

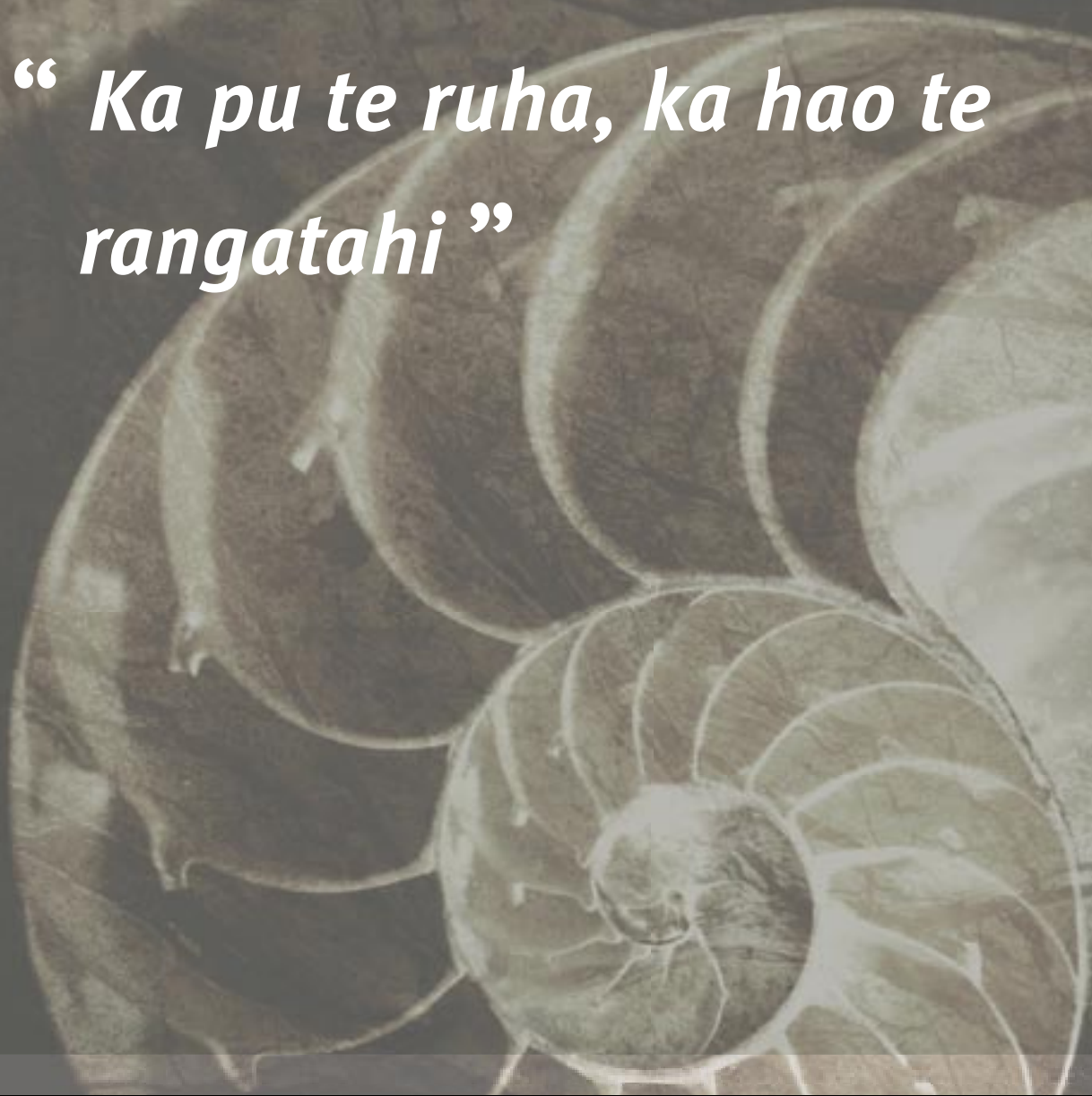
TE PUTEA  WHAKATUPU



TE PUTEA WHAKATUPU TRUSTEE LIMITED | STRATEGIC PLAN

1 Oct 2006 – 30 Sept 2011

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





Contents

Chair’s Foreword	04
Introduction.....	05
Te Putea Whakatupu Trust	06
Te Whakatupu Statements.....	08
Environmental Scan.....	09
Strategic Goals	18
Structure.....	25
Director Profiles.....	26

