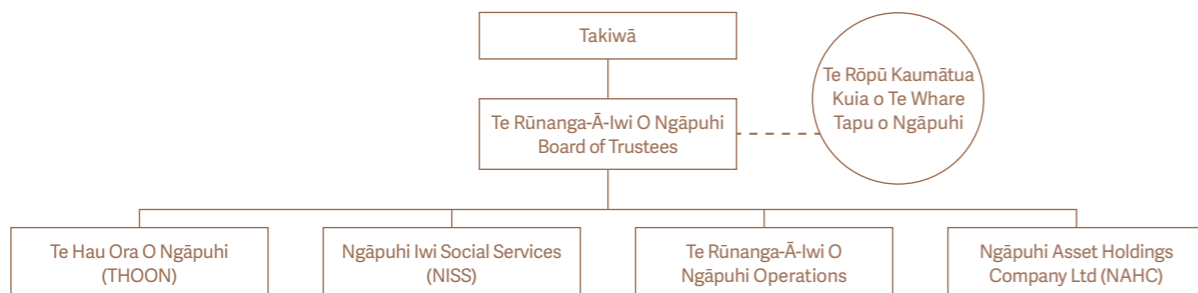


# CHIEF EXECUTIVE'S REPORT

## Kia tū tika ai te whare tapu o Ngāpuhi.

That the sacred house of Ngāpuhi stands strong.



**Allen Wihongi**  
CEO

*We take our lead from the Board, who continually encourage the growth of inspirational leaders and innovative leadership within our organisation.*

**Our** enduring vision is both a journey and a destination, a standard of excellence to aspire to and an inspirational outcome we strive to realise for all Ngāpuhi. It provides clarity of direction and challenges us to respond to the economic, cultural, political and social trials that Ngāpuhi faces, whilst ensuring the sacred house of Ngāpuhi remains strong, for future generations.

Our vision and mission statements also provide the drive for the Rūnanga to support Ngāpuhi whānau, hapū and marae realise their aspirations for independence, autonomy and self-determination.

To advance the realisation of these aspirations, our communities need strong people who lead from their own positions of responsibility and influence and who can articulate where their communities are, where they want to be and how to get there. It also requires a desire and willingness of our communities to work together and with others who share a passion for community growth and development.

The strong and purposeful leadership demonstrated by our Board is also reflected in our Rūnanga management team. We take our lead from the Board, who continually encourage the growth of inspirational leaders and innovative leadership within our organisation. In recognition of their leadership and support, I am pleased our Board members are represented in this year's annual report.

Realising our vision requires a strong foundation, built upon meaningful relationships, partnerships and clarity of purpose. Confidently, we continue to identify and partner with people and organisations who share our aspirations to advance Ngāpuhi forward and ensure the sacred house of Ngāpuhi stands strong.

### STRATEGIC DIRECTION

Our Strategic and Business Plans draw on stories, histories, goals, priorities and aspirations for a proud, resilient and strong Ngāpuhi. The plans articulate priorities and key result areas for the Rūnanga and define what the Board wants us to achieve by 2019. Our organisational and personal performance are also determined against the responsibilities and accountabilities outlined in these plans.

We are pleased to have completed the first year of our five-year 2014-2019 Strategic Plan.

## SUMMARY OF GROUP TOTAL ASSETS

GROUP RESULT (\$M)	2011	2012	2013	2014	2015
Gain (Loss) on Revaluation	0.85	6.60	(0.15)	(0.26)	(0.29)
Net Surplus	0.83	0.50	5.50	0.22	1.29
Tūhoronuku Contribution	(0.87)	(1.10)	1.35	0.29	-
Total Surplus for the Year	0.81	6.00	6.70	0.25	1.00

