

# Ngāti Tama ki Te Waipounamu Trust Annual Plan 2016-2017

Strategic Outcomes (1)	Strategic Key Performance Indicators (KPIs) (2)	Annual Key Performance Indicators (KPIs) (3)	Key Strategic Initiatives from the past year (4)	Key Strategic Initiatives for 2016 / 2017
<p>Protect, strengthen and grow our assets.</p> <p>Ko te kaupapa ki te tiaki, ki te whakatupu, ki te hiki, ki te whakamaui i o tatou taonga.</p>	<p>Asset protection</p>	<ul style="list-style-type: none"> <li>We will ensure that we have a strong separation between our business funds, assets, cultural and commercial assets and transactions.</li> <li>Our established strategies will be regularly maintained and the compliance measures reviewed to maximise our asset protection benefits.</li> <li>To have robust, best practice, financial accounting systems and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the independent financial, risk and compliance controls audit there is a requirement for Ngāti Tama to implement a Group Risk and Audit Komiti.</li> <li>TAHC to complete the Asset Protection Strategy Plan.</li> <li>Review current accounting providers.</li> </ul>	<ul style="list-style-type: none"> <li>Establish an Audit and Risk Komiti.</li> <li>Quarterly reports from TAHC on performance of income earning assets.</li> <li>Achievement of an unqualified audit opinion.</li> </ul>
	<p>Maximise Returns in a Sustainable Manner</p>	<ul style="list-style-type: none"> <li>Create optimised growth and stable revenue. In order to achieve this, it will be important for our investments to match our expectations in terms of growth and revenue.</li> <li>Commitment to best environmental practices, and to align our assets with the wider Ngāti Tama Strategy.</li> <li>Being aware of the Social and Cultural impact, when investigating investment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize and release revised SIPO.</li> <li>Ensure our Kaitiakitanga best practice is maintained by regular auditing of customary take, permit holders, resource consents and water take.</li> </ul>	<ul style="list-style-type: none"> <li>Annually review SIPO.</li> <li>Replace underperforming assets based on a strategic investment plan.</li> <li>Ensure our Kaitiakitanga best practice is maintained by regular auditing of customary take, permit holders, resource consents and water take.</li> </ul>

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	Build Capacity and invest in the Tama Whānau	<ul style="list-style-type: none"> <li>Ngāti Tama will scope and identify suitable Tama Uri to be appointed as alternate directors or associate trustees to build capacity within the Group.</li> </ul>	<ul style="list-style-type: none"> <li>Implement social mapping outcomes.</li> <li>Review social media platform.</li> <li>Ensure communications policy (draft) is finalised and aligns with social and cultural requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Implement social mapping outcomes.</li> <li>Review social media platforms.</li> </ul>
	Resourced and Managed to Best Practice	<ul style="list-style-type: none"> <li>All our key business systems and processes will be documented. This will ensure that we are unaffected by the attrition of people.</li> <li>Ngāti Tama will develop and implement cost effective policies and procedures to facilitate good governance and management Group wide.</li> <li>Transparent and accountable reporting to Tama whānau.</li> </ul>	<ul style="list-style-type: none"> <li>Create policies and processes for Ngāti Tama.</li> <li>Provide Recruitment process for employing a General Manager.</li> <li>Appoint a General Manager.</li> <li>Transition and preparation scope project for Tama Group new GM.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize policies for the Ngāti Tama Group.</li> <li>Build a Team in the Tama office to build capacity, capability, systems and institutional knowledge.</li> </ul>
	Strategic Partnerships	<ul style="list-style-type: none"> <li>Ngāti Tama will nurture and create strategic alignments. Collaboration will be sought to achieve the critical mass to compete globally and making efficient use of financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>AHC continue to define commercial collaborative opportunities and relationships.</li> <li>Continually pursuing ongoing relationships with iwi and other beneficial partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>AHC continue to define commercial collaborative opportunities and relationships.</li> <li>Continually pursuing ongoing relationships with iwi and other entities.</li> </ul>

