

VICTORIA
UNIVERSITY
WELLINGTON

TE WHARE WĀNANGA
O TE ŪPŪKO O TE IKA A MĀUI



TE PŪTEA
WHAKATUPU TRUST



FOMA
HE URU KAHIKATEA

Hei Rātā Whakaruruhau

**Māori Pre-Governance
Leadership Programme
30 August - 4 September 2018**

Introduction

Tēnei ka noho i te roro o tōku whare o Te Tumu Herenga Waka

Te pātaka kai iringa o te kupu o te kōrero

Ka titiro whakawaho ki te ao e rāhiri mai rā

Ki a koutou ngā ihoiho o ngā maunga whakahī

Ngā uri whakaheke o ngā waka i whakawhiti mai

I te Moana-nui-a-Kiwa, i Hawaiki rā anō

Toia mai ō koutou waka, ka whītiki ki tō tātau whare whakaruruhau

Hai whakawhirinakitanga mō koutou ka tatū mai

ki Ahumairangiki Pipitea hoki

Nau mai, haere mai ngā Rata Whakaruruhau mō āpōpō ki Te Whare Wānanga o Te Ūpoko o Te Ika a Māui



The bridge crossed from completing academic study and job responsibilities into trustee or director roles is an intentional one. The skills required to govern future performance are not outlined in any one textbook or acquired only by pragmatic organic learning. Deliberate intervention is therefore needed.

The catch cry that Māori are poised for many great things and the future is bright; is echoed by recent growth in assets through iwi authorities, asset holding companies and Māori trusts and incorporations matching if not surpassing some of the biggest companies in the country suggest that opportunities are boundless. Great leadership, therefore, cannot be left to chance, and poor guidance and integration into these important roles requires a commitment to grasping tools and frameworks in less time, in non-conventional means.

In response, Te Pūtea Whakatupu Trust has partnered with the Victoria University Business School to pilot a pre-governance leadership programme to bridge that gap. Hei Rata Whakaruruhau recognises the unique transition phase that younger Māori executives are currently in. This programme illuminates the challenges, but navigates them through, by providing participants with frameworks and tools to stand confidently in your own space as leaders in waiting. You will have the opportunity to increase your confidence, impact and effectiveness as the future generation of leaders. Your tribe, sub-tribe or trust will benefit from your growth in this programme, and you will gain insight into some of the core thinking and practice needed in the challenging world before us.

Your participation in this programme is a testament to your conviction, and we are privileged to be working with you on your journey.

Programme Objectives

The programme objectives are for participants to gain insight, confidence and greater understanding of the importance of these themes to Māori governance roles in the future.

1. The Māori Economy and the Government Environment – identifying the differences
2. Māori Governance Structures and Roles – navigating the landscape
3. Strategic Leadership – navigating for the future
4. Legislation and Resource Management – navigating and improving systems
5. People Leadership – identifying and developing talent
6. Delivery Management and Strategic Execution – making it happen
7. Stewardship – ethics and transparency
8. Negotiation Skills – focus on negotiation dynamics within Māori entities
9. Communication Skills – identifying communication channels
10. Networking and Collaboration for Mobilising Opportunities – focus on scale and teamwork



Participants will be provided with a site visit as part of the programme and opportunities through one of the evenings to share their learnings with others.

