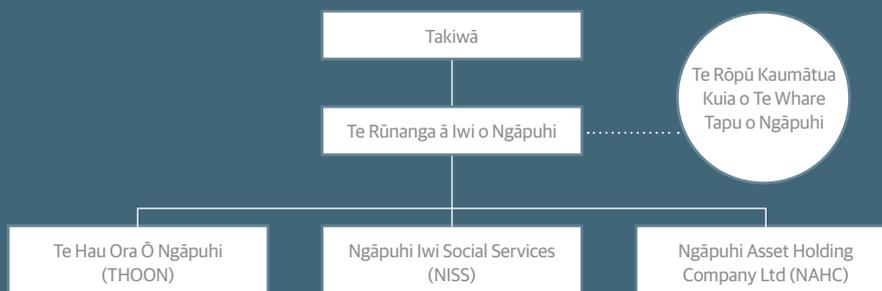




# TĀ TE TUMUHERE O TE RŪNANGA-Ā-IWI O NGĀPUHI

## CEO's Report



# Lorraine

**Toki**

Tumuhere - CEO

## **E te Iwi nui tonu o Ngāpuhi, tēnā koutou kātoa.**

I am proud to stand here before you and present this year's Annual Report - the year in review.

I am especially proud of the way our kaimahi have responded to the challenges we face. We have commenced a journey of change. The steps taken so far have gone some way to resetting our priorities and restoring confidence in our Ngāpuhi whānau.

Put simply, our task now is to build on this and nourish these small gains. We need to continue to listen to our Ngāpuhi whānau while at the same time be realistic about what it is we can do and recognise our limitations. With our reach, our footprint, our skills and capabilities, we will be perfectly placed to lead. When I look at our business, I see opportunities.

My overriding message is to keep it simple. Too often we complicate things and lose focus on why we are here.



## CONFRONTING ISSUES

As we embark on this journey of change, we recognise the responsibility and opportunity that comes with the choices we make. Doing the right thing for Ngāpuhi in a way that supports communities and the environment will be crucial to our future success. These are challenging times, we need to emerge stronger and take our destiny in our own hands.

A deeper and more pressing challenge is poverty. Over a number of years, we have seen a gradual erosion of the well-being of our whānau. This is fundamentally important to us. We will not address this with 'quick-fix, short-term' solutions but rather by ensuring that what we do is beneficial immediately and long lasting – not an easy ask but something we must all aspire to if Ngāpuhi is to be a centre of excellence, be relevant and have a presence. This is also about what we do and how we treat each other.

Despite these challenges at no point during my first full year as Te Tumuhere – CEO has my belief wavered in the potential our Rūnanga Group has to provide support for Ngāpuhi. I have found an energy and engagement with our kaimahi and colleagues to be courageous – beyond anything I had expected. The commitment and passion to do the right thing for Ngāpuhi and the expertise to make it happen resonates strongly throughout our Rūnanga Group.

This report is our value creation story. We also present our Rūnanga Group Five-Year Strategy ending 2024, how we performed, the value we created and our plans for the future. The report focuses on what matters most to our stakeholders and our business, namely the material issues, in the short, medium and long term.

During the year under report we have experienced issues that have impacted both directly and indirectly on our ability to add value for Ngāpuhi and our communities at large.

How we create value for our Ngāpuhi whānau, our business and our wider operating environment in the short, medium and long term are our priorities. Our five-year Rūnanga Group Strategy aligns us closely while at the same time enables independence to deliver in a structured environment that aspires to best practice.

## IDENTIFYING ISSUES THROUGH A STRUCTURED PROCESS

In order to understand and prioritise the issues that matter to our Ngāpuhi whānau and our business the first step is considering the following:

- Issues that are critical to achieving our strategy and implementing our annual business plans to create value
- Issues that our stakeholders have told us are important to them during the year
- Emerging issues, including global trends and the United Nations (UN) Sustainable Development Goals (SDGs)
- Matters discussed by the Board during the reporting period
- Issues locally, regionally and nationally, drawing on media coverage, peer reports and industry reports.

We will regularly review our issues in a societal context, as well as feedback from our whānau.

Collectively, we will collaborate to address challenges and capture opportunities within our respective environments.

We will also seek to ensure that our reporting continues to reflect our response to the material issues raised by Ngāpuhi.

We will aim to increase the number of stakeholders we engage with.

## FINANCIAL RESPONSIBILITY

Collectively, the Board and Management of Te Rūnanga ā Iwi o Ngāpuhi are responsible for the preparation of the financial statements and any end-of-year performance information provided. We are also responsible for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

During the year under report the GP and iB360 financial systems were replaced with Xero Financial System. This transfer from one system to another has impacted on our end-year financial result.



