

# 2009 - Annual Business Plan

Tuhoe Waikaremoana Maori Trust Board

**ANNUAL BUSINESS PLAN**

2009

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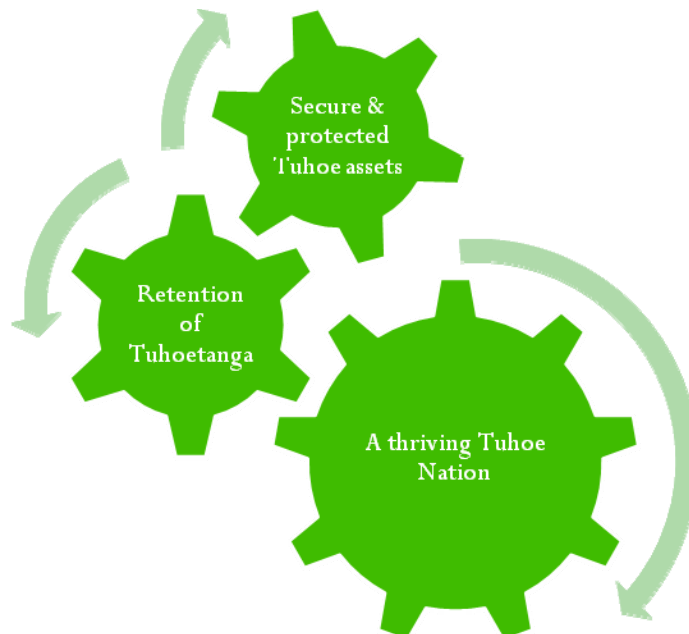
# 2009 - Annual Business Plan

**Tuhoe Waikaremoana Maori Trust Board** is pleased to present this Annual Business Plan 2009. This Plan provides information of the activities planned by the organisation for the 2009 year and is to be read in conjunction with the Trust Board's Strategic Plan 2009 – 2011. The Plan has been developed by the General Manager, with the assistance and input of external advisors, the Chair of the Board and other stakeholders.

Tuhoe Waikaremoana Maori Trust Board is currently in a period of significant change. The imminence of settling the comprehensive Tuhoe Treaty Claims and the restructuring of Tuhoe's governance arrangements to receive major settlement assets will mean the organisation will look to transition to a new structure between 2009-2011.

The Strategic Plan provides the overall direction for the Trust Board's annual activities allowing it to focus on high level strategic goals and to deliver on the desired outcomes, despite the current changes the Board is experiencing. The Board's approach to the development of its strategic plan is to provide a framework that sets out the desired contexts' and vision from which all of Tuhoe can align multi sector strategies and plans. The political and social challenges Tuhoe faces are therefore met with a consistent approach; that Tuhoe seeks its place in the world where its communities are thriving, its assets are secure and protected and Tuhoetanga is retained. This framework provides the strategic 'map' from which the Trust Board can develop the right mix of strategies and develop indicators to measure the success of the organisation in achieving its strategic goals.

## Strategic Framework



The Annual Plan sets out the Trust Board’s objectives and how it is going to achieve targeted areas of its Strategic Plan in 2009. The Board has identified *five* key strategies to focus on over the next two years:

1. *To connect Tuhoe with Tuhoe; living abroad, living nationally and at home*
2. *To provide sound investment decision making and build a strong asset base*
3. *To expedite the settlement of all Tuhoe’s Treaty claims*
4. *To facilitate opportunity and leverage from external agencies for the well being of Tuhoe*
5. *To promote Tuhoe distinctiveness*

For each strategy, the Board has identified 3-5 strategic goals to be achieved within the two year strategic plan timeframe. From those goals, the Board has developed the 2009 Annual Plan which details actual activities to be carried out by its management Staff.

Tuhoe Waikaremoana Maori Trust Board is excited about its pathway forward and looks forward to meeting the challenges that lie ahead.

## Strategic Goals & Objectives

Strategic Objective <i>One</i>	Strategic Goals
<i>To connect Tuhoe with Tuhoe; living abroad, living nationally and at home</i>	<ul style="list-style-type: none"> <li>• Strengthen the ability for Tuhoe to access information on matters pertaining to its communities</li> <li>• Improve relationships amongst Tuhoe</li> <li>• Provide transparent governance and effective delivery of communications to Tuhoe communities</li> </ul>
Strategic Objective <i>Two</i>	Strategic Goals
<i>Provide sound investment decision making to build a strong asset base</i>	<ul style="list-style-type: none"> <li>• Strengthen and secure Tuhoe’s asset base with best practice strategic planning, policy and decision making</li> <li>• Ensure Tuhoe assets are connected to and informed by market leaders, the latest technologies and appropriate expertise</li> <li>• Provide transparent governance and reputable delivery of commercial return to Tuhoe communities</li> </ul>

