TE RIPOATA O TE TAU
ANNUAL REPORT
2015
Karanga, karanga ra e te hoa
Kua tae mai kia kite i o rongo
E hau nei i te ra, i nga tau roa
Na reira ka haere mai

Te wiwi Nati no Porourangi
He iwi moke no Waipu
No Whangaokena, no Hikurangi
He Nati, Te Iwi, He Whanoke
E haere ana ki te pakanga
Ka peka mai nei ki te marae
Kia mihi, kia tangi, hei konei ra e
Te iwi, hei konei ra

Na Ta Aprana Turupa Ngata i tito
In March 1917, as the First World War raged in Europe, Ngati Porou recruits gathered with Ngati Kahungunu at Pakipaki Marae. At the hui, ‘Te Wiwi Nati’, a composition by Ta Apirana Ngata, was first performed in tribute to his kinsmen, who were readying themselves to go to war, as well as to also acknowledge the return of his great friend, Ta Timi Kara (Sir James Carroll), from overseas.

The theme selected for this year’s Te Runanganui o Ngati Porou Annual Report also shares the same expression of love for Ngati Porou, as conveyed in “Te Wiwi Nati.” The visual design and structure of the publication is inspired by the waiata. We have also drawn upon our natural environment, Te Wao Nui a Tane, to further support the report’s design.

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This section is the Chairman’s report for the Year, presented on behalf of the Board of Te Runanga o Ngati Porou Trustee Limited. It includes a high level summary of Te Runanganui’s activities for the Year and other facts about ourselves as Ngati Porou.

The flora (right) is the Pohutukawa in full bloom, a tohu that welcomes the summer season.
One of the greatest challenges we took upon ourselves this year, and opportunity seized, was harnessing the skills and talents of 80,000 plus Nati. The establishment of two sector forums, WhaiMaori and Te Ture Whena Maori, enabled us to engage Nati with specific skills and expertise to contribute to Ngati Porou development on sustainable and mutually beneficial terms irrespective of where they live. I hope to see us expand our virtual policy and project development platform to enable more of our people to participate in, and contribute to, Ngati Porou development.

Whai Mautaranga

The promotion, acquisition and transmission of Ngati Porou reo is a major priority and I am proud of Te Runanganui’s decision to endorse the Ngati Porou Reo Strategy and commit $500,000 towards its implementation. I also appreciate the efforts and progress that hapu working on their mātauranga plans have made and I am pleased to see the alignment between our Reo Strategy and the Hapu Mautaranga Plans. I want to thank the board of Toitu Ngati Porou for their leadership and stewardship in ensuring that Te Reo me mana taua tikaanga, me tatau hapu have a seat at the table. We must ensure our hapu rights and interests in freshwater and land within the Waipaoa Catchment, with the Gisborne District Council. As we go to print, it is both appropriate and timely to acknowledge that we have been successful in establishing the first Joint Management Agreement (JMA) in the country, over land and water in a Freshwater Catchment.

Whai Oranga

Three thousand three hundred and thirty four Ngati Porou whanau members and 941 other whanau living within our rohe, accessed one or more of the 18 Whanau Oranga services that we provide. The Whanau Oranga team of dedicated managers and staff have worked tirelessly to provide a coherent range of restorative justice, housing, health promotion, youth focused and whanau centred services that respond to the multiple and complex social issues and conditions our people contend with on a daily basis. As we go to print, it is both appropriate and timely to acknowledge that we have been successful in establishing the first Joint Management Agreement (JMA) in the country, over land and water in a Freshwater Catchment.

The promotion, acquisition and transmission of Ngati Porou reo is a major priority and I am proud of Te Runanganui’s decision to endorse the Ngati Porou Reo Strategy and commit $500,000 towards its implementation.
On a more serious note, I hope that in the coming year, a more integrated Whanau Oranga and Ngati Porou Hauora service approach leads to a concerted effort to address three major anti-social behaviours that challenge and threaten us, family violence, drug and alcohol abuse and more particularly the increasing prevalence and insidious influence of “P” in our communities. We at every level of our community, whanau, hapu, iwi, schools, churches, sports clubs and work places need to say NO MORE to Violence against our whanau, No MORE to drug and alcohol abuse and NO MORE to “P” in Ngati Porou.

Whai Rawa

The assets of Te Runanganui o Ngati Porou are now valued at $224.0m, a 9% increase on the 2014 year. Our earnings before tax for the year were $12.3m, (190% increase), which was largely due to the stellar performance of our Ngati Porou Holding Company, which earned $18.3m before taxation. Even though it is still early days, we are already seeing financial and non-financial benefits from the Ngati Porou Holding Company’s implementation of their SIPO. I acknowledge the performance of Pakihiroa Farms Limited and the Ngati Porou Seafoods Group for their relentless pursuit of new markets and business opportunities, operational and production efficiencies and overall financial performance in economic times that are constantly challenged by a range of global conditions.

“He taima ano kua takoto mo nga mea katoa, me te wa mo nga mea tangata katoa i rau i te rangi: He wa e whanaia ai, he wa e mate ai; he wa e whakata ai, he wa e huitia ai te mea i whakatohia”

Te Kaikauhau Upoko 3:1-2

“To everything there is a season and a time for every purpose, a time to be born and a time to die, a time to plant and a time to pluck that which has been planted.”

Ecclesiastes 3:1-2

The beginning of the year was a time of great sadness with the loss of Uncle Api, however, as we near the end of the year, we also recognise and celebrate all the seeds that he, with the support of successive Runanga and Runanganui boards, management and staff, planted over the past 30 years. The fruits of our collective labours are now being more fully realised.

Kei te māhi ki nga kaitiaki, te bunga na koutou i tohia kia waha i nga kaupapa a to tatau Runanganui. He māhi hoki ki nga Kaitiaki o Toitu Ngati Porou, Ngati Porou Holdco, Ngati Porou Hauora, Ngati Porou Fisheries, Pakihiroa Farms Ltd, mo nga werawera kua pai a ratau me te orangatanga o Ngati Porou. Kei te tuawhakarere he iho to ratau ringaringa kia tu rangatira o tatau whanau, we tatau kaupapa a hapu a iwi, a Maori hoki. Kati, aku māhi nei rawa atu kia koutou Ngati Porou, Kei te wa kainga e popuri nei i te ahiku o nga whana o nga hapu. “Ehara taku maunga a Hikurangi i te maunga meneke, he maunga tu tonu mai i te po i te ao, ko toku mana no tuawhakarere he ihu to mai mai te po”

Kia Ngati Porou he i te whakamaru e kau pou i a ratau he ahoko he aha, “Te kainga tupe te ai ona rite e kore e rite”, Kia Ngati Porou kia te ao, e hapai nei i a Ngati Porou. “E hoki koe ki o maunga ki o aua kia puehutia e nga hau e Tawhirimata”

Meri kirihimete me te Hape Nuia Tipu Matoro ki te ao. Kia tau te ia o te mauri kia tatau katoa

Selwyn Tamea Porata Tiamana

Te Runanganui o Ngati Porou
Te Runanganui o Ngati Porou Trustee Limited board represents the collective interests of Ngati Porou iwi members, and is made up of 14 directors. The board governs over the subsidiaries of Toitu Ngati Porou, Ngati Porou Holding Company and Ngati Porou Hauora. The Chief Executive Officer is responsible for operational activities on behalf of Te Runanganui o Ngati Porou.

Te Runanganui o Ngati Porou Group Corporate Services provides operational support to Te Runanganui o Ngati Porou. It also provides management and operational support to Toitu Ngati Porou, Ngati Porou Holding Company and Ngati Porou Hauora. The Chief Executive Officer of Te Runanganui o Ngati Porou operates out of Group Corporate Services, and also manages the Whanau Oranga and Matauranga divisions.

Ngati Porou Hauora provides health services to Ngati Porou/East Coast communities. It has five board members who are appointed by Te Runanganui o Ngati Porou board.

Whanau Oranga and Matauranga deliver social service and education services to Ngati Porou/East Coast communities, on behalf of Te Runanganui o Ngati Porou.

Toitu Ngati Porou is the cultural and wealth distribution arm of Te Runanganui o Ngati Porou. It has seven board members who are appointed by Te Runanganui o Ngati Porou board.

Ngati Porou Holding Company is the economic and wealth generation arm of Te Runanganui o Ngati Porou. Its six board members were appointed by Te Runanganui o Ngati Porou. Ngati Porou Holding Company looks after Ngati Porou Seafoods Group and Pakihiroa Farms Limited. It also manages the investment and forestry assets on behalf of Te Runanganui o Ngati Porou.

Ngati Porou Seafoods Group and Pakihiroa Farms Limited are commercial subsidiaries of Ngati Porou Holding Company. They are each governed by their own boards who are elected by Ngati Porou Holding Company.
Te Kaupapa Rautaki provides the strategic direction of Te Runanganui o Ngati Porou.

The Strategic Plan is structured around the concept of a Wharenui, with the foundation provided by Te Reo o Ngati Porou me ona tikanga. The Wharenui is held up by five Pou representing the key strategic goals of the organisation – Rangatira, Whanau, Matauranga, Kaitiaki and Whairawa.
KOINEI TATAU
WHO WE ARE AND WHAT’S BEEN ACHIEVED

This section provides infographics in relation to high level demographic data about our Iwi, infographics depicting some interesting facts about us as an Iwi (for example, how many Nati have discussed or explored their whakapapa during the previous 12 months) and finally infographics about staff across the Te Runanganui o Ngati Porou Group.

309 STAFF
Te Runanganui o Ngati Porou

According to the 2013 census, 71,052 people identify as Ngati Porou. We estimate an additional 10,000+ live around the world.

Tokohia nga Nati...

- Know their Pepeha?
- Are strongly connected to their Ancestral Marae as Turangawaewae?
- Speak te reo at least fairly well?
- Discuss or explore Whakapapa?
- Read a Maori magazine this year?
- Have a ta moko?

Nui ke atu a Ngati Porou i enei wehenga i te Maori
TO TATAU IWI

OUR IWI

Various initiatives have been undertaken over the last 12 months across an array of kaupapa, including initiatives supporting whanau and Ngati Porou events.

HAUORA

Continued support for Ngati Porou Hauora, including:
- a dividend of $1.25m plus MATCs
- a relief loan pledge of $1.5m
- in-kind service support

WHANAU

Maintaining a working relationship with CYF for Ngati Porou mokopuna in care
Support of Ngati Porou events such as the Dawn Ceremony, Pa Wars, Ngata Lectures, Hui-a-iwi and Reo Wananga.

4275 whanau members accessed our Whanau Oranga services with 78% being of Ngati Porou descent.
Approximately 30 Whanau Oranga services and programmes available for whanau
20th Anniversary of Ngati Porou Inter-marae Sports Festival (Pa Wars) – $15,250 of Pa Wars sponsorship money from TRONPui and Ngati Porou/local businesses to winners of Pa Wars events

MATAURANGA

8 schools, 60 entries, hundreds of participants in Te Rangitawaea festival
9 Hapu Matauranga Plans supported
100 students enrolled in Te Toka Maori & Pasifika Trades Training, including 72 EFTS
$500,000 committed to implement Ngati Porou Reo Strategy

WHAIRAWA

Formation of Miere Collective – landowners in the collective saw earnings increase by 397% this season to $661,000

NGA PUTEA TAUTOKO

$10,000 to Ngati Porou ki Poneke for Ngata Lectures, held at Te Papa
$36,000 to Radio Ngati Porou for transmission
$15,000 to Radio Ngati Porou for East Coast Rugby Broadcast
$50,000 to Radio Ngati Porou for Archive Project
$30,000 to East Coast Rugby Sponsorship Group
$4,000 to Ngati Porou Basketball

TO TATAU MARAE

OUR MARAE

This section provides infographics depicting various initiatives undertaken by Te Runanganui o Ngati Porou Group for our bastions, our Marae, over the last 12 months.

GRANTS

$5m to be distributed to Marae over 5 years

$1.26m paid to Marae during 2015,
$1.09m in annual grants and $170,000 in capital grants

DEVELOPMENT

A dedicated Marae Kaitakawaenga role created for Marae development

35 Marae connected

Nati Insure
launched with most Marae receiving 30–50% off current premiums

Nati Power
$11,500 generated from Nati Power

Supporting Tikapa Marae renovations (5 kaimahi)

4 Papakainga houses completed
This section provides high-level infographics of the financial position and performance of the Te Runanganui o Ngati Porou Group, over time and during the current year.