Chair's Foreword



Whakataka te hau ki te uru

Whakataka te hau ki te tonga

Kia makinakina ki uta

Kia mataratara ki tai

E hi ake te ataakura

He huka, he tio, he hauhu

Tiheimaauriora

I am pleased to present the inaugural five year strategic plan for Te Putea Whakatupu Trustee Limited. The past year –our first year - has been crucial for the directors and I to determine our direction for Te Putea Whakatupu Trustee Limited. We shared a strong commitment and passion for the development of Maori. We know that investment in targeted educational and training programmes for Maori with appropriate support systems will produce significant results for the individual, for their wider whanau and hapu, their community and their iwi.

An important contribution to the development of this plan was to review the former Charitable Trust scholarship programme conducted by the then Treaty of Waitangi Fisheries Commission. The purpose was to identify the successful elements of that programme and integrate those elements into a new and exciting phase of investing in Maori skills development for the future.

Our focus over the next 5 years and beyond is simple, to create future Maori leaders. To do this will require a ranges of activities that include programme design and implementation, working with a range of Maori and non Maori organisations that are also committed to the development of leadership skills, and supporting and nurturing the individual and collectives that will take up the challenges of our programme.

We believe that what we do now as a people will determine our destiny. Our commitment is to contribute to our current and next generation through targeted educational assistance so that they may lead Maoridom in the growth of our people, our businesses and our culture in the global markets of the future.

Kia ora ano tatou katoa

June Jackson

Chair

Introduction

The purpose of this document is to outline the strategic intent of Te Putea Whakatupu Trustee Limited for the next five years. The need to develop a strategic management plan has been identified as a key step in the progression of Te Putea Whakatupu Trustee Limited.

The current environment is one that will provide many challenges for Te Putea Whakatupu Trustee Limited as it delivers programmes that promote the educational advancement of Maori. We will transition from an organisation scoping its contribution for Maori development to being the organisation that is the catalyst for and leads the development of future Maori leaders.

Te Putea Whakatupu Trust

Te Putea Whakatupu Trust and its corporate trustee, Te Putea Whakatupu Trustee Limited (Te Whakatupu) were established pursuant to sections 79 and 80 of the Maori Fisheries Act. The key legislative provisions for Te Whakatupu are outlined below.

Purpose of Te Putea Whakatupu Trust

Section 81 of the Maori Fisheries Act provides that:

*“The **purpose of Te Putea Whakatupu Trust** is to hold and manage the trust funds on trust for and on behalf of the beneficiaries under the Deed of Settlement, in order to **promote education, training, and research**, including matters that relate to fisheries, fishing, and fisheries-related activities, but not in a manner that could adversely affect the charitable status (if any) of the Trust” (emphasis added).*

Benefits of Te Putea Whakatupu Trust

Section 82 of the Maori Fisheries Act provides that:

“The benefits of Te Putea Whakatupu Trust must be made available as widely as possible to all Maori, having regard to—

(a) the extent to which mandated iwi organisations are providing, or are able to provide, benefits for members of their iwi that are the same or similar to those that are able to be provided by Te Putea Whakatupu Trustee Limited; and

(b) the interests of Maori who—

(i) do not associate with their iwi; or

(ii) do not receive benefits from a mandated iwi organisation.”

Functions of Te Putea Whakatupu Trustee Limited

Section 83 of the Maori Fisheries Act sets out the functions of Te Putea Whakatupu Trustee Limited.

