

# Whakatupu

The next generation

*Te Rūnanga-ā-iwi o Ngāpuhi*  
Annual Report 2014



# HAKATAUKI

This hakatauki depicts the sacred house of Ngāpuhi. Papatuānuku (earth mother) is the foundation, Ranginui (sky father) is the over arching tuanui (roof) with the sacred mountains being the poupou (pillars). The boundaries are within the area covered by these sacred maunga (mountains) of Ngāpuhi. This must not be confused with the boundary of Ngāpuhi-Nui-Tonu which is contained in the hakatauki – te whare o Ngāpuhi, Tāmaki Makaurau ki te Rerenga Wairua.

*He mea hanga tōku whare, ko Papatuānuku te paparahi.*

*Ko ngā maunga ngā poupou, ko Ranginui e titiro iho nei, te tuanui.*

*Pūhanga-tohora titiro ki Te Ramaroa e whakakurupaeake ra i te Hauāuru.*

*Te Ramaroa titiro ki Whiria, te Paiaka o te riri, te kawa o Rāhiri.*

*Whiria titiro ki Panguru, ki Papata, ki te rākau tū papata ki te tai Hauāuru;*

*Panguru, Papata titiro ki Maungataniwha.*

*Maungataniwha titiro ki Tokerau.*

*Tokerau titiro ki Rākaumangamanga.*

*Rākaumangamanga titiro ki Manaia, e tu kohatu mai ra i te akau.*

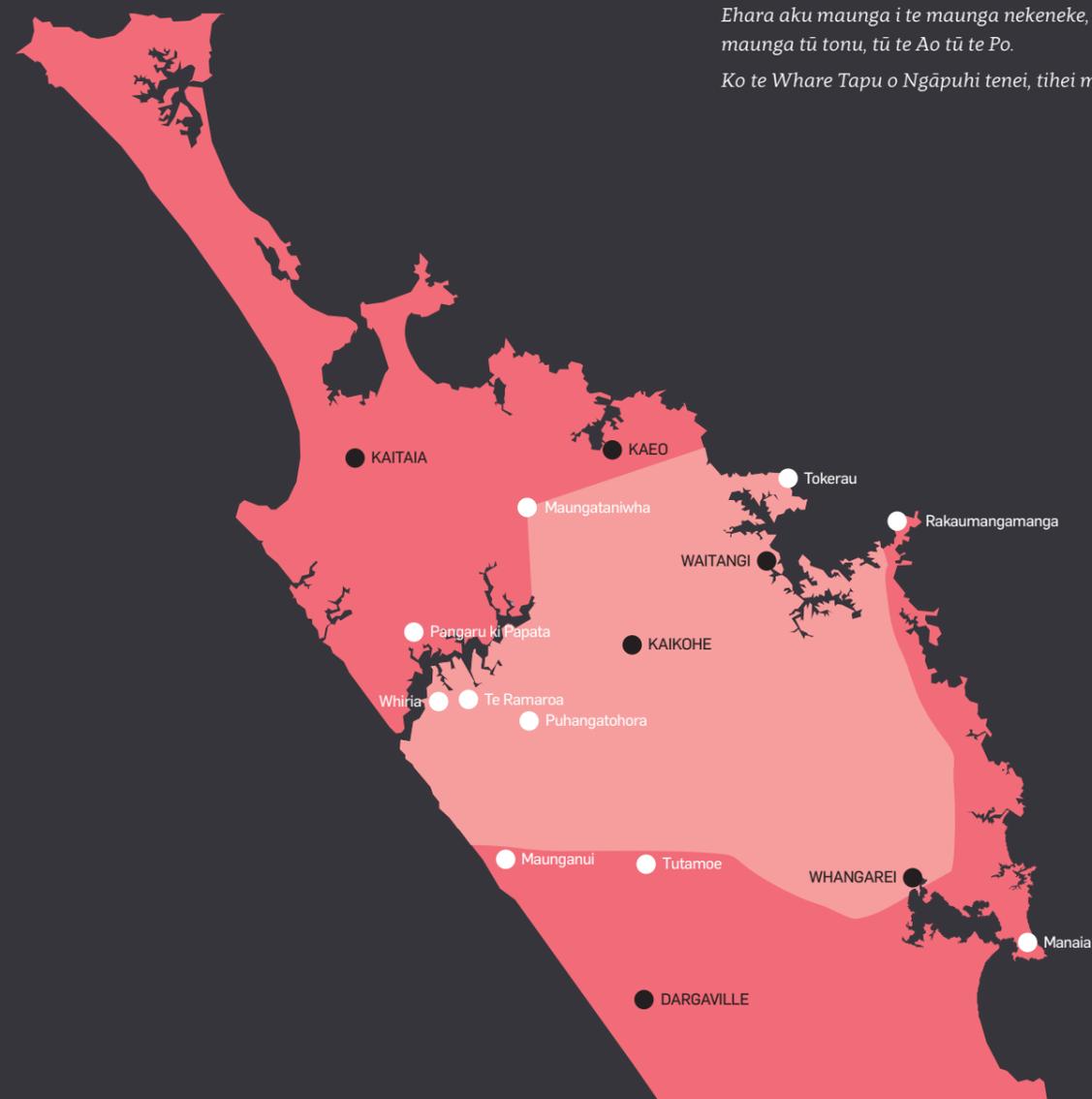
*Manaia titiro ki Tutamoe.*

*Tutamoe titiro ki Maunganui.*

*Maunganui titiro ki Pūhanga-tohora.*

*Ehara aku maunga i te maunga nekeneke, he maunga tū tonu, tū te Ao tū te Po.*

*Ko te Whare Tapu o Ngāpuhi tenei, tihei mauri ora.*



# OUR VISION

**Kia tū tika ai te whare tapu o Ngāpuhi**

That the sacred house of Ngāpuhi

**STANDS FIRM**



# OUR MISSION

Mā te Rūnanga e arahi atu  
i te wairuatanga,  
i te pāporitanga,

i te tikanga me te tupu whai hua mō Ngāpuhi,  
kia hua ai ki te katoa o Ngāpuhi te mana motuhake me te ora tonu

To lead the spiritual, social,  
cultural, environmental,  
and economic growth of Ngāpuhi

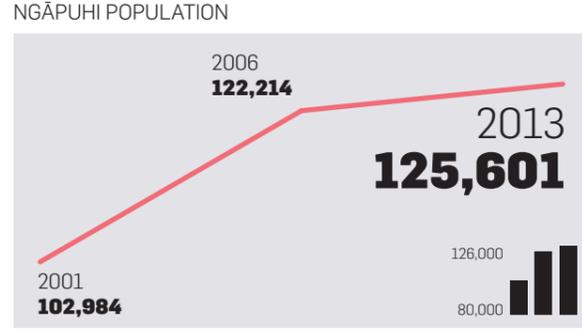
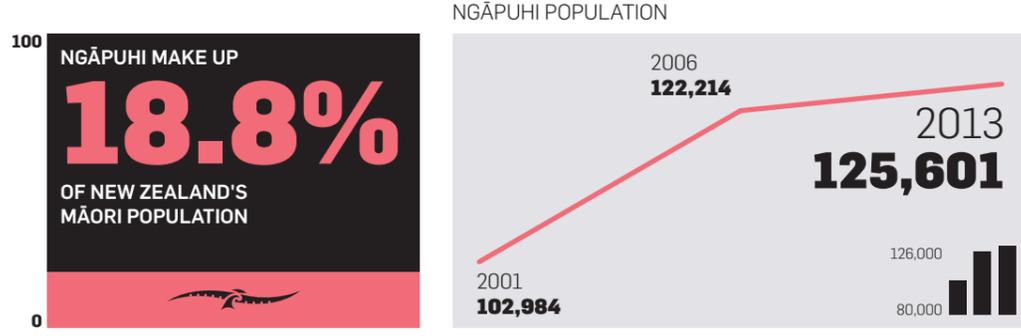
by ensuring the self determination and on-going sustainability

## OF OUR PEOPLE

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NGĀPUHI AT A GLANCE\*



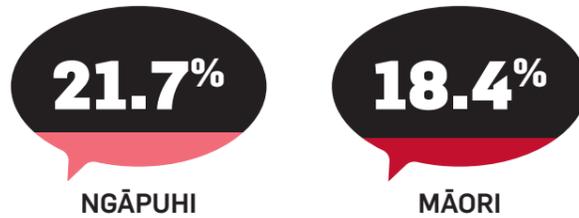
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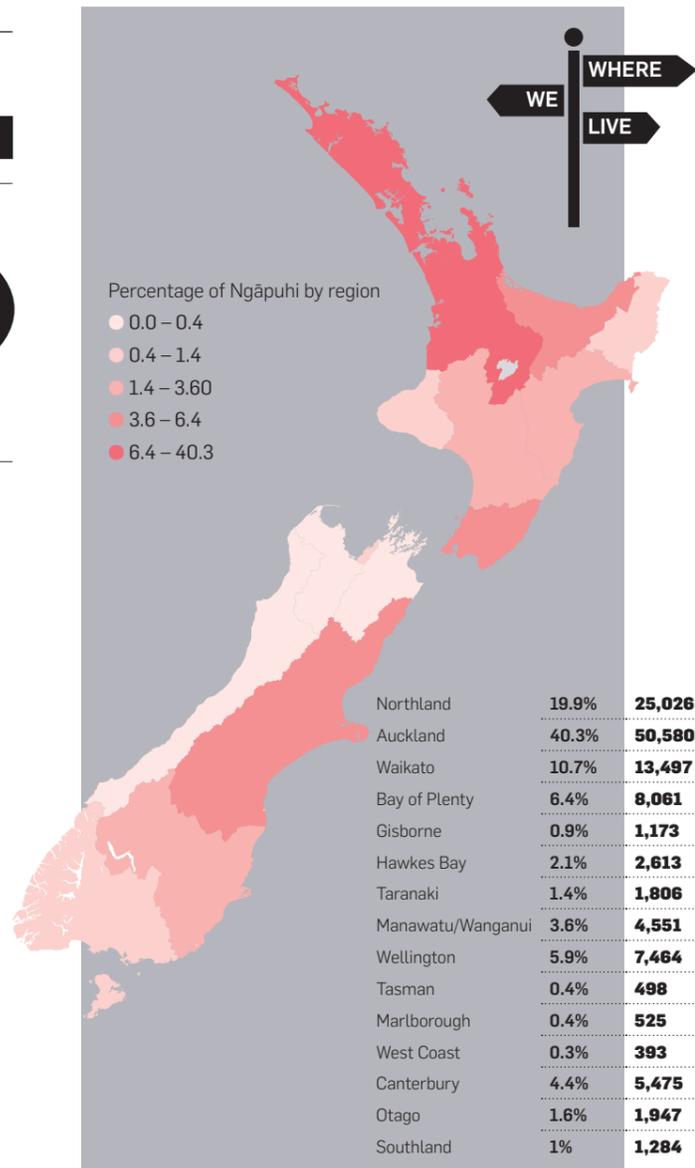
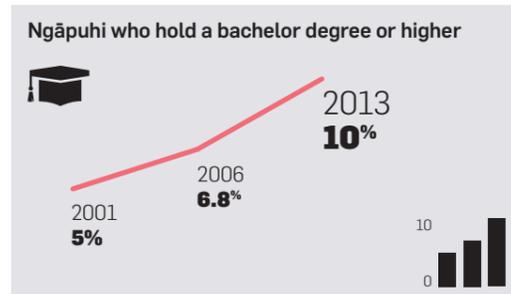
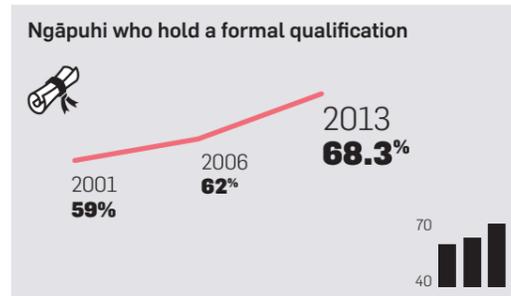
MEDIAN AGE



ABLE TO HOLD A CONVERSATION IN TE REO MĀORI



EDUCATION



PROFILE

# TE RŪNANGA-Ā-IWI O NGĀPUHI

*Kia tū tika ai te whare tapu o Ngāpuhi  
That the sacred house of Ngāpuhi stands firm*

Kaikohe based Te Rūnanga-ā-iwi o Ngāpuhi works on behalf of all Ngāpuhi to promote the interests and aspirations of our people, no matter where we live.

Its role is to lead the cultural, social and economic growth of Ngāpuhi, which the 2013 Census shows is by far Aotearoa's largest iwi, with 125,600 proudly affiliating.

The Rūnanga reaches across te whare tapu o Ngāpuhi, strengthening our hapū and our marae. We provide scholarships, discretionary and sponsorship funding, as well as financial and other support for hapū development.

The Rūnanga connects and informs Ngāpuhi, whether we live at home, Auckland, elsewhere in Aotearoa, Australia or scattered throughout the world.

We do this through our website and other communications vehicles, including the biennial Ngāpuhi Festival at Kaikohe, a celebration of all facets of Ngāpuhitanga, this year enjoyed by 45 000 from throughout the motu, and beyond.

Rūnanga subsidiary Ngāpuhi Iwi Social Services - one of Aotearoa's largest iwi social services providers - touches and improves the lives of many hundreds of Ngāpuhi whānau and tamariki. Its programmes and skilled workers support the social upliftment of our communities.

*The Rūnanga, as the mandated iwi organisation, takes a leadership role in ensuring Ngāpuhi are heard and have influence in every facet of the nation's life*

The Rūnanga, as the mandated iwi organisation, takes a leadership role in ensuring Ngāpuhi are heard and have influence in every facet of the nation's life.

From the review of the Te Ture Whenua Māori Act, Whānau Ora, resource management, Māori water rights, climate change and Northland economic development ... the Rūnanga proudly represents the interests of Ngāpuhi at these and many other fora.

Education and Ngāpuhitanga have been identified as a Rūnanga cornerstone, as we strive towards rangatiratanga.

The Rūnanga will continue to advance the important work of improving the educational outcomes of our tai tamariki and strengthening our taumata.

Charged with protecting and growing our core assets - including our fisheries interests - is Rūnanga subsidiary Ngāpuhi Asset Holdings Company, which provides the essential revenue streams the Rūnanga needs to deliver programmes to Ngāpuhi.

The most significant development in our modern history, the settlement of our Te Tiriti o Waitangi grievances against the Crown, is now well advanced.

The Rūnanga has taken a leadership role in this journey, under-writing Te Rōpū o Tūhoronuku, the entity Ngāpuhi have mandated to negotiate a settlement with the Crown.

With the negotiation process beginning in early 2015, a new era will dawn for the Rūnanga, with advancement for our people and Ngāpuhi becoming a key influencer and powerful economic player in the future of Aotearoa.

<b>81,138</b>	Ngāpuhi of working age (16 and older)
<b>66.6%</b>	are employed
<b>17.4%</b>	are unemployed (average for New Zealand is 7.1%)
<b>\$21,700</b>	is the average income for Ngāpuhi (the average for New Zealand is \$28,500)
<b>26.6%</b>	own or partly own the homes they live in
<b>55.5%</b>	in rental accommodation
<b>67.5%</b>	have internet access
<b>3.3%</b>	no access to tele-communications systems

\*Census 2013 - statistics provided for Te Rūnanga-ā-iwi o Ngāpuhi by Statistics New Zealand

Kaua e wareware ko  
Queenie Erueti

wai koe, kia ake  
ko te Whakapapa.

“Ki te kore tōu  
kaupapa e hanga  
pū ki runga i te  
tūāpapa matua,  
ka horo tōu whare.”

**Te Rerekohu  
Tuterangiwhiu**

NGĀTI HINE, NGĀTI RANGI,  
NGĀI TAWAKE

2014 Scholarship Recipient

*If your foundation isn't set  
on solid ground, then your  
house will always crumble.*



# CHAIRMAN'S REPORT

## *E te iwi o Ngāpuhi, tena koutou katoa*

*Nga mihi tuatahi ki te hunga kua riro i te ringa kaha o Aitua, i a Hauwhakararua, i te toki a Whiro – i te tau kua pahure atu nei, ka tangi, ka mihi, ka tukuna i a koutou ki nga ana matao a o koutou Matua, Tupuna ki ko, ki ko, ki ko. Kua riro hoki koutou i te ha kore, i te kiri matao, no reira e te kahui mate, haere, haere, haere atu. Koutou te hunga wairua ki a koutou, ko matou nga mahuetanga iho, e tangi tonu nei, e mokemoke tonu nei mo koutou – Mauri Ora.*

*Ka mihi nui atu ki a koutou nga kaitiaki o nga whānau, hapū o te rohe potae o Ngāpuhi e kiia nei, Tamaki Makaurau ki te Rerenga Wairua. E nga Matua, nga Tupuna e tautoko kaha ana i nga mahi a Te Rūnanga-ā-iwi o Ngāpuhi, tena koutou katoa.*

**A**s Chairman of this Board and on behalf of all Trustees, I am again pleased to report to this Annual General Meeting of Te Rūnanga-ā-iwi o Ngāpuhi (the Rūnanga) on its governance activities for the period 1 July 2013 to 30 June 2014. This is my fourteenth consecutive annual report as the Chairman of our Rūnanga, and I take this responsibility very seriously. I am immensely proud of the achievements of this Board over that time.

The period under review was a year of good progress on many fronts, particularly the Crown recognising the Deed of Mandate secured by Te Rōpū o Tūhoronuku (now the Tūhoronuku Independent Mandated Authority) on behalf of all Ngāpuhi. This is despite vociferous opposition from a few who attempted to delay, and in some cases, derail the settlement of Ngāpuhi's historical Te Tiriti o Waitangi claims.

However, this year also unveiled some very difficult financial challenges for the Rūnanga group. Although returns from our investment in the fishing industry were higher than expected, no dividend was paid out by Aotearoa Fisheries Limited (AFL). In comparison, AFL paid out \$1.1 million to Ngāpuhi in the previous financial year.

I am, however, very pleased to report that the strength and stability of Te Rūnanga-ā-iwi o Ngāpuhi in all aspects of its mahi continues to grow and in some areas, exceed expectation.

## THE BOARD

Many challenges presented themselves over the past year and I am privileged to work with a Board of committed and capable fellow Trustees who are united in our push to achieving the best possible results for Ngāpuhi. Business has flourished and moved forward in this reporting year, whilst building on strategic planks established last year. This is critical to reducing operational costs and steadily working towards a new Ngāpuhi topography, shaped through the settlement of Ngāpuhi's Te Tiriti o Waitangi grievances against the Crown.



**Raniera T (Sonny) Tau**  
Chairman

*I am privileged to work with a Board of committed and capable fellow Trustees who are united in our push to achieving the best possible results for Ngāpuhi.*

The pace of work this year has barely let up. We stayed focused on what our obligations to Ngāpuhi were, including, completing a mammoth effort –started over six years ago – to continue supporting Ngāpuhi through the settlement negotiations process. I am proud to have chaired this Board at a time when the Rūnanga did so much

to support Ngāpuhi in commencing direct negotiations with the Crown. To have folded up our tent half way through this journey, as some demanded, would have been to abandon our responsibilities as the Ngāpuhi iwi authority.

