



Hauraki Māori Trust Board  
ANNUAL PLAN 2014-2015



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# STRATEGIC BLUEPRINT

## THE IWI OF HAURAKI

The beneficiaries of the Hauraki Māori Trust Board shall be the descendants of Ngāti Hako, Ngāti Hei, Ngāti Maru, Ngāti Paoa, Patukirikiri, Ngāti Porou ki Harataunga ki Mataora, Ngāti Pukenga ki Waiau, Ngāti Rahiri-Tumutumu, Ngai Tai, Ngāti Tamatera, Ngāti Tara Tokanui, and Ngāti Whanaunga collectively referred to as the Iwi of Hauraki.

## OUR VISION

Building the Hauraki Nation, together

## OUR MISSION

To support the Iwi and hāpu of Hauraki to maintain their rangatiratanga, kaitiakitanga and mana tangata status

## OUR VALUES

What we care about are:

### Mana Motuhake

Enhancing the identity, confidence, influence, and self-rule and self-determination of the whānau, hapū and iwi of Hauraki

### Kotahitanga

Doing things together for the benefit of all, where appropriate

### Manaakitanga

Looking after people from mokopuna to Kaumātua

### Whai Rawā

Growing wealth and prosperity

### Whanaungatanga

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

### Kaitiakitanga

Protecting and preserving our taonga tuku iho of the Iwi of Hauraki

### Tikanga

Making our decisions with integrity and wisdom

### Te Taiao

Acknowledging and accepting our manawhenua role and taking care of the

environment so that it supports our well-being.

## Titiro Whakamua

Acting in the best interests of future generations

## Wairuatanga

Respecting the spiritual essence in all of us

## OUR PRINCIPLES

Our decisions and actions will be guided by the following principles:

- Where appropriate, collective future thinking where all whānau, hapū and iwi of Hauraki are represented, participate, benefit and belong.
- Growing and delivering meaningful and enduring outcomes for whānau, hapū, and iwi of Hauraki.
- Providing a clear sense of purpose and leadership that people can believe in and support.
- Connect with our people through iwi organizations so that they are informed and engaged in decision-making.
- Taking a collaborative approach to achieve common goals

## OUR STRATEGIC FOCUS

Over the next 5 years, the Board will:

- Maintain, consolidate and grow our whānau-centred services and programmes
- Review current structure to ensure it remains fit for purpose
- Plan for transition to the Hauraki post Treaty of Waitangi settlement environment
- Provide administrative infrastructure and financial support services as required



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## GOVERNANCE

Review current structure to ensure it remains fit for purpose

Plan for transition to the Hauraki post Treaty of Waitangi settlement environment

GOAL	OBJECTIVE	MEASURE
To determine future positioning options of HMTB.	<ul style="list-style-type: none"> <li>• Environmental Scan and stock-take reviewed &amp; completed.</li> <li>• Future options paper reviewed.</li> <li>• Preferred options approved by the end of the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Direction of Board confirmed by trustees.</li> </ul>
Review current structure to align to strategic direction.	<ul style="list-style-type: none"> <li>• Implementation Plan completed by August 2015.</li> <li>• Funding confirmed by the end August for implementation in October 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Plan approved.</li> <li>• Funding Plan identified.</li> </ul>
Maintain and provide access to Iwi Registers.	<ul style="list-style-type: none"> <li>• Ensure register is updated and accessible according to policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Register is maintained, up to-date and accessible.</li> </ul>
Legislative Compliance & Accountability.	<ul style="list-style-type: none"> <li>• Compliance with the new reporting standards in the Māori Trust Board's Amendment Act.</li> <li>• Increase trustee awareness of changes to legislation and implications to Charities review.</li> <li>• Increase trustee financial awareness.</li> <li>• Ensure all new Trustees are inducted appropriately.</li> <li>• Develop framework to ensure legislative compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting standards as per the Act are met.</li> <li>• Annual Plan 2014-2015 and Annual Report 2013-2014 provided to beneficiaries.</li> <li>• Board papers received on legislation amendments.</li> <li>• All trustees undergo financial awareness training.</li> <li>• All new trustees are inducted fully on roles &amp; responsibilities and general requirements of their role</li> <li>• Compliance with the Māori Trust Board Act.</li> </ul>

## BUSINESS SERVICES

To provide administrative infrastructure and financial support services as required