“In achieving the purpose of Te Putea Whakatupu Trust, Te Putea Whakatupu Trustee Limited must—

- (a) manage the trust funds; and*
- (b) distribute the annual trust income for activities that include—*
 - (i) promoting educational and training programmes, courses, and schemes within New Zealand for Maori, with a view to providing educational and training opportunities, including those that have application to the fishing industry:*
 - (ii) funding the development of the skills of Maori, including those relevant to the fishing industry:*
 - (iii) promoting the advancement of Maori by—*
 - (A) offering or funding scholarships and grants to enable Maori students to meet the entry requirements of wananga, universities, or other tertiary institutions in New Zealand or overseas; and*
 - (B) establishing scholarships and grants, or funding wananga, universities, or other tertiary institutions in New Zealand to offer scholarships and grants, with a view to encouraging Maori to develop their education and skills:*
 - (iv) promoting research and development by wananga, universities, or other tertiary institutions in New Zealand or overseas into (but not limited to)—*
 - (A) the involvement of Maori in fishing and fisheries-related activities; and*
 - (B) matters affecting Maori fishing:*
 - (v) facilitating access of Maori working in, or wishing to work in industry (including the fishing industry), to—*
 - (A) education and training courses:*
 - (B) conferences, presentations, and other learning experiences:*
 - (vi) other activities that are necessary to foster or promote the activities set out in subparagraphs (i) to (v).”*

Te Whakatupu Statements

Vision

Te Whakatupu believes that the development of our most precious asset - our people - must keep pace with the development of our land, sea and other assets. Te Whakatupu will invest in opportunities that will develop Maori leaders who are confident, articulate, skilled and able to successfully grow Maori and iwi owned assets and businesses globally. Our vision statement is:

“Strong Maori leaders, leading successful Maori organisations”

Mission

It is our mission to:

- accelerate the development of Maori leadership, flair and innovation across all sectors; and
- become a recognised leader in Maori and indigenous leadership development.

Values

In achieving our mission we embrace the following core values.

<i>Courageous</i>	To challenge the norms, provide solutions and demonstrate commitment through meaningful action.
<i>Integrity</i>	Working in a manner that creates an honest, transparent and respectful environment.
<i>Passion</i>	Enthusiastically committed to successful Maori human capital development.
<i>Leadership</i>	Unwavering in making the hard decisions.
<i>Results Oriented</i>	Doing the things we say we will to the best of our ability and getting it right the first time.

Environmental Scan

External Scan

Demographic

The estimated resident population of New Zealand at 30 June 2005 was 4.1 million. Maori are estimated at 635,100¹ and will comprise 17 percent of the population in 2021 up from 15 percent in 2001. The median age of Maori will be 27 years compared to 43 for non Maori, the number of Maori in the main working ages will increase up to 34% and Maori will make up one in five workers aged 15 – 39 years.

The Maori population overall will become older but will continue to have a much younger age structure than the total New Zealand population because of higher Maori birth rates. Rangatahi Maori (age between 15 and 39) comprised of 24% of the total Maori population in 2001. The rangatahi population percentage in 2021 will comprise 38% of the total Maori population – the largest cohort of Maori age group of the Maori population, reflecting a young vibrant dynamic population.

Socio economic

Statistics² indicate that Maori have a lower average weekly income than non Maori. Consistent with these statistics is the lower average and median hourly earnings³ and higher unemployment rates⁴ for Maori compared to non Maori. Educational scholarship programmes offered by Te Whakatupu can assist to alleviate this situation.

Cultural

The general population is aware of the benefits education can bring. Irrespective of the statistics which indicate that Maori still trail non Maori in tertiary education achievements⁵, the last four years have seen a significant turn around in Maori participation in tertiary education. Maori were under represented at all levels in tertiary education until 1999. Since 2002 Maori have moved to having the highest participation, per capita, of any ethnic group in New Zealand⁶.

