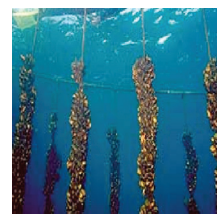


Hauraki Maori Trust Board Annual Plan 2006-2007



Building the Hauraki Nation, together

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PART I INTRODUCTION

Purpose of the Plan

This plan sets out what the Trust Board seeks to undertake over the next twelve months to contribute and progress the vision and outcomes of the Hauraki Strategic Blueprint 2006-2012, adopted in November last year. It sets out the activities this organisation seeks to achieve this year and the costs for each work programme. The way this plan is presented is different to previous annual plans the Trust Board has produced because it links its yearly activities to a set of longer term outcomes and objectives which are contained in the Hauraki Blueprint. This year an outcomes focused planning approach is being incorporated into the annual planning process which over time will improve our ability to better monitor the contributions we make and importantly whether we are making a positive difference. It is also a way for the Trust Board to be more accountable through a more detailed level of measures and reporting of our results, successes and learning.

Structure of the Plan

The plan is set out in five Parts. Part I outlines the purpose and approach of this annual plan. Part II contains its broader strategic context, namely, the vision, outcomes and objectives of the Hauraki Blueprint. Part III highlights what the Trust Board considers are the key priority areas for 2006-2007. Part IV contains the annual work programmes for each of the outcome areas and Part V provides financial information.

PART II STRATEGIC CONTEXT

Overview

This section sets out the vision, outcomes and actions of the Hauraki Strategic Blueprint strategic context for this plan. These are the objectives that are contained in the Blueprint under each of the outcomes that the Trust Board seeks to achieve over the next six years. They provide the policy framework that links the Blueprint vision and outcomes to annual planning and reporting activities of the Trust Board.

Vision

Building the Hauraki Nation, together

Mission

To lead the process for building a distinctly Hauraki Nation

Outcome Areas

Healthy and Educated Whaanui

- Good quality of life and level of health
- Safe and secure living environment
- Adequate income and security in retirement
- Affordable housing
- Responsive services, access to opportunities
- High levels of education

Culturally Rich Whaanui

- Proud and secure of our identity
- Revitalise our reo, our waiata, our matauranga Maori
- Cultural treasures preserved and protected
- Expression of cultural identity in new and exciting ways

Informed and Participating Whaanui

- Highly informed and participating
- Contributions and views are treated with respect
- People are confident they are being heard

Economically Vibrant Whaanui

- Successful businesses
- Real and meaningful employment
- Enterprise and innovation

Effective Governance and Leadership

- Clear direction and sense of purpose
- Accountable to the Whanui
- Open and transparent
- Robust and accountable processes
- Acting professionally and with integrity

Strategic Objectives

Healthy and Educated Whaanui

- Contribute to improving social, health, education outcomes through working together on nation building initiatives

Culturally Rich Whaanui

- Support Hauraki preserving and growing its cultural knowledge and expressing its cultural identity and diversity

Informed and Participating Whaanui

- Increase accessibility of information and the level and quality of participation of the whanui

Economically Vibrant Whaanui

- Grow the collective value of our current and future economic base and enterprise potential

Effective Governance and Leadership

- Complete the Hauraki Treaty Claims Negotiation and Settlement process
- Complete Fisheries Settlement
- Establish new “fit for purpose” governance arrangements
- Strengthen social, cultural, economic, environmental and political infrastructure of Hauraki
- Pursue strategic opportunities that advance nation building

Robust and Thriving Te Taiao

- Sustainable development principles incorporated into all services and programmes

Values

Rangatiratanga: Enhancing the identity, confidence and influence of Hauraki whanau, hapu, Iwi

Kotahitanga: There are things that are best done together for the benefit of all

Manaakitanga: Looking after people from mokopuna to kaumatua

Whanaungatanga: Knowing who we are and what our relationships are to each other

Kaitiakitanga: Protecting and preserving our taonga tuku iho

Tikanga: Making our decisions with integrity and wisdom

Te Taiao: Our wellness depends on the wellness of Te Taiao

Whenua: The whenua binds us all together

Titiro Whakamua: Foresight and courage to act in the best interests of future generations

