

Ngāti Mutunga o Wharekauri Iwi Trust **2017 – 2018 ANNUAL PLAN**



Ngāti Mutunga o Wharekauri Iwi Trust

2017 - 2018 ANNUAL PLAN

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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 2017 - 31 March 2018. 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.

Strategic Priorities for the Iwi Trust for 2017-18 include but are not limited to the following:

- Cultural revitalisation - Tikanga, Kawa, and Te Reo
- Completing treaty claims, negotiations and settlements
- Building the capability of Governance
- Staff Recruitment
- 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 2017/18 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 realised which includes Kaumātua support, Reo and Taiaha, will continue with a focus of weaving Reo throughout all deliveries to grow capacity and capability.

The established Secondary School Boarding Grants will continue during the 2017-18 year. The Board will look to establish further Grants during this financial year. The ability to fund this initiative is a direct consequence of the prudent management of the Iwi's asset base.

The Iwi Trust is committed to building the capability and capacity of our whānau, hāpu and Iwi.

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 2017-2018 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	1. Support the Board with increasing capability by continuing to strengthen our governance programme.	a. Governance capability building and advice provided to Board. b. New Board Members are inducted effectively.	1 Good governance ensures sound and effective decision making. This needs to be supported by effective management.	Good Governance links to Governance Costs as follows: • Conference & Workshops • Board Advice & Support	Trust Management AHC 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. Continue to work with Crown to meet timeframes, milestones and budgets. c. Conduct appropriate and regular Hui and wānanga with Ngāti Mutunga o Wharekauri whānau to progress the settlement. d. Where required, engage with the Hokotehi Moriori Trust in relation to the settlement process. e. Work closely with Office of Treaty Settlement / Te Puni Kokiri and the Minister of Treaty Settlements in relation to the settlement. f. Conclude a settlement agreement with the Crown by 31 March 2018.	1 Work with the Minister of Treaty Settlements and his officials to achieve a full and final historic settlement for Ngāti Mutunga o Wharekauri.	These funds are sourced from Settlement pūtea received from the Office of Treaty Settlements and is shown as a separate trading account in the Iwi Trusts financial reports.	Negotiators Trustees Trust Management

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
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.	<ul style="list-style-type: none"> a. Continue to build on the Reo and Education Strategies and Implementation plans alongside our partners. b. To deliver Tikanga, Kawa, Te Reo and Mau Rākau wananga c. Regular communication with Kaunihera Kaumātua and Kaumātua on matters of cultural significance d. Continue to promote the Pūtea Whānaungatanga Fund 	<p style="text-align: center;">1</p> <p>The revival of our reo and the reinforcement of our tikanga remains a priority. The measures outlined to be operational during 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 Rākau <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.	<ul style="list-style-type: none"> a. Bi-annual hui updates (including AGM) on Wharekauri are completed which will see local representatives taking the active lead in facilitating the hui b. Two Kaumātua hui held. c. 4 quarterly Pānui are distributed. d. Eight monthly Pānui sent by email. e. Undertake a review of Website and social media communications. 	<p style="text-align: center;">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
Representation	5. Continue to engage local and Crown agencies	<p>a. Continue effective relationship established with Department of Conservation and implement a work plan alongside our Settlement aspirations.</p> <p>b. Continue working relationship with Chatham Islands Council/Chatham Islands Enterprise Trust and Chatham Island Fishing Forum 44 / Pa Tangaroa.</p> <p>c. Ongoing hui undertaken with Crown agencies such as Ministry of Primary Industries, Ministry of Business, Innovation & Employment, Te Puni Kokiri, Office of Treaty Settlements, Department of Conservation, Heritage New Zealand and other relevant agencies.</p> <p>d. Provide appropriate Iwi Trust responses to resource management matters including consents and requests for consultation.</p> <p>e. Actively participate to ensure the Iwi Trust is consulted on all matters relating to the development of infrastructure and economic opportunities on Wharekauri</p>	<p>1</p> <p>The Iwi Trust has an ongoing representational responsibility for the Iwi of Ngāti Mutunga o Wharekauri. This requires effective relationships are established with Crown Agencies</p>	<p>Representational matters are Operating Costs linked to:</p> <ul style="list-style-type: none"> • Legal and consultancy fees • Management fees 	<p>Trust Board Management</p>

