

NGĀTI MUTUNGA O WHAREKAURI IWI TRUST

ANNUAL PLAN

2015-2016

Ngāti Mutunga o Wharekauri Iwi Trust

ANNUAL PLAN

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1. EXECUTIVE SUMMARY

Welcome to the annual plan for the Ngāti Mutunga o Wharekauri Iwi Trust.

This document is a planning instrument that sets objectives for the Iwi Trust to achieve during the 2015-2016 financial year. These objectives set a clear direction for the Iwi Trust and provide a benchmark for accountability and performance measurement. The plan is a requirement under the Maori Fisheries Act 2004 (“the Act”) and a means of communicating Ngāti Mutunga o Wharekauri Iwi Trust intentions to trustees and beneficiaries.

The Iwi Trust has made pleasing progress during the course of the 2014/15 financial year objectives, and this is set to accelerate in the current year. The successful recognition of the Deed of Mandate by the Crown endorsing the Iwi Trust to proceed with settlement negotiations is a welcome development. It will provide much of the focus for the coming financial year.

The Iwi Trust has delegated running of the settlement negotiations to the Settlement Governance Group. Settlement funding has been allocated to the Iwi Trust. That said the Office of Treaty Settlements funds ‘after the fact’. Accordingly, a recoverable \$100,000 has been allocated to Treaty Settlements. It will be capitalised until the first tranche of funding is received from OTS at which point it will be operationalised.

Of equal importance is the successful completion of the Education and Reo strategies for Ngāti Mutunga o Wharekauri. The Implementation Plans are currently under negotiation with the Ministry of Education and Te Taura Whiri. Capital works associated with the plans will form one of the settlement platforms during the negotiations. The year will likely see the recruitment of FTEs to progress the education and reo aspirations of Ngāti Mutunga o Wharekauri

The regular components of our cultural support programme continue. The Ruia Kakano programme is now underpinned by the Reo and Education strategies. Whilst we didn’t start the education grant programme in the 2015 year as hoped for, this has been carried forward and is an integral component of the Education Strategy. The ability to fund this initiative is a direct consequence of the prudent management of the Iwi’s asset base that has seen the total value and income of the Iwi Trust increase.

The Iwi Trust staff capacity is set to increase in the short terms as additional support is brought in to support the strategic contracts and settlement process. The ability to provide quick response to on-island requirements will be enhanced as a result.

Consolidation of the Ngāti Mutunga asset base continues in the 2015/16 financial year. The Trust remains committed to the development of on-island economic initiatives. It has worked closely with its Asset Holding Company and looks forward to the receipt of the commissioned agricultural study. Equally, the need to maintain the integrity of the asset base and ensure increased returns is paramount. Balancing these requirements will require a continuation of the close working relationship between Trustees and AHC Directors.

Organisational discipline remains a fundamental focus for the Iwi Trust although this is tempered by the need to increase some expenditure to ensure the programme of delivery, and Iwi representation are facilitated. The Iwi Trust was under budget in the previous financial year and this discipline and attention to fiscal prudence remains.

The Iwi Trust has set itself an ambitious programme of increased activity, increased distributions, cultural development programmes, enhanced AHC performance, and increasing the voice of those it represents. It is also committed to negotiating a comprehensive settlement of the Iwi’s historical treaty grievances in the coming financial year.

2. INTRODUCTION

This annual plan is required for the Ngāti Mutunga o Wharekauri Iwi Trust and its Asset Holding Company under their respective Trust deeds, constitutions and the Maori Fisheries Act 2004.

Iwi Trust Annual Plan

This must include:

- Objectives.
- The policy in respect of sales and exchanges of Settlement Quota.
- Any changes in that policy from the previous year.
- Any proposal to change the constitutional documents of any Asset Holding Company, fishing enterprise, or other corporate entity.

Asset Holding Company

This must include:

- Key strategies for the use and development of Ngāti Mutunga o Wharekauri fisheries assets.
- The expected financial return on those assets.
- Any programme to manage the sale of ACE derived from the Settlement Quota or to buy, sell or otherwise re-organise the settlement quota.

There may be other areas the Trustees and Directors wish to include in these plans, for example detail on a specific cultural activity or event. It is anticipated the content will grow as the Trust's activities and resources grow.

