



**Te Kōpere o te iwi o Hineuru Trust**

**Annual Business Plan 2017-2018**



## 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 month period (from 1 April 2017 to 31 March 2018).
- 1.2 The Business Plan will assist Te Kōpere to achieve the organisations goals in this next phase. 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

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 months and has been developed from the 5 year strategic plan.

Focus Area	Explanation
<b>Objective 1: Te Kōpere (Governance)</b>	<b>Establishment and Internal infrastructure</b> 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. Internal infrastructure is still needed for development in this next year
<b>Objective 2: Culture and History</b>	<b>Culture and History</b> is about telling our stories, building our cultural identity so that our people feel Hineuru, and be confident in their identity as Hineuru.
<b>Objective 3: Education and Iwi development</b>	<b>Education and iwi development</b> 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.
<b>Objective 4: Health / Social Development</b>	<b>Health / Social Development</b> 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
<b>Objective 5: Our Environment (Taiao)</b>	<b>Our Environment</b> 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 environment so that we may continue to connect, understand and be involved in our environment.
<b>Objective 6: Economic</b>	<b>Economic</b> 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 creative in wealth creation for Hineuru.
<b>Objective 7: Ahikaa</b>	<b>Ahikaa</b> is about our Hineuru identity and being visible in 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 out in Schedule 1 the current priorities as determined by the trustees of Te Kōpere and in accordance with the Hineuru Strategic Plan.

## 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
<b>Te Kōpere Profile</b>	Trustees: Tuhiao Kahukiwa (Chairperson), Karauna Brown (Deputy Chairperson), Tirohia Bridger, Te Reo Spooner, Toi Tawhai, Renata Bush, Joyce Eparaima
<b>Operations</b>	The operations is led by the Te Kopere Chief Executive, David Jones who is employed by Te Kopere to manage the operations of the Hineuru Group.  Administrative services are provided by Hiria Te Amo on a contract basis



Heading	Heading
<b>Organisational Structure</b>	Te Kōpere is an unincorporated trust and sits as the parent body of the group. Hineuru Holdings is a custodian company of Te Kōpere which manages the assets. Hineuru Property is an active management company of Hineuru that is a subsidiary of Holdings and manages Woodstock Station farm. Hineuru Corporate Trustee is the corporate trustee for Hineuru Charitable trust and Te Haroto Marae.
<b>Te Kōpere o te iwi o Hineuru Trust</b>	<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"> <li>a appoint trustees and/or directors to subsidiary entities to monitor the performance of subsidiary entities, and</li> <li>b integrate the activities of subsidiary entities with Te Kōpere’s operations and strategic direction.</li> </ul>
<b>Hineuru Corporate Trustee Ltd</b>	This is a subsidiary entity of Te Kōpere and acts as the sole trustee of Hineuru Charitable Trust and is working to become the trustee of Te Haroto Marae
<b>Hineuru Charitable Trust</b>	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 one trustee; the Hineuru Corporate Trustee Ltd.
<b>Hineuru Holdings Ltd</b>	<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 Directors are Traci Houpapa, Craig Barrett and Tirohia Bridger.</p>

## 8 Direction

8.1 Te Kōpere is still in the development phase and ensuring the foundations are solid for growth is important.



## **9 Ratio of Capital to Assets**

- 9.1 The Te Kōpere Trust Deed requires trustees 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 Kōpere 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 2017/18 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 SIPO 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 fund is managed by the Directors of Hineuru Holdings. Up to \$30 million has been invested with ANZ and Craigs Investments (independent external fund managers) while the rest of the funds (approx. \$8 million) is on an interest earning term deposit with Westpac.
- 12.2 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.

### Schedule 1: Proposed Activities and Priorities

Focus Area	Overarching Initiative	Key Objectives	Group Entity
Te Kōpere (Governance)	Our direction	<ul style="list-style-type: none"> <li>Complete 12 month Plan</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere</li> </ul>
	Our structure	<ul style="list-style-type: none"> <li>Continuously identify and apply for external sources of funding and resources</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere</li> </ul>
	Communication and Engagement with our people	<ul style="list-style-type: none"> <li>Continuous communication with iwi members</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere</li> </ul>
	Our entity	<ul style="list-style-type: none"> <li>Complete Annual General Meeting requirements</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere</li> </ul>
Culture and History	Our Story	<ul style="list-style-type: none"> <li>Te reo strategy completed</li> <li>Hineuru book underway</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere / HCT</li> </ul>
	Our identity	<ul style="list-style-type: none"> <li>Whakapapa project scope and feasibility</li> <li>Cultural revitalisation projects determined</li> </ul>	<ul style="list-style-type: none"> <li>HCT</li> </ul>
Education and iwi development	Growing our People	<ul style="list-style-type: none"> <li>Continue education grants and scholarships</li> </ul>	<ul style="list-style-type: none"> <li>HCT</li> </ul>
	A space to grow	<ul style="list-style-type: none"> <li>Develop relationships with higher education institutes</li> <li>Assessment of feasibility to re-open Te Haroto School</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere / HCT</li> </ul>
Health / Social Development	Knowing who our people are	<ul style="list-style-type: none"> <li>Iwi register project</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere / HCT</li> </ul>
	Whanau wellness	<ul style="list-style-type: none"> <li>Complete social indicators report</li> <li>Investigate partnerships with DHBs in HB, TPO and BOP</li> </ul>	<ul style="list-style-type: none"> <li>Te Kōpere / HCT</li> </ul>



Focus Area	Overarching Initiative	Key Objectives	Group Entity
<b>Our Environment</b>	Today for tomorrow	<ul style="list-style-type: none"> <li>• Complete and Implement Te Kawenata Annual Plan with DOC</li> <li>• Begin assessment for Titiokura environmental initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Te Kōpere</li> </ul>
<b>Economic</b>	Growing our assets	<ul style="list-style-type: none"> <li>• Develop Woodstock Station and Hineuru economic plan (MBIE project)</li> </ul>	<ul style="list-style-type: none"> <li>• Te Kōpere / Hineuru Holdings Ltd</li> </ul>
<b>Ahikaa</b>	Our presence	<ul style="list-style-type: none"> <li>• Initiate Hineuru pouwhenua project investigations</li> <li>• Begin Marae development investigation (including renewable energy investigation)</li> <li>• Seek recognition of Hineuru into the NZ Census</li> </ul>	<ul style="list-style-type: none"> <li>• Te Kōpere / HCT</li> </ul>