



Te Akitai

Te Ākitai Waiohua Settlement Trust Annual Plan 2017

includes Annual Plans for:

Te Ākitai Waiohua Investment Trust; and
Te Ākitai Waiohua Community Development
Trust



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Te Ākitai Oho Moata
Te Ākitai awake at early dawn



Introduction

Te Ākitai Waiohua Settlement Trust was set up to receive the redress of Te Ākitai Waiohua provided by the Crown in the settlement of historical Treaty of Waitangi claims.

The function of Te Ākitai Waiohua Settlement Trust ('the Trust') is to hold, administer and manage the settlement assets of the Trust for the benefit and on behalf of the people of Te Ākitai Waiohua.

Purpose of Annual Plan

The Trust is required to produce an Annual Plan containing:

- the strategic vision of the Trust;
- the nature and scope of the activities proposed by the Trust in the performance of the Trust's purposes;
- the performance targets and measurements by which performance of the Trust may be judged;
- any proposals for the ongoing management of the Trust's Assets;
- the ratio of capital to total assets and the manner in which projected income will be dealt with; and
- any other information the Trust deems appropriate.

Tirohanga Rautaki

The strategic vision 'Tirohanga Rautaki' of the Trust adheres to the whakatauki:

Te Ākitai Oho Moata;

Te Ākitai awake at early dawn

This establishes Te Ākitai Waiohua as being alert and cautious in its approach, but always ready to rise again the next day. Te Ākitai Waiohua is vigilant and prepared, finding security in taking a long term view of its goals. In other words, Te Ākitai Waiohua wants to be ready for the future and thrive in areas it has decided are important. The vision of the Trust is to prepare Te Ākitai Waiohua for the future.

The mission of the Trust is for Te Ākitai Waiohua to achieve success and prosperity in cultural, environmental, economic and social development, while remaining true to the core values and principles of Te Ākitai Waiohua.

This incorporates four key pou identified by Te Ākitai Waiohua as priority areas for the Trust to focus on. The four pou are cultural identity, environmental kaitiakitanga, economic development and social wellbeing.



These pou can be described further in terms of:

- **Cultural Identity** - developing a strong understanding of Te Ākitai and Te Waiohua so we can be proud of who we are and prevent this knowledge from being lost;
- **Environmental Kaitiakitanga** - enabling Te Ākitai Waiohua to exercise its traditional role as kaitiaki over the environment and resources of Tāmaki Makaurau;
- **Economic Development** – identifying valuable opportunities for Te Ākitai Waiohua to successfully build an economic base and achieve long term sustainable wealth;
- **Social Wellbeing** - assisting future generations of Te Ākitai Waiohua by improving access to education, health and wellbeing, employment, training and housing while encouraging involvement in tribal affairs.

The four pou are supported by and reflective of the traditional values and principles followed by Te Ākitai Waiohua. The core values and principles can be listed, in no particular order, as:

- **Mana Tangata** – using individual abilities and skills for the benefit of the people of Te Ākitai Waiohua;
- **Kotahitanga** – working together united as one to achieve the goals of Te Ākitai Waiohua;
- **Kīngitanga** – recognising the significance of the relationship of Kīngitanga to Te Ākitai Waiohua;
- **Whakapapa** – protecting, preserving and respecting the genealogical connections of the people with the ancestors of Te Ākitai Waiohua;
- **Whanaungatanga** – communicating and interacting with the people to benefit future generations of Te Ākitai Waiohua;
- **Kaitiakitanga** – preserving stewardship over the whenua (land) and people of Te Ākitai Waiohua;
- **Tikanga** – acknowledging and supporting the traditional customs of Te Ākitai Waiohua;
- **Rangatiratanga** – recognising the self determination of the people and the protection and preservation of the mana of Te Ākitai Waiohua.



The overall strategic vision of the Trust is to successfully achieve the strategic objectives set in accordance with the four pou as areas of priority and core values and principles of Te Ākitai Waiohua so the people of Te Ākitai Waiohua are prepared and ready for the future.

Trust Activity

As at time of writing, Te Ākitai Waiohua has signed an Agreement in Principle with the Crown for its settlement claim but not a final Deed of Settlement. In effect, Te Ākitai Waiohua does not have a settlement with the Crown yet and the Trust cannot fulfil its function because it has no settlement assets to hold, administer or manage.

This is reflected in the Annual Plan on the presumption that the Trust has no cash, assets or resources to fully achieve its strategic vision and objectives, measure its successes or otherwise undertake any substantive activities. However, according to the whakatauki and vision Te Ākitai Oho Moata 'Te Ākitai awake at early dawn' the people of Te Ākitai Waiohua are vigilant and prepared. Despite the lack of resource, the Trust can still use its time productively to gather intelligence and compile information that will ensure the trustees are ready in the future when the settlement is completed and any redress is received.