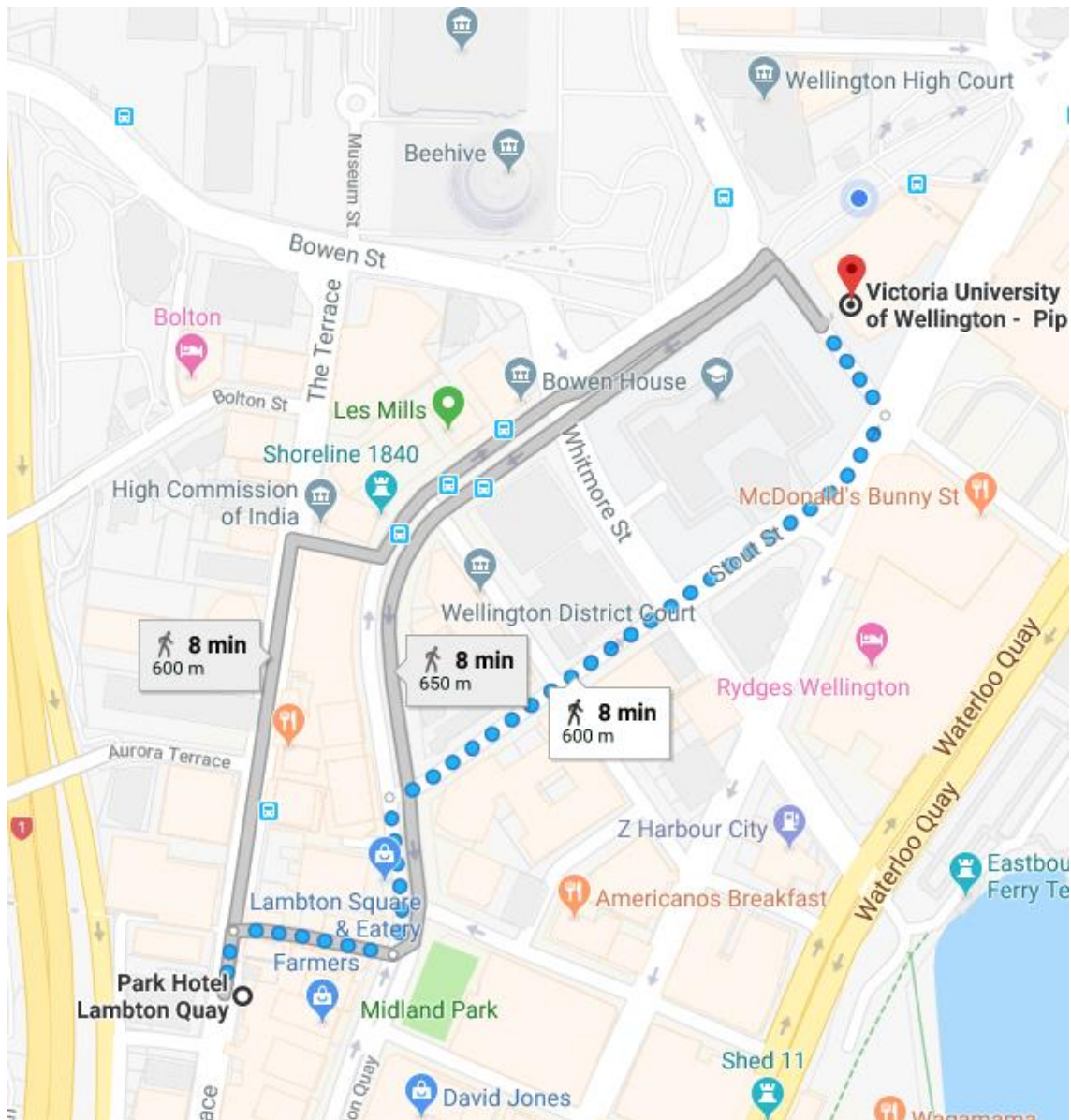


Programme Venue

Programme Venue: RH203 (Level 2)

Victoria University (Pipitea Campus), Rutherford House

23 Lambton Quay, Wellington.



Programme Outline

Day 1 Thursday 30 August	
	Arrival into Wellington
2pm	Check in at accommodation <i>Park Hotel, 100 the Terrace, Wellington</i> (Per Diems for out of town participants will be handed out prior to 3.30pm)
3:30pm	Shuttles depart Park Hotel for Te Herenga Waka Marae
4pm	Pōwhiri and welcome – <i>Te Herenga Waka Marae, Kelburn Parade, Kelburn</i>
4:30pm	Group photo
5pm	Dinner Individual introductions and preparations for the programme Guest Speaker: Peter Te Matakahere Douglas Theme: Gaining Insight – Preparing for Future Governance Roles with Māori Entities and Businesses

DAY 2 Friday 31 August	
8:30am	Pre-programme Meet and Greet / <i>Day 1 Reflections</i>
9am	Course Introduction (Overview, Health and Safety, Housekeeping)
9:15am	Māori Economy and the Government Environment, Taria Tahana
10:15am	Māori Governance Structures and Roles, Dr Carwyn Jones
11am	Kapu Tī
11:15am	Māori Governance Structures and Roles, Dr Carwyn Jones
12:30pm	Tina
1:30pm	Māori Governance and Structure and Roles and Workshop, Dr Carwyn Jones
3pm	Kapu Tī
3:15pm	Māori Governance and Structure and Roles and Workshop, Dr Carwyn Jones
4pm	Māori Economy and the Global Environment – Governance Considerations, Guy Royal

5-6pm	<i>He Kōrerorero</i> – Gavin Fitzgerald, Corinne Hine (Commercial) Rob Cruickshank (Private Bank) and Graeme McLellan (Technology), ANZ Bank
-------	---

