



Ngāi Takoto Settlement legislation - The end of a long journey

Annual Management Report

December 2014 - December 2015

*E te Atua, nau te kororia,
Nga marae o Ngāi Takoto, tena koutou,
Nga tini whanaunga o Ngāi Takoto, tena koutou
katoa,
Te hunga mate, ki te hunga mate,
Te hunga ora ki te hunga ora,
No reira, tena koutou, tena koutou, tena
koutou, katoa*



This is the third annual Te Runanga O Ngāi Takoto Management Summary Report covering the activities and actions of the past 12 months for the period December 2014 - December 2015.

As with the previous 12 month period there has been a substantial amount of work that was progressed and completed both here in New Zealand, and Australia as we continue to move towards completing the final details of our Ngāi Takoto Treaty claims process, and the ongoing transition of settlement assets back to the iwi PSGE. This work has been overlaid with the ongoing need to progress the detail and development of the Ngāi Takoto Post Settlement Governance Entity (PSGE) – Te Runanga O Ngāi Takoto.

This Annual Report highlights and summaries those activities and various work streams that have been undertaken over this last 12 month period, by the Board and Management team.



NgāiTakoto Taonga gifted to the Crown 2012 (Deed of Settlement)

Work Task 1 Crown

Continue Negotiations with (a) Te Hiku Forum & (b) The Crown to achieving Settlement Legislation.

3rd and Final Te Hiku Settlement Legislation Reading – NgāiTakoto Settlement Bill

On the 9th September representatives of NgāiTakoto, Ngāti Kuri, Te Rarawa and Te Aupōuri, attended Parliament for the third and final reading of the proposed Te Hiku Settlement Bill.

The reading of the Bill was the final of 3 legislative stages as the Government finally moved towards passing legislation through Parliament that will see the negotiated Te Hiku / NgāiTakoto Treaty Settlement outcomes, become a reality through a special act of parliament that enshrines the NgāiTakoto Settlement legislation into law. This allows the negotiated settlements assets that have been agreed in negotiations, to be transferred to the respective iwi as the outcomes of their Deeds of Settlement, the formal asset transfer date will be the **17 December 2015**.

The Hon Chris Finlayson introduced the Te Hiku Settlement bill into Parliament, acknowledging the historical grievances and the serious effects and implications of land loss on our NgāiTakoto people. Minister Finlayson also highlighted the Treaty settlement journey and spoke of the leadership who initiated that journey, and who are no longer with us, His introduction was followed with supporting speeches by various other party MP's from Labour, National, Greens and New Zealand First.

At the closing of formalities Waiata and Haka were performed by the various iwi and later that evening a banquet dinner was held at Parliament to celebrate the end of what has been a very long journey, (28 years). A subsequent signing of the Cultural and Heritage component of the settlement was conducted at Te Papa with the respective Chairpersons of each Iwi signing that agreement alongside of Crown officials.

The events that took place in Parliament can be viewed at <https://www.youtube.com/watch?v=gs-1Qlss8Po&feature=share> it's well worth a look.

Work Task 2 PSGE

Form a tribal authority (Post Settlement Governance Entity that majority stakeholders understand and agree to it as the best option. This is likely to include cultural, organisational, and structural changes to how NgāiTakoto operate now. Develop a Commercial and Charitable Trust component to the structure and a strategy and works programme within those portfolios: Scholarships, Property Management, and Assets.

Transition to NgāiTakoto Post Settlement Governance Entity (PSGE) Te Runanga O NgāiTakoto

Work in developing the post settlement structure has continued to be very challenging plus legally technical in nature, and our work continues with specialist advisors to ensure we progress the development of the structure framework of the proposed PSGE to make sure that it meets the needs of its intended purposes. That is no easy task given the detail required but it is necessary to ensure that we get it right and understand fully, the technical and legal obligations that come with asset transfers, and ownership of those assets.

As previously sought, the PSGE structure has achieved Maori Authority Status for tax purposes (17%), the creation of a Charitable Entity for distribution purposes is currently work in progress and a proposed Commercial Entity is also work in progress. All entities are in development and design stages, and moving close to completion.

The design of the wider framework is to connect beneficiary members, marae, and the PSGE together. The structure also needs to be accountable to, and communicate with our members and that requires a number of changes throughout the CURRENT NgāiTakoto structures to be made if the final PSGE structure is to work in protecting and managing the overall settlement asset base.

The 'Framework for Change - PSGE Discussion Guide' identified each of the key considerations; Structure, Representation, Distribution, Settlement Funds, Investment. This discussion document formed the basis of a series of Road shows conducted in New Zealand and Australia over 2015 so we could engage with members as shareholders in developing this new Governance entity. This discussion document is available from the office by request or on our NgāiTakoto website www.NgāiTakotoiwi.co.nz

The above meetings were followed up by x3 further NgāiTakoto Youth Hui, in Kaitia, Whangarei and Auckland, which saw tremendous support about Youth Aspirations, the future, the need for succession strategies, and having a voice that is inclusive of their world-views, and realities.

Support for the youth initiatives proposed by the Runanga has been very positive and well received by our shareholders (members).

NgāiTakoto Commercial Entity Update

Membership: Heta Hudson (Crowe Howorth), Craig Wells (Sumpter Baugher), Hugh Karena (Members), Mark Marino, (NgāiTakoto) and Sam Johnson (BNZ).

- **Commercial Entity Management Agreement**
In the process of being developed to draft form (Heta Hudson / Craig Wells / Toko Kapea).
- **Overall Investment Policy / Strategy**
In the process of being developed to draft form (Hugh Karena / Sam Johnson) and engaging a project management role from MyFiduciary 360, Consultants – David Cairns for the development and driver of a overall process and policies document, controlling how governance and management may make **Investments** (SIPO) regarding the settlement assets.

