



# Transformational leadership

**Ka ao, ka ea, ka awatea**  
*Light dawns, it is a new day!*

# Vision

“Vision without action is a dream. Action without vision is simply passing the time. Action with Vision is making a positive difference.”

Joel Barker





# Whakatōhea Past

- ▶ Early – 1800
  - Thriving Maori community 1200
  - Thriving economic base
  - Emerging Anglican and catholic presence
  - Signatories of the Treaty
  - Accused of a murder that we did not commit
- ▶ 1865 Government forces land in Opotiki
  - within 4 months 448,000 acres Whakatōhea land confiscated
  - Placed onto a 20,800 acre reservation

# Whakatōhea through time

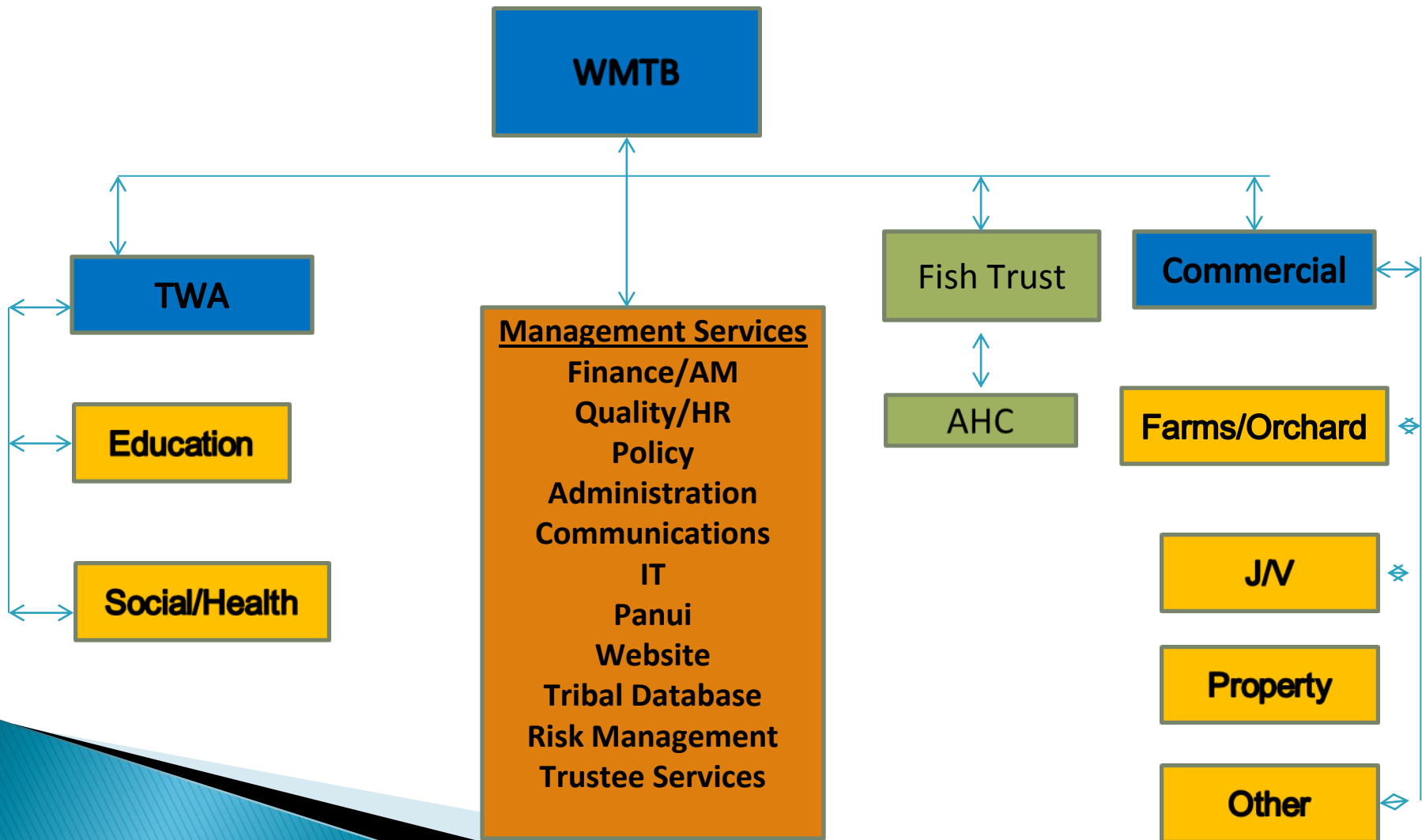
- ▶ 1870 – 1920
  - Military given prime land
  - Maori reconstruct and cultivate reservation
  - Maori population declines to 500
  - Opotiki township becomes established
- ▶ 1920 – 1970
  - Opotiki population grows to 1,092
  - Whakatōhea becomes prosperous again
  - Māori social and economic Act passed
  - Integrated social and political activities
  - Expanding work opportunities
  - Crown and Whakatōhea talk forgiveness

