



WAITAHA

Charitable Trust

STATEMENT OF INTENT 2020 - 2025

FOREWORD

Ko Otawa te Maunga
Ko Hei te Tupuna
Ko Te Raparapaahoe te Awa
Ko Takakopiri te Tangata
Ko te Putaratara o te Tuunui
Tahuhu whakairinga korero
Ka tu te ihiihi ka tu te wanwana
Tai tu te wehi o te moana
O punga ee e mauri
Ko Waitaha te iwi
Te Arawa te waka
Te whakairinga korero
heke iho i nga heke
ki nga poupou
ki a pouhia ki te whenua
ki a kore ai e taka ki te taha ki te he!

The Statement of Intent is the commitment by which the Waitaha Charitable Trust outlines how we will contribute to Te Kapu O Waitaha strategic goals.

INTRODUCTION

About Waitaha Charitable Trust

Waitaha Charitable Trust was established at the approval by the beneficiaries in 2014.

For efficiency the Charitable Trust is also governed by the same trustees as Te Kapu O Waitaha.

Board role and Responsibilities

The Boards' role is to;

(a) develop a Statement of Intent aligned to the direction set by Te Kapu O Waitaha strategic Plan 2025

(b) have regard for the Waitaha iwi management plan

(c) establish and appoint a distribution committee as appropriate

(d) establish distribution policies approved by the registered beneficiaries

(e) ensure tikanga underpins both the Trust performance and policies of the Trust

(f) apply for, administer and distribute social sector funding to support cultural heritage, social, and environmental projects significant to Waitaha.

(g) provide leadership for the purposes in respect of the Trust Deed, and Charities Commission regulations.

Trust Purposes

The Trust provides support and distributions within the following purposes that are regulated by the Trust Deed and the Charities Commission.

The Trust fund including both capital and income is held and administered by the Trustees on trust as set out in the Deed, for exclusively Charitable Purposes in Aotearoa (NZ) for the benefit of the public and not for private profit, in particular to benefit the community of Waitaha;

- to advance education
- to relieve poverty
- to promote and improve the standards of health
- to promote the preservation of reserves and places of historic interest

Endowment Funds

Endowments are held and administered separately from the balance of the Trust, invested and applied for the purposes and in accordance with the deed of resettlement, resettling those funds on the Trust.

Endowments

- Hakaraia Education
- Social
- History

(Due to the project nature of the social and history endowments these are not financially enduring)

STATEMENT OF PRINCIPLES

The table below describes how we will operationalize Waitaha tikanga through Trust Policy.

(Ratified and endorsed by Waitaha koeke 30.10.2014)

Tikanga	Description	Policy
Te tihi	pinnacle of all things	People remain the center of Trust strategic activity
Whakanui	to elevate	The Trust recognizes that all people have the inherent capacity to effect change in their lives
Whakakaha	to strengthen	The Trust will invest and strengthen asset control to support economic, social and cultural development and participation
Whakapapa	geneology	The Trust recognizes that traditional kinship defines social, cultural, and economic rights and obligations by Waitaha for Waitaha
Whanaungatanga	kinship/relationships	The Trust recognizes that all people deserve respect and their collective interests, strengths and culture valued
Matauranga	knowledge	The Trust will observe the power and authority of people to determine their own lives
Manaaki	support	The Trust will support the cultural, social , environmental and economic security of Waitaha
Kai tiaki	stewardship/guardianship	The Trust values solutions which are culturally and spiritually relevant to Waitaha

OPERATING ENVIRONMENT

The Waitaha Charitable Trust is an independent statutory body regulated by the Charitable Trust Act 1993. Board responsibility is to distribute grants and support outcomes that benefit Waitaha.

STRUCTURE

The Trusts services are delivered as part of the overall Group structure of Te Kapu O Waitaha.

Each shares the commonality of function and that is to ensure a system of sustainability that is also iwi centric.

REGULATIONS & COMPLIANCE

The Trust is accountable for its performance through regular reporting to Te Kapu O Waitaha, and to Trust beneficiaries at an annual general meeting held each year.