<b>Strategic Objective Three</b>	<b>Strategic Goals</b>
<i>To support the expeditious settlement of all Tuhoe Treaty Claims</i>	<ul style="list-style-type: none"> <li>• Encourage and support unified relationships between Tuhoe mandated representatives</li> <li>• Provide transparent and effective governance and the delivery of settlement progress to Tuhoe communities</li> <li>• Strengthen the ability for Tuhoe to restore its Tribal records (Tribunal, historical, archives, digital, census, GIS)</li> </ul>
<b>Strategic Objective Four</b>	<b>Strategic Goals</b>
<i>To facilitate opportunity and leverage with external agencies for the well being of Tuhoe</i>	<ul style="list-style-type: none"> <li>• Facilitate strategic relationships, associations &amp; networking opportunities</li> <li>• Promote Tuhoe as a partner of choice for creating ventures of value and benefit to Tuhoe communities</li> <li>• Provide transparent and effective governance and the delivery of value creation &amp; leverage</li> </ul>
<b>Strategic Objective Five</b>	<b>Strategic Goals</b>
<i>To promote Tuhoe distinctiveness</i>	<ul style="list-style-type: none"> <li>• Support the expression of Tuhoetanga in all forums</li> <li>• Promote Tuhoe as a higher centre of learning, training &amp; development for Maori language, knowledge &amp; cultural revitalisation</li> <li>• Provide transparent and effective governance and the delivery of innovative leadership to Tuhoe communities</li> </ul>

## Organisational Planning Structure



## Five Key Strategies

1. To connect Tuhoe with Tuhoe; living abroad, living nationally and at home
2. To provide sound investment decision making and build a strong asset base
3. To expedite the settlement of all Tuhoe's Treaty claims
4. To facilitate opportunity and leverage from external agencies
5. To promote Tuhoe distinctiveness

### Annual Business Plan

- Identification of projects, activities and initiatives to be done on an annual basis to achieve the strategic goals of the organisation

### Annual Team Plans

- The work plans identify the teams responsible for coordinating and achieving actions detailed within the annual business plan

### Annual Individual Performance Plans

- Each individual staff member will have KPIs set within their performance plans that link to the annual business plan

## Annual Business Plan 2009

### ◆ *To connect Tuhoë with Tuhoë; living abroad, living nationally and at home*

Strategic Goals	Activities, Projects, Initiatives	Timeframe	Responsibility	Measures
Strengthen the ability for Tuhoë to access information on matters pertaining to its communities	Develop Website, Comms Plan, Comms Tools	Mar - Jul 09	Management	Tools Developed
Improve relationships amongst Tuhoë	Retain external contractors to design website, publications, newsletters, databases, networking		Management	Media presence managed
Provide transparent governance and effective delivery of communications to Tuhoë communities	Appoint Comms Advisor to advise on strategic communications			
	Review Feedback Response Rates	Jul – Dec 09	Management	Feedback Measured

### ◆ *To provide sound investment decision making and build a strong asset base*

Strategic Goals	Activities, Projects, Initiatives	Timeframe	Responsibility	Measures
Strengthen and secure Tuhoë's asset base with best practice strategic planning, policy and decision making	Retain external contractor to facilitate planning sessions with Board	Mar-Apr 09	Board/ Management	Planning & Policy Manual developed
Ensure Tuhoë assets are connected to and informed by market leaders, the latest technologies and appropriate expertise	Appoint Commercial Investments Analyst	Mar – Jul 09	Management	
	Engage external contractor for strategic investments plan & advice		Management	Technology Strategy Developed
Provide transparent governance and reputable delivery of commercial return to Tuhoë communities	Initiate a technology forum to assess Tuhoë assets	Jul – Dec 09	Management	
			Board	

◆ **To support the expeditious settlement of all Tuhoe's Treaty claims**

Strategic Goals	Activities, Projects, Initiatives	Timeframe	Responsibility	Measures
<p>Strengthen the ability for Tuhoe to build its tribal records (historical, archives, digital, census, GIS)</p> <p>Encourage and support unified relationships between Tuhoe mandated representatives</p> <p>Provide transparent and effective governance and the delivery of settlement progress to Tuhoe communities</p>	Develop Databases, historical archives, records store, digital library & GIS system	Mar - Jul 09	Management	Tools Developed
	Retain external contractors to design Tribal records systems & stores and provide technical setup		Management	
	Review Feedback Response Rates	Jul – Dec 09		Feedback Measured
	Work with all Tuhoe entities to develop a post settlement governance structure	Ongoing	Board	Board Performance Evaluation Plan Implemented
	Dec 09	Board		

◆ **To facilitate opportunity and leverage from external agencies**

Strategic Goals	Activities, Projects, Initiatives	Timeframe	Responsibility	Measures
<p>Facilitate strategic relationships, associations &amp; networking opportunities</p> <p>Promote Tuhoe as a partner of choice for creating ventures of value and benefit to Tuhoe communities</p> <p>Provide transparent and effective governance and the delivery of value creation &amp; leverage</p>	Develop strategic relationship plan & identify key agencies for opportunity scoping	Mar-Apr 09	Board/ Management	Strategic Relationship Plan developed
	Retain external contractor to scope and identify strategic opportunities for Tuhoe	Mar – Jul 09	Management	
	Initiate a local Hui Taumata forum to assess Tuhoe value creation strategy	Jul – Dec 09	Management	Value Creation Strategy Developed
		Board		

◆ *To promote Tuhoe distinctiveness*

Strategic Goals	Activities, Projects, Initiatives	Timeframe	Responsibility	Measures
Support the expression of Tuhoetanga in all forums	Develop grants policy, strategy and schemes which support the expression of Tuhoetanga	Mar - Jul 09	Board/ Management	Grants policy & strategy developed
Promote Tuhoe as a higher centre of learning, training & development for Maori language, knowledge & cultural revitalisation	Initiate relationships and associations which support Tuhoe strategies and promote Tuhoe positioning as innovators and leaders in indigenous and Maori forums	Jul –Dec 09	Management	
Provide transparent and effective governance and the delivery of innovative leadership to Tuhoe communities		Ongoing	Board	