New information on retention, completion and progression rates show that Maori students at certificate level are achieving qualifications and moving to further study at higher rates than non Maori. While there has been growth in Maori participation at degree level and above, the growth has been much slower⁷.

There has been continued growth in the number of Maori participating in industry training. However, Maori trainees are more likely to be training at lower levels than non Maori. While there has been a decline in the proportion of trainees achieving credits through targeted training programmes, there has been an increase in other positive outcomes – both in employment and further education and training⁸. However, there does appear to be a shortage of qualified Maori managers and leaders to take on key roles in Maori organisations. Of those participating in tertiary study not many are choosing applied science or commerce. There also appears to be limited leadership or innovation programmes specifically tailored for Maori.

¹ Statistics New Zealand. 2005, *Demographic Trends 2005* available also www.stats.govt.nz (accessed 17 March 2006).

² Statistics New Zealand. 2004, *Labour market Statistics 2004*. Refer Table 8.11. Available also www.stats.govt.nz (accessed 17 March 2006).

³ Statistics New Zealand. 2004, *Labour market Statistics 2004*. Refer Table 8.10. Available also www.stats.govt.nz (accessed 17 March 2006).

⁴ Statistics New Zealand. 2004, *Labour market Statistics 2004*. Refer Table 8.09. Available also www.stats.govt.nz (accessed 17 March 2006).

⁵ Statistics New Zealand. 2006, *Labour Market "Highest Educational Qualifications"*. Refer Table 8.07. Available also www.stats.govt.nz (accessed 17 March 2006).

⁶ Ministry of Education. 2006, *Maori in Tertiary Education – A Picture of the Trends "Hui Taumata"* available also www.moe.govt.nz (accessed 18 March 2006)

⁷ Ministry of Education. 2006, *Maori in Tertiary Education – A Picture of the Trends "Hui Taumata"* available also www.moe.govt.nz (accessed 18 March 2006).

⁸ Ministry of Education. 2006, *Maori in Tertiary Education – A Picture of the Trends "Hui Taumata"* available also www.moe.govt.nz (accessed 18 March 2006).

Environmental

Te Ohu Kai Moana Trustee Limited (Te Ohu Kaimoana) is in the middle of allocating fisheries assets - pursuant to the Maori Fisheries Act - to iwi. During the next 12 to 24 months iwi shall receive an asset base valued in excess of \$600 million dollars. In addition to receiving fisheries assets iwi / Maori own a significant amount of commercial assets.

In 2001 the Maori commercial asset base was conservatively estimated to be worth nearly \$9 billion. Of these assets approximately \$680 million has come from Treaty settlements. These assets are held by many Maori land trusts and incorporations, larger organisations (such as Te Ohu Kaimoana), Maori Trust Boards, and by several thousand Maori business people.

Key relationships

In moving forward Te Whakatupu must act as an effective partner in the relationships it develops with key parties. In developing these relationships Te Whakatupu will attract like minded organisations to join Te Whakatupu to maximise educational opportunities for Maori.

(a) Iwi and urban Maori organisations

Relations between Te Whakatupu and iwi/Maori groups will continue to be important as more iwi/Maori groups look towards Te Whakatupu for opportunities to grow the skills of their group at all business levels. With assets being allocated, an important role of Te Whakatupu will be to consult with all iwi organisations to assist in developing a programme which will be beneficial to iwi in terms of satisfying the needs of iwi for economic growth and customary knowledge retention.

(b) Government agencies

Maori development has been a priority for government, Maori, and iwi for a number of years. Commentary has indicated a shift in focus from improving access to high achievement and quality of outcomes. There is an emphasis on increasing Maori human capital to raise Maori incomes on average and to drive economic growth. There is also an emphasis on reinforcing the importance of excellent leadership and governance that will share good practices and work cooperatively.

