

# APPENDICES

- APPENDIX 1. Letter from Chairman of Te Ohu Kai Moana Trustee Limited announcing 2015 Review
- APPENDIX 2. 2015 Review Terms of Reference
- APPENDIX 3. Letter of Appointment of Reviewer from Committee of Representatives
- APPENDIX 4. Te Ohu Kai Moana Trustee Limited Annual Report 2005
- APPENDIX 5. Te Ohu Kai Moana Trustee Limited Annual Plan 2014-2015
- APPENDIX 6. Coastline Assets & Freshwater Quota Allocated to Iwi Organisations, Te Tini a Tangaroa, Te Ohu Kai Moana Trustee Limited Annual Commentary for Year Ending 30 September 2014
- APPENDIX 7. Te Ohu Kai Moana Trustee Limited Submission to Reviewer and Supplementary Information
- APPENDIX 8. Aotearoa Fisheries Limited Submission to Reviewer and 2014 Annual Report for Year Ending 30 September 2014
- APPENDIX 9. Sealord Group Limited: Sealord Business Facts and Kura Limited Annual Accounts for Year Ending 30 September 2014
- APPENDIX 10. A Strategy for the Māori Fishing Industry; A report prepared for Te Pūtea Whakatupu Trust, February 2014, Toroa Strategy
- APPENDIX 11. Cameron Partners, 2014, Overview of Seafood Sector and Questions of AFL and Sealord
- APPENDIX 12. Te Pūtea Whakatupu Trust: Charting Pathways for Māori Education and Industry Futures 2011-2013
- APPENDIX 13. Te Pūtea Whakatupu Trust: Annual Plan for year 2013 - 2014
- APPENDIX 14. Te Wai Māori Letter to Reviewer 20 January 2015
- APPENDIX 15. Te Wai Māori Letter to Reviewer 12 December 2014 and Appendices 1, 2 and 3

The Trust is determined to maximise the return against the limited funds available and has employed a number strategies to achieve this.

- Partnerships and Alliances – New partnerships (and associated co-funding arrangements) were established in 2013 with Ballance Agri-nutrients, Māori Television Service, Ngā Kaitatau Māori o Aotearoa (NKMoA - the Māori Accountants Network), and the NZ-US Trade Forum.
- On top of the alliances established in past years, a more concerted effort will be made this year to seek sponsorship. The Trust is confident the brand has been built around both the *Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures* annual conference, as well as the expanding scholarships programme – this places the Trust in a strong position to more actively seek sponsorship in this financial year.
- Website – The Te Pūtea Whakatupu Trust website continues to expand and maximise brand awareness and profile for the Trust and has recently been refreshed with the addition of the Alumni space and new graphics. The website continues to further streamline the management and costs associated with the delivery of scholarships and other projects.
- Refined Trust Administration and Re-structure – The Trust’s consolidated and streamlined operations are working effectively with improved service support while, at the same time, maximising the amount available for core purposes.
- Brand awareness – Along with the website and Ngā Whetū Hei Whai Conference enhancing the Trust’s profile and brand awareness, the expansion of scholarships and other new projects is helping to lift wider awareness of the Trust and its work. The recently released Trust booklet outlining its Work Programme over the last three years has been well received and will be distributed by partner organisations including: Te Ohu Kaimoana; Federation of Māori Authorities; Māori Education Trust; the University of Waikato; and others.

The Investment Fund has grown to over \$26 million and provides a growing pool for further investment in Trust activities.

With the Fund’s returns slowly diminishing, and as a result reducing income by almost 50% (after provision of Investment Fund growth), 2014 will be a year of consolidation with little new activity anticipated beyond what is already committed.

Te Pūtea Whakatupu Trust continues to build a strategic approach to ensuring long term goals are clearly identified and medium to long term projects and programmes are introduced to be clearly targeted and designed for maximum impact. This approach is built on deliberate research and evaluation of the environment and identification of education and training needs. The focus is on projects that will be sustainable and have a long term, meaningful impact.

The Trust has also taken on board the two recommendations from the 2013 independent audit and continues to respond to those recommendations.

# TE PŪTEA WHAKATUPU

The Directors are positive about the year ahead and look forward to Te Pūtea Whakatupu Trust lifting its impact on Māori education and training outcomes.

Heoi ano



Richard Jefferies  
Chair – Te Pūtea Whakatupu Trust

- **Attachments and Notes**

Attachments to this Annual Plan include:

- a 2012/2013 Formatted Annual Plan template with KPIs;
- a three year budget projection spreadsheet; and
- a copy of the 2011/2013 Work Programme booklet.