## FINANCIAL PERFORMANCE / TE MAHI AHUMONI

The Ngāpuhi Rūnanga Group, inclusive of all subsidiary entities performed positively for the financial year ended 30 June 2019. The Rūnanga Group surplus for the year was \$2.1m, an increase of \$149,428 over the 2018 financial year group surplus. This has further increased the Rūnanga Group's net assets to \$59.97m compared to the year before of \$57.88m.

From a financial reporting point of view a couple of key highlights of the year are:

- All entities within the group attained surpluses
- Investment in long term assets increased for the group supporting the intergenerational focus of the Iwi.

## INTERNAL CHANGE

During the year under report the following internal changes have occurred:

- A new database
- One financial system for the Rūnanga Group
- Website refresh
- Rebranding.

## ORANGA TAMARIKI STRATEGIC PARTNERSHIP AGREEMENT

In December 2018, the Rūnanga signed a Strategic Partnership Agreement with Oranga Tamariki. This replaced the Memorandum of Understanding in place with the Ministry of Social Development.

An achievement in the reporting year was the ability to engage in a co-design project with Oranga Tamariki to recruit and retain Ngāpuhi Whānau caregivers.



Investment in long term assets increased for the group supporting the intergenerational focus of the Iwi.”

## NGĀPUHI TRIBAL MEMBERSHIP

Our Iwi registrations continue to significantly increase. Interestingly, a spike in new registrations was noticed during protests and Takiwā elections.

Part of our registration strategy is to increase our reach by having a presence at significant events e.g. Manu Kōrero, Waitangi Day Celebrations, Polyfest.

As per my report last year, as a registered member:

- You are identified as a member of Ngāpuhi Iwi
- You can vote on Iwi matters
- You can apply for education scholarships and other grants
- You are eligible for member-only benefits
- We can keep you up-to-date and informed about Iwi matters.

For more information, contact our Iwi registrar on 0800 NGĀPUHI or [registrations@Ngāpuhi.org](mailto:registrations@Ngāpuhi.org).



NGĀPUHI



# Shopify

## PROMOTING THE NGĀPUHI BRAND

Ngāpuhi was the first Iwi to have its own brand of merchandise, trademarking the distinctive world recognised logo in 2003. Ngāpuhi merchandise went global in 2014 opening the online store through Shopify reaching Ngāpuhi whānui as far away as India and Ireland. The Ngāpuhi brand has grown exponentially and continues to grow by demand helping whānau identify themselves with their Iwi no matter where in the world they are.

### Shopify online traffic by location (July 2018 - 2019)

COUNTRY		# OF VIEWS
Aotearoa	New Zealand	4234
Poihākena	Australia	678
Amerika	United States	174
Kānata	Canada	125
Tiamana	Germany	80
Haina	China	27
Kingitanga Kotahi	United Kingdom	27
Wiwī	France	23
Airani	Ireland	10
Īnia	India	9
Hōrana	Netherlands	5
Hingapoa	Singapore	4
Ētahi atu	Other	32
	<b>TOTAL</b>	<b>5428</b>

## Critical Success Factors:

# Summary

## OF THE FIVE-YEAR STRATEGY 2014 - 2019

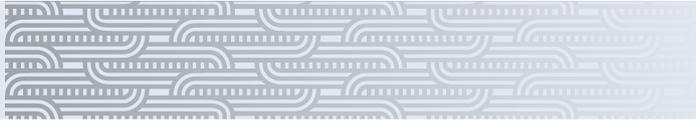
The past five years (2014 - 2019) was developed prioritising outputs. To move forward with a sense of purpose and with the knowledge that we were endorsed by our Hapū to achieve our cultural, social and economic goals during this period, the strategy focused on six goals:

1. **Communications and Identity**
2. **Iwi Development**
3. **Natural Resource Management**
4. **Whānau Ora**
5. **Governance**
6. **Economic Development**

The next five year strategy is a Rūnanga Group Strategy that builds on the past five years with a deliberate focus on Ngāpuhi being a Centre of Excellence.

