

Māori Trustee

POSITION DESCRIPTION	
Position	Māori Trustee
Position Purpose	<p>The Māori Trustee is a statutory corporation sole with perpetual succession. The purpose of the Māori Trustee is to act as a trustee or agent to protect and enhance the assets and interests of Māori clients and their resources.</p> <p>The role of the Māori Trustee is to provide fair, proper, and prudent administration and management of clients' assets within the principles and obligations of trusteeship and agency and in accordance with the Māori Trust Act 1953, Trustee Act 1956, Te Ture Whenua Māori Act 1993, and other applicable legislation.</p> <p>A key aim is to manage the adverse effects of fragmented and multiple ownership of Māori land.</p> <p>The Māori Trustee:</p> <ul style="list-style-type: none">• acts either as a trustee or agent for owners of Māori land;• collects and pays rent and other income to owners;• invests trust moneys;• keeps landowners informed about how their land is managed; and• regularly publishes an Unclaimed Moneys List.
Key External Relationships	<p><i>Clients</i></p> <p>The Māori Trustee acts as either a trustee or agent for clients (owners of Māori land). As at 31 March 2010, the Māori Trustee administered 128,456 client accounts.</p> <p><i>Government</i></p> <ul style="list-style-type: none">• Minister of Māori Affairs• Te Puni Kōkiri• Māori Land Court <p>The Māori Trustee also has links with the Ministry of Economic Development, New Zealand Trade and Enterprise, Ministry of Agriculture and Forestry, Ministry for the Environment and the Department of Conservation.</p>

	<p><i>Sector</i></p> <p>The Māori Trustee engages with a wide range of industry bodies in the agriculture, food, forestry, aquaculture, land development and other related sectors, and with local authorities and regional councils.</p> <p><i>Communities and the Public</i></p> <p>The Māori Trustee engages with Māori communities, rural communities, non-government organisations, and the private sector.</p>
<p>PERFORMANCE PROFILE</p>	
<p>Key Responsibilities and Accountabilities</p>	<p>The appointment of the Māori Trustee is a statutory appointment made by the Minister of Māori Affairs. Because the Māori Trustee is a statutory officer, the Māori Trustee must at all times observe the Standards of Integrity and Conduct for the State Services.</p> <p>The Māori Trustee organisation receives an annual appropriation from the Crown and produces outputs as agreed in a funding agreement between the Māori Trustee and the Minister of Māori Affairs.</p> <p>The Māori Trustee organisation is not a Crown Entity, but is a statutory corporation sole listed on the fourth schedule to the Public Finance Act 1989. The Māori Trustee must produce an annual report and statement of service performance. The timeframes for reporting set out in the Crown Entities Act 2004 apply.</p> <p>The Māori Trustee is required to comply with the legal obligations under the Māori Trustee Act 1953, the Trustee Act 1956, Te Ture Whenua Māori Act 1993 and all other applicable legal and legislative obligations.</p>
	<p>The Māori Trustee organisation became a stand alone entity separate from Te Puni Kōkiri on 1 July 2009, and has been in a period of transition during its first two years of operation as a standalone entity.</p> <p>The role of the Māori Trustee will be to lead the Māori Trustee organisation through the next stage of development and to implement the strategic plan. The current strategic plan includes the following three strategies:</p> <ul style="list-style-type: none"> • Connect to people – raising the visibility of the Māori Trustee; • Capitalise the land – getting the greatest return from clients' land; and • Grow assets – assisting Māori to set up and benefit from

	<p>sustainable commercial ventures.</p> <p>A review of the requirements for the property management system, client database, financial and tax systems and IT infrastructure has recently been completed. The Māori Trustee will be responsible for implementing new systems and processes as required resulting from these reviews.</p>
<p>PERSONAL PROFILE</p>	
<p>Key Competencies</p>	
<p><i>Trusteeship</i></p>	<ul style="list-style-type: none"> • Knowledge and experience of the obligations of a trustee and the underlying principles of trusteeship. • Familiarity with various legislation affecting Māori Land and its application to the Māori Trustee.
<p><i>Strategic Leadership</i></p>	<ul style="list-style-type: none"> • A strong grasp of key trends and issues facing the organisation and the ability to develop long range strategies and plans. • A demonstrable understanding of the “big picture” and where the Māori Trustee organisation fits in relation to the state sector and the private sector. • The ability to take a proactive approach to problem resolution and to demonstrate an ability to handle risk and uncertainty. • Able to create a compelling vision for the organisation and inspire others to support that vision.
<p><i>Managerial Expertise</i></p>	<ul style="list-style-type: none"> • Experience working at a senior management / leadership level, acting as a manager to managers and juggling competing resource demands. • Experience overseeing multiple projects aimed at business improvement. • Proven ability to engage and influence at the highest level. • The ability to create a strong senior management team and work with them to create a positive organisational culture focused on continuous improvement in quality, and to drive success throughout the organisation.
<p><i>Honour and Integrity</i></p>	<ul style="list-style-type: none"> • Able to at all times observe the principles and obligations of trusteeship. • Able to at all times observe the Standards of Integrity and Conduct for the State Services. • Able to deliver on promises and be direct and truthful in dealings with others.

