



Te Akitai

Te Ākitai Waiohua Settlement Trust Annual Plan 2021

includes Annual Plans for:

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



Contents

Contents.....	2
Introduction	3
Purpose of Annual Plan.....	3
Tirohanga Rautaki	3
Trust Activity	5
Performance Targets	5
Other Matters	6
Te Ākitai Waiohua Settlement Trust Subsidiary Entities	6
Te Ākitai Waiohua Investment Trust.....	6
Te Ākitai Waiohua Community Development Trust	6
Annual Plan of the Subsidiaries.....	7
Objective and Activity Table	8

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 not signed a final Deed of Settlement with the Crown. Te Ākitai Waiohua does not have a settlement with the Crown yet and the Trust cannot fulfil its function without settlement assets to hold, administer or manage.

This is reflected in the Annual Plan on the presumption that the Trust has no substantive 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. Other activities the Trust will focus on include refining governance structures and progressing the Wirihana housing development opportunity at 901 Great South Road and Kerrs Road, Manukau.

To undertake some of the Trust's administrative duties, an application was made to Auckland Council for Capacity Contract funding. The grant can be utilized to specifically increase the capacity of Te Ākitai Waiohua. This allows the Trust to participate in and administer planning or relationship development activities by engaging with Auckland Council more effectively. In practice, some of this grant funding can be employed to ensure the Trust's accounting and financial requirements are met.

Where possible, the Trust will continue to apply for external funding, especially from local and central government sources, to obtain professional advice and build internal capacity.

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.



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

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) that are charitable in nature. 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 substantive cash, assets or resources. As a result, there are no asset management or charitable distribution proposals or projected income to present.

The Investment Trust will focus on progressing the Wiri-hana housing development opportunity at 901 Great South Road and Kerrs Road, Manukau and securing government funding to obtain professional advice on the development and broader investment opportunities.

The Investment Trust is also tasked with completing the Kōtuitui Place housing development at 20 Barrowcliffe Place, Wiri which is an opportunity that is separate from the Te Ākitai Waiohua Treaty settlement.

Other housing development opportunities that are made available to Te Ākitai Waiohua through central government, local government and the private sector will continue to be investigated by the Investment Trust.

Both of the Subsidiaries will need to refine internal governance structures and collect information to achieve organisational objectives.

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
<p>Measure of success</p>	<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>



Pou	Cultural Identity	Environmental Kaitiakitanga	Economic Development	Social Wellbeing
<p>What activities do we need to do to achieve success?</p>	<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 Ākitai Waiohua taonga;</p> <p>Identify and maintain productive third party relationships using qualified Te Ākitai Waiohua representation.</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>