

# NGĀTI MUTUNGA O WHAREKAURI IWI TRUST

## ANNUAL PLAN

2012-2013

# Ngāti Mutunga o Wharekauri Iwi Trust

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## 1. EXECUTIVE SUMMARY

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

This document is a planning instrument that sets objectives for the Iwi Trust to achieve during the 2012-2013 financial year. These objectives set a clear direction for the Iwi Trust and provide a benchmark for accountability and performance measurement. The plan is a requirement under the Maori Fisheries Act 2004 ("the Act") and a means of communicating Ngāti Mutunga o Wharekauri Iwi Trust intentions to trustees and beneficiaries.

The Iwi Trust has made good progress in the latter half of the 2011/12 financial year objectives, and this is set to accelerate in the current year. Our cultural support programme is now underway and is highlighted by our Ruia Kākano reo programme, our mau rākau programme, and our Kaumātua tautoko programme. We are also focused on pushing forward on bringing our Ngāti Mutunga marae to fruition and to continue work on strengthening our whakapapa and tīpuna base for the Iwi Trust.

We intend to ramp up our activities in the coming financial year. To that end we have secured full time management support capability and increased our office administration support. We have high expectations on the delivery of our objectives from our Office management.

The focus in this year now moves squarely to the settling of our long standing treaty claim. We will be relentless in our pursuit of this goal. To that end we are already engaged in on-going discussions with Crown agencies to get the ball rolling. This will necessarily include discussions and at times cooperation with our Moriori whānaunga to ensure the settlement is progressed in comprehensive manner.

To that end, the need for a unified and single representative voice remains paramount to the Iwi Trust. We will work to deliver on the clear message received from the Iwi in relation to how it is represented. This is a subset of a broader push to enhance the representational work of the Iwi Trust both on-island, and within Aotearoa.

Growth of the Ngāti Mutunga asset base continues in the 2012/13 financial year. The successful conclusion of the highly sensitive negotiations to part purchase Port Nicholson Fisheries is a wonderful example of how our asset base can be enhanced. Our focus in this year is to investigate Wharekauri based initiatives that will provide Ngāti Mutunga o Wharekauri Iwi Trust with returns for funding commercial, cultural and economic objectives to ensure our ahi kaa base is maintained. The loss of 4 young whānau to Perth in the past 2 months gives further urgency to this focus.

Organisational discipline remains a fundamental focus for the Iwi Trust. The Trust has committed itself to a rigorous programme of cost consolidation in the running of its administration functions. It is now year 3 of the programme to bring all costs in at \$1.2m. Our increased operating costs for the current financial year are offset by significant underspends in the previous two financial years. We are forecast to end the final year of our 3 year programme of cost consolidation and fiscal discipline within budget.

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. Whanāungatanga underpins the focus for the coming year in relation to the people it serves.

## 2. INTRODUCTION

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

### **Iwi Trust Annual Plan**

This must include:

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

### **Asset Holding Company**

This must include:

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

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

### **3. OBJECTIVES OF THE ANNUAL PLAN**

As part of the Trustees exercise of strategic governance over the Trust and its assets a number of objectives have been developed for the 2012-2013 year. These include, but are not limited to, the following (see following page):

