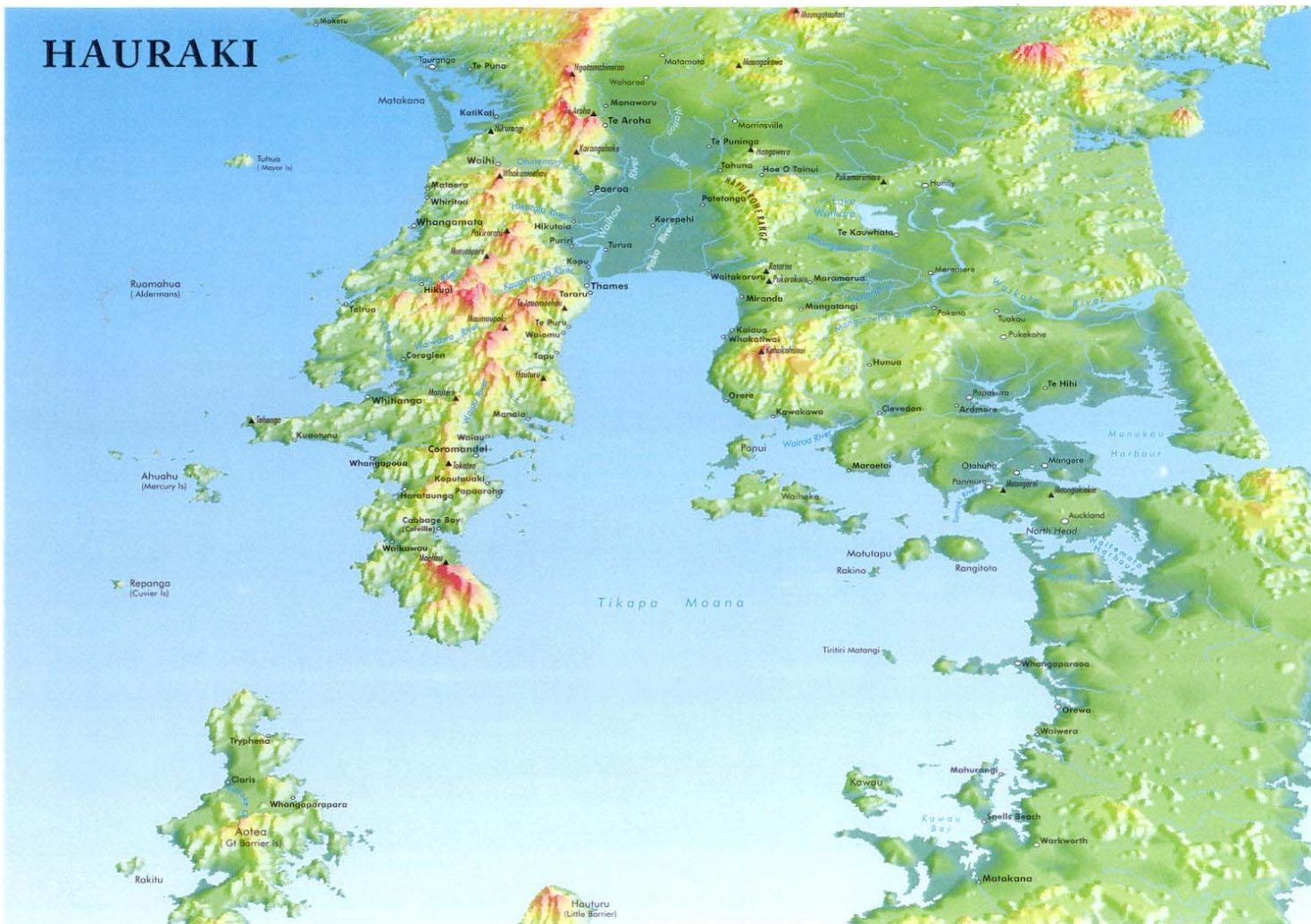


# Hauraki Maori Trust Board

## BUSINESS PLAN 2004 - 2005



THE HAURAKI TREATY CLAIMS *Hauraki Maori Trust Board 1997*



**Kia mau ki te Rangatiratanga o te Iwi o Hauraki**



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# INTRODUCTION

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E nga mana, e nga iwi o Hauraki  
Tena koutou, tena koutou, tena tatou katoa.