Key points to note:

- Budget figures provided are draft subject to the final report for the year's end, including residual Working Capital.
- Te Pūtea Whakatapu Trust has lifted its Investment Fund to almost \$26 million providing a sustainable platform for further development of its strategy. However, the SIPO target is reduced to 5% return against the Investment Fund due to the general international economic downturn.
- The expenditure figures associated with new projects are stretch targets and implementation decisions for any new projects will be reviewed against the monitored returns from the Investment Fund (and where necessary revised budgeted income) before starting any new projects.

**TE PŪTEA WHAKATUPU TRUST**  
**ANNUAL PLAN 2013-2014**

Te Pūtea Whakatupu Trust has established a platform of projects which allow the Trust to meet its strategic objectives -

- (a) higher levels of educational achievement amongst Māori; and
- (b) higher levels of workforce participation by Māori in key sectors of the economy.

The first priority acknowledges the Trust's core purpose and the ongoing high levels of Māori under achievement in education. The Trust has developed a process that targets niche activities that are innovative and add value to existing educational pathways.

The second priority has a focus on lifting the level of Māori participation in middle and senior management capability in a range of industries, including fisheries. The Trust is concerned to ensure the potential of the Post Treaty Settlement Era is maximised by supporting capacity and capability building to support greater Māori control and involvement in decision making in Māori industry futures.

In order to address these priorities, the following key work streams are underway:

***Strategic Objective 1. – Lifting Educational Achievement amongst Māori***

- **Literacy and Numeracy Project – Te Kete Aronui**

Te Pūtea Whakatupu Trust has had a major impact on the education of Māori children through its Pilot Project aimed at addressing literacy and numeracy outcomes for Māori in low decile schools. As part of its wider Whānau First Programme, Te Whānau o Waipareira Trust is providing access for Māori children in low decile schools to Kip McGrath services in order to enhance literacy and numeracy skills. The Pilot was designed to establish a Model that would be targeted for Māori and could be rolled out into other sites around the country.

Kip McGrath is a very successful and widely proven literacy and numeracy programme that is mostly inaccessible to Māori children because of the cost. With a co-managed approach, the Project takes advantage of an existing West Auckland network through the wider range of health, education, and social services provided by Waipareira as part of their Whānau First programme.

The Project targets the key early developmental years for children in low decile primary schools. The Project has been very well received by whānau and schools involved and the results of the children involved is very positive.

As the Project comes to an end, Te Pūtea Whakatupu Trust has commissioned an independent evaluation that will determine the model's efficacy and the potential to replicate the model developed into other communities. This may also include a new, re-modelled version of the programme – Te Kete Aronui – adapted from Kip McGrath but targeted and customised to directly meet the needs of Māori children in particular.

Te Pūtea Whakatupu Trust is also negotiating the potential for Intellectual Property shareholding for any further programme rollout. It is expected any further rollout will also be focused on seeking co-funding from other sources, including government.

- **New Schooling Models – Ngā Kura ki Hawai'iki**

Te Pūtea Whakatupu Trust has been able to implement the idea originally floated by the Trust in 2011 and conceptualised as *Ngā Kura ki Hawaiiki*. The proposed model sought curricula that was tied to the range of activities associated with waka hourua and the development of a network of kura across Polynesia. The potential is for such kura to have a strong emphasis on tribal knowledge and the connections this knowledge provides across the Pacific. Students will work towards the construction and sailing of waka haurua between kura both here in Aotearoa as well as to partner kura across Te Moananui-a-Kiwa.

A proposal was received from the Te Toki Voyaging Trust and they have been commissioned to implement a two year pilot programme. They have taken the original concept and incorporated into work they have been doing with upper secondary school Māori students. This will see Māori students from 10 different secondary level schools – in both urban and rural environments – involved in waka hourua curriculum, the development of improved pathways around this knowledge, and tracking the impact the programme has on Māori retention and success through to NCEA Level 3.

The success of this pilot will determine the extent to which further opportunities to link these 'kura' with other Pacific 'kura' towards enhancing Kaupapa based curricula may follow.

- **Governance Framework**

Te Pūtea Whakatupu Trust has decided to wind down its involvement in the Governance development space because of the large amount of activity and commitment of funding from places like Te Puni Kōkiri, the Ministry of Primary Industries and the committees established as a result of the work of the Māori Economic Panel.

Te Pūtea Whakatupu Trust continues to support these developments through attendance on oversight committees and boards but has left this space out of its budgeted activities.



- **Opportunities to Work with Iwi**

Te Pūtea Whakatupu Trust continues to respond to iwi organisations who seek to collaborate with the Trust. Discussions are underway with Ngāti Porou Seafoods Group with a view to piloting the return of past scholarship recipients who whakapapa to Ngāti Porou to workshop with the iwi and possibly be fast tracked onto Māori land trusts and incorporation and other tribal boards in order for the iwi to effect succession planning into key positions.