Continuing to work with government agencies can assist Te Whakatupu to create successful business relationships to enhance iwi and Maori skill sets. Information sharing with government agencies can also broaden educational scopes within Te Whakatupu and result in enhancing Te Whakatupu programmes.

(d) Potential joint venture partners

Working with tertiary providers will enable Te Whakatupu to understand the existing educational trends and the network of programmes that are currently available. This could provide an opportunity for investment or potential joint ventures for Te Whakatupu by possibly identifying a range of programmes offered for Te Whakatupu to invest in.

The availability of joint venture partners will enable Te Whakatapu to have other partners contribute to the costs, risks and benefits from any potential programme scheme. Establishing and maintaining these key relationships is identified as a vital key for the growth of Te Whakatapu. In maintaining these associations Te Whakatapu can look to leveraging the investment given by the statutory direction through these strategic relationships.

Leverage through strategic relationships

Te Whakatapu intends to maximise and coordinate effort across the education, training, research, iwi, Maori organisations, public and private sectors to support the ongoing development of Maori leadership programmes. There are multiple leadership programmes throughout New Zealand and Te Whakatapu 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 component.

Statutory functions

(a) Summary of statutory functions

Te Whakatapu has to perform a range of statutory functions and obligations as described in the Maori Fisheries Act. The trust deed reflects these statutory requirements and the constitution outlines the roles and responsibilities of the directors. The directors must manage and distribute the trust funds in a manner that is consistent with these statutory requirements.

Competitive forces

(a) Previous scholarship trust

The previous Te Ohu Kaimoana scholarship trust encompassed the largest scholarship programme that was targeted at Maori for the fishing industry. Its focus was to facilitate Maori participation in the business and activity of fishing through financially assisted education and training programmes. The four streams identified within this scholarship trust included technical, tertiary applied sciences, management and management/legal cadet streams.

There is now a shift in focus from providing a scholarship programme aimed specifically at the fishing industry to a programme that invests in leadership. Te Whakatapu can build on the success of this previous programme and extend it to include a leadership focus.

(b) Other education schemes

Other education scholarship programmes are provided by a range of public and private sector organisations for Maori. These include such funders as the Maori Education Trust, the Royal Society of New Zealand, government agencies and Maori / iwi organisations from whanau trusts to Runanga, Maori and national Maori organisations.

Te Whakatupu will focus its resources on Maori who will one day work for or are currently working for Maori organisations. Whether it be an iwi organisation that is receiving Treaty settlement assets or Maori organisations that contract for services the need to increase their capability to be effective governors and managers is crucial. Te Whakatupu will need to be aware of the programmes offered to iwi and Maori by other education providers so that when Te Whakatupu develops its education programmes, they are unique.

Key external opportunities and threats

Based on this external scan the key external opportunities for Te Whakatupu are:

- Growing Maori population equates to a growing market compounded with a growing dynamic rangatahi population will create a demand for programmes particularly leadership programmes from secondary through to tertiary levels.
- Allocation of fishery assets and in some cases Treaty settlement assets to iwi via the Maori Fisheries Act will continue to create a demand from iwi for skilled Maori to assist in the development of an iwi fishery asset base.
- Growth in Maori participation in industry training.
- Introduction of the Maori Commercial Aquaculture Claims Settlement Act 2004 will also create a demand for skilled Maori to assist in developing allocated water space.
- Maintaining key relationships enables Te Whakatupu to develop programmes to suit iwi needs and leverage investment through these strategic relationships.
- Statutory funding is provided through the Maori Fisheries Act so Te Whakatupu is initially not dependent on economic trends. This promotes economic certainty.
- Public awareness of the importance of education.

The key external threats for Te Whakatupu are:

- Statutory restrictions on programme compilation may cause limitations on programme developments.
- Competing Maori scholarship programmes.
- Maori educational statistics which indicate that Maori students have lower retention and completion rates than non Maori, participation at the degree level is lower than non Maori and Maori retention, and completion and progression rates at a tertiary level is lower than non Maori. This will affect the success rate of the programmes.