### Revenue

Revenue up 37% from 2014 to $40.5 million

NPAT up 229% from 2014 to $12.3 million

### Expenses

Assets up 9% from 2014 to $224.0 million

### REVENUE

### EXPENSES

### ASSETS
This section is the Chief Executive and management teams’ report on Te Runanganui o Ngati Porou’s operational performance for the Year.

The flora (right) is the ‘wiwi’, the native reed which dots our coastal areas, and whose resilience and hardiness Ta Apirana Ngata likened to the people of Ngati Porou.
The Chief Executive’s Report

The Year in Review

The last 12 months of Te Runanganui o Ngati Porou has continued to be industrious, with the wider organisation and staff striving toward our vision: Sia whakapuamau tē te Mana motuhake o Ngati Porou mo nga uri whākitu. This pursuit has involved undertaking work and initiatives across a wide spectrum: social, cultural, environmental and economic. Many of these endeavours and successes over the last 12 months are outlined in this report by the wider Group.

This year’s annual report follows the theme “Te Wiwi Nui”, a waiata composed by Te Aparana Ngata for his Ngati Porou kinsfolk. The waiata expresses who we are as a people: hardy, versatile, resilient, innovative, autonomous, belonging, among other traits.

During the year we mourned the passing of our great leader. Uncle Api’s achievements are wide and varied. We as staff not only mourned the passing of Uncle Api, but mourned a Papa, friend, mentor and confidant. Ngati Porou whanau and staff needed to be commended for their help for Uncle Api’s pōporoporo. A number of people approached us specifically to say that they were impressed and appreciative of the efforts of staff and all of those who worked behind the scenes. Staff held a special memorial service shortly after the tangi, as many staff during the tangi were working at the back and did not have much opportunity to see what was happening at the front including hearing the tributes paid to Uncle Api from people from all parts of the country. At our staff memorial service, there was laughter and there were tears, with some well-known and less-known tales retold. A big thank you to staff for your efforts during the tangi.

The TRONPui Board reviewed and revised its strategic plan during the year. This has involved refining objectives and critical success factors for subsidiaries and management teams to refine and develop business plans. As mentioned above, there have been significant, well-constructed achievements over the last year by the collective team across the Ngati Porou Group and the wider iwi in pursuit of our vision. These achievements over the last 12 months are aligned to our Strategic Pou and these are articulated below:

Rangatira

Mission: To assert and affirm te mana motuhake o Ngati Porou in all our negotiations with external parties, including the Crown and private sector.

Achievements:
- Strategic relationships enhanced across Crown and private sector (e.g. MSD, Wai Maori, CYF, MBIE, Treasury)
- Progressing FSSB matter for nga hapu o Ngati Porou, which is near completion
- Numerous submissions to government including submissions on Te Ture Whmomas Mäori Bill and the Mäori Language Bill
- Participation and advocacy across various agency, inter-agency groups

Whanau Oranga

Mission: To deliver what is most important to our people and to provide support services and initiatives, predicated on Ngati Porou tangatawhai, empowering whanau and effecting positively overall well-being.

Achievements:
- Support for Ngati Porou Hauora, including funding, ensuring the continuation of health services at home
- Provision of services at home (providing services to 4,275 whanau members, 78% being of Ngati Porou descent) across a wide spectrum of kaupapa, including mama, pep programmes, strengthening family programmes, budget advisory, youth work, housing
- Support to our Marae, mai i Potikirua ki te Toka a Taiau, in the form of grants, Marae Wi Fi, insurance and power initiatives, general support
- Support of events such as the Dawn Ceremony on Hīkourangi, Pa Wars, Ngati Lectures, Hui-a-Iwi and Reo Wananga
- Connecting Ngati Porou through technology and our newly re-developed, revamped website

Kaitaki

Mission: Enabling and enhancing whanau, hapu and iwi on environmental matters.

Achievements:
- Support for Ngati Porou Hauora, including funding, ensuring the continuation of health services at home
- Provision of services at home (providing services to 4,275 whana members, 78% being of Ngati Porou descent) across a wide spectrum of kaupapa, including mama, pep programmes, strengthening family programmes, budget advisory, youth work, housing

Whaimutanga

Thank you to our staff across the Ngati Porou Group whose diligence and commitment to serving we commend. Likewise the Board members of Te Runanganui o Ngati Porou, Toitu Ngati Porou, Ngati Porou Holding Company and Ngati Porou Hauora for their governance overseeing an eventful year and setting a course for our future direction.

Again we honour Uncle Api for his leadership and unwavering dedication to Ngati Porou. Like the great Ngati Porou rangatira, statesmen, tohunga, orators, before him he has left an outstanding and enduring legacy.

Ma te Atua koutou e tiaki e e te mana motuhake o Ngati Porou. Like the great Ngati Porou rangatira, statesmen, tohunga, orators, before him he has left an outstanding and enduring legacy.

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The Whanau Oranga team provides a wide range of services and programmes to our Ngati Porou communities. The outreach of their activities touches the lives of young parents and their tamariki, rangatahi on the cusp of adulthood and whanau in need of support. Whanau Oranga are also active at a political level, working behind the scenes across multiple agencies, to advocate on behalf of the collective interests of Ngati Porou whanau, hapu and Iwi members.

Te Hau Kainga – Contributing to the wellbeing of whanau/hapu o Ngati Porou
Ko Hikurangi te maunga
Ko Whaiapu te awhi
Ko Ngati Porou te iwi

Four thousand two hundred and seventy five whanau members accessed our services with 78% being of Ngati Porou descent. With the overwhelming majority being Ngati Porou our whakapapa links have played an important role in gaining the trust and co-operation of whanau as we share their journey to becoming more resilient, productive and supportive. For most, the journey has many challenges with whanau having multiple and complex issues that cannot be addressed overnight, however, with the provision of the necessary support whanau have overcome their challenges and are making positive changes.

Te Ara Kainga – The Road Home for our Mokopuna in Care
Whakahokia mai te mana o te iwi ki te iwi
O te hapu ki te hapu
O te whanau ki te whanau
O te tangata ki tonu rau kotoa

In December 2014 there were 362 Ngati Porou mokopuna in care making Ngati Porou the second highest number of mokopuna in State custody. Our aim is to stop more of our mokopuna entering care and to reconnect those who are already in State custody with their kawai whakapapa. This year we have worked with Child, Youth & Family to look at opportunities and deliverables to empower whanau, hapu and iwi to determine and deliver support and care that protects and advances the needs of our mokopuna and future generations.

Te Kainga Tupu – A Pathway to Housing More of our Whanau

With support from the Social Housing Unit and Putea Mauri, seven more whanau will be in warm, healthy and safe homes thanks to the Ngati Porou Marae Housing Development at Hiruharama Pa, Ruatoria and Kaiswaka Marae, Tikitiki. Te Runanganui o Ngati Porou became a registered Community Housing provider making these houses even more affordable for whanau who meet the Income Related Rent Subsidy criteria. Over the coming months our aim is to support other Ngati Porou marae trustees who have housing aspirations for their whanau/hapu as well as increasing the number of quality, affordable housing stock within the Ngati Porou rohe.

The official signing of the MOU between TRONPnui and CYFS.
Increasing opportunities for Youth

Supporting mokopuna/rangatahi is a key focus for Whanau Oranga especially those who are not engaged in education, training or employment and those who have been referred either by Child, Youth & Family or Police.

Through mentoring and guidance the Youth Services team worked with 305 rangatahi. Building on their own strengths and the strengths, skills and resources of their own support networks around 85% re-engaged in education, training or employment.

The School Attendance Service worked with 649 students who were not attending school. By applying an early response by kaimahi who know the whanau over 90% of students returned to school.

Strengthening our approach to Service Delivery

In December 2013 Ministers for Treasury, Social Development, Health, and Business, Innovation and Employment met with Deputy Chief Executive from the Ministry of Social Development to discuss increasing efficiency and efficacy of government contracting and compliance, including audits/reviews. It was agreed generic standards that can be used across agencies to reduce duplication would be developed based on the Ministry of Social Development’s Business Viability Standards.

In September 2014 we agreed to participate in the Across Government Review Trial and since then government agencies have worked together to determine what is needed to streamline our: accreditation, contract monitoring and contract reporting.

Developing and trialling a single reporting system and an integrated database across government agencies will lead to reduced costs and compliance enabling more time on whanau engagement and less time on administrative requirements.

We also purchased the Whanau Tahi Navigator database. Whanau Tahi is a purpose-built “whanau-centric” solution enabling kaimahi Whanau to work within an Outcomes Framework and embed “outcomes practice.” This will replace our current system which consists primarily of various central government databases and manually developed excel applications which are principally separate and non-integrated.

With the recent connectivity of marae services, can be accessed remotely in the future by whanau.

Paiea Peak Performance, Future Leaders Academy and Hikutangi Bound!

Through these initiatives we are seeking to grow the skills and qualifications base of the Iwi and in so doing help secure the future social, cultural, economic and environmental base of the Iwi. These initiatives will provide rangatahi with positive learning experiences in culturally appropriate learning environments alongside training that is tailored to meet their specific learning needs.

This year we began this three year project by assessing the feasibility of the Paiea Peak Performance centre to be based at Te Tini o Porou. Paiea will consist of a gym catering for the needs of the modern athlete as well as the local community and members of the general public. The field next to Paiea is an integral component of our plan to engage the local community sausage sizzles and sports activities will be a regular occurrence for local school children and their whanau.

There will also be a mobile component to Paiea which will see a fitness-testing and monitoring expert travel to our athletes on the Coast. We will hold individualised training development files on our aspiring athletes to help give them the best chance to reach their potential. This will mean our rangatahi will not have to move away from their homes, schools and communities to reach the pinnacles of their chosen sports.

Whanau Oranga provides a range of holiday programmes for tamariki and rangatahi.
Since the passing of Dr Apirana Mahuika the kaimahi from Te Roopu Tatai Hono have worked hard to create new trails with the pilot initiatives that were started by our former Chairman. It takes a lot of courage and commitment to take on work that is new and innovative. That is the beauty of finding our own solutions to our own problems, being the designers and creators of positive change.

ATAWHAI
Respected African American educator, the late Dr. Rita F. Pierson declared in her popular TEDx talk, "Every child deserves a champion: an adult who will never give up on them, who understands the power of connection, and insists that they become the best that they can possibly be."

Like Rita our community champions who support the ATAWHAI Youth Mentoring Programme believe that we want the best for all our rangatahi. We’ve graduated 160 students so far and have started developing whanau education action plans so that whanau have the tools to achieve their goals. Another added bonus was the opportunity for our students and parents to attend NCEA whanau workshops.

Thom Simmons is a Year 8 student from Ilminster Intermediate in Kaiti and has graduated from the ATAWHAI programme twice. Thom described ATAWHAI as a transformative experience.

"Before I started this programme I was shy, unfit and scared to try new things. After the first time I felt fitter, more confident. But I felt the need to come back and try again and now I feel faster and even fitter. At hockey I’m not afraid to get stuck in and get the ball. Before doing ATAWHAI I wasn’t confident in physical challenges but since then I’ve participated in the Sir Edmund Hillary Outdoor Pursuits camp. I would like to thank my Dad for being there for both terms and to all the instructors and the other parents that have helped. I really appreciate you giving up your time to help each of us."

Ngati Porou Iwi Justice Panels
Another new trail has been our Ngati Porou Iwi Justice Panels. We’ve been piloting this for just over a year now and are fortunate to have dedicated pakeke such as Papa Rau and Peter and Haereona Gibson. Papa Rau is very supportive of our kaupapa and believes it helps provide a solution to an issue within our community.

He says, “one of the key ideas for me is that number one, it’s a Maori answer to a Maori problem. The Iwi Panel recognises the mana of our pakeke who sit and negotiate with low-level offenders – your “driving without a license person”, your “shoplifter”. Those ones who are clogging up the Court system and unfortunately making it difficult for them to make gainful employment because of that record. This is an opportunity for us in a very Maori way to address the raruraru that is besetting these young people or old people. The system works at whatever age, however, my major interest is with rangatahi.”