The developments of the Charitable Trust entity and Governance Board entity is also underway and these structures will be progressed alongside the work being done by the overall PSGE project.



NgāiTakoto Tane Hikoi, Te Rerenga Wairua 2014

Work Task 3 Vision and Purpose

Within the structure of the PSGE refine and clarify our scope of business, vision and purpose, and core values. Create an organisation and develop capabilities that reflect our people and place in Te Hiku, Aotearoa, the world.

This process is about the beginning of engaging our young members in a Youth Strategy that allows them to engage and participate in shaping the NgāiTakoto future and how the vehicle (PSGE) might best serve to help get them there. It also prompts thought as to what their role and input is, in the future direction and leadership of NgāiTakoto, and what that should look like. Initiatives that have been started to progress this engagement have been:

Tane Hikoi (x2 of 4 stages completed), Employment of NgāiTakoto members in Operations and Administration, Work employment programmes – Sweetwater Farm, pine tree removal, monitoring of water bores and proposals for: Kaitiakitanga Environmental Strategy (Research / planting / employment) Youth Strategy and Waananga leadership programme to start in 2016, Scholarships and Sponsorships are also in place to support investment into our NgāiTakoto young people. This work will continue to be progressed throughout 2016.



Work Task 4 Operations

Continue to maintain our Administration, Management Operations, develop clear governance roles and build people capacity internally and external to the business. Identify external expertise and specialist roles.

The work of our Office Administration / staff continues to be invaluable given the multiple roles and responsibilities that are required at any given time to progress through the post settlement process and the required work activities that come with post settlement legislation activities, and of course crown requirements. This administration / project work is key to getting business done and links in alongside the post settlement asset transition, and the development of the NgāiTakoto PSGE.

The NgāiTakoto Business Plan Te Ara Hapara 2013 - 2016

The Te Ara Hapara Business Plan continues to remain as the foundational basis for driving our organisations operations goals in a planned, and structured way. A review of the Business Plan and it's objectives / timeframe's, clearly identifies that we are on track to achieving those work activities and tasks described within. This Management Report 2014-2015 summaries the progress of the activities undertaken from within the Business plan. Any member seeking a copy of the Business Plan can contact the office at admin@NgaiTakotoiwi.co.nz. A review of the Business Plan and its progress is attached.



NgāiTakoto Operations at work in Pioke House

Audit

A Financial audit of the period 2013 - 2015 is still currently being undertaken with our Accountants Sumpter Baughen of Whangarei and Inland Revenue. The complexities of transitioning from a negotiations entity, to a settlement structure, (PSGE) requires some work to make sure that the transition is flawless. This also requires reviewing our current financial systems and processes for the purposes of aligning those changes into the new proposed PSGE and developing "the new fit" to the proposed new structure that involves commercial / charitable / operational requirements. They are at present looking to introduce the latest ZERO payroll and accounting system that will provide a high level of electronic reporting across the various settlement entities into one financial area. It is envisaged that this new financial system will now become live in early 2016 as opposed to the 2015 timeline first sought.

Complete the Settlement process through to completion, being;

1. Parliamentary Legislation – Asset Transfers
2. Te Runanga O NgāiTakoto (PSGE) – Mandated and Ratified

The cost of the remaining leg of this work has been approved at \$1.2mil given the complex legal and professional advice costs required to transition the settlement assets back into the NgāiTakoto PSGE structure. This budget also includes Operational and Governance cost as well as scholarships and distribution to members. Final budget costing will be reported on in the next report. We are managing to operate within the total overall approved budget, to-date.

Treaty Settlement Accounts Update: Accounts held with BNZ

Period: 01 April 2015 – November 2015

Total Term Deposits: \$4.5mil

Total Value after tax: \$4,610,107.28

Investment Portfolio: Invested \$8,606,096 mil

Total value after tax: \$8,798,405.00

Financial Budget 2015 - 2016

In 2012 the members supported a budget proposal of \$2.4mil to cover the x3 years worth of ongoing negotiations and settlement work identified in the Business Plan (Te Ara Hapara) that was required to:



NgāiTakoto future aspirations



NgāiTakoto Kaumatua & Kuia, contemplating the future

Work Task 5 Communications

Continue to improve our Communications to effectively engage and inform our people so they are inclusive in our shared vision and ongoing development.

NgāiTakoto Communications Strategy

The Strategy identifies three key objectives that we aim to support through effective communication over the next two years and beyond. NgāiTakoto Communications Objectives are:

- 1. ENTITY** **Ratification of the Post Settlement Governance Entity (PSGE)**
- 2. IDENTITY** **Our NgāiTakoto history, identity and cultural footprint is clearly understood, accessible to our membership (and informs external stakeholders)**
- 3. POTENTIAL** **We highlight being NgāiTakoto, and growing our Potential.**

We are still continuing to develop Relationships, Publications and Events that support and achieve the objectives above underpinned by a communication plan that means more regular communication updates and member access to information.