GOAL	CRITICAL SUCCESS FACTOR
<b>Communications and Identity</b>	<ol style="list-style-type: none"> <li>1. Ngāpuhi is connected to Ngāpuhi</li> <li>2. The Rūnanga is connected with stakeholders</li> <li>3. The Rūnanga is fully involved and participating with Ngāpuhi</li> <li>4. Ngāpuhi is promoted to the world.</li> </ol>
<b>Iwi Development</b>	<ol style="list-style-type: none"> <li>1. Models for sustainable development are completed and implanted</li> <li>2. Ngāpuhi capacity and capability is grown</li> <li>3. Ngā Taumata o Ngāpuhi is strengthened and active</li> <li>4. Repositories for Ngāpuhi mātauranga and taonga are identified.</li> </ol>
<b>Natural Resource Management</b>	<ol style="list-style-type: none"> <li>1. Ngāpuhi NRM policy and strategy are developed</li> <li>2. Support mechanisms for marae and hapū are identified, developed and implemented</li> <li>3. Capacity and capability is strengthened to enable whānau and hapū to fulfil their kaitiaki roles.</li> </ol>
<b>Whānau Ora</b>	<ol style="list-style-type: none"> <li>1. Service models of best practice across all sectors support Whānau Ora outcomes</li> <li>2. Improved outcomes for Ngāpuhi through education and research.</li> </ol>
<b>Governance</b>	<ol style="list-style-type: none"> <li>1. Te Rūnanga-ā-iwi o Ngāpuhi is positioned to meet the future needs and demands</li> <li>2. Ngāpuhi influences policy across all sectors</li> <li>3. Ngāpuhi in influential locally, regionally, nationally and internationally on policy that concerns Ngāpuhi.</li> </ol>
<b>Economic Development</b>	<ol style="list-style-type: none"> <li>4. With astute governance Ngāpuhi will hold a robust commercial investment portfolio, which will to the best of its ability cater equitably for current and future generations of Ngāpuhi</li> <li>5. The Rūnanga supports the settlement of Crown breaches against Te Tiriti o Waitangi and Ngāpuhi.</li> </ol>





## OUTCOME

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Processes have been developed and implemented for Marae, Hapū and Takiwā to communicate with and among themselves</li> <li>Ngāpuhi registrations database has been maintained and membership consistently increasing</li> <li>The establishment of a Ngāpuhi whakapapa unit is in progress</li> </ul>                | <ul style="list-style-type: none"> <li>The Rūnanga reports annually to Ngāpuhi and have consistently received unqualified audits</li> <li>Panui, E Mara and Kakahu reaches into Germany, England and America.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Papakaiinga Toolkit has been developed and ready to implement</li> <li>Strengthening Taumata Blueprint report completed</li> <li>Three strategies completed and implementation commenced – Piki Tū Rangitia (25 Year Ngāpuhi Arts and Cultural Strategy); Te Reo Strategy and Ngāpuhi Education Strategy.</li> </ul> | <ul style="list-style-type: none"> <li>Identifying repositories for Ngāpuhi mātauranga and taonga is in progress and ongoing.</li> </ul>   |
| <ul style="list-style-type: none"> <li>The Rūnanga continues to develop ways in which our marae, Hapū and Whānau develop plans to sustain our environment – water, climate change, biodiversity, sustainability of our fish stocks and our flora and fauna</li> </ul>   | <ul style="list-style-type: none"> <li>In practice this means ‘using our natural resources’ in a way and at a rate that maintains and enhances the resilience of ecosystems and the benefits they provide.</li> </ul>  |
| <ul style="list-style-type: none"> <li>The Rūnanga measures outcomes against the Whānau Ora Outcomes Framework</li> </ul>   | <ul style="list-style-type: none"> <li>The Ngāpuhi Education Strategy is completed and being implemented</li> <li>Research priorities are still being developed.</li> </ul>  |
| <ul style="list-style-type: none"> <li>The Rūnanga Trust Deed includes our Kaumātua Kuia, Governance and Takiwā structures continue to meet the requirements of the Trust Deed</li> <li>The Rūnanga Board has complied with all Deed requirements</li> <li>The Rūnanga takes a lead role in the National Iwi Chairs Forum</li> </ul>                        | <ul style="list-style-type: none"> <li>The Rūnanga has signed a Strategic Partnership Agreement with Oranga Tamariki</li> <li>The Rūnanga is a member of Te Kahu o Taonui (Tai Tokerau Iwi Chairs) – Te Kahu o Taonui signed an MoU with the Far North District Council, Kaipara District Council and the Northland Regional Council.</li> </ul> |
| <ul style="list-style-type: none"> <li>The Rūnanga maintains strategic oversight of their subsidiary Ngāpuhi Asset Holding Company (NAHC). During the past five years NAHC has reduced risk, expanded asset holdings and continues to explore mixed investment models</li> </ul>  | <ul style="list-style-type: none"> <li>The Rūnanga ceased funding the process, despite this the support for a settlement of Crown breaches against Te Tiriti o Waitangi and Ngāpuhi remains firm.</li> </ul>   |

## 1. PIKI TŪ RANGITIA - 25 YEAR NGĀPUHI CULTURAL AND ARTS STRATEGY

This strategy was ratified by the Board in April 2018.

Piki-Tū-Rangitia is a strategy to support Ngāpuhi arts and artists in all forms. The aim is for our Ngāpuhi artists to drive this strategy for the wider benefit of Ngāpuhi, while the Rūnanga (along with others) provides a supporting role to enable this to happen.

The validity of the arts strategy is dependent on strong leadership, governance and vision that is artist driven.

