



TE KAPU ō WAITAHA  
Te Atahou ō Waitaha

*No Waitaha Ahau*



# Annual Plan

2014 - 2015

## **BACKGROUND**

Throughout 2009 – 2011, an assessment for remedying, the health, and education, housing and socio-economic needs of Waitaha was completed through the provisions of the Social Endowment fund. Contributions and feedback from the results of those consultations, namely the Maranga Waitaha plan have informed Governance Policy Statements, accountable through the strategic actions prescribed in this annual plan.

## **INTRODUCTION**

Te Kapu o Waitaha (TKOW) is the iwi mandated Post Treaty Settlement Entity enacted by the Waitaha Settlement Claims Act 2013.

The purpose for which the Trust was established is to receive, manage and administer the Trusts' assets on behalf of and for the benefit of the present and future members of Waitaha in accordance with the Te Kapu o Waitaha Charter.

## **GOVERNANCE**

The Board consists of five elected members. Their role will be to provide oversight and corporate accountability to the beneficiaries of Waitaha.

### **Entities**

The Trusts' Governance Policies obliges it to maximise benefit over the long term with acceptable but not excessive risk, consistent with best practice for institutional investment. In order to achieve this the Trust must implement a structure that is both cost effective and tax efficient. This must be achieved through a process to amend the current Charter by special resolution of the beneficiaries.

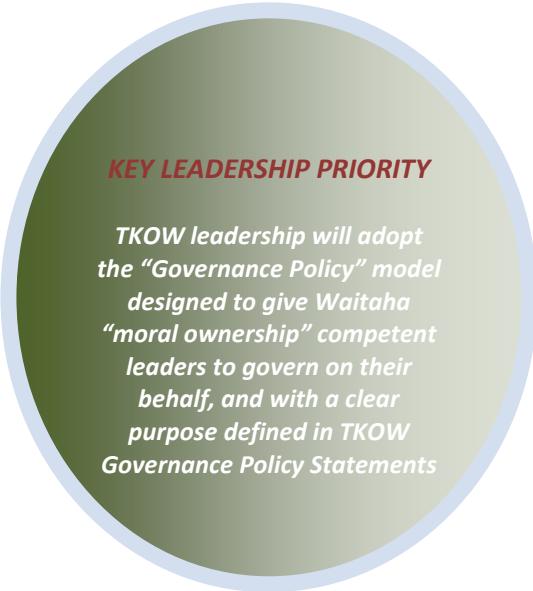
## **POSITION OF THE BOARD**

TKOW will be economically and resource challenged to achieve all things to all people belonging to Waitaha, therefore the Board will be responsive to Waitaha needs in the context of what it must control, not what it can control.

TKOW Ends will be confined to the nature of Waitaha Treaty Settlement assets and managed through the Governance Policy framework during the Trusts establishment phase.

Beyond this the Trusts will continue to engage in dialogue with our beneficiaries , as a vital necessity toward determining a 20, 50 and 100 year plan for Waitaha.

## **FOREWORD**



**GOVERNANCE POLICY STATEMENT**

The purpose of the Board, on behalf of Waitaha beneficiaries is to see that Te Kapu O Waitaha achieves appropriate results for the appropriate people at an appropriate cost and

## STRATEGIC OBJECTIVE 1

Establish a tribal structure to support long term development

### TRIBAL UNITY

The Board is the fiduciary, responsible for monitoring organisational performance that reflects Waitaha beneficiary interests and that it is the Boards responsibility to hold Trust management accountable for achieving what is necessary within the Executive limitations articulated by the Board. The annual governance agenda will include the development of purposeful policy with particular emphasis on “what results” must be achieved, “who will benefit”, and at “what cost”.

The Board will create a program for dialogue and deliberation with beneficiaries to inform policy development with particular emphasis on defining “what Waitaha “want” balanced with what Waitaha “value” and at what “comparable cost”.

Assurance of Board competency is set out in a perpetual agenda and is a representation of budgeted education for improving governance process.