Principles

Inclusive futures where all whanau, hapu and Iwi of Hauraki are represented, participate, benefit and belong

Outcomes focused towards meaningful and enduring outcomes for whanau, hapu and Iwi of Hauraki

We support **moving forward together** and can contribute by providing a clear sense of purpose and leadership that people can believe in and support

We want to **connect** to our people so that they are informed and engaged in decision making

Staying together and **holding assets and services collectively** will maximize **benefits for all.**

PART III PRIORITY AREAS

Overview

There are four areas of priority for the next twelve months that cut across all of our services and programmes. These priorities have been built into the work programmes in Part IV of the plan.

Measuring Outcomes

The Trust Board needs to design a monitoring, evaluation and indicator framework to better measure progress being achieved against the outcomes of the Strategic Blueprint. Because it is important to not just accept mainstream measures of success but to undertake a body of work to confirm and design determinants that are relevant to us. It is intended to better inform policy direction and service delivery priorities and provides a basis for identifying gaps in current knowledge and research requirements. It reinforces an integrated approach across the activities of the Trust Board and its subsidiaries and in-substance subsidiaries and shows the linkages between annual activities and longer term goals. Most importantly it enables greater accountability to our members.

Capability

Over the next twelve months it is intended to review the organisational and people capability to deliver the vision and respond proactively to changes in our operating environment. The Strategic Blueprint sets out the significant work ahead of us and makes it clear that the demand for key technical skills and quality policy advice will increase.

People

Part of the review will look at the people we have, their skills and training needs and the addressing gaps in our skill sets with a focus on building in-house capabilities and investing in the development of staff.

Infrastructure, systems, knowledge

There are key organisational capabilities that require review and will look in particular at performance management systems, contract procurement, risk management, human resource management and funding and distribution policies. There is also a need to update information technology infrastructure and information management systems to respond to future demands and improved management of knowledge and information overall. We will consistently look for ways to streamline systems and improve our reporting methods in order to achieve the vision and outcomes of the Strategic Blueprint. Systems that support effective sharing of our internal knowledge and expertise are essential to the achievement of the vision and outcomes of the Strategic Blueprint.

Culture

The Blueprint has been in place for 6 months and indicates that the operating environment is in a state of change. Understanding and managing change in the context of a common vision and set of values will encourage a positive culture. This will be achieved through improved cross-team communication and better internal communication processes overall.

Communication

The need to improve our communication and accountability are ongoing commitments. Good communication must be also underpin our strategic relationships and we will continually seek opportunities to simplify, promote, educate and inform about the work undertaken by the Trust Board and rationale behind that work.

PART IV WORK PROGRAMMES

- **Healthy and Educated Whaanui**
- **Culturally Rich Whaanui**
- **Informed and Participating Whaanui**
- **Economically Vibrant Whaanui**
- **Effective Governance and Leadership**

HEALTHY AND EDUCATED WHAANUI

Contribute to improving social, health and education outcomes through working together on nation building initiatives

Background

The Trust Board carries out a range of services and programmes that contribute to improving the social, health and education outcomes for Hauraki mokopuna, tamariki, rangatahi, kaumatua, whanau. The Trust Board is committed to equality of opportunity and access for personal and social development of Hauraki Maori and their whanau.

2006-2007 focus

This year the Trust Board will maintain existing services and programmes and with improved cross team communication, can start to identify how the Trust Board can add value to what it already does in terms of enhanced service delivery outcomes for mokopuna, tamariki, rangatahi and their whanau and in opportunities to work together on longer term solutions.