	<ul style="list-style-type: none"> • Proven ability to keep confidence and be widely trusted.
<i>Māori Perspective</i>	<ul style="list-style-type: none"> • Have an extensive understanding of Māori values and knowledge including the history, traditions and stories on which they are based. • Have knowledge of Te Reo Māori. • Lead the organisation in its understanding of and respect for Tikanga. • Encourage and inspire the organisation to apply Māori concepts and frameworks to their work. • Have extensive and influential networks throughout Māoridom. • Are recognised in Māoridom as someone with mana and authority. • Have an in-depth understanding of the Treaty of Waitangi in both its historical and contemporary context.
<i>Business Understanding</i>	<ul style="list-style-type: none"> • Business acumen, ideally with a mix of state sector and private sector experience. • Understand the special character of Māori assets as taonga tuku iho. • Understand the issues around the fragmentation of land and the challenges of multiple-ownership. • Develop organisation strategies and business objectives. • Have a detailed understanding of the organisation's structure, the purpose of each group and how each contributes to the whole organisation. • Understand state sector and private sector inter-relationships. • Understand the nuances of the political environment and consider them in decision making. • Use a detailed understanding of the nature of all stakeholders to inform the organisation's strategy.
<i>Relationship Management</i>	<ul style="list-style-type: none"> • Adhere to concepts such as whanaungatanga, whakapapa and manaakitanga when dealing with people. • Foster an environment where people work together with ease and understanding. • Focus on the organisation working as a team rather than separate business units. • Champion initiatives that achieve a positive outcome for stakeholders. • Proactively build positive working relationships with people at all levels within the public sector, private sector and Māoridom, with the intent of furthering the organisations' strategy.

	<ul style="list-style-type: none"> • Ensure all stakeholders have their say and information is considered before decisions are made. • Approach tense or difficult situations with the objective of reaching win-win solutions.
<i>Communicating Effectively</i>	<ul style="list-style-type: none"> • Are adept at using Te Reo Māori in your work and communicate with Māori audiences adhering to tikanga and kawa. • Strategise the presentation of verbal and written information and deliver to the highest level of audience with clarity and confidence. • Are highly persuasive in situations where strong opposition or potential conflict exists. • Vary your communication style and draw upon examples or illustrations relevant to the audience. • Deliver unpopular information with diplomacy and tact. • Are aware of all nuances in written and verbal information delivered by others. • Use a consultative approach to decision making.

MĀORI TRUSTEE ORGANISATIONAL PROFILE

Functions	<p>The Māori Trustee receives Crown funding appropriated for the Māori Trustee’s trustee duties, land management, and other statutory functions.</p> <p>A funding agreement between the Māori Trustee and the Minister of Māori Affairs sets out the purposes for which the Māori Trustee can use the Crown appropriation.</p> <p>The Māori Trustee is also required to carry out functions, and comply with the legal obligations, under a number of other pieces of legislation listed below.</p>
Legislation	<p>The legal authorities of the Māori Trustee are contained within a number of pieces of legislation including:</p> <ul style="list-style-type: none"> • Māori Trustee Act 1953 • Māori Trustee Regulations 2009 • Trustee Act 1956 • Māori Vested Lands Administration Act 1954 • Māori Reserved Land Act 1955 • Māori Soldiers’ Trust Act 1957 • Māori Affairs Restructuring Act 1989

	<ul style="list-style-type: none"> • Ministry of Māori Development Act 1991 • Te Ture Whenua Māori Act 1993 • Māori Reserved Land Amendment Act 1998
Organisational Structure	The Māori Trustee is a statutory corporation sole with perpetual succession, listed on the fourth schedule to the Public Finance Act 1989.
Dimensions	<p>The following is a snapshot of Māori Trustee business as at 31 March 2010 (Māori Trustee Annual Report 2010):</p> <ul style="list-style-type: none"> • Hectares under management: 105,000 (estimated) • Properties under management: 2,046 • Ownership interests in properties: 194,086 • Client accounts: 128,456 • Client funds under management: \$66.0 million • Corporate funds under management: \$70.0 million • Staff: 70 • Located in: Whangarei, Hamilton, Gisborne, Rotorua, Whanganui and Wellington.
Appropriation: Vote Māori Trustee	<p>The Minister of Māori Affairs is responsible for appropriations in Vote Māori Trustee for the 2011/12 financial year covering the following:</p> <ul style="list-style-type: none"> • \$10.35 million in operating services • \$0.30 million in capital