



Te Akitai

**Te Ākitai Waiohū Community  
Development Trust**

**Five Year Strategic Plan  
&  
Statement of Intent  
2017**



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**Te Ākitai Oho Moata**  
Te Ākitai awake at early dawn



## **Introduction**

Te Ākitai Waiohua Community Development Trust ('the Trust') was set up as a charitable subsidiary of Te Ākitai Waiohua Settlement Trust ('the Settlement Trust') to provide assistance in meeting the social and community needs of Te Ākitai Waiohua beneficiaries. This is achieved using the assets received by the Settlement Trust as redress for Te Ākitai Waiohua in the settlement of historical Treaty of Waitangi claims with the Crown.

The function of the Trust is to apply the money, assets and property received from the Settlement Trust (or other funders) to improve the social development and wellbeing of Te Ākitai Waiohua beneficiaries.

The vision of the Trust is the same as the Settlement Trust and 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.

The Trust is charitable in nature and focuses on the 'social wellbeing' pou as a priority area assisting future generations of Te Ākitai Waiohua beneficiaries by promoting and improving access to education, health and wellbeing, employment, training, housing and involvement in tribal affairs. However, the Trust also incorporates aspects of iwi involvement and cultural education (from the cultural identity pou) as well as community support (from the environmental kaitiakitanga pou.) The Trust is the entity expected to implement the activities required and achieve the objectives attributed to the social wellbeing pou of the Settlement Trust. As a subsidiary, the Trust is responsible for the social wellbeing pou and must report any outcomes to the Settlement Trust.

The mission of the Trust is to achieve success and prosperity in the social development and wellbeing of Te Ākitai Waiohua beneficiaries, at a cost that can be justified and sustained, while remaining true to the core values and principles of Te Ākitai Waiohua.

## **Purpose of Five Year Strategic Plan**

The Trust is required to produce a Five Year Strategic Plan, updated at least once a year, recording the medium term vision and specific steps required to achieve its objectives and principles (from the Statement of Intent) that are all connected with the social wellbeing pou of the Settlement Trust.

## **Purpose of Statement of Intent**

The Trust is required to produce a Statement of Intent recording the long term objectives and general principles by which it will operate that are all connected with the social wellbeing pou of the Settlement Trust. The Statement of Intent must take into account changes in circumstances including modifications to the nature of its business (or the business of any of its subsidiaries) and to the nature of its distributions.



The Statement of Intent is also required to set out how the Trust will restrict excessive aggregation of its assets and consider any policies it has in respect of:

- the ratio of debt to equity,
- the maintenance of cash flow to meet any proposed distributions;
- the giving of security over assets; and
- any other matters the Trust considers appropriate.

## **Community Development 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 Settlement Trust cannot fulfil its function because it has no settlement assets to hold, administer or manage.

This is reflected in the Five Year Strategic Plan and Statement of Intent on the presumption that the Community Development Trust has no cash, assets or resources to fully achieve its vision, objectives or principles and cannot undertake any substantive charitable activities.

However, according to the whakatauki 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 the opportunity productively to plan ahead and follow known principles based on existing information to ensure the trustees are ready in the future when the settlement is completed and any redress is received.

The steps required to move forward involve developing a strategy (including vision, mission, objectives and principles) and plan (detailing the implementation of the strategy) for the following areas of social development and wellbeing:

- Education,
- Health and wellbeing,
- Employment, training and innovation,
- Housing and accommodation,
- Iwi and community involvement.

From these various documents an overall 'Social Wellbeing' strategy and plan can be established that applies collectively to the beneficiaries of Te Ākitai Waiohua as a complete and coherent system.

A fundamental short, medium and long term goal is to offer scholarships, grants and subsidiaries to Te Ākitai Waiohua beneficiaries to promote and assist people immediately to access and succeed in these key areas of social development. This is not intended to be the only approach for improving the social wellbeing of Te Ākitai Waiohua beneficiaries over time.