# Whakatōhea Present

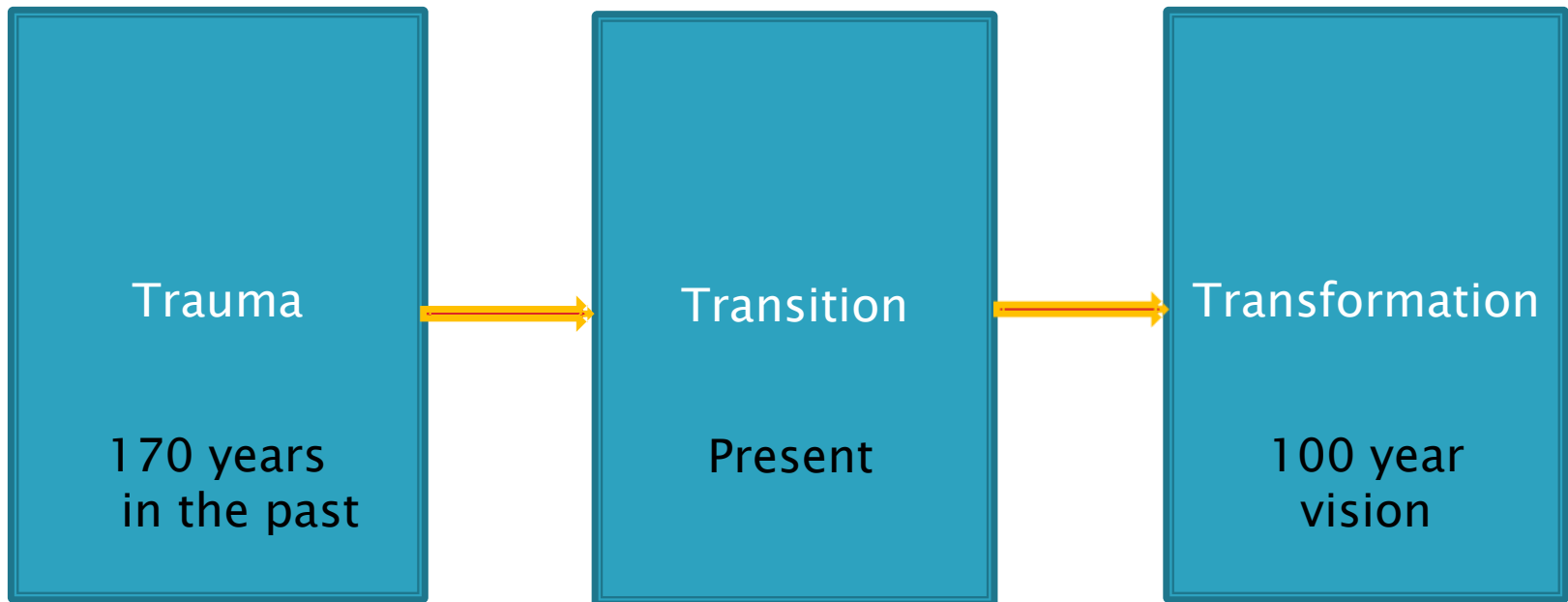
- ▶ Trust Board established 1952
- ▶ Legal mandated entity under the Māori Trust Boards Act 1955
- ▶ 12 trustees, 2 from each of the 6 hapū
- ▶ Elected for a 3 year term
- ▶ 12,000 beneficiaries on our tribal database
- ▶ 90% live external to Whakatōhea
- ▶ Managing a \$20million asset base
- ▶ Pre-treaty settlement



