the Lease. Joanne is a Director of APL Property Rotorua.



Greg McCarthy provides the Trust with financial and commercial advice and assisted in negotiating the operating lease with THL, which incorporated the redevelopment of the new visitor centre. Greg's role on the Caves Management Committee is to ensure that internal & external audits of the cave business are undertaken thoroughly. Greg is a Director of Sutton McCarthy Limited.



John Koning is the Trust's solicitor. He provides legal advice on a wide range of matters including Maori land, contracts and litigation. John worked as a Research Officer at the Waitangi Tribunal and Senior Historian at the Crown Forestry Rental Trust. For the past 10 years John has practised almost exclusively in Maori land law, resource management and estate litigation. John is a Director of Koning Webster Lawyers.

economic development

'A strong economic base will build a better & brighter future for our people'

Economic Development Strategy 2013-2027 Towards 2027

In planning for the future the core focus of the Economic Development Strategy is on preparing and positioning the Trust for the full return of the Waitomo Glowworm Caves in 2027 whereby it fully participates in the ownership and operational management of the Caves.

The purpose of the Strategy is to guide the next 13 years of developing the Ruapuha Uekaha Hapu Trust to increase further its mana, culture, people, economy and wealth as a hapu and community. The Strategy takes the Trust's investment portfolio and ongoing Caves royalty as the means to develop its people and place, assisted by developing and growing relationships.

Portfolio: optimize the risk/return and invest successfully in the right areas by focusing the Trust's investment into activities where there is regional, national and international comparative advantage.

People: focus on skills development by supporting, encouraging and guiding hapu members into jobs and businesses and to underpin the Trust's role and drive to be a key tourism operator at Waitomo Caves.

Place: the Caves provide a base from which to invest locally thus supporting and developing a thriving community where people want to live and work.

Relationships: actively pursue existing and new relationships with Maori and non-Maori organisations to attract interest and support for the Trust's activities.

The Strategy has a vision, mission statement, outcomes and framework. The vision is based on the aspirations of the Trust. The mission statement and outcomes are how the Trust will know that the vision has been achieved for its members. The Framework outlines how the Trust will achieve the desired outcomes.

'Mana whenua will be restored in the fullest sense when we resume the operational management of the Caves. We will become the navigators of our future'



vision

'A sense of Place, A sense of Pride'

The Strategy provides opportunity in the Waitomo Caves District. A 'sense of place' suggests that development needs to firstly occur 'at home' before moving outwards. A 'sense of pride' will come from what has occurred at home from an economic, cultural and community perspective.

mission

'The Ruapuha Uekaha Hapu Trust has a sustainable investment portfolio that can be leveraged for economic, cultural and community development'

The mission statement draws on the four themes of portfolio, people, place and relationships. Each one of these themes moves across the framework of preparation, positioning and participation.

The Trust is shifting from a passive to a direct approach between investment and economic development. With sound risk management, investment and managerial capability, the Trust will move from leasing its major asset, the Waitomo Caves to maximizing the return of the resource to provide income and then maximising the wellbeing of hapu trust members.

The Strategy will ensure the Trust takes a key role in encouraging and supporting education, cultural, employment, social and environmental development.

The Strategy will ensure the Trust partners and collaborates with other economic development projects and opportunities in the region and beyond. This includes local, regional, national and international development initiatives. Participation in such activities will support and leverage outcomes greater than what would be achieved by acting alone.

framework

The framework for the strategy will use Preparation, Positioning and Participation as stepping-stones towards the return of the Caves to the owners by or before the year 2027. Whilst circumstances can and probably will dictate movement between stepping stones this will be on the basis of a solid footing as this movement occurs.

Preparation: The Trust begins preparing through leveraging its assets & investments, and by investing in skills, knowledge, relationships and experience.

Positioning: The Trust positions itself as a leader and driver of economic, cultural, and community development.

Participation: The Trust demonstrates leadership as an active participant in economic, cultural, and community development.

The Caves and the work of the Trust provide the foundation for implementing the Economic Development Strategy. Regaining full control of the Caves underpins the Trust's strategy.

education

'Our desire is that our people lead prosperous & productive lives and take their place as future leaders of the hapu and of their communities'

The Trust recognises that education is one of the essential keys to all wellbeing. That obtaining a recognised skill or qualification has a decisive impact on personal and whanau life. To assist members to achieve their goals in life an Education Strategy has been developed. It outlines how the Trust will assist its people.

