

Te Ara Matakite o Huiarau Te Ruapekapeka



The Pathway to the Future of Huiarau Te Ruapekapeka

December 2011



Ruapekapeka Pa Management Trust

Version Number	Date of Revision	Author
1	6 December 2011	participants of planning meeting
2	25 January 2012	participants of planning meeting
3	17 Febuary 2012	Maria Butcher



Inoi

He Mihi



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1. Introduction

2. Context of the Strategic Plan

3. Participants

The people who participated in the construction of the plan were:

Johnson Davis

Te Ra Nehua

Allan Halliday

Raumoa Kawiti

Peeni Henare

Kate Martin

Maria Butcher*

(*Department of Conservation)



4. The Name

The name “Te Ara Matakite o Huiarau Te Ruapekapeka” was derived from some discussion on the things we wanted reflected in the plan and had consideration of the following:

- That the plan reflect the future direction/vision for the Ruapekapeka pa and Huiarau encompassed by the Te Ruapekapeka Pa Historic Reserve;
- That the name encompasses a broad range of aspirations for Te Ruapekapeka, including the areas of conservation, economic advancement, education, relationships, preservation, history.

5. Nga Moemoea

The future aspirations that the participants had for Te Ruapekapeka:

- Hapu ownership
- Upholding the cultural integrity/wairua
- Nature (birds and trees) flourishing
- Reconstructed Maori Village
- Archaeological features protected
- No pest animals (rabbits, pigs and chickens)
- No weeds (gorse, bracken fern etc.)
- Rebuilding of the pa
- Archaeological research (identify, mark and protect the L-shaped grave)
- Visitor Centre with Ruapekapeka taonga on display
- Locally made Maori arts and crafts for sale at the visitor centre; arts centre (carving school)
- Cafe
- Pou whenua of all the different hapu and rangatira
- World-class interpretation
- Guided tour being held by the hapu
- Bus-loads of tourists: national and international
- Children, school groups
- Jobs
- Developing the track to the British Main Camp; interpretation
- Archival centre (research, taonga, preservation)
- Adding more land to the current Historic Reserve area
- A marae
- Intellectual property is protected
- Good relationship with key stakeholders (e.g. Corrections Department – get the PD workers in there; DOC and Historic Places Trust; schools; funding agencies; all the different hapu)



- Self-sustaining and self-funding: good governance, good management and good structures
- Education packages for school children Whare tu taua
- Joint ventures
- Secure a water supply and water storage
- Aviary
- Access (physical and intellectual); publicity and visibility



6. Achievements

It was decided that this plan would be a 3-year plan commencing from the end of January 2012, finishing in 2015.

Six main achievements were identified as being the outcomes we will produce within this 3 year timeframe. They are achievements that we consider “possible” and “positive” and which best aligned with the hapu aspirations.

ACHIEVEMENT 1: Key planning documents adopted

MEASURE:

- i) Trust Deed reviewed and adopted
- ii) Strategic Plan adopted
- iii) Management Plan adopted
- iv) Funding Strategies Plan adopted
- v) Communication Plan adopted
- vi) Policies and Procedures Plan adopted
- vii) Business Plan adopted

ACHIEVEMENT 2: That the cultural and natural environment is protected and enhanced

MEASURES:

- i) Planting Plan revised and completed
- ii) Stage 1 of planting programme completed
- iii) Pest animals are controlled at acceptable levels (e.g. not causing any damage to the pa or the earthworks at the British Position; not causing an adverse affect to the bird population)

ACHIEVEMENT 3: Relationships with key stakeholders strengthened

MEASURES:

- i) Identify and engage with key stakeholders
- ii) MOU with DOC is written, actioned, and reviewed
- iii) Dignataries of key stakeholders attend at least one event at Ruapekapeka each year



ACHIEVEMENT 4: Wananga relating to Ruapekapeka are held

MEASURES:

- i) at least three wananga are held (one per year)
- ii) wananga to have cultural educational and promotional outcomes
- iii) [other measures to be finalised]

ACHIEVEMENT 5: complete a commercial capacity assessment to guide future development

