



TE KAPU Ō WAITAHA

Te Ao Hou



Waitaha 2015 - 2025

Ko Otawa te maunga
Ko Te Rapa-rapa-a-hoe te awa
Ko Hei te tipuna
Ko Takakopiri te tangata
Ko Waitaha te Iwi
Ko Te Arawa te Waka

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Vision

Ruia he kākano ka tupu, ā konei nga hua. Āpopo he ngāherere ora!

Mission

To deliver on Trust strategic commitments in a manner that successfully benefits Waitaha whanau, iwi

Values

Mā muri kā tika ā mua, mā mua kā tika ā muri

Core Values

Protect, preserve, and promote the health, wealth, and wellbeing of Waitaha



Governance Strategic Framework

*“Te pae tawhiti ma roto i nga tikanga me nga
whakaritenga ō Waitaha”*



Principles - Governance

Tikanga

- Waitaha tikanga underpins the decisions as an integral responsibility of the Board and its' employees

Mana

- A high degree of personal integrity and ethical behaviour to all Board decisions

Kaitiaki

- The Board will pursue knowledge and ideas that support what Waitaha value most



What we want to achieve by 2025

Key Priorities 2015 - 2020

- Te Kapu O Waitaha corporate statements clearly publicize its' strategic expectations including risk return profile and benefits to be achieved by its subsidiary entities
- The role of Te Kapu o Waitaha in setting strategic expectations for the Waitaha Group is strengthened through the development of annual and five year Statement of Strategic Intent, with clear accountabilities for delivery
- Increased Governance competency through targeted training allocation
- Te Kapu O Waitaha through its role as Trustee annually review the impact of benefit and asset growth
- Te Kapu O Waitaha include in its annual reports a narrative of how it applies its governance model
- Processes are developed for measuring the performance of results by Te Kapu O Waitaha sub entities



What we want to achieve by 2025

Key Priorities 2020 - 2025

- Legal Structure is relevant to the effective management/administration of Tribal assets
- Information for Trust elections encourages increased interest and participation in Waitaha affairs and interests
- Any re-constituted structure arrangements are re-confirmed by Waitaha iwi



Outcomes we want to see by 2025

- Waitaha tikanga underpins all decisions throughout the Waitaha Group
- Consistency to a shared vision “up and down” the Trusts’ structure
- Statement of Principles, and Statement of Intent by Waitaha Group entities are considered and approved annually by Te Kapu O Waitaha
- Te Kapu O Waitaha are in a position to consider direct investment opportunity
- Te Kapu O Waitaha group each considers a mentoring programme for leadership succession



Critical success factors

Trends

- Our ability to ensure steps are taken to Trust Legal Structure remains relevant

Technological

- Our ability to remain cost effective through the utilisation of technologies

Societal

- Our ability to prioritise balanced with sound financial decision processes

Political

- Our ability to manage and anticipate change early



Cultural Strategic Framework

*“Te whai ōranga ō nga tikanga me nga
whakaritenga ō Waitaha”*



Principles - Cultural

Whakapapa is the foundation of our unique identity as Waitaha, it places us in the context of the world and our culture

Waitaha history, tikanga and reo bind us together with our lands, and environment

Our long term plan focuses on re-vitalising Waitaha traditions so that current and future generations are not left in a state of cultural suspension

Changes in a modern society require our full participation to ensuring the health of Waitaha culture as a whole remains at the forefront.



What we want to achieve by 2025

Key Priorities 2015 - 2020

- Regular hui/Wananga with nga kōeke
- A strategy for successive leadership development
- Waitaha wananga programmes and festivities engaging of Waitaha whanau of all ages
- Uses of modern technologies as a key mechanism to raise the impact to achieving cultural revitalisation
- Waitaha reo and tikanga is practiced throughout all Waitaha cultural activities
- Appropriate mechanisms are in place including nga Tikanga o Waitaha to ensure the protection of all assets Waitaha considers are taonga enabling effective management of external influences

Key Priorities 2020 - 2025

- A five and ten year comprehensive review of Trust cultural outputs and recommendations
- Continued measurement of cultural impacts that have regard for Waitaha tikanga, reo, history and traditions