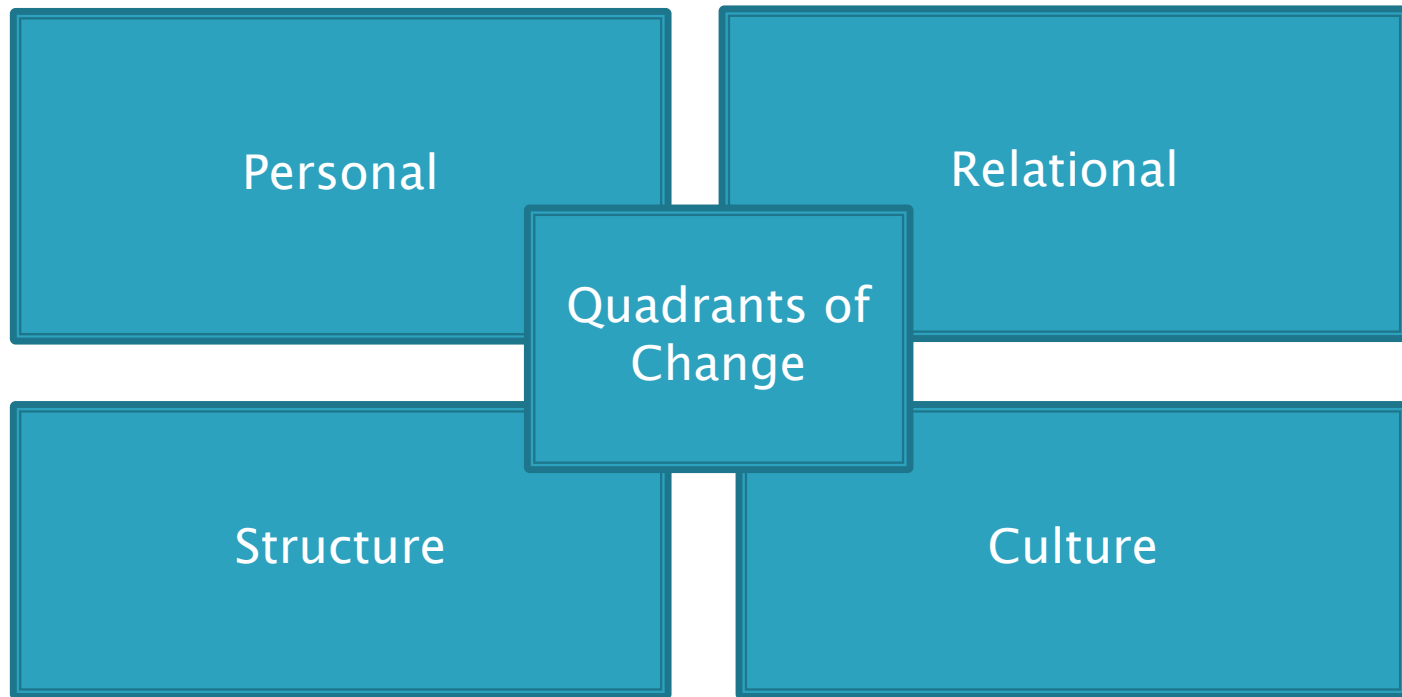
# Board Structure



# Whakatōhea's Story

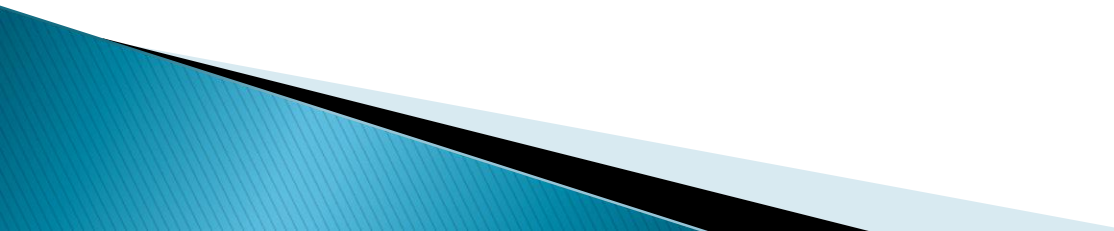


# Transformation within communities

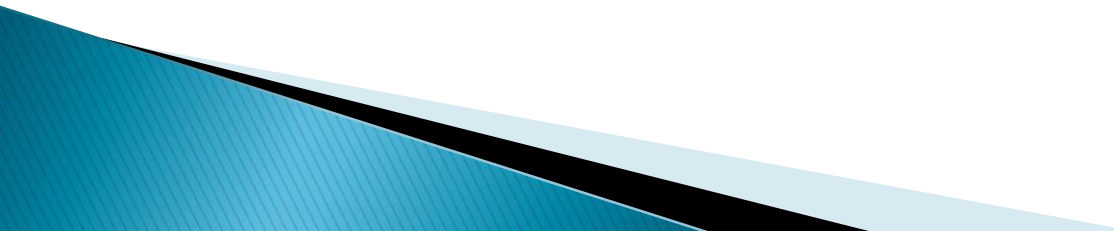