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Good Governance and Leadership Capability	Governance Practices	<ul style="list-style-type: none"> <li>Trustees will review all processes, systems and policies ensuring that they are able to manage our activities, whilst being flexible enough to grow with our development.</li> <li>Trustees will focus on ensuring best practise, decision making, and that transparent processes are implemented and followed at all times.</li> <li>Governance will be supported by ongoing development of all our Trustees.</li> </ul>	<ul style="list-style-type: none"> <li>Trustees and Directors of each entity annually review appropriate policies and processes.</li> <li>Financial Governance training for all trustees.</li> <li>Governance training for all trustees, Chairs and Directors.</li> <li>Annual review of Board (team).</li> <li>Annual Chairs Review.</li> <li>Annual Directors Review.</li> <li>General Manager Review.</li> <li>Development programmes and training will be identified by Trustees for the Tama Group.</li> </ul>	<ul style="list-style-type: none"> <li>Trustees and Directors of each entity annually review appropriate policies.</li> <li>Financial Governance training for all trustees.</li> <li>Governance training for all trustees, Chairs and Directors.</li> <li>Review of Board, trustees, directors as appropriate.</li> <li>General Manager Review.</li> <li>Development programs and training will be identified by Trustees for the Tama Group.</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>Structure to ensure it meets requirements and is efficient and effective.</li> <li>Trustees will ensure ongoing reviews as required.</li> <li>Determine and constantly evaluate our structures so that they take into account our lwi size, asset base and income.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate changing year end or AGM date.</li> </ul>	<ul style="list-style-type: none"> <li>Approval.</li> <li>Structural and organizational review to be continued with expert tax advice.</li> <li>Investigate changing year end or AGM date.</li> </ul>
	Succession Planning	<ul style="list-style-type: none"> <li>Implement and follow the Succession Plan to ensure our leadership capability is strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>Engage Associate Trustees for - Group.</li> </ul>	<ul style="list-style-type: none"> <li>Engage Ngāti Tama associate trustees and directors.</li> </ul>

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	Processes, systems and policies	<ul style="list-style-type: none"> <li>• Manage our activities, whilst being flexible enough to grow with our development.</li> <li>• Trustee's will focus on ensuring best practise, decision making, and that transparent processes are implemented and followed at all times.</li> <li>• Governance will be supported by ongoing development of all our Trustee's members.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual review of all processes, systems and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• For effective and efficient governance of the Trust.</li> <li>• Appoint a Senior Accounts Administrator.</li> <li>• Bring Accounting back in-house utilizing Xero.</li> <li>• Full utilization of Office 365 and SharePoint</li> </ul>
	Ngāti Tama Health Check	<ul style="list-style-type: none"> <li>• Engage independent consultant to review our governance and structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Two marae based (rotational) hui per Tama year.</li> <li>• Cultural wānanga for trustees at Hui when marae based.</li> <li>• Asset tour and instructional for trustees to know where the land and assets are.</li> </ul>	<ul style="list-style-type: none"> <li>• Two marae based hui per Tama year.</li> <li>• Cultural wānanga for trustees at Hui when marae based.</li> </ul>
Registered Tama Whanau Members	In accordance with Ngāti Tama Ki Te Waipounamu Trust Deed Section 16.2	<ul style="list-style-type: none"> <li>• Provide information on the steps taken by the Trustees to increase the number of Members of Ngāti Tama Ki Te Tau Ihu registered on the Members register.</li> </ul>	<ul style="list-style-type: none"> <li>• Scope, develop and implement a Members register policy and plan to enable compliance with legislative requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new membership database.</li> <li>• Update members details.</li> </ul>

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Effective communications to engage with external and internal stakeholders	Map our present communication needs.	<ul style="list-style-type: none"> <li>Update and amend the current Communications Plan.</li> <li>Identify the best ways to communicate with our Iwi now whilst looking for the best ways to do this in the future.</li> <li>Provide measurable outcomes to ensure and make visible to our Iwi that we are meeting all communication targets.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise draft and implement Communications Plan.</li> <li>Project new IT technologies for whānau communication.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Communications and PR framework.</li> <li>Engage a specialist to assist.</li> <li>Develop new Website.</li> <li>Develop Facebook page.</li> </ul>
	Enhance and look for ways to communicate with external and internal stakeholders	<ul style="list-style-type: none"> <li>Understand the current demographics of our internal and external stakeholders, so we can determine the best communication pathways.</li> <li>Engage our external stakeholders in collaboration to determine future proofing our ability to communicate on a global scale.</li> <li>Engage our Tamariki to determine best ways of communicating and bring them on as associate trustees to eventually assist and support this mahi.</li> </ul>	<ul style="list-style-type: none"> <li>Engage Tamariki to determine a better way of communicating.</li> <li>Identify what ways of communication we should be using.</li> <li>Establish baseline measures for Tama whānau awareness of the Trusts activities. Increase number of direct communications and information exchanges with our Tama uri by 50%.</li> <li>Increase number of visitors to the Ngāti Tama website by 60%.</li> <li>Increase number of Facebook followers by 35%.</li> <li>Increase webpage participation by 60%.</li> </ul>	<ul style="list-style-type: none"> <li>Engage tamariki/rangatahi to determine a better way of communicating.</li> <li>Identify what ways of communication we should be using.</li> <li>Develop Media Engagement Programme.</li> <li>Develop Internal Engagement Programme.</li> <li>Develop External/Community Engagement Programme.</li> </ul>