We have supported the establishment of Toi Ngāpuhi, an independent agency whose purpose is to inspire excellence in Ngāpuhi cultural and creative expression across Tai Tokerau.

## 2. NGĀPUHI TE REO STRATEGY

The Ngāpuhi Te Reo Strategy and Education Strategy have been developed alongside Piki-Tū-Rangitia.

Te reo ō Ngāpuhi has unique characteristics. It is a treasure, an identity marker, and the basis for Ngāpuhi customs and practices. It must be retained for future generations and the overall wellbeing of our people. This strategy is designed as a roadmap for planning, seeking support, and achieving our shared aim: 'Kia toka anō te reo i roto i ngā whānau ō Ngāpuhi'.

The Rūnanga has developed this reo strategy as a deliberate plan of action to strengthen, preserve and promote te reo ō Ngāpuhi.

The strategy looks towards 2035, and divides the time between now and then into three distinct phases, with key aims and key people identified for each phase:

- Hakarite – preparing for successful language revitalisation
- Hakawhanake – developing our reo community, and
- Hakapūmau – sustaining our reo into the future.

There are four strands which underpin our reo strategy, providing focus for the actions and deliverables to be achieved in each phase:

- Rangahau – our research needs
- Ako – our teaching and learning needs
- Hakatairanga – our initiatives to promote te reo, and
- Rauemi – our resources to support the teaching, learning, protection and use of te reo ō Ngāpuhi.

Te Rūnanga ā Iwi o Ngāpuhi has made a commitment to support our language revitalisation within Ngāpuhi by:

- Committing to the implementation of the Te Reo ō Ngāpuhi language strategy (through the provision of staff support, resources, advocacy, and advisory expertise).
- Assisting Whānau, Hapū and communities to plan for the revitalisation of te reo ō Ngāpuhi (facilitation and planning expertise, funding proposal support, TRAION funding etc).
- Supporting reo-focused initiatives that are aligned with the Te Reo ō Ngāpuhi language strategy.

## 3. NGĀPUHI EDUCATION STRATEGY

### *He Rautaki Mana Mātauranga Ngāpuhi<sup>1</sup>*

Our vision is that education enables the success and well-being of all Ngāpuhi so that our Iwi thrives and prospers. The deliberate intention is to use education as a key tool for the development of Ngāpuhi in the 21st Century – to prepare our people for life beyond school and to have opportunities available to them that align with their dreams and aspirations – proud, connected and grounded in their Ngāpuhi identity.

To drive the social, cultural and economic development of **te whare tapu and our Hapū and Iwi** we will employ five key strategies to achieve this vision:

#### **I. Promote Te Tika o Ngāpuhi**

We will promote and provide opportunities for the learning of, and through, te reo ō Ngāpuhi me ōna tikanga, whakapapa and histories.

#### **II. Strengthen Connections**

We will enable strong connections between Ngāpuhi learners and Iwi, Hapū and marae.

#### **III. Create Pathways**

We will create opportunities for Ngāpuhi learners to maximise their educational options.

#### **IV. Provide and enable Leadership**

We will provide active leadership in ensuring the success of Ngāpuhi learners.

#### **V. Promote innovation**

We will promote innovative learning approaches and initiatives for supporting and engaging Ngāpuhi learners.

<sup>1</sup> This plan has strong connections to the Taumata development and Toi strategies.