GOAL	OBJECTIVE	MEASURE
Facilitate process required for audits.	<ul style="list-style-type: none"> <li>• Prepare timetable and project specifications for audits of entities and ISO 9001:2008 Quality Management Systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal audits timetabled</li> <li>• Audits of entities completed in timely manner and reported to Iwi.</li> <li>• ISO 9001:2008 Quality Management Systems implemented.</li> </ul>
Provide services to identified external agencies.	<ul style="list-style-type: none"> <li>• Service Agreements agreed with Pare Hauraki Fishing Trust, Pare Hauraki Asset Holding Limited, Hauraki Fishing Group and others as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Agreements signed.</li> <li>• Terms of Agreement met.</li> </ul>
Quality Management Systems are maintained	<ul style="list-style-type: none"> <li>• Independent audits conducted throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Management Audits conducted.</li> <li>• Levels of contract compliance are met.</li> </ul>
Build staff capacity and capability.	<ul style="list-style-type: none"> <li>• Performance reviews completed.</li> <li>• Increase staff awareness of operational policies and procedures.</li> <li>• Enhance opportunities for teamwork.</li> <li>• Recruit &amp; retain professional and qualified staff with the right skills to do their job.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Review for all staff completed.</li> <li>• Bi -Monthly staff training sessions convened including Hauraki tikanga &amp; cultural awareness.</li> <li>• 3 team building sessions conducted during the year.</li> </ul>
Maintain Board information systems.	<ul style="list-style-type: none"> <li>• Complete implementation of Share point project.</li> <li>• Increase storage and security of archive files.</li> <li>• Enhance security &amp; robustness of IT system.</li> <li>• Implement monitoring systems as required by introduction of Results Based Accountability framework.</li> </ul>	<ul style="list-style-type: none"> <li>• SharePoint is operational across all Board operations</li> <li>• Archive files storage increased &amp; security implemented for all sections of the business.</li> <li>• Current IT systems reviewed, servers updated and new software installed.</li> <li>• Wifi installed in office.</li> <li>• Monitoring systems in place for identified programs.</li> </ul>
Ensure & maintain suitable office accommodation, vehicle fleet, and efficient communications & logistical.	<ul style="list-style-type: none"> <li>• Provide suitable offices to run the business.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff accommodated in modern &amp; safe offices centrally located in the region.</li> </ul>

# WHĀNAU DEVELOPMENT

To maintain, consolidate and grow our whānau-centred services and programs

GOAL	OBJECTIVE	MEASURE
Maintain current delivery of service contracts.	<ul style="list-style-type: none"> <li>• To meet contractual outcomes and reporting requirements.</li> <li>• Service audits conducted throughout the year.</li> <li>• Undertake capability assessment of the organisation for the purposes of service delivery.</li> <li>• Consolidate Family Start Service.</li> <li>• Improve data collection across services.</li> </ul>	<ul style="list-style-type: none"> <li>• Contractual outcomes met.</li> <li>• Reporting requirements met.</li> <li>• Service Audits completed and compliant.</li> <li>• Capability assessment completed.</li> <li>• Family start fully staffed with professionally registered staff.</li> <li>• Information is chartered and reported to the Board as required.</li> </ul>
Expansion of current whānau development services.	<ul style="list-style-type: none"> <li>• SWIS service expanded to four areas.</li> <li>• Expansion of services by area, client numbers and or budget.</li> </ul>	<ul style="list-style-type: none"> <li>• SWIS implemented and operational.</li> <li>• Service expanded by increase in delivery area, funding and/or client numbers.</li> </ul>
Increase demonstrable accountability to key strategic areas of social wellbeing.	<ul style="list-style-type: none"> <li>• Implement Results Based Accountability framework into identified contract areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Population outcomes confirmed.</li> <li>• Performance measures, accountabilities and monitoring tools established and operational.</li> </ul>
Building a workforce that is reflective and responsive to the needs of whānau, hāpu and Iwi.	<ul style="list-style-type: none"> <li>• Staff have relevant skills, professional qualification and registered with the relevant professional bodies and clinically legally mandating them to work with whānau, hāpu and Iwi.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural competences reviewed.</li> <li>• Staff completed culturally responsive training in Hauraki kaupapa Māori.</li> <li>• Staff registered with recognised professional entity.</li> </ul>