▶ Inspiring Communities. 2010

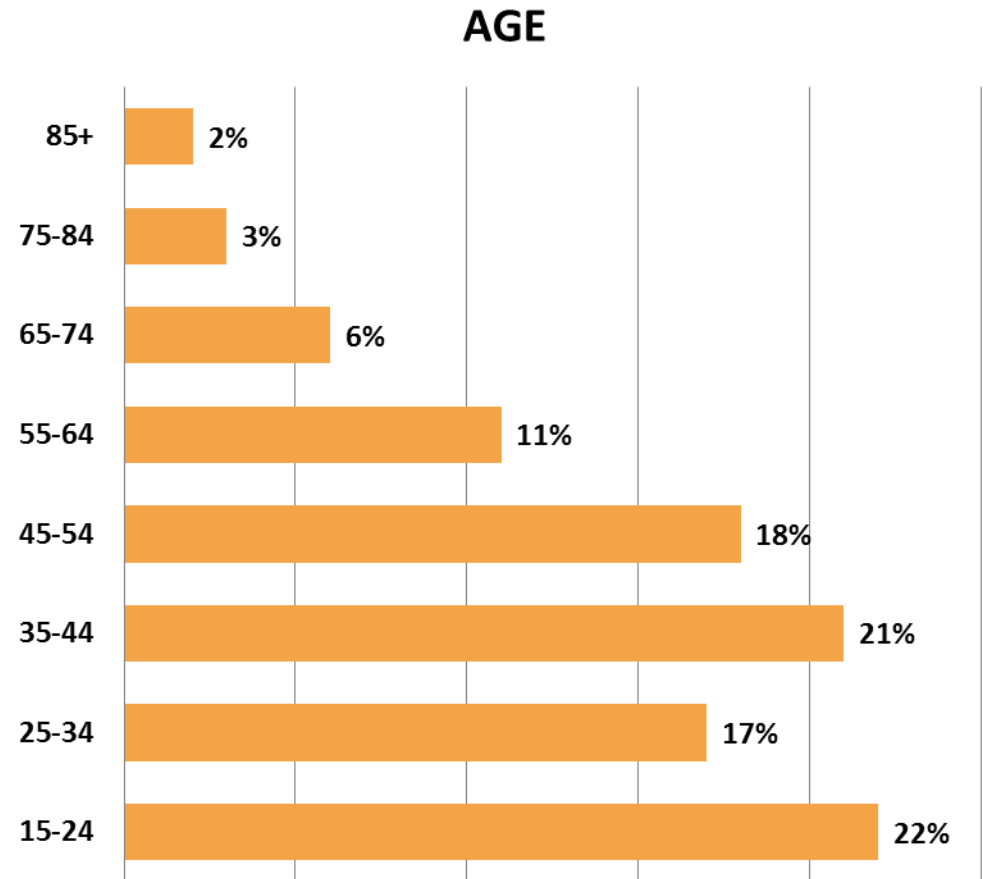
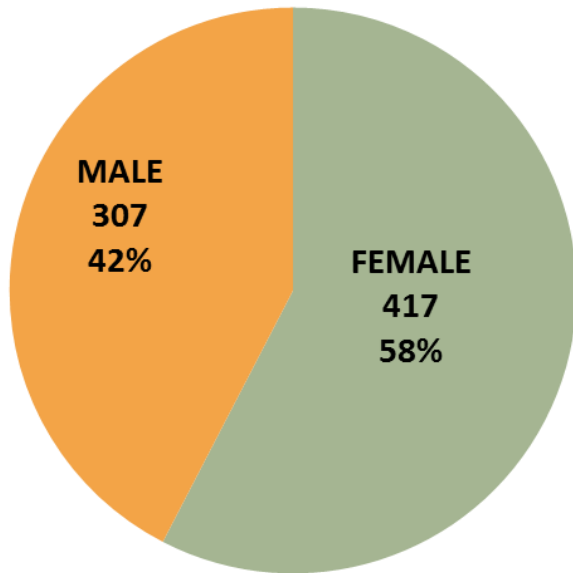
# Wellbeing Survey Foundation Document