Website

Our website upgrade has been successful and further technology upgrades to enhance the system and make communication more accessible will be continued to be added over time. [Visit **www.NgāiTakotoiwi.co.nz** to access NgāiTakoto Website.](http://www.NgāiTakotoiwi.co.nz)

Membership Database

This remains an ongoing process for gathering member registrations and identifying our membership numbers. We are currently building web registrations that allow members to update details online and communicate via online and social media methods; but first we need your email addresses so keep them coming in, along with any new member registrations. **Contact: admin@NgāiTakotoiwi.co.nz for further information or the Office toll free: 0508 TAKOTO (825686)**

Australian Road Shows

In September 2015 we joined Malcom Karipa and Mark Marino and their Representative Committee members to do a Road show update to our members in Australia on:

- 1. The Claims settlement process and legislation outcomes of the 3rd Reading**
- 2. The propose for the establishment and build support of the Australian Trust / Committee.**
- 3. Planning for Distribution of Settlement outcomes to members in Australia**



The NgāiTakoto identity – Our Tamariki, festival 2014



NgāiTakoto Australia & Maori Wardens



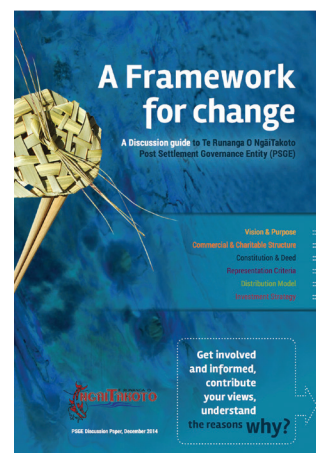
Trustee Dion Hobson presents in Australia

We attended the NZ Maori Wardens day in Sydney and had a positive time there with members of the whanau, and talking with our people about their concerns and views on iwi change, and the future for the next NgāiTakoto generations. That evening a meeting was held with NgāiTakoto Australia state representatives to discuss and plan building committee capacity and capability, and what does distribution and the needs of our people in Australia look like and how to move these ideas forward. Building cultural identity, education, pastoral care, and connecting our NgāiTakoto people were key themes of the discussion as well as building future leadership.

We did a road show presentation in Sydney on the Sunday at Te Wairua Tapu after the church service and received a good turn out of members, who were very positive and thankful for the discussions and the updated progress on the treaty settlement achievements. More so (as they stated), as having an opportunity to be recognised, to contribute as “NgāiTakoto living in Australia,” and to be included in the development of our future PSGE.

Merchandise

At this time merchandising (as part of promoting the NgāiTakoto identity) is being crafted further, with new ideas and designs being promoted. This will be evident in the clothing promoted at our 2015 Festival and future sales will be highlighted on our NgāiTakoto website. Contact person for merchandise is awhi@NgāiTakotoiwi.co.nz





Advancing ourselves forward



Work Task 6 Beneficiaries/Marae

Continue to increase our Marae beneficiary registrations, participation and decision-making. Develop individual Marae vision, project plans & budgets. Create a model that supports their growth and membership knowledge

Waimanoni Marae Opening (Featured June Panui 2015)

Wharenui (Wikitoria) Wharekai (He Au Tōna)

On the 16 of May 2015 Waimanoni Marae held their official opening with a blessing of the new wharenui and wharekai.

Hekenukumai (Hector) Busby led out the 5am dawn ceremony accompanied by Te Reinga Patuwairua and Maraea Natanahira Awarau (Marsden) who were given the role of Puhī, an honour bestowed upon them by Kaumatua & Kuia of Waimanoni.

A lot of planning and preparation saw the event well attended by whanau who travelled from near and far to make the special occasion with representatives from Tainui, Ngāti Hine & many other tribes, as well as NgāiTakoto people showing support being in abundance as they gathered outside the Marae in the early morning hours.

Saturday boasted as a day of Whanaungatanga, a time of remembering those who have gone before us and those who are still here continuing their support towards the Marae. A big mihi to all those who worked tirelessly to complete the Marae in time for

the opening, and who contributed to an eventful, and momentous day.

The opening was supported with a funding grant from Te Runanga O NgāiTakoto with a budget of \$35k.

Wharemaru Marae proposal

A number of discussions are being had with the Wharemaru Marae committee about the opportunity to progress with the building of a marae as a community employment project. The discussions are in their initial stages and it is proposed that the first stage will be to upgrade the current building to make it fit for purpose, whilst the bigger / longer term marae plans for a whare hui, are progressed.

An interim budget of \$35k has also been set aside by Te Runanga O NgāiTakoto to commence the proposed renovations to the current building, being the interior wall linings, kitchen, toilets / showers, hot water system / solar power.

Further funding (\$200k) to support the building of a marae in Kaimaumau was also achieved in Treaty Settlement negotiations with the Crown.

NgāiTakoto Festival 2014 (Featured March Panui 2015)

On the 26th-29th December 2014, NgāiTakoto celebrated its third year annual NgāiTakoto festival which involved a number of sporting events from Iron Maori, Waka Ama, Inter-Marae Touch, Basketball, Softball, Tug O War, and of course the highlighted event of the Netball and Marae 9's League. With fine weather conditions



over that weekend it brought out the best sporting efforts from all those participating.

For the children there were bouncy castles, arts and crafts, “splash n dash” and a variety of races, and children’s games with a rolling lunch service to provide catering throughout the day. The evening events were celebrated in the Te Ahu Centre with a Powhiri, formal dinner, and guest speaker Graham Lowe (Rugby League Coach Legend) who handed out the awards that evening. Entertainment was provided by band Allegro well into the evening.

Sunday saw the church at Matarau filled to capacity for the weekend’s service and the day was concluded with Waka Ama and water sports for the children out at lake Ngatu. With just over 310 members plus guests in attendance, the Festival was a huge success.