Tena koutou i nga ahuatanga o nga aitua pa atu ki a koutou.  
Kei te tangi atu, kei te pouri tonu mo ratou ma,  
Kua ngaro atu i waenganui i a tatou.  
Moe mai ra koutou i o koutou moengaroa  
I roto i nga manaakitanga o Te Ariki.

Ki a tatou e noho nei i roto i te mokemoketanga mo ratou,  
Me anga atu tatou ki te ao turoa.  
No reira, tena koutou, tena koutou, tena tatou katoa.

Another year has come to an end and we are pleased to have reported to the Iwi in June this year and to reflect on where we have been.

This annual plan for the 2004/05 period forecasts what the Board will be engaged in over the next twelve months and sets out objectives and measurements by which we can gauge our efforts in pursuit of the Board's mission.

Of particular note is the intended growth of both our Iwi Social Service and Education Units as they increase in the range of services that they currently offer. We continue to improve our administrative and financial capabilities and have prepared to undertake a review of each of these areas. In addition we will be establishing a planning & policy unit to improve our planning processes and enhance the quality of our decisions. The unit, in its first year of operation, will be specifically focussed.

Additional resources have been targeted toward our claims and fisheries portfolios to enable a more concentrated effort on preparing for the eventual allocation of the fisheries assets from Te Ohu Kaimoana to Hauraki, and to progress the negotiation of our claims with the Crown. It is simply not enough to sit back and wait for the release of our Tribunal Report. There is much more to be achieved, preparing for mandating and further discussing with whanau, hapu and Iwi about a future post-settlement structure for Hauraki. It is unlikely that all of this will be achieved within the year but developing a critical pathway ahead and implementing some of these steps will be a key focus for the year.

Concerted effort will also be made to update our tribal register for which the Tuhono initiative will be of great assistance. It is expected that we will continue to be faced with the ongoing challenges of the Crown to remove our rights to the foreshore and seabed and with other pieces of legislation such as the Maori Fisheries Bill and the Aquaculture reforms.

Our commercial fishing operation will continue to manage our ace and mussel farming interests at Wilsons Bay. It will be another challenging year for the industry.

Finally we acknowledge the ongoing work of the other members of the Board's family group namely Te Korowai Hauora o Hauraki and Nga Iwi FM. Most especially we wish to express our appreciation for the guidance of Te Kaunihera Kaumatua o Hauraki.

Na reira tena koutou, tena koutou, tena tatou katoa.

Toko Renata  
*Chairman of the Board*

Josie Anderson  
*Chief Executive*



# GOVERNANCE

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## MISSION

The Board is investing in the future of Hauraki by providing leadership and direction in pursuit of the vision: *Kia mau ki te rangatiratanga o te Iwi o Hauraki* and by ensuring that the Board is transparent and accountable, providing opportunities for the participation of Hauraki Whanui in decision-making.

## GOALS

1. To determine the Board's strategic direction and actively promote its mission and philosophy.
2. To ensure policies are established to provide a framework for achieving the Board's mission.
3. To ensure the Board develops a risk aware culture and that internal controls are appropriate to identified risks.
4. To monitor performance against plans and budgets, against CEO performance and the effectiveness of Board performance.
5. To report to shareholders and regulatory authorities on the stewardship of the Board.
6. To ensure information is communicated to Hauraki Whanui on a regular basis and in a medium that can be readily accessed and understood.
7. To ensure appropriate training opportunities are available to trustees such as would enhance their work.



# GOVERNANCE

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## THIS YEAR WE WILL...

- Ensure that consultation processes on significant initiatives are developed with regard to the needs of Hauraki Whanui.
- Implement recommendations of the Review document dated October/November 2003 on our policies and procedures by March 2005.
- Establish processes for evaluating the performance of the Board, individual trustees and the CEO to ensure the Board as a whole is adding value to the Board operations.
- Complete the Strategic Plan by the end of December 2004.
- Report to our Shareholders by December 2004.
- Develop position description outlining roles and responsibilities of trustees and other key office holders such as the Chair by the end of September 2004.
- Review all Board subcommittee terms of reference and membership by the end of October 2004.
- Conduct effective Board meetings so as to direct and supervise the business affairs of the Board.