This position undoubtedly disadvantages Te Ākitai Waiohua at this point in time, and raises some questions.

Why was the Trust formed without any assets or resources?

The Trust was formed before Te Ākitai Waiohua agreed to a final Deed of Settlement to take advantage of a specific commercial housing development opportunity. This opportunity was offered to Te Ākitai Waiohua as settlement redress but was also commercially time sensitive and could only be undertaken before a Deed of Settlement was agreed. According to the Crown negotiation process, settlement redress can only be received by a Post Settlement Governance Entity (PSGE) like the Trust. To obtain the development opportunity, the Trust had to be formed before any other settlement redress was received which is normally after a Deed of Settlement.

What can the Trust do without any assets or resources?

The Trust has no cash, assets or resources to achieve its goals in at least the first financial year of operation. To remain consistent with the Trust's vision of being vigilant and prepared, this time will be used productively to embark on a fact finding mission. Over this period the Trust will be tasked with identifying, collecting and compiling information about its objectives and activities, what needs to happen to accomplish them and how achievement will be measured. Success is achieved with this approach by answering all of the questions proposed and obtaining the necessary information that can be used to implement the objectives in practice.



While gathering this information, the Trust intends to use its initial year of operation to establish internal policies and procedures, build a robust planning and reporting regime and develop communication channels to strengthen stakeholder relationships. It will also be necessary for the Trust to identify administrative, financial and specialist advice (and secure voluntary support where possible) to prepare the organisation for its future undertakings. See Strategic Objective and Activity table on page 8.

Performance Targets

The ability to present meaningful performance targets and measurements of certain activities is limited in this case due to the Trust's lack of cash, assets and resources. However, the Strategic Objective and Activity table on pages 8 to 12 refers to measures of success that are valid in this situation.

Other Matters

There are no asset management proposals to present in this report given the lack of assets of the Trust. The ratio of capital to total assets and projected income have been omitted from this report for similar reasons. The Trust has not presented any other information for this report.

Te Ākitai Waiohua Settlement Trust Subsidiary Entities

Two charitable subsidiary entities have been formed under the Trust in February 2017 to help manage its objectives and activities and redistribute risk. Te Ākitai Waiohua Investment Trust and Te Ākitai Waiohua Community Development Trust (the Subsidiaries) both follow a charitable version of the Trust's goals by implementing some of the key objectives and undertaking selected activities of the Trust.

The vision of the Trust follows the whakatauki 'Te Ākitai Oho Moata' or 'Te Ākitai awake at early dawn' meaning that it exists to prepare Te Ākitai Waiohua for the future. This equally applies to the Subsidiaries.

Te Ākitai Waiohua Investment Trust

Te Ākitai Waiohua Investment Trust (Investment Trust) concentrates on economic development and is the entity expected to implement the activities required and achieve the objectives attributed to the economic development pou for the Trust.

The mission of the Investment Trust is to achieve success and prosperity in economic development for the benefit of Te Ākitai Waiohua and wider society, while remaining true to the core values and principles of Te Ākitai Waiohua.



Te Ākitai Waiohua Community Development Trust

Te Ākitai Waiohua Community Development Trust (Development Trust) focuses on social wellbeing and represents the social wellbeing pou, while also incorporating aspects of iwi involvement, cultural education (from the cultural identity pou) and community support (from the environmental kaitiakitanga pou.) It is the entity expected to implement the activities required and achieve the objectives attributed to the social wellbeing pou for the Trust.

The mission of the Development Trust is to achieve success and prosperity in social development for the benefit of Te Ākitai Waiohua and wider society, while remaining true to the core values and principles of Te Ākitai Waiohua.

Together the Subsidiaries share the responsibilities of the Trust for two of the four pou as priority areas. The role of the Trust is to monitor the Subsidiaries and ensure they meet the objectives of the economic development and social wellbeing pou. The Subsidiaries are responsible for and must report to the Trust on the pou they are required to prioritise.

Annual Plan of the Subsidiaries

The Subsidiaries are required to produce an Annual Plan containing:

- the objectives of the Annual Plan;
- the nature and scope of the activities proposed by the Subsidiaries in the performance of the charitable purposes of the Subsidiaries;
- the performance targets and measurements by which performance of the Subsidiaries may be judged;
- any proposals for charitable distributions or the ongoing management of the funds of the Subsidiaries; and
- the manner in which projected income will be dealt with.

