



Ngāti Mutunga o Wharekauri Iwi Trust 2016 - 2017 ANNUAL PLAN

Ngāti Mutunga o Wharekauri Iwi Trust

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1. EXECUTIVE SUMMARY

*Papaki ngā ngaru ki Waitangi tai
Kau mai te Pā-a-Tangaroa te huihuinga o ngā tamariki e ora ai tangata
Rere mai te toroa ki uta mā runga te hau moana o te hā o Tāwhirimātea
Tērā – koia te motu kohu
Wharekauri e!*

*E mihi kau ana ki ngā tini mano kua huri i tua i te arai
Haere ki te kāinga nā te Atua i hanga mo tātou katōa*

*Rau rangātira mā, ngā kuia, ngā koroua, ngā pakeke katoa
E rongo ana e mātou ki te karanga o ngā tīpuna
Nā rātou i whakatakoto te moemoeā ki te whai oranga
Anei te mahi o ngā uri o rātou*

Tihe mouri ora!

This Annual Plan for the Ngāti Mutunga o Wharekauri Iwi Trust (the Iwi Trust) covers the financial year 1 April 2016 - 31 March 2017. It sets out the strategic priorities and objectives for the Iwi Trust and the actions required in order to advance and achieve these priorities.

The strategic priorities and 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 Māori Fisheries Act 2004 (“the Act”) and is a means for communicating to members and beneficiaries, the aspirations and intentions of the Ngāti Mutunga o Wharekauri Iwi Trust.

On the 30th of January, Trustees agreed at their planning Hui that the Strategic Priorities for the Iwi Trust for 2016-17 would be as follows:

- Cultural revitalisation - Tikanga, Kawa, and Te Reo
- Building the capability of Governance
- Completing treaty claims, negotiations and settlements
- Recruitment of Management and a Registrar
- Enhance communication with members and beneficiaries
- Socialise and adopt the Education and Te Reo Revitalisation Strategies
- Continue to collaborate with others to develop housing solutions for Wharekauri
- Enhance distributions
- Enhance Engagement / Participation (covers representation and tribal footprint)

The above priorities are woven into the Sectors and Objectives set out under section 3.0 of this Annual Plan.

A key priority is working towards achieving settlement during the 2016/17 financial year. Trustees acknowledge the level of mahi and resource that will be required to achieve this outcome and are committed to ensuring that settlement can be pursued in the most effective and efficient way. The Iwi Trust has mandate to pursue claims and settlement on behalf of Ngāti Mutunga o Wharekauri and has established the Settlement Governance Group (SGG) to support the activities of the negotiation process. Our negotiators will be responsible for working with the Office of Treaty Settlements and developing and delivering an agreement in principle.

The socialisation and implementation of the Reo and Education Strategies as a pathway forward to achieving lifelong learning outcomes while strengthening our identity, mana, tino rangātiratanga, culture and heritage of Ngāti Mutunga o Wharekauri will be achieved.

Our cultural revitalisation programme which includes Kaumātua support, Reo and Taiaha, will continue with a focus of weaving Reo throughout all deliveries to grow capacity and capability.

Secondary School Boarding grants will be established and be available during the 2016-17 year. 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 is committed to building the capability and capacity of our Iwi, starting with our governors and management team. The Iwi Trust has committed to recruiting a General Manager and hopes to have the successful candidate in the role by August 2016.

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.

Our Core Values:

- Tikanga (integrity)
- Rangātiratanga
- Whānaungatanga (relationships)
- Manaakitanga (responsibility)
- Kaitiakitanga (custodianship)
- Ngāti Mutungatanga

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 Māori Fisheries Act 2004.

Ngāti Mutunga o Wharekauri 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 the Trust or the Asset Holding Company.

Ngāti Mutunga o Wharekauri Asset Holding Company Annual Plan

This must include:

- Key strategies for the use and development of Ngāti Mutunga o Wharekauri fisheries assets and other strategic assets and investments.
- 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. These Annual Plans have continued to develop as the Iwi Trust and Asset Holding Company have grown their respective activities, investments and assets on behalf of the members and beneficiaries of Ngāti Mutunga o Wharekauri, wherever they may reside. There are also accounting reporting standards that place certain reporting requirements on the Iwi Trust.