GROUP NET ASSETS (\$M)	2011	2012	2013	2014	2015
Net of Other Assets & Liabilities	26.00	33.25	40.62	39.09	35.27
Fixed Assets, Managed Investment	11.80	10.05	9.37	11.15	15.97
Net Assets	37.80	43.30	49.99	50.24	51.24
Increase in Net Assets	0.74	6.10	6.69	0.25	1.00
Asset Growth	1.99%	16.44%	15.46%	0.50%	1.99%

FIGURE 1 TE RŪNANGA-Ā-IWI O NGĀPUHI GROUP TOTAL ASSETS

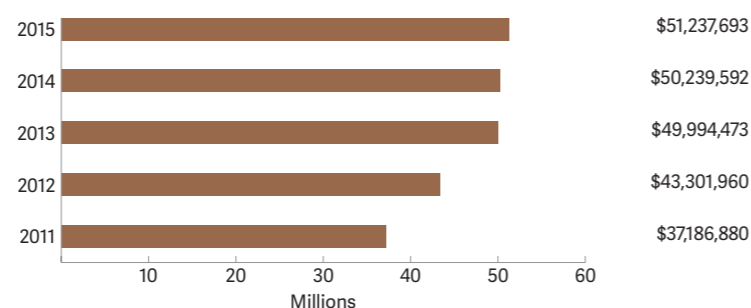
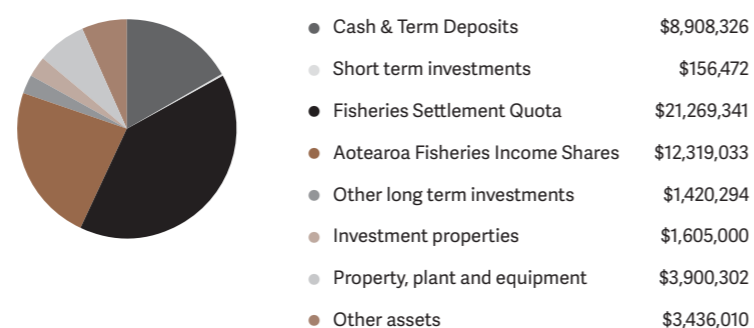


FIGURE 2 GROUP TOTAL ASSETS



## FINANCIAL PERFORMANCE

I am pleased to report that for the financial year ended 30 June 2015 Te Rūnanga-Ā-Iwi O Ngāpuhi group operations have resulted in a net surplus of \$1m.

The biggest change in the group operating result from our last financial year (2013-2014) was a decline in operating expenses by \$840,000. This resulted in a group operating surplus of \$726,000. After adding the share of profit from equity accounted entities and revaluation surplus, the group has recorded a surplus of \$998,000. This positive result has been achieved through a strong focus on operational effectiveness and efficiency, enhanced cost controls and cost management.

The group surplus has also contributed to an increase in net assets for the group from \$37m to \$51m over the past five years. This asset base provides a solid foundation that we will continue to grow as we progress our transformation to meet the future demands and needs of all Ngāpuhi.

## COMMUNICATIONS AND IDENTITY

Engaging, informing and communicating in meaningful ways continues to be an important focus, particularly as the Ngāpuhi Treaty settlement draws nearer. Enhancing relationships across Ngāpuhi and empowering Ngāpuhi to connect with each other are key drivers to ensure our sacred house of Ngāpuhi stands strong.

Over the past 12 months, we worked together with marae and Takiwā, delivering communications planning workshops designed to enhance how they engage with their whānau, share information, receive feedback and connect with others within and outside their Takiwā. We congratulate these marae and Takiwā for their foresight and participation.

We continue to engage with our people in many ways, including email, newsletters, website, social media, hui, wānanga, festival celebrations, phone and mail. It is therefore critical that we continue to register our people and ensure the contact details we have of registered members are accurate, so we can inform them of important news and opportunities.

## ENHANCING AND PROTECTING OUR NGĀPUHITANGA

Our vision is built upon those unique characteristics, beliefs and stories that make us proud to be Ngāpuhi. It is our Ngāpuhi whakapapa, matauranga, reo, tikanga and many other aspects that make us uniquely Ngāpuhi.