Outcomes we want to see by 2025

Nga Kōeke

- Cultural direction is endorsed
- Consensus to cultural initiatives
- Cultural activities, marae based wananga programmes are supported

Whānau

- Increased exposure to learning opportunities for all whanau
- All generations can easily access and contribute to the revitalisation of Waitaha culture
- Whanaungatanga enhanced, reconnecting with their ūkaipo through Waitaha festivities and celebrations

Iwi

- Waitaha regularly celebrate our culture and identity
- Waitaha cultural practises are visible among our people
- Competent leadership is assured for the future



Critical success factors

Trends

- Understanding generational preferences to cultural learning opportunities and interaction mediums

Technological

- Our ability to plan and remain consistent with changing technologies

Societal

- Our ability to prioritise the impacts of evolving cultural norms in a modern age

Political

- Our ability to manage cultural relevance in a political context



Te Ao Tūroa Strategic Framework

*“Te pae tawhiti mā roto i ngā tīkanga me
ngā whakarītenga o Waitaha”*

Principles - Te Ao Tūroa

Our traditional values have been fashioned from environmental concepts. Waitaha ancestral genealogy connects whanau in an environmental context with all natural resources, and our ecological systems. This naturally places responsibility and obligations on the Trust to ensure the sustainability of our natural resources.

Kaitiaki environmental responsibilities give regard to:

W A I R U A

Whakapapa - genealogical descent, ancestral lineage that connects us to our environment

Matauranga - traditional knowledge and environmental practises

Mauri - a sustaining life force that permeates through all living things

Whakaritenga – Waitaha tikanga, and customary practises to sustain the wellbeing of our natural resources.

Mana – Our tribal rights, influences, and authority over our natural resources

Waitaha Treaty settlement assets include extensive natural resource consisting of waterways, natural reserves, including resident fauna and habitat. The care and sustainability of mauri and wairua of all natural resources are a high priority for the Trust. To maintain natures quality of life, the Trust will become increasingly proactive in monitoring the environment for which we are inextricably connected to.



What we want to achieve by 2025

Key Priorities 2015 - 2020

- Waitaha Environmental Management plan
- Completed review of all existing environmental protocol agreements with Local, Territorial Government bodies and Crown agencies
- A Waitaha Kaitiaki model for environmental cultural impact assessments, strongly featuring “mauri” as the base principle for sustainability
- Formalised reporting structure for monitoring the health of our natural resources between DOC and Local, and Territorial Government bodies
- Development of a funding database for environmental care and management
- Researched economic opportunity for cultural heritage, eco- tourism
- Established relationships with Universities and environmental research institutions
- Development of environmental knowledge transfer strategy

What we want to achieve by 2025

Key Priorities 2020 - 2025

- Waitaha Environmental Management plan review against environmental performance and audit outcomes
- Advocate financial and volunteer resources to provide long-term maintenance and environmental sustainability of Waitaha interests
- Translate the economic, social and cultural value of environmental contribution toward urban living enabling greater leverage for relevant resourcing. These include;
 - the dollar value of clean air through carbon dioxide reduction
 - reduction of storm water run- off, reducing storm water management cost
 - improved water quality, absorbing some pollutants transformed through metabolism
 - erosion control
 - global warming
 - community “well-being” through healthy environmental infrastructure
- Development of an electronic database for environmental resource inventory, recording Waitaha waahi tapu sites, streams, rivers, punawai, maunga, and taonga inclusive of rare species within Waitaha area of interest
- Greenbelt areas on Te Houhou block are recognised as taonga by Local Government as opposed to just recreation areas
- Partnerships and protocols enable the visibility of Waitaha tribal footprint

Outcomes we want to see by 2025

Nga Kōeke

- Tikanga approach to environmental issues and initiatives are endorsed
- Consensus to the approval of Waitaha Environmental Management Plan
- Cultural environmental activities, marae based wananga programmes are supported

Whānau

- Increased exposure to cultural/environmental matauranga learning opportunities for all whanau
- All generations can easily access information reporting Waitaha environmental information from anywhere in the world
- Whanaunga and matemateaone connections to Waitaha environment/whenua are exemplified through Waitaha festivities