DAY 3 Saturday 1 September

8:45am	<i>Day2 Reflections</i>
9am	Legislation and the RMA Act, Horiana Irwin-Easthope and Maia Wikaira
11am	Kapu Tī
11:15am	Legislation and Governance Compliance and Accountability, Horiana Irwin-Easthope and Maia Wikaira
12:30pm	Tina
1:30pm	Negotiations, Traci Houpapa
3pm	Kapu Tī
3:15pm	People Leadership Workshop, Madeline Taylor
5-6pm	<i>He Kōrerorero</i> - Rangi Ririnui and Troy Newton , KPMG Sponsored by Staples Rodway, Thistle Inn

DAY 4 Sunday 2 September

8:45am	<i>Day 3 Reflections</i>
9am	Strategic Leadership and Strategy, Professor Stephen Cummings
11am	Kapu Tī
11:15am	Strategy and Delivery Management, Professor Stephen Cummings
12:30pm	Tina
1:30pm	Delivery Management and Workshop, Professor Stephen Cummings
3pm	Kapu Tī
3:15pm	Communications Leadership, Professor Stephen Cummings/Dr Riri Ellis
4pm	Communicating to Māori Stakeholders, Ata Te Kanawa
5-6pm	<i>He Kōrerorero</i> - Professor Rawinia Higgins , Deputy Vice Chancellor (Māori)/Chairperson of Te Taura Whiri i te Reo Māori

DAY 5 Monday 3 September	
8:15am	<i>Day 4 Reflections</i>
8:30am	People Leadership, Professor Ian Williamson
9:30am	Ethics and Transparency, Associate Professor Michael Macaulay
10:45am	Kapu Ti (walk to Parliament@10:50am)
11am	Site Visit: Parliament Speaker: Minister to be confirmed
12pm	Hoki ki Rutherford House
12:15pm	Business Innovation, Aroha Armstrong
1:15pm	Tina
2pm	Business Innovation, Professor Richard Furneaux
3pm	Kapu Ti
3:15pm	Networking and Collaborating for Mobilising Opportunities – Boardroom Considerations, Wayne Mulligan
4:30-4:40pm	Kōrero mō te rā
6-8pm	Programme Dinner Venue: Dragons, 25 Tory Street Dinner Speakers - Karleen Everitt , General Manager, Te Pūtea Whakatupu and Stuart Taylor , Team Leader, Regional Development BOP, MBIE

DAY 6 Tuesday 4 September	
8:45am	<i>Day 5 Reflections</i>
9am	Critical Issues and Considerations for Emerging Leaders – Governance Considerations in the Next 30 years, Hone McGregor
10:30am	Practical Board Preparation, Dr Riri Ellis
11am	Kapu Ti
11:15 – 12:20pm	Group Reflections and Wrap up, Evaluation, Dr Riri Ellis

12:20pm	<i>Piki ake ki Level 12 Boardroom</i>
12:30pm	Closing Lunch – TPWT Kōrero and Certificate Presentation (Level 12 Boardroom)
1:15pm	Shuttles to Te Papa
1:30pm	Te Papa Mahuki Innovation – Technology Tour, Sulu Fiti
2:30pm	End of Programme

Programme Follow-up: Individual 10-15 minute sessions will be arranged with participants regarding their governance planning goals over the next two weeks.



“Waiho mā te mahi e kōrero, waiho hoki mā te iwi e mihi.”

Programme Contributors

Programme Convener:

Dr Riri Ellis
Director of Māori Business Programmes
Victoria Business School *Orauariki*

Dr Riri Ellis is the Director of Māori Business Programmes at the Victoria Business School. She provides strategic oversight of Māori business opportunities for the school and engages with strategic partners in Māori business quarters.

She is a trustee of Ngāi Tukairangi Trust in Mount Maunganui, one of the biggest Māori exporters of kiwifruit in the country and the largest shareholder of Te Awanui Hukapak Ltd, also based in Mount Maunganui. Recently, the Trust has established an investment company which aims to diversify out from horticulture into other forms of investment, of which Riri is a director.

Riri is also the Mataatua delegate for the Federation of Māori Authorities. Governance positions include Miro Ltd, (a collective of Māori trusts growing blueberries), Tuhono Whenua Horticulture Ltd, the Bay of Plenty Connections Governance Board. and the Bay of Plenty Māori Economic Development Advisory Committee. She has a PhD in Management Studies from the University of Waikato, and a Certificate in Corporate Governance from the Institute of Directors. She has been fortunate to participate in a number of trade tours, including a recent one to Australia looking at growing blueberries.



Karleen Everitt
General Manager
Te Pūtea Whakatupu Trust

Karleen has a Masters in Management from the University of Auckland (Business School) and is currently studying towards a PhD in Indigenous Business Leadership.