MEASURES:

- i) capacity assessment has been considered by the board
- ii) preferred ventures have been defined and identified
- iii) fiscal feasibility has been identified

ACHIEVEMENT 6: Interpretation/Visitor Information

MEASURES:

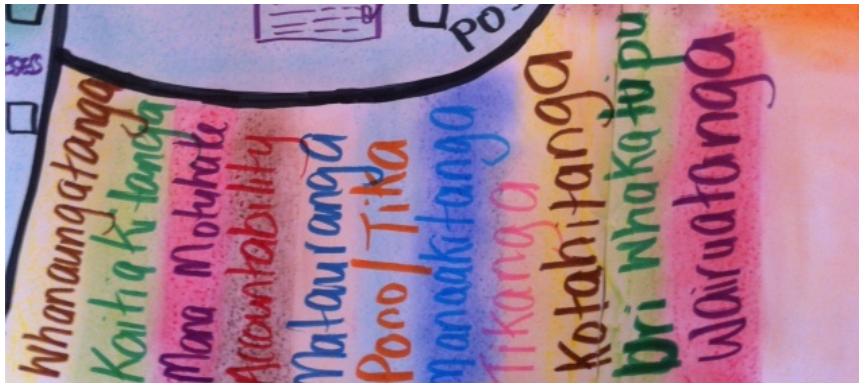
- i) complete VIP
- ii) website has an administrator (actively updated etc.)
- iii) review existing interpretation signage



7. Values

The things that will guide decision making and the allocation of time, energy and resources are:

- Whanaungatanga
- Kaitiakitanga
- Mana Motuhake
- Accountability
- Maturanga
- Pono/Tika
- Manaakitanga
- Tikanga
- Kotahitanga
- Uri Whakatupu
- Wairua
- Aroha



8. The Now

We have a new draft trust deed which is near completion. There is a draft MOU with the Department. The VIP is in production. We have virtually no money or income. Human resources (internal and external to the Board) are limited. There are at present seven trustees. No planning documents have been produced as yet. There is a draft planting plan in place; planting work and maintenance is ongoing. There is a draft health and safety plan which is near completion. The Trust has a concession to undertake guided walks at Ruapekapeka. There is an oral histories project which is at present incomplete (the oral history recordings are at present held at the Whangarei Museum). There is a lack of engagement. We are uncertain of viability. There are no annual events or wananga by this group. There are no cultural tourism ventures operated by the Trust. There is an existing relationship with the Whangarei Museum (they store the oral histories and a collection of Ruapekapeka Taonga at present). The Trustees are busy.



9. Enrolment

- Us (trustees, hapu): commitment, communication
- DOC (Maria and Shaughan): historical knowledge, relationship, resources
- Kiwa Whatarau: significant commercial feasibility skills, risk assessment skills
- James Fong (lawyer: significant legal skills in the area of trust setup, management of trusts, businesses)
- Debbie Power: advisor to the Prime Ministers office (influence)
- Whare tu taua: time, human resource, knowledge sharing capabilities
- Rachael Ropia (NRC): funding for the stage one planting plan
- Ian Peters/Walter Wells (TPK): funding
- Glennis Barbara Phillips: Ma te Reo funding
- Manuka Henare (business school in Auckland): business, funds
- Solomon Tipene (WDC): relationships and networks
- Shane Whatarau: whakaaio, wananga
- Internal Affairs: funding advise
- Te Warahi Hetaraka: Matauranga, relationships



10. Stronger

The skills, knowledge and relationships that we have identified that we have or need to develop this plan are as follows.