Statement of Activities and Service Performance

Activities

Measures

Promote and facilitate access to seamless and integrated service delivery

- Number of whanau participating in Family Start satisfied with service
- Number of services that are part of the Family Start network

Facilitate the return of Hauraki children and young people from CYF to the Managed Care service

- Increased number of Hauraki children and young people transferred to service from CYF
- Number of children exiting service into a safe whanau environment

Delivery of preventative based services to children, young people and their whanau

- Number of children, young people and whanau accessing services

Assessment of children, young people and whanau referred to the Board by Child Youth and Family

- Number of assessments and social work support undertaken

Statement of Activities and Service Performance

Activities	Measures
Provision of Social Workers in four Hauraki Schools	<ul style="list-style-type: none"> • Number of children and whanau supported by service • Number of preventative programmes designed or accessed as a result of social workers in schools
Hauraki based tikanga programme delivered	<ul style="list-style-type: none"> • Number of people participating in the tikanga programme
Increase infrastructure support to the Pumau initiative	<ul style="list-style-type: none"> • Increased monitoring and evaluation of education outcomes attributable to Pumau • Broker access to key education organisations and address identified barriers to student and whanau participation
Partnership with Ministry of Education activated	<ul style="list-style-type: none"> • Improved monitoring, evaluation and prioritisation of education outcomes for Hauraki Maori • Key programmes and initiatives prioritized through a co-operative education implementation plan
Maintain scholarship information services	<ul style="list-style-type: none"> • Number of people assisted in accessing scholarship information
Early childhood learning and development initiative piloted and implemented	<ul style="list-style-type: none"> • Complete early childhood education pilot • Early childhood education programme designed and implemented.

Statement of Activities and Service Performance

Activities

Measures

Puna established and maintained

- Support whanau in establishing, participating and maintaining up to four Puna

Hauraki based transportation pilot implemented

- Number of children and whanau accessing early childhood education services as a result of pilot
- Pilot findings and recommendations

Provide quality and affordable housing

- Maintain kaumatua housing
-

CULTURALLY RICH WHAANUI

Support Hauraki preserving and growing its cultural knowledge and expressing its cultural identity and diversity

Background

This outcome relates to the preservation and promotion of what is uniquely Pare Hauraki and what promotes respect for Hauraki's diversity. Central to the culturally distinctions of Hauraki is our reo and the ongoing challenge we have as a tribal nation to maintain our language, our marae, our traditional knowledge and the role of kaitiaki in caring for the environment and the protection of our heritage in the landscape and in museums and libraries. Its intent is that all cultural features and values that are distinctly Hauraki, remain at the forefront of Hauraki's future.

2006-2007 Focus

Our focus this year is on supporting the positive promotion of being uniquely Hauraki, facilitating and supporting initiatives that will contribute to the preservation and protection of our taonga, including matauranga Maori and in the regeneration of our language, values and practices.

Statement of Activities and Service Performance

Activities

Measures

Pare Hauraki based festivals or events are promoted and supported

- At least two events that celebrate Pare Hauraki and will include one or more of the following:
 - ↳ Inaugural Hauraki Matariki festival
 - ↳ Hauraki Arts initiative
 - ↳ Events management assistance to the Hauraki Cultural Festival

Develop Hauraki language resources

- Complete and publish four books
- Facilitate the access of poster and flashcard resources to Hauraki tamariki and rangatahi

Contribute to developing future cultural leadership of Hauraki

- Cultural leadership programme implemented for Hauraki wahine,kuia, tane and koroua