The Trust must also comply with the Charities Act 1993, by submitting annual returns and commentary of charitable activities including outcomes within each fiscal year.

KOEKE

On request of the Trust, the koeke role is to advise on matters relating to the tikanga, reo, kawa, korero and whakapapa of Waitaha. In accordance with the Trust Deed, however, any advice obtained is not to be construed as binding on the Trust.

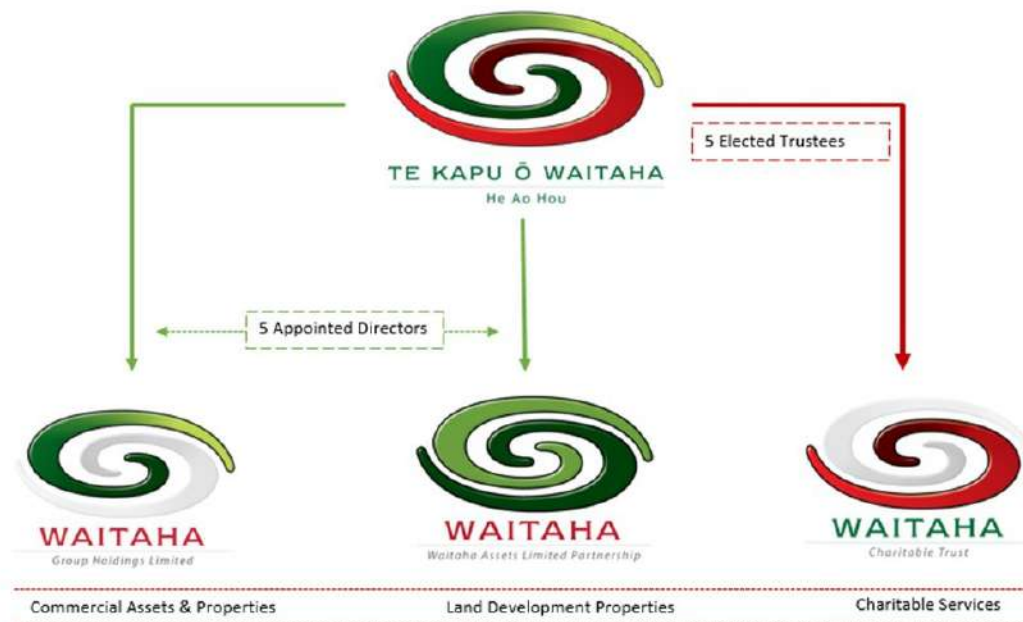
FUNDING

Trust funds are the distributions received from Te Kapu O Waitaha, re-settled endowments, and any external funding specific to projects.

An annual budget is prepared to provide for the cost of charitable distributions and services to iwi.

The Trust is accountable for adequate returns on investment, a strong capital structure, and sustainable growth.

GROUP STRUCTURE



Shared Services

Te Kapu O Waitaha Board supports Waitaha Charitable Trust activities through the provision of;

- finance and investment administration
- business support
- secretarial services
- contract management
- reporting
- communications
- policy development
- distribution management
- relationship management

The shared services regime bears no cost on the Charitable Trust.

STRATEGIC CONTEXT

The Statement of Intent will remain consistent with Te Kapu O Waitaha 2015-2025 Long Term Strategy



Vision

Ruia he kakano ka tupu, a konei nga hua. Apopo, he ngaherehere ora!

Mission

To deliver on the Statement of Intent commitments in a manner that successfully benefits Waitaha

Values

Protect, preserve and promote the health and wellbeing of Waitaha

STRATEGIC FRAMEWORK



RE-IMAGINING OUR FUTURE NEEDS



THE NEW NORM

COVID-19 has forced us to accept significant changes to our customary practices such as tangihanga, whanaungatanga, and almost all aspects of daily life as we knew it to be.

No one is under any illusion the pandemic will end anytime soon.