Te Pūtea Whakatupu Trust has also been approached by other iwi and will engage with each of them further over the coming year.

***Strategic Objective 2. – Lifting Māori Capability in Key Sectors of the Economy.***

- **Scholarships**

The Scholarship Programme and associated Conference – *Ngā Whetū Hei Whai: Charting Pathways for Māori Industry Futures* – have received positive feedback from many stakeholders across the country and internationally. The recipients provide a networked pool of talent that are quickly focusing on their potential contribution to the Māori economy.

Tāwera Scholarship - The Tāwera Scholarship was launched by the Trust in 2011 and sees 30 Māori supported each year to complete a business, commerce, or management degree at bachelors level. An integral part of the Scholarship is the attendance of recipients at the *Ngā Whetū Hei Whai Conference*. The standard of scholarship recipients is very high and their involvement in the conference highlighted the promise these young leaders hold for the future. the number of scholarships for 2014 will be pared back due to budget considerations.

Rona Scholarship - The first industry based scholarship, the Rona Scholarship was launched in 2012 and is focused on Māori completing degrees in fisheries and aquaculture related programmes. The Rona Scholarship saw 4 recipients receive \$10,000 each in 2012 and will help ensure that the capability of Māori in the fisheries and aquaculture industries continues to grow. Five scholarships will be offered in 2013 and a partner from the industry is being sought to allow 10 places to be made available.

Whānui Scholarship - The second industry based scholarship, the Whānui Scholarship was launched at the Ngā Whetū Hei Whai Conference 2012 and is focused on Māori completing degrees in agriculture, agribusiness and agricultural science related programmes. The Whānui Scholarship will see 10 recipients receive \$10,000 each and ensure that the capability of Māori in the fisheries and aquaculture industries continues to grow. This Scholarship is a Joint Venture with the Federation of Māori Authorities and Balance Agrinutrients.

Atutahi Scholarship - The third industry based scholarship, the Atutahi Scholarship was launched at the Ngā Whetū Hei Whai Conference 2013 and is focused on Māori completing degrees in Media and Journalism. The scholarship is a joint venture with Māori Television and will see scholarship recipients serve an 8 week internship at Māori Television.

Up to three scholarships will be available in the scholarship's first year - 2014.

Scholarship Management - The Māori Education Trust continues to manage all of these scholarships on behalf of Te Pūtea Whakatupu Trust. A Database of past recipients is also under development that will allow Te Pūtea Whakatupu Trust to maintain contact with recipients and to broker contact with these talented people.

Scholarships Review - Te Pūtea Whakatupu Trust will further review the scholarship programme in 2014 with a potential shift in emphasis away from an industry focus more towards looking at added value and supply chain as a framework. Potential partnerships with the University of Akureyri in Iceland and the Nissui Research and Innovation Centre in Japan are two potential avenues for further investigation and development. Such an approach reflects feedback from a range of industry players as well as a recommendation from the independent audit completed earlier this year.

Discussions are also underway with the NZ-US Council, Fulbright NZ, and FAME (Food and Agribusiness Market Experience) to investigate opportunities to collaborate on scholarships in future that both acknowledge the opportunities from added value and supply chain integration as well as recognising the importance of exposure and involvement into international markets.

- **Alumni -**

An Alumni for scholarship recipients was launched at the Ngā Whetū Hei Whai Conference in September, 2013 and allows Te Pūtea Whakatupu Trust to both track the progress of scholarship recipients while also providing further opportunities through this portal both to and from Alumni members.

The Alumni will also address the 2013 Audit recommendation encouraging Te Pūtea Whakatupu Trust to track the success of the scholarship recipients through their career.

Alumni have already begun generating opportunities for other Alumni, such as the attendance in 2013 of four alumni at the US-NZ Pacific Partnership Forum discussions on the Trans Pacific Trade Agreement held in Washington in June, 2013.

- **Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures Conference**

The third Conference held in September, 2013 in Waitangi was a great success and continues to build a strong brand. Another strong line up presented with excellent panels on Māori Agribusiness and Māori Fisheries.



In 2014, the Conference will be held in Hamilton as the conference will now move around into different regions and discussions are underway with Waikato University and Waikato-Tainui as potential co-hosts.

By asking what key industries might look like in 30 or 40 years into the future, the Conference helps gauge the extent to which there are particular or priority Māori Industry Futures that Te Pūtea Whakatupu Trust should be targeting for strategic support. As we confirm these target industries, more specific strategies in these industries will be developed and implemented.

Attendance by scholarship recipients at the Conference is an integral and positive part of the Conference. The Conference also helps significantly lift the profile of Te Pūtea Whakatupu Trust.

