



ANNUAL REPORT 2011 **PŪRONGO-Ā-TAU**



TĀWHIA TŌ MANA KIA MAU, KIA ITA!

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Cover: *Retain and hold firm your mana, be steadfast!* The theme of this year's Annual Report is Mana. This saying aims to encourage our people to uphold their mana by taking pride in who they are and where they come from. The word mana itself can be defined in many ways for example mana whakaheke/tūpuna/tuku iho (inherited status through descent), mana tangata/whakatipu (accrued through one's leadership talents, human rights, mana of people), mana whenua (territorial rights, mana originating from the land) mana motuhake (autonomy through self-determination and control over one's own destiny), mana taurite (equal status), and mana tangata whenua (indigenous rights).

Cover Image: Rangiaohia Whare Tūpuna, Rangitīhi Marae, Matatā.

*Chairman's Review and
Chief Executive's Report*



Chairman's Review



Graham Pryor
Chairman

E ngā mana whakateitei o te iwi o Ngāti Rangitahi nei rā te mihi ki a koutou me ō tātou tini aituā o te wā. Hoki atu koutou ki te kāinga tūturu o tātou te tangata, arā, ki Hawaiki nui, ki Hawaiki roa, ki Hawaiki pāmamao. Kaati, ko te hunga mate ki te hunga mate, ko tātou te kanohi ora e tau nei – tēnā tātou katoa.

As the inaugural Chairman, it is my privilege to report on the growth and progress that Te Mana o Ngāti Rangitahi Trust is achieving in its short lifetime, and to present you with this, our second Annual Report for the year ending 30 June 2011.

During the period under review, the Trust has appointed its first Chief Executive Nick Alexander, built a fully accountable organisation that meets the needs of our iwi in the 21st century, developed a sound iwi environmental management plan, conducted a comprehensive social services needs analysis and delivered a significant range of social, cultural, environmental and economic programs on behalf of, and for the benefit of ngā uri o Ngāti Rangitahi.

Paramount for Te Mana o Ngāti Rangitahi Trust is its kaitiakitanga role, maintaining stewardship over the Trust funds and safeguarding the land through its governance role as a shareholder of CNI Iwi Holdings Limited. At all times, the Trust has taken a prudent and robust approach to the management of its finances.

During this time, the Trust has explored a range of commercial opportunities through Tuka Group which has opportunities to share in development of the Tauhara geothermal field; and to participate in CNI Iwi Holdings option to replant Kaingaroa forest and develop carbon sinks through its shareholding in CO2NZ as its main agenda items. CO2NZ has several project proposals in the pipeline. One of these is a carbon sink proposal via a Ngāti Rangitahi land trust that not only mitigates land erosion, but will generate employment opportunities and revenues from the sale of carbon credits.

A key aspect of the Te Mana o Ngāti Rangitahi strategy is restoring the iwi to its rightful position and collective role as kaitiaki over Ngāti Rangitahi traditional taonga including our maunga, whenua, moana and awa. Therefore, settlement of our mana whenua interests in the CNI forests land and the ongoing withdrawal process from Te Arawa Fisheries remains a critical portion of the strategic plan. Although the road ahead has just as many challenges, we are confident that following a successful conclusion to both these courses of action, we will be in

a much better position to collaborate with our CNI iwi partners and manage the fisheries assets of Ngāti Rangitahi on behalf of all our iwi.

Underpinning our organisation are stakeholders, governance and management structures, and the disciplines for a robust, well-managed iwi entity. The next 12 months will see the Trust further consolidate its position during a time of rapid development for Māori in New Zealand and globally. With a clear and relevant strategy, we will continue to establish and grow an organisation that outperforms, generates success in economic, social and other areas, develop and extend valuable relationships with stakeholders and other iwi, and continue to work as a progressive group.

On behalf of the Board of Trustees, I would like to thank each and every member of our iwi for your valuable contributions to the excellent progress we have achieved this year.

The work of the Trust to date is testament to the passion and commitment each Trustee, the CEO and his staff brings to upholding and asserting the mana of Ngāti Rangitahi now and into the future.

Mā tou rourou, mā tōku rourou ka ora ai te iwi.



Graham Pryor
Chairman



Chief Executive's Report



Nick Alexander
Chief Executive Officer

E ngā mana, e ngā reo, e ngā uri o Ngāti Rangitihī – tēnā koutou katoa.

For those of you I have not yet had the pleasure of meeting face to face, I would like to introduce myself. My name is Nick Alexander and I am of Ngāti Awa and Te Whānau a Apanui descent. I took up the position as Chief Executive Officer for Te Mana o Ngāti Rangitihī Trust in November 2010.

My professional background is a mix of commercial and not for profit work. I have worked for organisations including Pepsi Cola, Sinclair Knight Merz, TEAR Fund, Habitat for Humanity International and for Austraining International. For the last 10 years I have been in a variety of social and cultural leadership roles in New Zealand, Australia, Vietnam and the South Pacific.