With the support and guidance of Te Rōpu Kaumātua Kuia o Te Whare Tapu o Ngāpuhi, Takiwā and hapū, we work together and with others in ways that enhance Ngāpuhitanga and ensure our taumata, our tikanga, our language and kōrero tupuna endure for future generations.

We acknowledge TPK who provided financial support to assist with planning to help strengthen our Taumata Kōrero. Creative New Zealand is another important funding partner, with whom a draft Memorandum of Understanding (MoU) is under consideration to enable us to look at a long term strategy to protect and enhance Ngāpuhi art and art-forms.

We are revisiting the Whare Matauranga study conducted a few years ago. The Kaikohe Hotel site purchased by the Rūnanga provides an opportunity to progress this kōrero, with a long-term development strategy soon to be initiated. In the immediate future however, the Board has resolved that it would like the site to be used and enjoyed by the wider Kaikohe community. These developments are currently under consideration by the Far North District Council.

## WHĀNAU ORA

Over the past four years, our participation within the Te Pu O Te Wheke whānau ora collective has provided opportunities to establish and build formal arrangements with providers of justice, health, education and social services to deliver positive outcomes for Ngāpuhi whānau. The collective delivers valuable support and services to whānau who are within the areas bounded by Hokianga in the west to Whangaroa in the east.

One of the positive outcomes of these relationships is the workforce development component for all four whānau ora collectives in Te Tai Tokerau through its production of the e-learning tool *He Hakaahuatanga*. The development of a strong network of kaimahi who work with whānau to support them to achieve goals and aspirations is another successful outcome of the whānau ora collective. Enhancing our strategic partnerships with service providers, funders and the Crown will ensure our capacity to support Ngāpuhi whānau continues.

We welcome Te Hau Ora O Ngāpuhi to the Te Rūnanga-Ā-Iwi O Ngāpuhi group, who bring together wrap-around community health and social services with Ngāpuhi Iwi Social Services, enabling an aligned partnership that will enhance the ways we support whānau to achieve positive outcomes.

## EDUCATION

Our education strategy identifies the need for meaningful and direct links with schools, kura, wānanga and other education providers.

Formal partnerships with the Ministry of Education have resulted in the publication of statistics on the level of achievement for Ngāpuhi students both locally and nationally. This data allows us to critically analyse the accountabilities of those involved in the educational achievement of Ngāpuhi tamariki.

We have been an important participant in the formation of a “Community of Schools” model in the mid-Northland region. Though still early in its stages of development, this model encourages shared responsibility and accountability for the educational achievement of Ngāpuhi tamariki, and makes partners accountable for the delivery of positive educational outcomes. We hope this model provides opportunities for direct relationships between schools and marae and hapū.

We have also been working alongside Northland College to establish a Teen Parenting Unit, and are involved in discussions with Victoria University to co-fund and co-manage tertiary scholarships for Ngāpuhi students. Discussions are also underway with the University of Auckland for the delivery of the Post Graduate Diploma Māori Development Programme in Te Tai Tokerau. These discussions and relationships are important for helping ensure strong platforms for Ngāpuhi educational achievement and success are established.

## ECONOMIC DEVELOPMENT

The discussions and outcomes of the Te Tai Tokerau Iwi CEO Consortium over the previous year, with valuable input from iwi asset holding companies, has resulted in the launch of the first independently developed regional Māori tikanga-based economic growth strategy in Aotearoa.

This strategy document captures the collective views, priorities and aspirations for Te Tai Tokerau iwi and the wider Northland region. Its future success is premised on the assumption that other stakeholders within the region, in particular local government bodies and central government are prepared to work alongside iwi to realise their strategic intent, operational efficiencies and effectiveness.

A study led by the Ministry for Primary Industries, on behalf of the Rūnanga, looks into the utilisation of whenua Māori and identifying solutions on how best to give sustainable economic returns to hapū, including potential employment opportunities. Considering some of the potential issues to actualise this opportunity, our role is to assist land owners to help resolve these issues.