# OFFICE OF THE CHIEF EXECUTIVE

## Maintain current programs and services

### Pursue opportunities to grow and consolidate new services

GOAL	OBJECTIVE	MEASURE
Maintain current delivery of services.	<ul style="list-style-type: none"> <li>To meet outcomes and reporting requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Contractual outcomes met.</li> <li>Reporting requirements met where required.</li> <li>Grants are distributed in timely manner.</li> </ul>
Expansion of current services - projects.	<ul style="list-style-type: none"> <li>Assist key partners to increase educational achievement of Hauraki tamariki and rangatahi.</li> <li>Promote Te Reo Māori &amp; Hauraki Tikanga Māori for all staff.</li> <li>Promote training &amp; employment connect services.</li> </ul>	<ul style="list-style-type: none"> <li>At least one educational intervention project identified, funded and implemented.</li> <li>Implement te Reo and Tikanga Māori training for all staff on a regular 2 weekly basis throughout the year.</li> <li>Implement with strategic partners, an employment project to connect members and their whānau with sustainable employment.</li> </ul>
Grow new service areas which are responsive to whānau needs.	<ul style="list-style-type: none"> <li>Undertake statistical assessment of whānau needs across Hauraki.</li> <li>One new service area programme or initiative is identified, negotiated and in place by end of the year especially in rangatahi (youth) development 13- 18 year ages.</li> </ul>	<ul style="list-style-type: none"> <li>Statistical assessment completed by end of the end of the year using governmental department data sets and Census 2013 results.</li> <li>One new initiative secured in youth rangatahi development 13- 18 year ages.</li> </ul>
Bid for new Whānau Ora contract within Hauraki with key partner	<ul style="list-style-type: none"> <li>Collaboration with partner to bid for Whānau Ora contract.</li> </ul>	<ul style="list-style-type: none"> <li>Whānau Ora contract obtained.</li> </ul>
Increase demonstrable accountability to key outcomes in strategic areas of economic, social & cultural wellbeing.	<ul style="list-style-type: none"> <li>Implement Results Based Accountability framework into identified contract areas.</li> </ul>	<ul style="list-style-type: none"> <li>Population outcomes confirmed.</li> <li>Performance measures, accountabilities and monitoring tools operational.</li> </ul>
Building a workforce that is reflective and responsive to the needs of whānau, hāpu and Iwi.	<ul style="list-style-type: none"> <li>Staff have relevant skills and qualifications to work with whānau, hāpu and Iwi.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural competences reviewed.</li> <li>Staff completed culturally responsive training in Hauraki based tikanga and able to use koroua &amp; kuia advisory services.</li> </ul>



GOAL	OBJECTIVE	MEASURE
Promote awareness of our services in the Auckland & Hauraki community.	<ul style="list-style-type: none"> <li>• Use communication channels well, ensure sufficient collateral is available to support marketing our services to members and stakeholders in the communities we serve.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder awareness &amp; satisfaction survey carried out and they are aware and know about the services provided by this organisation.</li> <li>• Whānau who use our services feedback to the Hauraki Māori Trust Board through hui and other means on the quality and satisfaction of our services.</li> <li>• Regular e-newsletters to stakeholders and members are produced. Web site &amp; brand is refreshed, marketing materials are updated and produced to high professional standard.</li> </ul>



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## BUDGET 2014-2015

HMTB BUDGET 2014 - 15 (\$000s)	PROJECTED BUDGET 2014 - 15	HMTB BUSINESS SERVICES	HMTB GOVERNANCE & CEO	HMTB WHĀNAU DEVELOPMENT
<b>REVENUE</b>				
PHFT Contributions	30	30	0	0
Contracts & Grants	1,497	0	157	1,340
Rentals	24	24	0	0
Interest	50	50	0	0
Svces to PHFT, PHAHL, HFG	190	115	75	0
C/Fwd from previous year	403	0	287	116
<b>Total Income</b>	<b>2,194</b>	<b>219</b>	<b>519</b>	<b>1456</b>
<b>EXPENDITURE</b>				
Occupancy Costs	40	-18	11	47
Staff Costs	1,393	313	197	883
Professional Services	319	21	220	78
Telecommunications	19	6	4	9
Computer Costs	60	3	27	30
Media Communications	19	7	6	6
Financial Costs	136	125	7	4
Vehicle Costs	50	-50	20	80
Hui Costs	43	3	18	22
Trustees Fees & Travel	34	0	34	0
Print'g, Stat'y, Postage etc	26	3	8	15
Grants	0	0	0	0
Corporate allocations	0	-194	-33	227
Care Giving Expenses	55	0	0	55
<b>Total costs</b>	<b>2,194</b>	<b>219</b>	<b>519</b>	<b>1456</b>
<b>SURPLUS (DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



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