She is the General Manager for Te Putea Whakatupu Trust and the CEO of Manaaki Solutions Limited. She serves as a Director of Northland Inc, NorthTec as a Council Member and Kaikohekohe Education Trust as a trustee. She is especially proud to have grown up and calls Tai Tokerau (Northland) home. Her whakapapa is to Te iwi Morehu, Te Aupouri, Ngapuhi-Nui-Tonu. She has previously held other governance roles in Tai Tokerau in the Iwi commercial sector of fisheries, asset management and her marae. Karleen was the only Kiwi to recently attend the International Global Women in Management (GWIM) programme in Washington DC.



Traci Houpapa
Chairman
Federation of Māori Authorities

Traci is an award winning company director and a recognised industry leader. She specialises in strategic and economic development advice to Māori, iwi, public and private sector clients throughout New Zealand. Traci is known for her strong and inclusive leadership and her clear focus on building the wealth and prosperity of Aotearoa New Zealand.

In 2012 Traci was named as one of the top ten most influential women in New Zealand agribusiness. In 2013 she was named amongst the Listener's top ten influencers in New Zealand and was a finalist in the Fairfax Media Westpac Women of Influence Awards ('WOI'). In 2014, Traci won the WOI Board and Management award. In 2015, Westpac named Traci on its 'NZ Women Powerbrokers' list. Traci has also recently been awarded the Massey University Distinguished Alumni Service Award for services to agribusiness and Māori.

Traci has an MBA from Massey University and is a Member of the New Zealand Order of Merit, a Justice of the Peace and a Marriage Celebrant.



Professor Stephen Cummings
Professor of Strategy and Innovation
School of Management, Victoria Business School

Stephen Cummings is Professor of Strategy and Innovation at Victoria University. He holds, or has held, visiting or adjunct positions at Warwick Business School, ENPC Paris, Ecole Hassania Casablanca, the University of Melbourne, Stockholm University and Trinity College Dublin. He is the author of several books on creativity and strategy, and many of these have been translated into Chinese, Korean and Russian. His latest book *Strategy Builder: How to create and communicate more effective strategies*, with illustrations from Wellington company Visory (Wiley, 2015), shows how it can be more effective to draw a strategy than to write or speak it.



Dr Carwyn Jones
Senior Lecturer
Senior Lecturer, Te Kura Tātai Ture - Faculty of Law

Dr Carwyn Jones (Ngāti Kahungunu) is a Senior Lecturer at the Faculty of Law, Victoria University of Wellington. His primary research interests relate to the Treaty of Waitangi and Indigenous legal traditions. Carwyn has previously worked at the Waitangi Tribunal, Māori Land Court, and Office of Treaty Settlements. He is the author of *New Treaty, New Tradition – Reconciling New Zealand and Māori Law* (UBC Press and Victoria University Press, 2016) and is one of the editors of *Indigenous Peoples and the State: International Perspectives on the Treaty of Waitangi* (Routledge, 2018). He is co-editor of the *Māori Law Review* and has recently been appointed as a member of Te Uepū Hāpai i te Ora - the Safe and Effective Justice Advisory Group. From 2013-2016, Carwyn was a negotiator for Ngāti Kahungunu ki Te Wairoa in the settlement of their historical claims and is now a trustee of their post-settlement governance entity, Tātāu



Tātau o Te Wairoa. He is currently a member of the Victoria University of Wellington Council, the governing body of the University.

Professor Ian O. Williamson,
Dean
Victoria Business School *Orauariki*

Professor Ian O. Williamson is Pro Vice-Chancellor and Dean of Commerce at Victoria Business School (Faculty of Commerce), Victoria University of Wellington. Prior to joining Victoria University in 2017, he served on the faculties of the Melbourne Business School (Australia), Rutgers Business School (USA), the Zurich Institute of Business Education (Switzerland), the Robert H. Smith School of Business at the University of Maryland and Institut Teknologi Bandung (Indonesia). He received his PhD from the University of North Carolina at Chapel Hill (USA) and a bachelor's degree in business from Miami University (Oxford, Ohio USA).



Ian is a globally recognised expert in the area of human resource management. His research examines the impact of "talent pipelines" on organisational and community outcomes. In particular, his research focuses on how human and social capital influences firm operational and financial outcomes, talent management in the context of new ventures and growth-oriented firms, the role of human resource practices in driving firm innovation and the impact of social issues on firm outcomes.

Associate Professor Michael Macaulay
Associate Dean, Professional Education Victoria Business School

Associate Professor Michael Macaulay is a previous director of the Institute for Governance and Policy Studies and is also a senior lecturer at the School of Government. He is currently a Visiting Professor at the Universities of Sunderland (UK) and York St John (UK) and is a former Visiting Professor at the University of Johannesburg (South Africa). He has published extensively in the fields of integrity, ethics and anti-corruption in leading international journals.