## AQUACULTURE SETTLEMENT

During the past year, the process commenced for the Regional Aquaculture Settlements for all Iwi Aquaculture Organisations (IAO) in Te Tai Tokerau.

Legislation requires all IAO in the region to sign the following two agreements in order to receive aquaculture settlement assets:

- A regional Aquaculture Agreement between all iwi and the Crown; and
- An Allocation Agreement between all the region's iwi.

At the time of the writing of this report, the signature of only one iwi is outstanding.

## NGĀTI HINE

With the passing of the Māori Fisheries Act in 2004, Ngāti Hine has indicated their intention to withdraw from the Rūnanga (who are the current Mandated Iwi Authority) and be recognised under the Act as a joint-Mandated Iwi Authority.

The request by Ngāti Hine is subject to their meeting all the withdrawal requirements stipulated in the Māori Fisheries Act 2004. On withdrawal, Ngāti Hine will be entitled to receive a share of fisheries settlement assets held by the Rūnanga. Their share of assets will, in the main, be based on the notional population of Ngāti Hine. This withdrawal process is currently under negotiation.

*The significance and importance of He wakaiputanga o te Rangatiratanga o Nū Tireni – the 1835 Declaration of Independence of the Northern Chiefs provides a context of Ngāpuhi identity, relationships with others – particularly the Crown – and the basis upon which we believe our rights and responsibilities as Ngāpuhi are founded.*

## CONCLUSION

The significance and importance of *He wakaiputanga o te Rangatiratanga o Nū Tireni – the 1835 Declaration of Independence of the Northern Chiefs* provides a context of Ngāpuhi identity, relationships with others – particularly the Crown – and the basis upon which we believe our rights and responsibilities as Ngāpuhi are founded. The theme of this year's report draws on the principles of this important document to report on the performance of Rūnanga operations over the past 12 months.

The successes and achievements of the past year represent the dedication of staff to act in the best interests of all Ngāpuhi, and also the completion of the first year of our five-year strategic plan. I would also like to acknowledge Robert Wikaira, Mariaio Hohaia and Reuben Wharawhara who left the Rūnanga during the year, for their contributions to our successes over the years.

We continue to build on foundations, relationships and achievements of past years, focussed on ensuring all we do aligns with our strategic goals as we aspire to realise our vision of a strong and resolute sacred house of Ngāpuhi.

Efficiency, accountability and service delivery are key drivers behind the enhancements of our support service systems, including an integrated financial management and reporting system. Management performance tools such as these support our core business and enhance the ways we operate, report and make investment decisions now and in the future. With the Ngāpuhi Te Tiriti o Waitangi claim drawing nearer to settlement, our five year strategy provides the vision and direction for the Rūnanga and outlines the key deliverables and outcomes to be achieved to support a post-settlement entity.

The Rūnanga group, which includes Ngāpuhi Asset Holding Company, Ngāpuhi Iwi Social Services and Te Hau Ora O Ngāpuhi, is fortunate to have strong leaders and dedicated staff to enhance the wellbeing and development of Ngāpuhi Takiwā, hapū, marae and whānau. I wish to acknowledge everyone within our group for their commitment and contribution to the successes of the past 12 months.

**Mauri ora ki a tātou.**

**Allen Wihongi**  
Chief Executive Officer



2. Ko te Kingitanga ko te mana i te  
Tireni hea meatia nei hea Tino  
Muihuinga. a hea mea hoki ne e tu

Me anga mua tātou hei Ngāpuhi,  
ka waiho mai ō tātou tapuwae hei  
ara mā ngā rēanga hakatupu ki  
te whai i te tūmanako, i te hauora,  
anō hoki i te tōnuitanga.

### Te Rau Allen

TAIĀMAI KI TE MARANGAI  
Trustee

Let us continue our journey as  
Ngāpuhi into the future, leaving  
our footprints towards hope, good  
health, and prosperity for future  
generations.