Peter is a former school Principal and both he and his wife, Haereona, explained why they decided to become involved.

"We were quite surprised when we were asked to become members as we’d never heard anything about it. But we did think we might have something to contribute because once you have been a teacher, you never lose the qualities of trying to make a difference in young people’s lives.”

The couple attended introductory sessions to learn how the Iwi Justice Panel proceedings operated and how the process worked.

"The people who come before us have already admitted they have committed some offence but have chosen this way to have it dealt with because they can see some advantage in it. The main advantage is that if they complete the tasks successfully they do not end up with an offence against their name or a conviction. The other major advantage is that when these people come before us they are initially often quite shy, quite embarrassed in some cases, they won’t let their parents come to support them. But when we introduce ourselves we break down those barriers. We make sure they understand what we are going to do is try and work out a plan that will help them in whatever way is necessary to change the direction that they are currently heading.”

"We have been given an acronym AREC which stands for Attitude, Restitution, Education, Connectedness or Relationships. If you have that in the back of your mind, that’s what you are going to try and work with as you discuss with these people how we might help them. Education, having been involved in my working life is the one that appealed to me most because that’s education in its broader sense. For many of them it may be helping them get themselves a full driver’s licence, for others it may be helping them to understand why it’s better they need to seek support and not try and do everything by themselves. I think Connectedness or Relationships are really significant because we are trying to get them to mix with and meet other people who are positive. People who may be able to share some of their attributes with them.”

One of the offenders who came before the panel left a lasting memory with Peter:
"There was this older guy who initially was very concerned about what was going to happen, however, afterwards he left really impressed. After we had dealt with his case we still had a few more people to see. When we got to the last one we found out he had returned back to the Court and dropped off packets of watercress to express his appreciation to the panel. The Iwi Justice Panel is a good thing and I think there should be more of it. It certainly will be saving the country, the people, the individuals concerned and the community if more are involved in this fashion.”

To date the the Iwi Justice Panel pilot has assisted 145 members of our community to choose a new trail which is a more positive one. Without the dedication from all our champions involved with ATAWHAI and our Iwi Justice Panels, we would continue to walk down the same pathway which is not necessarily the ideal one.

Above Members of the Ngati Porou Iwi Justice Panel: (L-R) Peter Gibson, Mere Rangihuna, Jack Papuni, Nikki Hitaua, Haereona Gibson and Ralph Walker, accompanied with “Te Roopu Tatai Hono.”

Do not walk where the pathway may lead you, walk where there is no path and leave a trail.
Group Corporate Services grew out of a desire to deliver greater value to the Iwi.

The Group Corporate Services team provides a broad range of functions across Te Runanganui o Ngati Porou’s six entities and associated external entities (as detailed in the table).

By pooling resources, we have improved cost efficiencies, reduced unnecessary duplication of resources, streamlined processes throughout the organisation – and lastly, but most importantly, derive benefits to a wider constituency – Ngati Porou kei te kaenga, kei te whenua, kei te Ao. Collaboration and the sharing of resources is at the heart of Group Corporate Services work. As the organisation grows over time and new functions and divisions are added, the focus of Group Corporate Services will always remain the same.

Some of the key achievements from Group Corporate Services over the last 12 months include:

**Group Information Technology**
- Marae wifi rollout – 39 out of 48 marae connected
- Improving Ngati Porou Group infrastructure, including provisioning of Fibre to some sites
- Systems improvements such as Whanau Tahi
- Rollout of Diligent Boardbooks enabling paperless Board documents
- Going ‘live’ of the production print room

**Group Procurement**
- Nati Marae Insurance
- Nati Iwi Insurance
- Continuation of Nati 2degrees association
- Intra-group procurement initiatives such as fuel purchase

**Group Legal, HR, Secretariat & Administration**
- Continued support to three main boards, and the wider Ngati Porou Group, providing specialist legal and human resources advice, and secretariat support
- Launch of Boardbooks

**Group Communications**
- Relaunch of ngatiporou.com in November 2014
- Launch of Facebook, Twitter, Youtube, LinkedIn social media channels
- Effective engagement across a range of kaupapa (such as Papa Api’s tangi, calendar of events, political matters) via various mediums

**Internal Group Corporate Services Support**
- TRONPnui (including the TRONPnui Board, Whanau Oranga and Matauranga divisions)
- Ngati Porou Holding Company
- Ngati Porou Seafoods Group
- Tету Ngati Porou
- Ngati Porou Hauora
- Pakihorea Farms

**External Group Corporate Services Support**
- Ngati Porou Whanui Forests
- Iwi Collective Partnership Entities
- ICP ACE Holdings
- ICP Inshore
- ICP Koura Ops
- ICP Koura Facilities
- Radio Ngati Porou
- Ngati Porou East Coast Rugby

Above PA to Chair/ TRONPnui Board Secretary, Albie McFarlane with a copy of the first publication produced by TRONPnui’s new production printer.

Above TKKM o Te Waiu student, Taieh Sykes Martin was the happy winner of a rangatahi promotion supported by the Nati 2degrees Association plan.

Above Nati Insure, a collective insurance scheme was launched at the 2014 TRONPnui AGM.
HE IWI MOKE NO WAIAPU

This section is Toitu Ngati Porou Charitable Trust’s report for the Year on the main activities undertaken to support our expression and retention of who we are as whanau, hapu and Ngati Porou the iwi.

The flora (right) is the Kopakopa, a durable, coastal species that stands apart from the others in the same way that the people of Ngati Porou are very comfortable with their own company.
Te Whakatuwheratanga o ta tatau Ripoata
Kua whakamahia nga marae o tatau puta mai i te tatau Runanganui hei whakahao i nga wahi kahe ra waiatua, a, kei rangi noa atu te atuwhua ki tena kohora, ki tena paeremo, puta noa i te rohe. Kei te whirimaki atu a Leanne Morese to tatau Takawenga a marae ki te iwi kaianga ki te awhina atu ia a tatau putea mai i to tatau Runanganui hei whakahou i nga wahi kua he rawaatu, a, kei runga noa atu te ataahua ki tena kokoru, ki tena pumotomoto, puta noa i te rohe.

Kei te whirinaki atu a Leeanne Morice to tatau Takawaenga a marae ki te iwi kainga ki te awhina atu ia a ratau te whakakaupapa i nga haururu $500,000 he takapau mona, kia warowaro ano te reo o te Nati i o tatau kaianga, i o tatau wahi mahi, i nga wa katoa, i nga wahi katoa, tamariki mai pakeke mai. Kua whaihangatia he kaupapa hei whakamatautau i a tatau ano te titiro me pehea te pakari o te orangatonutanga o te whanau, ara, kua whai, kei te mana, te wairua, te hingangaro, kua whai kaianga hei ahuru i te whanau. Kei te manaaki, kei te tiaki i a tatau tamariki i a tatau ano, a, te mutunga ki te ora nga whanau, ki te ora nga hapu, ki te ora te Taito, ka ora a Ngati Porou me ona ahuatanga katoa.

Te Towhetaiheerenga o te tatau Ripoata

Nga hua o nga mahi a Toitu Ngati Porou

### Results for the year

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marae Grants 2015</strong></td>
<td></td>
<td>A+</td>
</tr>
<tr>
<td>$1,090,000 in Marae Grants and $170,000 in Marae Capital Grants were paid to 31 Ngati Porou Marae. 2 of those marae received their full Marae Grant entitlement of $110,000 each.</td>
<td>A+</td>
<td></td>
</tr>
<tr>
<td><strong>Invested</strong> $500,000 in NP cultural development activities (Ngarimu VC Memorial Tour documentary, RRP archive and Ngati Porou Reo Strategy). Reduced Governance and Management Costs by 33% and 50% respectively</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>Established Ngati Porou Marae Kaitakawaenga position and recruited Leeanne Morice to the role</strong></td>
<td>A+</td>
<td></td>
</tr>
<tr>
<td><strong>Leveraged Ngati Porou brand and relationships to secure value-add products and competitive services for Ngati Porou, eg. Nati Power, Nati Insurance and Wifi coverage for Marae</strong></td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>Engaged with key external stakeholders to progress the Ngati Porou Outcomes Measurement Framework</strong></td>
<td>OT</td>
<td></td>
</tr>
<tr>
<td><strong>Commissioned the preparation of a Ngati Porou Reo Strategy which was approved by TRONPnui in June</strong></td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>Successfully secured from TRONPnui $500,000 grant to implement the Ngati Porou Reo Strategy. This grant was enabled through TRONPnui requesting a special distribution dividend from Ngati Porou Holding Co Ltd.</strong></td>
<td>A+</td>
<td></td>
</tr>
<tr>
<td><strong>Held bi-monthly meetings with alternate meetings held on Marae in the rohe</strong></td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>Toitu Ngati Porou Chair and Director, Tina Porou, together with the TRONPnui ‘Nga Hapu o Ngati Porou WaiMaori’ work programme</strong></td>
<td>A+</td>
<td></td>
</tr>
<tr>
<td><strong>Toitu 2015 Budget approved by 14.8.15</strong></td>
<td>NA</td>
<td></td>
</tr>
</tbody>
</table>

### Key

- **A+** Achieved and Exceeded Expectation
- **A** Achieved
- **OT** On Track
- **NA** Not Achieved

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**Ngati Porou Wai Maori**

Above: Tikapa marae.
Toitu Ngati Porou will be focusing on its 5 priorities over the next 12 months, because these are the common priorities across all our whānau and hapu.

**Toitu Ngati Porou Marae Grants**
- Ngati Porou Marae Grants approx. $1m
- Te Rerito e o Ngati Porou approx. $0.5m
- Ngati Porou Contestable Fund approx. 50% of residual funding
- Ngati Porou Education Grants, Scholarships and Internships approx. 25% of residual funding
- Ngati Porou Marae Outcomes Framework approx. 25% of residual funding

We recognise that there are a number of projects and programmes, individual successes and collective ideas that are generated within and amongst our whānau and hapu and for which they use their own resources to support. Toitu Ngati Porou will be focusing on its 5 priorities over the next 12 months, because these are the common priorities across all our whānau and hapu.

Finally, I wish to acknowledge the work of the Toitu board, the board, management and staff of TRONPnui, most particularly our Marae Taakawaanga, and all of you who work so tirelessly and unconditionally to support nga uri o nga hapu o Ngati Porou ala kei hea e noho ana.

Toitu Ngati Porou, to tatau reo, o tatau tikanga, whakapumaitia nga kawaiatanga kia aroha tatau kia tatau.

Noho ora mai, Amoahere Houkamau Chairperson
Toitu Ngati Porou and Te Runanganui o Ngati Porou are committed to ensuring our marae continue to become more vibrant and sustainable. In the past financial year through the Ngati Porou Marae Grants Scheme, $1,090,000 in Marae Grants and $170,000 in Marae Capital Grants were paid to 31 marae. In addition, Toitu Ngati Porou has contributed to the on-going development of our marae through a range of activities and initiatives.

Ngati Porou Marae Kaitakawaenga

Our marae are the heartbeat and safehaven of our whanau. They provide a gathering place to celebrate special occasions in our lives, and to farewell loved ones during times of sorrow. They also provide a forum for our people to hui and discuss issues of the day, as well as learning centres to wananga and share our knowledge.

Ngati Porou Marae Kaitakawaenga

In July 2014, Toitu Ngati Porou established the Ngati Porou Marae Kaitakawaenga position and in October of that year, Leanne Morice was appointed to the position. Toitu NP recognised that some marae required additional coordination support and assistance to enable them to fulfil the full potential of the various marae development products that TRONPnui and Toitu NP are developing and/or implementing to support whanau and hapu achieve their aspirations for their marae. A key part of the Kaitakawaenga’s role is to support the vision for marae to be thriving, fully functioning, hapu-centred institutions that provide the physical and cultural facilities for whanau, hapu and communities to gather, celebrate, share, learn and continue to maintain nga tikanga o o matau tipuna.