Our focus is now on further developing the six strategic goals approved last year and playing our role as a major contributor to the economic strength of Ngāpuhi. The management of operational day-to-day affairs of the Rūnanga is the responsibility of the Chief Executive Officer (CEO) and his senior executive team, whose performance in achieving the strategic and operational objectives are regularly reported on, monitored and assessed by the Board.

During early 2014 George Riley resigned as Rūnanga CEO. In his place the Board appointed Allen Wihongi, who has been with the Rūnanga in senior executive positions for more than ten years. We welcome Allen's

appointment and have been well satisfied with his leadership at the top thus far. We thank George for his contribution to Ngāpuhi and we wish him every success in his new endeavors.

## TRUSTEE ELECTIONS

As per our Trust Deed, Te Rūnanga-ā-iwi o Ngāpuhi is governed by a Board of ten Trustees who are elected for a three-year term, determined by adult iwi members registered with the Rūnanga. To maintain stability and knowledge retention, this election process is undertaken on a rotational basis with three Takiwa having elections each year, with four in every third year.

The Board is elected to provide governance, direction and control of Rūnanga activities and assets. We also exercise a leadership role on behalf of Ngāpuhi with both local and central Government, and continue to demonstrate the organisation's commitment to Ngāpuhi. Our continuing efforts to provide quality reporting to our members and stakeholders can only add credibility to the Rūnanga and Ngāpuhi.

This year's rotational elections included:

1. *Te Takiwa o Ngati Hine*
2. *Te Ropu Takiwa o Mangakahia*
3. *Te Rūnanga o Taumarere ki Rakaumangamanga*
4. *Te Takiwa o Ngāpuhi ki Whangarei*

The results of these elections are as follows:

- i. *Te Ropu Takiwa o Mangakahia:*
  - Carol Dodd - Trustee
  - Vivienne Bristowe - Chairperson
  - Lysigna Taini Mihaka - Secretary
  - Rosa Moon - Treasurer

### ii. *Te Rūnanga o Taumarere ki Rakaumangamanga:*

- Lorraine Young - Trustee
- Lorraine Young - Treasurer
- Diane Tito-Saliva - Secretary

### iii. *Te Takiwa o Ngāpuhi ki Whangarei:*

- Mike Kake - Trustee
- Puti Tipene - Treasurer
- Wati Cooper - Chairperson

We welcome back Carol Dodd from Mangakahia, as well as Mike Kake from Whangarei, for another three-year term. We also welcome aboard Lorraine Young who has been filling in as proxy Trustee for Te Rūnanga o Taumarere ki Rakaumangamanga as their Trustee Joe Bristowe recovers in hospital. I take this opportunity to thank Joe for his twelve years' service as their Trustee. Joe has been an architect and stalwart of the direction that the Rūnanga has travelled over many years. We are grateful for his contribution to Ngāpuhi and wish him a rapid recovery.

We also welcome aboard all current and newly elected Takiwa executive committees and thank them all for being staunch advocates of our Takiwa system.

It is our understanding that Te Takiwa o Ngati Hine has again elected to remain outside of Te Rūnanga-ā-iwi o Ngāpuhi; however, we continue to service their hapū, individuals and marae.

## COMMUNICATING WITH OUR PEOPLE

Communication is our main strategic plank and we are committed to ensuring that our members and Ngāpuhi are well informed of all major issues and developments affecting Ngāpuhi and the Rūnanga. We are constantly seeking to improve our engagement with Ngāpuhi katoa and are frequently reviewing our communications processes. As part of ongoing efforts to strengthen these links, we are currently in the process of reviewing our

total operations systems and infrastructure to ensure they are fit for purpose. In this demanding, ever changing and unpredictable environment, the worth of sound operational systems and infrastructure enables us to provide an invaluable contribution in delivering benefits to Ngāpuhi.

## CORPORATE RESPONSIBILITY

How we operate is a critically important part of what we do and the businesses we manage. Our approach to corporate responsibility is now embedded in our business culture. It influences our governance, our approach to our environmental performance and how we interact with stakeholders and communities we work alongside.

While we need certainty in our equity base to invest in operations that can add value to Ngāpuhi, we are mindful that we continue to operate in a volatile economic environment, more so than existed in previous years. With our country being tethered to a global free market society, the economic situation this creates contributes largely to our position and is out of our control. It would be unwise to suggest that the economic downturn is behind us. We expect conditions to remain unsettled into the next year, thereby requiring us to look for new ways to improve our operations and governance efficiency, while being cautious with our investments.

## NGĀPUHI FESTIVAL 2014

I guess the biggest highlight for Te Rūnanga-ā-iwi o Ngāpuhi this year was Ngāpuhi Festival 2014, easily the largest and most successful of all our festivals, on many fronts. Over 46,000 people from all corners of Aotearoa and the world were in attendance to be part of this momentous occasion.

The largest ever indigenous arts exhibition was held, involving 50 indigenous artists from the four corners of the Ao. The acclaimed Toi Ngāpuhi Arts Exhibition – held over a five day period in the festival week – attracted over 25,000 people through the doors. Simply outstanding!

*The biggest highlight for Te Rūnanga-ā-iwi o Ngāpuhi this year was Ngāpuhi Festival 2014, easily the largest and most successful of all our festivals*

One hundred and sixty stalls were erected with a mix of local and regional products and services available. But even more important was the large proportion of stalls allocated to marae and hapū who were able to use this event to fund-raise

substantial amounts that will directly contribute to their revitalisation.

We look forward to the next Ngāpuhi Festival, in 2016.

## WITHDRAWAL BY TE RŪNANGA O NGATI HINE

As reported last year, the original issue of withdrawing is still to be heard by the Māori Land Court.

At the time of writing this report, no further progress has been made. Our position remains very clear – Te Rūnanga-ā-iwi o Ngāpuhi has a responsibility to Ngāpuhi to ensure that:

- *The interests of Ngāpuhi katoa are paramount*
- *Te Rūnanga-ā-iwi o Ngāpuhi has a responsibility to manage Ngāpuhi's assets prudently*
- *Te Rūnanga-ā-iwi o Ngāpuhi must be mindful of what impact Ngati Hine's withdrawal would have on Ngāpuhi katoa.*

In saying that, we do not wish to impede Ngati Hine from arriving at a destination of their choosing and will help facilitate a process to that end. We are prevented, however, from going any further at this point, as Ngati Hine has stated in writing that they are 46.6% of the Ngāpuhi population and expect that level of resources currently managed by the Rūnanga. We vigorously dispute that figure, and this is why we are stalled at this time.

## POLITICAL AND CULTURAL LEADERSHIP

As the Rūnanga Board, we continue to demonstrate our ability to make sound political decisions, with the authority and capacity to make these decisions work for our iwi.

I want to reiterate my comments from last year's report:

*'As a Board, we carry a great deal of responsibility and authority when making decisions we consider are in the best interests of Ngāpuhi. Te Rūnanga-ā-iwi o Ngāpuhi has no authority to make decisions that only promote the interests of individual whānau or hapū. This 'cultural contract' within Ngāpuhi holds Te Rūnanga-ā-iwi o Ngāpuhi to a high standard: easily lost at the first sign of corruption or pettiness.'*

An example of this 'cultural contract' is the continual discussions regarding energy sources, minerals and mining being led nationally by Ngāpuhi.

Energy sources (water, gas, petroleum and minerals) continue to be a major discussion point in the North. On the matter of petroleum exploration in Ngāpuhi-nui-tonu, the Rūnanga has a policy that says we will support the position of hapū on the matter of natural resource utilisation in their respective rohe.

Notwithstanding that policy, we have a responsibility to all Ngāpuhi and must explore all options and be informed to ensure agreeing or disagreeing is in the best interests of Ngāpuhi - environmentally, economically and commercially. In this instance, the example that comes to mind is the growing debate over access to water, water quality and how we might best manage competing demands.

## NATIONAL IWI CHAIRS FORUM

The Iwi Chairs Forum continues to be a growing political force for Māori issues, being addressed at Government and Ministerial level. It is important that we understand the makeup and operations of this forum. The Iwi Chairs Forum has a membership of recognised iwi Chairs who have been democratically

*I remain firm in my opinion that the Iwi Chairs Forum serves iwi and Ngāpuhi well and the Rūnanga will continue being a member to ensure Ngāpuhi are fully conversant with what is going on nationally, and indeed, internationally*

elected by their respective iwi. It is the decision of each individual iwi to determine whether or not to register as a participating iwi, or indeed if they pay the small subscription fee.

As stated above, this forum is for chairpersons of iwi across the country who meet in congress quarterly to discuss advancing issues current and relevant to iwi katoa, puta noa i tenei whenua. Some hapū and Māori organisations have tried to vary that membership,

only to be told to come through their iwi if they wish to have an issue put on the table. Disputes or differences are to be dealt with at 'home' not at the iwi forum. To that end, Te Kahu o Taonui (current Ngāpuhi-nui-tonu iwi Chairs) - by majority vote - wrote to the Iwi Chairs Forum, informing them that any hapū in our respective rohe desiring to become an iwi, must first consult and get the clearance from their parent iwi. Each Te Kahu o Taonui iwi has pledged to support whatever the affected iwi position is.

I remain firm in my opinion that this forum serves iwi and Ngāpuhi well and the Rūnanga will continue being a member to ensure Ngāpuhi are fully conversant with what is going on nationally, and indeed, internationally.

## WHĀNAU ORA

Another concept being led by the Iwi Chairs Forum is perhaps the biggest shakeup that has happened to the social services and health delivery sectors that this country has ever seen. Last year I advised that this is one of the biggest social and economic drivers in Aotearoa for Māori (and all New Zealanders) since the Hunn Report was released in 1961, confirming assimilation by official government policy. Nothing in the past year has made me change my mind.

The Rūnanga continues to take a key leadership role in this kaupapa as we advance the establishment of three commissioning agencies and an over-arching governance structure. The concept has been to Cabinet and received its signoff.

The three commissioning agencies established across the motu are:

- Te Pou Matakana (North Island)
- Te Putahitanga o Te Waipounamu (South Island)
- Pasifika Futures (Pacific Island).

As I write this report, it is envisaged that Whānau Ora will be overseen by a yet-to-be established partnership group comprising six iwi Chair appointments and six Ministers of the Crown. The Iwi Chairs Forum considers it appropriate to have a mixture of iwi Chairs and appointed people who have commensurate skills to take us forward. For the avoidance of doubt, we are not seeking nominations nor are we suggesting representation be geographically centric, but rather the best people for these positions be invited to sit on this group.

## TE TURE WHENUA MĀORI ACT 1993 REVIEW

Another important piece of work being carried out at this time is the review of Te Ture Whenua Māori Act 1993 and the development of new legislation, the later part being led by the Iwi Chairs Forum.

This Act was last reviewed before 1993 and took ten years to complete. This latest review is a very important matter affecting Māori land retention and utilisation. The Crown and Māori are collaborating to review the Act to make things easier for Māori to develop their land and better organise their whenua affairs, whilst reducing Māori Land Court powers of interference.

*Benefits would include an additional \$8 billion in gross output into our New Zealand economy*

Research from the Ministry for Primary Industries in 2013 estimates that if 960,000 hectares of under-utilised Māori land was brought up to average industry productivity benchmarks, benefits would include an additional \$8 billion in gross output into our New Zealand economy. To generate this level of land utilisation, there needs to be serious investment

injected into these proposed changes. It is one thing to review the law governing Māori land and come up with these concepts but a totally different picture emerges when it comes to bringing these moemoea to fruition. Therefore resourcing of these expected policy changes is critical to this initiative succeeding.

Against this background, a review panel was established in 2012 to review the Te Ture Whenua Māori Act. They had a number of tasks and their work concluded in July 2013. After reviewing all research and undertaking consultation, a final report was provided to Ministers. It is from this report that the Iwi Chairs Forum was offered a chance to assist develop the proposed new legislation along with a Crown team of officials. Nineteen regional hui were held across the motu with the Ngāpuhi hui taking place at Kohewhata Marae in Kaikohe. This was a great opportunity for our iwi to get first hand information and have input into the new Ture Whenua Māori Act and how we as hapū and iwi might benefit.

This process continues and when a final report is produced we will ensure that consultation with Ngāpuhi is undertaken before the new legislation is introduced to Parliament. As I write this report, it is unclear

who will be in the new Government after the September general elections, but we remain hopeful that regardless of who it is, they will take this kaupapa to the next level.

### TŪHORONUKU INDEPENDENT MANDATED AUTHORITY

It goes without saying that the Crown's recognition of the Deed of Mandate Ngāpuhi bestowed on Tūhoronuku in 2011 is indeed an historic achievement. A great deal of publicity, some negative, has been generated about this mandate. Some criticism has been aimed at the Rūnanga, some at individuals and indeed some at the very concept of Ngāpuhi settling historical Crown breaches against Te Tiriti o Waitangi.

The Rūnanga has played a major role in enabling this process to commence and move forward. We are proud of the achievements of Tūhoronuku and wish to acknowledge those who participated. Whether they agreed with this kaupapa or not, the most important point was that they were informed and the opportunity was provided for them to participate.

As Ngāpuhi are aware, Te Rōpū o Tūhoronuku has severed all ties with the Rūnanga and has become an authority in its own right. The entity is now known as Tūhoronuku Independent Mandated Authority (Tūhoronuku IMA).

In saying that, the Rūnanga, as an entity, will be put forward as an option for Ngāpuhi to consider as a Post Settlement Governance Entity (PSGE). With the pending settlement getting closer, this is an excellent time for us to re-position Ngāpuhi and the Rūnanga for the future. In the coming months you will have an opportunity to provide your opinion and feedback on a suitable Ngāpuhi PSGE – *I urge you all to have your say.*

An application for an urgent hearing on the Crown's mandate process is before the Waitangi Tribunal. At the time of preparing this report, the Waitangi Tribunal was still to provide a direction on whether or not this hearing will proceed.

For those of you who are unaware, I am the current Rūnanga representative on the new Tūhoronuku IMA Board, and it is my responsibility to report on its progress and activities. To that end I wish to report that Tūhoronuku IMA had its first official meeting, with all 22 representatives, on 22 and 23 August 2014 at Omapere, Hokianga.

The meeting was very positive, with all members contributing, which bodes well for

the future of Ngāpuhi's Te Tiriti o Waitangi settlement journey. The election of Chair and Deputy Chair was conducted at that hui. I was elected unopposed as Chair and Sam Napia as Deputy Chair. I am humbled and grateful for the faith and support given to me to continue leading this kaupapa.

Tūhoronuku IMA has a full schedule of work planned, with two immediate tasks. The first is to advertise and appoint a Ngāpuhi negotiation team, with the second being devising PSGE options for wider consultation

with Ngāpuhi. I look forward to the renewed challenge of this important mahi, whilst bringing Ngāpuhi katoa together in one final push to settlement. It is hoped all will be on board to finish this kaupapa.

*I look forward to the renewed challenge of this important mahi, whilst bringing Ngāpuhi katoa together in one final push to settlement*

### CONCLUSION

Te Rūnanga-ā-iwi o Ngāpuhi has offered leadership to Ngāpuhi katoa, despite facing many trials and tribulations, as we aligned our operations to be in accordance with constitutional and legislative requirements. We can now report that to the best of our knowledge this has been achieved, therefore posing no risk to this organisation or its assets. Testament to this is another unqualified financial audit and strategic milestones having either been achieved or exceeded. I need not remind you that legislative alignment is a vigilant process that requires constant monitoring.

Involvement in national iwi politics and leadership continues to elevate the status of Ngāpuhi to its rightful place, in the upper echelon of national Māori political influence and development. The Iwi Chairs Forum is certainly the most influential political forum that Māori have today, as it challenges the Government if any proposed legislation threatens to negatively impact on Māori.

Within the Iwi Chairs Forum, the Rūnanga is one of the leading iwi voices. We front and lead many national initiatives, including Whānau Ora, review of the Te Ture Whenua Māori Act and housing.

In regards to the Rūnanga at home, I would like to record that its vision, vibrancy and real achievements are in the whānau, hapū and marae communities where our staff labour. Examples of their successes feature proudly throughout this annual report.

On behalf of the Te Rūnanga-ā-iwi o Ngāpuhi Board, I wish to thank all our staff for their tremendous dedication and efforts over the past year. I especially want to thank our CEO, Allen Wihongi, and his management team for their tireless contribution to the continuous building of this mighty Ngāpuhi Nation. Each and every one of our staff members is highly valued.

To Lorraine Toki and her operations team of Tūhoronuku IMA, we congratulate you on all the milestones you have achieved, often operating in an incredibly hostile environment.

*Involvement in national iwi politics and leadership continues to elevate the status of Ngāpuhi to its rightful place, in the upper echelon of national Māori political influence and development*

This tension will improve now that the majority of hapū are on board this waka. Ngāpuhi has given you a great governance team to work with, and will support you and your operations staff as you bring to fruition their hopes and aspirations for settlement.

To our Ngāpuhi Iwi Social Services team, ably led by Liz Marsden, another great year of achievements whilst

touching many hearts and lives of our fellow Ngāpuhi members.

To our Ngāpuhi Asset Holding Company staff, congratulations on another great year and we look forward to many more achievements into the future.

To our Kaumatua and Kuia, your support of Te Rūnanga-ā-iwi o Ngāpuhi and its direction is very much treasured and appreciated.

Finally, I would like to thank my fellow Trustees for their unwavering commitment to Te Rūnanga-ā-iwi o Ngāpuhi and its responsibilities to our people. This has been a demanding year and each of you has played your part perfectly. Nga mihi.

Ki te iwi o Ngāpuhi-nui-tonu, tena koutou e tautoko kaha ana i te huarahi kua oti nei te hakatakoto e o tatou Matua, Tupuna hei arumanga ma tatou i enei ra. Kia kaha ai tatou katoa ki te hakahonore i to ratou tu ki a pupuri tonu i te mana motuhake o tenei whenua, hei whariki ma tatou o Ngāpuhi ki a hakatutuki ai te moemoea o te Ao o Ngāpuhi, *“kia tu tika ai te whare tupu o Ngāpuhi.”*



**Mauri Ora  
Raniera T (Sonny) Tau**  
Chairman



Winnie Leach

“Ka hua mai ngā  
painga ki te hunga  
ahuwhenua.”

## *Tania Bristow*

TE HIKUTU

2014 Scholarship Recipient

*Good things come to  
those who go out and  
work for it.*

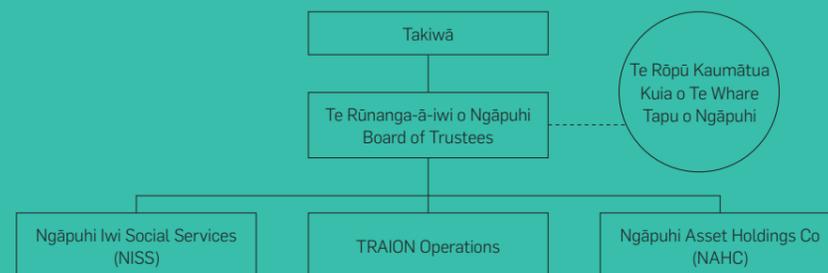


# CHIEF EXECUTIVE'S REPORT

*Tena koutou katoa*

*“Hapaitia te ara tika pūmau ai te rangatiratanga mo ngā uri whakatipu.”*

*Foster the pathway of knowledge to strength, independence and growth for future generations.*



*The* Next Generation, the theme for this year's annual report has always been a major consideration of thinking since the inception of Rūnanga vision, “Kia tū tika ai te whare tapu o Ngāpuhi” 13 years ago. This annual report is an opportunity to demonstrate how the Rūnanga has delivered for the next generation of Ngāpuhi, against the strategies set by the Rūnanga Board.