Internal Scan

The internal environment includes all internal capabilities and resources that are under Te Whakatupu's control. This includes finance/accounting, management and research and development, marketing, production/operations, and information management systems. Strategic management is a highly interactive process that requires effective co ordination.

Finance

Te Ohu Kaimoana will provide administrative assistance to Te Whakatupu on a decreasing continuum until October 2009. This position enables Te Whakatupu to not only benefit from the expertise of the Te Ohu Kaimoana systems but also allows Te Whakatupu an appropriate time to develop their own internal systems.

Management research and development

Te Whakatupu is guided by the requirements of the Maori Fisheries Act, trust deed and constitution. If Te Whakatupu is to grow and contribute towards the development of Maori leaders and iwi educational programmes the management of Te Whakatupu must not only be forward thinking and cognisant of the provisions of the Maori Fisheries Act, but also be aware of the needs and demands of iwi and Maori in developing their economic base. The management of Te Whakatupu must be able to take advantage of the requirements of the Maori Fisheries Act.

Planning will enable Te Whakatupu to assess whether the effort, costs and implications associated with achieving desired objectives are warranted. It will allow Te Whakatupu to adapt to a change in the market and shape its destiny, controlling their future not reacting to it.

Governance and management of Te Whakatupu

The directors are aware of their fiduciary duties to fulfil the requirements of the Maori Fisheries Act, the trust deed and the constitution. These responsibilities include; the development of a robust investment policy for its assets at capitalisation and a distribution policy of its funds.

Production – operations - policy development

The production, operations and policy of a business consists of all those activities that transform inputs into goods and services. Operational procedures including annual reporting requirements are outlined in the Maori Fisheries Act. Continual policy development and organisational efficiency will result in lower overall costs of providing products and services that are lower than those of competitors. Approximately five percent of the annual budget is allocated to policy development, operations and internal capability.

Management information systems

Information ties all business functions together and provides the basis for all managerial decisions. Initially Te Ohu Kaimoana will be providing the administrative services to Te Whakatupu. As Te Whakatupu becomes "self sufficient" the need for quality systems in terms of information management will become more of a priority as the level of staff and work increases. Management must also be prepared before October 2009 for this autonomy and have the necessary staff and systems in place.

Key Internal strengths and weaknesses

The key internal strengths for Te Whakatupu are:

- The director’s proven expertise and strong leadership.
- Statutory funding through the Maori Fisheries Act allowing budget allocation to set up systems – strong financial resources.
- Ability to develop a “new” culture.

The key internal weaknesses for Te Whakatupu are:

- Lack of internal systems or undeveloped internal systems.
- Reliance on Te Ohu Kaimoana for internal system support.
- Reliance on the expertise of the directors.

Detailed are the strength, weakness, opportunity and threat factors that have been identified in the environmental scan.

- Meeting statutory requirements of the Maori Fisheries Act.
- Maintaining, developing and growing the relationships with iwi and other groups.
- Providing robust programmes for Maori.
- Developing the internal capability of Te Whakatupu.

Summary

The environmental scan has 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. If Maori are able to capitalise on opportunities we must equip ourselves with the skills and resources to manage and lead these businesses and assets successfully. On this basis Te Whakatupu has determined that investment in the development of future Maori leaders and indigenous leadership are priorities.

To operate effectively Te Whakatupu can match the external with the internal factors in making strategic decisions to enhance their innovative capacity. For instance matching the external factor of allocation of water as prescribed by the Aquaculture Maori Commercial Settlement Claims Act 2004 or the allocation of fishery assets to iwi with the statutory funding through the Maori Fisheries Act to internally develop programmes to take advantage of this opportunity. This competitive edge should in turn attract joint venture partners and enhance the economic capability of Te Whakatupu. Fishery allocation is presently underway and it would be prudent for Te Whakatupu to adapt these programmes to capitalise on this strategic window.