FESTIVAL SPORTING WINNERS WERE:

League 9’s: Waimanoni,

Netball: Waimanoni,

Softball: Wharemaru,

Waka Ama: Waimanoni,

Touch: Waimanoni,

Basketball: Mahimaru

“RECOGNISING OUTSTANDING NGĀITAKOTO ACHIEVEMENTS”

Presentations at the 2014 festival:

Sportswoman of the Year Award – Krystal Murray,

Leadership Award – Te Reinga Patuwairua,

Education Award – Olivia Whitehouse,

Sportsman of the Year Award – Tumoana Halkyard

Beneficiary Educational Scholarships

Te Runanga O Ngāi Takoto offers 7 Core specific Board Scholarships recognising and honouring our tupuna who from the onset of the claims have been the driving force for the Iwi. We still encourage all interested students to have a conversation with the team at the office around available scholarships.

These awards were instigated in 2012 and are delivered annually.

Criteria does require applicants to complete study and report back to the Runanga, but again this is about developing capability and capacity of the iwi and staff are here to support this process. If your area of study falls outside the Tupuna scholarships, we still invite members to discuss opportunities with their whanau and staff. Scholarship paperwork is available from the Office or online through the Ngāi Takoto website.

www.NgāiTakotoiwi.co.nz

or contact admin@NgāiTakotoiwi.co.nz,

or 0508 TAKOTO.

EDUCATIONAL RECIPIENTS FOR 2015 WERE:

Rev. Maori Marsden Tohu

Pursuit of Wananga & Theological Studies

Adrian Marsden – Mahimaru Marae

Lance Brown Tohu

Pursuit of Law & Justice

Elizabeth Smith – Waimanoni Marae

Laddie and Harriet Cook Tohu

Pursuit of Marine & Environmental Studies

Whiria Meltzer – Waimanoni Marae

Ivan and Kalani Petera – Mahimaru



Our future, our responsibility (investment)



Walter Erstich Tohu

Pursuit of Mātauranga Māori

Chantelle Rakich – Paparore Marae

Tari Stowers – Waimanoni/Mahimaru Marae

Hiraina Marsden

Pursuit of Creative Arts Tohu: Combined Recipients

Ngahua Pou – Waimanoni/Mahimaru Marae

Keri Richardson – Waimanoni Marae.

NgāiTakoto Collective Membership Benefits Proposal

In addition to our annual education scholarships and sponsorships established in 2012 following our Deed of Settlement signing, the following proposed member's benefits are currently being explored and it is our intention (subject to budget affordability) to possibly being made available to our whanau registered with Te Runanga O NgāiTakoto, from 2016.

These ideas may include:

New Baby Kete – initial Start Up Support (Parents)

Package worth of new baby essentials such as nappies clothing, blankets.

Kohanga Start – New Beginning's

Branded NgāiTakoto back pack, stationary, and lunch box for our pre-schoolers.

Kura Pack – Stepping Up

Off to school pack containing NgāiTakoto branded school bag, stationary, lunch box, raincoat and shoes for all tamariki starting off to school.

Kuia/Kaumatua Assistance

Financial assistance/ subsidies for kaumatua and kuia who need glasses, hearing aids, or medical alerts.

Tangihanga Support – Reducing Costs

Grant to support Tangihanga for our registered NgāiTakoto whanau who return to our NgāiTakoto Marae. Grant contributes to 3-day Marae costs.

Other ideas include:

- **Marae hapu / Annual Christmas Dinner.**
- **Drivers Licence – Reimbursements**
- **Children / Savings scheme (BNZ)**
- **Free Camping – Rarawa Beach – Tapotapota**
- **Discounted Accommodation – Waipapakauri Beach Park**
- **Business discounts**
- **Iwi Membership Card**

Work is being done currently to explore these proposals and they will be reported on in the New Year 2016.


Sponsorships

No sponsorships were given out to any community initiatives for the period 2014-2015. It was agreed that we would focus on our settlement priorities and reducing outside costs to the Runanga operations, with the focus being on NgāiTakoto interests, as a key priority.

Grants however would continue to be made to relevant NgāiTakoto projects where warranted, on a case-by-case basis.



Kohanga Reo O Rangaunu



Progress underway with developing our NgāiTakoto Environmental Plan

Work Task 7 Environmental

Develop an environmental vision, strategy and works programme to support, protect and sustain our environmental assets, land and cultural environments.

World Wetlands Day 2015

(Lake Ngatu)

Cancelled this year due to adverse weather conditions. It is planned to reschedule this event to March 2016

Environmental Management Activities

Kaio Hooper as the Environmental Manager continues to undertake this role. Kaio works part time for the Runanga x2 days per week, and three days with the Department of Conservation. Kaio plays an invaluable role to ensuring the environmental issues associated with our NgāiTakoto rohe continue to be managed and monitored with our involvement. Projects falling into requiring environmental management include:

- **Korowai – Iwi / DoC management Agreement.**
- **Beach Management Board – Te Oneroa A Tohe / 90 Mile Beach.**
- **Dunes – Lakes Restoration Project**
- **Motutangi Drainage Project**
- **World Wetlands Day**
- **Kaimaumu Peat Extraction proposal**
- **Tane Hikoi**
- **Water Bore Monitoring – Sweetwater Farms**

This work will be ongoing and will require further support to Kaio to assist in managing these Environmental responsibilities more effectively.

Te Moho Whale stranding of 2014

It is intended to follow up this whale stranding and wananga with others in 2016. Discussions are underway to progress that. The whalebones and oils retrieved from the initial stranding are still held under the role of kaitiakitanga to NgāiTakoto.