Firstly, I must acknowledge my predecessor, George Riley, who stood down in March 2014 from the Chief Executive position he held since 2011. We thank him for the contributions he has made to the organisation and wish him well as he moves on to new challenges.

It is a privilege to be given the opportunity by the Board to continue building upon the strong foundations set by previous Chief Executives.



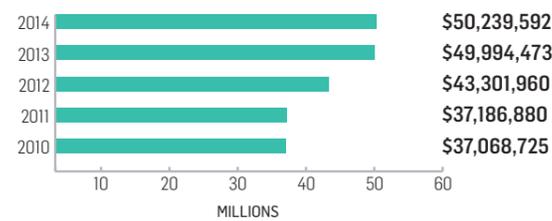
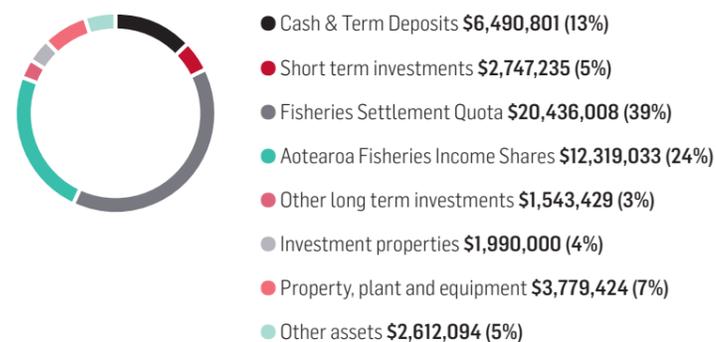
**Allen Wihongi**  
CEO

I am delighted to report that despite the dark economic backdrop and the challenges that come with that, the Rūnanga group operations have not only ended the year with a positive financial result, but have achieved important milestones that will benefit Ngāpuhi into the future. These milestones build on the achievements of previous years.

## SUMMARY OF GROUP NET ASSETS

GROUP RESULT (\$M)	2010	2011	2012	2013	2014
Gain (Loss) on Revaluation	0.74	0.85	6.60	(0.15)	(0.26)
Net Surplus	1.02	0.83	0.50	5.50	0.22
Tūhoronuku Contribution	(0.56)	(0.87)	(1.10)	1.35	0.29
Total Surplus for the Year	1.20	0.81	6.00	6.70	0.25

GROUP NET ASSETS (\$M)	2010	2011	2012	2013	2014
Net of Other Assets & Liabilities	25.10	26.00	33.25	40.62	39.09
Fixed Assets, Managed Investment	12.00	11.80	10.05	9.37	11.15
Net Assets	37.10	37.80	43.30	49.99	50.24
Increase in Net Assets	1.14	0.74	6.10	6.69	0.25
Asset Growth	3.19%	1.99%	16.44%	15.46%	0.50%

**FIGURE 1** TE RŪNANGA-Ā-IWI O NGĀPUHI GROUP NET ASSETS**FIGURE 2** GROUP TOTAL ASSETS**FIGURE 3** 2014 NGĀPUHI DISTRIBUTION AT A GLANCE**FIGURE 4** 2010-2014 NGĀPUHI DISTRIBUTION AT A GLANCE

## FINANCIAL PERFORMANCE

For the financial year ending 30 June 2014 Te Rūnanga-ā-iwi o Ngāpuhi group operations have resulted in a net surplus of \$28,270. This includes the share of profit from equity accounted entities, but excludes the Tūhoronuku operational result to February 2014 and revaluation of investment properties.

## GROUP RESULTS

For the financial year ended 30 June 2014, the Rūnanga consolidated group recorded an operating profit of \$245,119.

This represents a combined operating result for the Rūnanga and its two subsidiaries, the Ngāpuhi Asset Holding Company (NAHC) and Ngāpuhi Iwi Social Services Limited (NISS).

## TŪHORONUKU SEPARATION

On 14 February 2014, the Crown recognised the Te Rōpū o Tūhoronuku Independent Mandated Authority (Tūhoronuku IMA) Deed of Mandate. Until the date Tūhoronuku IMA separated from the group, the Rūnanga had invested \$4.2m and the Crown has reimbursed just over \$3.2m, including the reimbursement of \$800,000 during the financial year.

## FINANCIAL PERFORMANCE AT A GLANCE

The operational revenue of the group was increased by 19% over the last financial year. It was indicated by the Chief Financial Officer, at the last AGM, that the Rūnanga group was not expecting a dividend from Aotearoa Fisheries Limited. This has resulted in a reduction in the group's other income. The group's total expenses were increased by \$2m compared to the year before. The main contributing factor for this was expenses related to Whānau Ora activities. All expense related to Whānau Ora was funded by Te Puni Kokiri.

## RESEARCH

Two major research projects have been undertaken over the past two years. Both focus on our rangatahi.

The first study, "Kia tū tika ai te whare tangata o Ngāpuhi", sponsored by the Ministry of Social Development, was aimed at identifying qualities, values and practices that allow Ngāpuhi tamahine to thrive.

Many tamahine are at risk, due to the high prevalence of teen pregnancy, violence, unemployment and poor education, as well as alcohol and drug abuse. The study sought to understand these characteristics, by working with affected tamahine in Te Tai Tokerau.

The second study was "Reducing and preventing violence in taitamariki Māori partner relationships". The development of quality relationships is significant to taitamariki for a healthy transition to adulthood. This research was aimed at finding out what taitamariki need to support the development of healthy partner relationships.

Both research projects have offered recommendations. These will help inform on-going strategies and partnerships with Ngāpuhi and providers to deliver locally designed initiatives for our rangatahi.

## PARTNERSHIPS

With the wellbeing of our whānau, hapū and iwi foremost in mind, we have made a commitment to ensure that enduring strategic partnerships and working relationships are established at the local and highest national levels.

The importance of strong relationships and partnerships could not be better illustrated than when we take into account the shameful fact that whānau violence is too common in our communities, and that cases before the courts involve a high percentage of Māori men.

Te Rūnanga-ā-iwi o Ngāpuhi and Te Rūnanga O Te Rarawa co-hosted a two-day anti-violence conference funded by the Ministry of Social Development. It was strongly supported by Te Rūnanga O Ngāti Whatua. The high priority given to this kaupapa was demonstrated by the

*The premise is that transformation of services will lead to transformation of whānau*

attendance and participation of three iwi Chairs and over 100 attendees from Ngāpuhi and Te Rarawa.

The conference brought together men, supported by wāhine, to discuss current whānau violence with the view to becoming change champions and ultimately community advocates against whānau violence.

Two notable speakers, Judge Greg Davis and Te Rūnanga O Ngāti Whatua Chairperson Naida Glavish, gave powerful messages. Judge Davis delivered a hard-hitting speech, based on what he sees daily within the court system, which focused on leadership within the whānau, and our responsibilities to each other. Naida Glavish spoke in parables, with strong reference to the tewhatewha and the responsibility of the tāne to provide for their respective whānau wellbeing. The key to raising children is to be great citizens of society, no violence and the whole whānau needs to be involved from the cradle to the grave in an individual's life.

Our Rūnanga is the lead organisation for Te Pū O Te Wheke Whānau Ora collective. We have worked alongside six social service and health providers to transform how services are delivered to Ngāpuhi whānau. The collective also has a strong working relationship with



two other collectives who deliver services to Ngāpuhi. The premise is that transformation of services will lead to transformation of whānau. The latest results indicate that transformation of services is well in hand.

The Te Tai Tokerau CEO consortium has built on the successful Amokura programme, a collaborative strategy addressing family violence. The consortium is now working towards an iwi economic strategy for Te Tai Tokerau. With a significant \$2.4 billion Māori asset base in the Te Tai Tokerau, and with Māori contributing 12 percent to the Northland GDP, it makes sense that we work closely with each other. The asset holding companies from each iwi have also been working collectively to explore strategies and future economic opportunities.

We recognise the important place Ngāpuhi has in Te Tai Tokerau. A meaningful relationship with local government, at all levels, has never been more critical than now, with the impending Treaty settlements. Ngāpuhi, along with other iwi, will be a major player in the economic development of the region, and has a real contribution to make for the whole of the North. Every effort is being made to have local government recognise this, not just at an advisory level, but at the decision making level.

The Rūnanga considers it vital to continue working strategically with other iwi - both regionally and nationally - to influence and fully participate in the legislation and policy development that will impact on iwi katoa. These areas include the Te Ture Whenua Act review, fresh water, unitary authority and iwi representation, to name but a few.

## LEARNING ORGANISATION

Learning organisations are characterised by total employee involvement in a process of collaboratively conducted, collectively accountable change directed towards shared values or principles. (Watkins and Marsick 1992: 118)

In preparing our organisation to meet future challenges, dedicated staff members continue working on the development and upgrading of support services, systems and programmes. This includes contract services delivery and accountability reporting tools.



The developments aim to be robust enough to be applied to any organisation of any size, and will provide the tools to report against desired strategic outcomes.

We have been working towards consolidating support services across the group, thereby creating efficiencies and cost recovery. Where it has been appropriate, support services have been extended to external groups such as Te Hau Ora O Kaikohe.

As the Treaty settlement processes drew nearer, a significant number of Ngāpuhi ensured they were on the Rūnanga registration database. Registrations have increased steadily over the last five years, with 2670 new registrations in the last year alone.

We are always looking to improve the way we communicate with our people. Connecting to 126,000 Ngāpuhi is a challenge, and every effort is made to keep the registration database up-to-date. Investigations are currently underway to consider the upgrading of the iwi database to better fit current and future technologies. This investigation is coupled with the commissioning of a comprehensive communications audit.

## NGĀPUHI FESTIVAL 2014

A significant highlight of the year was Ngāpuhi Festival 2014. This was the largest and best yet, with 46,578 attending over two days. It was a time for Ngāpuhi to reconnect with each other and to celebrate as Ngāpuhi. The festival lived up to its theme "Ngāpuhi reaching

out to the world." An international ten day hui hosted at Kohewhata Marae, for indigenous visual artists from around the world, merged with the festival. The Rūnanga acknowledges all the volunteers and sponsors who made this event possible.

## THE NEXT FIVE YEARS

The pathway for the next Five Year Strategic Plan has been set, following comprehensive consultation with Ngāpuhi in all takiwa. As always, we value the input received in these engagements with Ngāpuhi.

The new Five Year Strategic Plan reflects the issues raised by takiwa.



**Ngāpuhi Festival 2014**  
The Rūnanga acknowledges all the volunteers and sponsors who made this event possible



These are Kāinga (community) development, whenua use, housing (in particular papakainga), education, regional economic development and the creation of employment opportunities. Successfully meeting these challenges will go some way to ensuring whānau and hapū wellbeing.

Included in the strategy are critical cultural challenges, such as the retention of Ngāpuhitanga through Te Reo me ona tikanga, strengthening our Ngāpuhi taumata, and sustaining marae.

The journey begun by my predecessors to achieve the moemoea of Ngāpuhi, within the strategic frameworks set by the Board, has been a long and challenging one. Many critical milestones have been achieved over the last ten plus years. We now approach another new exciting era for Ngāpuhi. The journey has always focused on preparing for the future.

## CONCLUSION

I wish to acknowledge the Board for setting a clear strategic direction and for their leadership. The efforts of Ngāpuhi Asset Holding Company for the prudent management of Ngāpuhi assets cannot go unmentioned, given the fragile backdrop of the fishing industry. Also to be commended is Ngāpuhi Iwi Social Services' untiring efforts in ensuring that the social needs of Ngāpuhi are catered for in a climate of social deprivation, and to the Rūnanga staff, who have contributed willingly to reshape and refine the organisation as we enter the next five year strategic phase.

We acknowledge in particular our Kaumatua and Kuia for their continued support and guidance.

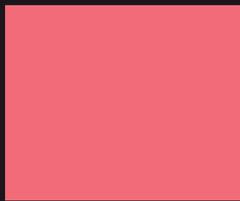
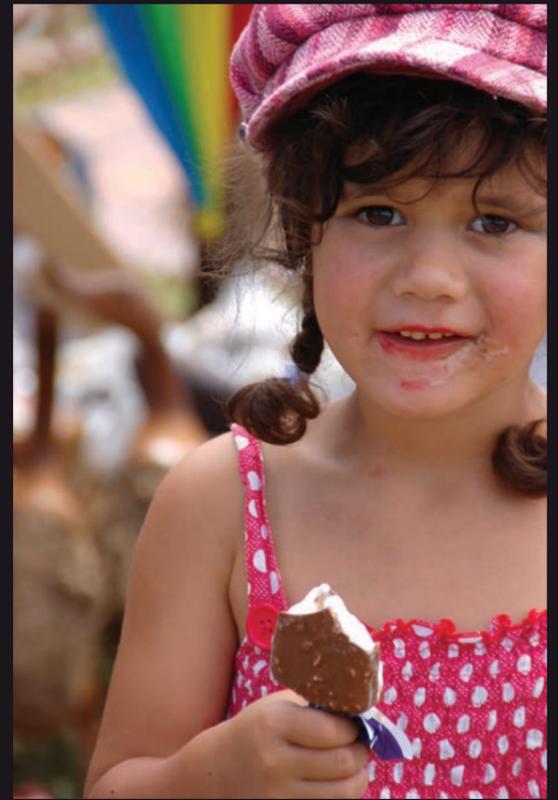
When one steps back to see where the Rūnanga has come from in the last ten years plus, we see an astonishing journey ... and now Ngāpuhi is on the cusp of an event that will propel us forward.

A new era dawns, especially for Ngāpuhi's future generation.

**Allen Wihongi**  
Chief Executive Officer



NGAPUHI  
Te Runanga A Iwi O Ngapuhi  
FESTIVAL  
2014



Whatungarongaro te  
Pere Sadler  
tangata, toitū to  
wipohia.

“ Nā te tautoko o te  
Rūnanga i āwhina i  
a hau te hakawhānui  
ake i tōku hinengaro,  
ka mōhio hau e taea  
e hau ngā whetu.

**Mariata Kemp**

NGĀTI RĒHIA, NGĀTI HINE, NGĀTI MAHUTA,  
NGĀTI WHAWHAAKIA

2012 Funding Recipient

*The Rūnanga's support helped  
broaden my mind and realise  
the stars are within my reach.*



# IWI DEVELOPMENT REPORT

*“Kia tū tika ai te whare tapu o Ngāpuhi.”*

*Our vision is a constant reminder as to what guides our work.*

*In* the last five years the Rūnanga has expanded its focus, from the cultural development space – the marae – to include providing strategic support for the socio-economic development of our kāinga (communities), the place in which our culture develops.

The Rūnanga has supported marae rebuilding and restoration projects, and there have been some wonderful achievements over the past five years by marae, using the hapū development fund and the recently established \$20,000 marae major projects assistance fund.

## COMMUNICATIONS AND IDENTITY

*Our focus is on developing positive and effective relationships between the Rūnanga, whānau, hapū and marae, to better meet current and future aspirations.*

We have continued to connect with Ngāpuhi through roadshows, our regular publications Pono Marika, E Mara, E Pānui, our website and regular visits to takiwa.

We have worked with marae and hapū to promote and develop communication strategies to assist them to grow their capacity in this area. Opening up communication lines within whānau and hapū - wherever they may be in the world - will not only allow all to reconnect, but also to facilitate participation in Ngāpuhi's development. Access to additional knowledge, skills and networks that exist beyond the physical kāinga will help to strengthen and build capacity.



**Marios Hohaia**  
Iwi Development Leader

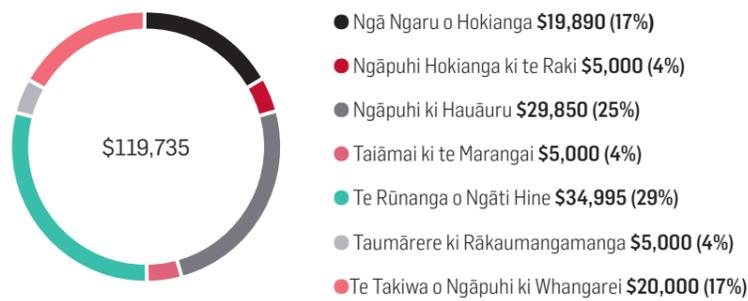
## HAPŪ DEVELOPMENT

*Our desire is to ensure the mana motuhake of our hapū, by providing assistance and support planning processes that develop sustainable management plans and practices for whānau, hapū and marae.*

Looking at kāinga development has necessitated us looking at three key needs:

1. *The provision of clean potable water to our people*
2. *Housing for our people who are currently suffering from poor housing arrangements*
3. *Capacity - the overwhelming need for our people to be assisted to address all kāinga issues.*

**FIGURE 5** 2014 HAPŪ FUNDING DISTRIBUTION BY TĀKIWA



**FIGURE 6** 2014 HAPŪ FUNDING DISTRIBUTION BY CATEGORY



Ngāpuhi communities are predominately made up of several small settlements, and basic infrastructure. To promote and sustain their development has required strengthening these communities. We have been working alongside many committed community leaders to develop strategies, plans and projects to grow the capacity and capability within kāinga.

While many of our communities now have access to clean drinking water, there are now new challenges around the resources required to sustain new water plants and treat the increase in wastewater. It is unfortunate that the Government's funding of technical and capital expenses to establish water supplies in rural areas is drawing to a close.

We have been relentless in our efforts to influence decision makers to initiate hapū and whānau papakainga housing development.



Whānau capacity, the value of land in Te Tai Tokerau and a national standardised approach developed for more affluent areas has not helped the papakāinga development in rural areas. The Rūnanga is making every effort to come to terms and keep up with the new structure and funding processes of the Government's papakāinga housing initiative.

Growing capacity in human resources, as well as financial and infrastructure resources within our kāinga, continues to be a major challenge.

A strategic focus of staff has been to work with hapū to develop tools, frameworks and training to build knowledge of governance and management structures to support and sustain development. Such development includes other whānau and hapū interests such as the utilisation of whenua.

We especially acknowledge the JR McKenzie Trust which has contributed funding to many of the workshops and training sessions we have delivered over the last few years.

**NATURAL RESOURCE MANAGEMENT**

*Our desire is to have whānau and hapū able to exercise mana and kaitiakitanga over their sacred sites and other taonga while sustaining and protecting resources for current and future generations.*

We have seen, among other activities, an increase in applications for resource consent to take water and to discharge wastewater within the coastal marine area. This coupled with national and regional policy reviews will continue to provide challenges to all concerned.

A number of hapū have been supported in the development of a hapū collective approach to address the management concerns in their river and waterways catchment areas. This model is being promoted with our kāinga and hapū as they begin to work across a wide range

*A number of hapū have been supported in the development of a hapū collective approach to address the management concerns in their river and waterways catchment areas*

of environmental matters.

Several hapū and the community have also worked collaboratively to inform the development of a Cultural Impact Assessment Report regarding the effects of forestry activities on the archaeological sites within a local forest. This included a proposal for a hapū collaborative approach to manage these areas.

These models have been promoted to hapū, who have been encouraged to collaborate with their neighboring hapū to form joint hapū environmental units and plan to manage collectively their natural resources and the activities in their areas where activity might impact on their taonga tuku iho.

Keeping abreast of local, regional and national policy changes and issues around our natural resources and making submissions as required, continues to challenge. Added to this is the monitoring of a large stream of resource consents.