Iwi

- Tribal footprint is further recognised by the registration of waahi tapu sites, and landmarks visibly tangible through signage



Critical success factors

Trends

- Our ability to leverage resource through promoting the economic value of environmental contributions, toward social and cultural benefit

Technological

- Our ability to access, resource and develop systems fit for purpose

Societal

- Our ability to leverage off public response to addressing environmental issues

Political

- Our ability to enforce our legislative and tribal rights



Tribal communications & membership

Strategic Framework

“

“Whai hua nga whakamārama mā roto i ngā tīkanga me ngā whakarītenga o Waitaha”



Principles -Tribal communications & membership

Effective communication is regarded as key to understanding of the needs and perspectives of Waitaha - what is important to you and the expectations of the Board.

In addition to kanohi kitea, the Trust will increasingly take advantage of technologies to streamline the communication experience to provide options for worldwide to access Trust information and affiliate contributions to Waitaha beneficial interests.

Of vital importance is to also grow our affiliation data so that the Trust is able to expand its communication and levels of participation increasing assurance to the continued strength and revitalisation of Waitaha identity, language, customary practises, ethical and cultural leadership into the future.



What we want to achieve by 2025

Key Priorities 2015 - 2020

- Trust website becomes the conduit for Waitaha iwi communications
- A communication network strategy for Waitaha
- Optimal technological capabilities to include Waitaha iwi living overseas to participate in iwi interests
- All registered iwi members know where to access Waitaha iwi information
- Tribal database registrations has increased and contains current data
- Enhanced capacity that identifies Waitaha capability
- Development of Trust policies to the management and preservation of whakapapa linkages for current and future generations
- The completion for the commissioned documenting of Waitaha history and Hakaraia ensuring transference of whakapapa knowledge and the corrected Waitaha History is accessible for successive generations
- Waitaha iwi have knowledge and access to benefits provided through the Trust entities

Key Priorities 2020 – 2025

- The process to access benefits and information is widely known by Waitaha iwi
- Attendance and participation in Waitaha festivities, wananga, and events is well attended
- Waitaha interests are advanced through the support of our collective knowledge and capability



Outcomes we want to see by 2025

Nga Kōeke

- Tikanga approach to the management of whakapapa records are endorsed
- Audio cultural communication initiatives are endorsed
- Cultural activities, marae based wananga programmes are supported

Whānau

- Whanau who identify as being of Waitaha descent are registered
- Whanau are proactive in updating their registration information
- Whanau reconnect with Waitaha environment/whenua are exemplified through Waitaha festivities

Iwi

- Tribal footprint is further recognised by the registration of waahi tapu sites, and landmarks are publicly recognized



Critical success factors

Trends

- Our ability to adequately cater to all generations

Technological

- Our ability to maximise current technological capabilities

Societal

- Our ability to ensure our processes are as simplistic and information is easily accessible

Political

- Our ability to anticipate funding and resources



Education Strategic Framework

“Nga mataapuna mātauranga mā roto i ngā tīkanga me ngā whakarītenga o Waitaha”



Principles - Education

Whanau ora incorporates many dimensions of which education and life-long learning opportunities contribute positively to healthy living, confident people, and is essential to iwi development and wider participation in Waitaha and New Zealand's societies.

The education ambitions of Waitaha whānau require investment in programmes and initiatives that are future orientated, to be well trained, well educated, and culturally strong in the knowledge of Waitaha, enabling individuals to become the architects of their own futures.

Such outcomes will require disciplined as well as innovative strategies that ensure the most efficient and effective use of available resources.