**KEY LEADERSHIP PRIORITY**  
**TKOW leadership will ensure TKOW organisation structure demonstrates strategic appropriateness, and delivers appropriate results for Waitaha. The final design will be the result of planned consultation with Waitaha iwi and trusted advisors.**

**GOVERNANCE ENDS  
POLICY STATEMENT**

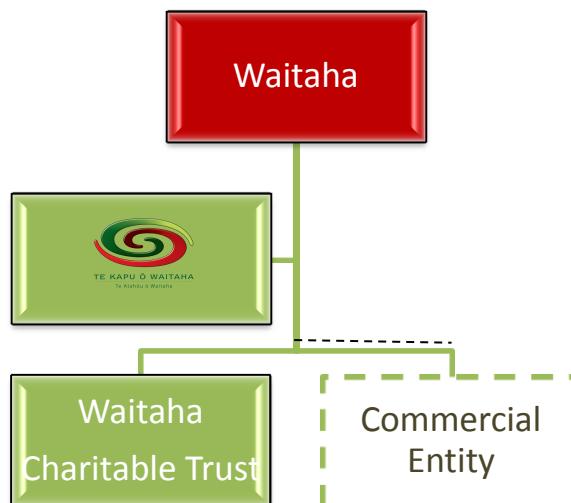
Waitaha beneficiaries will benefit from a sustainable Corporate structure that supports the Waitaha Charter and will be given priority

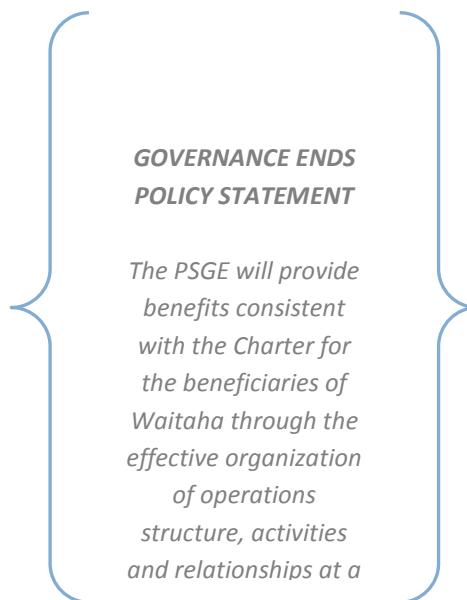
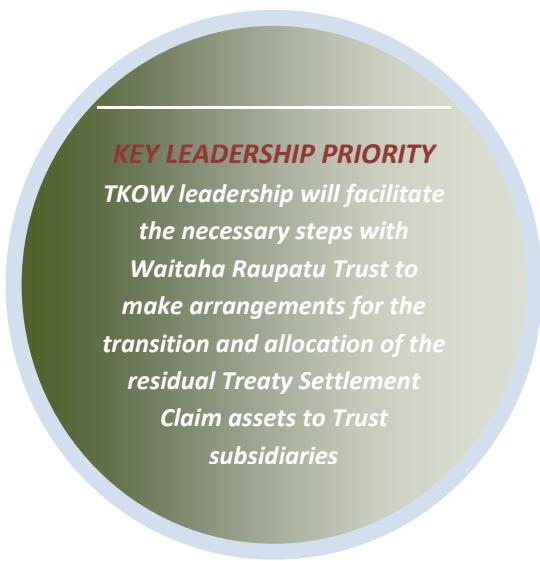
**STRATEGIC OBJECTIVE 1**

*Establish a tribal structure to support long term development*

### ORGANISATION STRUCTURE PLAN

The Board recognises that structure is not simply an organization chart. A critical success factor affecting appropriate benefit back to Waitaha beneficiaries will be our ability to establish the right structure. The organisation design will demonstrate the strategic importance in relation to the affect of different tax levels impacting on the bottom line, economic behaviour, and distributions. The Trust will develop strategic relationships, and a communication plan to provide impetus to understanding Waitaha needs, explore legal obligations, and compliances to inform structure options.