MĀTAURANGA

Our desire is to promote among whānau, hapū and marae, the retention of tūturu knowledge and the acquisition of new knowledge.

Te Rūnanga has consulted with our hapū and whānau on a Ngāpuhi Education Strategy (NES). NES is a response to advancing the educational needs of our tai tamariki. The strategy's intention is to:

- Engage Ngāpuhi in education and raise educational performance in all educational sectors
- Seek educational pathways for our rangatahi and align these with future employment opportunities
- Include Te Reo and address how education is delivered to our Ngāpuhi rangatahi across all levels of education, including teacher training.

There are two priority areas:

1. To retain Ngāpuhi tūturu knowledge
2. To improve educational outcomes for Ngāpuhi

The first priority is to enable repositories of cultural knowledge to be scoped and to develop plans to resource and maintain them. We are currently scoping a range of approaches, including the use of new technologies in combination with both central and marae-based environments. Any approach must meet Ngāpuhi criteria that is not only user friendly but can also be easily managed and controlled by hapū and marae.

*The prospect of all tamariki and taitamariki who live in Ngāpuhi learning about our rich history and culture is exciting*

The prospect of all tamariki and taitamariki who live in Ngāpuhi learning about our rich history and culture is exciting. It reaffirms our importance in the history of Aotearoa New Zealand and pride is instilled in our tamariki/mokopuna when they are

aware that they descend from great leaders.

We have held workshops to share and impart knowledge on the best way to store and look after taonga. This stresses the importance of ensuring the preservation of our mātauranga while exploring solutions to

develop and strengthen our marae to hold this information for future generations.

The second priority is to support whānau and hapū participation and engagement in the education of their tamariki and taitamariki. To support our tamariki learners to succeed as Ngāpuhi, we must ensure that they have access to quality learning. The Rūnanga continues to focus on establishing effective partnerships with education stakeholders to raise the levels of student achievement, and to alleviate the number of statutory management interventions occurring in schools within the rohe of Ngāpuhi.

The Rūnanga has been instrumental in developing the "Northland Hub", a group of entities comprised of Telford (Lincoln University), Te Kotahitangi Mahi Kaha Trust, Northland College and the Ministry of Primary Industries. The project is focused on Northland College as a project and has seen a surge in students enrolled in pastoral development studies, with many enrolled to go onto Telford to train, and a substantial rise in the productivity of the school farm.

The next stage is to enrol this forum to assist whānau in finding out the best ways to utilise their whenua.

The Rūnanga has supported individuals in their pursuit of higher education. Over the past five years, 1291 Ngāpuhi people have applied, with 361 scholarships and awards made to Ngāpuhi studying at 47 different tertiary institutions including Oxford (UK), North Carolina, Florida State and Hawaii universities. A total of \$414,500 has been awarded. Of note, 13 scholarships were for PhD students and 55 were for Masters level study.

FIGURE 7 2014 SCHOLARSHIPS BY TAKIWA

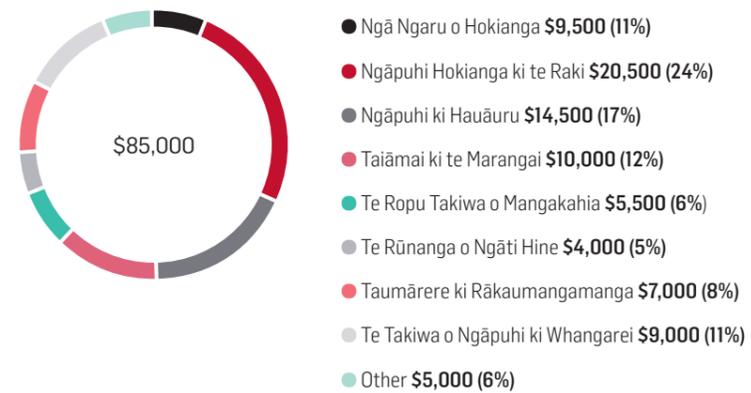


FIGURE 8 2014 SCHOLARSHIPS BY STUDY TYPE



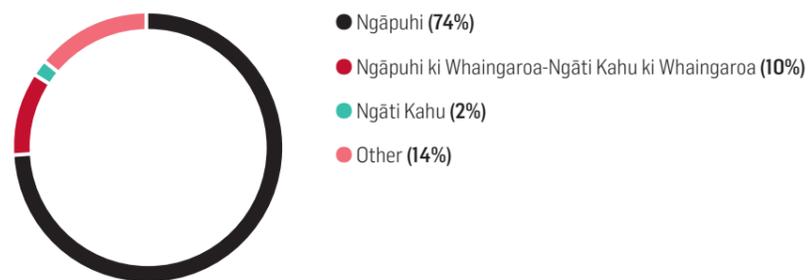
SOCIAL DEVELOPMENT

Our desire is that Ngāpuhi-tanga and the dynamics of whānaungatanga are actively promoted to enhance the development of positive social outcomes for Ngāpuhi.

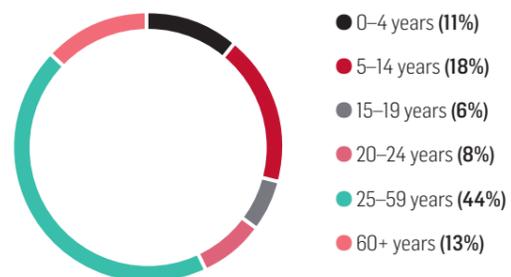
Through the Whānau Ora initiative, the Rūnanga has extended its focus to not only include the social development of marae and hapū but also to address the needs of whānau. Self-managing whānau facilitate a self-managing iwi.

The Rūnanga has been active in getting back into service provision with health and social services the philosophical concepts associated with Whānau Ora.

**FIGURE 9** IWI GROUPS OF INDIVIDUALS REPRESENTED IN WHĀNAU RECEIVING WHĀNAU-CENTRED SERVICES



**FIGURE 10** BREAKDOWN OF AGE OF INDIVIDUALS REPRESENTED IN WHĀNAU RECEIVING WHĀNAU-CENTRED SERVICES



We have worked together with members of the Te Pū O Te Wheke Whānau Ora Collective to define our way of working that is centered on whānau, and endorsed by whānau.

We seek the most effective way to provide services that satisfy whānau. To achieve whānau satisfaction will only inspire us further in our work, and perpetuate mana enhancing relationships. This is the strategic focus of Te Pū O Te Wheke to which the Rūnanga has signed off on.

For too long there has been a competitive contract driven environment where the service provider determined what was good for the whānau and where successes were measured in outputs rather than services that provided positive outcomes that truly made a difference for whānau.

#### GOING FORWARD

In our journey to this point, we have experienced many significant changes that have challenged us to deliver against our strategic goals.

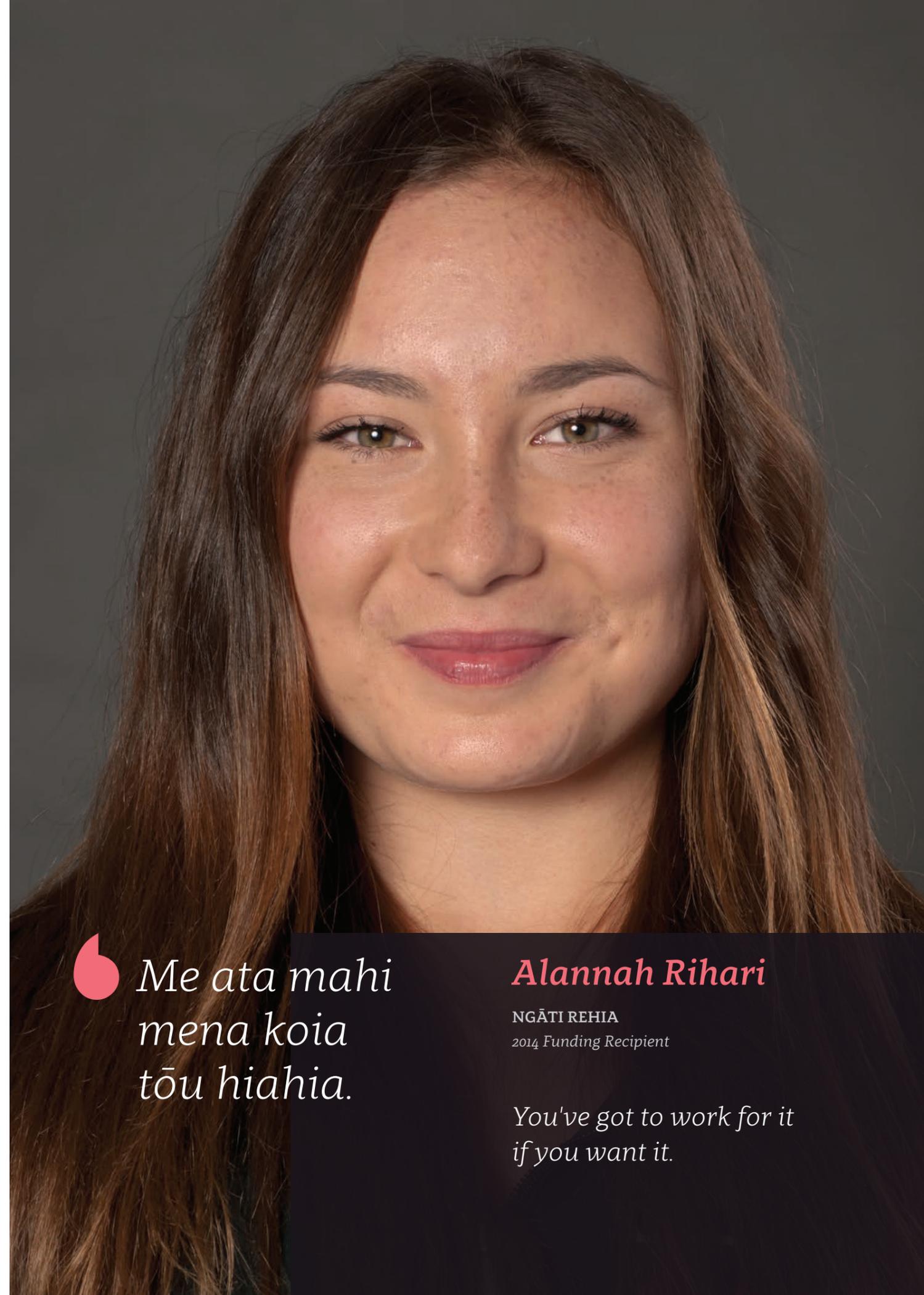
These changes and challenges have helped to formulate our new strategic plan.

We know we have made a difference and we will continue to make a difference.

*We know we have made a difference and we will continue to make a difference*

The strategy forward will enable us to continue the journey. The development of whānau, marae and kāinga self-assessment tools will enable Ngāpuhi to determine for themselves their needs and common aspirations so that they can determine their priorities.

In addition to providing baseline data for future qualitative and quantitative measures, these assessments will facilitate whānau, marae or kāinga to define the context and the way in which they will interact with the external groups who will assist them achieve their common vision.



*Me ata mahi mena koia tōu hiahia.*

**Alannah Rihari**

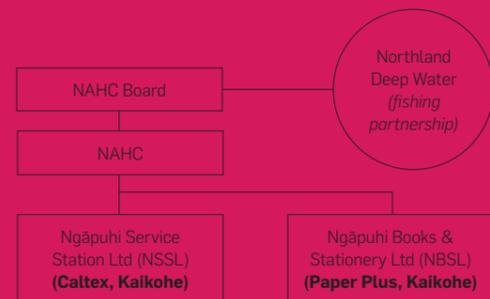
NGĀTI REHIA  
2014 Funding Recipient

*You've got to work for it if you want it.*

# NGĀPUHI ASSET HOLDING COMPANY LIMITED (NAHC)

*Kia Ora Tatou*

*On behalf of the Board of directors, I am pleased to report on a very productive year (ended 30 June 2014) for Ngāpuhi Asset Holding Company Limited (NAHC), not only financially, but also with respect of governance and core capabilities.*



**We** must acknowledge that during the year Sir John Goulter stood down from his directorship and Chair positions, which he has held since 2007.

Sir John has provided years of admirable leadership and expertise in the formative years of this company. We offer Sir John our sincerest thanks and gratitude, and trust that the strength of his relationship with Ngāpuhi will remain strong.



**Leigh Auton**  
Chairman

## DIRECTORSHIPS

While Sir John Goulter resigned from the Board and as Chair in December 2013, he continued his appointments on Northland Deepwater GP Limited until June 2014, when he stepped down due to a pending external appointment.

I have been privileged in being appointed the new NAHC Chair.

In May 2014, after an extensive executive search, we welcomed the appointment of John Rae as a new independent director. Mr Rae was previously the managing director of Stevenson Group and has a bachelor of commerce and a law degree from the University of Auckland

Mr Rae is an experienced director, currently serving on the Board of Eastland Group, Pie Funds Management and The Lines Company. He is also Chair of Smart Environmental and the New Zealand Council for Infrastructure Development. He is a member of the National Infrastructure Advisory Board, reporting to the Minister of Finance.

The number of directors remain at five, with three independent being Erena Kara, John Rae and myself; and two representing Te Rūnanga-ā-iwi o Ngāpuhi being Raniera (Sonny) Tau and Wane Wharerau.

## FISHERIES

Like the majority of iwi prior to settlement, our balance sheet is weighted in favour of fisheries, and fisheries assets continue to provide the majority share of our income. This income includes the sale of our Annual

*The returns this year for the sale of our ACE (inshore and deep-water) were up 18% on the previous year, at \$2.5m*

Catch Entitlement (ACE) - in particular our deep-water ACE - the share of profits from our fishing partnership, and traditionally it has included dividend income from Aotearoa Fisheries Ltd (AFL).

The returns this year for the sale of our ACE (inshore and deep-water) were up 18% on the previous year, at \$2.5m; we have also had an increase in profit allocation from our fishing joint venture. These positive returns have partially mitigated the impact that AFL did not pay a dividend during the current year, due to losses in Sealord Group Limited. Although, AFL had returned significant dividends in the previous three years.

The Rūnanga, as a mandated iwi organisation (MIO), is the largest holder of income shares in AFL, at 12.63%. The continued dividend income stream from these shares is a core component of our ability to reliably forecast our annual distributions to the Rūnanga. Therefore, we are pleased to see that from the 2014 interim annual report

AFL is provisioning for a distribution to shareholders, albeit at a reduced level.

The pending introduction of the Fisheries (Foreign Charter and Other Matters) Amendment Bill will be the biggest challenge to our deep-water partnership in its 20 years of operations. Awaiting the Bill's passing, without the amendments that we have lobbied for, is disappointing and creates a new uncertain environment for our deep-water fishing partnership that has been a strong suit for NAHC until this point.

However, with uncertainty comes opportunity, and our partners have expressed their desire to continue to work with us, irrespective of the final outcome of the legislation. We will continue to transact with our ACE, and we are prudently fostering relationships and investigating the means of best maximising the value we derive from our fisheries assets.

## INVESTMENTS

We continue to own commercial properties in Kaikohe and Kerikeri with premium commercial tenants including Top Energy, Ngāpuhi Iwi Social Services, Northland District Health Board and Café Malaahi. I am pleased to advise that Top Energy has recently renewed its lease for a further term of five years in the John Butler Centre, Kerikeri.

We also occupy and lease our own premises at Kowhai Court, Kaikohe, which is utilised for the retail operations of Ngāpuhi Books and Stationery Limited (Paper Plus Kaikohe) and the upgraded Ngāpuhi Service Station Limited (Caltex Kaikohe).

I have been pleased with the management of our fixed interest portfolio by the Bank of New Zealand, even though interest rates have been at historical lows.

These investments continue to provide a level of security and consistency in returns for the group.

Total operating costs for the year were reduced by

**7%**

## ADMINISTRATION

Total operating costs for the year were reduced by 7% as we consistently strive for cost reductions and efficiencies.

During the year we also achieved charities registration status for Ngāpuhi Books and Stationery Limited and Ngāpuhi Service Station Limited to bring the retail units in alignment with the group's charitable purpose.

In December 2013, NAHC's administrative offices were relocated from Kerikeri to Kowhai Court, Kaikohe, and in April 2014 we appointed Paul Knight the new company manager. Mr Knight has management and law degrees from the University of Waikato; and has a proven track record within PWC New Zealand (PricewaterhouseCoopers), Turner & Growers Limited and within specialty retail stores. With Mr Knight on board we now have a team of four staff who are charged with managing and administering the breath of assets and investments that have been entrusted to NAHC.

As Ngāpuhi moves closer to settlement, we are recognising the increasing complexities of the transactions that we are requested to evaluate. Therefore, with the introduction of Messrs Rae and Knight, we are strategically positioning ourselves towards best practice in terms of governance and internal capabilities.

## BUSINESS UNITS

Ngāpuhi Service Station Ltd continues to record positive results, by building year-on-year trading results. The redevelopment and re-invigoration of Caltex Kaikohe has been well supported by the local community and has provided positive overflow benefits to the café and Kowhai Court.

Ngāpuhi Books and Stationery Ltd, which operates Paper Plus Kaikohe, is continuing to trade during difficult financial times for book retailers, as the digital age encroaches on core business and the industry undergoes significant changes and competition. Costs within the business are continuing to be reviewed, and the offering is being adjusted to account for local buying patterns.

The Paper Plus franchise as a whole has been retrenching with the number of local operators either closing or withdrawing from the group. We continue to see benefit in our association with Paper Plus, and we will be surveying what additional services the store can offer, and focusing on transforming the business.

Ngāpuhi can be proud of the investment in Kowhai Court, as it retains strategic assets in Kaikohe, provides a professional entrance to the main centre, and predominantly employs local people affiliated with Ngāpuhi.

## DISTRIBUTIONS

The NAHC Board continues to approve the payment of a dividend to the Rūnanga to supplement the costs of the services the Rūnanga provides. Last year a dividend of \$1.95m was paid and a similar dividend is likely in consideration of the current year results. In addition, \$1m of inter-company debt was repaid to the Rūnanga during the year, which was funded in part by the refund of Māori authority tax credits.

NAHC is committed to continuing to pay a consistent dividend to the Rūnanga to provide it with certainty regarding meeting its obligations.

## OUTLOOK

We are in a period of very compelling times with the settlement process placing constraints, yet opening doors for NAHC. It is how we position ourselves going forward that will ultimately determine the future success of

NAHC. This takes clear strategic goal setting and having a consistent message carried throughout the operations. If NAHC is to continue to be the economic horse that pulls the cultural cart in a progressively commercial environment we need to uphold, and be seen

*If NAHC is to continue to be the economic horse that pulls the cultural cart in a progressively commercial environment we need to uphold, and be seen to be upholding, best practice standards.*

to be upholding, best practice standards. Also, we need to have the commercial competencies necessary to meet the challenge.

2014/15 may well be characterised by the impact of the foreign fishing vessel legislation. However, we as a Board have

set budgets that continue the positive financial trend for NAHC, and we have confidence in achieving these goals.

## MANAGEMENT AND STAFF

The Board acknowledges the effort and valued contribution of all staff, and wishes to thank each team member for a very successful year.

## TE RŪNANGA-Ā-IWI O NGĀPUHI

The Board would also like to acknowledge the support of the Rūnanga Board. As the NAHC Board Chair I wish to emphasise our commitment to open and active dialogue and communication between the two Boards. NAHC acknowledges the need of the Rūnanga, as our shareholder, for our complete transparency in regards to the commercial activities that we undertake. The Rūnanga Board can be assured of NAHC's commitment to this transparency.