Strategy

To provide active visionary support for our young people and our whanau.

Pilot small roopu programmes, evolve & develop as manageable and create a model that can be used by whanau or volunteers interested in supporting our young people's success in education.

Who will the education strategy help?

It focuses on supporting our tamariki, rangatahi, tauira doing tertiary study and adults wanting to up-skill or retrain.

It focuses on helping parents to support their children's learning.

The Proposed Initiatives for 2014-2015

Establish a forum to assess how we can assist our young people's learning & studies.

Provide financial assistance towards schooling & study Facilitate parent workshops to support their tamariki's learning.

Support Gateway Camps & Gateway work experience opportunities in Waitomo.

Facilitate provider access.

Investigate online learning opportunities.

Strengthen Maturanga Maori & te reo through wananga.

Develop an iwi and sector scholarship and grants database.

Develop a regular communication link via social media.

Investing in our young people's education will build:

- Strong literacy & numeracy skills
- Good study habits & work ethics
- Self-esteem, commitment & confidence
- Careers awareness & options





workforce development strategy

'Plan for tomorrow by growing our leaders today'

Taking over the operational management of the Caves will contribute further to the economic viability and sustainability of the Caves, the Trust & its people.

In order to prepare for this the Trust needs to develop an effective and sustainable workforce to successfully operate the Waitomo Glowworm Caves. The workforce will come from hapu members living in Waitomo, Otorohanga, Te Kuiti and from the diaspora spread throughout New Zealand. It may even draw upon hapu members living overseas.

Developing careers for rangatahi and up-skilling the current workforce is an important aspect of the strategy. Recruiting hapu members with existing executive management skills may also occur. However, the timeframe ahead of us gives the Trust the opportunity to grow leaders from our own pool of young people.

The Trust is presented with an opportunity to develop a business that is run by hapu capability and capacity. This would add value to the current tourism offering by including the cultural heritage of our people to the natural heritage experience of the Caves.

To operate the Caves we need people with excellent administration, management & accounting skills, people who are IT savvy, people that have a flair for food, marketing & human resource people, scientists, maintenance people, top quality guides, skilled retail people, event planners and people with te reo and strong links to their whanau, hapu & iwi.

Why do this?

As kaitiaki we are the best people to look after its environs & the manuhiri who come to visit.

It presents us with the opportunity to employ & train our own people.

The tourism sector offers a wide range of career opportunities for our people to work in.

When we take over the operational management of the Caves we complete the Wai 51 settlement & return with our tupuna to our whenua.



workforce development framework

Outcomes	Structure of Framework		
	▲	▲	▲
Strategies	RUHT Strategic Plan 2013-2017	Economic Development Strategy 2013-2027	Education Strategy
	▼	▼	▼
Strategic Outcomes	RUHT is a strong and sustainable organisation	RUHT is positioned as a strong and active leader	Our people are well educated and skilled
	▼	▼	▼
RUHT's Vision	To connect and to reconnect our people to their whanau and whenua	A Sense of Place, A Sense of Pride	Our desire is that our people lead prosperous and productive lives and take their place as the future leaders of the hapu and of their communities
Workforce Development Goals	To grow leaders		
	▼	▼	▼
Workforce goals	Goal One: Develop an effective and sustainable workforce to operate the Caves	Goal Two: Support the Waitomo/Otorohanga/ diaspora environments to grow and develop the Waitomo Glowworm Cave workforce	Goal Three: Develop careers for rangatahi and up-skill the existing workforce at the Waitomo Glowworm Caves
Objectives and Pathways	1.1 Kaitiakitanga 1.2 Work with Tourism Holdings Ltd (Lessee) 1.3 Education and Training 1.4 Cadetships and Scholarships	2.1 Workforce Planning – workforce profile, competencies, roles etc 2.2 Information and research 2.3 Stakeholder Relationships 2.4 Tourism Careers 2.5 Accommodation in Waitomo for workforce is required	3.1 Career Planning – PATH (planning alternative tomorrows with hope) 3.2 Education and Training 3.3 Cadetships and Scholarships
	▲	▲	▲
Outcomes	The mauri of the Caves is maintained	RUHT creates a well trained workforce	The potential of our people is realised through education, employment and the generation of wealth

What Initiatives will be introduced?