3. OBJECTIVES OF THE ANNUAL PLAN

As part of the Trustees exercise of strategic governance over the Trust and its assets a number of objectives have been developed for the 2015-2016 year. These include, but are not limited to, the following:

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
Effective Governance	1. Assist Board to increase capacity by developing and implementing an effective governance programme.	a. Governance training and advice provided to Board. b. New Board Members are inducted	1 Good governance practices underpin all the Trust is about. The effective development of trustees skills is a critical requirement for effective service to the Iwi	Good Governance links to Governance Costs are: ✓ Conference & Workshops ✓ Board Advice & Support	Trust Management
Treaty of Waitangi Settlement	2. Work with Ngāti Mutunga o Wharekauri whānau to conclude treaty settlement negotiations with the Crown	a. Exercise mandate to achieve settlement on behalf of Ngāti Mutunga o Wharekauri Iwi b. Develop a robust settlement process strategy with Crown c. Support the Settlement Governance Group to conduct day to day management of the settlement process d. Conduct appropriate and regular hui with Ngāti Mutunga o Wharekauri whānau to progress the settlement e. Appropriately secure and manage settlement negotiation funding for the Iwi Trust to assist Ngāti Mutunga o Wharekauri to conclude its Treaty Settlement negotiations f. Ensure close co-operation with Hokotehi Moriori Trust in relation to the settlement process g. Maintain close working relationships with OTS/TPK	2 The recognition of Ngāti Mutunga o Wharekauri Iwi Trust Deed of Mandate by the Crown, coupled with receipt of settlement funds places management of the process squarely within the Iwi Trust ability to control Equally, and as the slow progress to recognition of mandate has shown, the Iwi Trust cannot control Crown activities. Hence the '2' rating.	OTS funding for settlement is 'after the fact'. Accordingly initial costs will be held as contingent assets until the first recovery payment is received from OTS. At that point accounting will move to the operational budget.	Trustees Trust Management Settlement Governance Group

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
		and the Minister of Treaty Settlements in relation to the settlement.			
Identity of Ngāti Mutunga o Wharekauri	3. Ensure the mana and tikanga of Ngāti Mutunga o Wharekauri is maintained and interwoven into the fabric of Chatham Island life.	<ul style="list-style-type: none"> a. Continue Reo and Education Implementation plans with Te Reo o Taranaki, Te Taura Whiri i te Reo Maori, and Ministry of Education b. Three immersion reo wānanga run c. Three Mau Rākau programmes are completed d. Regular communication with Kaunihera Kaumātua and Kaumātua on matters of cultural significance e. Ensure at least 3 pūtea whanāungatanga funding rounds occur 	<p style="text-align: center;">1</p> <p>The revival of our reo and the reinforcement of our tikanga is of the utmost priority. The measures outlined must be fully operational in this financial year.</p> <p>Our Kaumātua are our Kaitiaki. Our tikanga requires our ongoing support for them.</p>	<p>Ruia Kakano matters link to Distribution Costs are:</p> <ul style="list-style-type: none"> ✓ Mau Rakau ✓ Reo Wananga <p>The development of the strategic plans link to:</p> <ul style="list-style-type: none"> ✓ Education & Reo projects <p>Kaumātua support links to Distribution Costs:</p> <ul style="list-style-type: none"> ✓ Tautoko Kaumātua. 	<p>Trust Management</p> <p>Trust Management</p>
Ngāti Mutunga o Wharekauri Marae	4. Progress action on the development of a suitable whareniui and marae for Ngāti Mutunga o Wharekauri	<ul style="list-style-type: none"> a. Establish close working relationship with Maori committee b. Develop Marae concept plan for consultation through working group to work alongside Kaumātua and the Maori Committee c. Undertake one consultation hui undertaken to discuss marae concept for Ngāti Mutunga o Wharekauri d. Concept plans are completed 	<p style="text-align: center;">3</p> <p>Marae stand as the focal point of any Iwi group. Ngāti Mutunga does not have Tīpuna whare of its own. This has been a continuing priority for our Iwi.</p>	<p>Marae matters link to Distribution Costs are:</p> <ul style="list-style-type: none"> ✓ Beneficiary Hui 	Iwi Trust Board
Effective	5. Continue to	a. Bi-annual hui updates	1		