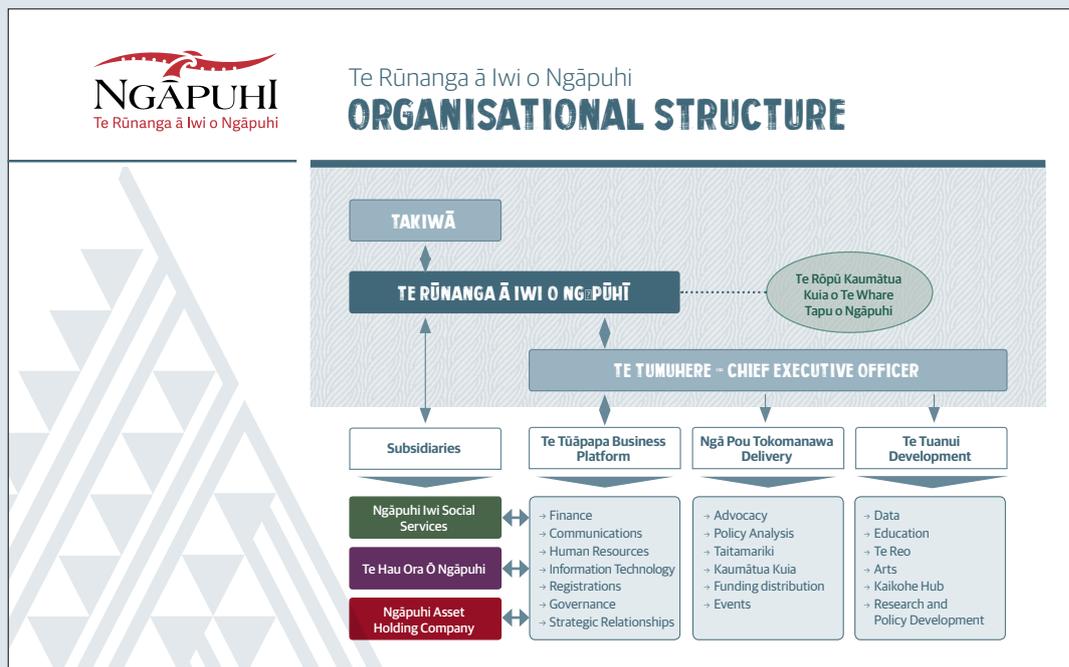
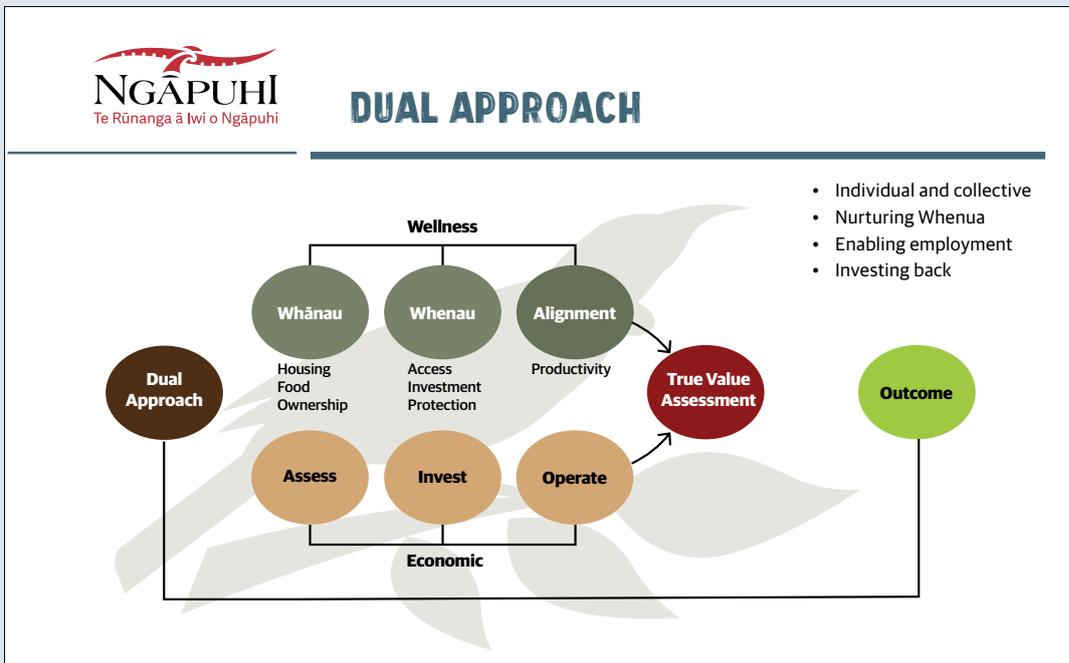
# Maximizing

## COLLECTIVE GAINS

Our move from outputs to an outcomes focus is deliberate. It is a natural shift encompassing our investment into organisational excellence, the development of our unique point of difference,

building our capacity and brand development. While our performance outcomes measure progress it is equally important that this strategy delivers a clear sense of direction that creates value to Ngāpuhi.

Our Rūnanga Group Strategy enables us to map our contribution to maximising our collective gains. We will be taking a measured (dual) approach that provides us with operational flexibility – maximising collective gains, being a centre of excellence, being relevant and having a presence.





PUAWANANGA

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## HOUSING

Te Rūnanga ā Iwi o Ngāpuhi brings a wealth of knowledge and connections through our ongoing investment in Whānau, Marae and Hapū Development.

Our Rūnanga Group workforce is well-connected and knowledgeable in whakapapa and tikanga. With our existing partnerships with Healthy Homes, local trades, local councils and a growing network with churches, voluntary services, NGOs, businesses and community, we have been able to coordinate with confidence the Community Coordinated Repairs Programme, which is already making a difference to the health and wellbeing of our whānau.

We have successfully coordinated the Māori Housing Network Funding over the past four years and project managed the Community Coordinated Repairs of 39 homes across our Ngāpuhi rohe. Developing excellent rapport and working relationships with housing and related organisations, industries and services, high trust partnerships have resulted in a high quality service provision to Whānau.

“

We have pride in our home, with a hopeful outlook for the future. The first room I show people is the bathroom...”

“

I hear my girl singing in the shower makes my heart warm. I haven't heard that for a long long time...”