# FINANCE & ADMINISTRATION

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## MISSION

The administrative infrastructure and services deliver quality support, and are responsive, to the Board's operations and Hauraki Whanui.

## GOALS

1. To ensure compliance with current legislation and generally accepted accounting principles and practices.
2. To provide financial information in a timely, understandable and responsive manner.
3. To provide quality administrative services to the Board and its operations.
4. To safeguard and manage the Board's assets.
5. To ensure that services are responsive to customer's needs.
6. To ensure a safe working environment.



# FINANCE & ADMINISTRATION

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## THIS YEAR WE WILL...

- Set in place a framework for monitoring contracts to ensure that milestones are met by November 2004.
- Develop mechanisms to seek feedback and evaluation from our customers and suppliers by March 2005.
- Develop and maintain a website by December 2004.
- Distribute quarterly newsletters in December 2004, March 2005 and June 2005.
- Maintain, update and promote our Iwi register.
- Review office accommodation options by the end of October 2004.
- Centralise administrative functions October 2004.
- Review operational systems and procedures and implement changes as required including:
  - Accounting systems by end of October 2004.
  - Financial report format by end of October 2004.
  - Policy and procedures manual by December 2004.
  - Asset management systems by November 2004.
  - Information management and Information Technology by November 2004.



# **POLICY & PLANNING**

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## **MISSION**

The Board is investing in quality advice so that decision making is informed by robust information and analysis and supported by sound communication.

## **GOALS**

1. Quality information and analysis is provided to support decision making processes.
2. Information is accessible to Hauraki Whanui and other key stakeholders.
3. A strategic planning approach is incorporated into organization.
4. Improved internal co-ordination of policies, plans and programmes.



# POLICY & PLANNING

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## THIS YEAR WE WILL...

- Review and align all Board plans by June 2005.
- Incorporate a strategic management system into Board planning and operations by April 2005.
- Develop and implement a communication policy as agreed to by the Board by November 2004.
- Undertake situational and options analysis on asset recovery strategies by June 2005.
- Undertake research and policy analysis on key issues as and when required by June 2005.
- Develop and maintain a demographic profile of Hauraki Whanui by December 2004.
- Streamline reporting requirements by January 2005.



# TREATY CLAIMS

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## MISSION

The Board is investing in the future of Hauraki by leading a team to negotiate a settlement of our Treaty Claims against the Crown. The Board will ensure that any surplus crown property (land & buildings) is not alienated and is protected in the land bank for future settlement use.

## GOALS

1. To commence Treaty settlement negotiations.
2. Protect Hauraki Interests in the Foreshore and Seabed .
3. To develop effective settlement negotiation structures for Hauraki.
4. To achieve a robust mandate for settlement negotiations.
5. Landbank surplus crown properties.



# TREATY CLAIMS

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## THIS YEAR WE WILL...

- Commence settlement negotiations with Crown by June 2005.
- Complete negotiations on Maramarua Forest provided Waikato wish to do so subject to ratification and approval by claimants, Board beneficiaries and the wider whanui by June 2005.
- Inform & educate the general community about the benefits of a successful treaty settlement in regular quarterly updates.
- Advocate to protect Hauraki interests in the Foreshore and Seabed in legislation reform by December 2004 or as part of the treaty settlement initiated by June 2005.
- Develop a workable model to ensure appropriate representation and decision-making for those who wish to participate in Board led settlement negotiations by March 2005.
- Regularly (six monthly) report progress on settlement negotiations to the Boards beneficiaries and the wider Hauraki whanui commencing in June 2005.
- Obtain Deeds of Mandate to negotiate a treaty settlement by March 2005.
- Ensure a robust approval process to ratify and approve any Maramarua Forest agreement including use of postal ballot and Hui by March 2005.
- Where appropriate ensure surplus crown land is protected from sale by land banking on an ongoing monthly basis.



# FISHERIES

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## MISSION

To enhance the fisheries resource for our use today and for future generations and ensuring that Hauraki hapu and Iwi are able to exercise kaitiakitanga over the customary fishery. The Board is investing in the future by facilitating the transfer of commercial fisheries settlement assets to Hauraki Whanui.