**STRATEGIC OBJECTIVE 1**  
*Establish a tribal structure to support long term development*

### TRANSITION & TRANSFORMATION PLAN

Te Kapu O Waitaha is the mandated Post Settlement Governance Entity legitimised by legislation, namely the Waitaha Settlement Claims Act 2013

The function of the Trust is to;

- receive and hold the settlement assets
- manage the settlement assets
- distribute the benefits derived from settlement

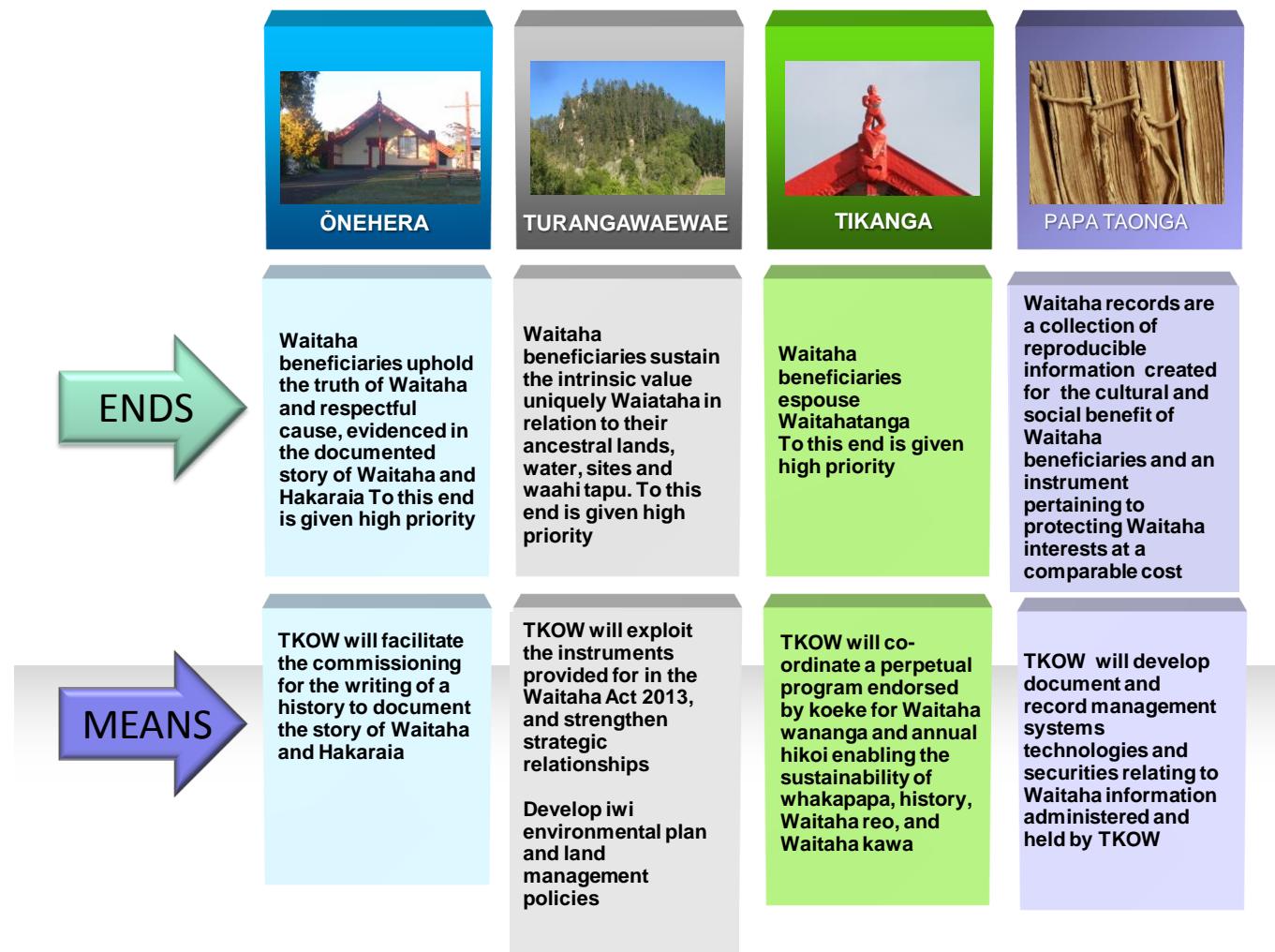
TKOW will leverage off its own establishment initiatives to help ensure Trust structure, technologies, systems, and processes are developed specifically to meet future business requirements in conjunction with the transition phase.