Sector	Objective	Measures/Targets	Priority Rating (see bottom of table)
<b>Beneficiary Registrations</b>	<ol style="list-style-type: none"> <li>1. Review requirements for registration database and processes</li> <li>2. Policy on Beneficiary Registrations updated</li> </ol>	<ol style="list-style-type: none"> <li>a. The Role of registrar is formalised</li> <li>b. Secure database and procedures are place</li> <li>c. Registration with Tūhono Database is complete</li> <li>d. Carry out further research for Tīpuna List</li> <li>e. Develop and implement a project plan to complete research of Maori Land Court Records for Whakapapa Research Project</li> <li>f. Online registration process is in place</li> <li>g. Policy on Beneficiary Registrations is updated and completed</li> <li>h. All external funding sources for the proposed initiatives are sourced and applied for.</li> </ol>	<p style="text-align: center;"><b>1</b></p> <p>The need to provide registration certainty and to recognise all Ngāti Mutunga o Wharekauri tīpuna remains of paramount importance to the Trustees.</p>
<b>Treaty of Waitangi Settlement</b>	<ol style="list-style-type: none"> <li>3. Work with Ngāti Mutunga o Wharekauri whānau to establish a unified and singular voice.</li> </ol>	<ol style="list-style-type: none"> <li>a. Wind up of the Rūnanga and old Trust is finalised as per agreements from 2003 and 2006.</li> <li>b. All tribal assets are properly lodged with the Iwi Trust</li> <li>c. A mandate strategy to achieve mandate in a form acceptable by Crown and Ngāti Mutunga o Wharekauri is in place</li> <li>d. Negotiators are appointed</li> </ol>	<p style="text-align: center;"><b>2</b></p> <p>Trustees are mindful of the directive from beneficiaries to complete the mandate process. Trustee's ability to progress mandate is impacted by events and processes outside their control hence the '2' rating.</p>
<b>Identity of Ngāti Mutunga o Wharekauri</b>	<ol style="list-style-type: none"> <li>4. Ensure the mana and tikanga of Ngāti Mutunga o Wharekauri is maintained and interwoven into the fabric of</li> </ol>	<ol style="list-style-type: none"> <li>a. Undertake 3 year reo and Iwi development plan with Te Puni Kōkiri and Ministry of Education</li> <li>b. Three Mau Rākau programmes are completed</li> <li>c. Year one of Reo Programme</li> </ol>	<p style="text-align: center;"><b>1</b></p> <p>The revival of our reo, and the reinforcement of our tikanga is of the utmost</p>

Sector	Objective	Measures/Targets	Priority Rating (see bottom of table)
	Chatham Island life.	<p>completed</p> <p>d. Continue to engage constructively with Moriori through Hokotehi Moriori Trust by ensuring a working protocol is in place and actively used</p> <p>e. Investigate the merits of a joint sites of significance project with a view to establishing a project plan which include Crown Agencies and on-island partners</p> <p>f. Regular communication with Kaumātua on matters of cultural significance</p> <p>g. On-going communication with Crown agencies</p>	<p>priority. The measures outlined must be fully operational in this financial year.</p> <p>Engaging in a constructive and mutually supportive relationship with Moriori will have a long lasting positive impact on Wharekauri.</p> <p>Our Kaumātua are our Kaitiaki. Our tikanga requires our ongoing support for them.</p>
<b>Ngāti Mutunga o Wharekauri Marae</b>	5. Progress action on the development of a suitable wharenuī and marae for Ngāti Mutunga o Wharekauri	<p>a. Establish marae working group</p> <p>b. Develop Marae concept plan for consultation through working group to work alongside Kaumātua and the Maori Committee</p> <p>c. At least one consultation hui undertaken to discuss marae concept for Ngāti Mutunga o Wharekauri</p> <p>d. Concept plans are completed</p>	<p><b>3</b></p> <p>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.</p>
<b>Effective Communications</b>	6. Continue to improve quality and effectiveness of engagement with Iwi Members	<p>a. Bi-annual hui updates (including AGM) on Wharekauri, Te-Ika-A-Maui, Te Waipounamu, are completed which will see local representatives taking the active lead in facilitating the hui</p> <p>b. At least four Kaumātua get together are completed</p> <p>c. Bi monthly Pānui are</p>	<p><b>1</b></p> <p>Enhancing communications with our Iwi ensures a successful and vibrant people.</p>

Sector	Objective	Measures/Targets	Priority Rating (see bottom of table)
		<p>completed. d. Market website is established</p>	
<b>Representation / Relationships</b>	7. Continue to engage local and crown agencies	<p>a. DOC protocol formalised with effective working relationship established b. Working relationship and protocols are in place with CIC/CIET c. At least one hui undertaken with crown agencies such as MFish, TPK, OTS, DOC, HPT and other relevant agencies d. Provide appropriate Iwi Trust responses to resource management matters including consents and requests for consultation e. Actively participate in the review of the Chatham Island Resource Management Document with Council, Iwi/Imi. f. Ensure the Iwi Trust is consulted with on all matters relating to the development of infrastructure and economic opportunities on Wharekauri g. Ensure all Crown funding opportunities are explored and capitalised on h. Relationships with Maori Committee, Kōhanga, Maori Community Health, and other on-island Maori organisations are established</p>	<p><b>1</b></p> <p>The Iwi Trust has an ongoing representational responsibility for the Iwi of Ngāti Mutunga o Wharekauri. And this starts with the Crown. This requires effective relationships are established with Crown Agencies</p>
<b>Asset Management – Tribal Footprint</b>	8. Continue to work closely with the AHC on growing an on-island economic base	<p>a. Work with on-island 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</p>	<p><b>1</b></p> <p>The Iwi Trust has developed an effective and profitable asset management approach. It is conservative and relatively risk averse and will</p>