Rather than solely relying on subsidies, the long term goal is for the Trust to make more substantive contributions by producing custom social development and wellbeing programs that can eventually be offered by its own internal Te Ākitai Waiohua services. Such services may potentially include:

- Development of a kohanga reo, kura kaupapa māori and/or kura hourua (partnership or charter school) aimed at the young Te Ākitai Waiohua beneficiaries;
- Creation or use of kura to teach adult beneficiaries Te Reo Māori and traditional Te Ākitai Waiohua knowledge;
- Building technical partnerships with other kura to provide employment or tertiary training or partnerships with other public, private, boarding and international education providers;
- Developing hauora or health and wellbeing services for the elderly, sick, physically or mentally disabled beneficiaries of Te Ākitai Waiohua, including the promotion of health in sports and housing;
- Building partnerships and sponsorships for sporting, community, cultural and housing events with other third party funders and service providers.

The principles the Trust follows to achieve these long term objectives are the same as the Settlement Trust. Any proposed social development and wellbeing services of Te Ākitai Waiohua must adhere to the traditional principles of:

- **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.

There are no relevant changes of circumstances that apply to the Trust, which was only signed off in February 2017. The Trust has no money or resources to consider in terms of asset aggregation, debt to equity calculation, asset security or cash flow for future distributions. No other matters are being considered by the Trust.

## Activity Table

|                                     |  |
|-------------------------------------|--|
| <p>Medium term vision</p>           | <p>To prepare Te Ākitai Waiohua for the future - Te Ākitai Oho Moata or 'Te Ākitai awake at early dawn'</p> <p>Promote access to higher education to beneficiaries, including tertiary education.</p> <p>Promote the health and wellbeing of beneficiaries, including those over sixty (60) years of age or suffering from mental or physical sickness or disability.</p> <p>Promote access to employment, business and training opportunities to beneficiaries, including vocational training.</p> <p>Promote access to safe and reasonably affordable housing to beneficiaries.</p> <p>Develop and support community facilities.</p> <p>Develop and support innovative approaches and methods that will encourage beneficiaries to become involved in Te Ākitai Waiohua tribal affairs.</p>  |
| <p>Long term objectives</p>         | <p>The beneficiaries of Te Ākitai Waiohua are educated, healthy, employed (or have access to training for employment), housed and more involved in tribal affairs - assistance is provided in key areas of social wellbeing to the beneficiaries of Te Ākitai Waiohua that need it.</p> <p>Te Ākitai Waiohua has its own social development and wellbeing programs and services to offer Te Ākitai Waiohua beneficiaries that may include:</p> <ul style="list-style-type: none"> <li>• Kohanga reo, kura kaupapa māori and/or kura hourua (partnership or charter school) for young Te Ākitai Waiohua beneficiaries;</li> <li>• Kura teaching Te Reo Maori and traditional knowledge to Te Ākitai Waiohua beneficiaries;</li> <li>• Hauora health and wellbeing services for the elderly, sick, physically or mentally disabled beneficiaries of Te Ākitai Waiohua,</li> <li>• Partnerships with: <ul style="list-style-type: none"> <li>○ public, private, boarding and international education providers;</li> <li>○ other kura for employment and tertiary training;</li> <li>○ funders and service providers for sporting, community, cultural and housing matters</li> </ul> </li> </ul> |
| <p>Steps to achieve objectives?</p> | <p>Develop strategy and plan for:</p> <ul style="list-style-type: none"> <li>• Education;</li> <li>• Health and Wellbeing;</li> <li>• Employment and training;</li> <li>• Business and innovation;</li> <li>• Housing and accommodation;</li> <li>• Iwi and community involvement</li> </ul> <p>Develop overall social development and wellbeing strategy and plan based on the instruments above – this forms the basis for potential social programs offered and services operated by Te Ākitai Waiohua.</p>   |