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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 Pūkenga ki Waiāu, Ngāti Rāhiri-Tumutumu, Ngāi Tai, Ngāti Tamatera, Ngāti Tara Tokanui, and Ngāti Whānaunga collectively referred to as the Iwi of Hauraki.

OUR VISION

Building the Hauraki Nation, together!

OUR MISSION

To support the Iwi and hapū 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 Rawa

Growing wealth and prosperity

Whānaungatanga

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 five years (2012-2017), 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 the transition to the Hauraki Post Settlement Environment.
- Provide administrative infrastructure and financial support services as required.



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GOVERNANCE

Significantly improve the outcomes for the 12 iwi identified in the Hauraki Māori Trust Board Act 1988. Transition to the Hauraki Post Treaty of Waitangi settlement environment. Promote an inclusive working collaboration with other Māori entities in Hauraki in which the Board has a direct relationship.

GOAL	OBJECTIVE	MEASURE
Establish positive and inclusive relationships with post Treaty of Waitangi settlement entities.	<ul style="list-style-type: none"> • Positive working and inclusive relationships built and maintained. 	<ul style="list-style-type: none"> • Regular hui with Hauraki Treaty of Waitangi settlement entities.
Promote working together with other Hauraki Māori organisations where there is a direct relationship.	<ul style="list-style-type: none"> • Stronger working relationships to deliver improved outcomes. 	<ul style="list-style-type: none"> • Services, projects and programmes implemented together as appropriate
Aligning strategic direction.	<ul style="list-style-type: none"> • Annual Plan Approved for the 2016-2017 year. • Financial Budget approved for the 2016 2017 financial year. • Trustee's professional development. 	<ul style="list-style-type: none"> • Annual Plan confirmed by September 2016 for implementation in 2016 2017 year. • Funding confirmed by September 2016 for implementation in 2016 2017 year. • Trustees individually or collectively attend provisional development courses.
Maintain and provide access to Iwi Registers.	<ul style="list-style-type: none"> • Ensure register is updated and accessible according to policy. 	<ul style="list-style-type: none"> • Register is maintained, up-to-date and accessible.
Legislative Compliance and Accountability.	<ul style="list-style-type: none"> • Compliance with the Māori Trust Board Act. • Compliance with the Hauraki Māori Trust Board Act 1988 	<ul style="list-style-type: none"> • Compliance with the Māori Trust Board Act and reporting standards as per the Act are met. • Annual Report 2014-2015 on activities provided to Annual Hui and available to beneficiaries. • Annual Plan 2015-2016 outlining plans for the future made available to beneficiaries.

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"> Prepare timetable and project specifications for audits of entities and ISO 9001 Quality Management Systems 	<ul style="list-style-type: none"> Internal audits timetabled Audits of entities completed in timely manner and reported to Iwi. ISO 9001:2008 Quality Management Systems implemented.
Provide services to identified external agencies.	<ul style="list-style-type: none"> Service Agreements agreed with Pare Hauraki Fishing Trust, and others as required. 	<ul style="list-style-type: none"> Service Agreements signed. Terms of Agreement met.
Quality Management Systems are maintained.	<ul style="list-style-type: none"> Independent audits conducted throughout the year. 	<ul style="list-style-type: none"> Quality Management Audits conducted. Levels of contract compliance are met.
Build staff capacity and capability.	<ul style="list-style-type: none"> Performance reviews completed Increase staff awareness of operational policies and procedures. Enhance opportunities for teamwork. Recruit and retain professional and qualified staff with the right skills to do their job. 	<ul style="list-style-type: none"> Performance Review for all staff completed. Monthly staff training sessions convened including Hauraki tikanga and cultural awareness. Two team building sessions conducted during the year.
Maintain Board information systems.	<ul style="list-style-type: none"> Increase storage and security of archive files. Enhance security and robustness of IT system. Once established Results Based Accountability Framework in Business Services. 	<ul style="list-style-type: none"> Archive files storage increased and security implemented for all sections of the business. Current IT systems reviewed, servers updated and new software installed. Monitoring systems in place for identified programs.
Ensure and maintain suitable office accommodation vehicle fleet, and efficient communications and logistics.	<ul style="list-style-type: none"> Provide suitable offices to run the business. 	<ul style="list-style-type: none"> Staff are accommodated in modern and safe offices centrally located in the region.