COVID has helped bring into focus what we could collectively be capable of achieving, and what needs to be done to secure the futures of whanau, and the environment, we live in for the long term.

The Trust in particular identified;

- impacts on whanau, rangatahi and education
- the role of digital to connect with whanau, education continuance, essential services and information
- mobility and support locally, comparative with whanau living away from home
- limitations to accessing basic needs
- level of data and critical information required to ensure relevance of resources and support
- environmental health recovery
- agency and organisation preparedness; proactive vs reactive
- change of priorities and focus

The Statement of Intent sees the importance of aligning its' service provision and resourcing toward the management of those impacting the well-being and future of Waitaha, and the environment that supports us.

This means we have changed our focus to specifically address anticipated needs so that we strengthen the position of preparedness, and resilience for the long haul.

In particular we have re-evaluated scholarship funding, targeted relationships, accessing resources, what programmes will become priority funded, filling gaps in data collections, iwi engagement and input, collective response and participation.

Key Priority

DESCRIPTION

IWI PANDEMIC RESPONSIVENESS PLAN

PAIN POINTS

- disruption to education and uncertainty of success
- digital capability connecting whanau with whanau and essential services
- under-resourcing of PPE gear for volunteers
- inequity due to inadequate data
- silo approach minimizing best use of resource
- lack of structure and co-ordinated response
- tikanga compromised

SOLUTION

Develop a co-ordinated iwi pandemic responsiveness plan

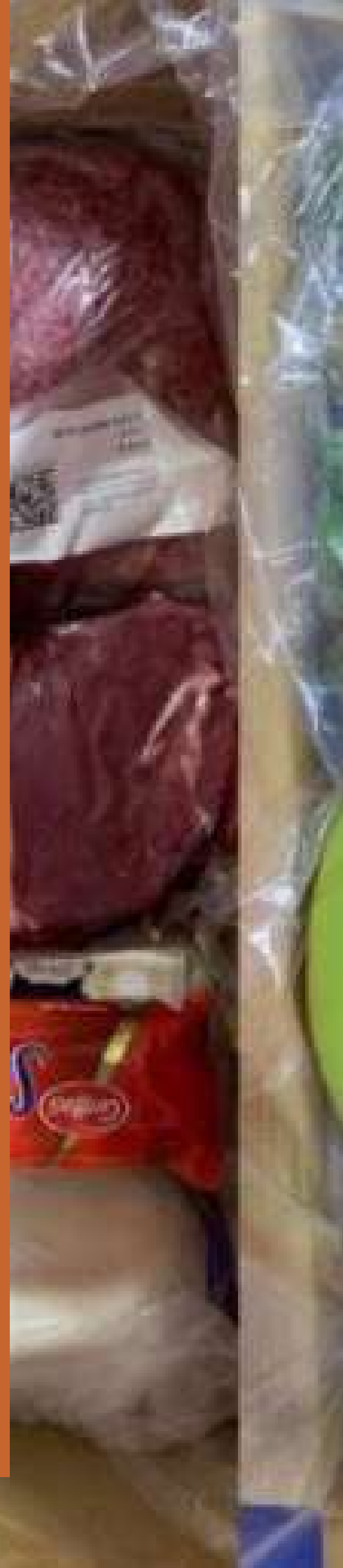
Develop a co-ordinated iwi recovery plan with a focus on affected whanau

GOALS

- Co-ordinated approach to support whanau well-being and needs whether local or living away from home during a pandemic
- Volunteer respondents are trained, supported and resourced

STRATEGY

Seek input from iwi, essential services, Ministries, and emergency services to inform the development of a Waitaha iwi pandemic response plan including resourcing



Key Priority

DESCRIPTION

WHANAU LEADING HEALTHY LIVES

PAIN POINTS

- limitations in respect of community health services
- access to local counseling services which address critical health needs
- data to support targeted resource and needs based relevance
- assumptions and public perception distorting actual needs and aspirations