Sector	Objective	Measures/Targets	Priority Rating (see bottom of table)
		opportunities available through DOC.	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.
<b>Capacity and Capability</b>	9. Strengthening on-island human Resources	a. Investigate opportunities for capacity and capability building. At least one hui with on-Island stakeholders is completed	<b>2</b>  Enhancing on-island capacity and capability is a key consideration for Trustees. Opportunities for on-island collaboration will be explored.
<b>Governance</b>	10. Good Governance is maintained	a. At least one Trustee governance/cultural training hui is completed b. Review of Trust Deed is undertaken c. Review of Trust Policies is undertaken d. Review Strategic Direction 'the Pathway Forward'	<b>2</b>  Enhancing on-island Governance capacity and capability is a key consideration for Trustees. Opportunities for on-island collaboration will be explored.

#### Priority Assessment Criteria

1. Must be completed by end 2012/13
2. Expected 2012/13 outcome
3. Medium to low chance of 2012/13 completion

## 4. MONTHLY WORK PROGRAMME OVERVIEW

Month - (incl Trustee Hui Date)	Tasks
April – 26 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Undertake annual plan / budget reviews with Trustees</li> <li>• Undertake register review</li> </ul>
May – 31 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Begin Treaty Claim Mandating Process</li> </ul>
June – 28 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Finalise Annual Report</li> </ul>
July – 25 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Distribute Annual Plan &amp; Report</li> <li>• Continue operational procedures activity</li> <li>• Pre-mandating hui</li> <li>• Pānui 1 distributed</li> </ul>
August – 29 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Work on agency protocols undertaken</li> </ul>
September – 27 <sup>th</sup>	<ul style="list-style-type: none"> <li>• AGM and consultation rounds</li> <li>• Trustee Hui and AHC directors hui</li> </ul>
October – 31 <sup>h</sup>	<ul style="list-style-type: none"> <li>• Pānui 2 distributed</li> </ul>
November – 29 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Regional consultation hui (including Urenui)</li> <li>• Mandating hui with broader Ngāti Mutunga Iwi</li> </ul>
December – 20 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Review of Trust Deed</li> <li>• Pānui 4 distributed</li> </ul>
January – 31 <sup>st</sup>	<ul style="list-style-type: none"> <li>• Policy Review</li> </ul>
February – 24 <sup>8h</sup>	<ul style="list-style-type: none"> <li>• Planning Hui (with AHC)</li> <li>• Pūtea Whanāungatanga</li> </ul>
March – 28 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Finalise Annual Plan</li> <li>• Pānui 5 distributed</li> </ul>

## 5. POLICIES ON SALES AND EXCHANGES OF SETTLEMENT QUOTA

### Purpose

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

### Current Situation

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

### Policy

- 3.0 The Iwi Trust’s policy to apply for the year ended 31 March 2013 (or such time as it is reviewed) is that there be no sales or exchanges of settlement quota within this period.
- 3.1 The reason for this is to make sure TOKM procedures around the sales and exchanges are tested and proven effective and efficient before the Iwi Trust uses these processes.
- 3.2 Notwithstanding the prohibition on sales and exchanges for the year ended 31 March 2013, the Iwi Trust is prepared to review proposals by other Iwi organizations for input in setting future years policy.

## **6. CHANGES TO THE SETTLEMENT QUOTA POLICY THIS YEAR**

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

## **7. CHANGES TO COMPANY CONSTITUTIONAL DOCUMENTS**

A register of areas where possible changes could be made in the future is being kept as issues arise, are mainly to simplify administration and remove any inconsistencies.

The Trust Deed and constitutions are complex documents, and were the first of their type developed against a changing legislative backdrop.

Consequently, there are a number of minor changes that are required to update references, and simplify wording.