SKILLS:

These skills are needed to develop the plan:

Policy and procedure
Communication
Planning
Report writing
Time management
Information, technology and communications
Te reo

KNOWLEDGE:

The areas of knowledge needed to develop the plan are:

Resourcing
Cultural tourism knowledge
Ability to do a capacity assessment
Funding
Matauranga
Tikanga

RELATIONSHIPS:

The main relationships needed to strengthen and develop to support the development of the plan are:

Ropu Maori
DOC
TPK
Whangarei Museum
T.R.A.I.O.N
Ngati Hine
Destination Northland
Elite Tourism NZ
NZHPT
Tourism NZ
NRC/FNDC/WDC



Ernst and Young
Disabilities
Government
Ministry of Education
Internal Affairs

11. Blocks:

Some of the acknowledged barriers to face and find solutions to are:

Lack of resources (money)
Lack of time
Ourselves (individuals)
Group dynamics
Illness
Poor commitment
Poor communication
Hidden conflicting agendas

12. Key Performance Indicators:

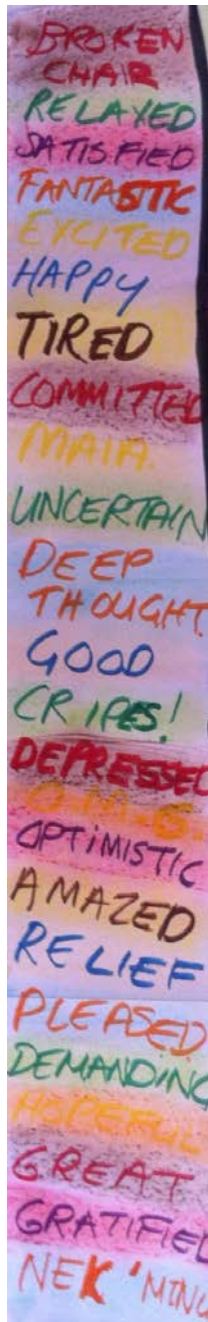


	first steps	24 October 2012	24 July 2013
Achievement 1: key planning documents adopted	<i>29 February.</i> Sub-committee to meet and to produce project plan. Johnson, Kate.	new Trust Deed adopted Strategic Plan adopted working draft of the communication plan, business plan, and funding strategy completed	working drafts of all (other) planning documents are completed
Achievement 2: cultural and natural environment protected	<i>10 February.</i> A planting project plan is completed by Allan with Maria assisting.	Funding applications submitted. Planting in priority areas underway.	priority areas completed (although on-going maintenance/replacement will be needed); planning for stage 2 underway
Achievement 3: relationships with key stakeholders strengthened	<i>8 February.</i> Each trustee to prepare their own analysis of the draft MOU. Te Raa and Johnson.	MOU with Department and Trust is signed Identify other stakeholders and begin relationship building	MOU with Department adopted and operating; terms of review identified MOUs with other stakeholders in draft
Achievement 4: Wananga relating to Ruapekapeka are held	<i>1 February:</i> appoint/establish the sub-committee by Te Raa and Allan (to contact Peeni). Schedule the first meeting.	Wananga 1 completed	Wananga 2 delivered
		Wananga 2 preplanning completed	Wananga 3 preplanning completed
Achievement 5: complete a commercial capacity assessment to guide future development	<i>29 February.</i> Discussion paper prepared on scope, purpose and timeframe. Peeni and Johnson.	Define scope and potential consultants identified	Commercial capacity assessment draft underway
Achievement 6: Interpretation/Visitor Information	<i>1 February:</i> organise a sub-committee planning hui to construct Interpretation Action Plan (Kate, Raumoa, Allan).	On-site interpretation signage review commences VIP (website) launched	Review on-site interpretation signage complete; VIP is complete and operating

13. Feelings

Thinking about the plan and setting out on the hikoi to achieving the goals for the Trust's plan created a number of feelings and anxieties in the roopu. Some of these are identified below.

These feelings and anxieties are acknowledged so that they can be confronted, experienced and shared by all.



Broken chair!
Relaxed
Satisfied
Fantastic
Excited
Happy
Tired
Committed
Daring
Uncertain
Deep thinking
Cripes!
Depressed (mildly!)
O M G
Optimistic
Amazed
Great
Gratified
"Nek minute ..."



14. Appendix A: Risk Assessment

(to be completed)

risk	impact	likelihood	mitigation
illness	7	3	having a second portfolio holder record keeping dropbox (electronic storage)

0 = none

10 = maximum

NB: mitigation is required if impact + likelihood is greater than 10