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"> • To meet specific and measurable contractual outcomes and reporting requirements. • Service Audits conducted throughout the year. • Maintain Family Start Service. • Improve data collection across all services. • SWIS service maintained in four areas. • Network with key stakeholders and maintain frequent and positive working relationships with them. 	<ul style="list-style-type: none"> • Contractual outcomes met. • Reporting requirements met. • Service Audits completed and compliant. • Whānau Development fully staffed. • Information is collected and reported to the Board and under contracts as required • SWIS service operational and renewed.
Expansion of whānau development services.	<ul style="list-style-type: none"> • Expansion of services by area, client numbers and/or budget. • One new service area programme/initiative is identified, negotiated and in place by end of the year. 	<ul style="list-style-type: none"> • Service expanded by increase in delivery area, funding and/or client numbers. • One new initiative secured.
Consolidate and Grow Whānau Ora within Hauraki.	<ul style="list-style-type: none"> • Collaborate with a partner and stakeholders to deliver Whānau Ora to our whānau. • Network with key stakeholders and maintain frequent and positive working relationships with them. 	<ul style="list-style-type: none"> • Whānau Ora successfully delivered and meeting Key Performance Measures.
Increase demonstrable accountability to key strategic areas of social wellbeing.	<ul style="list-style-type: none"> • Implement Results Based Accountability framework into identified contract areas either using our resources or through a service agreement. 	<ul style="list-style-type: none"> • Population outcomes confirmed. • Performance measures, accountabilities and monitoring tools established and operational. • Implement appropriate training for staff.
Building a workforce that is reflective and responsive to the needs of whānau, hapū and Iwi.	<ul style="list-style-type: none"> • Staff have appropriate skills, experience, professional qualifications and registered with relevant professional body to work with whānau, hapū, Iwi and all clients. 	<ul style="list-style-type: none"> • Cultural competences reviewed. • All Staff completed culturally responsive training in Hauraki kaupapa Māori. • All staff receive support in Te Reo and Tikanga Māori on a regular basis throughout the year. • Staff registered with the appropriate recognised professional organisation.

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"> To meet outcomes and the specific and measurable reporting requirements. 	<ul style="list-style-type: none"> Contractual outcomes met. Reporting requirements met where required.
Expansion of current services - projects.	<ul style="list-style-type: none"> Assist key partners to increase educational achievement of Hauraki tamariki and rangatahi. Promote training and employment connect services. 	<ul style="list-style-type: none"> At least one educational intervention project identified, funded and implemented. Continue to build with strategic partners, an employment project to connect members and their whānau with sustainable employment.
Grow new service areas which are responsive to whānau needs.	<ul style="list-style-type: none"> Undertake statistical assessment of Iwi needs across Hauraki. 	<ul style="list-style-type: none"> Statistical assessment completed by end of the end of the year using governmental department data sets and Census 2013 results.
Building a workforce that is reflective and responsive to the needs of whānau, hapū and Iwi.	<ul style="list-style-type: none"> Promote Te Reo Māori and Hauraki Tikanga Māori for all staff Staff have relevant skills and qualification to work with whānau, hapū, Iwi and all clients. 	<ul style="list-style-type: none"> Staff completed culturally responsive training in Hauraki based tikanga and able to use kaumatua and kuia advisory services. Implement te Reo and Tikanga Māori training for all staff on a regular basis throughout the year.
Promote awareness of our services in the Auckland and Hauraki community.	<ul style="list-style-type: none"> Use communication channels well, ensure sufficient collateral is available to support marketing our services to members and stakeholders in the communities we serve. 	<ul style="list-style-type: none"> Regular e-newsletters to stakeholders and members are produced. Web site and brand is refreshed, marketing materials are updated and produced to high professional standard.
Consumers of our services are happy with the quality of the service they receive.	<ul style="list-style-type: none"> Consumers of our services feedback to the staff through hui and other means on the quality and their satisfaction with our services. 	<ul style="list-style-type: none"> Stakeholder awareness and satisfaction survey carried out.

BUDGET 2015-2016

2015 - 16 (\$000s)	APPROVED 2015 - 156	BUSINESS SERVICES	GOVERNANCE AND CEO	WHĀNAU DEVELOPMENT
REVENUE				
PHFT Contributions	60	30	30	0
Contracts and Grants	1,142	0	0	1,142
Rentals	24	24	0	0
Interest	80	80	0	0
Svces to PHFT, PHAHL, HFG	236	58	178	0
C/Fwd from previous year	442	5	336	101
Total Income	1,984	197	544	1,243
EXPENDITURE				
Occupancy Costs	44	(5)	8	41
Staff Costs	1,200	184	244	772
Professional Services	248	18	183	47
Telecommunications	21	6	6	9
Computer Costs	40	3	12	25
Media Communications	24	8	8	8
Financial Costs	126	118	5	3
Vehicle Costs	48	(46)	18	76
Hui Costs	27	3	12	12
Trustees Fees and Travel	96	0	96	0
Print'g, Stat'y, Postage etc	43	7	25	11
Grants	0	0	0	0
Corporate allocations	0	(108)	(79)	187
Care Giving Expenses	67	0	0	67
Total costs	1,984	188	538	1,258
SURPLUS (DEFICIT)	0	9	6	(15)



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