Like the Trust, the Subsidiaries lack cash, assets or resources. As a result, there are no asset management or charitable distribution proposals or projected income to present.

The Strategic Objective and Activity table on the next page (page 8) lists the key objectives and activities required in accordance with the four pou, where the Investment Trust is required to focus on Economic Development and the Development Trust on Social Wellbeing. The nature and scope of these activities and measures of success, to provide meaningful performance targets and measurements of certain activities, are featured in this table too given the Subsidiaries share the same resource restrictions as the Trust.

Strategic Objective and Activity Table

Pou	Cultural Identity	Environmental Kaitiakitanga	Economic Development	Social Wellbeing
Key Strategic Objectives	<p>To promote and foster Te Ākitai Waiohua history, whakapapa, tikanga, reo, kawa, waiata, korero and other taonga to strengthen the cultural identity of its members;</p> <p>To develop and sustain positive productive relationships with other third party agencies and promote and support the representation of Te Ākitai Waiohua on other third party agencies.</p>	<p>To promote and support the traditional role of Te Ākitai Waiohua and its members as kaitiaki over the environment and resources of Tāmaki Makaurau by reasonably providing for a kaitiaki team that ensures the sustainable management, use, development and protection of natural and physical resources and active participation of Te Ākitai Waiohua in government and local government processes;</p> <p>To care for, preserve and protect Te Ākitai Waiohua Sites of Significance by reasonably providing for the ongoing maintenance, conservation and security of these places through the kaitiaki team;</p> <p>To promote environmental kaitiakitanga and increase internal capacity for a kaitiaki team.</p>	<p>To develop, engage in and support any profitable investments, commercial activities or economic opportunities, including property management, financial instruments and other business options, at an acceptable level of risk to benefit members;</p> <p>To progress long term economic development at an acceptable level of risk;</p> <p>To promote and increase internal capacity for long term economic development and risk assessment.</p>	<p>To promote access to higher education to members, including tertiary education;</p> <p>To promote the health and wellbeing of members, including those over sixty (60) years of age or suffering from mental or physical sickness or disability;</p> <p>To promote access to employment, business and training opportunities to members, including vocational training;</p> <p>To promote access to safe and reasonably affordable housing to members;</p> <p>To develop and support innovative approaches and methods that will encourage members to become involved in Te Ākitai Waiohua tribal affairs.</p>



Pou	Cultural Identity	Environmental Kaitiakitanga	Economic Development	Social Wellbeing
Measure of success	<p>Te Ākitai Waiohua knowledge and physical taonga are compiled, recorded, published or distributed, protected and accessible to the people of Te Ākitai Waiohua.</p> <p>Te Ākitai Waiohua has relationships with and is represented on third party agencies throughout Tāmaki Makaurau and beyond.</p> <p>We have information to facilitate and support the other measures listed above.</p>	<p>Te Ākitai Waiohua has an active and qualified kaitiaki team managing environmental issues in Tāmaki Makaurau and beyond.</p> <p>Te Ākitai Waiohua Sites of Significance are protected and properly maintained.</p> <p>We have information to facilitate and support the other measures listed above.</p>	<p>Te Ākitai Waiohua makes successful and profitable investments consistently over time at an acceptable level of risk.</p> <p>Te Ākitai Waiohua is able to achieve economic prosperity with the skills and qualifications found or developed within its own people.</p> <p>Te Ākitai Waiohua Investment Trust achieves its objectives.</p> <p>We have information to facilitate and support the other measures listed above.</p>	<p>The people of Te Ākitai Waiohua are educated, healthy, employed (or have access to training for employment), housed and more involved in tribal affairs.</p> <p>Assistance is provided in key areas of social wellbeing to the people of Te Ākitai Waiohua that need it.</p> <p>Te Ākitai Waiohua Community Development Trust achieves its objectives.</p> <p>We have information to facilitate and support the other measures listed above.</p>
What activities do we need to do to achieve success?	<p>Develop an archival library and electronic database of Te Ākitai Waiohua information;</p> <p>Research and publish selected Te Ākitai Waiohua information;</p> <p>Develop programs for teaching Te Ākitai Waiohua information;</p> <p>Establish systems for Te Ākitai Waiohua information distribution and protection of intellectual property;</p> <p>Identify appropriate sites to store and protect physical Te</p>	<p>Provide for an effective environmental kaitiaki team;</p> <p>Support the environmental kaitiaki team with internal planning, education and training instruments;</p> <p>Care for and maintain Te Ākitai Waiohua Sites of Significance.</p>	<p>Identify and engage in profitable economic opportunities, investments and commercial activities;</p> <p>Develop risk and economic development planning instruments;</p> <p>Develop internal capacity for economic development by supporting internal education and training instruments.</p>	<p>Develop and support scholarships, grants and internal planning instruments for:</p> <ul style="list-style-type: none"> • Education; • Health and Wellbeing; • Employment and training; • Business and innovation; • Housing and accommodation <p>Identify opportunities to involve the people of Te Ākitai Waiohua.</p>