Strategic Goals and Objectives

2006 – 2011

Strategic Goals

These goals will provide Te Whakatupu with a clear idea of their expected major outcomes and will provide important benchmarks to assess progress.

Research & Development in Leadership

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 in the workforce. 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.

Developing Maori Leadership

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 institutions, 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.

Leverage through Strategic Relationships

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 component.

Governance and Management of Te Whakatupu

This strategic goal 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.

Functional Area 1: Research and Development

Goal: To provide leading edge information on the future development of Maori leaders for Maori organisations

This functional area focuses on providing information to understand leadership development processes for Maori. Research projects will initially focus on key competencies, skills and attributes required of Maori leaders for the purpose of developing Maori centred leadership programmes. Action research will be undertaken on a regular basis to support and improve the leadership development programmes offered by Te Whakatupu.

Strategic Objectives	By September 2008	By September 2011
1.1 Robust research systems and processes that will assist in: <ul style="list-style-type: none"> • future focussed information in Maori leadership development. • global, economic, business and culture trends as part of the continuous improvement to Maori leadership development. 	Action research completed on potential, emerging and existing Maori target groups.	Bi annual action research is completed to ensure Maori, target groups development needs and trends are relevant.
	Action research completed and systems in place to monitor and inform Maori leadership development against the global, economic and culture trends of the marketplace.	Bi annual action research is completed to global, economic and cultural trends is being accurately reflected in all Maori leadership development programmes.
	Research management information system implemented.	Annual reviews conducted on the management information system.

Functional Area 2: Developing Maori Leadership

Goal: Implement quality programmes of learning and development required for Maori leadership

This functional area will focus on two key areas:

1 The development and implementation of leadership programmes that will include the key competencies required for existing, emerging and potential Maori leaders. Our definitions of these target areas are:

- *Potential*. The Maori 12 – 18 year olds of today.
- *Emerging*. Maori that have 3-5 years experience in the workforce.
- *Existing*. Includes existing Maori executives and leaders that are managing and developing the Maori economy.

2. The provision of scholarships and grants to fund programmes targeted by Te Whakatupu.

Strategic Objectives	By September 2008	By September 2011
2.1 Targeted leadership development programmes established.	Targeted leadership development programmes piloted successfully.	Maori leadership programmes operating successfully.
2.2 Maori scholarship and grant programme implemented.	Scholarship programme operating successfully.	Annual review of scholarship and grants funding programme completed, with appropriately agreed changes implemented.
2.3 Systems and processes to monitor the of programmes developed by Te Whakatupu established.	System to evaluate effectiveness of leadership programmes implemented.	Monitoring and evaluation system of programmes operating successfully.

Functional Area 3: Strategic Relationships

Goal: Establish and maintain successful strategic relationships with a range of organisations that will contribute to the development of strong Maori leaders

This functional area will focus on the development of strategic relationships with like minded organisations that will maximise educational opportunities for Maori.

Strategic Objectives	By September 2008	By September 2011
3.1 Effective communication strategy for Te Whakatupu established.	Range of communication methods implemented.	Communication strategy operating successfully.
3.2 Strategic relationships with a range of organisations to develop Maori leaders established.	Identify like-minded organisations that will contribute to the development of Maori leaders.	Te Whakatupu able to leverage off strategic relationships to develop Maori leaders.

