



Te Kōpere o te iwi o Hineuru Trust

Annual Business Plan 2016-2017



1 Introduction

- 1.1 This document sets out the annual Business Plan for Te Kōpere o te iwi o Hineuru Trust ('Te Kōpere') for the next 12 months (from 1 April 2016 to 31 March 2017).
- 1.2 The Business Plan will assist Te Kōpere to achieve the organisations goals in this establishment period including the development of the Te Kōpere vision and core purpose. This document also serves as a guide to achieve our goals and objectives.

2 Te Kōpere Vision

- 2.1 The Te Kōpere vision is: Hineuru, ka tupu, ka ora, ka rea – Hineuru, we grow, we thrive, we prosper.

3 Te Kōpere Mission

- 3.1 The Te Kōpere mission is: Kia rangatira ai te iwi – Rejuvenate our Hineuru people.

4 Our Objectives

- 4.1 An action plan to achieve the strategic focus areas are outlined in this plan. We have prepared a detailed high level action plan to achieve the Te Kōpere strategic results for the year. This plan identifies the actions, who will do what and by when.
- 4.2 The table below sets out our seven focus areas for the next 12-18 months until the completion of the settlement and the first election of trustees for Te Kōpere.

Focus Area	Explanation
Objective 1: Te Kōpere (Governance)	Establishment and Internal infrastructure is about building the proper systems, the foundations of the Hineuru settlement to ensure that Te Kōpere is functioning properly to be able to deliver in the future. One key part of this is winding up Ngati Hineuru Iwi Incorporated (NHII) and completing the Hineuru settlement. The other key aspect of this focus area is the preparation of a Strategic Plan for the iwi and holding the first elections for Te Kōpere.
Objective 2: Culture and History	Culture and History is about telling our stories, building our cultural identity so that our people feel Hineuru, and be confident in their identity as Hineuru.
Objective 3: Education and Iwi development	Education and iwi development is about building our people through education and leadership development, and ensuring Hineuru leads the education of Hineuru people through effective collaboration with education institutes and advocating for the inclusion of Hineuru history in the NZ Curriculum.
Objective 4: Health / Social Development	Health / Social Development is about being a conduit for our people to access good health and to empower our people to better lifestyles. Happy whanau and happy homes are important to Hineuru as well as our physical, mental and spiritual health.



Focus Area	Explanation
Objective 5: Our Environment (Taiao)	Our Environment is about caring for our environment today for our future generations tomorrow. It is about educating our own as well as others about our environment and to advocate for the health of the taiao so that we may continue to connect, understand and be involved in our environment.
Objective 6: Economic	Economic is about growing our asset base to help further our social, cultural and environmental aspirations as an iwi. We must grow our assets prudently and be a little more creative in wealth creation for Hineuru.
Objective 7: Ahikaa	Ahikaa is about our Hineuru identity and being visible in our rohe and outside of our rohe. This is about our relationship with our land and how we maintain and reconnect our people to our whenua, to Te Haroto and our awa in the Hineuru rohe.

5 Proposed Activities and Priorities

5.1 We set below the current priorities as determined by the trustees of Te Kōpere.

Focus Area	Overarching Initiative	Key Objectives	Group Entity
Te Kōpere (Governance)	Our direction	<ul style="list-style-type: none"> Complete Strategic Plan Complete 12 month Plan 	<ul style="list-style-type: none"> Te Kōpere
	Our structure	<ul style="list-style-type: none"> Support the wind up NHII Prepare the entity to receive settlement assets Complete Group structuring Continuously identify and apply for external sources of funding and resources Determine the appropriate management structure for Te Kōpere Appointment of Directors to Hineuru Ltd 	<ul style="list-style-type: none"> Te Kōpere
	Communication and Engagement with our people	<ul style="list-style-type: none"> Develop and implement Communication and Engagement Strategy Website 	<ul style="list-style-type: none"> Te Kōpere



Focus Area	Overarching Initiative	Key Objectives	Group Entity
		Development	
	Our settlement	<ul style="list-style-type: none"> • Complete settlement legislation • Complete transfer of settlement redress 	<ul style="list-style-type: none"> • Te Kōpere
	Our entity	<ul style="list-style-type: none"> • Complete first election of Te Kōpere • Complete Annual General Meeting requirements 	<ul style="list-style-type: none"> • Te Kōpere
Culture and History	Our Story	<ul style="list-style-type: none"> • Wananga a iwi strategy prepared and implemented • Support development of media and publications that tell the Hineuru story 	<ul style="list-style-type: none"> • Te Kōpere / HCT
	Our identity	<ul style="list-style-type: none"> • Whakapapa project scope and feasibility • Cultural revitalisation strategy information collated 	<ul style="list-style-type: none"> • HCT
Education and iwi development	Growing our People	<ul style="list-style-type: none"> • Hineuru scholarships policy adopted and implemented • Information stocktake on iwi education 	<ul style="list-style-type: none"> • HCT
	A space to grow	<ul style="list-style-type: none"> • Develop relationships with higher education institutes 	<ul style="list-style-type: none"> • Te Kōpere / HCT
Health / Social Development	Knowing who our people are	<ul style="list-style-type: none"> • Commence stocktake of Hineuru people (state of the nation) 	<ul style="list-style-type: none"> • Te Kōpere / HCT
	Whanau wellness	<ul style="list-style-type: none"> • Development of partnerships with DHBs in HB, TPO and BOP • Begin investigation 	<ul style="list-style-type: none"> • Te Kōpere / HCT