Sponsorship interest is growing as are attendance numbers and this will reduce the costs associated with hosting this conference year to year.

- **Industry Research – Workforce Planning and Strategy**

Research is about to be commissioned into the workforce requirements in the agriculture industries. This investigation will provide the basis for further investment in education and training in these industries on the basis of good information.

***Strategic Objective 3. – Research and Investigations.***

- **Māori Fisheries Strategy**

Te Pūtea Whakatupu Trust recently commissioned a thinkpiece to look at potential strategic scenarios for the future of the Māori fisheries industry. The Strategy paper kicks on from the findings of the May visit to Iceland led by Te Pūtea Whakatupu Trust and is designed to support shared visioning of industry futures for Māori.

- **Trust Administration**

After a number of fortunate years of good returns from the Investment Portfolio, the Global Financial Crisis and its downstream impacts have begun to bite and this has now had a significant impact on Trust cashflow. This was apparent in the 2012-2013 out-turn with much reduced income impacting the Trust's ability to top up its Investment Portfolio. Although the Trust is comfortable with its four year, annual, fund growth record of approximately 7% ROI (well above the target 2%), the need to further adjust to the major drop in projected returns is acknowledged.

As a result, the projected expenditure for 2013-2014 is significantly curbed with the expectation of a slightly lower top up amount to the Investment Fund of 1.2%. It is planned this amount will move back to the 2% target in 2014-2015.

The Trust is determined to maximise the return against the limited funds available and has employed a number strategies to achieve this.

- Partnerships and Alliances – New partnerships (and associated co-funding arrangements) were established in 2013 with Ballance Agri-nutrients, Māori Television Service, Ngā Kaitatau Māori o Aotearoa (NKMoA - the Māori Accountants Network), and the NZ-US Trade Forum.
- On top of the alliances established in past years, a more concerted effort will be made this year to seek sponsorship. The Trust is confident the brand has been built around both the *Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures* annual conference, as well as the expanding scholarships programme – this places the Trust in a strong position to more actively seek sponsorship in this financial year.
- Website – The Te Pūtea Whakatupu Trust website continues to expand and maximise brand awareness and profile for the Trust and has recently been refreshed with the addition of the Alumni space and new graphics. The website continues to further streamline the management and costs associated with the delivery of scholarships and other projects.
- Refined Trust Administration and Re-structure – The Trust’s consolidated and streamlined operations are working effectively with improved service support while, at the same time, maximising the amount available for core purposes.
- Brand awareness – Along with the website and Ngā Whetū Hei Whai Conference enhancing the Trust’s profile and brand awareness, the expansion of scholarships and other new projects is helping to lift wider awareness of the Trust and its work. The recently released Trust booklet outlining its Work Programme over the last three years has been well received and will be distributed by partner organisations including: Te Ohu Kaimoana; Federation of Māori Authorities; Māori Education Trust; the University of Waikato; and others.

The Investment Fund has grown to over \$26 million and provides a growing pool for further investment in Trust activities.

With the Fund’s returns slowly diminishing, and as a result reducing income by almost 50% (after provision of Investment Fund growth), 2014 will be a year of consolidation with little new activity anticipated beyond what is already committed.

Te Pūtea Whakatupu Trust continues to build a strategic approach to ensuring long term goals are clearly identified and medium to long term projects and programmes are introduced to be clearly targeted and designed for maximum impact. This approach is built on deliberate research and evaluation of the environment and identification of education and training needs. The focus is on projects that will be sustainable and have a long term, meaningful impact.

The Trust has also taken on board the two recommendations from the 2013 independent audit and continues to respond to those recommendations.

TE PŪTEA  WHAKATUPU

The Directors are positive about the year ahead and look forward to Te Pūtea Whakatupu Trust lifting its impact on Māori education and training outcomes.

Heoi ano



Richard Jefferies  
Chair – Te Pūtea Whakatupu Trust

- **Attachments and Notes**

Attachments to this Annual Plan include:

- a 2012/2013 Formatted Annual Plan template with KPIs;
- a three year budget projection spreadsheet; and
- a copy of the 2011/2013 Work Programme booklet.

Key points to note:

- Budget figures provided are draft subject to the final report for the year's end, including residual Working Capital.
- Te Pūtea Whakatupu Trust has lifted its Investment Fund to almost \$26 million providing a sustainable platform for further development of its strategy. However, the SIPO target is reduced to 5% return against the Investment Fund due to the general international economic downturn.
- The expenditure figures associated with new projects are stretch targets and implementation decisions for any new projects will be reviewed against the monitored returns from the Investment Fund (and where necessary revised budgeted income) before starting any new projects.