Functional Area 4: Governance and Management of Te Whakatupu

Goal: Successful governance and management of Te Whakatupu

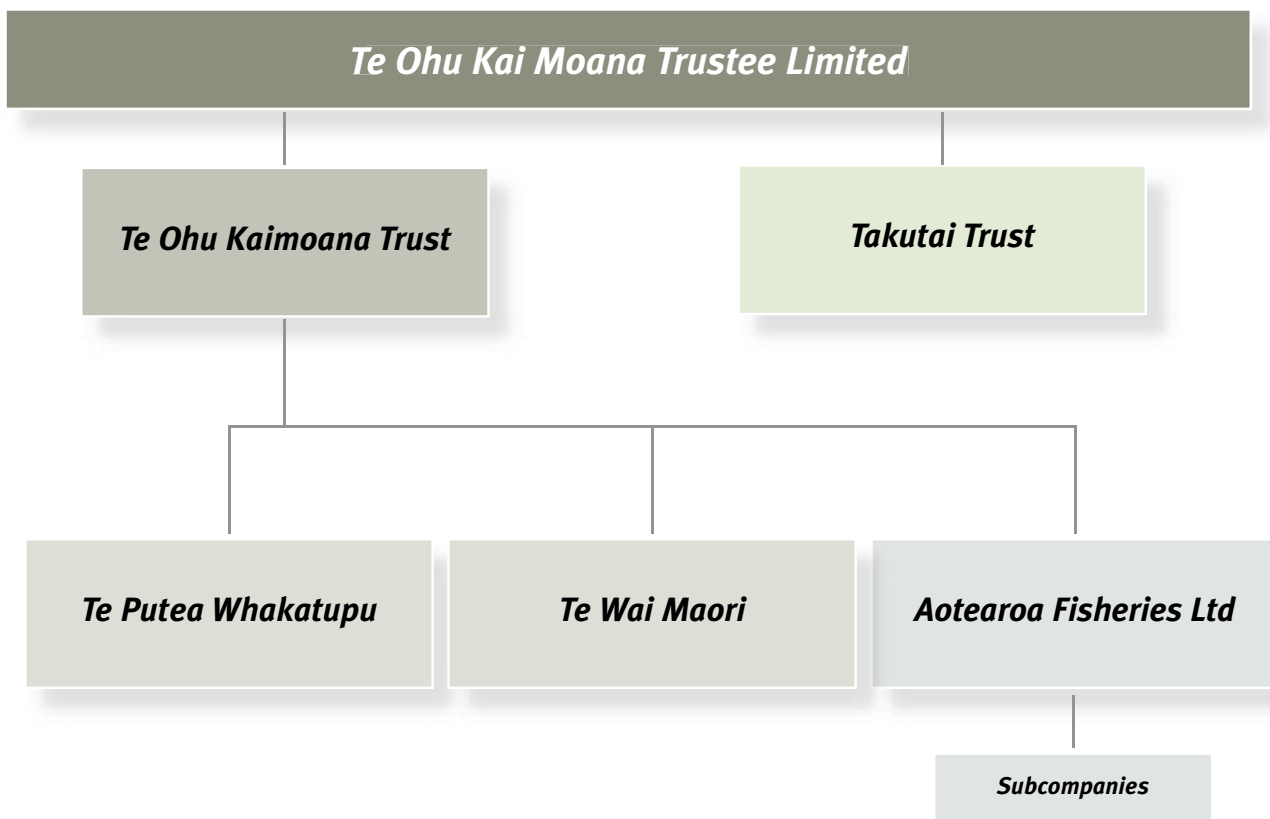
This functional area will focus on ensuring that directors are aware of their fiduciary duties as described in the trust deed and constitution. This functional area will also focus on the development and implementation of an internal system for the efficient operation of Te Whakatupu and to ensure a smooth transition once capitalisation occurs.

Strategic Objectives	By September 2008	By September 2011
4.1 Directors have a comprehensive understanding of their fiduciary duties.	Annual board assessment operating successfully.	Annual board assessment operating successfully.
4.2 Internal systems to meet the efficient running of Te Whakatupu established.	Robust management information systems implemented.	Management information systems operating successfully.
4.3 Meet all statutory requirements including reporting and policy development.	Completion of annual reports and plans.	Completion of annual reports and plans.
	Distribution and leverage policies implemented.	Distribution and leverage policies operating successfully.



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leading successful Maori
organisations ”*

Te Ohu Group and the Takutai Trust



Directors



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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