What we want to achieve by 2025

Key Priorities 2015 - 2020

- Initiatives that improve training and job opportunity for Waitaha whānau
- An accurate record of Waitaha human capability data
- Meaningful Education partnerships that provide advice, resource, for Waitaha learning and development initiatives
- Trust Cadetship programme is established to provide for succession planning within Te Kapu O Waitaha for Waitaha
- Whānau engaged in Waitaha wananga
- Waitaha Charitable Trust is fully operationalised by 2015
- Waitaha whānau education achievements are reported and celebrated at an iwi level
- Learning initiatives are relevant to those priorities identified by Waitaha whānau

Key Priorities 2020 – 2025

- Status of Waitaha Education needs are identified with clear evidence and analysis
- An informed long term sustainable education strategy for Waitaha
- Waitaha individuals are enrolled in education and training facilities that provide the best academic/mātauranga opportunities and learning environment
- A record of the corrected “history” of Waitaha is available



Outcomes we want to see by 2025

Nga Kōeke

- Waitaha wananga initiatives are endorsed and supported
- Confidence in successive and future leadership capabilities
- Iwi events acknowledging learning achievements are endorsed and supported

Whānau

- Whanau are successful in their education/training pursuits
- Recipients of Trust allocations participate in Waitaha festivities to encourage and inspire others

Iwi

- Waitaha as an iwi enjoys increased participation and education learning and training success
- Trust is a foundation for supporting training and education excellence for Waitaha
- Waitaha mana restored through public accessibility to the corrected history of Waitaha



Critical success factors

Trends

- Our ability to ensure our investments provide sustainable learning opportunity

Technological

- Our ability to remain flexible and adapt to technological change quickly

Societal

- Our ability to ensure initiatives remain relevant to beneficiary priorities

Political

- Our ability to anticipate and adapt to policy change affecting education opportunity



Economic Strategic Framework

*“Te whai rawa mā roto i ngā tīkanga me
ngā whakarītenga o Waitaha”*



Principles - Economic

Sound investment planning, policies, and specialist advice is the means by which “*Waitaha 2015 – 2025*” will be realised.

Kaitiaki responsibilities are to ensure that we increase wealth, and Trust capital base, to ensure resources are available to benefit Waitaha Iwi through Te Kapu O Waitaha consolidated group entities.

Further is the importance of applying ethical principles to investment decisions that have regard for “*Nga Tikanga o Waitaha*” in order that the Trust is able to clearly illustrate the impact to the cultural, social, economic, and environmental benefit for Waitaha.

To manage risk, the Trust will build on its’ structure to include a Waitaha Holding Co. Ltd for the separation of commercial and development goals.



What we want to achieve by 2025

Key Priorities 2015 - 2020

- Incorporate “*Nga Tikanga ō Waitaha*” is the underpinning principle for all investment strategies
- The most effective management of Tax complexities achieving maximum benefit possible
- Achieve increased wealth and maintain positive cashflow to meet Trust obligations to stakeholders and iwi
- Statement of Investment policies are approved and implemented
- Investment is managed professionally
- Investment portfolios are diverse with the ability to grow wealth and hedge risk
- Governance arrangements maintain oversight of Trust collective assets to achieve scales of economy wherever possible
- Ensure liquidity ratios are maintained at an appropriate level and are reviewed every six months
- Waitaha Holdings Co Ltd is established with appointed Directors

Key Priorities 2020 – 2025

- Investment analysis that identify investment that include training and employment benefit
- Leveraged home ownership benefiting Waitaha Iwi through business banking services
- Assets of cultural significance that also have economic potential are managed with regard for “*Nga Tikanga ō Waitaha*”
- Impact investment model and measurement is developed



Outcomes we want to see by 2025

Nga Kōeke

- Where appropriate, the guidance to areas of conflict between “*Waitaha Whakairinga Korero*” and investment opportunity
- Endorsement of Grants Investment Policy
- Support and endorsement to investment that revitalises Waitaha culture, mana, and identity

Whānau

- Employment opportunities are enhanced through investment benefits
- Investment benefits meet the education priorities identified by Waitaha

Iwi

- The Trust is recognised as a credible organisation in the management of its’ investment and commercial activity



Critical success factors

Trends

- Our ability to ensure diversity and balanced investment portfolio anticipate and hedge against economic volatility

Technological

- Our ability to maximise technologies to ensure efficient response to investment opportunity exists

Societal

- Our ability to ensure confidence in our economic and commercial investment decisions

Political

- Our ability to ensure the right expertise and capability exists for the management of investment assuring compliance

TRUST PROFESSIONAL ADVISORS

Trust Chartered Accountant

Mere George

Director & Partner

Glenn Hawkins & Associates

Rotorua

Trust Solicitor

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