## GOALS

1. To commence internal allocation to Hauraki and maintain oversight of TOKM allocation to Iwi.
2. Participating in fisheries management to protect, restore and ensure sustainable management of resources.



# FISHERIES

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## **THIS YEAR WE WILL...**

- Develop a critical path for transfer, management and distribution of fisheries assets by the December 2004.
- Implement strategies related to the critical path as agreed by the Board.
- Establish a Trustee team to lead development of critical path and strategy implementation by the end of September 2004.
- Inform and educate the Whanui about the fisheries settlement allocation.
- Maintain a collective approach to monitoring TOKM via Treaty tribes.
- Establish regional fisheries forum in conjunction with Ministry of Fisheries by February 2005.
- Seek representation on key fishery management by April 2005.
- Make submissions, and provide advice to key stakeholders including TOKM and Ministry of Fisheries as required.
- Integrate commercial and customary fisheries plans by March 2005.
- Maintain brief on kaimoana regulations throughout the reporting year.



# RESOURCE MANAGEMENT

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## MISSION

The Board activities in resource management are aligned and contribute to the vision and goals of *Whaia Te Mahere Taiao a Hauraki: the Hauraki Iwi Environment Plan*. In particular we will focus on improving our services to Hauraki Whanui and advocating for policy that protects the Hauraki environment and values.

## GOALS

1. To develop services and initiatives to support Hauraki hapu and Iwi in kaitiakitanga.
2. To protect Hauraki interests in the environment.
3. To strengthen environmental research and information capabilities.



# RESOURCE MANAGEMENT

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## THIS YEAR WE WILL...

- Investigate the feasibility of establishing a Hauraki Kaitiaki Resource Centre by June 2005.
- Increase our involvement in processes under the Hauraki Gulf Marine Park Act 2000 by October 2004.
- Influence the development of national and regional policies and plans, in particular those related to the coastal environment by June 2005.
- Maintain involvement in the Whangamata marina, Waikato marine farming variation and Waikato marina variation cases by June 2005.
- Complete a research strategy in conjunction with NIWA by November 2004.
- Maintain and enhance relationship agreements with NIWA and Environment Waikato throughout the reporting year.
- Review resource management information dissemination processes by September 2004.
- Increase opportunities for Hauraki Whanui involvement in the formulation and development of responses to regional and national policies and plans by June 2005.



# IWI SOCIAL SERVICES

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## MISSION

We will provide professional management in the delivery of quality social services.

## GOALS

1. To maintain and enhance Iwi Managed Care services.
2. To provide social work interventions, mentoring and other support services.
3. To develop and establish new initiatives and services for Youth and Rangatahi.
4. Refine internal processes to ensure optimum performance of service.



# IWI SOCIAL SERVICES

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## **THIS YEAR WE WILL...**

- Collaborate with key Ministries to ensure that the kaupapa of Iwi Managed Care is identified as an integral part of their strategic operation by September 2004.
- Inform Hauraki Whanui of Iwi Managed Care to ensure that children are permanently placed with whanau, hapu and Iwi by June 2005.
- Transfer 6 children to the permanent care of whanau, hapu and Iwi by November 2004.
- Provide effective training opportunities so that the service is staffed by professional social workers throughout the reporting year.
- Affiliate to NZ Federation of Family Budgeters Inc by December 2004.
- Affiliate social workers to the National Industry Based Training: Te Kaiawhina Ahumahi by August 2004.
- Initiate social interventions to prevent rangatahi from entering High Court proceedings by August 2004.
- Exit 5 rangatahi from the Youth Justice programme by June 2005.
- Establish two new Hauraki based Youth projects, one by August 2004 and the other by April 2005.
- Continue to be proactive and advocate for the management of rangatahi referred by the Police to CYPS by August 2004.
- Apply robust empirical research to guide our service delivery and methods of practice by June 2005.
- Be ISO 9000 2001 accredited by September 2004.



# EDUCATION

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## MISSION

The Board is investing in the future by ensuring that our tamariki-mokopuna have the best opportunities through a sound education to live full and healthy lives, knowing who they are and contributing to their whanau, environment and community in which they live.