2015 Ngati Porou Inter-Marae Sports Festival (aka Pa Wars)

Twenty marae from across the Ngati Porou rohe celebrated the 20th anniversary of the Ngati Porou Inter-Marae Sports Festival in Ruatoria over the New Year period. This year the festival (commonly known as “Pa Wars”) was won by Pakirikiri Marae. Second place went to Hinerepe Marae and Hinemaurea ki Wharekahika Marae was third. Event sponsorship funding totalling $15,250 was divided amongst first, second and third place winners across 35 events. The team with the largest recorded number of participants was Pakirikiri Marae. The “brainiest marae” (winners of the senior Trivial Pursuits) was Tiaau Marae. The “strongest marae” (winners of the Tug-o-War) was Rongoitekai Marae and the marae with the “healthiest cooks and gardeners” (winners of Ngati and Healthy) was Rongohaere Marae.

Below Mangahanea Marae competing in the tug-o-war at Pa Wars.

Nati Power

Nati Power was a Toitu Ngati Porou initiative which generated private sector revenue, which went towards powering up the marae of Ngati Porou. The pilot scheme involved Te Runanganui o Ngati Porou and Contact Energy joining together to create a customer loyalty programme. For every Ngati Porou household registered with Nati Power as customers of Contact Energy, $50 was contributed by the company to help pay for the electricity and gas bills of our marae. Alongside the promotion, was a Nati Power Pa Wars competition. Hiruharama Marae won the top prize donated by Contact Energy - as they recruited the most Nati Power customers.
One of the key areas that whanau at the 2013 TRONPNui AGM sought Toitu’s support for, was the development of a competitive marae insurance package. For many marae, their insurance premiums were their single largest annual cost and they recognised that our whare tipuna and whare kai are some of our most precious collective taonga.

In November 2014, TRONPNui and Toitu NP, in partnership with Aon New Zealand, launched Nati Insurance at Pakirikiri Marae. Nati Insure was established to support Ngati Porou whanau and hapu to future proof their marae by purchasing improved insurance coverage products at competitive prices, leveraged off our combined purchasing power. To date, 23 marae insurance valuations have been conducted and Insurance Quotation reports for these marae are in the pipeline.

To sign your marae up to the Nati Insurance collective, please contact Marae Kaitawaenga, Leeanne Morice, at the TRONPNui office in Ruatoria. Ngati Porou iwi members can also support Ngati Porou marae, by joining the Nati Insure Personal Insurance Scheme. A percentage of your personal Insurance premium will go towards subsidising even further the Ngati Porou Marae Insurance scheme.

Having Internet coverage at our marae has long been a desire of many of our marae whanau and hapu members. There are 48 marae across Ngati Porou with varying degrees of functionality, and a large number are capable of supporting internet services. Over the past year the Wifi Nati project has focused on:

- assessing the suitability of marae for internet connectivity and identifying associated costs
- identifying and clarifying benefits (see list below)
- connecting 39 of our 48 marae

Some of the values and benefits of internet access experienced by marae include:

- Connecting whanau through the use of Information Technology tools such as email, social media and online video (Skype, Vidyo etc)
- It appeals to rangatahi and is a proven means of attracting them to the marae
- Extending the capability of our service providers (Health nurses, social service workers etc) to improve their functionality at marae, through connecting to health networks, social service tools within the workspace ‘cloud’, and accessing documents, drives, and resources
- Enabling marae to become centres of distance tele-learning. Essentially, providing technological hook-ups to deliver whananga online to whanau
- Providing access to online resources

Nati Insure

Tikapa and Te Horo Marae committees embarked on major marae development projects this year. Both marae optimised the support that they accessed through Toitu, by leveraging additional funding from organisations such as Lotteries Grants, Te Puni Kōkiri and Work & Income.

These marae development projects generated a number of additional benefits and outcomes that go beyond the absolute satisfaction of having a beautiful refurbished marae and include:

- Provision of full-time employment for an experienced Coast based Ngati Porou builder and 5 Ngati Porou carpentry apprentice trainees for a period of 18 months. This along with the engagement of 2 contractors and the procurement of materials from local suppliers resulted in an injection of approx. $285,000 into the local economy.
- Building marae capability and relationships improved the marae committees confidence in their decision-making and enhanced their major project management skills and knowledge.
- Recognition and utilisation of appropriately skilled people from within their own whanaun networks. The unofficial project manager was such a person, having the trust and confidence of both the marae communities and local funding organisations, businesses and suppliers.
- Adherence to marae and hapu tikanga underpinned all aspects of how the projects were conceptualised and implemented and was central to the success of both projects.
- Collaboration - Effective working relationships within and amongst neighbouring marae and the range of stakeholders that were engaged.
- Reflective and iterative practice contributed to the development and process of continuous improvement which was a feature of both projects.
- Toitu Ngati Porou and TRONPNui director, Lilian Tangaere-Baldwin, and Ngati Porou Marae Kaitakawaenga, Leeanne Morice have been key contributors to the overall success of both projects.

Above Wifi connectivity at Rangiatekai Marae.

Above Renovations to wharekai at Tikapa Marae.
Ma wai ra e taurima te marae i waho nei

Me pehea e ora ai to tatau reo me ona tikanga? Kei a wai te kawenga hei whakaora? Kei whea nga wahi e korerotia ana te reo o o tatau tipuna mai i te ata ki te po? Koia nei nga patai i te putake o te kaupapa nei, Te Wananga o Porou Ariki.

Ka whakahaerehia nga mali katoa i roto i te reo o Ngati Porou kia houpukite te reo o nga pakeke e te hunga e mirikina ana ki tana reo. Ma te koreno, te whakapapa, te waiata, te motaeata, te haka, nga tikanga, nga mali kai, nga koreno hakehake i kawera i te reo.

Koa haramai nga tangata i nga topito kaita o te motu, nga tangata e whakapakari ana i a ratou ano mo o o tatau mataae, nga tangata e ako ana i te reo i roto i nga Kuratini, nga Whare Wānanga, nga kaiako i roto i nga Kura Kaupapa Maori, nga Kohanga Reo, nga pakeke ka whakahia ki te tuarangi o ratou tauraanga, to ratou reo me te hunga e hautia ana ki te whakapakari i a ratou ano kia taea e ratou te tuhu te reo ki nga reanga kei muri i a ratou.

Kua whakarurua kia kore te kaupapa o o tatau marae, e mate ranei i te putea, na e rua te whakarite koe i a rahi whakataua nga whakataua i te whakatua te whakataua, he Apirana Ngata ($50). Ma te tahuna putea nei ka ea nga nama, e te aroha o nga kaihoko ka rere te reo, te maungaraenga.

Ko te reo o te motu tetahi o nga awangawanga mai. Koia ra te reo o a tatau marae, e rua i roto i nga tauraanga, engari, kia whakarite tetahi huarahi kia hui tahi, kia koreno koe nga tauranga e laina pae ana ki tenei reo kare e korerotia ki tetahi atu wahi o te ao.

Na Phil Heeney
Building a foundation for the future

Te Toka Maori and Pasifika Trades Training Programme was launched last year in August, and is the result of a collaboration between Te Runanganui o Ngati Porou, EIT Tairawhiti and Lincoln University. The programme’s aim is to support more Ngati Porou, Maori and Pasifika students, aged 18-34, to obtain trades apprenticeships and qualifications in the region.

The programme focuses on developing the workforce of industries identified as economically significant to the Tairawhiti region, including agriculture, carpentry, forestry, horticulture and hospitality. During the students’ engagement with Te Toka they are provided with academic and pastoral care support, with a strong emphasis on growing professional leadership skills.

The foundation for Te Toka is grounded in a strong sense of cultural identity and values, and initiatives like noho marae wananga help create a supportive learning environment for the students while learning a new professional trade. Values like whanaungatanga (kinship, connection) and manakitanga (respect, caring for others) have also been embedded within the design of the programme.

There is an expectation of trainees who sign up to Te Toka that they must demonstrate a high degree of respect and care for other people and their own mahi, and they must be effective and positive contributors to the Te Toka whanau. These are essential qualities that all managers and business owners are looking for when considering hiring a potential employee.

Below: Senior Roger Hughson and Tahi Turei (seated) were the recipients of the inaugural Te Toka Plumbing and Electrical Scholarships.

The Ngati Porou Matauranga Project

The purpose of the Ngati Porou Matauranga project was to facilitate and inform a Ngati Porou-wide story in learning.

This was achieved through the development by hapu of education and matauranga strategies, accompanied by implementation plans. This mahi also demonstrated how the matauranga from hapu could contribute to local curriculum development.

Nine hapu communities participated in the project. Te Kotalitanga a Tumoanaokoreto, Nga Kopara a Rongomaitapui, Te Mahere Matauranga o Te Riu o Waiapu; Te Whenua Nati, Te Kaupapa Matauranga a Uopearui; Hikurangi Takina, Nga Hapu o Waipiro, Matauranga in Motion Tokomaru Bay; Ngati Oneone.

The project also supported special initiatives like the C Company Translation Wananga.

Engagement
Hapu co-ordination was a key feature of the project. This was a great aspect of the project as it enabled hapu to keep the decision-making process within the communities. Engagement was central to successful outcomes and varied across all hapu communities. Hui a marae, hui a hapu, wananga, workshops, hapu ti with paakes and kaumatua, convening and supporting community events and celebrating matauranga as part of these events are ways hapu have engaged within their communities.

Infrastructure
Hapu need hapu-focused entities to be effective and enable their on-going role in their development.
All hapu have utilised the project to effect, test and/or advance their entities and systems. As a result, two new hapu entities have been established, one existing entity is being revived and one new entity is ‘in establishment’.

Matauranga a hapu
Each hapu community has unique matauranga specific to them and each is keen to celebrate this. Matauranga a hapu is central to supporting their aspirations and sustaining their identity, ways of knowing, doing and living. Te reo ake o Ngati Porou is also an important strategic focus of all hapu. The hapu strategies have supported and informed the Ngati Porou Reo Strategy and its action plan.

Hapu matauranga databases
The databases focused on taonga as well as information about nga uri o nga hapu. Hapu are keen on developing and producing integrated databases and repositories with an online interface.

Matauranga samples
The samples were predominantly marae-focused and the majority of the hapu communities produced a new resource. The Waiapu community produced a sample, which will become an enduring educational resource. The way it was produced is also a best practice example for collective and representative processes utilised to design, research, format, quality control, endorse and launch the sample.

Hapu & ICT
Hapu also produced Te Rangitawaea case studies to provide evidence and support further investment in ICT (Information Communication Technology). As a result, all hapu are keen to develop or strengthen IT/digital platforms to enable and support their planned initiatives. In late May 2015, a Digital Nati Workshop series was also convened in Te Aroaro and Kaiti.
This section is Ngati Porou Hauora’s report for the Year on the main activities undertaken to support the well-being and health of the people of Ngati Porou.

The flora (right) is the Pinatoro, a native daphne which contains medicinal properties, and was used for rongoa.
NGATI POROU HAUORA REPORT

Tena kotou katoa, I would firstly like to acknowledge the passing of Dr Apirana Maluka in February this year. His unwavering commitment, leadership and dedication to Ngati Porou will not be forgotten – haere, haere, haere atu ra.

Changes ahead

Our vision of this generation living longer than the last, “kia tu pakari, kia tua o kapenga”, requires a response from each of us to choose a happy and healthy lifestyle. The biggest challenge for whanau is to make these choices in an environment that holds competing priorities, is full of day to day difficulties and constant change. Premature death remains our number one concern hence our future focus on whanau being informed, involved and enabled to access health attention earlier and being leaders in improving the health of their whanau.

The Board has had a focused but rewarding year and this report features some of the highlights. We are seeing the benefits of a consolidated leadership team and greater participation by clinical staff at every level. Ngati Porou Hauora (NPH) has operated at a financial deficit and managed to gain financial reprise through our parent body, Te Runanganui o Ngati Porou. This requires a continuation of frugal yet wise financial decision-making which, to date, has enabled the organisation to remain under Ngati Porou leadership and sustained health services on the East Coast and in Kaiti.

NPH has a definite future, however, with rising costs in delivering health services to a large area with a sparse and declining population, pressure to change what and how we do things is a reality. Maintaining the hospital as it is today is no longer an option. We need to keep modifying and developing the whole NPH operation, including the hospital, to become a more sustainable and effective organisation, fit for the future.