FNDC- NgāiTakoto Lands of Significance

Te Runanga O NgāiTakoto had initiated discussions and provided information's to the Far North District Council about a number of properties of cultural significance to NgāiTakoto that are currently in council control such as reserves, domains, and parks. These properties were outside the Settlement process, but Office of Treaty Settlements have provided a letter of introduction to the council and recommended that they work with us directly to return ownership of these places / spaces to NgāiTakoto. There are 12 properties in total and we have some Cultural Redress funds identified as short-term capital expenditure in our business plan for this purpose. No progress has occurred (on the councils part) to getting these matters sorted in 2015.



Surveying with Office of Treaty Settlements, the return of NgāiTakoto land

Tane Hikoi 2015 *(Featured - June Panui 2015)*

The second (of 4 stages) of a NgāiTakoto Tane / Leadership Hikoi took place in April 2015 starting with a drive up Te Oneroa a Tohe, Hukatere, Te Paki with the weekend beginning at Tapotupotu camp grounds, and from there a strenuous hike to Kapowairua (Spirits Bay) activities included, historical stories, fishing, diving, and visiting key places such as Te Rerenga Wairua, Rangitane (Tohe's Pa) and Maunga Piko. The stages planned for 2016 are underway with input being provided for by Winiata and Marion Paraone. A big thank you to those who attended and those who supported with the numbers being at 10 persons for this trip.

NgāiTakoto Environmental Management Plan

The identity of NgāiTakoto is strongly connected with our NgāiTakoto world view and natural environments. The Whenua, Moana, and Awa in our rohe define us as a people, they are the source of our sustenance, stories and whakatauki, and embody our past and future. Over the past 172 years NgāiTakoto's ability to express these relationships and exercise our kaitiaki responsibilities has been drastically eroded.

Through our settlement redress we now have the ability and responsibilities of Kaitiakitanga returning to us, and we now need a NgāiTakoto Environmental response strategy, to manage this and the responsibilities that come with our substantial asset base of: Farms, Forests, Conservation Lands, Lakes, Beaches and Coastlines.

A NgāiTakoto Environmental Management Plan is presently being developed that will lay out the framework on how our environmental responsibilities will be guided and the values that will underpin our activities in regards to:

- Advancing our NgāiTakoto Environmental Plan and strategies within sectors of Central Government and Local Government. (Resource Management Act)
- To strengthen the NgāiTakoto capacity to engage and respond appropriately and effectively, in the management of our environments and assets.
- To ensure that NgāiTakoto economic development and NgāiTakoto social responsibilities are in sync to our environmental responsibilities, and the NgāiTakoto worldview.

This environmental management plan is due to be completed by early 2016.



Mudfish monitoring 2015



Sweetwater Farm (Te Make) - Irrigation System

Work Task 8 Relationship Alliances

Develop and strengthen the structure and working relationships with collective iwi organisations, co governance arrangements and within the wider political, regulatory and social-economic environment.

NZFL – Kauri Log Extraction Trial

A previously mentioned in other reports, considerable amount of time was spent developing the relationship with New Zealand Forests Limited for the purpose of a trial for extracting swamp kauri logs from within the Sweetwater farm area.

The purpose of the extraction process was to achieve 3 specific goals:

- 1. Create employment.**
- 2. Create a business template and develop a marketing strategy for NgāiTakoto in which to potentially grow the tribe economically.**
- 3. To improve land use and repatriation of previously waste farm land.**

The trial consisted of extracting kauri logs from on the poorer land area parts of the Sweetwater farm (not suitable for farming and within areas that had been previously dug by other parties with the permission of the Crown). The Trial period consisted of some 9 months but the trial did achieve 2 of the 3 goals sought, (employment / land repatriation).

No Kauri extraction is taking place at this time, and the future thoughts are about us in NgāiTakoto developing our own kauri extraction and milling business opportunities. This business potential, should it eventuate, will be aligned to other future economic strategies that may become part of the NgāiTakoto Business potential.

Sweetwater Farm: Landcorp, NgāiTakoto, and Te Rarawa Joint Venture Farming Proposal.

As from last annual report (2014) progressing the Sweetwater / Landcorp Farms joint venture (Te Rarawa and NgāiTakoto) has resulted in us having a x3 way direct partnership agreement with Landcorp and Te Rarawa. Progress is continuing, with iwi having a number of discussions with Landcorp as to the future of the farm as a business, and it subsequent return to NgāiTakoto and Te Rarawa in December 2015.

Subsequently Sweetwater's has become the lead farm for a dairy strategy in Northland. Discussions are also continuing about the development of a red meat strategy (Beef / Sheep) to compliment the dairy platform that currently operates on the farm.

The future of the farms potential is enormous, however its been agreed that the future strategy of farming is only one aspect of an opportunity for NgāiTakoto,



NgāiTakoto and Landcorp directors discussing Sweetwater transfer

as the diversification of our land and business asset portfolio's and potential opportunities are quite diverse.

The biggest achievement on the farm to date has been the installation of a high tech irrigation system that will reduce the need for importing palm kernel as cattle feed, which in the past has been costly. The system provides us the opportunity to grow grass in times of dry seasons as well as disperse effluent from the milking sheds.

The irrigation system came at no cost to the iwi (\$1.3million) and was provided for as a result of discussions with the crown over delays in the settlement process.

Future considerations are being given to:

- **Decisions / approvals required to enhance profit returns through the potential spend of \$1.25mil (each iwi) to purchase Fonterra share's**
- **Consideration being given to purchasing the Masters Farm (\$2.4 mil, to add to the Sweetwater farming platform and increase the farming area)**

Sam Johnson (Farmer / BNZ), Murray Jamison (Farm Advisor) and Craig Wells (Sumpter Baughen-Accountants) have been brought into this Farming space to provide high level advice and support to the NgāiTakoto Board in these discussions.