	<p>Ākitai Waiohua taonga;</p> <p>Identify and maintain productive third party relationships using qualified Te Ākitai Waiohua representation.</p>			
<p>What information gathering can we do now without resource?</p>	<p>-What cultural information do we currently hold?</p> <p>-What cultural information do we not currently hold but want to have? What are the gaps in our cultural information?</p> <p>-What options are there for a physical library and electronic archive?</p> <p>-How will the physical library and electronic archive be managed, maintained and protected?</p> <p>-How can we translate physical cultural information into the electronic archive?</p> <p>-Where should the physical library be located?</p> <p>- What physical information should be stored physically in a library and electronically in an archive?</p> <p>-What research projects do we currently have?</p> <p>-What published cultural information do we currently have</p>	<p>-What activities do our kaitiaki team engage in or matters are they involved with?</p> <p>-What other activities should the kaitiaki team engage in or be involved with?</p> <p>-What expertise does the kaitiaki team require?</p> <p>-How will the kaitiaki team be managed and maintained?</p> <p>-What education, training and planning does the kaitiaki team require?</p> <p>-Does the kaitiaki team need to know the cultural redress as a prerequisite?</p> <p>-What sites of significance need ongoing care and maintenance?</p> <p>-What expertise is required and expected to care for, secure and maintain sites of significance?</p> <p>-What matters and activities undertaken by Te</p>	<p>-What are the existing economic opportunities available?</p> <p>-What are potential economic opportunities in the future?</p> <p>-What are the sorts of economic activities we want to be involved in?</p> <p>- Are there any sorts of economic activities we want to avoid?</p> <p>-What is our tolerance for acceptable risk and expectations on return?</p> <p>-What is our position on profit and profit maximization?</p> <p>-What is our position on high risk and low risk ventures?</p> <p>-Are there any current or potential future Te Ākitai Waiohua candidates that can be developed?</p> <p>-Are all potential Te Ākitai Waiohua candidates required to know the financial and commercial redress as a</p>	<p>-What are the options for developing social strategies and plans?</p> <p>-What are the options for social programs?</p> <p>-How will the social programs be managed and maintained?</p> <p>-What social matters can and should be covered by scholarships, grants, subsidies or programs?</p> <p>-How will scholarships and grants be calculated from year to year?</p> <p>-How do we currently try and involve more Te Ākitai Waiohua people?</p> <p>-Which Te Ākitai Waiohua demographic are not involved as much as they should be?</p> <p>-What are the options for promoting greater involvement?</p> <p>-How can a Te Ākitai Waiohua 'brand' be created?</p> <p>-Are all of the activities and matters in this pou delegated to Te Ākitai Waiohua Community Development Trust in</p>



	<p>if any?</p> <p>-What cultural information do we want further research into? What are the gaps in our research?</p> <p>– What cultural information do we want to have published?</p> <p>-What options do we have for researching and publishing cultural information?</p> <p>-What are the program options for teaching?</p> <p>-What cultural information can and should be taught in a program?</p> <p>-How will the program be managed and maintained?</p> <p>-How do we currently distribute and protect cultural information?</p> <p>-What are the options for cultural information distribution and security?</p> <p>-How are internal communications and other information dissemination methods managed and maintained?</p> <p>-How will information security be maintained?</p> <p>-Where can physical taonga currently be stored securely?</p>	<p>Ākitai Waiohua Waka Taua Incorporated should be undertaken by the Trust?</p> <p>-Which of these tasks can be delegated to Subsidiaries?</p>	<p>prerequisite?</p> <p>-Are all of the activities and matters in this pou delegated to Te Ākitai Waiohua Investment Trust in terms of implementation, funding and monitoring?</p>	<p>terms of implementation, funding and monitoring?</p>
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	<p>-What are the options for securely storing physical taonga?</p> <p>-What relationships do we currently have?</p> <p>- What relationships do we want to have?</p> <p>-What relationships do we want to improve?</p> <p>-What are the core qualifications for representing Te Ākitai Waiohua and maintaining positive productive relationships?</p> <p>-Which of these tasks can be delegated to Subsidiaries?</p>			
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