The next three years calls us all to action, “change”, and challenges us to support staff and whanau throughout that change.

Actions in 2015

Architectural drawings were completed and a decision needs to be made on a rebuild to ensure a fit for purpose facility in Te Puia Springs. A business proposal for funding will be progressed next year.

An economic impact report was completed by Business Economic Research Ltd (BERL) which validated the positive impact NPH has on the socio-economic well-being of people living within its boundaries. The report estimated that NPH adds the value of $5.5 million in GDP to the Gisborne economy and this supports the employment of an additional 51 FTEs. The NPH board is aware that decisions for change in NPH’s operations and configuration may impact on health services and jobs.

With decreasing health dollars and higher expectations by the Crown and people, health providers are needing to prove their impact on individuals and communities and demonstrate that their use of the health dollar is effective and efficient. To this end the NPH board commissioned the development of the NPH Dashboard, a tool that can be used to monitor how NPH and other services impact on individuals and whanau across key health areas. This is an exciting development as indicators are currently measured across Taiahe Kaiti, therefore a tool specific to the NPH enrolled population allows targeting of services to be more responsive to issues of concern and in locations that are requiring more input. It will also provide more reliable evidence of our impact than the high-level information currently available.

Financial Performance

Our financial result for the 2015 year shows a surplus of $574k. This is a remarkable result given the challenges we have faced in previous financial years. This result is due to three key factors; firstly, our management team has worked extremely hard to manage our funding to provide the best service we can in the challenging environment we have to work under. Secondly, our parent body continued their strong support for NPH by providing a dividend of $1.5 mil which in turn was utilised to repay debt, fund operations, and provide an opportunity to plan for the future. Lastly, upon analysis of previously recorded liabilities it was recognised that we had no obligation to repay funding as contracts had been satisfied, and this resulted in a write back of $596k of liabilities from our balance sheet. While we are proud of this outstanding result we need to
NPH has great success in achieving targets for Cardio Vascular Disease Risk Assessment (CVDra) and for providing smoking advice to quit. In these areas NPH sits at No.1 and No.2 nationally. Everyone has worked hard to achieve this and it is a testament to the dedication of the staff and the clinical leadership within NPH. Well done and thank you to all staff who helped to achieve these excellent results.

Congratulations to Dr Akin Ojo who was appointed Clinical Leader for Te Puia Springs Hospital and East Coast Services and Dr Willem Jordaan for Gisborne Health Services.

NPH clinical governance and clinician input has been strengthened to build more reliable quality. Like all health organisations, NPH experiences challenges but every opportunity is being taken to review and improve on service delivery.

Primary Healthcare Organisation (PHO) NPH continues as one of four Maori PHOs in the country and has concentrated efforts on completing an extensive self-assessment for the Ministry of Health, developing the PHO’s services to better meet the needs of patients, and participating in national hui. One of the key roles for the PHO is monitoring the National Health targets across the district. We have also entered into alliance arrangements with the Tairawhiti District Health Board and the other two PHOs in the district. All parties are working together on agreed projects to improve health outcomes for the Tairawhiti population.

NPH has an ongoing challenge in attracting suitably experienced permanent doctors. This year saw the stabilisation of Puki Rarito (PKR) with the full complement of doctors, an experienced Nurse Practitioner and the broader team providing a wide range of primary care services. Their aim is to grow patient enrolment. More people means more funding and we encourage whanau members to help us by enrolling themselves and their families at the PK Health Centre. A decision was made earlier in the year to reduce patient fees, to assist whanau to access these health services when they need to.

In October we will welcome a new General Practitioner (GP) to the team, Dr Margaret Charles. Dr Charles and her partner Andy, who hails from the Haua/Tuhura whanau, will reside in Te Araroa and she will be joining the team to service the Primary Health Centre and the hospital in Te Puia Springs.

Community-based services

The health arena is highly regulated and our Home-based Services passed audit with flying colours. NPH also passed audits for the hospital, Maternity and the Mental Health Service - a fantastic result. We have had a stream of visitors throughout the year and in August 2014, as part of the East Coast Review, we welcomed a team of experts to discuss service provision and look at the clinics and the area from Kaiti through to Te Araroa. A Report was provided to inform and offer recommendations to the Board(s) regarding possible changes. Dr Janice Wilson (Chief Executive Quality Health & Safety Commission) and Graeme Osborne (Director National Health IT Board) visited as they were interested in NPH’s quality systems, including our IT connectivity, capability and the gaps that exist for us. NPH participated in trialling Telehealth this year, linking all clinics with each other and with Te Puia and Gisborne hospitals.

IT connectivity and functioning remains a challenge and a major upgrade and possible fibre connection is scheduled for 2015/17.

We welcome back Dr Wiroenu Reihana as the permanent Dentist for NPH. The dental team continues to uphold an excellent and accessible service in their Monday to Friday clinic in Ruatoria. They provide an annual mobile adolescent service to all secondary schools and support the visiting mobile surgical (bus) services. For the first time in several years we hold a full complement of staff in the Mental Health team and the Rural Health Nursing team. In both teams, a wealth of work has been undertaken to support whanau in their homes and in their interactions with other health services.

I would also like to acknowledge the staff who coordinate the home visits and the Tairawhiti District Health (TDH) Dietician who provides advice to whanau coping with diabetes.

Our wonderful visiting support people Lorna Hughes-Shakery (Physiotherapist), Mike King (Medical Radiation Technologist) and the many visiting specialists who hold clinics at Te Puia Springs Hospital and via Telehealth links, contribute strongly to improve access and the provision of quality health care.

I would like to take this opportunity to thank management, all the dedicated staff and their families for supporting us in the ongoing delivery of health services within Ngati Porou. It is through your positive effort that our vision will be realised.

Nga Mihi
Lois McCarthy-Robinson
Chairperson
Ngati Porou Hauora
This section is Ngati Porou Holding Company Limited’s report for the Year on the main commercial activities undertaken to grow the asset base held in trust for the benefit of all Ngati Porou.

The flora (right) is the Ngutu Kaka whose edible seeds were once a commodity prized for gifting and trading. The Ngutu Kaka stands out among the other flora of the ngahere, like the people of Ngati Porou who stands out from all other peoples.
Chairperson
Matanuku Mahuika

Tena koutu, otira tena tatau katoa.
Tena tatau o tatau tini mate, ratau kua wheturangitia, kua katohia i te ringa kaha o aitu. Ka ki atu ki a ratau kia haere. Haere atu ki nga marae maha ki te po, kei reira okioki ai. Ka hoki mai ki a tatau nga waihotanga iho o ratau ma. Na reira, tena ano tatau.

Matanuku Mahuika
Chairperson

Nga Mea Whakaharahara
E $15.2m ($8.3m ake i te whakataukihia).
E $17.4m ($9.1m kai mua i te whakataukihia).

Ko nga mea whakaharahara i whai kiko mo apopo. Whakataukihia he whakaaranga nga makete wariu tika, a, kua whakahokinga pai mai i nga whakahokinga hangai tonu mo te whakangao moni.

Te Ropu, nei ra kua whakataukihia tonu $18.3m ($10.5m ahead of budget) nga moni utunga o Te Ropu, e $17.4m ($9.1m ahead of budget).

Te Tipu, nei ra kua whakataukihia $17.4m (9%), from $192.2m to $209.6m.

Kai i te loa te poari o NPHCL me te whakakatanga hangai tonu $18.3m ($10.5m ahead of budget), with Parent earnings for the year after extra-ordinaries of $16.6m ($10.5m ahead of budget).

Te tino manawa me te bura o nga mea whakahokia mai e te whakakatanga hangai. Heoi, he oreore te tau kai te hari mai kia hurapangia nga mea whakahokia hangai tonu mo te whakangao moni. Heoi ano, he wero rawa a te tau kai te hari mai, na te mea i heke nga Manu Utunga i te timatanga o te hua o nga moni.

Overview
This has been a busy and productive year for the NPHCL Holdings Parent. Distributed $2.032m to Te Runanganui o Ngati Porou.

INCOME EARNING

Ngati Porou Holding Company Limited (Asset Holding Co.)

Te Kamupene • Structure
The Ngati Porou Holding Company was established in June 2012 to manage and oversee the financial and operational assets of Te Runanganui o Ngati Porou. The structure of the Ngati Porou Holding Company has not changed from the structure reported in last year’s annual report and is set out below.

Te Runanganui o Ngati Porou | Te Ripoata o te Tau 2015

Ngati Porou Investment Opportunities

- Progressed direct investment opportunities within the forestry and infrastructure sectors.
- Overall the NPHCL board is pleased with the NPHCL Group progress and the level of earnings the Group has been able to generate.
- However, there is still a lot of work to be done to progress key direct investment initiatives. In addition, the downturn in the performance of world equities markets will make investments challenging in the coming year.

Matanuku Mahuika
Chairperson

Whakarapopeto
He tau oreore, he tau tonui te tau kua hipa nei mo te Ngati Porou Holding Company (NPHCL), a kua whakatutuki he tipuanga whakamiharo (kua whai huanga te NPHCL ma nga whakahokia pai mai i nga makete warui tika, a, kua whanake he whakaaranga whakararanga whakahokia hangai. Heoi ano, he wero rawa a te tau kai te hari mai, na te mea i heke nga Manu Utunga i te timatanga o te hua o nga moni.

Ka whakararangia nga whai kiko mo apopo, kua whakahokia hangai. Heoi ano, he wero rawa a te tau kai te hari mai, na te mea i heke nga Manu Utunga i te timatanga o te hua o nga moni.

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Ngati Porou Holding Company has seen strong growth in its balance sheet during the period. A summary of assets for the Ngati Porou Holding Company Parent, along with its subsidiaries, and a comparison to the 2014 Group position is as follows:

### Summary of Assets

Ngati Porou Holding Company has seen strong growth in its balance sheet during the period. A summary of assets for the Ngati Porou Holding Company Parent, along with its subsidiaries, and a comparison to the 2014 Group position is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>NPHCL</th>
<th>NPSG</th>
<th>PFL</th>
<th>GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>122.9</td>
<td>4.5</td>
<td>-</td>
<td>126.4</td>
</tr>
<tr>
<td>2014</td>
<td>175.9</td>
<td>41.4</td>
<td>9.4</td>
<td>186.1</td>
</tr>
<tr>
<td>2015</td>
<td>181.9</td>
<td>43.8</td>
<td>10.4</td>
<td>192.2</td>
</tr>
</tbody>
</table>

### Breakdown of Assets by Asset Class

A breakdown of assets by asset class is as follows:

- **Cash**: 41%
- **Equities**: 33%
- **Forestry**: 10%
- **Fisheries**: 9%
- **Farming**: 9%
- **Property**: 2%

### Performance

The above graph and table shows that NPHCL Group had revenue of $24.8m ($10.6 above budget for the year and prior year), EBIT before extraordinaries of $17.4m ($9.1m above budget and $10.4m above the prior year) and earnings of $18.3m ($10.5m above budget).

Performance across our financial assets portfolio contributed significantly to this positive performance. It is important to note that strong earnings were achieved across all financial asset classes. While this resulted in good returns for this year, earnings derived from this portfolio need to be viewed over a longer term, and market corrections could easily see negative earnings in any one period. For this reason the SIPO provides for the target rate of return to be assessed over a 5 year time period.

Performance across the Seafoods Group was strong, generating EBIT of $2.0m, $581k better than budget.

Performance from our farming division, was under budget, with a EBIT of $0.2m, $106k less than budget.

### Intercompany Eliminations

Because intercompany eliminations are not shown, the rows do not add to the group total.

### Notes on Performance

As shown by the above graphs, a considerable amount of the Company's activities centre on equities, fisheries and forestry. There has been a significant shift in the balance of cash to equities in the current year as the Company moved towards full implementation of its SIPO.
Nga Rawa

Financial Assets
At 30 June, investments by asset class and fund manager, and returns generated, is as follows:

Overall, performance across our financial assets portfolio was strong during the year and better than market benchmarks. This was driven by a combination of a good year for world equity markets and strong performance by the funds which NPHCL has invested.

Nga Apiti

Subsidiaries
As shown in the above table both Ngati Porou Seafoods Group performed better than budget and Pakihauora Farms performed slightly under budget for the financial year.