- ▶ 2010 surveyed 750 Whakatōhea people living in the Opotiki area aged between 15 and 89
  - ▶ The purpose – to understand the health, education, economic, social, and cultural status of Whakatohea whānau.
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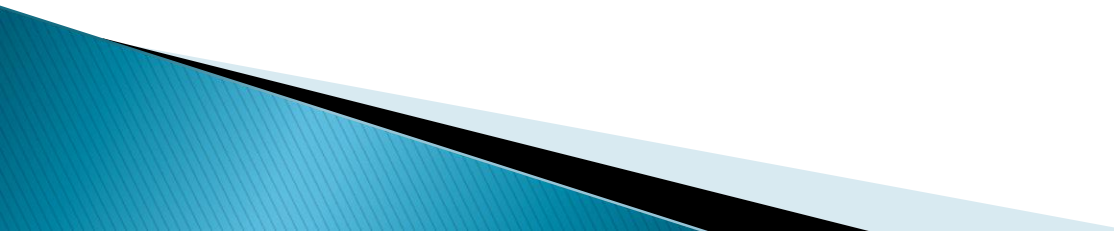
# Survey Areas

- ▶ Demographics – age, gender
  - ▶ Housing
  - ▶ General Wellbeing
  - ▶ Service Utilization
  - ▶ Health
  - ▶ Social Environment
  - ▶ Education
- 