### TKOW Transition strategy



- Commence planning as soon as possible
- Develop solutions to minimize risk
- Phased approach to allow critical consultations
- Carry out testing to allow measurement of deliverables
- Plan justifiable costing required for TKOW business environment

## CULTURAL IDENTITY



## STRATEGIC OBJECTIVE 2

*The mana and identity of Waitaha is restored*

## EDUCATION

### STRATEGIC OBJECTIVE 3

*Mātauranga ki Waitaha is the basis for Waitaha achieving their potential*

**ENDS:** Waitaha Beneficiaries have the opportunity to reach their full potential at comparable and sustainable cost

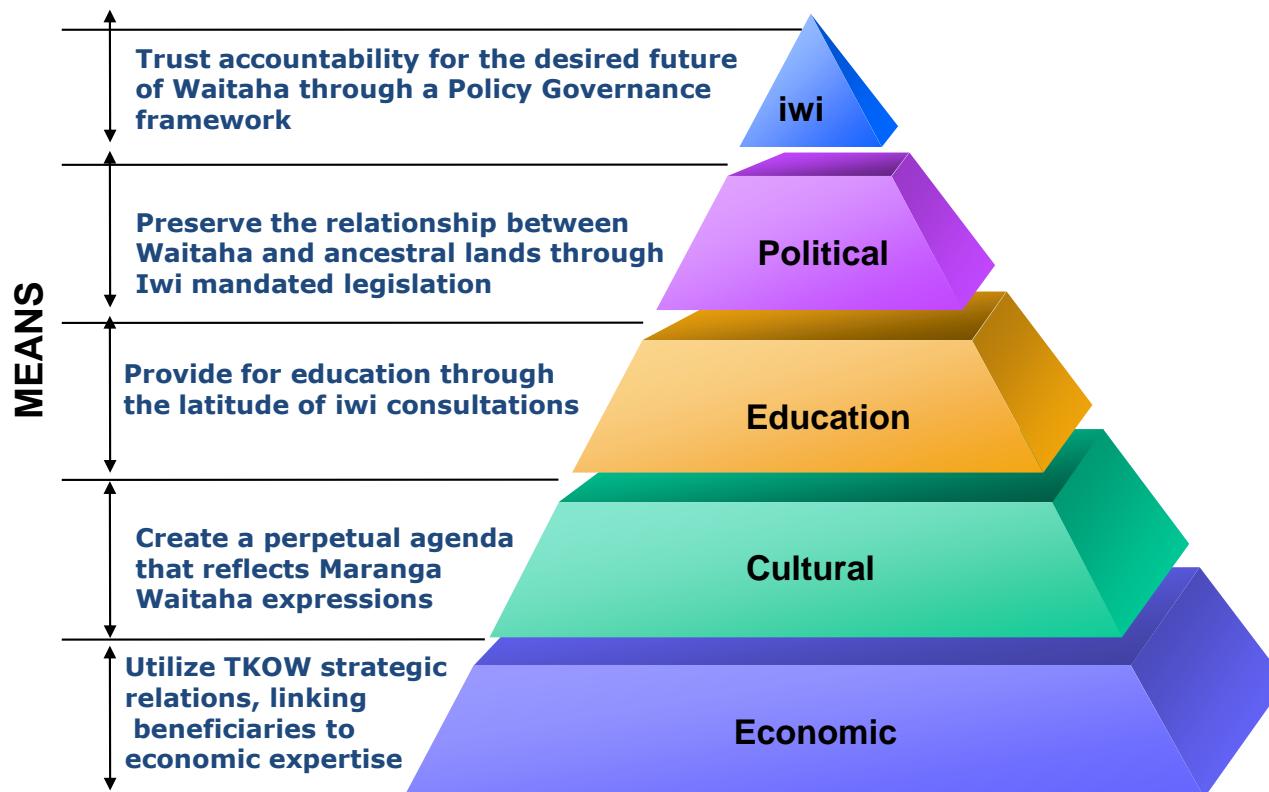
STRUCTURE [MEANS]	LINKAGES [MEANS]	TKOW CAPABILITIES [MEANS]	FINANCE [MEANS]
Establish a structure that ensures tax exemption for charitable activity	Establish priorities and options to inform policy through consultation with Waitaha beneficiaries	Establish technologies, systems and business standards to manage distributions in the most cost efficient way	Establish investment statement policies to ensure long term sustainability and managed risk achieves optimal gains
Confirm an appropriate governance structure that is cost comparable	Confirm subsidiary structure through a resolution process as set in the Charter	Provide for training in distribution management and accountabilities	
Confirm legal compliance			