Sector	Objective	Measures/Targets	Priority Assessment Rating (see bottom of table)	Link to Budget	Responsibility
Ngāti Mutunga o Wharekauri Marae	6. Progress action on the development of a suitable whareniui and marae for Ngāti Mutunga o Wharekauri	a. Establish close working relationship with Wharekauri Māori committee b. Develop Marae concept plan for consultation through working group to work alongside Kaumātua and the Wharekauri Māori Committee c. Undertake one consultation hui to discuss marae concept for Ngāti Mutunga o Wharekauri d. Completed concept plans as a base for continued kōrero	2 Marae stand as the focal point of any Iwi group. Ngāti Mutunga o Wharekauri does not have Tipuna whare of its own and this remains a continuing priority for our Iwi.	Marae matters link to Distributions Costs are: <ul style="list-style-type: none"> • Beneficiary Hui 	Iwi 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 whānau Iwi and ensure annual meeting with CEO / GM of CIC, CIET, DoC and HMT. b. There is a measurable Ngāti Mutunga influence upon Government as it impacts Wharekauri. c. Ngāti Mutunga o Wharekauri has a major and coordinated say in the fishing industry that is measured by AHC performance and influence at the policy setting table. d. Ngāti Mutunga o Wharekauri is the major economic and political force on Wharekauri	2 The Iwi Trust has an ongoing responsibility to support Ngāti Mutunga o Wharekauri formally reignite its whakapapa and strategic links.	Representational 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
		by 2018			
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. e. Be an active and participating member of the Chatham Islands Housing Partnership Trust (CIHPT). To advocate and source solutions to improve the housing stock on Wharekauri	<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 development opportunities with its asset managers.</p>	Tribal footprint costs are linked to: <ul style="list-style-type: none"> • AHC Fee • Management Fee • Board Advice & Support 	AHC / Trust Management / Trust Board

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)
26 April (4 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in first week of April. • Adopt the 2017-2018 Annual Plan for NMOWIT. • Strategic meetings held with OTS, in advance of the initial Crown offer.
24 May (4 weeks)	<ul style="list-style-type: none"> • Quarterly Pānui due out in 2nd week of May. • Recruitment for office staff. • Settlement mahi – Commence Iwi engagement to socialise the initial Crown offer. • Socialise CIHPT update. • Commence initial preparation for Annual Report
28 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 – On-going negotiations with OTS and Crown agencies. • Commence socialising reo and education strategies members/ beneficiaries of NMOW.
26 July (4 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in first week of July. • Settlement mahi – On-going negotiations with OTS and Crown agencies. • 2016/2017 Annual Report to printers • Advertise AGM 35 working days before AGM. • Call for nominations for Trustees • 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. • Mau Rākau wānanga
30 August (5 weeks)	<ul style="list-style-type: none"> • Quarterly Pānui to 30 June due out in 2nd week of August. • Settlement mahi – On-going negotiations with OTS and Crown agencies.
28 September (2 weeks) Kānohi ki te Kānohi	<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.
30 September Kānohi ki te Kānohi	<ul style="list-style-type: none"> • ANNUAL GENERAL MEETING. • Voting closes for Trustees Election.
25 October (5 weeks)	<ul style="list-style-type: none"> • Election result announced 10 days after AGM. • Monthly Update due out in first week of October. • Induction of newly elected Trustees • Taranaki Tū Mai • Mau Rākau Wānanga
22 November	<ul style="list-style-type: none"> • Quarterly Pānui to 30 June due out in 2nd week of November.

	<ul style="list-style-type: none"> •
13 December (6 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in 2nd week of December. • Kaumatua Lunch
24 January 2018 (6 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in second week of January. • Proposed planning Hui (with AHC) • Kanohi-ki-te-kanohi on-Island Board meeting (annual planning session and Governance capability building) • Mau Rākau Wānanga
28 February 2018 – (5 weeks)	<ul style="list-style-type: none"> • Quarterly Pānui to 31 December due out in 2nd week of February 2018. • Draft Annual Plan for 2018/19
28 March 2018 (5 weeks)	<ul style="list-style-type: none"> • Monthly Update due out in first week of March • 2018/19 Annual Plan approved. • Arrangements and timeframes for 2017/18 year-end financial reporting, audit and Annual Report confirmed and signed off.



5. OPERATING BUDGET

Ngati Mutunga o Wharekauri Iwi Trust to 31 March 2018

Income	
Administration Services	10,000
AHC Dividend	600,000
Chatham Island Housing Partnership Trust Advisory fees	16,000
Total Income	626,000
Gross Profit	626,000
Less Operating Expenses	
Accident Compensation Levies	2,363
Accounting & Audit Fees	32,000
Bank Fees	250
Chairs Support Fund	2,000
Computer Expenses	5,000
CRM Database Iwi membership registration	20,000
Depreciation	8,400
Health and safety	15,000
Insurance	7,000
Legal and Consultancy Fees	25,000
Office, general & repairs expense	10,000
Motor vehicle expenses	10,000
Recruitment	15,000
Rent	7,200
Management Fees	54,000
Salaries & Wages	170,000
Telephone & Internet	4,800
Travel - National	5,000
Governance Expenses	
AGM and Trustee Election Costs	30,000
Misc Governance Expenses	1,000
Trustee & Registrar Fees	65,000
Trustee Meeting Costs	1,000
Trustees Travel Costs	10,000
Total Governance Expenses	107,000
Total Operating Expenses	500,013
OPERATING PROFIT	125,987
Non-operating Expenses	
Distributions	
Koha	600
Mau Rakau	7,000
Putea Whanaungatanga (incl Kaumatua)	15,000
Secondary School Boarding Grant	22,500
Website, Panui and Annual Report	30,000
Whakawhanaungatanga	300
Total Distributions	75,400
Total Non-operating Expenses	75,400
Net Profit	50,587

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 2018 (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 2018, the Iwi Trust is prepared to review proposals by other Iwi organisations 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.