Horiana Irwin-Easthope
Managing Director
Whāia Legal

Horiana Irwin-Easthope is of Ngāti Porou, Rakaipaaka and Ngāti Kahungunu descent. Horiana has an LLB / BA (Māori Resource Management) from Victoria University of Wellington, an LL.M (Masters of Law) from Harvard Law School and completed an Executive Education short course at Stanford Graduate School of Business in 2017.



In July 2018, Horiana began practicing on her own account as the Managing Director of Whaia Legal. Horiana is also General Counsel at Te Ohu Kaimoana (the Māori Fisheries Trust) 2 days a week and consults to Kahui Legal. Horiana's professional career to date has focused on public law, environmental law and advising governors across a range of sectors on their legislative and regulatory responsibilities.

Horiana’s governance roles to date include current co-chair of Te Kōhanga Reo o Ngaio, past Trustee of Motu – Economic and Public Policy Research Trust, past Board member of Te Awe – Wellington Māori Business Network and past Board member of Te Hunga Roia Māori o Aotearoa – the Māori Law Society.

Maia Wikaira
Fulbright Scholar

Maia Wikaira (Ngāti Tūwharetoa, Ngāpuhi, Te Rarawa) recently returned to New Zealand from the United States, where she completed her LL.M. at Stanford University, followed by a legal fellowship in the Office of Tribal Attorney of the largest Native American tribe in California, the Yurok Tribe.

Maia's role with the Yurok Tribe involved engagement with federal and state governments in relation to a range of legal and policy issues, including natural resources and water rights, taxation, tribal gaming, economic development and child welfare.

Prior to commencing graduate study, Maia was an Associate at Kāhui Legal specialising in resource management and natural resource law, Treaty of Waitangi settlements and public law. Maia has appeared at Council Hearings and in the Māori Land Court, Environment Court, High Court and Court of Appeal of New Zealand.



Taria Tahana
Manager, Economic Wealth, Policy Partnership
Te Puni Kokiri

Taria has a background in business and Māori development. She is currently a Policy Manager, at Te Puni Kokiri responsible for leading Māori economic policy. Her portfolio covers Māori Land, Natural Resources, Māori Economy and International Trade. Key initiatives she is currently leading are: reform of Te Ture Whenua Māori legislation; co-lead of He Kai Kei Aku Ringa (HKAR) the Crown Māori Economic Development Strategy, ANZTEC Free Trade Agreement with Chinese Taipei and a Ministerial Hui Taumata during the World Indigenous Business Forum.

Prior to becoming a public servant, Taria was the General Manager of Te Pumautanga o Te Arawa, a post settlement governance entity. She also spent 14 years consulting in Māori development as Managing Director of Tahana Ltd and 11 years as a business executive for Fletcher Challenge and Ernst and Young (Canada). Taria has governance experience having previously held Ministerial appointments and iwi elected roles on: Environmental Protection Authority, Te Mangai Paho, Te Arawa Lakes Trust and Te Arawa Management Limited.

She has served on a number of government advisory groups: the Wairaikei Māori Economic Taskforce; Hui Taumata Economic Taskforce 2005; Women’s Affairs Māori Economic Reference Group and attended two United Nations Forums for the Advancement of Women in New York and Beijing. Taria has a Bachelor of Management (Honours) from Waikato University.



Taria is married to Tim Worrall and they have two boys Tiki (15) and Tanu (12). While she works in Wellington, she commutes weekly from Rotorua which enables her to maintain strong connections with her whanau, hapu and iwi and keep her children in a Te Arawa reo Māori immersion kura.

Hone McGregor

Delegate

Federation of Māori Authorities

"I love working with emerging leaders and people at all levels to add value and get the best out of them".

A wide professional life as CEO for 12 years and Board Director in private sector export services companies, interdisciplinary research entities, multilateral banks, government and not-for-profit volunteer sector boards, environmental and conservation sector and Māori-indigenous business enterprises.

With 30 years of professional international experience in development work (economic transformation, labour market, social and infrastructure development) as well as international and domestic commercial business roles, having worked as a Consultant/Project Director throughout the Pacific, Asia, South Asia, and the Middle East. I have a keen interest in working with volunteer organisations (former CEO of NZ's leading environmental NGO, Royal Forest and Bird Protection Society) and working alongside partners in developing economies, civil society, Māori indigenous groups and commercial entities.