- Conduct a workforce profile of RUHT members (i.e census, survey, secondary data analysis)
- Develop career pathways for the tourism workforce at the Glowworm Caves
- Develop strategies for the workforce in respect of kaitiakitanga of the Caves; strong governance; wider objectives of hapu development

financial performance 2013

RUAPUHA UEKAHA HAPU TRUST		
Statement of Financial Performance and Change in Trust Equity For the Financial Years Ended 31 March		
	2013	2012
INCOME		
Caves Royalties	913,774	876,924
Investment	424,386	217,753
<i>Total Income</i>	<u>1,338,160</u>	<u>1,094,677</u>
EXPENDITURES		
Contributions	14,391	-
Funds Management	14,621	17,077
Meetings and Events	47,072	27,510
Caves Management	17,495	18,963
Research	17,973	13,055
Administration	66,611	41,776
Depreciation	10,041	11,258
Audit and Accounting	15,915	15,915
Legal	17,330	17,077
Insurance, Rates, Levies	21,629	9,368
<i>Total Expenses</i>	<u>243,078</u>	<u>171,999</u>
<i>Net Income before Tax</i>	<u>1,095,082</u>	<u>922,678</u>
Less: Tax	(164,594)	(167,068)
Net Income	<u>930,488</u>	<u>755,610</u>
Trust Equity, beginning	5,203,633	4,600,651
Less: Non-Deductible/Capital Items	(56,991)	(152,628)
Trust Equity, ending	<u>6,077,130</u>	<u>5,203,633</u>

financial position 2013

RUAPUHA UEKAHA HAPU TRUST		
Statement of Financial Position At 31 March		
	2013	2012
	\$	\$
ASSETS		
Cash	38,766	63,673
Investments		
Funds under Management	4,632,812	3,690,022
Forestry	523,478	521,348
<i>Total Investments</i>	<u>5,921,874</u>	<u>5,001,724</u>
Related Party	726,818	726,681
Property Plant and Equipment	136,664	145,854
<i>Total Assets</i>	<u>6,824,122</u>	<u>5,937,932</u>
LIABILITIES		
Creditors	24,511	11,817
Accrued Liabilities	162,599	162,600
Related Party	559,882	559,882
	<u>746,992</u>	<u>734,299</u>
TRUST EQUITY	<u>6,077,130</u>	<u>5,203,633</u>

Jonathan Hurst & Associates

CHARTERED ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Beneficiaries of Ruapuha Uekaha Hapu Trust

Report on the Financial Statements

We have audited the financial statements of Ruapuha Uekaha Hapu Trust on pages 2 to 14, which comprise the statement of financial position as at 31st March 2013, and the statement of financial performance, statement of movements in equity and schedule of property, plant and equipment for the year then ended, and a summary of significant accounting policies and other explanatory information.

Trustees' Responsibility for the Financial Statements

The trustees are responsible for the preparation and fair presentation of these financial statements in accordance with generally accepted accounting practice in New Zealand and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our modified audit opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Ruapuha Uekaha Hapu Trust.

Basis for Qualified Opinion on Financial Position and Financial Performance

Advance to Tanetitorau Opataia Whanau Trust

The Trust has made advances to Tanetitorau Opataia Whanau Trust of \$714,681 of which \$46,163 is in relation to the Backpackers Hotel Development. The Trustees are currently unable to provide us with satisfactory evidence as to the eventual recoverability of these advances, and it appears that this balance may be written off or considered a distribution, subject to resolution of a proposal regarding amendments to the relative interests of the members.

Qualified Opinion on Financial Position and Financial Performance

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion paragraph, the financial statements on pages 2 to 14:

- Comply with generally accepted accounting practice;
- Give a true and fair view of the financial position of the Trust as at 31st March 2013 and the results of its operation for the year ended on that date;
- Give a true and fair view of the cash flows of the Trust for the year ended 31st March 2013.

Jonathan Hurst & Associates
28th November 2013
Te Awamutu


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hapu members assisting the Trust to reach its goals



Trish Davis developed the Workforce Strategy which guides how the Trust will prepare to take over the operational management of the Caves. Trish is CEO of Te Rau Matatini which is an organisation involved in workforce development in the health sector. She has worked in the health and disability area in senior funding and planning roles for over 20 years. Her most recent positions have been with the Ministry of Health where she held national leadership roles in funding, planning and purchasing of disability services in the health sector.