## GOALS

1. To strengthen and empower whanau to support tamariki in learning.
2. To develop and promote the Revitalisation of Te Reo.
3. To develop Hauraki based educational resources.
4. To increase quality education opportunities for Hauraki Maori.
5. To pursue the development of an education authority meet the needs and aspirations of Hauraki.
6. To support and promote career choices for Hauraki Maori.



# EDUCATION

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## THIS YEAR WE WILL...

- Scope and if feasible implement at least one new ECE initiative and one new whanau based learning programme by October 2004.
- Review the Education Strategy by October 2004.
- Hold Wananga Reo in Hauraki by January 2005.
- Collate, extract, translate, catalogue and disseminate short stories by December 2004.
- Gather papakupu ki waha and Hauraki whakatauki by June 2005.
- Develop a marautanga for Hauraki by April 2005.
- Support and monitor the implementation of PUMAU by October 2004.
- Promote professional development seminars for teachers in Hauraki by April 2005.
- To collaborate with tertiary institutions and Industry Training Organisations to develop and deliver vocational programmes for Hauraki students by February 2005.
- Scope and establish mentoring programmes for senior students in Hauraki schools by April 2005.



# FINANCIAL SUMMARY

## 2004/2005 Forecast

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| Area of Business         | Carry Forward  | Projected Income | Projected Expenditure | Funding Required |
|--------------------------|----------------|------------------|-----------------------|------------------|
| Governance and Tikanga   | 105,725        |                  | 336,111               | 230,386          |
| Iwi Social Services      | 140,000        | 740,334          | 880,334               | 0                |
| Environmental Management | 72,000         | 94,065           | 166,065               | 0                |
| Policy & Planning        | 34,275         |                  | 34,275                | 0                |
| Fish Allocation & TTC    |                |                  | 250,000               | 250,000          |
| Education                | 19,000         | 651,400          | 670,400               | 0                |
| Investments              |                | 140,000          | 140,000               | 0                |
| Treaty Claims            |                | 330,000          | 580,000               | 250,000          |
| Iwi Distribution         |                |                  | 180,000               | 180,000          |
| <b>Total</b>             | <b>371,000</b> | <b>1,955,799</b> | <b>3,237,185</b>      | <b>910,386</b>   |



# BOARD TRUSTEES & STAFF

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|                    |                              |                                      |
|--------------------|------------------------------|--------------------------------------|
| Toko Renata        | Chairman                     | Ngati Whanaunga                      |
| John Linstead      | Vice-Chairman                | Ngati Hako                           |
| Peter Te Wharau    | Member                       | Ngati Rahiri-Tumutumu                |
| Lully Heemi        | Member                       | Ngati Maru                           |
| Pat Macdonald      | Member                       | Ngati Hei                            |
| Pahi Tupuhi        | Member                       | Ngati Paoa                           |
| Wiremu Peters      | Member                       | Patukirikiri                         |
| Stephen Zister     | Member                       | Ngai Tai                             |
| Harry Mikaere      | Member                       | Ngati Pukenga ki Waiiau              |
| Caroline Karu      | Member                       | Ngati Tara Tokaanui                  |
| Kemara Tukukino    | Member                       | Ngati Tamatera                       |
| Myra Ngapo-French  | Member                       | Ngati Porou ki Harataunga ki Mataora |
|                    |                              |                                      |
| Josie Anderson     | Chief Executive              |                                      |
| Peter Te Moananui  | Manager, Operations          |                                      |
| Rawiri Bidois      | Financial Controller         |                                      |
| Amelia Williams    | Manager, Iwi Social Services |                                      |
| Liane Ngamane      | Manager, Policy & Planning   |                                      |
| Jim Nicholls       | Manager, Education           |                                      |
| John McEnteer      | Manager, Treaty Claims       |                                      |
| Debra Ruka-Reihana | ECE Co-ordinator             |                                      |
| Barbara Williams   | Senior Social Worker         |                                      |
| Delwyn Hornby      | Senior Social Worker         |                                      |
| Louise Julian      | Social Worker                |                                      |
| Janet Tarry        | Support Worker               |                                      |
| Nick Singh         | Youth Worker (Activities)    |                                      |
| Tenille Comer      | Administration               |                                      |
| Angela Robinson    | Receptionist                 |                                      |
| Joe Watene         | Cleaner                      |                                      |