During the year NPHCL continued to work with subsidiary company boards and management teams in relation to their plans, strategic initiatives and capital requirements.

Ngaheke

Forestry
With the return of forest land from Enslaw and the requirement for NPHCL to replant that land, NPHCL is becoming a major forest owner in the region. NPHCL has contracted Ngati Porou Forests to manage its forest interests.

NPHCL is carrying $14.0m of forestry assets (up from $12.9m in the previous year), comprising 11,098 hectares of forest land and 2.5m of trees (biological assets). During the year, Enslaw returned a total of 952 hectares of land from the Ruatoria and Tokomaru forests, which NPHCL planted at a total cost of $747k. This brought the total area of forest that NPHCL has planted to 2,258 hectares.

NPHCL is exploring possible joint venture partners to co-invest in the replant programme over the next 25 years. NPHCL is also exploring other opportunities to add value to its forestry investments and the East Coast forestry sector generally.

Miere

Honey
During the year NPHCL worked with Ngati Porou landowners to establish an informal collective to develop opportunities within Ngati Porou. This collective comprised seven land owners including NPHCL. Together the members of the collective placed an aggregate of 2,000 hives on their land.

The collective contracted with beekeepers, using a standardised approach, with the aim of:

• providing clarity regarding supply, access arrangements, and profit sharing;
• giving the landowners the right to own and hold the honey from their land; and
• requiring specific information from beekeepers and honey companies regarding production.

With the change in the contracting model promoted by the collective, combined with a good season, landowners in the collective saw their earnings increase from $133k during the 2013/14 season to $661k during the 2014/15 season. NPHCL saw their earnings increase from $59k during the 2013/14 season to $260k during the 2014/15 season. The target for the 2015/16 season is to further develop and grow the collective and formalise the collective arrangements.

Nga Mahi Whakanga Moni

Direct Investments
As reported last year, the NPHCL board has developed direct investment criteria to be used as a guide when assessing direct investment opportunities, as follows:

1. The investment meets or exceeds the rate of return thresholds established by the relevant SIPO investment category (Tamstasman Equities or, in some circumstances, perhaps Emerging Markets).
2. It is an investment in an industry or activity that is important to the East Coast region.
3. There will be benefits in addition to the projected financial returns to NPHCL (eg employment, further development of industries important to Ngati Porou).
4. We have the required expertise available to effectively manage the investment.

Asset Classes / Fund Manager 2015 % 2014 % Te 30- Jun % Benchmark
Growth Asset 74.2 55% 55.8 46% 62.8 56% 11.5%
Te Runanganui o Ngati Porou Holding Co Ltd

Developed Market Equity
Cash and Term Deposits
Total of Equity Investments
Deflation Assets
Inflation Sensitive Assets
7.1 5% 4.7 4% 7.8% 13.3%

Developed Market Equity
Blackrock
Artisan
Hawley Loerner

Emerging Market Equity
Blackrock
Artisan
Somerset

Dividend Equity
Standard Life

Inflation Sensitive Assets
Van Eck
Lazard

Deflation Assets
New Zealand Bonds
ANZ Capital

Te Runanganui o Ngati Porou | Te Ripoata o te Tau 2015

Forest Assets (ha)

Table: Ngaheke Forest Estate Raoita Ruatoria te Whakaaro nga hanga tangaru tonga mo te whakanga moni Direct investment opportunities

Te Runanganui o Ngati Porou | Te Ripoata o te Tau 2015

Glossary

Waru Tika
Equity

Moni Utunga
Earnings

Utu Rereke
Extra-ordinary Expense

Whakaratonga a Tau
Annual Distribution

Whakakaupapa
Implement

Tipono Tawari Kaute
Audit Risk

Tatainga System

Apti Subsidiary

Whakatako Whakaaro
Plan

Whakaraenga Initiative

Kowhiringa hanga tonu mo te whakanga moni Direct investment opportunities

Whakawaroa
Engage

Whai Tikanga
Formalise

Arunomi
Commercial
Ngati Porou Holding Company has collaborated with Ngati Porou landowners to create a new commercial entity empowered by the vision for Ngati Porou to obtain a sweeter slice of the multi-million dollar Manuka honey industry.

The following is an abridged version of an article published in the July 2015 edition of Nati Link, which provides a background to the initiative. To read the full article, and find updates about the company, go to www.ngatiporou.com

The Honey Rush
The honey industry is big business. Last year according to the Coriolis Research report, New Zealand’s total honey export market was estimated to be worth $125 million. A major percentage of that total was made up from Manuka honey exports, and a large proportion of that Manuka honey resource was believed to have originated from the Ngati Porou rohe.

With the world wanting our miere, the major commercial New Zealand honey companies have recognised the potential of the Ngati Porou region to supply high quality UMF grade manuka honey to the international market.

The Establishment of the Ngati Porou Miere Collective
The following is an abridged version of an article published in the July 2015 edition of Nati Link, which provides a background to the initiative. To read the full article, and find updates about the company, go to www.ngatiporou.com

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The long term vision behind the Ngati Porou Miere Collective is to create employment opportunities for Ngati Porou people, and to operate across the value chain of the manuka honey resource.
Our Future Generations will
From The Bounty of Tangaroa,
whakatipu
Ma kona e ora ai nga uri
Whaia te Kauika a Tangaroa,
SeaFooDS gRoup
ngaTi poRou
RepoRT

Tena kotou.
Kei te whai nei nga korero hakamarama a Ngati Porou Seafoods i nga mahi kua oti me nga huarahi kei mua i a tatau i nga tau kei te tu mai nei.

Engaria, ko te mea tuahāi ko te mihi atu ki a ratau kua mate. Kaoreha ko te tipua i rirohia e te mate weriweri, ko Uncle Api tera. Kare e taea e te kupu te mahuru ki te tangi i tenei, tatau kua mahue pani nei, kaua ma te waha noa, engaria ma te kaha o ratau tumanako e tutuki. Ma te māhi e oti, ratau e whakanui ai. Nara, ka ea, ka ao, ka awatea.

E hika ma, ata tirohia nga korero e whaia nei. He tau ai taneki i pahure. Katahi ano tatau ka kite i te mea penei i tenei. Engaria, kei taka i te whakahihiti, me tupoto tatau. He tau ano kei te tu mai, a, ko te hau tonga o te ao mahi-moni kei te whanga nei ki a tatau.

Me he tu pakari ta te kamupene, tera ia ka tanuku ki uta. Na reira, me tu pakari tatau.

Whainga Porou Seafoods: A growth story.

Kailauta (CEO) Report
Ta Apiarana Ngata once said “The call is now on the younger generation of the tribe, for whom our fathers and forefathers treasured hopes and dreamed dreams in their time, when the tribal resources were slender and not so well organised as they are now. To them we owe the whole of our education, it’s now our generation’s turn to carry on the responsibilities in our time and in accordance with our greater resources and high standards”. Ngati Porou Seafoods has come a long way from being based in a two bedroom house next to Porou Arāk (2002 – 2006) with a turnover of $1.2 million, no assets and two employees, to operating an export fish processing and live lobster facility, and a retail/foodservice business on the Gisborne wharf (2007 – 2015), employing 35 staff, with a turnover of $7 million and assets worth $41m. As a shareholder and Manager within the Ngati Porou Seafoods Group I am extremely proud of our achievements thus far.

Last year we made some important steps forward in establishing a platform for growth. This year we have achieved a result that we can be proud of. For the 12 months ended 30th June 2015 we recorded a net profit before interest/tax of $2.0 million which is an increase of 30% on the previous year’s result.

There were a number of areas that contributed to this result that merit comment. Firstly, our key strategic partnerships and investments are working well for us and delivering positive results in a very challenging environment. The Iwi Collective Partnership (ICP) produced consistent returns for wetfish and Port Nicholson Fisheries produced an outstanding result for crayfish. Both partnerships are actively looking at new opportunities in the coming year. We are also significant shareholders in Aotearoa Fisheries Limited (AFL) who performed better than forecast resulting in an increased dividend distribution.

Our local and national retail sales increased steadily through the year which included the launch of ‘Ahia’, our Premium Smoked Fish chilled and vacuum-packed product which is forecast to grow over the coming year. Our operational service arm around unloading boats and processing have a goal to be the ‘Best in Class’ and are working hard to achieve that through lean manufacturing initiatives.

This year we also took time to review our strategic direction and as a result decided we needed to sharpen our focus in potential growth areas for the business. This meant effectively a change in mind-set from mainstream to more value creation. This also required us to review our vision statement from ‘protect and manage’ mind-set to one of ‘action and growth’. The late Dr Apiarana Mahuika gifted us our new vision statement for the business, namely, “Whaia te Kauika a Tangaroa, Ma kona e ora ai, nga uri whakatipu” (From the bounty of Tangaroa, For the business, namely, “Whaia to Kauika a Tangaroa, Ma kona e ora ai nga uri whakatipu” (From the bounty of Tangaroa, Ma kona e ora ai nga uri whakatipu)
Our People
We are dedicated to investing in our people; without experienced, motivated, and qualified people our business couldn’t operate efficiently. Therefore, growing our people is critical to our growth. A number of staff have undergone training programmes this year including attending overseas conferences, giving them the opportunities to learn, grow and excel through quality training and the opportunity to strive for excellence. We expect our people to contribute to the overall success of the organisation and these ongoing experiences allow us to improve our performance, take on new challenges and promote more long-term career opportunities for our people. These are goals the Company is focused on. Marc Ferris is an example of this; he has undertaken overseas travel and a secondment to Callaghan Innovations to expand his knowledge and experience, which will put him in a better position to take on new challenges.

Our Place
We take our role as Kaitiaki of our environment and resources seriously. Through the year we have faced many challenges and decisions concerning fish stocks, sustainability measures, and the government’s marine protected areas plan, all creating conflicts. We must protect our property rights and continue to be an influential participant in all fishery forums where key decisions on the management and sustainability of our fisheries are made.

Our Products
While fresh chilled fish and live crayfish for export or local retail are everyday occurrences at the factory we have also launched a new range of Premium Smoked Fish products that are distributed to North Island New World stores under the brand name ‘Ahia’ which is short for ‘Ahi a te Ariki’ or ‘Fire of the Gods’. This is a significant opportunity to expand our business focus into the value-creation space nationally and internationally.

Mark Ngata
Kaihautu

We are dedicated to investing in our people; without experienced, motivated, and qualified people our business couldn’t operate efficiently. Therefore, growing our people is critical to our growth.
Industrious Ngati Porou: Kei Tangi a Big Ben

Kei te hotuhutu te haruru o te mihini i Makomako, Kei te puku, kei te papa, nga ringa o Hakara romi ai Kia kaha ra kei tangi a Big Ben.

Kei te noho puku ra, te takoroa our Maori Boss, He whakatenga ki te koroua, kei te habahaba mo te rua rua, Kia kaha ra kei tangi a Big Ben.

Kia kaha ra kei tangi a Big Ben.

Kingi Horomona te tangata maturanga, kei te whakaputaputanga, Kia kaha ra kei tangi a Big Ben.

He whakapu e, e te kuki nama rua, kei raro ko te kai, oh you dope, Tenei ra te kupu a te kuki nama tahi e, “Come and get it”.

He aha ra te kavae, o te puke huruwhuru Tamepo e, Aue tama Topsy e purua ki komei e Whaikare, Kia kaha ra kei tangi a Big Ben.

Temei ra te kupu a te kuki nama tahi e, “Come and get it”, E te kuki nama rua, kei raro ko kei hai, oh you dope, Kia kaha ra kei tangi a Big Ben.

Ka kohete, ka kohete, ka puka ko nga rae o nga rorapu Ka puta nga wuru, ka maka noa, “What a wicked floor”, Kia kaha ra kei tangi a Big Ben.

Na Taini Ngarurangi i tito.

Nga Whakaritenga Hou

The last year has been marked by a change in governance and a refresh of the Pakihiroa Farms Limited strategic plan. Three long serving directors retired and two new directors were appointed to the board.

Bill Burdett, Wi Mackey and Hilton Collier, three foundation directors all retired from the PFL board. Both Bill Burdett and Wi Mackey have an association with PFL stretching back more than 20 years.

