


TE PUTEA  WHAKATUPU



TE PUTEA WHAKATUPU TRUSTEE LIMITED | ANNUAL PLAN 2006

1 Oct 2006 - 30 Sept 2007



*“ Ka pu te ruha, ka hao te rangatahi ”*



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## *Introduction*

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In 2006 Te Putea Whakatupu Trustee Limited (Te Whakatupu) completed a strategic plan that articulates the goals and objectives of Te Whakatupu for the next five years. It is apparent that we will transition from an organisation scoping its contribution for Maori development to being an organisation that is a catalyst for and leads the development of future Maori leaders.

The environmental scan identified that the trends for Maori is a young workforce with access to a large asset base. This will culminate into an influential, vibrant, future focussed people and we believe that it is the development of our people aligned with the development of our assets that Te Whakatupu will see the greatest success.

Our vision is strong Maori leaders, leading successful Maori organisations. We intend to meet this vision through our mission to accelerate the development of Maori leadership, flair and innovation across all sectors and become a recognised leader in research on Maori and indigenous leadership development.



# Annual Plan

2006 – 2007

## Key issues

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### Work stream 1: Research & Development

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The development of targeted programmes for future Maori leaders will be guided by action research.

While Te Whakatupu recognises that investment in leadership is a priority, leadership cannot be considered in isolation from management. Leadership development and management education are linked and many leadership development programmes are extensions of or are included within management programmes. Research into current leadership and management programmes will be part of the action research to include a Maori dimension.

Te Whakatupu also needs to identify where to target any interventions for maximum effect. There are several audiences that can be targeted however we will only focus on the following three groups:

- *Potential leaders in the next 20 years.* The current Maori 12-18 year olds of today who by 2026 will be playing an important part in leading change for Maori, iwi owned assets and Maori and businesses in the national and global markets.
- *Emerging leaders.* This group are those that have completed tertiary study and/or have 3 -5 years experience. Our intention is to provide leadership programme opportunities early in their workforce life so they can be prepared for senior management and leadership roles in the following 10 years.
- *Existing senior executives and leaders.* Maori executives and leaders that may require specific development opportunities to enhance their current skill sets.

### Work Stream 2: Developing Maori Leadership

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As a result of research, Te Whakatupu will develop strategies for each target group and look to coordinate the Trust's efforts with other tertiary intuitions, wananga, public and private sector organisations. Te Whakatupu is looking to develop and / or enhance leadership programmes so that Maori leaders are:

- confident in their Maoritanga
- savvy in business
- innovative
- passionate about and prepared to fight for their cause
- strategic
- strong communicators in any forum, from the marae to the corporate table
- highly trusted and respected by Maori and non- Maori alike
- highly skilled
- aware of the dynamics of working for their own
- willing and able to work with iwi and manage successful Maori organisations.

Te Whakatupu also sees the benefit of retaining technical expertise especially in the fishing industry due to fisheries assets being a major contributor to iwi Maori wealth. We will continue to support the current technical fishing programmes however will review each programme annually to gauge their effectiveness and usefulness towards our vision.

### *Work stream 3: Leverage through Strategic Relationships*

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Te Whakatupu intends to maximise and coordinate effort across the education, training, research, iwi, public and private sectors to support the ongoing development of Maori leadership programmes.

There are multiple leadership programmes throughout New Zealand and Te Whakatupu believes that the development of strategic relationships with tertiary institutions, wananga, public and private sector organisations will provide an opportunity to maximise funding arrangements for Maori into leadership programmes that have a strong Maori philosophy.

### *Work stream 4: Governance and Management of Te Whakatupu*

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This work stream is to ensure that the directors are aware of their fiduciary duties to fulfil the requirements of the Maori Fisheries Act 2004 and the constitution and trust deed. These responsibilities include; the development of a robust investment policy for its assets at capitalisation and a clear distribution policy of its funds.

## Goals and objectives

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### Work stream 1: Research & Development

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This key result area will focus on providing leading edge information on the future development of Maori leaders for Maori organisations.

*1.1 Robust research systems and processes that will assist in future focussed information in Maori leadership development*

Goal	Operational objective	Performance measure
Leadership development assisted by robust research systems and processes.	Develop research systems and processes and collate information on existing, emerging and potential Maori target groups identified by Te Whakatupu.	Research completed on existing, emerging and potential Maori groups.  Information management system created to inform leadership development by October 2007.

## Work Stream 2: Developing Maori Leadership

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This key result area will focus on implementing quality programmes of learning and development required for Maori leadership.

### 2.1 Establish targeted leadership development programmes

Goal	Operational objective	Performance measure
Leadership development programmes.	Programmes for targeted leadership development designed and implemented.	Leadership development programmes piloted and commenced by October 2007.

### 2.2 Maori scholarship programme and grants implemented

Goal	Operational objective	Performance measure
Maori scholarship programme and grants.	Scholarship programme and grants developed and piloted.	Scholarship programme and grants evaluated.