## STRATEGIC OBJECTIVE 4

Waitaha are able to determine their own future

### SOCIAL FABRIC

ENDS: Waitaha beneficiaries enjoying their chosen lifestyle at a comparable cost



*Pursue distant horizons so that they become close, affirming permanency*

## STRATEGIC OBJECTIVE 5

*Waitaha has an economic base to develop and manage tribal assets; and to support whanau to achieve their economic goals*

### ECONOMIC BASE

ENDS: Waitaha beneficiaries have sustainable access to the economy at a justified cost

#### Phase 1

Seek legal & financial advice and consult with beneficiaries concerning subsidiary arrangements to ensure compliance and optimal ENDS obligations are achieved

#### Phase 2

Develop constitutions to ensure the effectiveness of governance policy, practices and procedures including those of the subsidiaries, enabling monitoring and evaluation of economic activity & achievements

#### Phase 3

Appoint independent Directors with relevant expertise to provide a secure stream of income in perpetuity and contribute to beneficiary transferable skills so that they have a lasting economic value to achieve their goals

### MEANS

*Pursue distant horizons so that they become close, affirming permanency*

POLITICAL	MEANS	ENDS
Scenic Reserves	<b>Conservation management plans will be a perpetual Agenda item for approval within the provisions of the Act</b>	
Housing	<b>Town planning will be a perpetual agenda item within the provisions of the Act, to ensure urban growth does not adversely impact environmentally on Waitaha ancestral lands, waterways, fauna and communities</b>	<b>Waitaha beneficiaries enjoy their ownership rights. This is given high priority</b>
Infrastructure	<b>TKOW will represent the interests of Waitaha at local Govt forums</b>	
Commercial Assets	<b>TKOW Holding Co will leverage economic outcomes through the provisions of the Act</b>	
Data	<b>TKOW will maximise the use of its records and information to inform iwi management plans</b>	

## STRATEGIC OBJECTIVE 6

*Waitaha is actively participating in determining local regional national and global priorities and are involved in all levels of decision making*

**APPENDIX 1**  
**TREATY SETTLEMENT ASSETS**

WHENUA & PROPERTIES	NATURE OF SETTLEMENT
Maungarauahine Pā Historic Reserve	Administering body
Te Whairanga Korero site	Legislative requirement for DOC to consult with TKOW trustees
Otanewainuku Forest	Deed of recognition as evidence of the association of Waitaha
- Hakoko creek	
- Paraiti creek	
- Popaki creek	
- Kaokaonui Kainga	
Hine Poto site	Ownership in Fee Simple title
Ohineangāāngā site	
Whitikiore (with easement)	
Te Haehae	
Otara Scenic Reserve	Fee simple estate in the Otara Scenic reserve
Kaumātua flats, and the fixtures and fittings	Settled Crown interest to the Trustees
FINANCIAL & COMMERCIAL	VALUATION
Te Houhou	\$ 2.1 million
Te Puke Intermediate School site	\$ \$ 713,000
Te Puke Primary School site	\$ 436,000
Te Puke High School site	\$ 527,000
Fairhaven Primary School site	\$ 529,000
Te Puke High School Secondary site	\$ 580,000
CULTURAL	VALUE
History Endowment	\$ 300,000
Hakaraia Educational Endowment	\$ 3,000,000
Marae & Social Endowments	\$ 500,000
	\$ 500,000
Trustee Settlement funds	\$ 3 million