Statement of Activities and Service Performance

Activities	Measures
Contribute to preserving our cultural landscape heritage	<ul style="list-style-type: none"> • Heritage mapping facilitated and completed across three catchment areas
Contribute to the preservation of taonga and their associated matauranga Maori	<ul style="list-style-type: none"> • Administration and project management support to the Ruamaahua Island Trust to undertake the following: <ul style="list-style-type: none"> ↳ Completion of kaumatua and birder interviews ↳ Wananga on cultural harvest ↳ Co-ordinating annual harvest ↳ Newsletter ↳ Strengthening kaitiaki capacity in western based science and field analysis work
Establish kaitiaki monitoring network to sustain land and marine based customary resources	<ul style="list-style-type: none"> • Stock-take analysis of current information on natural resource management • Environmental survey completed • Elements of a kaitiaki monitoring network identified • Methodology and timeline outlined • Communication and consultation process developed • Terms of Reference document approved by Trustees
Hauraki Digital Library Prototype established	<ul style="list-style-type: none"> • Stocktake current situation • Stakeholder engagement • Intellectual Property Protocols in place • Authentication framework scoped • Information digitised • Test Digital Library Prototype

INFORMED AND PARTICIPATING WHAANUI

Increase accessibility of information and the level and quality of participation

Background

One social indicator of a culturally rich, effectively governed, healthy and educated, economically vibrant whaanui is an informed and participating one. Robust information and participation processes are also key accountability mechanisms back to the Whaanui. Communication of information is also important to enable Hauraki to celebrate our successes and learning. The Trust Board is committed to building closer and accountable relationships with Iwi members and whanau, hapu, Iwi and kaupapa based organisations and groups of Hauraki recognizing that the vision and outcomes of the Blueprint cannot be delivered without a broad range of people being involved. We will take opportunities to simplify, promote, educate and inform about the work undertaken by the Trust Board and the rationale behind that work.

2006-2007 Focus

The Trust Board recognizes that communication with the Whaanui needs to be enhanced to meet increasing demands for informed participation and decision-making. Priorities for enhancing the overall communication capabilities of the Trust Board includes providing mechanisms for a range of voices across the whaanui to be heard, in particular people want to hear the voice of rangatahi. Improved communication networks, forums, newsletter and an inter-active web-site are activities intended for this year. It is noted that communication and consultation plans are expected to be built into specific programmes across the work of the Trust Board.

Statement of Activities and Service Performance

Activities

Measures

Increase in-house and external communication capabilities

- Internal and external communication policies and systems implemented
- Develop quarterly news-letter
- Enhance web-site interactivity
- Enhance communication network

Establish a Rangatahi forum

- Selection of rangatahi representatives
- Two Rangatahi forums held
- One joint meeting with Board trustees

Establish "Away from home" forums

- At least one forum held in Auckland, Hamilton and Wellington per annum

ECONOMICALLY VIBRANT WHAANUI

Grow the collective value of our current and future economic base and enterprise potential

Background

The Trust Board seeks to contribute to unlocking the potential of whanau and hapu enterprise and innovation. There are also considerations to make as to what economic development opportunities should be invested in for the betterment of Hauraki's future.

2006-2007 Focus

The Trust Board plans to develop an economic development strategy which will be informed with the soon to be completed economic resource scoping exercise. Tourism is identified as a growth industry in Hauraki and preliminary observations from the field work undertaken is that there a Hauraki Maori tourism cluster exists and needs to be supported.

Statement of Activities and Service Performance

Activities

Measures

Extent of Hauraki economic development strategy identified

- Economic Resource scoping report informs strategy
- Survey of economic development needs and aspirations
- Framework for the strategy is drafted and available for consultation

Hauraki Maori tourism cluster established and tourism strategy developed

- Facilitate and support the establishment of a Hauraki Maori Tourism cluster
- Strategy is compiled in consultation with Hauraki Maori Tourism cluster

EFFECTIVE GOVERNANCE AND LEADERSHIP

Complete the Hauraki Treaty Claims Negotiation and Settlement Process

Background

In 2005 the Trust Board sought the mandate from Hauraki Maori, comprising all the descendants of the Iwi of Hauraki (including the descendants of Tamatepo and Huarere) to complete the Hauraki Treaty Claims Negotiation and Settlement Process on their behalf subject to agreed accountability provisions. The results of that mandating process demonstrated overwhelming support for the Trust Board to become the mandated representative. One of the provisions of the Deed of Mandate was the appointment of two additional mandated representatives that would sit alongside the Trust Board as a corporate entity and after elections in March 2006 these positions were filled by Russell Karu and John McEnteer. The role of the mandated representatives is primarily to provide strategic governance and leadership to the Hauraki Treaty Claims Negotiation and Settlement process.