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	Understand and future proof our communication pathways	<ul style="list-style-type: none"> <li>Scope and understand what identifiable trends could impact or improve on our ability to communicate with our Tama whānau.</li> </ul>		<ul style="list-style-type: none"> <li>Develop on-line Engagement Programme.</li> </ul>
Cultural Growth and Development	Who we are as Tama – understanding the Tama whānau (Social Mapping)	<ul style="list-style-type: none"> <li>Commence a project for Ngāti Tama Social Mapping.</li> <li>Identify resource and a management plan for Ngāti Tama Social mapping.</li> <li>Concept mapping of systems required to establish a Ngāti Tama Database.</li> <li>Imbed Social mapping services into the wider Ngāti Tama Group.</li> </ul>	<ul style="list-style-type: none"> <li>Scope and implement a business case for Tama Social Mapping.</li> <li>Project to consolidate social mapping findings into a comprehensive package that delivers to the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the Social Mapping to understand the Tama whānau and their requirements and opportunities.</li> </ul>
	Ngāti Tama Te Reo Strategy	<ul style="list-style-type: none"> <li>Commitment for cultivating positive approaches for Ngāti Tama Te reo.</li> <li>Work to obtain agreement from all major Te reo focused bodies within Ngāti Tama to actively promote positive perceptions toward the diversity of Te reo through the rohe.</li> </ul>	<ul style="list-style-type: none"> <li>Scope resources for further development of Te Reo for whānau members.</li> <li>Develop a contractual agreement between the Waipounamu Trust and the cultural trust to fund the development of Te Reo into 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a Cultural and Communications Manager to propose a strategy with short and long term objectives.</li> <li>Start Te Reo Maori “classes” at the Ngāti Tama Office for staff and members.</li> </ul>

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		<ul style="list-style-type: none"> <li>Recognition of commitment made by Ngāti Tama iwi who pursue standards in Te Reo.</li> <li>Apply a policy statement from Ngāti Tama that reflects the commitment and leadership needed to drive the Iwi Te Reo Strategy. (This could include Te Reo development, recruitment Te reo preference, use of Te reo in Rūnanga hui)</li> </ul>	<ul style="list-style-type: none"> <li>By 2020 necessary structures, processes and mechanisms will be in place to enable roll out of the implementation plan.</li> <li>Alienation of language and culture.</li> <li>Develop a Policy statement for the commitment and development of the Iwi Te Reo Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with entities such as Te Matawai, NMIT (Doc Ferris).</li> </ul>
	Investing in the Tama whānau	<ul style="list-style-type: none"> <li>Ngāti Tama ki Te Waipounamu Celebrations and wānanga in January 2015.</li> <li>Developing Tama resources (CDs) for our whānau to learn Tama waiata and karakia.</li> <li>Providing our Tama whānau the opportunity to attend whakapapa wānanga. To ensure that Tama whānau receive pukapuka pertaining to Ngāti Tama whakapapa.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of whānau wānanga.</li> <li>Continuation of cultural courses for Tamariki.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of whānau wānanga.</li> <li>Continuation of cultural courses for Tamariki.</li> </ul>

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	Taumata Kaumātua and Kuia Group	<ul style="list-style-type: none"> <li>To develop an appropriate group to provide opportunities for our Kaumātua to Hui together to determine their roles, to share their moemoeā for the future of Ngāti Tama.</li> </ul>	<ul style="list-style-type: none"> <li>Scope and project for Kaumātua, engage Kaumātua to be involved.</li> </ul>	<ul style="list-style-type: none"> <li>Scope and project for Kaumātua, engage Kaumātua to be involved.</li> </ul>
Ensure sustainability and enhance our environment	Kaitiakitanga responsibilities	<ul style="list-style-type: none"> <li>Develop a Ngāti Tama environmental plan to manage our ancestral whenua, awa, wāhi tapu and wāhi taonga from Whangamoa to Kahurangi.</li> </ul>	<ul style="list-style-type: none"> <li>Create Iwi Management Plan.</li> <li>Include a stricter water regime into the Iwi management plan.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Local Bodies are provided with the approved Environmental Management Plan and that the Plan is understood.</li> <li>Appoint a Ngāti Tama RMA Manager.</li> </ul>