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 2016-2017 financial 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
Building Organisational Capability	<p>1. Support the Board with increasing capability by developing and implementing an effective governance programme.</p> <p>Recruit a General Manager.</p>	<p>a. Governance capability building and advice provided to Board.</p> <p>b. New Board Members are inducted effectively.</p> <p>c. General Manager appointed and in the role by August 2016.</p>	<p>1</p> <p>Good governance ensures sound and effective decision making. This needs to be supported by effective management.</p>	<p>Good Governance links to Governance Costs as follows:</p> <ul style="list-style-type: none"> • Conference & Workshops • Board Advice & Support 	<p>Trust Management</p> <p>AHC Management</p>
Treaty of Waitangi Settlement	<p>2. Work with Ngāti Mutunga o Wharekauri whānau to conclude treaty settlement negotiations with the Crown</p>	<p>a. Exercise mandate to achieve settlement on behalf of Ngāti Mutunga o Wharekauri Iwi.</p> <p>b. Formalise the appointment of Negotiators and additional SGG members.</p> <p>c. Develop a robust settlement process strategy with Crown, to include clear milestones, timeframes and budgets.</p> <p>d. Conduct appropriate and regular Hui and wānanga with Ngāti Mutunga o Wharekauri whānau to progress the settlement.</p> <p>e. Where required, engage with the Hokotehi Moriori Trust in relation to the settlement process.</p> <p>f. Maintain close working relationships with Office of</p>	<p>1</p> <p>The Minister of Treaty Settlements has indicated a willingness to target achievement of settlement by 31 March 2017. A working group has been established by the Minister at Office of Treaty Settlement to support this process.</p>	<p>A separate operating budget applies. This is sourced from Settlement Funds received from the Office of Treaty Settlements and is shown as a separate trading account in the Iwi Trusts financial reports.</p>	<p>Negotiators</p> <p>Settlement Governance Group</p> <p>Trust Board</p> <p>Trust Management</p>

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
		<p>Treaty Settlement / Te Puni Kōkiri and the Minister of Treaty Settlements in relation to the settlement.</p> <p>g. Conclude a settlement agreement with the Crown by 31 March 2017.</p>			
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 Wharekauri life.	<p>a. Continue Reo and Education Implementation plans with Te Reo o Taranaki, Te Taura Whiri i te Reo Māori, and Ministry of Education</p> <p>b. Three Reo Wānanga held</p> <p>c. Three Mau Rākau wānanga held</p> <p>d. Regular communication with Kaunihera Kaumātua and Kaumātua on matters of cultural significance</p> <p>e. Continue to promote the Pūtea Whānaungatanga Fund</p>	<p>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 Kākano matters link to Distribution Costs are:</p> <ul style="list-style-type: none"> • Reo Wānanga • Mau Rakau <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 Board</p> <p>Trust Management</p>
Effective Communications	4. Continue to improve quality and effectiveness of communication with Iwi members and beneficiaries.	<p>a. Bi-annual hui updates (including AGM) on Wharekauri are completed which will see local representatives taking the active lead in facilitating the hui</p> <p>b. Two Kaumātua hui held.</p> <p>c. 4 quarterly Pānui are distributed.</p>	<p>1</p> <p>Enhancing communications with our whānau ensures a successful and vibrant Iwi.</p>	<p>Enhancing communications links to Distribution Costs:</p> <ul style="list-style-type: none"> • Website, Pānui, and Annual Report • Beneficiary Hui • Tautoko Kaumātua 	<p>Trust Board</p> <p>Trust Management</p>

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
		d. Eight monthly Pānui sent by email. e. Undertake a review of Website / Facebook communications.			
Representation	5. Continue to engage local and crown agencies	a. Department of Conservation protocol formalised with effective working relationship established b. Working relationship and protocols are in place with Chatham Islands Council/Chatham Islands Enterprise Trust and Chatham Island Fishing Forum 44 / Pa Tangaroa. c. Ongoing hui undertaken with crown agencies such as Ministry of Primary Industries, Ministry of Business, Innovation & Employment, Te Puni Kōkiri, Office of Treaty Settlements, Department of Conservation, Heritage New Zealand 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	1 The Iwi Trust has an ongoing representational responsibility for the Iwi of Ngāti Mutunga o Wharekauri. This requires effective relationships being established with Crown Agencies.	Representational matters are Operating Costs linked to: <ul style="list-style-type: none"> • Legal and consultancy fees • Management fees 	Trust Board Trust Management