2006-2007 focus

The Deed of Mandate, developed in consultation with and ratified by Hauraki Maori, was lodged with the Office of Treaty Settlements in late 2005 and finalized in April 2006. The Office of Treaty Settlements has yet to make a decision on whether the Crown will recognise our Deed of Mandate. Once recognition is achieved the Mandated Representatives will implement the Deed of Mandate, appoint negotiators, set the ground rules for negotiations with the Crown, implement the accountability provisions of the Deed to the descendants of the Iwi of Hauraki and proceed with negotiations. On another front, the historical research for the Auckland area was completed in early 2006 and confirms the customary land interests of Hauraki in the Auckland area.

The reason for taking the approach to undertake historical research was because the Trust Board was aware that Ngati Whatua was about to settle their claims in Auckland with the Crown and the Trust Board wanted to ensure, at a minimum, that Hauraki lands and resources were not used by the Crown for settlement with Ngati Whatua. In the Northland Waitangi Tribunal District, the northern boundary of the Hauraki rohe, hearings for the Mahurangi and Gulf Islands may, take place in 2006-2007 and it is critical that Hauraki are participating in those hearings in order to protect and have our customary land interests recognised in that inquiry area. Further hearings are also taking place in the Tauranga area where customary lands and resources of Hauraki in its southern boundary area need to be protected.

The Hauraki Iwi interests which may be included in the proposed Waikato River Agreement in Principle need to be addressed to our satisfaction. An agreed way forward in response to the Ngati Porou Ki Hauraki Incorporated's territorial customary rights application is to be decided on along with maintaining oversight of the land-banking process to ensure lands and properties that are potentially to be used for redress are not privatized by the Crown.

Statement of Activities and Service Performance

Activities

Measures

Deed of Mandate Implemented and Negotiations Commenced

- Deed of Mandate recognised by Crown
- Orientation of Mandated Representatives
- Terms of Negotiation agreed with Office of Treaty Settlements
- Communication and accountability provisions implemented
- Appointment of negotiators
- Negotiations commenced

Protecting Hauraki lands in Auckland

- Advocacy with Crown, Ngati Whatua, Local Authorities and the public to protect Hauraki interests in Auckland
- Dialogue and engagement with Office of Treaty Settlements regarding the Ngati Whatua Agreement in Principle
- Agreement with Office of Treaty Settlements to protect Hauraki interests in Auckland
- Deed of Settlement and legislation protect Hauraki interests to our satisfaction

Protecting Hauraki lands affected by the Waikato River Agreement in Principle

- Advocacy with Crown, Waikato, Local Authorities and the public to protect Hauraki interests affected by the Waikato River Agreement in Principle
- Dialogue and engagement with Office of Treaty Settlements regarding the Waikato River Agreement in Principle
- Agreement with Office of Treaty Settlements to protect Hauraki interests affected by the Waikato River Agreement in Principle
- Deed of Settlement and legislation protect Hauraki interests to our satisfaction

Participating in hearings for the Tauranga and Northland Waitangi Tribunal Inquiry District

- Secure funding to participate in Tauranga and Northland hearings
 - Preparing and finalizing historical evidence
 - Critiquing Crown Forestry Rental Trust and others historical research
 - Advocate Hauraki customary land interests with non-Hauraki Iwi in various research and tribal forums
 - Attending the hearings to advocate Hauraki interests and Crown breaches of the Treaty
-

Ngati Porou ki Hauraki Inc territorial customary rights application

- Policy direction adopted by Trustees
- Policy implemented

Protect surplus crown lands from sale by land-banking

- All properties in Hauraki tribal area declared surplus by Crown are evaluated for land-banking and protection.
 - Properties identified as needing protection from sale are land-banked for Hauraki Treaty Settlement purposes
-