Hilton Collier has been appointed as General Manager to the Group (of NPFHCL farms). This is the formalisation of a role he has filled since 2010.

Mr Tiwana Tibble and Matanuku Mahuika were both appointed as new directors to the PFL board.

Tauata Tirohanga

Our vision is:
1. to achieve long-term sustainable returns from our whenua,
2. to be able to engage in long-term relationships with various stakeholders giving a return to our people; and
3. to provide leadership in the agribusiness sector.

To achieve this vision we are focused on:
• Continuing to improve on farm production. We have confidence in our ability to drive strong on farm reproductive efficiency. We are now addressing our need to lift our ability to finish stock to market specifications.
• Maintaining our financial viability is essential to our success. Discipline is needed to ensure the maximum return for each dollar spent on the business.
• Effectively using our physical resources in the most sustainable and scientifically-based manner. Farming can have a detrimental impact on our environment. We continually review our practices to ensure we mitigate any detrimental effects on our land and water.
• In all aspects our aim is to operate at levels better than any regulatory requirement. Everyone in our business understands and owns the vision and values of the Group. We have a number of initiatives to support this including investing in people such as Farm Training Cadetships and Kellogg’s leadership development.
• To maximise and use the collective asset-base on the East Coast. For PFL this looks like a number of joint ventures with other interested farms and landowners to extract a greater commercial return from the marketplace. We already have two examples of this with our Tairawhiti-wide Agri-hub that is working with various stakeholders giving a return to our people; and
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Nga Tauteko

During the year the company support for various community events continued. These included supporting Pa Wars and sponsorship of NPEC Rugby.

PFL continued to support both Watarawi Ngata and Tumosana Harrison-Boyd as they continued their study through Smedley. We acknowledge and congratulate Watarawi Ngata who was voted the top Cadet at Smedley in his last year of study at Smedley Station.

Support was also provided to Ngawhuri Walker and Stephen Thomson who completed a Kellogg’s rural leadership program. Both completed written assignments.

The GM, Hilton Collier, along with other Ngati Porou staff travelled to San Francisco with Callagham Innovation as part of a working group.

Abobe Wataraui Ngata - Top Farming Cadet at Smedley Station with GM Hilton Collier

Scrubcutting on Makarika. Note scrub/trees left near water ways.

Above Watarawi Ngata – Top Farming Cadet at Smedley Station with GM Hilton Collier

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We are working with other farms on our “novel forages” programme, and seeking ways to reduce the impact of droughts and improve animal performance.

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Anga Whakamana
We continue to look for ways to improve productivity and profitability. We see growth coming from better animal growth rates while still lifting reproductive performance. Increasingly, we are considering alternative channels to market for our produce. This is a return to the thinking of Ta Apirana and the work he did with the Ngati Porou Dairy Co-op early last century.

Nga Hua a Pamu
Overall, feed production was able to carry more stock than normal. PFL's ability to carry more breeding stock through the dry period allowed us to direct more of our lucerne, plantain and clover crops towards stock finishing. Lambing across the NPHCL Group was steady at 12,324 or 138% including 300 ewe hogget lambs. Lambing is an important driver of profitability and we are continually seeking to achieve 150% lambing. We have put Makarika into "Stockcare". This is a productivity program aimed to help us make further gains in our lambing performance. Stockcare is being run on 10 Maori farms throughout Tairawhiti and we will share our learning with these farms. Calving was down on 2014 at 81%. It is pleasing to note we have recovered a number of cattle meaning our accounts show net recoveries for the year.

The number of sheep sold was down by almost 10% to 10750. This reflects the impact of the drier conditions limiting our ability to trade sheep outside the Group. On a positive note we were able to maintain the value of stock sold at levels similar to 2014.

Nga Hua a Piuta
PFL recorded a net deficit of $44,024 in 2015, down from a net profit of $324,371 in the previous year. If rental (to the parent) and finance costs are excluded, PFL's Economic Farm Surplus is $328,049 which is down from $684,523 in 2014.

Gross Profit was down by 8.4% to $2,129,577. As soil moisture became more drier farmers rushed to slaughter as many sheep as possible. This oversupply resulted in export schedules falling and finishing farmers being reluctant to farm more sheep. The Group was able to achieve a similar price to 2014, however the number of sheep sold was down about 10% on a year earlier.

In contrast with the decline of sheep returns, cattle returns reached record levels. We were able to capitalise on the increase in cattle prices with an increase in the number of cattle traded as well as improving our average sale price to $1185 per head.

Expenditure (including rental to parent and finance costs) totalled $2,172,602, up 8.6% on 2014. Much of the increase is reflected in a combination of grazing and cropping costs. Upgrading pastures through introducing a range of forage species is a priority both to mitigate dry conditions as well as improve per head performance. Equity in the company more than doubled to $5,463,313.

General Manager
Hilton Collier

Profit
Expenses
Farming
Financial Performance

*The Economic Farm Surplus are earnings before finance costs and rental expenses.
E HAERE ANA KI TE PAKANGA

He maumahatanga tenei ki to tatau Upoko Ariki, kia Uncle Api.

Ko te rakau (te pikitia ki te taha matau) he Titoki, he rakau pakari e tu kaha ai, hei pare atu i nga ahuatanga katoa, ahakoa he aha.
The land belongs to us, so we should be trained properly so that we can take over positions of management, executive positions and so on. Not only the carriers of water and the hewers of wood.

He peka titoki, e kore e whati, which refers to a person or people who do not succumb to pressure and are difficult to conquer.
This section contains the Summary Financial Statement for TRONPnui Group.

The flora (right) are Kanuka, a nursery crop which helps to sustain a rich biodiversity of indigenous species to grow underneath. Kanuka also yields honey in large volumes and alongside Manuka has the potential for economic development for our whanau, hapu and iwi.
The accompanying summary financial statements of Te Runanganui o Ngati Porou and Group (the 'Group') on pages 82 to 83, which comprise the summary consolidated balance sheet as at 30 June 2015, and the summary consolidated profit and loss statement, summary consolidated statement of movements in equity and summary consolidated statement of cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of the Group for the year ended 30 June 2015. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated 6 November 2015.

The summary financial statements do not contain all the disclosures required for full consolidated financial statements under New Zealand Equivalents to International Financial Reporting Standards Public Benefit Entity (NZIFRS PBE) and generally accepted accounting practice in New Zealand. Reading the summary financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the Group.

This report is made solely to the Trustee of Te Runanganui O Ngati Porou, for the purpose of expressing an opinion on the summary financial statements for the year ended 30 June 2015. Our audit has been undertaken so that we might state to the Trustee those matters we are required to state to them in an auditor’s report on summary financial statements and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company’s shareholders as a body, for our audit work, for this report, or for the opinions we have formed.

Chartered Accountants
6 November, 2015
Wellington, New Zealand

The audit report relates to the summary financial statements of Te Runanganui O Ngati Porou and Group for the year ended 30 June 2015 included on the Group’s website. The Trustees are responsible for the maintenance and integrity of the Group’s website. We have not been engaged to report on the integrity of the Group’s website. We accept no responsibility for any changes that may have occurred to the summary financial statements since they were initially presented on the website. The audit report refers only to the summary financial statements named above. It does not provide and opinion on any other information which may have been hyperlinked to/from those summary financial statements. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited summary financial statements and related audit report dated 6 November 2015 to confirm the information included in the audited summary financial statements presented on this website. Legislation in New Zealand governing the preparation and dissemination of financial statements and summary financial statements may differ from legislation in other jurisdictions.

Auditor’s Responsibility
Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standards on Auditing (New Zealand) (ISA (NZ)) 810: Engagements to Report on Summary Financial Statements. Other than in our capacity as auditor we have no relationship with or interests in Te Runanganui o Ngati Porou or any of its subsidiaries.

Opinion
In our opinion, the summary financial statements derived from the audited consolidated financial statements of Te Runanganui O Ngati Porou and its subsidiaries for the year ended 30 June 2015 are consistent, in all material respects, with those financial statements, in accordance with FRS–43: Summary Financial Statements.

The summary financial statements included in this Annual Report have been extracted from the full financial statements for the year ended 30 June 2015. The summary financial statements:
• have been extracted from the full financial statements which were:
  • prepared in accordance with, and comply with, International and NZ IFRS and NZ GAAP;
  • authorised for issue by the Board on 6 November 2015; and
  • audited and received an unmodified opinion;
• are reported in New Zealand dollars, rounded to the nearest thousand;
• are for a profit-oriented entity; and

The summary financial statements cannot be expected to provide as complete an understanding as the full financial statements.

Te Runanganui o Ngati Porou Group full financial statements are available at our offices or via our website http://www.ngatiporou.com/nati-news/nati-publications

The Ngati Porou Holding Company Limited Group total assets as at 30 June 2015 were $209.6 million, an increase of 8.5 percent on the previous year.

The Ngati Porou Holding Company Limited Group earnings before taxation for the 2015 financial year were $18.3 million, an increase of 120 percent on the previous year.

The Ngati Porou Holding Company Limited Group total assets as at 30 June 2015 were $224.0 million, an increase of 190 percent on the previous year.

The Te Runanganui Group total assets as at 30 June 2015 were $224.0 million, an increase of 9 percent on the previous year.

The Te Runanganui Group Group earnings before taxation for the 2015 financial year were $18.3 million, an increase of 120 percent on the previous year.
The summary financial information has been derived from, and should be read in conjunction with, the audited Te Runanganui o Ngati Porou Group Annual Financial Statements (the ‘Annual Financial Statements’). The Annual Financial Statements, dated 3 November 2015, are available at: www.ngatiporou.com/nati-news/nati-publications.

The summary financial information has been derived from, and should be read in conjunction with, the audited Te Runanganui o Ngati Porou Group Annual Financial Statements (the ‘Annual Financial Statements’). The Annual Financial Statements, dated 3 November 2015, are available at: www.ngatiporou.com/nati-news/nati-publications.

The summary financial information has been derived from, and should be read in conjunction with, the audited Te Runanganui o Ngati Porou Group Annual Financial Statements (the ‘Annual Financial Statements’). The Annual Financial Statements, dated 3 November 2015, are available at: www.ngatiporou.com/nati-news/nati-publications.
## TRONPNUI KAIMAHI AS AT 30TH JUNE 2015