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
Communications	improve quality and effectiveness of engagement with Iwi Members	(including AGM) on Wharekauri are completed which will see local representatives taking the active lead in facilitating the hui b. Two Kaumātua get together are completed c. 3 x Pānui are completed. d. Bi-monthly email updates e. Continuing focus on Facebook / website communications	Enhancing communications with our Iwi ensures a successful and vibrant people.	Enhancing communications links to Distribution Costs: ✓ Website, pānui, and annual report ✓ Beneficiary Hui ✓ Tautoko Kaumātua	Trust Board / Management
Representation	6. Continue to engage local and crown agencies	a. DOC protocol formalised with effective working relationship established b. Working relationship and protocols are in place with CIC/CIET c. Ongoing hui undertaken with crown agencies such as MFish, MBIE, TPK, OTS, DOC, HPT and other relevant agencies d. Provide appropriate Iwi Trust responses to resource management matters including consents and requests for consultation e. Ensure the Iwi Trust is consulted with on all matters relating to the development of infrastructure and economic opportunities on Wharekauri	1 The Iwi Trust has an ongoing representational responsibility for the Iwi of Ngāti Mutunga o Wharekauri. And this starts with the Crown. This requires effective relationships are established with Crown Agencies	Representational matters are operating costs linked to: ✓ Legal and consultancy fees ✓ Management fees	Trust Management / Chair
Tribal Footprint	7.	a. Constructive and proactive	2	Representational matters	

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
		<p>relationships are actively fostered with whānaunga Iwi including: Ngāti Mutunga ki Urenui, Te Ati Awa ki Whakarongotai, Ngāti Toa, Whanganui-a-Tara iwi – annual meeting with each of the CEOs/GM's of each entity</p> <p>b. There is a measurable Ngāti Mutunga influence upon Government as it impacts Wharekauri.</p> <p>c. Ngāti Mutunga has a major and coordinated say in the fishing industry that is measured by AHC performance and influence at the policy setting table.</p> <p>d. Ngāti Mutunga is the major economic and political force on Wharekauri by 2017</p>	<p>The Iwi Trust has an ongoing responsibility to support Ngāti Mutunga o Wharekauri formally reignite its whakapapa and strategic links to Northern Taranaki & Kapiti Iwi.</p>	<p>are operating costs linked to:</p> <ul style="list-style-type: none"> ✓ Legal and consultancy fees ✓ Management fees 	<p>Trust Management</p>
Asset Management	8. Continue to work closely with the AHC on growing an on-island economic base	<p>a. Work with on-island and crown agencies to review housing requirements</p> <p>b. Consolidation of papakāinga housing opportunities on the back of current housing stock</p> <p>c. Continue to assist the AHC in exploring Wharekauri based investment and economic development opportunities</p> <p>d. Capitalise on all concession opportunities available through DOC.</p>	<p style="text-align: center;">1</p> <p>The Iwi Trust has developed an effective and profitable asset management approach. It is conservative and relatively risk averse and will stand the test of time. That approach now enables the Iwi Trust to consider more closely, on-island investment and</p>	<p>Tribal footprint costs are linked to:</p> <ul style="list-style-type: none"> ✓ AHC Fee ✓ Management Fee ✓ Board Advice & Support 	<p>AHC / Trust Management / Trust Board</p>

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
			development opportunities with its asset managers.		

Priority Assessment Criteria

1. Must be completed by end 2015/16
2. Expected 2015/16 outcome
3. Medium to low chance of 2015/16 completion

4. MONTHLY WORK PROGRAMME OVERVIEW

Month - (incl Trustee Hui Date)	Monthly Tasks (overview)
April – 30 th	<ul style="list-style-type: none"> • Finalise Annual Plan (AHC / Iwi Trust) • Finalise SIPO (AHC) • Governance hui
May – 28 th	<ul style="list-style-type: none"> • Treaty Claim Settlement process • Start of Reo / Education Implementation Projects (including education grants policy) • Mau Rākau • Iwi consultation hui – Wharekauri
June – (July 1 st)	<ul style="list-style-type: none"> • Iwi consultation hui - Aotearoa
July – 30 th	<ul style="list-style-type: none"> • Finalise Annual Report • Pānui 1 distributed • Reo wānanga
August – 27 th	<ul style="list-style-type: none"> • AGM
September – (October 1 st)	<ul style="list-style-type: none"> • Finalise education grants policy
October – 29 th	<ul style="list-style-type: none"> • Settlement hui and progresses
November – 26 th	<ul style="list-style-type: none"> • Pānui 2 distributed • Reo wānanga
January 2016 – 28 th	<ul style="list-style-type: none"> • Reo Wānanga • Mau rākau • Draft Annual Plan for 2016/17
February 2016 – 25 th	<ul style="list-style-type: none"> • Planning Hui (with AHC) • Pūtea Whanāungatanga • Iwi consultation hui – Wharekauri
March 2016 – 31 st	<ul style="list-style-type: none"> • Finalise Annual Plan • Pānui 3 distributed • Reo Wānanga