### 2.3 Establish monitoring systems for the on going development of the programmes

Goal	Operational objective	Performance measure
Monitoring systems and processes.	Monitoring systems and processes developed and implemented.	Monitoring system evaluated.

### *Work stream 3: Strategic Relationships*

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This key result area will focus on establishing and maintaining successful strategic relationships with a range of organisations that will contribute to the development of strong Maori leaders.

#### *3.1 Establish and maintain strategic relationships with a range of organisations*

Goal	Operational objective	Performance measure
Communications strategy.	Effective methods to communicate to iwi and Maori developed and implemented.	Information distributed to iwi and Maori on a regular basis.
Positive working relationships with like minded organisations.	Four organisations that will contribute to the development of Maori leaders identified.	Formal agreements (i.e. Memorandum of Understandings) in place by October 2007.

## Work stream 4: Governance and Management of Te Whakatupu

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This key result area will focus on the successful governance and management of Te Whakatupu.

### 4.1 Directors have a comprehensive understanding of their fiduciary duties

Goal	Operational objective	Performance measure
Directors have a comprehensive understanding of their fiduciary duties.	Directors provided opportunities to enhance directors skills.	Training completed by directors.

### 4.2 Implement an internal system to meet the efficient running of Te Putea Whakatupu Trust

Goal	Operational objective	Performance measure
Distribution, leverage and investment policies for Te Whakatupu.	Investigate and develop draft policies.	All policies approved in 2008.

### 4.3 Meet all statutory requirements including reporting and policy development

Goal	Operational objective	Performance measure
Statutory requirements met.	Completion of half yearly reports and annual reports.	Reports completed in a timely manner.

## Statement of Financial Performance

	<i>Budget 2007</i>	<i>Budget 2006</i>	<i>Unaudited Actual 2006</i>
	\$	\$	\$
<i>Revenue</i>			
Distributions Received from Te Ohu Kai Moana Trust	1,000,000	1,000,000	302,223
<b>Total Revenue</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>302,223</b>
<i>Trust Expenses paid by Te Putea Whakatupu Trustee Limited on behalf of the Trust.</i>			
Travel & Accommodation	44,500	56,500	10,445
Professional Services	121,000	116,000	57,843
Information Services	50,000	10,000	-
Reporting & Accountability	56,000	213,000	22,335
Administration	11,000	15,767	6,830
Scholarships	200,000	530,000	155,687
Overhead	97,500	58,733	49,093
Programme Delivery	420,000	-	-
<b>Total Expenditure</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>302,223</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Statement of Service Performance

	<i>Budget 2007</i>	<i>Budget 2006</i>	<i>Unaudited Actual 2006</i>
	\$	\$	\$
<i>Trust Expenses paid by Te Putea Whakatupu Trustee Limited on behalf of the Trust</i>			
<b>Programme Development &amp; Implementation</b>			
Skills development analysis	-	76,000	-
R&D in leadership	93,000	-	-
Leverage strategies and R&D pilot programmes	-	100,000	-
Developing Maori Leaders	610,000	-	-
Develop and implement national programme	-	140,000	34,928
Strategic Relationships	138,500	-	-
Scholarships in technical and management skills	-	568,000	168,574
Governance & Management	158,500	116,000	98,721
<b>Total Expenditure</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>302,223</b>
<i>Revenue</i>			
Distributions Received from Te Ohu Kai Moana Trust	1,000,000	1,000,000	302,223
<b>Total Revenue</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>302,223</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Directors

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*June Jackson*

*Ngati Maniapoto, Ngati Mutunga*

June is the Tumuaki of the Manukau Urban Maori Authority in South Auckland and is an outspoken advocate on issues affecting urban Maori. From 2000-2004, she was a commissioner on the Treaty of Waitangi Fisheries Commission and has a thorough knowledge of Maori fisheries issues and the existing scholarships programme. She has extensive experience in developing models of self-sufficiency and establishing small business initiatives.



*Teresa Tepania-Ashton*

*Ngapuhi, Ngati Kahu ki Whaingaroa, Te Rarawa*

Teresa is the CEO of Te Runanga a iwi o Ngapuhi. She has 12 years experience in corporate banking with CITIBANK, has a Graduate Diploma in Maori Business Management and has worked with HortResearch as the Business Development Leader for Maori where she helped Maori develop land-based projects looking for accelerated pathways to industry and exporting.



*Rangimarie Parata Takurua*

*Ngai Tahu Ngati Kahungunu*

Rangimarie is a business consultant and company director. She has played a leading role in establishing boards and management structures for Ngai Tahu and has had a long involvement in Maori business and economic development. She has served as a director with Ngai Tahu Holdings Corporation, is a current director of Ngati Awa Group Holdings, the State Sector standards Board, the University of Canterbury and GPS Pacific Limited. She is managing director of Parata Takurua Limited and a Trustee with Poutama Trust, Naku Te Ao Early Childhood Charitable Trust and Te Ahikaaroa Kapahaka Inc.



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