SOLUTION

Whanau input to determine needs for improved community based solutions

GOALS

- whanau engaged and participating in healthy lifestyle choices
- whanau health and well-being needs are supported
- local and community based services are visible and highly accessible
- services are culturally competent

STRATEGY

Seek input from iwi , Waitaha Hauora, and key services that can actively contribute to whanau needs and well-being outcomes



Key Priority

DESCRIPTION

WHANAU LIVING IN HEALTHY HOMES

PAIN POINTS

- whanau ability to access resources to address basic utility issues and associated cost
- co-ordinated approach to addressing multi households within locations sharing the same issues
- assumptions and public perception
- data enabling a more targeted response
- support for home ownership

SOLUTION

Whanau input to housing needs

Data collection

Adequate resourcing

GOALS

- whanau have the security of a healthy home

STRATEGY

Facilitate adequate support, and information to support whanau achieve the security of living in a healthy home.



Key Priority

DESCRIPTION

SUPPORT KOEKE DIGITAL CAPABILITY

PAIN POINTS

- limited use and knowledge of mobile devices
- access to information in real time
- ability to connect with others via mobile or internet based devices
- adapting to change in a digital age
- reliance on the availability of support

SOLUTION

Provide a programme tailored to support koeke in the use of mobile and internet devices

GOALS

- Koeke digital capability is increased

STRATEGY

Provide a programme to support koeke confidence and competence in the use of their mobile phones, and internet



Key Priority

DESCRIPTION

SUPERANNUANT AWARENESS SUPPORT FOR KOEKE

PAIN POINTS

- unaware of reduced cost for goods offered specifically to superannuants
- unaware of entitlement services

SOLUTION

Provide communications specific to superannuant entitlements and reduced cost for goods

GOALS

- Establish a communication newsletter specific to koeke in respect of superannuation entitlements

STRATEGY

Promote access for koeke to Superannuant Newsletter advising of entitlements that contribute to their well-being and reduced cost of living

Key Priority

DESCRIPTION

EQUITABLE DISTRIBUTION THAT SUPPORTS KOEKE NEEDS AND WELL-BEING

PAIN POINTS

- rising cost of retirement
- increased cultural obligations and associated financial pressures

SOLUTION

Establish a framework for establishing a sustainable grant contribution for koeke over the next five years.

GOALS

- Trust contributes to Koeke cost of retirement

STRATEGY

Establish a an investment framework that can sustain an annual distribution to koeke within the next five years



Key Priority

DESCRIPTION

STRENGTHENING CULTURAL KNOWLEDGE

PAIN POINTS

- cultural knowledge limitations
- ability to future proof cultural obligations
- continuance of cultural practice
- dissemination of knowledge abilities
- crisis

SOLUTION

Establish an annual programme of wananga , cultural activities, and at least one annual event taking into consideration delivery mediums avoiding COVID or any other disruption likely to compromise continuity

GOALS

- Cultural confidence increased among whanau/iwi

STRATEGY

Survey whanau input to cultural learning interests, and develop a series of wananga for implementation over the next five years



Key Priority

DESCRIPTION

SUPPORT THE CONTINUITY OF WAITAHA
KOHANGA REO LANGUAGE FOCUS

PAIN POINTS

- entry into mainstream learning post Kohanga Reo as the preferred choice
- language continuance and retention risk
- continuance of cultural practice
- value of future reo speakers at risk

SOLUTION

Provide support and incentives for the continuance of Waitaha tamariki graduating from kohanga into kura reo that are connected to Waitaha

GOALS

- Pathway from kohanga into kura reo is encouraged with funding support
- increased number of tamariki leaving kohanga are entering kura reo as the preferred option

STRATEGY

Co-ordinated approach between Waitaha Kohanga Reo, the Trust, whanau, and kura reo to develop a programme of action and incentives toward encouraging graduation from kohanga into kura reo education.