Ngā mihi nui



**Leigh Auton**  
Chairman



Wiremu Wiremu

Te toka tū moana, ka tū,  
ka tū, ka tū. Ahakoa  
te tū mātia mai  
Rangi. Whakana  
ite pikinga  
Te toka tū  
tū, ka tū,

🔴 Mena he tino mate  
nui tōu ki tētahi  
mea, me aru ake.

**Samuel Tzicoukos**

NGĀTI RĒHIA, NGAI TU  
2014 funding recipient

*If you have a passion for  
something, just go for it.*



# Register of Interests

NAME	NAHC POSITION	ENTITY	ENTITY POSITION
Leigh Auton	Chair	Auckland Council Property Limited	Director
		Auton & Associates Limited	Director
		Recovery Solutions Group Trust	Chair
		Recovery Solutions Services Limited	Director
		Recovery Solutions Property Trust	Director
		More Than A Roof NZ	Trustee
		Northland Deepwater GP Ltd	Director
Raniera Tau	Director	Te Rūnanga-ā-iwi o Ngāpuhi	Chair
		Te Rōpū o Tūhoronuku	Interim Chair
		Te Ohu Kaimoana	Dep. Chair
		Omapere Taraire E Rangihamama	Chair
		X3A Ahu Whenua Trust	Director
		Kotuku Holdings	Director
Wane Wharerau	Director	Te Rūnanga-ā-iwi o Ngāpuhi	Trustee
		Ngāpuhi ki Waitemata Charitable Trust	Trustee
		Guardians of the Sea Charitable Trust	Trustee
		Te Waiho A Kupe Collective	Representative
		Northland Deepwater Limited Partnership	Director
Hokianga Accord	Chair		
Erena Kara	Director	Māori Health Gains Council	Member
		Northland DHB	Member
		Tangata Whenua, Community & Voluntary Sector Research Centre	Trustee
		Te Hau Ora O Kaikohe	Employee
John Rae	Director	The Lines Company Limited	Director
		Tepu Limited	Chairman
		Eastland Group Limited	Director
		Smart Environment Limited	Chairman
		National Infrastructure Advisory Board	Founding Member
		New Zealand Council for Infrastructure Development	Chairman
		FJ Hawkes & Co Ltd	Managing Director & Shareholder
		Playtime Holdings Limited	Director & Shareholder
		Kingyo Foods Limited	Director & Shareholder
		Gobble Limited	Director & Shareholder
		Taku Honey Limited	Director & Shareholder

# Schedule: Reporting Requirements

## Māori Fisheries Act 2004

Kaupapa 7 of Schedule 7 to the MFA requires the Rūnanga to be accountable for its performance to all members of the iwi. As a result, the Rūnanga must report annually to its members as follows:

OBLIGATION	COMPLIANCE	COMMENT
A Mandated Iwi Organisation (MIO) must hold an annual general meeting for its members, providing an opportunity for those members to consider:	Rūnanga	AGM in November 2014
<b>Annual report for the previous financial year reporting against objectives set out in the annual plan and includes:</b>		
1. Steps taken by MIO to increase number of registered members	Rūnanga	See Chief Executive's report
2. Comparison of performance against objectives in annual plan, including changes in shareholder/member value and dividend performance or profit distribution.	Rūnanga	See Chairman's report and consolidated statements.
3. Annual audited financial report prepared in accordance with GAAP and accounting separately for settlement cash assets	Rūnanga	See Auditors report.
4. Report on sales and exchanges of settlement quota:		
a. Quantity of settlement quota held by the MIO's asset holding company	Rūnanga/NAHC	458,194,246 quota shares.
b. Value of settlement quota sold or exchanged.	Rūnanga/NAHC	Nil
c. Identity of purchaser or other party to the exchange	Rūnanga/NAHC	N/A
d. Any transaction with settlement quota that has resulted in a registered interest by way of caveat or mortgage being placed over the quota	Rūnanga/NAHC	Nil
e. Settlement quota interests that have been registered against the quota shares of the MIO	Rūnanga/NAHC	Nil
f. The value of income shares sold, exchanged, valued or acquired.	Rūnanga/NAHC	No Income shares were sold or exchanged during the year. The Board retained the current value of \$390.06 per share.

OBLIGATION	COMPLIANCE	COMMENT
<b>5.</b> Report on the interactions of the MIO in fisheries matters:		
<b>a.</b> With other entities within the iwi.	Rūnanga/NAHC	A number of ACE parcel transacted with local iwi members.
<b>b.</b> With other MIOs	Rūnanga	We continue to facilitate productive conversations with other MIOs to best maximise returns from our fisheries assets.
<b>c.</b> With Te Ohu Kai Moana Trustee Limited.	Rūnanga	Consistent with all MIOs we received an offer to purchase additional quota from Anton's Seafoods. Our position was under review at balance date.
<b>d.</b> Any changes under section 18 of the MFA to the constitutional documents of the MIO, or its asset holding companies or any subsidiaries of the asset holding companies.	Rūnanga/NAHC	NAHC subsidiaries gained charity status during the year to align with the group.
<b>An annual plan for the next financial year which includes:</b>		
<b>1.</b> The objectives of the annual plan	Rūnanga	NAHC has responded to all requests from the Rūnanga.
<b>2.</b> The policy of the MIO in respect of sales and exchanges of settlement quota	Rūnanga	No sales or exchanges anticipated.
<b>3.</b> Any changes in that policy from the policy for the previous year.	Rūnanga	Nil
<b>4.</b> Any proposal to change the constitutional documents of any fishing company owned by the MIO.	Rūnanga/NAHC	Nil
<b>In relation to every asset holding company or subsidiary of an asset holding company that received settlement assets:</b>		
<b>1.</b> An annual report on:		
<b>a.</b> The performance of that asset holding company or any of its subsidiaries,	Rūnanga/NAHC	See NAHC Chairman's report and consolidated financial statements.
<b>b.</b> The investment of money of that asset holding company or any of its subsidiaries.	Rūnanga/NAHC	See NAHC Chairman's report and consolidated financial statements.
<b>c.</b> The matters set out in paragraph (b) of Kaupapa 2	Rūnanga	NA
<b>2.</b> Any proposal to change the constitutional documents of the asset holding company or any of its subsidiaries.	Rūnanga/NAHC	Both NSSL & NBSL are now registered Charities. NBSL issued 100,000 additional shares during the year.

OBLIGATION	COMPLIANCE	COMMENT
<b>Every MIO must exercise strategic governance over the process to examine and approve annual plans that set out:</b>		
<b>1.</b> The key strategies for the use and development of iwi fisheries assets.	Rūnanga/NAHC	Encompassed within the budgets and operating plans of NAHC and NDWLP.
<b>2.</b> The expected financial return on the assets.	Rūnanga/NAHC	Annual budgets approved by NAHC Board of directors and Rūnanga.
<b>3.</b> Any programme to:		
<b>a.</b> Manage the sale of annual catch entitlements derived from settlement quota held by asset holding companies or their subsidiaries.	Rūnanga/NAHC	NAHC has the direct responsibility for all ACE transactions on an ongoing basis. Deepwater ACE is utilized by the charter operated by Northland Deepwater Limited Partnership in which Ngāpuhi has 50% ownership. Any ACE not required for the charter is tendered on the open market, as is inshore ACE, after first offering to iwi.
<b>b.</b> Reorganise the settlement quota held by asset holding companies or their subsidiaries, as by buying and selling settlement quota in accordance with the MFA.	Rūnanga/NAHC	Governed by legislative and constitutional constraints.

Whakatikatika mahia koe  
Wattie Erueti  
mō te Ao huri nei.

‘ Mahia. Mahia kia  
tika. Mahia iāia  
tonu nei.

**Mahonri Owen**

NGĀTI HINE  
2014 Scholarship Recipient

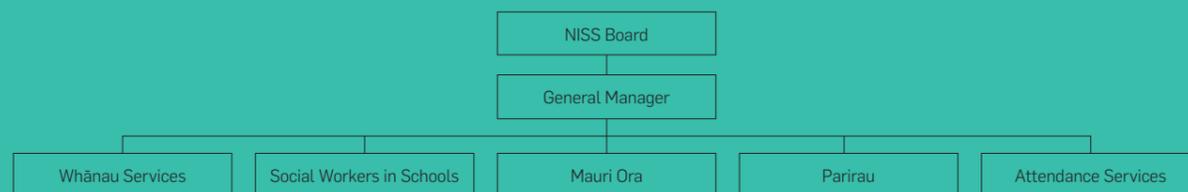
Do it. Do it right.  
Do it right now.



# NGĀPUHI IWI SOCIAL SERVICES 2013/2014

*Kia tupu ngā kawai o te ira tangata i roto i te ahi kaa, me ngā kainga o ngā whanau o Ngāpuhi i ahi kaa kē mai i tawhiti.*

*Maintain the whakapapa links between Ngāpuhi whānau living at home and living away from home.*



NGĀPUHI IWI SOCIAL SERVICES IS GUIDED BY THE FOLLOWING VISION, MISSION AND VALUES

## Our Vision

*Kia Poua te Rangatiratanga mo Ngāpuhi*

## Our Mission

*Kia tupu nga kawai o te Ira Tangata i roto i te Ahi Kaa me ngā kainga ko mo Ngāpuhi*

## Our Values

*Our values will inform our practice and create a shared understanding about how we relate to each other*

**Tika, Pono, Aroha, Manaakitanga, Whānaungatanga, Ngāpuhitanga**



**Carol Dodd**  
Chairperson

**2013/14** was the first year of a High Trust contract with the Ministry of

Social Development (MSD). This commitment from MSD meant that 80% of contracted funding was able to be paid to Ngāpuhi Iwi Social Services (NISS) before the end of July 2013 with the remaining 20% paid in quarterly installments. Additional funding came from contracts with the Ministry of Education (MOE), and the Ministry of Health (MOH). Funding through 2013 /2014 provided NISS with the ability to plan ahead, while maintaining budget control.

Establishing priorities is an essential part of the organisational decision-making process. Ensuring that decisions on resource allocation are aligned with the established priorities and support the strategic direction is essential to achieving the objectives of Ngāpuhi Iwi Social Services. Allocation of resources for 2013-2014 was facilitated by a priority-setting process based on achieving the outcomes and measures in the 2013-2014 business plan.

## NISS'S FIVE STRATEGIC GOALS ARE:

1. *Self Managing Whānau*
2. *Collaborative Integration*
3. *Innovative Service Delivery*
4. *Sustainable Growth*
5. *Quality and Excellence*

## SELF MANAGING WHĀNAU

NISS assisted more than 1,000 tamariki and their whānau over the year. The Whānau Ora kaupapa has been a significant driver in progressing towards the outcome of “self managing whānau”. Staff training aimed at ensuring that whānau are engaged and whānau directed plans are in place has enabled more whānau to increase their capacity and capability to achieve their goals.

Primarily using the PATH planning tool, NISS's Whānau Ora Navigator completed the highest number of whānau plans across the seven organisations that make up our Whānau Ora Collective, Te Pū o te Wheke. More than half of these plans were completed with men incarcerated within Ngāwha Prison, and their whānau. The plans assisted several men to receive earlier than anticipated release on parole.

## COLLABORATIVE INTEGRATION

Internally, case consults are now common practice across all five NISS teams. This has led to increased awareness and improved service delivery. An example of internal collaboration is demonstrated in the way our youth mentors are increasingly involved with groups of students who are a disruptive influence in some schools. The tikanga-based programme run by the mentors has resulted in improved engagement in education and greater respect for staff and fellow students. Parents have also reported improved behaviour. Referrals are received from the Social Workers in

Schools team. There are also many more examples of Kaiawhina from the Whānau Team working with whole whānau groupings while the Social Worker in Schools focuses on the tamariki. The Whānau Team has also

*The Whānau Team has also managed several respite weekend and holiday camps for tamariki whose parents (often solo parents) are stressed and in need of a break*

managed several respite weekend and holiday camps for tamariki whose parents (often solo parents) are stressed and in need of a break. Referrals to the camps come from all NISS teams.

External collaboration has also grown over the year. NISS's partnership with Otangarei Trust and Youth Horizons Trust, known as Te Pae Aronga

Tai Tamariki (TPAT), has brought much needed, evidence-based, specialist therapeutic services into Tai Tokerau which NISS, on its own, does not have the capacity or capability to deliver. These include:

- *Specialist One-on-One Care for tamariki with high and complex needs*
- *FirstCare – primary mental health early interventions for tamariki (2-12yrs) and their whānau*
- *Teaching Family Homes – a model of care for troubled taitamariki.*



Also under TPAT management, and based within NISS, is the Kaikohe Social Sector Trial. This government initiative has been running since July 2013 and involves high levels of collaboration across both government and non-government agencies. The trial focuses on taitamariki aged between 12 and 18 and aims to:

- *Reduce truancy*
- *Reduce offending by young people*
- *Reduce alcohol and other drug use*
- *Support collaboration, co-ordination and communication.*

## INNOVATIVE SERVICE DELIVERY

This particular goal focuses on testing a number of service delivery approaches to evaluate what works best with whānau and taitamariki. Although there has been considerable activity in this area, particularly within the Youth Services team, there has not been a robust evaluation during this period. Testing and reviewing will continue over the next two years.

## SUSTAINABLE GROWTH

Over the year, and in collaboration with Te Pū o Te Wheke, considerable effort has gone into training trainers to work with NISS staff to consistently demonstrate a Ngāpuhitanga centred (culturally competent) learning organisation. Two staff, fluent in te reo, have completed training in the Dynamics of

Whānaungatanga, the Takarangi Framework, and Te Hakahuatanga and will implement these models across the whole organisation over the 2014/15 year. As well, regular reo and waiata sessions will be formalised. All staff will be required to learn karakia, mihimihi and waiata to use in their everyday practice.

## QUALITY AND EXCELLENCE

Each of NISS's five teams developed and implemented their own team plans with specific objectives relevant to their particular range of services and programmes, and linked to NISS's Business Plan. Teams have made significant progress towards achieving their team's goals. Teams have also implemented a number of small projects focused on continuous improvement. Gains include the recruitment and training of new care-givers who are actively involved in their marae and hapū and committed to involving tamariki placed with them in marae life. There have also been 10 new Tuakana (youth mentors) trained. Recognised mentoring training, provided by the Foundation for Youth Development, is planned during the first quarter of 2015.

Quality and excellence is a key feature of NISS. Continuous quality improvement involves sound planning, strong data integrity, increased competence in maintaining processes and systems and ongoing attainment of standards.

## NISS SERVICES

### WHĀNAU TEAM

#### (Team Leader and five social workers)

General social work support

Intensive social work support for whānau experiencing multiple pressures

Respite care for whānau under pressure

Whakapapa search

24/7 Care for tamariki in state custody

Respite care for children with disabilities

### MAURI ORA TEAM

#### (Team Leader, one social worker and two Incredible Years facilitators)

Family violence related education and programmes

In-home intensive mentoring for whānau at risk of a statutory intervention

Counselling for whānau affected by family violence and/or sexual abuse

The Incredible Years (IY) Parenting Programme.

### PARIRAU TEAM

#### (Team Leader, youth worker and 15 part-time youth mentors)

Programmes for young offenders, pre and post sentencing

Mentoring services for taitamariki whose offending is at risk of escalating in severity and frequency.

Marae-based programmes to build confidence and leadership within taitamariki

In October 2013 the Parirau Team Leader was seconded to CYF for a year to train to become a Youth Justice (YJ) Family Group Conference (FGC) Co-ordinator. Proposed changes in the legislation will enable iwi social services to convene FGCs from July 2015. In return, a CYF YJ Supervisor was seconded to NISS to lead the Parirau team.

### SOCIAL WORKERS IN SCHOOLS

#### (Team Leader and eight social workers)

Work with taitamariki and their whānau in order to meet their care and support responsibilities.

Support whānau to strengthen relationships with schools and with their communities

Provide social work services for taitamariki and their whānau within 30 low decile schools between Whāngarei and Hokianga

### ATTENDANCE SERVICES

#### (Team Leader and 11 advisors)

Truancy and non-enrolled notifications services for 150 Tai Tokerau schools

Identity, language, culture and community engagement

A support package is provided to a cluster of Early Childhood Education services in Kaikohe that have child spaces available and appear to have low responsiveness to whānau.



## Results For The Year Ending 30 June 2014

### Whānau Team

- 96 whānau received general social work support.
- 46 whānau received intensive social work support and respite care.
- More than 2,000 nights of care were provided for tamariki in the custody of CYF.

### Mauri Ora Team

- 37 whānau affected by family violence and/or sexual abuse received counselling.
- More than 40 parents graduated from the parenting courses run in Kaikohe and Moerewa. NISS worked intensively with 15 whānau whose children were at risk of being taken into care by CYF. CYF has reported that all whānau involved were supported to establish whatever routines were needed to keep their children free from abuse and neglect.

### Parirau Team

- 148 taitamariki attended marae-based programmes aimed at building confidence and leadership. Nineteen programmes were delivered.
- Three to five hours of mentoring per week was provided for 43 young people with low level offending.
- 25 hours of mentoring per week was provided for 11 young people on bail while awaiting sentencing.
- 30 hours of mentoring per week was provided for 13 people from Whangarei to Kaitaia, sentenced to "Supervision with Activity". This is the highest level of community sentence available to young people who have committed serious offences. It involves intensive supervision and management of an individual plan for a minimum of three months.
- 1,000 taitamariki participated in Youth Week activities.



### SOCIAL WORKERS IN SCHOOLS (SWIS)

Over this period, the SWiS team has worked with 359 children and their whānau in 30 schools. 537 tamariki participated in group programmes.

### ATTENDANCE SERVICES

On behalf of the Tai Tokerau Iwi CEOs Consortium, NISS is contracted by the Ministry of Education to manage non-enrolled notifications (NENS) for school-aged children and young people who have been absent from school for 20 days or longer. Unexplained absences (UAs) are also investigated when a regular pattern of absences from school is evident. The service involves 156 schools throughout Tai Tokerau. At the end of June there were 181 active NENS and 132 UAs.

**Kia tū tika ai te whare tapu o Ngāpuhi  
That the sacred house of Ngāpuhi stands firm.**

He mihi nui kia koutou

**Carol Dodd**  
Chairperson  
Ngāpuhi Iwi Social Services.

Whaia te matauranga  
me te tika, me  
mihaitia  
putu.

Joe George

“Kaua e riro mā ngā  
mea iti noa iho koe  
e hakatāpokopoko  
ai. Mena he whāinga  
tāu arumia. Kaua e  
tukuna tētahi mea te  
arai i a koe.

### *Nikolas Williams*

NGĀTI RANGI MATAMOEMOE,  
NGĀTI RANGI MATAKAKAA,  
TE HOIA, TE AETO, NGĀTI POU  
*2014 Scholarship Recipient*

*Don't get bogged down  
by the little things. If you  
have a goal, just go for it.  
Don't let anything get in  
your way.*



# TE RŌPŪ O TŪHORONUKU REPORT

JULY 2013 – FEBRUARY 2014

*The year under review (July 2013 – June 2014) has been another year of challenges. Despite these challenges, another historical milestone in our modern day history was achieved when the Crown recognised the Ngāpuhi mandated entity Te Rōpū o Tūhoronuku.*

**On** 14 February 2014, the Crown recognised the Te Rōpū o Tūhoronuku Independent Mandated Authority Deed of Mandate. This was a significant and historic occasion for Ngāpuhi and a major milestone for Te Rūnanga-ā-iwi o Ngāpuhi (the Rūnanga) whose contribution has made this achievement possible.