EFFECTIVE GOVERNANCE AND LEADERSHIP

Complete the Fisheries Settlement

Background

In 2005 the Trust Board signaled to the Whanui that it would be embarking on a process to bring the Hauraki fisheries and aquaculture settlement back to Hauraki by 2007. The only way that the fisheries and aquaculture settlement assets can be brought back to Hauraki is as a collective package via what is known as a Joint Mandated Iwi Organisation that represents the Iwi of Hauraki and is established to receive and administer these assets. The organization and the trust deed must be ratified by Iwi, must meet legislative requirements and have the approval of Te Ohu Kaimoana Trustee Limited. In May and June 2006 the Trust Board embarked on a consultation process to inform the people about what is required to bring the Hauraki fisheries and aquaculture settlement back home and will be seeking ratification to do so through a postal vote initiated in June 2006 to be completed in early July 2006 in addition to an indicative ratification hui scheduled for 8 July 2006.

2006-2007 focus

Based on an assumption that the Trust Board is successful in securing the approval of the twelve Hauraki Iwi to bring the fisheries and aquaculture settlement assets back home it will need to commence the process of establishing the Pare Hauraki Fishing Trust in line with the constitutional requirements of its Trust Deed. This will include the establishment of an Asset Holding Company subsidiary and the appointment of directors, establishing the dispute resolution process and accountability and planning requirements outlined in its Deed and working with Te Ohu Kaimoana Trustee Limited to manage the partial transfer of Hauraki assets to Hauraki. Negotiations with neighbouring Mandated Iwi Organisations in relation to coastline agreements or interim coastline agreements will need to be commenced this year as the complete transfer of Hauraki assets is not able to occur until these coastal agreements are in place.

Statement of Activities and Service Performance

Activities

Measures

Pare Hauraki Fishing Trust Deed Implemented

- Pare Hauraki Fishing Trust ratified by Hauraki Iwi
- Fishing Trust Trustees establish Asset Holding Company and any subsidiaries of the Asset Holding Company
- Constitutional documents of Pare Hauraki Fishing Trust approved by Te Ohu Kaimoana Trustee Limited
- Orientation of Fishing Trust Trustees
- Appoint directors
- Partial transfer of settlement assets to Hauraki Iwi
- Dispute Resolution Process established
- Establish and maintain governance, planning and accountability processes
- Statement of Intent and other shareholder accountability documents approved by the Fishing Trust Trustees

Commence negotiations regarding coastline agreements or interim coastline agreements with neighbouring Iwi

- Terms of negotiations approved by the Fishing Trust Trustees
 - Negotiations commenced
-

EFFECTIVE GOVERNANCE AND LEADERSHIP

Establish new “fit for purpose” governance arrangements

Background

The Trust Board is committed to leading the process and co-ordination towards the establishment of new “fit for purpose” governance arrangements and the transition of the HMTB to the new governance entity. It also recognizes that with the settlement of historical grievances through the Treaty Claims process a vehicle to receive and manage settlement assets usually results in a fit for purpose entity needing to be ratified by the people and established through settlement legislation. The Board was concerned to ensure that discussions around the most appropriate structure for Hauraki occurred over time taking into account the “best fit” for the wide-ranging affairs of Hauraki and not just as an “add on” to the Treaty settlement process. It recognises that current legal governance frameworks are inadequate in the long term to provide for the multi-focused affairs of tribal entities of the 21st century that cut across social, cultural, health, education, economic, ecological and commercial priorities. The key assumption is that the new governance arrangement legislation will follow Treaty Settlements.