“

Having the critical repairs done has re-energised me to carry on in making our house a home for my children and mokopuna. It has been a positive and motivating experience.”

## COMMUNITY REPAIRS PROGRAMME

Being able to support Whānau through the Community Repairs Programme has provided the opportunity to engage on broader social and cultural determinants of health through collaborating across government and community investments by implementing a wrap-around response based on:

- Community and Whānau led development;
- Achieving equity; and
- Supporting social and economic change.

Having the ability to support Whānau through essential home repairs acts as a conduit to health and social services providing opportunities of potential employment, study, apprenticeships and local enterprise.



## PAPAKAINGA TOOLKIT

Housing is a basic human right and need, essential for wellbeing and Whānau Ora. We tend to experience significantly poorer and inequitable housing outcomes compared to the rest of the country<sup>2</sup>.

Despite this, including a substantial and continuous decline in Māori home ownership over the years<sup>3</sup>, our Whānau continue to aspire to live in homes that they own and preferably on their own whenua. Hence, we look beyond pure financial gain and place more value (than the general population) on the social, spiritual and cultural aspects of housing, such as maintaining links to our whenua and whānaunga<sup>4</sup>.

We have developed a Ngāpuhi Papakainga Toolkit and summary guide. The aim is to offer a suite of facilitation workshops on Whenua Māori Development that will navigate Whānau through the process towards achieving a positive outcome.

The Ngāpuhi Papakainga Toolkit Summary Guide is available through the Rūnanga.

We continue to work in partnership with Te Puni Kōkiri to provide advice and initiatives investing in Māori Whenua and the Māori Housing Programme.

15 OF 55  
**WORKSHOPS**

FOCUSED ON  
PROCESSES  
REQUIRED TO ACCESS  
SUCCESSION

2 Office of the Auditor General. (2011). Government planning and support for housing on Māori Land. Wellington: Office of the Auditor General.  
3 According to the 2013 census data only 28% of Māori own or partly own their usual residence.

**TWO**  
**TWO AHU WHENUA**  
**TRUST SUCCESSFULLY**  
**SUPPORTED TO PROCEED**  
**TO THE NEXT STAGE**  
WITH THE AIM OF BUILDING  
A TOTAL OF UP TO

23 HOMES

55  
**PAPAKAINGA**  
**TOOLKIT**  
**WORKSHOPS**  
CONDUCTED

4 Productivity Commission 2012 report on housing affordability: Waldegrave and others 2006 research paper on Māori housing experiences