On the evening of 14 February 2014, Tūhoronuku Rōpū members met and agreed by resolution to the following:

*That Te Rōpū o Tūhoronuku members agree to the terms of the following documents (dated 14 February 2014):*

- *Te Rōpū o Tūhoronuku Independent Mandated Authority Deed of Trust (14 February 2014);*
- *The Deed Poll (Memorandum of Understanding) by Te Rūnanga-ā-iwi o Ngāpuhi (14 February 2014); and*
- *The conditions listed in the letter from the Crown dated 14 February 2014 recognising Te Rōpū o Tūhoronuku as the mandated entity to represent Ngāpuhi in Treaty Settlement negotiations with the Crown.*

**Moved:** Toko Tahere

**Seconded:** Tana Cooper

*Carried unanimously.*



**Carol Dodd**  
Trustee Sponser

The recognition triggered the commencement of separation of the sub-committee, Te Rōpū o Tūhoronuku from the Rūnanga and establishing the independent entity Te Rōpū o Tūhoronuku Independent Mandated Authority (Tūhoronuku IMA).

## PUBLIC SUBMISSION PROCESS

Prior to recognising or not recognising a mandate, the Crown seeks submissions from throughout New Zealand on the mandate. The Crown considers the submissions to help inform whether or not they are able to recognise a mandate.

In July 2013, the Crown publicly advertised the Tūhoronuku Deed of Mandate and Addendum for a six week period (6 July to 18 August), seeking submissions from anyone. What is normally a six to eight week process for other groups became a five month process for Tūhoronuku, due to the number of submissions received.

## FUNDING REIMBURSEMENT

The project team has been emphatic in its approach to ensuring the Rūnanga is reimbursed for costs expended on this process. Despite the Rūnanga Board considering the costs expended on this process an investment in Ngāpuhi's future, we are pleased to advise that to date, the Crown partially reimbursed the Rūnanga \$3,260,126 for pre-mandate activities.

## TŪHORONUKU GOVERNANCE

As reported in previous years, our relationship with Te Rūnanga-ā-iwi o Ngāpuhi (the Rūnanga) has been determined by Terms of Reference agreed by Tūhoronuku members and approved by the Rūnanga Board.

Tūhoronuku was satisfied sufficient procedures, policies, guidelines and organisational structure were in place to ensure that appropriate division, decision-making and responsibility exists between the Rūnanga and Tūhoronuku.

No issues of concern were brought to the attention of Tūhoronuku members in the year under review.

Governance oversight and guidance for this essential work is undertaken on behalf of all Ngāpuhi by the following members of Tūhoronuku referred to as "Caretaker Trustees", with all the responsibility and authority of a normal Board.

John Klaricich	Kaumātua Representative
Titewhai Harawira	Kuia Representative
Tana Cooper	South Island Rohe Representative
Hemi Pou	Wellington Rohe Representative
Hōne Sadler	South Auckland Rohe Representative
Denis Hansen	West/Central Auckland Rohe Representative
Kyle Hoani	Hapū Representative
Toko Tahere	Hapū Representative
Sam Napia	Hapū Representative
Raniera (Sonny) Tau	Rūnanga Representative
Carol Dodd	Rūnanga Representative

## COMPLIANCE

As per previous year's reports, management of the day-to-day affairs of Tūhoronuku is undertaken by the Project Team.

The integrity of systems and quality and relevance of reporting are areas that remain a priority.

Tūhoronuku continues to use internal resources and engage external advisors to carry out audit functions on various parts of Tūhoronuku to ensure full compliance with all regulations relating to Rūnanga and Crown policy and procedures.

Review of risks to the project is constant and on-going.

## TŪHORONUKU IMA SEPARATION FROM THE RŪNANGA

The Rōpū members who signed the Te Rōpū o Tūhoronuku Independent Mandated Authority Deed of Trust are referred to as 'Caretaker Trustees' and remained in place until the nomination and election process was completed. As Caretaker Trustees, the Board members acted with the full authority and responsibility of a normal Trustee. These Trustees completed the transition phase which was brought into effect when the Crown recognised the mandate:

- *To separate from Te Rūnanga A Iwi O Ngāpuhi; and*
- *To commence the nominations and election process.*

At the time of drafting this report, the separation from the Rūnanga had been completed:

- *Tūhoronuku IMA is independent from Te Rūnanga-ā-iwi o Ngāpuhi*
- *Tūhoronuku IMA has Charitable Trust Status*
- *The nomination and election process for the 22 Trustees to Tūhoronuku IMA is in progress*
- *Governance and Operational Policies and Procedures are approved*
- *The FY14-15 operational budget has been approved*
- *The Crown Work Plan to complete settlement has been signed off*
- *The Project Team have been employed/contracted*
- *An MoU and loan facility has been signed with Te Rūnanga-ā-iwi o Ngāpuhi.*

One of the downsides of separating from an umbrella entity is the requirement to have an infrastructure in place to support basic operational requirements. To minimise this, Tūhoronuku IMA have entered into a Service Level Agreement with the Rūnanga for Financial and Information Technology (IT) Services.

Tūhoronuku IMA is satisfied the Rūnanga has the capability to provide the level of financial and IT services required to support this project.

## 2013 – 2014 Milestones

### July 2013

*The Rūnanga receives partial reimburse of \$2,184,993 for pre-mandate costs incurred by the Rūnanga.*

### July – December 2013

*The Crown advertises the Deed of Mandate and Addendum, seeking submissions from the public (a five month process).*

### February 2014

*The Crown recognises the Deed of Mandate.*

*Separation from Te Rūnanga-ā-iwi o Ngāpuhi commences.*

*The Waitangi Tribunal receives an application for Urgent Hearings to review the Crown's mandating process.*

### March 2014

*Information Hui were held with Ngāpuhi throughout Aotearoa, Perth and Sydney to update Ngāpuhi whānau on the Deed of Mandate, communicate the nominations and election process and introduce the PSGE conversation.*

### April 2014

*Nominations and elections process for Hapū Kaikōrero, Urban, Kaumātua, Kuia commence.*

### June 2014

*Separation from Te Rūnanga-ā-iwi o Ngāpuhi is completed.*

*The Waitangi Tribunal convenes a Judicial Conference to determine whether or not an Urgent Hearing will be granted.*

### THE WAITANGI TRIBUNAL JUDICIAL CONFERENCE – URGENCY APPLICATION

At the time of writing this report, 12 WAI claimants have filed claims against the Crown alleging that the recognition of our mandate is in breach of Te Tiriti o Waitangi. A number of other WAI claimants supported these claimants. The claims are all against the Crown, however Tūhoronuku is directly affected.

A Judicial Conference was convened to determine whether these claims should be heard as a matter of urgency. This comes down to whether the claimants are suffering, or are likely to suffer, significant and irreversible prejudice if they are not heard urgently and whether there are alternative remedies available.

At the time of drafting this report, no memorandum from the Waitangi Tribunal had been issued.

If urgency is granted, there will be a hearing in relation to the Crown mandating process.

### CLOSING COMMENTS

As you read through this report and join us in celebrating our successes, I hope you will share our pride in Tūhoronuku and our excitement for the future.

As a Board, we recognise that strategic plans and initiatives are only as good as the staff given the task of implementing those plans. To our Project Team lead by Lorraine Toki, thank you for your dedication and hard work.

During the past year, the Tūhoronuku Rōpū members have spent considerable time ensuring a smooth transition from a sub-committee to a separate mandated entity to represent Ngāpuhi in the settlement negotiations. They have spent the best part of 2014 putting in place governance and operational policies to guide the Tūhoronuku IMA Board. They did so in their capacity as Initial (Caretaker) Trustees with the full authority and responsibility of Trustees.

*I want to farewell Board members Titewhai Harawira, Tana Cooper, Kiro Pou and Kyle Hoani, whose contribution, commitment, loyalty and dedication to Ngāpuhi has been outstanding*

This will be my final report to Ngāpuhi as the Trustee Sponsor for Te Rōpū o Tūhoronuku. I want to farewell Board members Titewhai Harawira, Tana Cooper, Kiro Pou and Kyle Hoani, whose contribution, commitment, loyalty and dedication to Ngāpuhi has been outstanding.

Incoming Trustees have a lot to live up to – these people set a very high standard in governance

and decision making on behalf of Ngāpuhi. And we thank you all.

Finally, I want to acknowledge Denis Wilmot Hansen, whose sudden passing brought us all to a standstill, in so many ways.

E te Rangatira e Denis, e kore rawa ngā mahi i mahingia e koe e warewaretia ia mātou. Ngā hua katoa i hāpaitia e koe kia anga mua ai tō Iwi, kei kōnei tonu e noho ngakau ana.

Nō reira e Denis me mihi kau atu kia koe ka tika, tēnā koe, tēnā koe, tēnā rā tātou katoa.



**Carol Dodd**  
Trustee Sponsor



*Kaua e mataku ki te wawata, kia moata te hakatau whāinga.*

**Rameka Alexander-Tu'inukuafe**

NGĀTI RĒHIA, NGAI TAWAKE KI TE TUAWHENUA

2014 Scholarship Recipient

*Don't be afraid to start dreaming and set goals early.*

# TE RŪNANGA-Ā-IWI O NGĀPUHI

SUMMARY OF CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2014

Te Rūnanga-ā-iwi o Ngāpuhi

## Summary Consolidated Financial Statements

FOR THE YEAR ENDED 30 JUNE 2014

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Summary Consolidated Statement of Comprehensive Income

Summary Consolidated Statement of Changes in Equity

Summary Consolidated Statement of Financial Position

Summary Consolidated Statement of Cash Flows

Notes to the Summary Consolidated Financial Statements

Auditors Report

The following Summary Consolidated Financial Statements have been extracted from the audited Full Group Financial Statements dated 15th September 2014. The Full Group Financial Statements were prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). The Group is a public benefit entity and has made an explicit statement of compliance with NZ IFRS as applicable for public benefit entities in the Full Consolidated Financial Statements. The Summary Consolidated Financial Statements cannot be expected to provide as complete an understanding as provided by the Full Consolidated Financial Statements. An unqualified audit opinion was issued on Full Consolidated Financial Statements.

The Summary Consolidated Financial Statements have been examined by the Group's auditor for consistency with the Full Consolidated Financial Statements and their unqualified audit report on the Summary Consolidated Financial Statements has been attached.

Further details about the Group's Financial Performance and Financial Position can be obtained from the Full Consolidated Financial Statements.

Each Tribal member is entitled to obtain upon request a copy of the Full Consolidated Financial Statements. Requests should be made to the Office of Te Rūnanga Ā Iwi O Ngāpuhi - Attention: Allen Wihongi.

The Rūnanga Representatives authorised the issue of the Full Consolidated Financial Statements on 15th September 2014.

## Te Rūnanga-ā-iwi o Ngāpuhi

**Statements of Comprehensive Income**

FOR THE YEAR ENDED 30 JUNE 2014

	Note	Consolidated Group		TRAION Parent Entity	
		2014	2013	2014	2013
		\$	\$	\$	\$
Revenue	2	15,601,729	13,134,420	2,371,441	1,234,905
Other Income	2	699,952	6,100,742	2,547,595	3,233,097
<b>Total income</b>		<b>16,301,681</b>	<b>19,235,162</b>	<b>4,919,036</b>	<b>4,468,002</b>
<b>Expenses</b>					
Employee remuneration	2	3,722,598	3,240,867	1,425,808	1,253,478
Finance costs - financial liabilities at amortised cost		6,527	55,992	760	18,035
Depreciation and amortisation	4	328,254	301,632	147,299	141,058
Other expenses	2	12,356,823	10,430,259	2,857,536	1,896,473
<b>Total expenses</b>		<b>16,414,202</b>	<b>14,028,750</b>	<b>4,431,403</b>	<b>3,309,044</b>
<b>Operating (loss)/profit</b>		<b>(112,521)</b>	<b>5,206,412</b>	<b>487,633</b>	<b>1,158,958</b>
Tūhoronuku Contribution	3	524,507	838,673	524,507	838,673
Tūhoronuku Part Reimbursement of Pre-mandate Costs	3	(815,133)	(2,184,993)	(815,133)	(2,184,993)
		178,105	6,552,732	778,259	2,505,278
Share of profit from equity accounted entities		140,791	197,566	-	-
<b>Net profit/(loss) for the year attributable to members</b>		<b>318,896</b>	<b>6,750,298</b>	<b>778,259</b>	<b>2,505,278</b>
<b>Other Comprehensive Income</b>					
Movement in available for sale revaluation reserve		(73,777)	(57,785)	(67,751)	(57,568)
<b>Total comprehensive income attributable to members</b>		<b>245,119</b>	<b>6,692,513</b>	<b>710,508</b>	<b>2,447,710</b>

The accompanying Statement of Accounting Policies and Notes to the Financial Statements form an integral part of these Financial Statements.

## Te Rūnanga-ā-iwi o Ngāpuhi

**Statements of Changes in Equity**

FOR THE YEAR ENDED 30 JUNE 2014

	Retained Earnings	Property, Plant & Equipment Revaluation Reserve	Available for Sale Revaluation Reserve	Intangible Asset Revaluation Reserve	Total Equity
<b>Consolidated</b>					
Opening balance 1 July 2012	10,594,867	110,121	7,558,101	25,038,871	43,301,960
Profit/(Loss) for the year	6,750,298	-	-	-	6,750,298
Other Comprehensive Income - revaluation	-	-	(57,785)	-	(57,785)
<b>Total comprehensive income</b>	<b>6,750,298</b>	<b>-</b>	<b>(57,785)</b>	<b>-</b>	<b>6,692,513</b>
Closing balance 30 June 2013	17,345,165	110,121	7,500,316	25,038,871	49,994,473
Profit/(Loss) for the year	318,896	-	-	-	318,896
Other Comprehensive Income - revaluation (devaluation)	-	-	(73,777)	-	(73,777)
<b>Total comprehensive income</b>	<b>318,896</b>	<b>-</b>	<b>(73,777)</b>	<b>-</b>	<b>245,119</b>
<b>Closing balance 30 June 2014</b>	<b>17,664,061</b>	<b>110,121</b>	<b>7,426,539</b>	<b>25,038,871</b>	<b>50,239,592</b>
<b>Parent</b>					
Opening balance 1 July 2012	9,332,702	-	148,755	-	9,481,457
Profit/(Loss) for the year	2,505,278	-	-	-	2,505,278
Other Comprehensive Income - devaluation	-	-	(57,568)	-	(57,568)
<b>Total comprehensive income</b>	<b>2,505,278</b>	<b>-</b>	<b>(57,568)</b>	<b>-</b>	<b>2,447,710</b>
Closing balance 30 June 2013	11,837,980	-	91,187	-	11,929,167
Profit/(Loss) for the year	778,259	-	-	-	778,259
Other Comprehensive Income - devaluation	-	-	(67,751)	-	(67,751)
<b>Total comprehensive income</b>	<b>778,259</b>	<b>-</b>	<b>(67,751)</b>	<b>-</b>	<b>710,508</b>
<b>Closing balance 30 June 2014</b>	<b>12,616,239</b>	<b>-</b>	<b>23,436</b>	<b>-</b>	<b>12,639,675</b>

The accompanying Statement of Accounting Policies and Notes to the Financial Statements form an integral part of these Financial Statements.

## Te Rūnanga-ā-iwi o Ngāpuhi

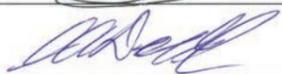
## Statements of Financial Position

AS AT 30 JUNE 2014

	Note	Consolidated Group		TRAION Parent Entity	
		2014	2013	2014	2013
		\$	\$	\$	\$
<b>Current Assets</b>					
Cash and cash equivalents	5	6,490,801	3,617,230	3,780,452	1,735,054
Trade and other receivables	6	1,690,687	7,055,509	1,257,613	2,674,768
Prepayments		31,164	8,660	25,701	-
Inventories		327,179	288,230	31,764	28,628
Investments	7	2,747,235	373,048	1,245,789	300,883
Loans to subsidiaries		-	-	2,940,073	3,965,029
<b>Total current assets</b>		<b>11,287,067</b>	<b>11,342,677</b>	<b>9,281,392</b>	<b>8,704,362</b>
<b>Non current assets:</b>					
Investments	7	13,862,462	14,583,168	1,256,385	1,885,949
Shares in subsidiaries		-	-	365,897	365,897
Investment in equity accounted entities		427,628	410,694	350	350
Loans to subsidiaries		-	-	1,160,000	1,160,000
Intangible assets	8	20,571,443	20,450,906	120,537	-
Investment property	9	1,990,000	1,860,000	-	-
Property, plant and equipment		3,779,424	3,756,033	1,237,216	893,513
<b>Total non-current assets</b>		<b>40,630,957</b>	<b>41,060,801</b>	<b>4,140,385</b>	<b>4,305,709</b>
<b>Total assets</b>		<b>51,918,024</b>	<b>52,403,478</b>	<b>13,421,777</b>	<b>13,010,071</b>
<b>Current liabilities</b>					
Trade and other payables		824,308	772,867	332,726	295,637
Income received in advance		515,499	817,092	297,532	644,897
Borrowings	10	-	2,000	-	2,000
Employee entitlements		323,727	290,028	151,844	138,370
<b>Total current liabilities</b>		<b>1,663,534</b>	<b>1,881,987</b>	<b>782,102</b>	<b>1,080,904</b>
<b>Non Current Liabilities</b>					
ETS credits	8	14,898	14,898	-	-
Borrowings	10	-	512,120	-	-
<b>Total non-current liabilities</b>		<b>14,898</b>	<b>527,018</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities</b>		<b>1,678,432</b>	<b>2,409,005</b>	<b>782,102</b>	<b>1,080,904</b>
<b>Net assets</b>		<b>50,239,592</b>	<b>49,994,473</b>	<b>12,639,675</b>	<b>11,929,167</b>
<b>Equity</b>					
Property, plant & equipment revaluation reserve		110,121	110,121	-	-
Available for sale revaluation reserve		7,426,539	7,500,316	23,436	91,187
Intangible asset revaluation reserve		25,038,871	25,038,871	-	-
Retained earnings		17,664,061	17,345,165	12,616,239	11,837,980
<b>Total equity</b>		<b>50,239,592</b>	<b>49,994,473</b>	<b>12,639,675</b>	<b>11,929,167</b>

Authorised and signed on behalf of the Trustees


 15th September 2014  
 Chairperson


 15th September 2014  
 Trustee

The accompanying Statement of Accounting Policies and Notes to the Financial Statements form an integral part of these Financial Statements.