# Who did we survey?



# Why people wanted to live in Opotiki

- ▶ **WHANAU:** 47% close connection to whanau and proximity to their whenua and marae as the main reason they live in Opotiki.
  - ▶ **LIFESTYLE:** 37% indicated lifestyle as the main reason for living in Opotiki (pace of life, hunting, fishing, mahi kai). Lifestyle and the environment were often linked in people's responses.
  - ▶ **ENVIRONMENT:** 33% said the environment (ocean, bush, rivers) the climate and their generational connection to the land and sea keep them here.
  - ▶ **CLOSE COMMUNITY:** 32% find the 'community' of Opotiki, the friendliness of people and a sense of belonging kept them here.
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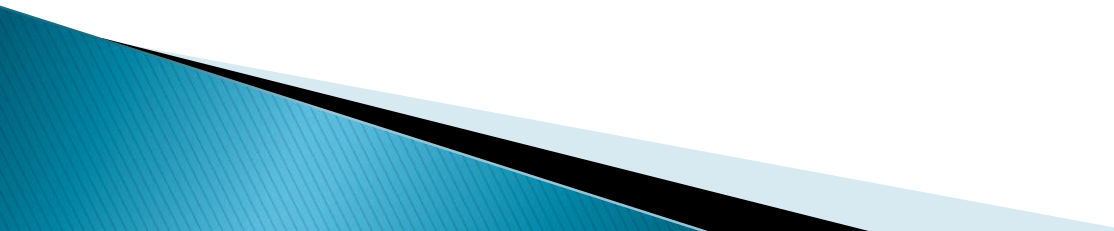
# Whānau concerns

- ▶ **YOUTH:** 27.6% youth crime, drug & alcohol abuse, teen pregnancy.
  - ▶ **CRIME:** 21.9% name violence, gambling, drugs and alcohol and not feeling safe
  - ▶ **UNEMPLOYMENT:** 17.3% believe a lack of industry and economic development is a concern and creates social and health issues for whanau
  - ▶ **LACK OF OPPORTUNITIES FOR YOUNG PEOPLE:** 8.7% education and training, future employment, a sense of direction.
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# Whānau solutions

- ▶ Focus on youth
  - ▶ Economic Development
  - ▶ Employment
  - ▶ Income
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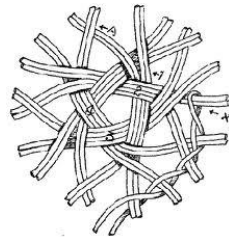
# Six Well-beings

- ▶ **Cultural development**
  - ▶ **Health of our people**
  - ▶ **Education**
  - ▶ **Economic development**
  - ▶ **Social and**
  - ▶ **Environment development**
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# Whakatōhea Iwi Vision