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
		infrastructure and economic opportunities on Wharekauri			
Ngāti Mutunga o Wharekauri Marae	6. Progress action on the development of a suitable wharenuī and marae for Ngāti Mutunga o Wharekauri	a. Establish close working relationship with Māori committee b. Develop Marae concept plan for consultation through working group to work alongside kaumātua and the Māori Committee c. Undertake one consultation hui to discuss marae concept for Ngāti Mutunga o Wharekauri d. Concept plans are completed	3 Marae stand as the focal point of any Iwi group. Ngāti Mutunga does not have Tipuna whare of its own. This has been a continuing priority for our Iwi.	Marae matters link to Distributions Costs are: <ul style="list-style-type: none"> • Beneficiary Hui 	Trust Board
Tribal Footprint	7. Ensure Ngāti Mutunga o Wharekauri influence as an Iwi is reflected at Crown and Iwi to Iwi level.	a. Constructive and proactive relationships are actively fostered with whānaunga Iwi and ensure annual meeting with Te Rununga o Ngāti Mutunga, Te Ati Awa ki Whakarongotai, Ngāti Toa, Whanganui-a-Tara iwi. b. There is a measurable Ngāti Mutunga influence upon Government as it impacts Wharekauri. c. Ngāti Mutunga has a major and coordinated say in the fishing industry that is measured by AHC	2 The Iwi Trust has an ongoing responsibility to support Ngāti Mutunga o Wharekauri formally reignite its whakapapa and strategic links.	Tribal Footprint matters are Operating Costs linked to: <ul style="list-style-type: none"> • Legal and consultancy fees • Management fees • AHC 	Trust Board Trust Management AHC Directors

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
		performance and influence at the policy setting table. d. Ngāti Mutunga is the major economic and political force on Wharekauri by 2017			
Asset Management	8. Continue to work closely with the AHC on growing an on-island economic base	a. Work with on-island and Crown agencies to review housing requirements b. Consolidation of papakāinga housing opportunities on the back of current housing stock c. Continue to assist the AHC in exploring Wharekauri based investment and economic development opportunities d. Capitalise on all concession opportunities available through DOC.	1 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 development opportunities with its asset managers.	Asset Management costs are linked to: <ul style="list-style-type: none"> • AHC Fee • Management Fee • Board Advice & Support 	Trust Board Trust Management AHC Directors

Priority Assessment Criteria

1. Must be completed by end 2016/17
2. Expected 2016/17 outcome
3. Medium to low chance of 2016/17 completion

4. MONTHLY WORK PROGRAMME OVERVIEW

Date for Trustee Hui	Hui/ Monthly Tasks (overview)
28 April (4 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in first week of April. • Adopt the 2016-2017 Annual Plan for NMOWIT. • Settlement mahi – all appointments finalised and formalised for SGG and negotiators. • Strategic meetings held with OTS, draft settlement strategy developed.
25 May (4 weeks)	<ul style="list-style-type: none"> • Quarterly Pānui due out in 2nd week of May. • Interviews for GM role, appointment by 2nd week of May. • Temporary administration services confirmed. • Recruitment for Trust Administrator. • Commence socialising reo and education strategies members/ beneficiaries of NMOW. • Settlement mahi - settlement strategy finalised, adopted and clearly communicated. Clarity in terms of respective tasks allocated, roles and responsibilities, with agreed timeframes. Budgets finalised, delegated authorities clear. • Reo Wānanga (2 – 9 May) – Wharekauri.
30 June (5 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in first week of June. • Adopt/sign the audited financial statements, approve/sign Letter of Representation to auditors & approve final version of Annual Report • Settlement mahi – Strategy being implemented. Process monitoring, including financials. Reporting from Negotiators via SGG fully operational. • Reo Wānanga (18 – 23 June) – Urenui.
27 July (4 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in first week of July. • Settlement mahi – Settlement strategy adopted and clearly communicated. Respective tasks allocated with agreed timeframes. • 2015/2016 Annual Report to print (4 July) • Advertise AGM 35 working days before AGM. • Ensure Annual Report is posted to all members by end of July/ first week of August, with minutes of last AGM, to ensure 20 working day timeframe is met.
31 August (5 weeks)	<ul style="list-style-type: none"> • Quarterly Pānui to 30 June due out in 2nd week of August. • GM commences in role (if not earlier). • Reo Wānanga (15 - 21 August), Wharekauri.