2006-2007 focus

Developing the parameters of the new governance arrangements work programme is to be completed this year. The New Zealand’s Law Commission’s *Te Waka Umanga* report provides up to date and useful information on current and potential legal governance structures for Maori entities. It will along with other information, including the discussions on governance structures arising from the fisheries settlement process to help shape the terms of reference to be developed this year on the new governance arrangements programme. Part of this information will include a questionnaire or survey of Iwi members and the various Iwi, hapu and whanau based entities of Hauraki on their views and expectations from new governance arrangements for Hauraki. The recent *Te Waka Umanga* report recommends the government develop new law for Maori Governance Entities. The Trust Board will advocate, participate and influence any potential future Maori Governance Entities legislation that may be progressed by the government this year.

Statement of Activities and Service Performance

Activities

Performance Measures

Parameters for the new governance arrangements programme developed

- Stock-take and analysis of current information
- Elements of new governance arrangements identified
- Methodology and timeline outlined.
- Communication and consultation process developed
- Impacts of potential Maori Governance Entities legislation assessed
- Terms of Reference document approved by Trustees.

Protecting and providing for Hauraki interests in any future Maori Governance Entities legislation

- Involvement in any Maori Governance Entities legislation if necessary.
-

EFFECTIVE GOVERNANCE AND LEADERSHIP

Strengthen social, cultural, economic, environmental and political infrastructure of Hauraki

Background

Having sound infrastructure of systems, policies, processes and planning is essential to achieving the vision and outcomes we seek. To address this there are two streams of related work. The first is the body of work that will culminate in the development of a multi-focused development plan and is primarily about designing an outcome monitoring, evaluation and indicator framework and supporting the evidence based, action based research to support this. The main goal of the Multi-Focused Development Plan is to explore what the Hauraki based determinants or measures for an effectively governed, informed and participating, culturally rich, healthy and educated, economically vibrant and robust and thriving environment for Hauraki means. It will also include an analysis of mainstream determinants and what the right fusion of Hauraki designed and mainstream determinants might be. It provides an opportunity to work together to design a quality monitoring, evaluation and indicator framework to better measure progress being achieved against the outcomes and includes commencing a body of work to confirm and/or design measures or determinants that are relevant to us.

The second body of work is a continual review of what we currently do for the purposes of improving and enhancing what we do now and how that information, thinking and learning is used to inform longer-term approaches and solutions. This approach is intended to provide better information to inform and evaluate policy direction and service delivery functions and will reinforce an integrated approach across the Trust Board and the linkages between our Blueprint and annual planning processes. It will also provide a sound basis for identifying gaps in knowledge and research requirements. This work will operate collaboratively across services, subsidiaries, in-substance subsidiaries and with whanau, hapu and Iwi and kaupapa based groups and services. This programme also relates to the maintenance of organisational support systems that relate to the smooth running of the organization, its operations and exercise of strategic governance and accountability.

2006-2007 focus

This year it is proposed to commence this work with developing the parameters of the multi-focused development plan work programme. This will include a survey or questionnaire to Iwi members and whanau, hapu, Iwi and kaupapa based entities on what their needs and aspirations. A review of Trust Board systems, policies and programmes will also be commenced this year with the purpose of enhancing what we do. Maintaining strategic governance processes and the support systems of administration, operations and policy are also key activities this year.

Statement of Activities and Service Performance

Activities

Measures

Parameters of the Multi-Focused Development Plan developed

- Stock-take and analysis of current information
- Elements of a multi-focused development plan identified
- Methodology and timeline outlined
- Communication and consultation process developed
- Terms of Reference document approved by Trustees

Review of Trust Board systems, policies and processes

- Performance management systems
- Monitoring and evaluation systems as management tools
- Contract procurement processes
- Risk Management processes
- Information Technology and Information Management
- Funding and Distribution policy
- Iwi Social Services programmes including Ko Wai Au specifications

Maintain strategic governance processes

- All Trust Board Meetings, elections and postal voting held in accordance with relevant policy
- Hold Annual General Meeting
- People believe that they can make some difference to Trust Board decisions and are satisfied with the Trust Board's accountability processes

Maintain support services

- Maintain legal, financial, administrative and policy support to Trust Board functions and operations