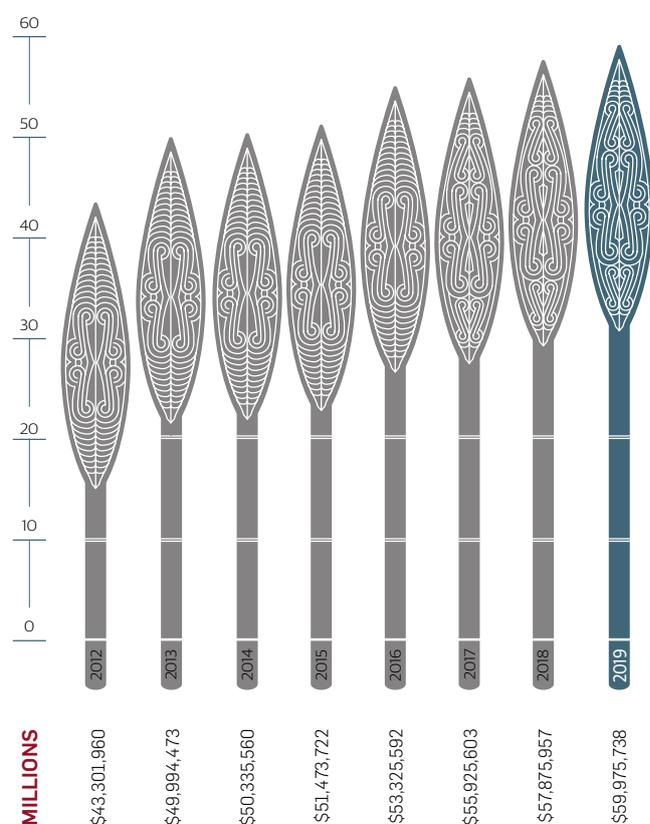


# FINANCIAL PERFORMANCE

## TE RŪNANGA-Ā-IWI O NGĀPUHI

### GROUP NET ASSETS

FIGURE 1



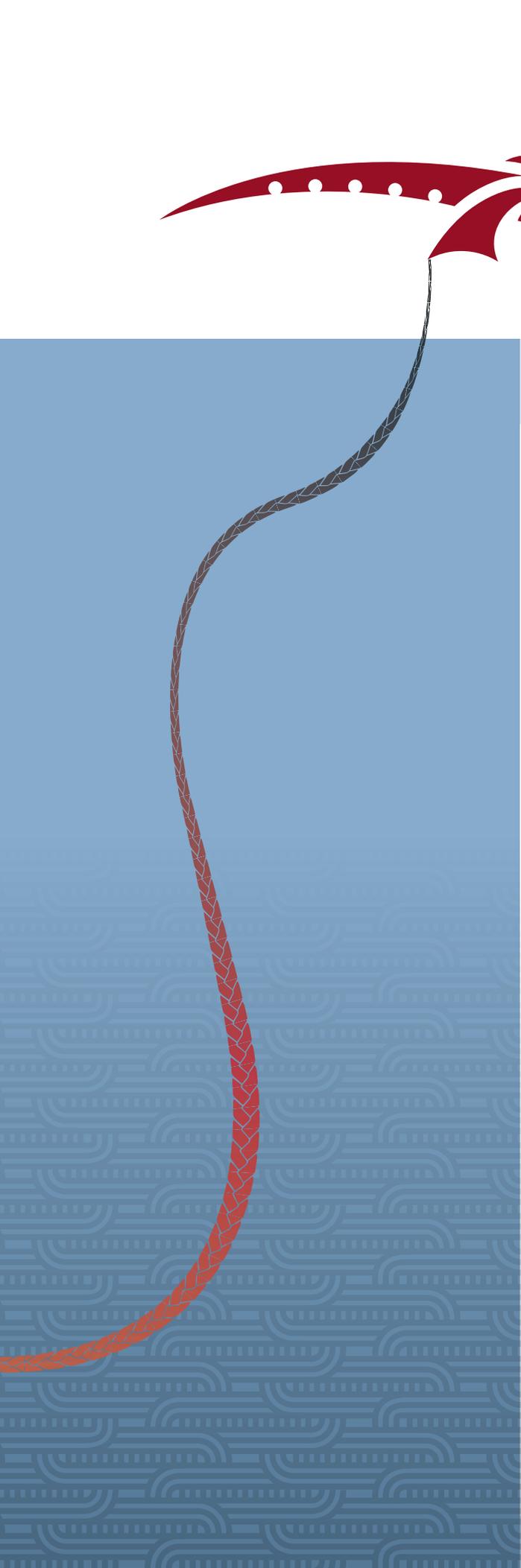
### GROUP TOTAL ASSETS

FIGURE 2



### SUMMARY OF GROUP NET ASSETS

GROUP RESULT (\$M)	2015	2016	2017	2018	2019
Gain (Loss) on Revaluation	(0.29)	(0.01)	0.37	0.25	0.71
Net Surplus	1.43	1.84	2.23	1.70	1.39
<b>Total Surplus for the Year</b>	<b>1.14</b>	<b>1.83</b>	<b>2.60</b>	<b>1.95</b>	<b>2.10</b>
GROUP NET ASSETS (\$M)	2015	2016	2017	2018	2019
Assets & Liabilities	35.51	21.26	33.84	33.35	33.71
Fixed Assets, Managed Investments	15.96	32.06	22.09	24.53	26.26
<b>Net Assets</b>	<b>51.47</b>	<b>53.32</b>	<b>55.93</b>	<b>57.88</b>	<b>59.97</b>
Increase in Net Assets	113	1.85	2.61	1.95	2.09
Asset Growth	2.26%	3.60%	4.88%	3.49%	3.63%



## Te Rūnanga ā Iwi o Ngāpuhi

# 5 year STRATEGY (2019 - 2024)

A centre of excellence, being relevant,  
having a presence.

We now have a Rūnanga Group Strategy that includes our subsidiaries. This enables us to carry out our respective business activities and be measured against four strategic key performance indicators that contribute to a collective outcome.

Our strategy is the culmination of consultation hui we held with Ngāpuhi over the past two years. Key themes that came from the hui are; identity, influence, engage, communicate, with an emphasis on ensuring we captured the voices of our taitamariki.

This five-year strategy builds on the last five years and is geared towards generating a climate of trust and confidence with our people, providing an environment of assurance, confidence and support.