## Te Rūnanga-ā-iwi o Ngāpuhi

## Cash Flow Statements

FOR THE YEAR ENDED 30 JUNE 2014

	Note	Consolidated Group		TRAION Parent Entity	
		2014	2013	2014	2013
		\$	\$	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Cash was provided from:					
Revenue		15,492,378	11,814,566	2,111,767	1,858,305
Interest Income		413,718	317,399	437,801	426,144
Goods and Services Tax		-	-	-	67,031
Expenses reimbursed		2,184,993	-	2,184,993	-
Maori authority credits refunded		3,789,840	-	-	-
Dividends Received		-	1,109,745	-	-
Dividends Received from a Related Party		-	-	1,950,000	1,950,000
		<b>21,880,929</b>	<b>13,241,710</b>	<b>6,684,561</b>	<b>4,301,480</b>
Cash was applied to:					
Payments to Suppliers		(12,267,934)	(8,238,579)	(3,109,213)	(2,151,589)
Payments to Employees, Directors and Trustees		(3,688,899)	(3,454,316)	(1,412,334)	(1,326,278)
Interest Paid		(6,527)	(55,992)	(760)	(18,035)
Goods and Services Tax		(119,823)	(52,552)	(132,274)	-
		<b>(16,083,183)</b>	<b>(11,801,439)</b>	<b>(4,654,581)</b>	<b>(3,495,902)</b>
<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	11	<b>5,797,746</b>	<b>1,440,271</b>	<b>2,029,980</b>	<b>805,578</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Cash was provided from:					
Sale of property, plant and equipment		6,957	870	6,957	-
Loan repaid by associate		123,857	-	-	-
Loan repaid by subsidiaries		-	-	1,024,956	-
Sale of investments		40,593	1,103,881	40,593	1,209,306
		<b>171,407</b>	<b>1,104,751</b>	<b>1,072,506</b>	<b>1,209,306</b>
Cash was applied to:					
Purchase of investments		(1,784,396)	-	(436,671)	-
Purchase of intangible assets		(121,041)	-	(121,041)	-
Loans to subsidiaries		-	-	-	(1,531,417)
Purchase of property, plant and equipment		(676,025)	(1,019,133)	(497,376)	(354,661)
		<b>(2,581,462)</b>	<b>(1,019,133)</b>	<b>(1,055,088)</b>	<b>(1,886,078)</b>
<b>NET CASH (OUTFLOW)/INFLOW FROM INVESTING ACTIVITIES</b>		<b>(2,410,055)</b>	<b>85,618</b>	<b>17,418</b>	<b>(676,772)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Cash was applied to:					
Loans		(514,120)	-	-	-
Hire purchase		-	(67,537)	(2,000)	(59,400)
		<b>(514,120)</b>	<b>(67,537)</b>	<b>(2,000)</b>	<b>(59,400)</b>
<b>NET CASH (OUTFLOW)/INFLOW FROM FINANCING ACTIVITIES</b>		<b>(514,120)</b>	<b>(67,537)</b>	<b>(2,000)</b>	<b>(59,400)</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS HELD</b>		<b>2,873,571</b>	<b>1,458,352</b>	<b>2,045,398</b>	<b>69,406</b>
Opening Balance of Cash and Cash Equivalents		3,617,230	2,158,878	1,735,054	1,665,648
<b>CLOSING BALANCE OF CASH AND CASH EQUIVALENTS</b>	5	<b>6,490,801</b>	<b>3,617,230</b>	<b>3,780,452</b>	<b>1,735,054</b>

The accompanying Statement of Accounting Policies and Notes to the Financial Statements form an integral part of these Financial Statements.

## Te Rūnanga-ā-iwi o Ngāpuhi

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2014

### 1. Summary of Accounting Policies

Te Rūnanga Ā Iwi O Ngāpuhi (TRAION) is a Charitable Trust and a Mandated Iwi Organisation under section 13 of the Maori Fisheries Act 2004. The principal activities of the entity is the support and development of Ngāpuhi through the delivery of various services to Ngāpuhi and the prudent management of Ngāpuhi commercial assets for the benefit of Ngāpuhi.

The Group consolidated financial statements consist of the results of TRAION and its 100% subsidiaries Ngāpuhi Asset Holding Company Limited (NAHC), Ngāpuhi Iwi Social Services Limited (NISS), Ngāpuhi Service Station Limited (NSSL), Ngāpuhi Books and Stationery Limited (NBSL), Ngāpuhi Iwi Housing Development Limited (NIHDL), Ngāpuhi Food & Beverage Limited (NFBL) (together the "Group") and the Group's interest in the jointly controlled assets of Te Pae Aronga Taitamariki, and in the equity accounted entities Northland Deepwater Limited Partnership (NDW), NDW LFR Limited, Northland Deepwater JV Limited and Northland Deepwater GP Limited.

TRAION (inclusive of its subsidiaries and equity accounted entities) is a public benefit entity incorporated in New Zealand.

#### Basis of Preparation - Statement of compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ('NZ GAAP'). They comply with the New Zealand Equivalents to International Financial Reporting Standards ('NZ IFRS') and other applicable financial reporting standards, as appropriate for public benefit entities.

The financial statements were authorised for issue by the trustees on the date the financial statements are executed. The entities' owners or others do not have the power to amend the financial statements after issue.

#### Basis of measurement

The financial statements have been prepared on the basis of historical cost, adjusted by the revaluation of certain assets where stated.

#### Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of TRAION and the presentation currency of the Group is New Zealand dollars.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

#### Specific Accounting Policies

##### (a) Financial Assets

The Group initially recognises loans and receivables on the date that they are originated. Available for sale financial assets are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

Financial assets are initially measured at fair value plus directly attributable transaction costs except for those financial assets classified as fair value through profit or loss in which case the directly attributable transaction costs are recognised in the profit or loss. Subsequent measurement is described below.

Financial assets are classified into the following specified categories: 'available for sale' financial assets and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

#### Available-for-sale financial assets

Available-for-sale financial assets are those non-derivative financial assets that are designated as available-for-sale or are not classified as loans and receivables, held-to-maturity investments or financial assets at fair value through profit or loss. Certain investments held by the Group are classified as being available-for-sale and are stated at fair value. The bonds held as part of the BNZ Investment Portfolio are recognised in this category. Fair value is determined in the manner described in note 7. Gains and losses arising from changes in fair value are recognised in other comprehensive income and directly in the available-for-sale revaluation reserve, until the investment is disposed of or is determined to be impaired, at which time the cumulative gain or loss previously recognised in the available-for-sale revaluation reserve is included in profit or loss for the period. Shares held in unlisted companies are classified as being available for sale stated at cost as fair value can not be reliably measured. The Group's investment in Aoteroa Fisheries Limited (AFL) income shares, CSB shares and Paper Plus shares are recognised in this category. Dividends on available-for-sale equity instruments are recognised separately in the profit or loss when the Group's right to receive payments is established.

#### Loans and receivables

Trade receivables, loans and other receivables that have fixed or determined payments that are not quoted in an active market are classified as loans and receivables. Loans and receivables are measured at amortised cost using the effective interest method less any impairment. The Group's term deposits with an original maturity of greater than three months, trade receivables, loans and intercompany loans are recognised in this category. Loans and receivables of a short-term nature are not discounted.

## Te Rūnanga-ā-iwi o Ngāpuhi

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2014

### (b) Financial Liabilities

The Group initially recognises debt securities issued and subordinated liabilities on the date that they originated. All other financial liabilities are recognised initially on the trade date, which is the date that the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expire.

The Group classifies non-derivative financial liabilities into the other financial liabilities category. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise loans and borrowings, bank overdrafts, and trade and other payables.

Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

#### Debt and equity instruments

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangement. Debt is classified as current unless the Group has the unconditional right to defer settlement of the debt for at least 12 months after reporting date.

#### Interest and dividends declared

Interest and dividends are classified as expenses or as distributions of profit consistent with the statement of financial position classification of the related debt or equity instruments.

#### Borrowings

Borrowings are recorded initially at fair value, plus any directly attributable transaction costs. Subsequent to initial recognition, borrowings are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit or loss over the period of the borrowings using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the borrowings, or where appropriate, a shorter period, to the net carrying amount of the borrowings.

#### Trade and Other Payables

Trade and other payables are recognised when the Group becomes obliged to make future payments resulting from the purchase of goods and services. Trade and other payables are measured at amortised cost using the effective interest method. Trade and other payables of a short-term nature are not discounted.

### (c) Intangible Assets

#### Fish Quota

Fish quota has been recorded at fair value on recognition (Te Ohu Kaimoana allocation as part of the original Settlement) with additional quota acquisitions initially recorded at cost. Fish quota are treated as an asset with an indefinite life and are not amortised and are carried at cost less any impairment losses. Impairment losses are recognised whenever the carrying amount of the asset exceeds its recoverable amount. Fish quota is tested annually for impairment. The useful life is assessed annually to determine whether the indefinite life assessment continues to be supportable.

Quota shares are a property right that represents the quota owner's share of a fishery. These are tradeable rights and are issued perpetually and are a tool used to actively manage the fishery in a sustainable manner via the Annual Catch Entitlement process. As a result the quota shares are not amortised. Refer to note 8 for further information.

#### ETS Units

Intangible assets include carbon credits acquired by way of a Government grant and are initially recognised at fair value at the date of acquisition. Following initial recognition, these intangible assets are carried at cost less any accumulated impairment losses, and are considered to have an indefinite life.

Carbon credits are not consumed and are therefore not amortised. They are tested for impairment annually and whenever there is an indication that impairment exists. Refer to note 8 for further information.

### (d) Investment Property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation. Investment property is measured at cost on initial recognition and subsequently at fair value with any change therein recognised in profit or loss.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, any other costs directly attributable to bringing the investment property to a working condition for their intended use and capitalised borrowing costs.

Any gain or loss on disposal of an investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in profit or loss. When an investment property that was previously classified as property, plant and equipment is sold, any related amount included in the revaluation reserve is transferred to retained earnings.

## Te Rūnanga-ā-iwi o Ngāpuhi

**Notes to the Financial Statements**

FOR THE YEAR ENDED 30 JUNE 2014

**(e) Property, plant and equipment**

All property, plant and equipment are recorded at cost less accumulated depreciation and impairment except for land and buildings, which are measured at fair value and revalued with sufficient frequency to ensure that the fair value of the revalued asset does not differ materially from its carrying amount less accumulated depreciation and impairment losses. Any revaluation surplus arising on the revaluation of an asset is transferred directly to the property, plant and equipment revaluation reserve as shown in the statement of financial position and reported in other comprehensive income.

A revaluation deficit in excess of the property, plant and equipment revaluation reserve balance for a class of asset is recognised in profit or loss in the period it arises. Revaluation surpluses which reverse previous revaluation deficits recognised in profit or loss are recognised in profit or loss.

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Group and the cost of the item can be measured reliably. In most instances, an item of property, plant and equipment is recognised at its transaction cost. This includes expenditure that is directly attributable to the acquisition of the items. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

**Disposals**

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the profit or loss. When revalued assets are sold, the amounts included in property, plant and equipment revaluation reserves in respect of those assets are transferred directly to retained earnings.

**Subsequent Costs**

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. Ongoing repairs and maintenance is expensed as incurred.

**Depreciation**

Depreciation is provided on property, plant and equipment, including freehold buildings but excluding land. Depreciation for plant and equipment is calculated on a diminishing value basis so as to write off the cost of each asset over its expected useful life to its estimated residual value. Depreciation for buildings is calculated on the revalued amount less its residual value on a straight line basis.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted as appropriate.

The expected useful lives of the various classes of property, plant and equipment used in the calculation of depreciation in the current and prior year are as follows:

• Buildings	50 years
• Plant and equipment	3 - 20 years
• Furniture and fittings	5 - 20 years
• Office equipment	3 - 15 years
• Motor vehicles	6 years

**(f) Taxation**

TRAION and its subsidiaries NISS and NAHC are registered with the Charities Commission and exempt from income tax. NSSL and NBSL obtained charitable status in the 2014 year and all entities within the Group are now exempt from income tax.

## Te Rūnanga-ā-iwi o Ngāpuhi

**Notes to the Financial Statements**

FOR THE YEAR ENDED 30 JUNE 2014

**2. PROFIT FROM OPERATIONS**

	Consolidated Group		TRAION Parent Entity	
	2014	2013	2014	2013
	\$	\$	\$	\$
<b>REVENUE:</b>				
Government contracts	3,897,389	2,914,170	1,323,630	453,464
Commercial trading operations revenue	10,907,598	9,688,368	46,334	35,096
Rental and lease income	-	-	111,718	120,273
Rental Income - Investment Properties	173,987	154,813	-	-
Management Fees	281,040	-	609,883	280,142
Sponsorship & Grants	139,000	-	159,000	-
Sundry Income	202,715	377,069	120,876	345,930
	<u>15,601,729</u>	<u>13,134,420</u>	<u>2,371,441</u>	<u>1,234,905</u>
<b>OTHER INCOME:</b>				
Interest income (Loans & Receivables)	214,549	54,539	262,964	195,017
Interest income (Available for Sale)	182,624	222,283	161,852	199,735
Dividend income (Available for Sale)	-	1,109,745	-	-
Dividend -Subsidiary	-	-	1,950,000	1,950,000
Donations	6,900	-	6,900	-
Government Grants	165,800	35,990	165,800	-
Maori Authority Tax Credits	-	3,789,840	-	-
Te Kupenga Trust Fund Distribution	-	888,345	-	888,345
Revaluation of Investment Properties	130,000	-	-	-
Gain on sale of Property Plant & Equipment	79	-	79	-
	<u>699,952</u>	<u>6,100,742</u>	<u>2,547,595</u>	<u>3,233,097</u>
<b>OTHER EXPENSES:</b>				
Auditors remuneration - BDO Northland;				
- Audit of financial statements	58,087	67,567	19,743	35,553
- Technical assistance	10,000	35,000	10,000	17,500
BDO Information Systems Limited - IT Services	-	8,933	-	8,933
Bad and doubtful debts	-	1,810	-	1,810
Cost of Sales	7,689,188	6,959,001	46,971	22,758
Directors Fees refer note 12	150,696	160,860	-	-
Impairment of Property, Plant & Equipment	318,006	-	-	-
Devaluation of Investment Property	-	100,000	-	-
Impairment of Intangibles	-	35,990	-	-
Inventory write off	-	8,851	-	-
Koha and hui	3,615	34,827	3,615	34,827
Leases	18,730	8,835	-	458
Trustee Fees refer note 12	137,710	151,009	137,710	151,009
Takiwā Grants refer below	59,300	58,800	59,300	58,800
Other expenses	3,911,491	2,798,776	2,580,197	1,564,825
	<u>12,356,823</u>	<u>10,430,259</u>	<u>2,857,536</u>	<u>1,896,473</u>
<b>EMPLOYEE REMUNERATION:</b>				
Wages & Salaries	3,650,546	3,116,094	1,400,724	1,202,045
Kiwisaver Contributions	72,052	124,773	25,084	51,433
	<u>3,722,598</u>	<u>3,240,867</u>	<u>1,425,808</u>	<u>1,253,478</u>
<b>TAKIWĀ GRANTS:</b>				
Ngāpuhi Ki Te Hauāru	6,600	6,600	6,600	6,600
Taumārere Ki Rākaumangamanga	6,500	6,600	6,500	6,600
Ngā Ngaru O Hokianga	6,600	6,600	6,600	6,600
Hokianga Ki Te Raki	6,600	6,600	6,600	6,600
Taiāmai Ki Te Marangai	6,600	6,000	6,600	6,000
Te Rōpū Takiwā O Mangakāhia	6,600	6,600	6,600	6,600
Ngāpuhi Ki Whāngarei	6,600	6,600	6,600	6,600
Te Taurāhere O Ngāpuhi Ki Te Tonga O Tāmaki Makaurau	6,600	6,600	6,600	6,600
Ngāpuhi Ki Waitematā	6,600	6,600	6,600	6,600
Ngāti Hine	-	-	-	-
	<u>59,300</u>	<u>58,800</u>	<u>59,300</u>	<u>58,800</u>
<b>3. TŪHORONUKU CONTRIBUTION</b>				

This represents the contributions provided to the Ngāpuhi Treaty Settlement process for the year as approved by the Trustees and reimbursements received from the Crown.

## Te Rūnanga-ā-iwi o Ngāpuhi

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2014

4. DEPRECIATION AND AMORTISATION				Consolidated Group		TRAION Parent Entity	
				2014	2013	2014	2013
				\$	\$	\$	\$
Depreciation				327,750	301,632	146,795	141,058
Amortisation				504	-	504	-
				<u>328,254</u>	<u>301,632</u>	<u>147,299</u>	<u>141,058</u>

5. CASH AND CASH EQUIVALENTS		Terms	Interest Rate		Consolidated Group		TRAION Parent Entity	
			2014	2013	2014	2013	2014	2013
			%	%	\$	\$	\$	\$
Bank Balances	On Call	-	-	-	131,098	267,461	64,749	213,361
Call Deposits - BNZ and ASB Bank	On Call	3.10/2.75	2.80	-	3,911,435	1,878,766	1,399,357	501,380
BNZ Investment Portfolio	On Call	3.25	2.25	-	2,525,202	1,145,501	2,316,269	1,024,723
BNZ Term Deposit	-	-	3.25	-	-	402,742	-	-
Cash and Vouchers					6,919	6,738	1,925	2,300
					<u>6,574,654</u>	<u>3,701,208</u>	<u>3,782,300</u>	<u>1,741,764</u>
Bank overdraft used for cash management purposes					(83,853)	(83,978)	(1,848)	(6,710)
					<u>6,490,801</u>	<u>3,617,230</u>	<u>3,780,452</u>	<u>1,735,054</u>

The carrying value of the cash and cash equivalents is their fair value.

## 6. TRADE AND OTHER RECEIVABLES

Trade debtors includes Tuhoronuku expense reimbursement from the Crown of \$745,083 (2013: \$2,184,993). In 2013 the Trade Debtors also included Maori Authority Tax Credits of \$3,789,840.

## 7. INVESTMENTS

		Category	Interest Rate	Consolidated Group		TRAION Parent Entity		
		of Financial Instrument	%	2014	2013	2014	2013	
				\$	\$	\$	\$	
<b>Current</b>								
BNZ Investment Portfolio Bonds (at fair value)	Available for Sale			1,338,565	332,455	1,245,789	260,290	
BNZ Term Deposit (at amortised cost)	Loans & Receivable	4.50		1,408,670	-	-	-	
Guardian Trust Cashplus Mortgage Units Fund	Available for Sale			-	40,593	-	40,593	
					<u>2,747,235</u>	<u>373,048</u>	<u>1,245,789</u>	<u>300,883</u>
<b>Non-Current</b>								
BNZ Investment Portfolio Bonds (at fair value)	Available for Sale			1,517,429	2,238,132	1,256,385	1,885,949	
Aotearoa Fisheries Limited income shares (at cost)	Available for Sale **			12,319,033	12,319,033	-	-	
Paper Plus shares (at cost)	Available for Sale *			24,000	24,000	-	-	
CSB shares (at cost)	Available for Sale *			2,000	2,000	-	-	
					<u>13,862,462</u>	<u>14,583,165</u>	<u>1,256,385</u>	<u>1,885,949</u>
Total Investments Held					<u>16,609,697</u>	<u>14,956,213</u>	<u>2,502,174</u>	<u>2,186,832</u>

The investments held by the entity are financial instruments.

The portion of the BNZ Investment Portfolio classified as available for sale is the listed bonds. The interest rates relating to the bonds are from 4.89-8.68% (2013: 5.57-8.68%) and the bonds will all mature in 1-5 years. As all bonds are listed, the fair values are the quoted market values of the financial instruments at reporting date.

\* The shares in Paper Plus and CSB are classified as available for sale, but cannot be sold as they are required to be held as specified in the franchise agreements with Paper Plus and Star Metro. The Directors have assessed these shares for impairment at 30 June 2014 and have concluded that there is no indication of impairment.