I've a Master's in Education (Distinction) from Victoria University, and careers in Defence, Treasury (Reserve Debt Management Office), Castrol Oil, IndoSuez (Merchant Bank), Foreign Affairs and Trade, NZQA, UNEVOC, Wakatū Incorporation, Polytechnics International, Kono LLP, Forest and Bird Society, OLW National Science Challenge and Volunteer Service Abroad (VSA). I've also been a primary school teacher and private pilot (fixed-wing).



Guy Royal

Executive Director – Tuia Group

Ngāti Raukawa, Parehauraki, Ngāti Hine, Ngāpuhi

Guy has over 20 years of experience as a commercial corporate lawyer and has advised a large number of public and private sector organisations in New Zealand, Hong Kong, Vietnam and the United Kingdom. Guy practiced as a private equity lawyer and previously worked with CDC Capital plc in London UK specialising in equity and debt investments, joint venture arrangements and mergers and acquisitions. He also has experience advising government and public sector bodies on economic and regulatory issues. On his return to New Zealand Guy is one of the founding partners of Tuia Group a specialist advisory firm working in indigenous development. Tuia Group has advised a wide range of clients focussed on development issues domestically and overseas from Māori Land Trusts through to the Autonomous Government of Bougainville. He holds and has held a number of directorship roles, including KiwiRail (NZ's freight, passenger rail and InterIslander transport business), Toitu Te Waonui Forestry Fund, NZ Fast Forward Fund Limited and Crown Forestry Rental Trust. He has also been on the Film and Literature Review Board and involved with a number of technologically-focussed start-up businesses including ColabNZ – coworking space business.



Relevant areas of expertise:

- Commercial and corporate law.
- Best practice governance and management systems.
- Investments and joint ventures.

Peter Te Matakahere Douglas
Guest Speaker – Te Herenga Waka
Independent Facilitator

Peter Douglas has worked in government, including at the highest levels in the Department of Prime Minister and Cabinet, he has run a complicated organisation, Te Ohu Kaimoana Trustee Ltd for twelve years, which achieved outstanding results in areas where very few others could have.

He has held General Manager roles in the Department of Child Youth and Family, Senior Advisor in the Ministry of Social Development and began his working career as a Social Worker in the Department of Social Welfare. Has also held senior roles in Business Banking for Westpac Banking Corporation.

He has been an appointed member of the Capital and Coast District Health Board for three terms and two terms on the Hutt Valley District Health Board.

In 2015 he was appointed to the Expert Advisory Panel Inquiry into Modernising the Department of Child Youth and Family. His current roles include Facilitation work for the Minister of Treaty of Waitangi Negotiations; appointment to the Vulnerable Children’s Board charged with the establishment of the new Ministry for Vulnerable Children – Oranga Tamariki; chairing the Ruapuha Uekaha Hapu Trust which owns the Glow Worm Caves in Waitomo; and chairing the Board of Trustees at Hato Paora College. He was recently appointed as one of the negotiators to settle the Ngāti Maniapoto Treaty Claim with the Crown, after leading the mandating process in 2016.

He has a degree in Social Science from Waikato University (B.Soc.Sci 1986) and a Master’s degree in Public Administration from Harvard University (MPA 1994). He is married to Hera Douglas with two sons, Uekaha (24) and Kohu (20).



Madeleine Taylor
Consultant
People Skills Consulting Limited

Madeleine completed her social work degree at Massey University in 1979. She then worked for 6 years as a social worker (at Waikato Hospital and Psychiatric Unit at Wellington Hospital). Later working in local government where she worked with teams, managers and staff helping to manage difficult and stressful situations.

Madeleine began working in private practice part time in 1995. She contracts to both public and private organisations. Her work involves: facilitation, training, coaching and supervision in conflict.

Madeleine is a certified mediator, a member of the Resolution Institute, ANZASW member, registered social worker and Conflict Partnership NZ. Madeleine had been an associate at Conflict Management New Zealand until last year. She has now launched her new offer developing conflict competent organisations.



Madeleine has been married to Wayne for 29 years, they have three sons and one cat.

Aroha Armstrong
Group Manager Māori Economy
Callaghan Innovation

Aroha is of Te Arawa descent, and leads the Māori Economy Team in Callaghan Innovation that seeks to support existing and emerging Māori business to apply new technologies, and use research and development to create and commercialise new products and services.

Her role focuses on connecting Māori businesses with industry expertise, research and development providers, funding, business support for growth, and international opportunities. In 2016 Aroha was part of a team that took over 85 rangatahi Māori to Silicon Valley to inspire the next generation of entrepreneurs.

Aroha is a māmā of four, has a long and varied background in entrepreneurship, and is passionate about business and technology as a tool for Māori self-determination.