5. OPERATING BUDGET

**Ngati Mutunga O Wharekauri Iwi Trust to 31
March 2016**

2015 / 2016

\$

Operating Expenses

Accident Compensation Levies	400
Accounting & Audit Fees	36,000
Administration Services (Jo Clarke AHC Contribution)	-10,000
Bank Fees	190
Computer Expenses	5,000
General Expenses	5,000
Housing Project	TBC
Insurance	3,653
Legal & Consultancy Fees	10,000
Management Fees	150,000
Office Expenses	5,000
Rent	7,200
Repairs and Maintenance	5,000
Salaries & Wages	52,000
Special Projects	
Education Implementation	TBC
Reo Impelemnation	TBC
Settlement Group Funding	100,000
Telephone & Internet	7,200
Travel - National	15,000
Total Operating Expenses	391,643

Governance Expenses

AGM and Trustee Election Costs	15,000
Board Advice & Support	5,000
Conferences & Workshops	10,000
Misc Governance Expenses	1,000
Trustee & Registrar Fees	92,000
Trustee Meeting Costs	5,000
Trustee Travel Costs	10,000
Total Governance Expenses	138,000

Total Operating Expenses 529,643

Non-operating Expenses

Distributions

Chairs Support Fund	2,500
Cultural Development	5,000
Education Grants	50,000
Koha	2,000
Maui Pomare Day	15,000
Mau Rakau	15,000
Putea Whanāungatanga	25,000
Reo Wananga	10,000
Tautoko Kaumatua	2,000
Website, Panui and Annual Report	18,000
Total Distributions	137,000

Total Expenses 666,643

6. POLICIES ON SALES AND EXCHANGES OF SETTLEMENT QUOTA

Purpose

- 1.0 Within the settlement received by the Iwi Trust under the Maori Fisheries Act 2004 (the Act) was a significant amount of fish quota. The fish quota received as part of the settlement is referred to by the Act as "Settlement Quota".
- 1.1 The Act holds settlement quota to be different in nature than other purchased quota and puts in place restrictions on how it can be disposed of to recognise that it is a core part of the asset base to provide for both current and future generations of Iwi. Even if an Iwi does dispose of the settlement quota there are rules that mean it can only be disposed of to another recognised Maori Iwi group.
- 1.2 Iwi can sell or exchange settlement quota to other groups recognised under the Act.
- 1.3 The Act and the Trust Deed require that the Iwi Trust has a policy on sales and exchanges of settlement quota.
- 1.4 As the implementation of systems and procedures for the transfer of settlement quota is a developing area, Trustees wish to review the Iwi Trust's policy on sales and exchanges of settlement quota on an annual basis.

Current Situation

- 2.0 To date there have been no sales and exchanges of settlement quota. This is due to the timing of settlements, and that the Act prohibits disposals of settlement quota within two years of the settlement date. Another reason is that the procedures of Te Ohu Kaimoana (TOKM) to record sales and exchanges of settlement quota are still in their relative infancy.

Policy

- 3.0 The Iwi Trust's policy to apply for the year ended 31 March 2015 (or such time as it is reviewed) is that there be no sales or exchanges of settlement quota within this period.
- 3.1 The reason for this is to make sure TOKM procedures around the sales and exchanges are tested and proven effective and efficient before the Iwi Trust uses these processes.
- 3.2 Notwithstanding the prohibition on sales and exchanges for the year ended 31 March 2014, the Iwi Trust is prepared to review proposals by other Iwi organizations for input in setting future years policy.

7. CHANGES TO THE SETTLEMENT QUOTA POLICY THIS YEAR

There are no proposed changes to the policy on sales and exchanges of settlement quota this year. However, if the Iwi Trust or Asset Holding Company identified an opportunity or were approached by another mandated iwi organisation with a proposal, that proposal would be evaluated, if it was deemed to add sufficient value.

6. CHANGES TO COMPANY CONSTITUTIONAL DOCUMENTS

No changes are proposed for the 2015/16 financial year.