\*\* No consideration has ever been given to selling the Aotearoa Fisheries Limited shares.

## Aotearoa Fisheries Limited income shares

NAHC holds 15,791 shares or 12.6% of the income shares in Aotearoa Fisheries Limited. These income shares entitle NAHC to receive a dividend but these shares also contain a number of restrictions.

In May 2006 Taupo Moana Group (formerly Lake Taupo Capital) undertook an independent valuation and noted that the shares have restrictions on sale, and are associated with an inability to appoint Directors and were unlikely to accrue dividends until 2010. These restrictions resulted in the shares being valued between \$283.20 and \$627.00 per share. Reviewing the assumptions of the valuation the Directors at the time selected \$311.50 per share as representing the most appropriate valuation given the then current constraints. An inaugural dividend was received from Aotearoa Fisheries Limited in December 2010.

Taupo Moana Group undertook an independent valuation on 15 May 2012. The valuations were based on two methods; a) Dividend discount model being \$1,960.50 per share & b) the discounted cashflow model being \$780.13 per share. The Directors elected \$780.13 per share.

On 17 December 2012, Aotearoa Fisheries Limited declared a taxable bonus share issue. The number of extra shares issued were 15,791 taking the total share holding in Aotearoa Fisheries Limited to 31,582 shares. The bonus issue had no impact on the value of the investment.

In the prior period these shares were reclassified as available for sale financial assets recorded at cost. The Directors have assessed these shares for impairment at 30 June 2014 and have concluded that there is no indication of impairment.

## Te Rūnanga-ā-iwi o Ngāpuhi

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2014

8. INTANGIBLE ASSETS				Consolidated Group		TRAION Parent Entity	
				2014	2013	2014	2013
				\$	\$	\$	\$
<b>Fish Quota</b>							
Balance at 1 July (458,209,272 Quota Shares)				20,436,008	20,436,008	-	-
Balance at 30 June (458,209,272 Quota Shares)				<u>20,436,008</u>	<u>20,436,008</u>	<u>-</u>	<u>-</u>
<b>NZ ETS Units</b>							
Balance at 1 July				14,898	50,888	-	-
Impairment				-	(35,990)	-	-
Balance at 30 June				<u>14,898</u>	<u>14,898</u>	<u>-</u>	<u>-</u>
<b>Computer Software</b>							
Additions				121,041	-	121,041	-
Amortisation				(504)	-	(504)	-
Balance at 30 June				<u>120,537</u>	<u>-</u>	<u>120,537</u>	<u>-</u>
Total Intangible Assets at 30 June				<u>20,571,443</u>	<u>20,450,906</u>	<u>120,537</u>	<u>-</u>

## ETS Units

NAHC is deemed a participant in the New Zealand Emission Trading Scheme (ETS) as it is an owner of fishing quota. The carbon credits are not consumed and the Group is able to either hold the New Zealand Units (NZU) within the carbon register or alternatively trade the NZUs in domestic and international carbon markets. The NZUs are not amortised but are tested for impairment on an annual basis or when indications of impairment exist. NZUs relate to units that were allocated to the Group by the Ministry for the Environment as part of the fisheries allocation for quota owned.

There was no indication of impairment of these units at reporting date (2013: (\$35,990)).

There is also a corresponding liability for deferred income, which is a result of the ETS units being received and not directly used in compensation for which the grant was given.

## Fish Quota

The Directors have obtained a valuation for the fish quota as at 30 June 2014. This valuation indicates a value significantly higher than the value as recorded. On that basis they have concluded that there is no indication of impairment.

## 9. INVESTMENT PROPERTY

		Consolidated Group		TRAION Parent Entity	
		2014	2013	2014	2013
		\$	\$	\$	\$
Balance at 1 July		1,860,000	1,410,000	-	-
Fair value gains/(losses) on valuation		130,000	(100,000)	-	-
Additions		-	550,000	-	-
Balance at 30 June		<u>1,990,000</u>	<u>1,860,000</u>	<u>-</u>	<u>-</u>

Investment property comprises of three commercial properties that are leased to third parties. Two of the leases contain an initial non-cancellable period of five years. Subsequent renewals are negotiated with the lessee. No contingent rents are charged. The third lease is for a total term of nine years, with two yearly rent reviews.

All investment properties were valued based on an economic basis by capitalisation of the contract rental and checking this on a replacement cost basis supported by market evidence. The capitalisation rates used in the valuations were between 8 - 11% and took into account yields of recent commercial sales in the areas of the investment properties and took into account any contracted alterations to rental rates. The valuation was performed on 30 June 2014 by M K McBain a Registered Valuer of the firm Moir McBain Valuations, an independent valuer with extensive market knowledge in the types of investment properties owned by the Group.

There are no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

## 10. BORROWINGS

		Consolidated Group		TRAION Parent Entity	
		2014	2013	2014	2013
		\$	\$	\$	\$
<b>Non Current</b>					
Bank Term Loans		-	512,120	-	-
<b>Current</b>					
Leases		-	2,000	-	2,000
Total		<u>-</u>	<u>514,120</u>	<u>-</u>	<u>2,000</u>

The BNZ provided term business facilities which were repaid in October 2013. At reporting date 2013 the interest rates were 5.52% - 5.73%.

## Te Rūnanga-ā-iwi o Ngāpuhi

**Notes to the Financial Statements**

FOR THE YEAR ENDED 30 JUNE 2014

**11. NOTES TO THE CASH FLOW STATEMENT**

Reconciliation of net operating profit to net cash flows from operating activities	Consolidated Group		TRAION Parent Entity	
	2014	2013	2014	2013
	\$	\$	\$	\$
<b>Net operating profit (loss)</b>	318,896	6,750,298	778,259	2,505,278
<b>Non-cash items:</b>				
Depreciation and amortisation	328,254	301,632	147,299	141,058
Revaluation of investment properties, intangibles and available for sale assets	(130,000)	123,261	-	-
Impairment of property, plant & equipment	318,006	-	-	-
Share of equity accounted entities	(140,791)	(197,566)	-	-
Impairment allowance - trade receivables	-	4,652	-	-
Net interest accrued for the year	16,545	40,575	12,985	-
	392,014	272,554	160,284	141,058
<b>Movements in working capital</b>				
(Increase) Decrease in Trade Receivables and Prepayments	4,977,743	(6,267,385)	1,005,114	(2,433,471)
Increase (Decrease) in Trade Payables and Income in Advance	148,121	659,211	89,538	619,698
Decrease (Increase) in Inventories	(38,949)	25,737	(3,136)	(5,405)
	5,086,915	(5,582,437)	1,091,516	(1,819,178)
Items classified as investing activities	(79)	(144)	(79)	(21,580)
Net cash flows from operating activities	5,797,746	1,440,271	2,029,980	805,578

**12. KEY PERSONNEL REMUNERATION**

## KEY GOVERNANCE PERSONNEL REMUNERATION:

Key governance personnel are defined as Trustees or Directors associated with entities within the TRAION Group. Remuneration relates to Trustees and Directors fees together with additional payments made to Trustees or Directors engaged to act as professional advisers.

Trustee Fees	2014	2013
TRAION	\$	\$
Te Rau Allen	5,500	5,800
Joseph Bristowe	3,840	6,550
Vivienne Bristowe	490	1,330
Carol Dodd	14,200	21,284
Paul Haddon	980	4,290
Brian Joyce	4,220	5,800
Mike Kake	4,710	4,520
John Klaricich	-	4,525
Helene Leaf	6,700	6,290
Tina Barclay	490	-
Rāniera Tau	80,000	80,000
Don Edmonds	600	-
Wane Wharerau	4,410	5,310
Kiripai Kara	490	-
Tipene Pikaahu	490	-
Alva Pomare	490	-
Ngawai Tuson	3,430	-
Lorraine Young	980	-
Wattie Cooper	490	-
Keith Wihongi	5,200	5,310
	137,710	151,009

## Subsidiary entities Directors Fees

NAHC	2014	2013
	\$	\$
Sir John Goulter (Packard House Limited)	24,062	55,000
Leigh Auton (Auton & Associates Limited)	41,875	25,000
Erena Kara	25,000	12,500
Paki Rawiri (Rawiri Broughton Limited)	-	8,333
Rāniera Tau (Kotuku Holdings Limited)	25,000	25,000
John Rae	2,459	-
Wane Wharerau	25,000	29,167
	143,396	155,000

Rāniera Tau (Kotuku Holdings Limited) received fees of \$12,000 (2013: \$17,200) in addition to the amounts detailed above for Tuhoronuku.

## Te Rūnanga-ā-iwi o Ngāpuhi

**Notes to the Financial Statements**

FOR THE YEAR ENDED 30 JUNE 2014

**12. KEY PERSONNEL REMUNERATION (Continued)**

	2014	2013
	\$	\$
NISS		
Carol Dodd	5,360	3,435
Pae Reihana	1,940	2,425
	7,300	5,860

## KEY MANAGEMENT PERSONNEL REMUNERATION:

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group directly or indirectly.

	2014	2013
	\$	\$
Salaries	415,298	402,309
Kiwisaver Contributions	9,327	16,447
	424,625	418,756

**13. CONTINGENT ASSETS AND CONTINGENT LIABILITIES**Contingent Assets

The Trustees are not aware of any contingent assets as at 30 June 2014 (2013: nil).

Contingent Liabilities

The Trustees acknowledge that Ngāti Hine continue to ascertain their rights to withdraw from the joint mandated Iwi organisation through the Māori Fisheries Act 2004. The Trustees are unable to determine the financial effects of any possible withdrawal at this stage.

BNZ has guaranteed a bond to Chevron NZ Limited for an amount of \$200,000 on behalf of Ngapuhi Service Station Limited.

The Trustees are not aware of any other contingent liabilities as at 30 June 2014 (2013: nil).

**14. EVENTS SUBSEQUENT TO REPORTING DATE**

There have been no significant events after reporting date which require disclosure in these financial statements. (2013: A contract had been signed subsequent to reporting date for the purchase of the Kaikohe Hotel Property for \$287,500. There was also a requirement in the contract to demolish the building and keep the site secured, which was estimated to cost \$80,000.)

Independent Auditor's on

## The Summary Financial Statements

TO THE BENEFICIARIES OF TE RŪNANGA-Ā-IWI O NGĀPUHI



### Report on the Summary Financial Statements

The accompanying summary group financial statements of Te Rūnanga A Iwi O Ngāpuhi ("the Group") on pages 65 to 77 which comprise the summary group statement of financial position as at 30 June 2014, and the summary group statement of comprehensive income, summary group statement of changes in equity and summary group statement of cash flows for the year then ended, and related notes, are derived from the audited group financial statements of Te Rūnanga A Iwi O Ngāpuhi for the year ended 30 June 2014. We expressed an unmodified audit opinion on those financial statements in our report dated 15 September 2014.

The summary group financial statements do not contain all the disclosures required for full financial statements under generally accepted accounting practice in New Zealand. Reading the summary group financial statements, therefore, is not a substitute for reading the audited group financial statements of Te Runanga A Iwi O Ngāpuhi.

This report is made solely to the beneficiaries, as a body, for the purpose of expressing an opinion on the summary group financial statements for the year ended 30 June 2014. Our audit has been undertaken so that we might state to the beneficiaries those matters we are required to state to them in an auditor's report on summary group financial statements and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the beneficiaries as a body for our audit work, for this report, or for the opinions we have formed.

### Runanga Representatives Responsibility for the Summary Financial Statements

The Runanga Representatives are responsible for the preparation of a summary of the audited group financial statements, in accordance with FRS-43: *Summary Financial Statements*.

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary group financial statements based on our procedures, which were conducted in accordance with International Standards on Auditing (New Zealand) ISA (NZ) 810: *Engagements to Report on Summary Financial Statements*.

In our capacity as auditors we have no other relationship with or interests in the Te Rūnanga A Iwi O Ngāpuhi or any of its subsidiaries other than our firm provides New Zealand equivalents to International Financial Reporting Standards support and advice, BDO Information Systems Limited has provided IT Services in the 2013 year and BDO Northland have employees that are descendants of Ngāpuhi.

### Opinion

In our opinion, the summary group financial statements derived from the audited group financial statements of Te Rūnanga A Iwi O Ngāpuhi for the year ended 30 June 2014 are consistent, in all material respects, with those financial statements, in accordance with FRS-43: *Summary Financial statements*.

BDO Northland  
Homestead Road  
Kerikeri  
*BDO Northland*  
15 September 2014

This audit report relates to the summary group financial statements of Te Rūnanga A Iwi O Ngāpuhi for the year ended 30 June 2014 included on Te Runanga A Iwi O Ngāpuhi's website. Te Runanga A Iwi O Ngāpuhi's governing body is responsible for the maintenance and integrity of Te Runanga A Iwi O Ngāpuhi's website. We have not been engaged to report on the integrity of Te Runanga A Iwi O Ngāpuhi's website. We accept no responsibility for any changes that may have occurred to the summary group financial statements since they were initially presented on the website. The audit report refers only to the summary group financial statements named above. It does not provide an opinion on any other information which may have been hyperlinked to/from these summary financial statements. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited summary group financial statements and related audit report dated 15 September 2014 to confirm the information included in the audited summary group financial statements presented on this website. Legislation in New Zealand governing the preparation and dissemination of financial statements and summary group financial statements may differ from legislation in other jurisdictions.

Ehara taku  
mātauranga  
māku, mā  
tōku whānau.

**Cheryl Meek**

NGĀTI RANGI  
2014 Scholarship Recipient

*My education is not for  
me, it is for my whānau.*

# Trustees

## Te Rūnanga-ā-iwi o Ngāpuhi



Rāniera (Sonny) Tau

Chairman

Ngāpuhi ki Te Hauāuru



Carol Dodd

Deputy Chair

Te Rōpū Takiwā o Mangakāhia



Te Rau Allen

Taiāmai ki te Marangai



Joe Bristowe

Te Rūnanga o Taumārere ki Rākaumanga-manga



Ngawai Tuson

Ngāpuhi Hokianga ki te Raki



Brian Joyce

Te Takiwā-o-Ngāpuhi-ki-Te-Tonga-o-Tāmaki Makaurau



Wane Wharerau

Ngāpuhi ki te Waitemata



Mike Kake

Te Takiwā o Ngāpuhi ki Whangarei



Helene Leaf

Ngā Ngaru o Hokianga



Keith Wihongi

(Proxy Trustee)

Ngāpuhi ki Te Hauāuru

# Staff Directory

## Rūnanga

### EXECUTIVE

Allen Wihongi	CEO
Tara Rawiri	Executive Assistant to CEO Iwi Development Administrator
Anaru Kaipo	Executive Assistant to Chairperson and Board of Trustees
Shelley Naera	Co-ordinator Special Projects

### IWI DEVELOPMENT

Mario Hohaia	Hapū Development Leader
Kara George	Hapū Development Coordinator
Tania Pene	Hapū Development Coordinator
Lynette Wharerau	Hapū Development Coordinator

### FINANCE

Ketan Panchal	Chief Financial Officer
Priya Pothula	Accounts Administrator
Robyn Bone	Accounts Administrator
Natasha Hedge	Accounts Administrator

### SUPPORT SERVICES

Robert Wikaira	Head of Support Services
Reuben Wharawhara	Communications Leader
Tanya Martin	Communications Coordinator
Medina Davis	Iwi Registrar Funding Administrator
Hamiora (Sam) Wihongi	Iwi Registrar
Anne Hui	Front Desk Support
Iain Carruthers	Health Safety & Facilities Coordinator

## Commercial Subsidiaries

### NGĀPUHI ASSET HOLDING COMPANY LTD BOARD

Leigh Auton	Chair
Rāniera (Sonny) Tau	Director
Wane Wharerau	Director
Erena Kara	Director
John Rae	Director

### NGĀPUHI ASSET HOLDING COMPANY LTD

Paul Knight	Company Manager
Evan Rakena	Company Accountant
Raewyn Matheson	Accounts Administrator
Merle Stirling	Administration Officer

### NGĀPUHI SERVICE STATION LTD

Josie Taylor	Site Manager
Adele Ashby	Stock Manager
Helen Toto	Shift Supervisor/Crew Member
Kevin Hellyer	Shift Supervisor/Crew Member
Rhett Phillips	Shift Supervisor/Crew Member
Montina Pihema	Shift Supervisor/Crew Member
Harata Daniels	Crew Member
Joshua Dalbeth	Crew Member
Isaac Marsh	Crew Member
Emma Pomare	Shift Supervisor

### NGĀPUHI BOOKS & STATIONERY LTD

Jayne Ngapera	Store Manager
Dee Davis	Customer Service Assistant/Cartridge Refill Technician
Joanne Rountree	Customer Service Assistant
Lisa Te Paa	Customer Service Assistant



## Social Services Subsidiary

### GENERAL MANAGER

Liz Marsden

### OPERATIONS MANAGER

Aroha Shelford

### PARIRAU

Adelaide Cambell	Mentor
Anaru Toia	Mentor
Boudine Hauraki	Mentor
Brian Cooper	Mentor
Chris Archer	Team Leader
John Paitai	Mentor
Kihi Ririnui	Mentor
Marcus Rogers	Senior Mentor Kaitaia
Melvin Rameka	Mentor
Michelle Thompson	Mentor
Pita Moon	Mentor
Tim Tautau	Mentor
Te Whenua Harawira	Team Leader

### MAURI ORA

Alva Pomare	Team Leader
Anahira Pumipi	Social Worker
Karen Browne	In Home Mentor Kaiawhina
Emere Robson	Incredible Years Programme Facilitator
Korey Atama	Incredible Years Programme Facilitator

### TTAS/PARIRAU

Lettica Shelford	Advisor/Mentor
Whetumarama Mete	Advisor/Mentor

### TTAS

Carina Aiken	Team Leader
Clive Fremlin	Advisor
Geoff Stone	Advisor
Gloria Pedro	Advisor
Hayley Webster	Advisor
Keryn Bristow	Advisor
Mereana Tua	Advisor
Mike Korewha	Advisor
Rebecca Parkes	Advisor
Wehe Hancy	Advisor

### WHĀNAU

Cecelia Pihema	Kaiawhina
Emily Ashby	Team Leader
Jaycee Maunsell-McMenamin	Kaiawhina
Mihi Pickering	Kaiawhina
Waru Ashby	Kaiawhina

### SWIS

Geneva Hildreth	Social Worker
Ipi Williams	Social Worker
Jacqui Firth	Social Worker
Lucy Taurua-Mason	Social Worker
Margaret Yorke	Social Worker
Midge Palmer	Social Worker
Ngaire Wycliffe	Team Leader
Rene Hapeta	Social Worker
Sue Vaughan	Social Worker

### ADMINISTRATOR SUPPORT

Lovey Mutu

## Subsidiary Addresses

### NGĀPUHI ASSET HOLDING COMPANY LTD (NAHC)

19 Broadway  
Kaikohe  
Ph (09) 401 0317

### NGĀPUHI SERVICE STATION LTD (NSSL)

19 Broadway  
Kaikohe  
Ph (09) 401 0315  
Fax (09) 401 0316

### NGĀPUHI BOOKS AND STATIONERY LTD (NBSL)

21 Broadway  
Kaikohe  
Ph (09) 401 0196  
Fax (09) 401 1508

### NGĀPUHI IWI SOCIAL SERVICES (NISS)

12 Marino Pl  
Kaikohe  
Ph (09) 401 5548  
Fax (09) 401 5549