Key Priority

DESCRIPTION

SUPPORT ACTIVITIES THAT CONTRIBUTE TO THE REVITALIZATION OF TE REO

PAIN POINTS

- time and availability of reo speakers
- whanau commitments
- learning environment
- formal vs informal learning opportunity

SOLUTION

Provide support for activities that encourage the normalization of reo in informal settings

GOALS

- increased cultural confidence

STRATEGY

Explore reo activities likely to encourage participation, such as weekly BINGO in te reo, trivia nights, ki o rahi, and alike.

Identify leadership, and resourcing needs for the implementation of identified activities



Key Priority

DESCRIPTION

COMMUNITY REVITALIZATION

PAIN POINTS

- road safety
- bus shelter maintenance
- need for community notice board
- landscape and environment

SOLUTION

Facilitate resources for community revitalization projects as identified by whanau resident to Motungangara

GOALS

- community led development
- community ownership
- vibrant community

STRATEGY

Seek and reconfirm desired outcomes that contribute to whanau aspirations for their community.

Co-ordinate leadership and resourcing to support community initiatives over the next five years



Key Priority

DESCRIPTION

CONNECTING WHANAU TO LEARNING OPPORTUNITIES

PAIN POINTS

- burden of grant applications and process
- funding knowledge
- financial cost
- adapting to new learning environments

SOLUTION

Maximize learning opportunity through promotion of grants, free courses, and partnerships.

GOALS

- Increase in successful funding applications by Waitaha students to TAF and other funding agents
- Maximize free learning opportunities offered by Government

STRATEGY

Review partnership agreements, and distribution framework to counter the impact of COVID in respect of investment returns

Seek agreement from TAF for Trust administration and recommended funding allocation in respect of Waitaha applicants



Key Priority

DESCRIPTION

CONNECTING WHANAU TO LEARNING OPPORTUNITIES

PAIN POINTS

- career pathways
- support
- financial cost
- adapting to new learning environments

SOLUTION

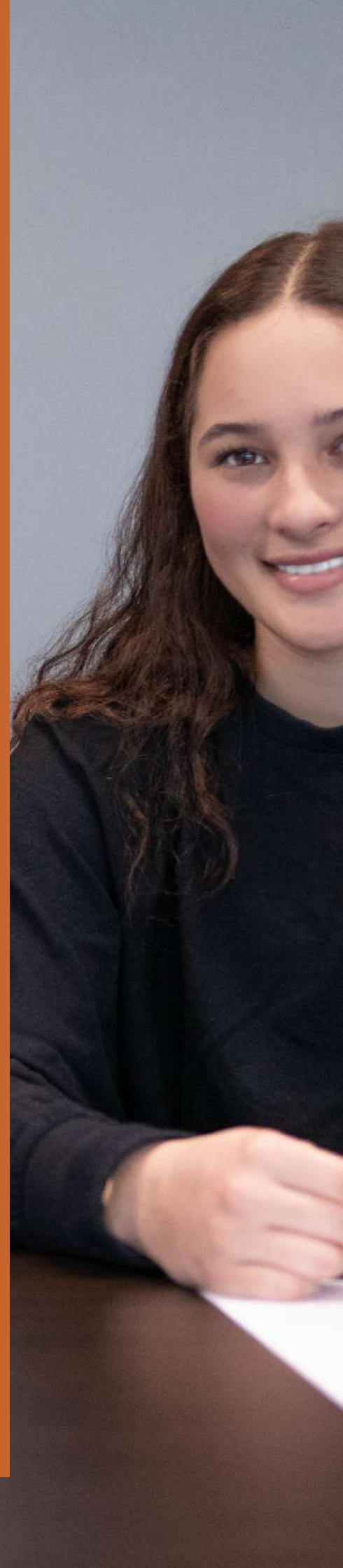
Continue to promote and include student support services, including follow up, and tuakana teina concepts to first year students

GOALS

- Students feel supported
- Students know where to access support services
- Accountability by providers for the well-being of Waitaha students

STRATEGY

Ensure relationships with training providers include support services and cultural competency relative to the well-being and success of Waitaha students



Key Priority

DESCRIPTION

SUPPORT THE EDUCATIONAL SUCCESS OF WAITAHA STUDENTS IN SCHOOLS

PAIN POINTS

- negative experiences
- lack of resources
- distractions
- transient by circumstance
- perception and assumptions

SOLUTION

Identify issues prohibiting success by engaging with Waitaha students, and whanau. Advocate necessary change through relationships with schools, and Ministries.