Mekerene Farm (Kaimaumau)

At present NgāiTakoto are the owners of the Mekerene block of some 974 ha situated in the heart of the Kaimaumau / East Beach area.

Discussions over the period 2015 are continuing to be had with various parties who are interested in the potential opportunities that the land could be used for, these include:

- **Advocado's – King's Advocados.**
- **Honey (Hive placement and Manuka planting) – Ian Broadhurst – Kings Advocado's**
- **Peat extraction (Resin / Wax) – John Cunningham Resin Wax Ltd**
- **Kauri log extraction – NgāiTakoto consideration**
- **Eco-tourism – Department of Conservation / Te Hiku Tourism strategy.**

At this time nothing is conclusive but discussions are only for the purposes of identifying potential work / business opportunities for NgāiTakoto and our people. To not utilise the land brings with it significant risks as the land is subject to becoming overgrown in wattle and already there are some people accessing the use of the land without authorisation from the Runanga.



NgāiTakoto and Sweetwater Farm creating employment

90 Mile Holiday Beach Park Purchase

The concept of buying the 90 Mile Beach Park at Waipapakauri Ramp has been an aspirational goal for NgāiTakoto for over 18 years, the opportunity to purchase the park is potentially now available and the financial assessments and due diligence processes are being completed. Subject to the results of the above, it is intended that an offer for purchase will be made. Our intention is to allow the business to continue to operate in its current form, whilst we explore potential expansion and tourism business opportunities.

The Te Hiku Iwi Development Trust (THIDT)

Continues to make progress with the Te Hiku Social Accord, progressing in a number of projects the **Education / Safety and Respect (Justice) and Economic Development**.

Te Hiku Wellbeing report has been completed, analysed and will now form the basis of a strategic response action plan for Te Hiku Iwi, and the Crown for 2016.

This report is also to be followed by the ongoing development of a Te Hiku Iwi Economic strategy which is to be supported by an education strategy from “Cradle to Career” as we bring the likes of Early Childhood, Schools, (MOE) Tertiary (Polytechnic) and Universities into line with providing a linked up educational pathway that supports Te Hiku iwi growth and development in the key primary sectors such as farming, forestry, tourism, horticulture, fisheries etc.

Aupouri (Te Hiku) Forest

The progression of our NgāiTakoto Forestry sector is now beginning to advance with meetings being held to develop the Aupōuri Forest agreements between iwi as the forest transitions back to the Te Hiku Iwi collective. There are implications and requirements for us owning a forest and these responsibilities need to be clearly identified and understood by us.

There are a number of tasks required in order to complete our obligation with the Crown for the forest's transfer. This work has commenced with the drafting of:

- **Forestry Management Agreement between the x4 iwi.**
- **Development of a limited Partnership Agreement Model.**

\$2.4mil of Crown Forest Rentals (NgāiTakoto share) will be banked with BNZ on date of transfer.

Work is underway with other Te Hiku iwi to start this transition exercise (due by 17 December 2015) with two representatives for each iwi making up the membership of a working committee, who's role will be to progress in 2016, the finer business details of how the forest and the future of the forest will be managed.

The actual forestland itself is however still subject to a manawhenua process. Te Runanga O NgāiTakoto has already sought to instigate that process with Te Rarawa over the forestlands in our rohe.



Te Tai Tokerau iwi working directly with LGC on lack of partnership from regional and local councils

Iwi/Maori Economic Development

The bigger picture economic opportunities are ongoing and are continuing to be progressed within the Regional iwi collective space, for developing and growing the Maori economy and building economic scale of our key primary industries. and their potential within Northland, with a long term Maori strategic plan focus.

This work is progressing well in some areas with the support of central government relationships Education (MOE) Ministry Primary Industries (MPI) and Ministry of Business Innovation Enterprise (MBIE) in the key areas being:

- **Forestry – Taitokerau Moaori Forest Collective, project in action.**
- **Farming – Dairy / Red Meat (Beef / Sheep) Collective, project in action.**
- **Farming / Forestry Training School Project (Northland College) project in action.**
- **Fishing – Iwi in discussions.**
- **Under-utilised land – Scoping reports identifying better land use opportunities.**
- **Honey - Proposal stages only.**

These opportunities for economic growth are to be underpinned by the Social Accord, using Education, Employment, and Economic Development as the backdrop to making change within the Te Hiku and Tai Tokerau regions.

Iwi Leaders Te Kupenga O Te Hiku O Te Ika.

The x4 Tribes of Ngati Kuri, Te Aupōuri, NgāiTakoto, and Te Rarawa are still continuing to revamp the leadership structure of the Te Hiku tribal collective for the purposes of developing a consistent approach to collective tribal strategies where we have things in common, that should benefit the greater good of our Te Hiku people.

Initially known as the Te Hiku Forum, the new group structure (Te Kupenga O Te Hiku O Te Ika) comprises the Chairperson, CEO, and Asset Managers of each of the tribes who will meet on a regular basis to work towards building collaboration and better working / Business relationships between our respective Iwi.

Work to progress to a formally agreed arrangement of the structure and how it will operate is still very much work in progress and there are outstanding issues that require resolving before any substantial business relationships are able to be achieved. These issues remain as: Aupouri Fisheries dispute, and the NgāiTakoto mana whenua process (land ownership).

National Iwi Chairs Forum

NgāiTakoto continues to be represented in this forum which involves the National Iwi collective of some 57 tribes who meet on a quarterly basis to discuss matters of national importance to Iwi / Maori. Current national topics at this time still continue to be: Trade, Climate change, Water rights. Collective iwi submissions are made to government, via this forum.