“If we as Māori are to thrive amid global change, we need to tap into the innovation in our blood, and get comfortable with technology as a problem solver, a future career, and a way to create positive social change”.



Professor Richard Furneaux
Director
Ferrier Research Institute

Professor Richard Furneaux describes his 40 years leading a team of expert carbohydrate chemists that now numbers 27, as a social experiment. “It’s based on the idea that people have different personalities and skills. Some want to be left alone to do science, while others have a real interest in the wider community. I encourage everyone to express their opinions—we discuss them and allow them to influence our leadership. We are constantly looking to be the best we can be.”

From his small, portable office, Furneaux Lodge, Richard makes himself available to the team and fosters the family feel that has become characteristic of its interactions. “When we work together, we become much more than the sum of the parts. Excellence is achieved not by competition but by playing to each other’s strengths. We are socialist inside and capitalist outside.”

Richard travels regularly, believing in developing personal connections with clients and collaborators. “Carbohydrates are our strong suit—we are experts in their chemistry and analysis—but we partner with people who can realise the social and economic benefits of our work. We need biologists for our drug discovery work, biotech companies to licence our IP and materials scientists for our industrial products.”

He also enjoys the academic challenge of learning about a client’s science, whether it is a surface coating, an unusual cancer or a new chemical process. “I need to understand their business and their problems to help find a chemistry solution. Industry often brings us off-the-wall enquiries, but we tackle them because we have the resources within the team and the confidence to take them on.”



With the backing of Victoria University, Richard wants the Ferrier to be a role model for how to get high quality New Zealand science out to the public. “Robin Ferrier himself was a pioneer in making carbohydrate chemistry mainstream. Our goal as a professional applied science team is to see our science and technology translated into everyday products and services in the international marketplace.”

Wayne Mulligan
Chief Executive Officer
FOMANA Capital

Wayne is a founding partner and the Chief Executive Officer of Fomana Capital Ltd. He holds a Master of Management from the University of Auckland, specialising in strategy, business modelling and systems thinking. He has managed entrepreneurial start-ups, as well as public and private enterprises. Wayne is a shareholder and Director on a number of bio-pharmacy, food ingredient, and commercial companies, and is involved in a number of Māori businesses.

Of note, in 2007, Wayne led the capital raise for Māori to secure 20% of the then new telecom company in New Zealand. Over the past five years he has raised capital for companies Fomana has invested in, and he has been involved in two New Zealand business delegations with the Prime Minister and senior Ministers on free trade missions (China and ASEAN), and New Zealand business delegations trips to China, Thailand, Indonesia, Malaysia and Singapore.

Wayne has been the guest speaker at the University of Auckland’s Business and Commerce Graduation ceremony, and in 2013, he was a guest speaker at the NZ-USA business council conference in Washington DC. He attended a Harvard Course in 2013. He took a three month sabbatical in East and Southern Africa in mid-2013 with his wife. From 2004-2007 Wayne was the lead author of four research reports on Māori in business.



Ata Te Kanawa
Senior Advisor Communications and Engagement
Ministry of Business Innovation and Enterprise

Ata was the Managing Director, Editor and Publisher of TU MAI magazine, established in 1999. She is also a co-founder of Miromoda, the Indigenous Māori Fashion Apparel Board. The Miromoda catwalk show is one of the highlights of NZ Fashion Week. Ata is an advocate for Toi Iho, the Māori trademark of authenticity and quality and a member of Nga Puna Waihangā: Māori Artists and Writers.



ANZ Bank

Gavin Fitzgerald, Corinne Hine (Commercial) **Rob Cruickshank** (Private Bank) and **Graeme McLellan** (Technology), ANZ Bank

Troy Newton
KPMG

Troy has over 30 years' experience with KPMG and leads the Wellington Deal Advisory team. Troy specialises in investment advisory and corporate advisory projects including valuation, mergers and acquisitions, financing and commercial due diligence work.



Rangi Ririnui
KPMG

Rangi has over seven years of experience in providing transaction and investment advice to clients across both the public and private sector. He returned from Melbourne earlier this year where he worked in the PwC Deals team. He now works with the different KPMG Deal Advisory teams across New Zealand and is based out of Tauranga.



Professor Rawinia Higgins
Deputy Vice Chancellor Māori, Victoria University of Wellington

Professor Rawinia Higgins (Ngāi Tūhoe) is Deputy Vice-Chancellor (Māori) at Victoria University. She is a widely acknowledged expert on the revitalisation of te reo Māori, has strong relationships with Māori communities and agencies and provides strategic advice that has influenced Māori policy development. Rawinia chaired the Māori Language Advisory Group for the Minister for Māori Development, which influenced and shaped the Māori Language (Te Reo Māori) Act 2016.