Facilitate external support specific to addressing education needs

GOALS

- Student education is a positive experience
- Accountability by providers for the well-being and success of Waitaha students
- Waitaha student equity is evident in schools
- Access to resourcing and learning support

STRATEGY

Seek whanau and student input to identify relative needs for educational success.

Participate in Ministry forums where the focus is to effect positive change affecting Maori students



Key Priority

DESCRIPTION

ENVIRONMENT AND CULTURAL VALUES

PAIN POINTS

- cultural values in relation to our connectivity to our living environment
- commitment to environmental responsiveness
- employment opportunity
- participation in the care of our cultural heritage

SOLUTION

Promote programmes and opportunities that raise the consciousness in respect of tikanga and cultural values associated to te taiao.

GOALS

- Increased knowledge of environmental matakura and cultural values
- Increased participation in environmental projects
- Continuance of traditions and customary practice

STRATEGY

Promote opportunity for participation both voluntary and paid employment in the care of the environment specific to areas of cultural interest.

Encourage programmes that increase matakura knowledge associated with te taiao



FINANCIAL SUSTAINABILITY

Cashflow

Cashflow sources are limited to investment returns, bank interest, and any distributions flowing through from Te Kapu O Waitaha.

Current economic impacts of COVID will have a severe impact on the level of return due to a low OCR. Additionally shocks to the stock market will likely see less return, with a focus on retaining portfolio value through increased transacting.

Cash reserves will be retained at three times the monthly operational cost, as with a restricted fund for pandemic response.

Sharpened focus on the diversity of our balanced portfolio where opportunities exist, and higher performing companies, fixed interest rates, stocks and bonds.

Managed funds

Hakaraia Endowment is fully managed by Craigs Investment Partnership LTD, and provides for the scholarships, and education distributions.

The expectations is a decline in return of 2%, with steady recovery growth over the next five years.

The fund will be included in an independent review of Trust Group Managed portfolio to evaluate performance and make recommendations for improved options over the next five years.

Equitable Distribution

Due to COVID impacts, a review of all Partnership funding will be undertaken in the first year with the view to increase the number of scholarships as opposed to value of scholarship. This will also increase equitable distribution to applications and the incremental investment return goals to support the introduction of new grants for koeke, kohanga reo tamariki.

External funding will be sourced to support Cultural programmes and community development projects, including a planned approach of Trust fund management to ensure adequate funding is available over the next five years.

The Distribution framework will undergo review to ensure equitable outcomes and best use of limited resource is achieved over the next five years.

Statement of Investment Policy

The Trust Statement of Investment Policy will be reviewed 2020, and again in 2022 to ensure it remains relevant in respect of fiscal policy and investment performance on the back of COVID impacts.

RELATIONSHIP MANAGEMENT

Iwi

Currently the Trust reports on its work through bi-monthly hui-a-iwi. This does not necessarily enable other matters which seek full feedback and considerations, nor does it enable the introduction of new information from external providers that could greatly benefit or realize iwi aspirations.

The Trust will recommend changes for engaging with iwi, for the benefit of a more focused conversation in respect of iwi interest and Trust accountability.

Koeke

The Trust will continue bi-monthly hui with koeke to inform decisions in respect of their role.

Government Agencies

The Trust will continue to build and strengthen its relationships with Government Agents where support to Trust business is evident through these relationships

Commercial Sector

The Trust will continue to build and strengthen its relationships with business, and financial institutions including developers, where support to Trust business is evident through these relationships

Funding Agents

The Trust will seek external funding where kaupapa is aligned to outcomes and criteria. The Trust will maintain adherence to policy in the management and accountability to funders.