Focus Area	Overarching Initiative	Key Objectives	Group Entity
		of feasibility of rongoa centre	
Our Environment	Today for tomorrow	<ul style="list-style-type: none"> • Begin development of an Iwi Environmental Management Plan • Continued partnerships with Iwi Councils and other stakeholders • Implement Te Kawenata with DOC 	<ul style="list-style-type: none"> • Te Kōpere
Economic	Growing our assets	<ul style="list-style-type: none"> • Development of SIPO • Receipt of our settlement assets • Receive and invest settlement funds • Develop Woodstock Station business plan • Progress long term Economic development plan completed • Develop strategy for iwi financial literacy 	<ul style="list-style-type: none"> • Te Kōpere / Hineuru Ltd
Ahikaa	Our presence	<ul style="list-style-type: none"> • Hineuru day 2017 • Initiate Hineuru pouwhenua project • Initiate investigation of Marae refurbishment project • Seek appointment of Hineuru onto statutory Boards • Seek recognition of Hineuru into the NZ Census 	<ul style="list-style-type: none"> • Te Kōpere / HCT

6 About us

- 6.1 The Te Kōpere represents all descendants of Hineuru and her first marriage to Kiripakeke.
- 6.2 The Te Kōpere purpose is to receive, hold, manage and administer the assets of Te Kōpere for any object or purpose that is beneficial to the Members of the iwi of Hineuru.



7 Our Profile

Heading	Heading
Te Kōpere Profile	Initial trustees – Tuhuiāo Kahukiwa (Chairperson), Karauna Brown (Deputy Chairperson), Tirohia Bridger, Te Reo Spooner, Toi Tawhai, Renata Bush, Ivy Kahukiwa-Smith who will hold office until the first elections (18 months after signing the Deed of Settlement (approx. Sept 2016)
Advisory	<p>Project management and strategic services are provided by THCG, legal and strategic services by Kensington Swan Lawyers and Communications advice by Iwicomms Ltd. This is an interim measure to establish Te Kōpere where the trustees will then determine management needs.</p> <p>Administrative services are provided by Hiria Te Amo on a contract basis</p>
Organisational Structure	Te Kōpere is an unincorporated trust. The establishment period will include the development and creation of a Hineuru Group structure to hold and manage the assets.
Te Kōpere o te iwi o Hineuru Trust	<p>A key role of Te Kōpere is to prepare, and then drive the implementation of Te Kōpere's strategic plan.</p> <p>Te Kōpere will be the parent organisation of the Group with responsibility to:</p> <ul style="list-style-type: none"> a appoint trustees and/or directors to subsidiary entities to monitor the performance of subsidiary entities, and b integrate the activities of subsidiary entities with Te Kōpere's operations and strategic direction.
Hineuru Charitable Trust	This is a subsidiary entity of Te Kōpere. The Hineuru Charitable Trust is the Charitable vehicle for cultural, social and environmental pursuits of Te Kōpere. The Hineuru Charitable Trust has seven appointed trustees. The establishment trustees are the trustees of Te Kōpere.
Hineuru Ltd	<p>Hineuru Ltd is the custodian company of Te Kōpere and is charged with the economic development of the Hineuru settlement assets.</p> <p>The Company is yet to be incorporated but the trustees have appointed Tirohia Bridger, Deborah Edmunds and Traci Houpapa as establishment Directors.</p>

8 Direction

- 8.1 Te Kōpere is still in the establishment phase and therefore completing the Hineuru settlement is paramount, as well as completing the infrastructure development to hold and manage the Hineuru settlement redress.



9 Ratio of Capital to Assets

- 9.1 The Te Kopere Trust Deed requires us to set out the total capital of Te Kōpere against total assets. In simple terms this means stating how much ownership (equity) of our total reported assets we have compared to how much debt we have – what we own versus what we owe.
- 9.2 Te Kopere may use borrowings to fund any commercial operations where it is able to minimise costs and risks – including limiting the amount of assets that are exposed to any borrowings. For the 2016/17 financial year the capital:assets ratio shall not exceed 1:1
- 9.3 Any borrowings would be made in accordance with the investment framework and will be ring fenced in a separate legal entity so the settlement assets are not put at risk.

10 Performance targets and measurements

- 10.1 The Te Kōpere Trust Deed requires us to set performance targets and measurements by which the performance of Te Kōpere as a trust can be assessed.
- 10.2 A key aspect of this is the annual report which will report the financial results against the annual budget and will also report on how well we met the objectives set out in the annual plan.

11 Projected income

- 11.1 The projected income will be allocated into:
- a Completing the infrastructure development of Te Kōpere to hold and manage the Hineuru settlement redress;
 - b Commercial seed funding which will be used to establish the commercial objectives of Hineuru Limited;
 - c Supporting the productive assets of Te Kōpere (Woodstock station) as required; and
 - d The seven key focus areas.

12 Management of the Te Kōpere Trust Funds

- 12.1 The Te Kōpere trust funds will initially be managed by the trustees through the use of interest earning term deposits with Westpac and ANZ. From a prudency perspective, it is important that our funds are not all held by one provider.
- 12.2 It is anticipated that the management of trust funds will transfer from the trustees to independent external fund managers in accordance with the Statement of Investment Policy Objectives to ensure investment returns are maximised.

13 Fisheries requirements

- 13.1 We note that our Te Kōpere Trust Deed requires the policy of the Te Kōpere in respect of the sales and exchanges of Settlement Quota, and any proposals to change the constitutional documents of any Fishing Enterprise.
- 13.2 At this stage, Hineuru does not have any fisheries settlement assets and therefore these requirements are not applicable.