<p>16 September (2 weeks) Kānohi ki te Kānohi</p>	<ul style="list-style-type: none"> • Monthly Update due out in first week of September. • Kānohi-ki-te-kānohi on-Island Board meeting (including meeting with AHC) • NZ based trustees travel to Wharekauri via Wellington.
<p>17 September Kānohi ki te Kānohi</p>	<ul style="list-style-type: none"> • ANNUAL GENERAL MEETING. • Voting closes for Trustees Election. • Election result announced 10 days after AGM.
<p>21 & 22 October (5 weeks)</p>	<ul style="list-style-type: none"> • Monthly Update due out in first week of October. • Induction of newly elected Trustees • Kānohi-ki-te-kānohi on-Island Board meeting.
<p>November</p>	<ul style="list-style-type: none"> • To be confirmed. • Quarterly Pānui to 30 June due out in 2nd week of November.
<p>6 December (6 weeks)</p>	<ul style="list-style-type: none"> • Monthly Update due out in 2nd week of December. •
<p>17 January 2017 (6 weeks)</p>	<ul style="list-style-type: none"> • Monthly Update due out in second week of January. • Proposed planning Hui (with AHC) • Kānohi-ki-te-kānohi on-Island Board meeting (annual planning session and Governance capability building)
<p>21 February 2017 – (5 weeks)</p>	<ul style="list-style-type: none"> • Quarterly Pānui to 31 December due out in 2nd week of February 2017. • Draft Annual Plan for 2016/17 •
<p>28 March 2017 (5 weeks)</p>	<ul style="list-style-type: none"> • Monthly Update due out in first week of March 2017. • 2017/18 Annual Plan approved. • Arrangements and timeframes for 2016/17 year-end financial reporting, audit and Annual Report confirmed and signed off.

5. OPERATING BUDGET

Ngati Mutunga O Wharekauri Iwi Trust to 31 March 2017

	2016/2017
Income	
Administration Services	10,000
AHC Dividend	550,000
Total Income	560,000
Operating Expenses	
Accident Compensation Levies	500
Accounting & Audit Fees	32,000
Bank Fees	250
Chairs Support Fund	2,000
Computer Expenses	5,000
Depreciation	3,000
Insurance	2,500
Legal and Consultancy Fees	15,000
Management Fees	150,000
Office, General & Repairs Expenses	20,000
Rent	7,200
Salaries & Wages	55,000
Telephone & Internet	6,000
Travel - National	25,000
Total Operating Expenses	323,450
Governance Expenses	
AGM and Trustee Election Costs	21,000
Board Advice & Support	5,000
Conferences & Workshops	3,000
Misc Governance Expenses	1,000
Trustee & Registrar Fees	84,000
Trustee Meeting Costs	1,000
Trustees Travel Costs	10,000
Total Governance Expenses	125,000
Education & Te Reo Strategies	
Project Expenses	20,000
Total Operating Expenses	468,450
Distributions	
Cultural Development	5,000
Koha	3,000
Mau Rakau	25,000
Putea Whanaungatanga (incl Kaumatua)	25,000
Secondary School Boarding Grant	22,500
Tautoko Kaumatua	2,000
Website, Panui and Annual Report	20,000
Whakawhanaungatanga	20,000
Total Distributions	122,500
Total Expenses	590,950

6. POLICIES ON SALES AND EXCHANGES OF SETTLEMENT QUOTA

Purpose

- 1.0 Within the settlement received by the Iwi Trust under the Māori 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 Māori 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 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.

Policy

- 3.0 The Iwi Trust’s policy to apply for the year ended 31 March 2017 (or such time as it is reviewed) is that there be no sales or exchanges of settlement quota within this period.
- 3.1 Notwithstanding the prohibition on sales and exchanges for the year ended 31 March 2017, 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 its Asset Holding Company identified an opportunity or were approached by another Mandated Iwi Organisation with a proposal, that opportunity/proposal would be evaluated, if it was deemed to be of strategic value to the Iwi of Ngāti Mutunga o Wharekauri.

8. CHANGES TO COMPANY CONSTITUTIONAL DOCUMENTS

A review of the Deed of Trust for Iwi Trust is scheduled for this financial year. It should be noted that once treaty settlement has been concluded a Post Settlement Governance Entity (PSGE) must be established. This will provide an opportunity for the Iwi Trust to consider and recommend to members and beneficiaries, the most effective compliant structure to hold and administer settlement assets on behalf of the Iwi of Ngai Mutunga o Wharekauri.