## OUR COLLECTIVE VISION

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

INFLUENCE

IDENTITY

ENGAGE

COMMUNICATE

### Te Rūnanga ā Iwi o Ngāpuhi

#### MISSION

To lead the spiritual, social, cultural, environmental and economic growth of Ngāpuhi by ensuring the self-determination and ongoing sustainability of our people

#### STRATEGIES

1. **Piki Tu Rangitia** / Excellence in Ngāpuhi cultural and creative expression
2. **Te Reo o Ngāpuhi** / Strengthen, preserve and promote te reo o Ngāpuhi
3. **Ngāpuhi Education Strategy** / Enabling success and well-being for Ngāpuhi

### Ngāpuhi Iwi Social Services

#### MISSION

Ngāpuhi Motuhake – Te Kore, Te Po, Kua tae a Ngāpuhi ki te Ao Marama

#### STRATEGIES

1. Innovation
2. Collaboration
3. Safe Practice/Quality Service
4. Building Evidence
5. Workforce Development

### Te Hau Ora O Ngāpuhi

#### MISSION

He puawaitanga hauora mo ngā whānau katoa I roto o te Hapori  
To provide a healthy and safe community for whānau to thrive in

#### STRATEGIES

1. Dynamic leadership
2. Financial responsibility
3. Quality Service delivery
4. Innovation
5. Research, development & evaluation

### Ngāpuhi Asset Holding Company

#### MISSION

To lead the spiritual, social, cultural, environmental and economic growth of Ngāpuhi by ensuring the self-determination and ongoing sustainability of our people

#### STRATEGIES

1. To advance the **commercial leadership and reach** of Ngāpuhi
2. To maximise the **financial and societal returns** of the fisheries settlement assets for all Ngāpuhi
3. Install **intergenerational resilience** within the financial portfolio through capital growth, asset diversification and exhibiting kaitiakitanga
4. Enhance the **wellbeing and employment** of our people

**Kia horo te haere, me haere takitahi. Kia haere matara, me kapuia te haere.**  
*If you want to go fast, go alone. If you want to go far, go together.*

## RŪNANGA GROUP – A CENTRE OF EXCELLENCE

### 2019 – 2024 Five-year Strategy / Maximising Collective Gains

### A CENTRE OF EXCELLENCE

The Rūnanga is accountable to Ngāpuhi and is guided by the principles and powers embodied in the Trust Deed **'to receive, hold, manage and administer the Trust Fund for every charitable purpose benefiting Ngāpuhi'**.

#### OUR VISION

Kia tū tika ai  
Te Whare Tapu o Ngāpuhi  
**'Timeless'**

#### GOVERNANCE

Exercise strategic governance over subsidiaries

#### OUR MISSION

To lead the spiritual, social, cultural, environmental and economic growth of Ngāpuhi by ensuring the self-determination and ongoing sustainability of our people

**'Achievable'**

### MAXIMISING COLLECTIVE GAINS

#### WE HAVE ONE ALIGNED STRATEGY

Respective subsidiaries annual business plans signify point of difference, alignment and achievement.

Ngāpuhi is a Centre of Excellence. We have a presence, we are relevant.

#### WE HAVE THE SAME OUTCOMES

#### WE HAVE THE SAME STRATEGIC GOALS

The Rūnanga Group: Connects with Whānau, Marae and Hapū.

1. Influence
2. Identity
3. Engage
4. Communicate

#### WE HAVE THE SAME KPI'S



## COLLECTIVE GAINS

Our move from outputs to an outcomes focus is deliberate. It is a natural shift encompassing our investment into organisational excellence, the development of our unique point of difference, building our capacity and brand development. While our performance outcomes measure progress it is equally important that this strategy delivers a clear sense of direction that creates value to Ngāpuhi.

Our Rūnanga Group Strategy enables us to map our contribution to maximising our collective gains. We will be taking a measured (dual) approach that provides us with operational flexibility – maximising collective gains, being a centre of excellence, being relevant and having a presence.

## PRIORITIES

### 1. ENGAGING OUR WHĀNAU

Being the only mandated entity for the largest Iwi comes with challenges. Our Ngāpuhi Whānau and communities are spread wide and one of the challenges is how we communicate and engage with our Ngāpuhi Whānau wherever we reside. This is one of a number of priorities. Expect to see a different 'look' and a wider communication reach.

### 2. TAITAMARIKI VOICES

Another priority is capturing the voices of our taitamariki. This is deliberate. Our taitamariki have a contribution to make. It is important that we hear their perspectives and views.

### 3. PARTNERSHIPS

Partnering with schools, working with our Kaumātua and Kuia and developing exciting partnerships is but one way we are taking a wider reach.

- Tū Tama Ora – Kaikohe Intermediate (JR McKenzie Trust)
- Haerenga – Ngāpuhi Iwi Social Services, Te Hau Ora Ō Ngāpuhi
- Spirit of New Zealand.

## HE MIHI / THANKS AND ACKNOWLEDGEMENTS

This year completes the 2014-2019 five-year strategy and our successes and highlights represent the support and effort of many people.

I wish to acknowledge the leadership and support of Te Rōpū Kaumātua Kuia, our Chair, Deputy Chair and Board of Trustees for their leadership and support.

To our kaimahi at the Rūnanga and across the Ngāpuhi Rūnanga Group, thank you all for your valued contribution to this year's achievements.

**Lorraine Toki**

Tumuhere – CEO