Manage and grow Iwi register

- Review policy on verification of applications
 - Increase in registered members
-

EFFECTIVE GOVERNANCE AND LEADERSHIP

Pursue strategic opportunities that advance nation building

Background

The Trust Board is committed to building closer and accountable relationships and networks with Iwi members and external stakeholders recognizing that the vision and outcomes of the Blueprint cannot be delivered without a broad range of people and organisations being involved. Government policy can have positive and negative impacts on the capacity of the Trust Board to deliver on the vision and outcomes and needs to be monitored and where appropriate responded to. A process to develop new initiatives and opportunities based on the extent to which they enhance and contribute to the vision and outcomes of the Blueprint will also be developed and implemented.

2006-2007 focus

Improved cross team and cross sector communication across the Trust Board, Fishing Group, Nga Iwi FM, Te Korowai Hauora o Hauraki and Family Start services is critical to informing policy direction and service delivery priorities to achieve the vision and the outcomes of the Blueprint and to improve internal relationships. Emphasis will be placed in the next year on establishing and facilitating such a network. Key items for discussion will be the development of the Terms of Reference for the Multi-focused development plan and on key policy and service delivery issues and opportunities. Other strategic relationships need to be maintained and where relevant reviewed and developed in terms of how these relationships and networks can contribute to our vision and outcomes. We will monitor government policy and pursue new strategic opportunities and initiatives that may arise in the year. Each new initiative will be assessed according to the extent to which it contributes to our vision and outcomes.

Statement of Activities and Service Performance

Activities

Measures

Establish and facilitate cross-sector network (Te Korowai, Nga Iwi FM, Fishing Group, Trust Board, Family Start)

- Agree on terms of reference for cross sector network
- Hold up to four cross sector network meetings
- Improved integration in outcome monitoring and evaluation

Advocate and influence national, regional and national policies affecting Hauraki

- Monitor and positively influence key policy programmes

Maintain and enhance strategic relationships

- External representation on boards, forums and advisory groups reviewed
- Treaty Tribes Coalition and Tainui Waka Alliance fora maintained

New strategic initiatives developed

- New initiatives assessed on the extent to which they contribute to the vision and outcomes of the Blueprint
-

PART V ANNUAL BUDGET

Hauraki Maori Trust Board Annual Plan Budget 2006-2007

	Governance & Leadership	Healthy & Educated	Culturally Rich	Informed & Participating	Economically Vibrant	Total 06/07
Carry forward Income	-91,000	-125,000	-76,000	-76,000	-46,000	-414,000
Grant income	-450,800	-1,349,526	-387,167	0	-26,667	-2,214,160
Other Income	-494,846	38,801	-260,102	-119,084	0	-835,231
Total Income	-1,036,646	-1,435,725	-723,269	-195,084	-72,667	-3,463,391
EXPENDITURE						
Salaries	240,000	734,929	100,251	91,224	7,534	1,173,938
Occupancy	2,860	65,987	2,860	1,820	0	73,527
Staff costs	4,000	38,367	29,000	0	12,000	83,367
Professional services	412,362	81,700	186,097	18,000	44,783	742,942
Telecommunications	13,000	25,969	1,900	1,500	0	42,369
Computer costs	6,000	38,838	21,240	1,040	0	67,118
Media communications	12,000	9,967	3,800	11,400	500	37,667
Financial costs	10,000	20,933	1,000	0	0	31,933
Vehicle costs	32,300	91,928	9,100	7,000	0	140,328
Hui costs	88,770	17,750	30,594	10,800	2,250	150,164
Directors Costs	75,754	5,318	32,200	2,900	0	116,172
Administration	23,824	17,787	59,500	25,200	0	126,311
Grants & Scholarships	0	0	218,000	0	0	218,000
Care Giving Expenses	0	215,613	0	0	0	215,613
Support services	115,776	70,638	27,727	24,200	5,600	243,941
Total Expenditure	1,036,646	1,435,725	723,269	195,084	72,667	3,463,391