Rawinia has held many roles on boards, advisory groups and working parties during her career. She is currently Chair of Te Taura Whiri o te Reo Māori, Deputy Chair of the Tertiary Education Commission's Māori Knowledge and Development PBRF (Performance-Based Research Fund) panel, a member of Ngā Pae o Te Māramatanga Centre of Research Excellence, and a member of the Waitangi Tribunal. She is a former board member of Te Mangai Pāho and Te Mātāwai. In addition, Rawinia served on the governance boards of Te Kotahi a Tūhoe and the Tūhoe Fisheries Charitable Trust.



Stuart Taylor**Team Leader, Regional Growth Bay of Plenty**

Stuart Taylor moved from the UK to Aotearoa in 2006 and as have a variety of different roles across central government and supporting Ministers. Stuart has a degree in business and a track record for leading a number of complex work programmes involving central and local government, industry and iwi. Stuart is a leader of people and places a strong emphasis on collaboration, establishing good relationships and building a positive team environment. Some of the various initiatives Stuart has led include the clean up of Tui mine - NZ's worst contaminated mine in Te Aroha, the environmental recovery after the Rena - NZ's worst maritime environmental disaster, a collaborative 100 year programme with Gisborne District Council and Ngati Porou to restore the Waiapu catchment and more recently was the central government lead for Economic Development initiatives in the Bay of Plenty. Stuart has great insights of how government works, the role of committees, governance groups and approaches for engaging Ministers.



Paul Meredith**Office of the DVC (Māori) Victoria University of Wellington**

Paul (Ngāti Maniapoto, Pākehā) supports the activities of the Deputy Vice-Chancellor (Māori) at Victoria University. This includes, in particular, building strategic relationships with iwi and other Māori entities. He is also currently the Historian for the Maniapoto Treaty Settlement Negotiations Team.

Paul has taught in the Faculty of Law, the History Programme and the School of Māori Studies at Victoria as an adjunct lecturer. He was previously a Research Fellow at Te Mātāhauariki Institute, University of Waikato. He continues his research and publishing interests in the areas of Māori customary law, Māori identity and Māori history. He is a co-author of Te Mātāpunenga: A Compendium of References to the Concepts and Institutions of Māori Customary Law published by Victoria University Press.



Sulu Fiti**Community Outreach Manager, Mahuki – Innovation Hub****Te Papa**

Sulu is a born and bred Wellingtonian, who grew up in Island Bay. His parents immigrated to New Zealand from Samoa in the early 1960s. His father is from the village of Satalo, and his mother is from Apia. He has been the founder of two startups, most recently as part of the inaugural Kiwibank Fintech Accelerator in 2017, where his company endeavoured to make the process of sending money back to the Pacific Islands easier and more affordable. Sulu has a keen interest in the blockchain space, and studied software development at Enspiral Dev Academy in Wellington. He has also studied journalism at Wellington Polytechnic, and attended Wellington College.



Karakia

Opening Karakia

He hōnore, he korōria ki te Atua
He maungārongo ki te whenua
He whakaaro pai ki ngā tāngata katoa
Hangā e te Atua he ngākau hou
Ki roto, ki tēnā, ki tēnā o mātou
Whakatōngia to wairua tapu
Hei awhina, hei tohutohu i a mātou
Hei ako hoki i ngā mahi mō tēnei rā
Amine

Tukua te wairua kia rere ki ngā taumata
Hai ārahi i ā tātou mahi
Me tā tātou whai i ngā tikanga a rātou mā
Kia mau kia ita
Kia kore ai e ngaro
Kia pupuri
Kia whakamaui
Kia tina! TINA! Hui e! TĀIKI E!

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio, he huka, he hau hū
Tīhei mauri ora!

Closing Karakia

Kia tau ki a tātou katoa
Te atawhai o tō tātou Ariki, a Ihu Karaiti
Me te aroha o te Atua
Me te whiwhingatahitanga
Ki te wairua tapu
Ake, ake, ake
Amine

Karakia mō te kai

E te Atua
Whakapainga ēnei kai
Hei oranga mō ō mātou tinana
Whāngaia hoki ō mātou wairua ki te taro o te ora
Ko Ihu Karaiti tō mātou Ariki
Ake, ake, ake
Amine

Nau mai e ngā hua
O te wao, o te ngākina, o te wai tai, o te wai māori
Nā Tāne, nā Rongo, nā Tangaroa, nā Maru
Ko Ranginui e tū iho nei
Ko Papatūānuku e takoto ake nei
Tūturu whakamaui kia tina, tina!
Hui e! Tāiki e!