OUR WHANAU, OUR MAHI



Lest we forget



Waimanoni
Little people, big future



NgāiTakoto Festival



Looking Ahead - Tane Hikoi 2014



Celebrating NgāiTakoto achievement



Our environment

Proposed work plan

November 2013 - November 2016



As identified as Key Work Tasks from NgāiTakoto Business Plan.

PREPARATION UPON RECEIPT OF BUSINESS PLAN	PROVIDER	PREVIOUS	FIRST 6 MONTHS: AUG 2013			
			AUG	SEP	OCT	
Confirm approval of x3 Year Business Plan	TRON		Aug 2013			
Implement contents of Business Plan	CEO		Aug 2013			
Approval to appoint a NgāiTakoto CEO	TRON	July 2013				

Work Task 1.1 - 1.4 Legislation Negotiations (include Forum & Crown)

Continue negotiations towards NgāiTakoto Settlement Legislation	Negotiators	Oct 2012	
Continue Legislation Drafting within the Te Hiku Iwi Forum group	Negotiators	Oct 2012	
Drafting Deed Of Settlement Legislation completed	Negotiators	Oct 2012	
NgāiTakoto Treaty Settlement Legislation Enacted by Parliament	Negotiators		

Work Task 2.1 - 2.6 (PSGE) Forming the New Governance Entity

Develop Implement / complete PSGE proposals	CEO/Project	Oct 2012	
Implement Entities Commercial / Charitable/Sponsorships	CEO/Project	June 2012	
Engage Specialist Advice: Taxation / Accounting / Auditing/Banking	CEO/Project		Aug 2013
Review Runanga Trust Deed			
Scholarships / Sponsorship / Distribution Policies			Aug 2013

Work Task 3.1 - 3.3 Vision and Purpose

Refine and Clarify Scope of NgāiTakoto Business Vision, Core Values and Purpose	TRON		Aug 2013
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Work Task 4.1 - 4.2 Operations

Continue to Maintain office and Administrative requirements. Maintain Financial controls and systems	CEO		Aug 2013
Identify specialist staff	CEO		Sep 2013

2013 - DEC 2013					STATUS
NOV	DEC	2014	2015	2016	
					Completed Dec 2013
				Nov 2016	Currently in Operation
					Completed April 2013

Nov 2013		Completed & Archieved 9 th September 2015
Nov 2013		Completed & Archieved 9 th September 2015
Nov 2013		Completed & Archieved 9 th September 2015
	June 2014	Completed & Archieved 9 th September 2015
		Timeframe extended by the Crown into 2015, given the complex legislative nature of aligning x5 Settlement Agreements into one omnibus Settlement Bill (Te Hiku Settlement Bill).

	Nov 2016	Work in Progress – Tracking to Timeline
	Nov 2016	Governance Entity in place May 2013, Commercial Entity development active March 2015. Work in Progress - Tracking to Timeline
Dec 2013		BNZ (Banking), Sumpter Baugher (Accountants), Tuia Group (Legal) - Completed 2013
	Feb-June 2014	Under Review to PSGE structure project. Ongoing
	Feb 2014	Implemented 2012. Reviewed Applications process 2013. Completed

Nov 2013	Nov 2014	Nov 2015	Nov 2016	Board Workshop May 2013. Completed
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	2016	Office Administration / Reception 1(FTE), Communications & Finances 1(FTE), Environmental support (x2 days) Management Support (X3 days .2.0), Established 2012 – 2014 – Completed
Dec 2013		Tuia Group Legal services, (established 2012) Sumpter Baugher Accountants (established 2013) BNZ Whangarei (established 2012) – Completed

Proposed work plan continued

As identified as Key Work Tasks from NgāiTakoto Business Plan.

PREPARATION UPON RECEIPT OF BUSINESS PLAN	PROVIDER	PREVIOUS	FIRST 6 MONTHS: AUG 2013			
			AUG	SEP	OCT	

Work Task 5.1 - 5.4 Communication

Develop communication plan & key messages	CEO				
Develop Branding Strategy	CEO		Aug 2013		
Develop improvements to the NgāiTakoto web site / social media	CEO		Aug 2013		
Member Engagement: Produce regular reports / brochures and circulate widely to members	CEO				

Work Task 6.1 - 6.7 Marae / Beneficiaries

Improve, Complete, Processes for Marae Registrations & Approvals. Develop IT	CEO		Aug 2013		
Administration of Registrations Data Base / IT	CEO/Marae				
Developing Marae / Members Participation and Strategic Business Planning - Includes Australia	Marae				

Work Task 7.1 - 7.5 Environmental Asset Management

Identify Properties of additional significance and negotiate transfer back to NgāiTakoto	CEO				
Develop Foundational Vision, Management Strategy and Works Programme	CEO				

Work Task 8.1 - 8.8 Partnership Alliances

Developing, Strengthening, and Maintaining relationships - Crown, Iwi, Local Govt, Business, NgāiTakoto Australia	CEO/TRON		Aug 2013		
Governance and Partnership Mentoring Programmes Ice House / BNZ / Training	CEO/TRON				



2013 - DEC 2013						STATUS
	NOV	DEC	2014	2015	2016	

	Dec 2013	2014	2015	2016	Communications Plan Active, Reviewed and refined 2014. Completed
	Dec 2013				Branding strategy in place, 2012, Festivals, Vehicles, Logo, Signage, Letterhead, Office. Completed
	Dec 2013				Website developed 2012, Revamped and improved upon, 2014 (New Go Live). Completed
	Dec 2013	2014	2015	2016	Roadshows, Mail-Outs, ¼ Panui, Website, Facebook, Twitter, Radio media. Ongoing – Tracking to Timeline

