

Arapae Trust

**STRATEGIC
PLAN**

August 2006

INTRODUCTION

In 2005 the Arapae Trust engaged KCSM Consultancy Limited to undertake a Land Development Specialist Mentoring Report funded by Te Puni Kokiri. The report recommended that the trustees carry out a strategic planning review as a starting point for the implementation of a strategic plan.

The Strategic Plan is important for a number of reasons, including:

- Planning is an important exercise for any organisation and the long term plan is set out in a Strategic Plan
- It is important for trustees to have an idea of where they see the future for the Arapae Trust and its stakeholders
- The trustees need some criteria, terms of reference or reasons for making key decisions on behalf of stakeholders and the Strategic Plan helps provide that
- The Strategic Plan provides an opportunity for stakeholders of the Trust to have a say and provide input to the future direction of the Trust thereby providing further direction for the trustees who represent them
- The Strategic Plan is a useful document to explain to other parties where the Trust sees its future and can be used to enhance external relationships.

LEGAL STATUS

Arapae Trust was established as an ahu whenua trust pursuant to an order of the Maori Land Court dated 6 March 1997.

The current trustees are: Makareta Davis
 John Wi
 Rena Barlow
 Maurice Wanakore
 William Kidwell

The trustees administer 376.3071 hectares of Maori freehold land known as the Arapae No.1 Block. Approximately 328 hectares of the land is subject to a lease for a term of 20 years commencing on 1 July 2004. The remaining 48 hectares retained by the Trust comprises mainly forestry with some grazing and waahi tapu areas.

MISSION STATEMENT

To safeguard and improve existing land holding and focus on continual asset growth to enable the Arapae Trust to develop and implement sustainable initiatives capable of delivering better financial and social outcomes for stakeholders

VISION STATEMENT

To provide strong leadership by developing and implementing systems and processes that will enable the Arapae Trust to realise its mission statement.

TRADITIONAL VALUES

The following principles guide the Arapae Trust today and into the future. These principles will never be compromised in the name of development or in our quest to meet the strategic objectives of this plan.

Whenua

Land is the backbone of Maori. We acknowledge the importance it has played in shaping the Arapae Trust to where it is today. The Arapae Trust will never willingly enter into any type of development that has the potential to cause harm to the whenua, our resources or our people.

Kaitiakitanga

We acknowledge that we are merely caretakers of the land and will never sacrifice the health of the land and resources whatsoever. Kaitiakitanga is an important philosophy that will always be at the fore front of land use today and any development in the future.

Manaakitanga

The ability and responsibility to embrace and to value. The Trust will work towards embracing and valuing those who we have relationships, both old and new and any yet to be forged.

Aroha

To be caring and sincere.

Whakapono

To be honest, loyal and to act with integrity.

Tumanako

To adopt a strong, positive proactive approach.

GOALS AND OBJECTIVES

Goal One:

1.0 Develop a Strategic Plan for Arapae Trust

Objectives:

- 1.1 Arrange for development of a draft Strategic Plan to guide the future development and growth of Trust's assets.
- 1.2 Obtain input from stakeholders before finalising and approving the Strategic Plan.
- 1.3 Use the Strategic Plan as the basis for development of key strategic decisions and to set the future direction for the Trust.

Timeframe: *February 2007*

Goal Two:

2.0 Improve management and governance within the Trust

Objectives:

- 2.1 Establish management and governance systems within the Trust to address problems that have existed in the past.
- 2.2 Establish clear policies that provide guidance for trustee decision-making process.
- 2.3 Establish support networks to assist development of trustee skills, knowledge and expertise.

Timeframe: *On going*

Goal Three:

3.0 Maximise return from current Trust assets

Objectives:

- 3.1 Carry out a review of current Trust assets to assess potential viable land development options.
- 3.2 Implement strategies that improve and consolidate the Trust's current business operations.
- 3.3 Investigate opportunities that will allow the Trust to expand its current business operations.
- 3.4 Establish key relationships with other Maniapoto groups or organisations to assist Arapae Trust to maximise benefits for stakeholders.

Timeframe: *October 2006*

Goal Four:

4.0 Develop and implement asset expansion program

Objectives:

- 4.1 Develop strategies that focus on expansion options that broaden the economic base of the Trust.
- 4.2 Build strategic alliances within Maniapoto to explore business opportunities for mutual financial gain.
- 4.3 Focus on developing capacity through expansion, expertise in key sectors and providing work opportunities.
- 4.4 Evaluate and develop opportunities to diversify the Trust's economic base.

Timeframe: *April 2007*

Goal Five:

5.0 Investigate options to support Arapae stakeholders.

Objectives:

- 5.1 Develop internal Maniapoto strategic relationships to maximise opportunities to benefit stakeholders.
- 5.2 Develop strategies that maximise benefit streams to stakeholders including but not limited to new housing and employment initiatives.
- 5.3 Establish wealth distribution policies consistent with long term asset growth goal.

Timeframe: *On going*

Goal Six:

6.0 Develop a strong kaitiaki responsibility for the environment

Objectives:

- 6.1 Develop policy guidelines for sustainable utilisation and preservation of the land.
- 6.2 Encourage participation of stakeholders to increase awareness of the importance of these areas.
- 6.3 Develop guidelines for the safe use of chemicals on the block that relate to the farming operation

Timeframe: *On going*

Goal Seven:

7.0 Research and record the history of Arapae land

Objectives:

- 7.1 Carry out research of the land held by the Trust from its inception to today to highlight where the block has come from and to provide key information for shareholders and future trustees.
- 7.2 Record the history of the land in appropriate format so it is easily accessible.

Timeframe: *On going*

TRUST PRIORITIES

Priority 1 – Strategic Plan

- Develop and approve draft strategic plan.
- Obtain input and approval from stakeholders.
- Confirm final Strategic Plan.

Priority 2 – Capacity Assessment

- Carryout assessment of Trust's current position.
- Identify organisational strengths and weaknesses.
- Identify areas to improve management of assets.

Priority 3 – Development Plan

- Utilise Strategic Plan and Capacity Assessment to formulate a 5 year Trust Development Plan.
- The Development Plan will identify priorities and key tasks to be completed by the Trust over the 5 year period.
- The Development Plan will also identify asset growth opportunities.

Priority 4 – Capacity Building and Relationship Building

- Workshops with trustees to address key areas for immediate development and training.
- Establish relationships with key groups to assist capacity building process.

Priority 5 – Initial Implementation

- Build on relationships with key groups to kick start implementation of Development Plan.
- Implement any changes required to consolidate existing asset base to ensure Trust is obtaining optimum financial returns.

Priority 6 – Review Progress

- Undertake annual review of Strategic Plan progress.
- Determine if any amendments required