Dr Daniel Hikuroa is the Research Director of Nga Pae o te Maramatanga, National Centre of Research Excellence. He is an Earth System Scientist with interests in the integration of mātāuranga Māori and science to realise indigenous development. Based on his geological background Daniel was seconded to the Waitomo Caves Management Committee and Waitomo Caves Environmental Advisory Group in 2012. Daniel's participation in these fora ensures the Trust builds capability in the environmental and scientific management of the Caves.



Ariana Hemara-Wahanui is the Editor of Tomokia, the Trust's panui. Her interest is in helping the Trust to share their activities with its members in a way that is both interesting and easy to understand. When she is not helping the Trust Ariana is a Senior Advisor for the Ministry for Primary Industries. Her role involves management of strategic relationships and projects that enable Māori Primary Sector participants to establish partnerships and access programmes that lift productivity of their Primary Sector asset. Ariana has a Master of Science from Otago University.



CJ Hemara is our social media and IT savvy 'young star' who has recently taken on the role of managing the Trust's face book page. CJ updates the page regularly with news about the Trust, job vacancies at the Caves, hui in the rohe, education grants on offer and so on. CJ is also part of the administration team for the Trust and is studying a Certificate of Management from the New Zealand Institute of Management.

The Trust would like to acknowledge Liane Green and Lloyd Keung for their assistance in developing the Education Strategy. Liane and Lloyd both have extensive experience as educators. Liane currently teaches at Te Wharekura o Maniapoto and Lloyd recently retired as a science teacher. The implementation of the Education Strategy will be a primary focus for the Trust this year.

some Trust activities in 2012-2013

communication strategy

2013 saw the Trust develop initiatives to register hapu members online and in April 2014 the Trust's online database will go live allowing hapu members to register and update their own details. This will coincide with the launch of the new hapu website that will deliver more services and information to hapu members via the internet.

As part of communicating more regularly with hapu members the Trust recently launched its first e-Newsletter (Tomokia) which will go out on a quarterly basis and has appointed CJ Hemara to manage updates and queries on the Trust's face book page.

registration

Last year the Trust undertook a registration drive which resulted in over one thousand hapu members been added to the database. There are now just over 4000 people registered with the Trust. The Trust believes that there are still many hapu members who remain unregistered and encourages everyone to 'put the word out' to whanau about the importance of registering. Understanding how many hapu members there are and where they live is an important aspect of allocating resources and planning for the future.

community engagement

In 2012-2013 the Trust participated in a number of community activities including the urban structure planning process for Waitomo Caves. The purpose of the urban structure plan is to facilitate improvements to hard and soft infrastructure in the village and to manage growth and development in the area. A major focus for the Trust has been to ensure that hapu and whanau are engaged in the process so they can 'have a say' on the future of Waitomo. The Trust will continue to be involved in this process throughout 2014.

In 2012 the Trust made a contribution to the Waitomo Catchment Trust which coordinates a water quality programme in the upper catchment of the Waitomo River by encouraging landowners to fence off wetlands, streams

May the calm be widespread
May the ocean glisten like greenstone
May the shimmer of light
Ever dance across your pathway

and erosion prone areas from stock. The benefit of this programme has seen a marked improvement in the water flowing through the Glowworm Caves. This is an important programme for the Trust to continue supporting as it has a direct benefit to the habitat of the Caves.

Waitomo hosted the Australasian Cave and Karst Management Association 2013 Conference which was attended by members of the hapu including the guiding staff from the Glowworm Caves. Both Peter Douglas and Daniel Hikuroa gave presentations on the conference theme of 'Triple Bottom Line' which were well received. The conference was an excellent forum to learn more about cave habitats and management systems for tourism operations. The research provided prompted the Trust to facilitate a study of glowworms in the Glowworm Caves which is currently being undertaken by Troy Watson. The Trust was also a sponsor of the Conference.

building relationships

2012-2013 saw the Trust engage with three major Maori tourism operators, Ngai Tahu Tourism, Whalewatch Kaikoura and Mitai. At the invitation of Kaikoura Whalewatch the Trustees travelled to Kaikoura to learn more about their success as a Maori owned tourism business. The success of these businesses is inspirational and has contributed to the Trust formulating its own plans to take over the operational management of the Glowworm Caves in or before 2027.

'Ko te matakahi maire
Like a wedge of maire;
bold & committed'





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