	Dec 2013				Full Office IT Upgrade (2014) Website upgrade 2014. Completed
					Timeframes amended due to IT / Website platform builds, and implementation of upgraded systems
	Dec 2013	2014	2015	2016	Iwi Connect Database – Electronic Registrations – Update registration information (addresses, emails). Ongoing - Tracking to Timeline
		Feb-Nov 2014			Framework for Change Discussion Document, Settlement Update December 2014 Roadshows x 6, Youth Hui x3, Australian Roadshows March 2013, April 2014, September 2015. Ongoing - Tracking to Timeline

	Mar 2014	2015	2016	Council Properties, identified and formalised with OTS/Councils 2012 – Follow up 2013- 2015. Ongoing - Tracking to Timeline
	Mar 2014	2015	2016	Mekerene: Secured purchase 2014. Completed
	Mar 2014	2015	2016	Environmental Management Plan – Work in Progress - Tracking to Timeline

	2014	2015	2016	Sweetwater Farms Agreement Management Plan , Aupouri Forest Management Agreement, Korowai, Social Accord, Beach Board, Conservation Board, Resin Wax, Kings Advocado, Te Kupenga. Work in Progress - Tracking to Timeline
	June 2014	June 2015		Ice House Training, Fiduciary 360 Mentoring (PSGE). Completed. Timeline extended for additional training 2016



Executive Summary



This year has been an extremely busy time, as we moved towards the final goal of completing what has been a substantial journey of some 29 years for the iwi of Te Hiku. A huge and major milestone specifically for NgāiTakoto and our people, given the position that we had previously come from, to the outcomes that we have achieved as a result of settlement negotiations, today.

It's hard to fathom those achievements, but we are finally there, and the potential for the NgāiTakoto future now lies ahead of us. It brings to mind the saying of Sir James Henare, (who was raised by NgāiTakoto) *"We haven't come this far.. in order not to go further"...*

Remembrance continues to be had for those who initiated this journey at the outset, and those who came after and who weren't able to see the end results of their initiatives. It therefore remains up to us to continue to strive for, and achieve those original intentions, that were about restoring our people within themselves, within our environments, and having the inherent right, to be ourselves as NgāiTakoto.

There is still much more work to be completed as the transition of assets commences in December 2015 and further over the next 24 months back to NgāiTakoto. We will continue to complete that work, alongside of progressing the PSGE.

The major goal of getting settlement negotiations completed and getting the Deed of Settlement to legislation stage, however has been achieved.

Much appreciation and thanks to Mangu Awarau who's courage and support and leadership made the journey so much easier to traverse and at times, most entertaining, the depth of knowledge, debate, and challenges and keeping it real were what set NgāiTakoto apart from the rest. We went where others weren't prepared to go, pushed the boundaries and held fast to what we were taught to believe in, nothing short of a miracle, but as the Pioke go, anything is possible.

To Robert Tamati, Dixie and the Cook whanau a big thank you also for the independent "Pacific cousin" view, cool, calm, and collected, the objective "sounding board" when challenges were presented, and being willing to hang in there, despite at times, the trying odds. Thank you so much.

To the families / children of Rev Maori Marsden, Rev Harold Petera, Lance Brown, Laddie and Harriet Cook, Rev Bert Karaka, Hiraina Marsden, Walter Erstich, who played a key role in the claims process thank you for your sacrifices in sharing, and at times going without, in order to allow others to benefit from their work and commitment to laying down the initial foundations for building the NgāiTakoto iwi; we are so grateful to them and for their work. It was an absolute honour and



Te Hiku Iwi Collective, Parliament Steps - 3rd reading, September 2015

privilege to have spent that time with them, to be guided and directed, and hopefully we have done them proud, in what we have achieved.

Thanks also to the NgāiTakoto A Iwi Research Unit and its participants especially Ritihia Paraone, Ngaro Taylor, Raiha Matthews, Myrna Boaz, Mable Rakich and the many others too numerous to mention here who held the line in earlier times when things with the Muriwhenua Runanga (Wai 45) came apart.

Recognition also to Malcom Karipa and Mark Marino and the Australian Committee for your efforts to lead the way for our people in Australia and bringing them into the NgāiTakoto fold, its important that we don't forget who we are, and that we remain NgāiTakoto connected, irrespective of where we are in the world.

To our Runanga staff (past and present) for your foundational work and achieving the tasks required. Your commitment and contribution the work and getting it done played a key part in getting us to the finish line, your contribution individually, and collectively, is greatly appreciated.

It's also the time to thank the Board of Trustee's for their efforts of which decision-making is a key factor of which we can't do without. You have progressed many a forward moving motion that has allowed us to achieve the milestones that we have, and spent many hours representing your respective membership

groups well, a big thank you for your support to me, in your role.

Finally, to our people of NgāiTakoto, we continue to hope that you maintain your support and patience for the work that is being done on your behalf in laying down the foundations for those now and whom are yet to come, you input is invaluable and necessary to ensure we get it right and deliver the best outcomes possible for you.

May you all be safe and enjoy the festive time with your families and loved ones and enter into the New Year of 2016, all safe and well. See you at the Festival 2015.

Na reira ma te Atua e tiaki e awahi i a koutou me to whanau, mana hoki e arahi ia koutou ki runga i huarahi tika mai tenei ra tae noa ia te mutunga.

Mauri ora,

Rangitane Marsden

Rangitane Marsden, ONZM
CEO, Te Runanga O NgāiTakoto





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