Whakatohea  
hapu/iwi

Developing  
Overarching  
Strategic  
Vision next  
100 years



Based on  
Pou Mana  
Values



Culture  
Health  
Education  
Economic  
Social  
Environment

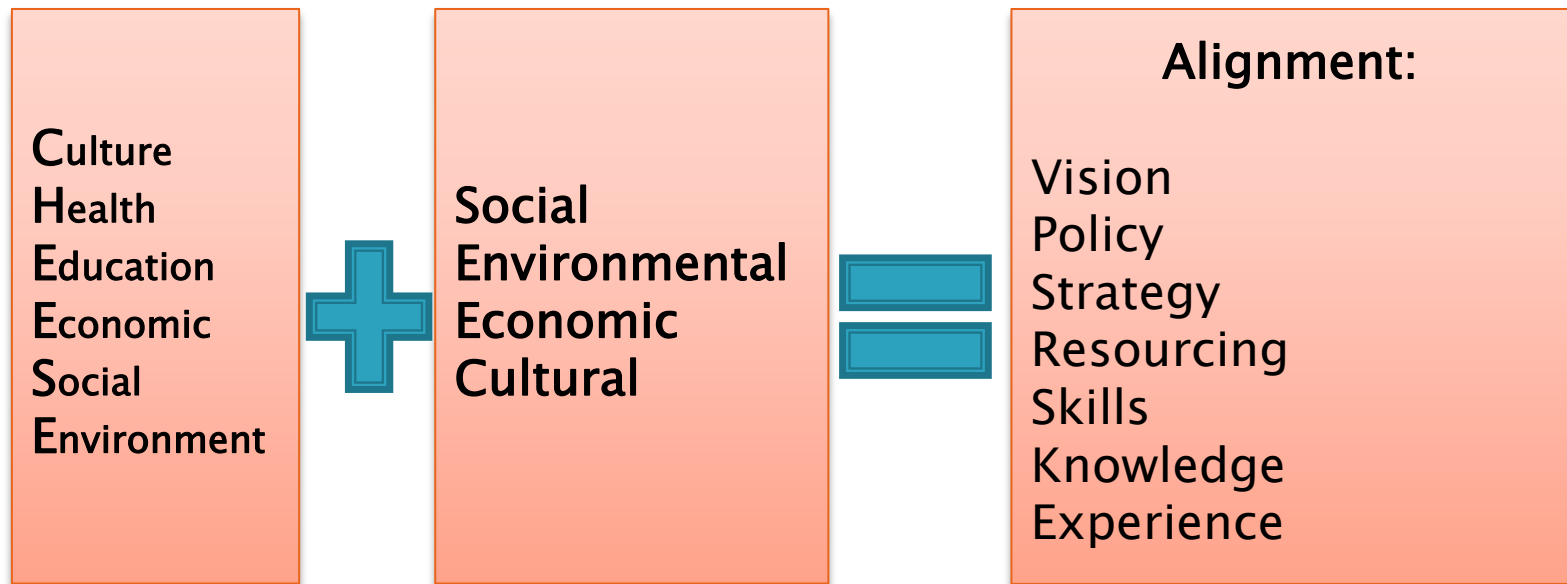
Based on the past, the present and the future aspirations of the tribe  
and the Well being Survey and our relationships with community

# K- IWI Development

Whakatohea

Opotiki District Council & others

Collaboration/Partnership




Integrated strategies from a local, regional, national and International perspective

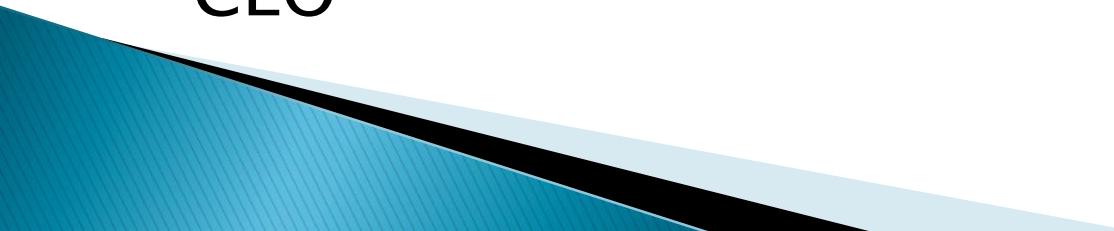
# Regional Partnerships

- ▶ Working with our **Kommunity/Iwi** on our cultural development strategy
  - ▶ Working with **District Health Board** on its health and Wellbeing strategy
  - ▶ Completed a education environmental scan and working with **MOE** to develop education strategy
  - ▶ Working with **MSD** on social development strategy
  - ▶ Still to develop our environmental strategy
  - ▶ Working with **BERL** on a Economic Development strategy
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# Local Partnerships

- ▶ Developing our Aquaculture strategy which includes a mussel and sea cucumber industry in Opotiki
  - ▶ Working with the **Opotiki District Council** to develop a relationship with Oriental Ocean a Chinese Company to develop, market and sell Sea Cucumber and Mussels into Asia
  - ▶ Working with **Opotiki District council** to align the Opotiki Harbour strategy in line with Whakatohea Aquaculture development.
  - ▶ Working with the **Opotiki District Council, DOC, Gisborne District Council** to develop the Motu Trails Cycle way project at governance and operations level.
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# Transformational Leadership

- ▶ Yet to align Whakatōhea and Opotiki District Councils Vision for the future
  - ▶ Yet to collaborate on Iwi and Councils LTCC Plan
  - ▶ Yet to collaborate on Board to Board meetings
  - ▶ Currently meeting Chair to Chair and CEO to CEO
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