*Does not include Subsidiary staff*

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam Tapsell</td>
<td>Finance Assistant</td>
</tr>
<tr>
<td>Albertha McFarlane</td>
<td>Personal Assistant to the Chair/TRONPNUI Board Secretary</td>
</tr>
<tr>
<td>Alice Maukau-McPhee</td>
<td>Whanau Support Kaiawhina</td>
</tr>
<tr>
<td>Alicia Lewis</td>
<td>Accounts Payable</td>
</tr>
<tr>
<td>Allan Jensen</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Amos Tareau</td>
<td>Youth Services Co-ordinator</td>
</tr>
<tr>
<td>Amy Kururangi</td>
<td>Youth Services Co-ordinator</td>
</tr>
<tr>
<td>Anna Needham</td>
<td>Financial Accountant</td>
</tr>
<tr>
<td>Anne Hurveai</td>
<td>Senior Manager Whanau Oranga Services</td>
</tr>
<tr>
<td>Ashti Wylie</td>
<td>Iwi Justice Panel Facilitator</td>
</tr>
<tr>
<td>Awhina White</td>
<td>Environmental Manager</td>
</tr>
<tr>
<td>Bonnie Parata</td>
<td>Manager - Whanau Whanau</td>
</tr>
<tr>
<td>Bill Taiaupu</td>
<td>Liason Position Officer (Secondment)</td>
</tr>
<tr>
<td>Brandon Smith</td>
<td>Casual General Hand</td>
</tr>
<tr>
<td>Claude Paul</td>
<td>Marae Restoration</td>
</tr>
<tr>
<td>Colin Taare</td>
<td>Attendance - Kaiawhina</td>
</tr>
<tr>
<td>Don Hovell</td>
<td>Environmental Trainer</td>
</tr>
<tr>
<td>Edwina Hema</td>
<td>Senior Chef/Assistance Administrator</td>
</tr>
<tr>
<td>Eruera Kawhia Te Toka</td>
<td>Trade Training Manager</td>
</tr>
<tr>
<td>Esther Vellana</td>
<td>Personal Assistant to Te Roopu Tatai Hono Senior Manager</td>
</tr>
<tr>
<td>Fleur Puenga</td>
<td>Contracts Manager</td>
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<tr>
<td>Gary Harding</td>
<td>Youth Worker</td>
</tr>
<tr>
<td>George Popi</td>
<td>Print Operator Casual</td>
</tr>
<tr>
<td>Helana Makiri</td>
<td>Administrative Assistant</td>
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<tr>
<td>Hine Manuel</td>
<td>Marae and Housing Co-ordinator</td>
</tr>
<tr>
<td>Hiwira Sharman</td>
<td>Maratanga Administrator</td>
</tr>
<tr>
<td>Hugh Stuart</td>
<td>Group IT Manager</td>
</tr>
<tr>
<td>Jack Papuni</td>
<td>Archivist Assistant</td>
</tr>
<tr>
<td>Jacqueline Rangiuia</td>
<td>Receptionist Ruatoria Casual</td>
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<tr>
<td>Jacque Ata</td>
<td>Executive Assistant to Chief Executive Officer</td>
</tr>
<tr>
<td>James McIntosh</td>
<td>Gardener</td>
</tr>
<tr>
<td>Jasmine Ras</td>
<td>Communications Officer</td>
</tr>
<tr>
<td>Jason McFadyen</td>
<td>Accounts Administrator</td>
</tr>
<tr>
<td>Jesse Haenga</td>
<td>Marae Restoration</td>
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<tr>
<td>Jill Donald</td>
<td>Supervisor - Tuhono Whanau</td>
</tr>
<tr>
<td>Joe Ngaru</td>
<td>Marae Restoration (Supervisor)</td>
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<tr>
<td>John Hockley</td>
<td>Business Development Manager</td>
</tr>
<tr>
<td>Joseph Akuhata-Brown</td>
<td>Councillor</td>
</tr>
<tr>
<td>Josephine Tangare</td>
<td>Kaiwha Whanau Oranga Manager - Ruatoria</td>
</tr>
<tr>
<td>Juanita (Whiti) Tanitumia</td>
<td>Mana Responsive Advisor (Secondment)</td>
</tr>
<tr>
<td>Juliet Lardell</td>
<td>Kaiwha Whanau Whanau</td>
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<tr>
<td>Karen Hollow</td>
<td>Attendance Kaiawhina</td>
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<tr>
<td>Karen Pooheirangi</td>
<td>Kaiwha (E Tips E Rai)</td>
</tr>
<tr>
<td>Katherine Tubahia</td>
<td>Receptionist/Administrator</td>
</tr>
<tr>
<td>Kathy Keelan</td>
<td>Kaiwha Whanau Whanau</td>
</tr>
<tr>
<td>Kelly Wylie</td>
<td>Social Workers in Schools - Kaiawhina</td>
</tr>
<tr>
<td>Kerri McLatchie</td>
<td>General Hand</td>
</tr>
<tr>
<td>Kim Torres</td>
<td>Attendance Kaiawhina</td>
</tr>
<tr>
<td>Kiwi Williams</td>
<td>Administrator</td>
</tr>
</tbody>
</table>
Ngata’s Rauru nui a Toi Lecture Series as

At the August 1985 Hui a Iwi Te Runanga boundaries were determined with the decision based on tradition, and referred to in Te Runanga o Ngati Porou.

Tipuna Tangaere, Tom Fox, Wattie Mackey, Boydie Kirikiri and Syd Clarke.

Koro Dewes (Deputy Chairman), Anaru Paenga, Tawa Paenga, Hopa Keelan, Tipuna Tangaroa, Tom Fox, Walter Mackay, Boyle Kirkby and Sid Clarke.

Establishment Trustees

1985

A Hui a lea was held 3 January 1985 at Ngata College and a working party was appointed to work collaboratively with the Steering Committee in examining the various bodies that could be established for the tribe.

Steering Committee members were:

Apirana Mahuika (Chairman), Koro Dewes, Panduora Horuhora, Eru Reddy, George Stanton, William Walker, Tom Te Maro, Wahi Tibble, Martin Kingi, Sir H K Ngata, Horowini Kaa, Wi Kiki Kaa, Kate Walker, Waldie Housa, Marie Coller.

Working Party members were:

Apirana Mahuika (Chairman), Sir H K Ngata, Charles Begg, Eru Reddy, Whamutui Dewes, Mario Coller, Julie Ferris, April Papuni, Robin Hayes, Panduora Horuhora, Donna Aspinall, Kate Walker, Georgina Tawhaiwhirangi.

Te Runanga o Ngati Porou

At the August 1985 Hui a Te Runanga boundaries were determined with the decision based on tradition, and referred to in Ngati Porou’s Rauru tua a Toi Lecture Series as “Mar T foothills ki Te Toka a Taiaro”.

August 1985 – May 1989

The first members and Interim Board appointed were:

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Koro Dewes, George Stanton, Charles Begg, Iritana Tawhaiwhirangi.

Rohe 2 Wiapu ki Tawhiti

Eru Reddy, Donna Aspinall, Marie Coller, Tame Te Maro, Tilly Reddy

Rohe 3 Tawhiti ki Rototahi

Parekura Horuhora, Wairakau Ryland, Phil Aspinall, Wayne Ngata, Maria Whitehead (July 86), Sunny Rangiwai (March 87)

Rohe 4 Rotorahia ki Te Toka a Taiaro

Martin Kingi, Tawo Paenga, Anaru Paenga, John Taumaunu.

May 1985 – 1993

The first Whiti Tooti took place 1989

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Koro Dewes, Wyman Ngata, Sydney Clarke, Iritana Tawhaiwhirangi, Tipuna Tangaroa (Replaced W Dewes).

Rohe 2 Wiapu ki Tawhiti

Sebey Parata, Tom Te Maro, Tom Fox, Horowini Ngata, Pane Kauha, Hopa Keelan (appointed 1991).

Rohe 3 Tawhiti ki Rototahi

Phil Aspinall, Noel Rahania, Tate Phehauhau, Boyle Kirkby, Maria Whitehead.

Rohe 4 Rotorahia ki Te Toka a Taiaro

Tawo Paenga, Anaru Paenga, Hiku To Kani (resigned August 89), Walter Mackay.

Toko Te Kani was an Interim Trustee until elections were finalised by Order of Council validation of 1993 elections.

1985 – 1996

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Koro Dewes, Rapata Kaa, Honore Cheeky (Resigned 1993), Wahi Tibble.

Rohe 2 Wiapu ki Tawhiti

Sebey Parata, Hopa Keelan, Maluta Tuhuira, Agnes Smith, Tamati Reddy.

Rohe 3 Tawhiti ki Rototahi

Noel Rahania, Tate Phehauhau, Maria Whitehead, Hannah Tukukino, John Colman.

Rohe 4 Rotorahia ki Te Toka a Taiaro


1996 – 1999

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Koro Dewes, Waiapu Te Aho, Tipuna Tangaroa, Walter Smith (ex/president), (Il Tawhaiwhirangi resigned).

Rohe 2 Wiapu ki Tawhiti

Sebey Parata, Nehe Harrier, Atata Wepuanga, Tamati Reddy, Hinu Johnon.

Rohe 3 Tawhiti ki Rototahi

Noel Rahania, Tate Phehauhau, Maria Whitehead, Hannah Tukukino, Raevi Coller.

Rohe 4 Rotorahia ki Te Toka a Taiaro

Tawo Paenga, Anaru Paenga, William (Bill) Irwin, Arapata Gibson (resigned), Hori Houkamau.

1999 – 2002

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Koro Dewes, Atata Wepuanga, April Papuni, Waiapu Kaa (resigned May 2001), Ellen Stanton (appointed June 2001), Waiapu Tangaroa (appointed August 2001).

Rohe 2 Wiapu ki Tawhiti

Sebey Parata, Bill Burdett, Hopa Keelan, Tama Ngatimu, Tai Taikarangi.

Rohe 3 Tawhiti ki Rototahi

Tita Wilkes, Raevi Coller, Maria Whitehead, Noel Rahania, Patrick (Loch) Kopua.

Rohe 4 Rotorahia ki Te Toka a Taiaro

Denise Reid (resigned August 2001), William (Bill) Irwin, Lawrence Takaki-Millanta (deceased), Anaru Paenga, Tawo Paenga, Kepea Paenga (replaced Lawrence Takaki-Millanta).

2002 – 2005

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Koro Dewes, Atata Wepuanga, April Papuni, Honore Cheeky.

Rohe 2 Wiapu ki Tawhiti

Sebey Parata, Bill Burdett, Hinta Johnson, Tama Ngaırimu, Tai Taikarangi.

Rohe 3 Tawhiti ki Rototahi

Maria Whitehead (resigned 2002), Noel Rahania, Tate Phehauhau, Manuwhai Whatahi, Henri Pooutu.

Rohe 4 Rotorahia ki Te Toka a Taiaro

Joan Weke, William (Bill) Irwin, Tawo Paenga, Peace To Kani, Neheora Haapu.

2005 – 2008

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Koro Dewes, Patrick Tangaroa, Bailey Mackay, April Papuni.

Rohe 2 Wiapu ki Tawhiti

Sebey Parata, Bill Burdett, Amosa Reddy, Tama Ngatimu, Tai Taikarangi.

Rohe 3 Tawhiti ki Rototahi

Maria Whitehead, Noel Rahania, Tate Phehauhau, Honore Boyle Kirkby, Raevi Tuiwai-Bo.

Rohe 4 Rotorahia ki Te Toka a Taiaro

Joan Weke, William (Bill) Irwin, Peace To Kani, Fiona Te Momo, William Gordon Astin.

2008 – 2011

Rohe 1 Potaka ki Wiapu

Apirana Mahuika (Chairman), Patrick Tangaroa, Keryn Goldsmith, April Papuni.

Rohe 2 Wiapu ki Tawhiti

Sebey Parata, Bill Burdett, Lyn Harrison, Hau Matty.

Rohe 3 Tawhiti ki Rototahi

Maria Whitehead, Noel Rahania, Tate Phehauhau, Henare Boyle Kirkby, Raevi Tuiwai-Bo.

Rohe 4 Rotorahia ki Te Toka a Taiaro

Joan Weke, William (Bill) Irwin, Peace To Kani, Fiona Te Momo, Peace To Kani.

Te Runanganui o Ngati Porou

2011 – 2015

Robeho Tipuna 1 Potikaawa ki Whangaokamo Be Kohere, Anaru Puraro-Huware

Robeho Tipuna 2 Whangaokamo ki Wiapu

Apirana Mahuika (Chairman), April Papuni

Robeho Tipuna 3 Pokoataa ki Te Onepoto

Neil Ihaka, Lillian Tangaroa-Baldwin

Robeho Tipuna 4 Onepoto ki Rahumaukino

Marjorie Warmeshoven, Tai Warmeshoven

Robeho Tipuna 5 Rahumaukino ki Matahu

Sebey Parata (Deputy Chairman), Barry Soutar

Robeho Tipuna 6 Matahu ki Rokokoihau

Kerehaata Phehauhau, Jack Chambers

Robeho Tipuna 7 Rokokoihau ki Te Toka a Taiaro

Fiona Te Momo, Te Ohira (Jock) Walker
GLOSSARY OF TERMS

Business and Economic Research Limited - BERL
Child Youth & Family - CYF
Department of Conservation - DOC
Equivalent Full Time Student - EFTS
Foreshore Seabed - FSSB
Full-Time Equivalent - FTE
Gisborne District Council - GDC
Integrated Performance and Incentive Framework - IPIF
Maori Authority Tax Credits - MATCs
Marino New Zealand - MNZ
Ministry of Business, Innovation and Employment - MBIE
Ministry of Primary Industries - MPI
Ministry of Social Development - MSD
Ngati Porou East Coast - NPEC
Ngati Porou Hauora - NPH
Ngati Porou Holding Company Limited - NPHCL
Pakihiroa Farms Limited - PFL
Parents as First Teachers - PAFT
Puhi Kaiti - PK
Te Runanganui o Ngati Porou - TRONPnui
Ko te whenua te waiu mo nga uri whakatipu

Whatungarongaro te tangata toitu Te whenua