I have been mandated by the Board to develop a set of operating plans, budgets, policies and the human resources necessary to deliver on the Trust kaupapa. Since I first stepped into this role, one of our key challenges

has been to get our operational capacity up to speed as quickly as possible. In order to deliver on the five year kaupapa laid down by the Board we need an organisation with excellent plans, policies, systems and people.

It has been encouraging to see progress we have made as an organisation over the past 12 months. There are still several areas which require improvement but we are well placed now to deliver on the objectives set out in the strategic plan for the benefit of Ngāti Rangitihī.

Operating plans, budgets, policies and procedures are now all in place, along with our communications systems. A high priority is to develop a set of social, cultural and environmental programs which meets your stated priorities. Throughout the year we have carried out extensive iwi wide consultation with a view to hearing directly from you on what these priorities are.

In tandem with this we have been busy gathering together our cultural taonga via our Customary Interests research, Iwi Management planning and Kōputu Taonga work at Archives New Zealand. Much of this work is not so visible to some of you but we are looking forward to making it accessible to you all in the coming year.

From early 2012 we will begin the process of planning and delivery of initiatives and programs that have been identified by the iwi, for the iwi. In the interim though we have stepped out to support a

whole range of initiatives including the renovation of Rangitihī Marae during the Marae DIY in March, the Te Papa Takaro o Te Arawa Games in April, Tautoko Ōtautahi, a communal garden in Matatā, Toi Te Kupu and Kāinga Kōrerorero te reo classes and our popular Rangitihī Kai Tahī series.

I strongly encourage Ngāti Rangitihī people who have ideas and a passion for serving their people to be in touch with us to discuss how we might collaborate. This is clearly what is needed at this time; people who are willing to ask not what their iwi can do for them, but what they can do for their iwi.

No reira, ka whakakōpanihia e au aku kōrero ki konei. Kia mau tātou ki te aka matua hei painga mō tātou me ngā uri e whai ake nei.

Tāwhia tō mana kia mau, kia ita!

A handwritten signature in blue ink, appearing to read 'Nick Alexander'.

Nick Alexander
Chief Executive Officer



Te Mana o Ngāti Rangitahi Trust Annual Plan (July 2011 to June 2012)

The annual plan for the year 2011-2012 will use the Trust kaupapa as its rudder. The objectives for the year are broken into several headings which align with those of the strategic plan: Culture and Education, Social Services and Support, Treaty Settlements, Environment, Commercial, Organisational Development, and Iwi Development.

Strategy	Objective	Results / Key Performance Indicators
Treaty Settlements Strategy and Action Plans	The CNI mana whenua process has been completed by June 2011.	Formal allocation completed by September 2011.
	Comprehensive settlement with the Crown has been completed (by the end of 2012).	<ul style="list-style-type: none"> • Environmental Management plan completed. • Socio-economic baseline survey completed. • Mandating process completed and Te Mana o Ngāti Rangitahi Trust confirmed as mandated organisation to represent the iwi in comprehensive negotiations. • Terms of Negotiation established with OTS. • Negotiations commenced.
Commercial Investment and Business Development Strategy & Action Plans	Commercial investment returns are poised to provide a strong economic base for Te Mana o Ngāti Rangitahi Trust and Ngāti Rangitahi people.	<ul style="list-style-type: none"> • Investment portfolio returning no less than 6% after income tax and fees. • CO2 NZ via Tukia group profitable.
	Commercial investment and business development is driving a fair return for applying to other Te Mana o Ngāti Rangitahi Trust objectives in areas such as social services and cultural development.	<ul style="list-style-type: none"> • At least one initiative which provides both commercial returns and jobs for our people is developed and implemented. • Economy of Ngāti Rangitahi study completed.
	Matatā has become a centre of business development for Ngāti Rangitahi.	<ul style="list-style-type: none"> • At least one initiative developed which provides both commercial returns and jobs for at least two people.
Iwi Development Strategy and Action Plan	Ngāti Rangitahi is a cohesive iwi where members: <ul style="list-style-type: none"> • Know who they are. • Know what contribution they can make to Ngāti Rangitahi development. • Take an active role in Ngāti Rangitahi development. 	<ul style="list-style-type: none"> • Iwi-wide research analysis and participatory project completed by November 2011.
	Our marae has facilities that Ngāti Rangitahi can be proud of.	<ul style="list-style-type: none"> • One major rehabilitation initiative to be completed in 2012.
	Ngāti Rangitahi people are in positions of influence and leadership at local, regional and national levels that they utilise for the benefit of Ngāti Rangitahi and other people.	<ul style="list-style-type: none"> • Strategic stakeholder relationship plan implemented. • Board members on at least two new influential entities.

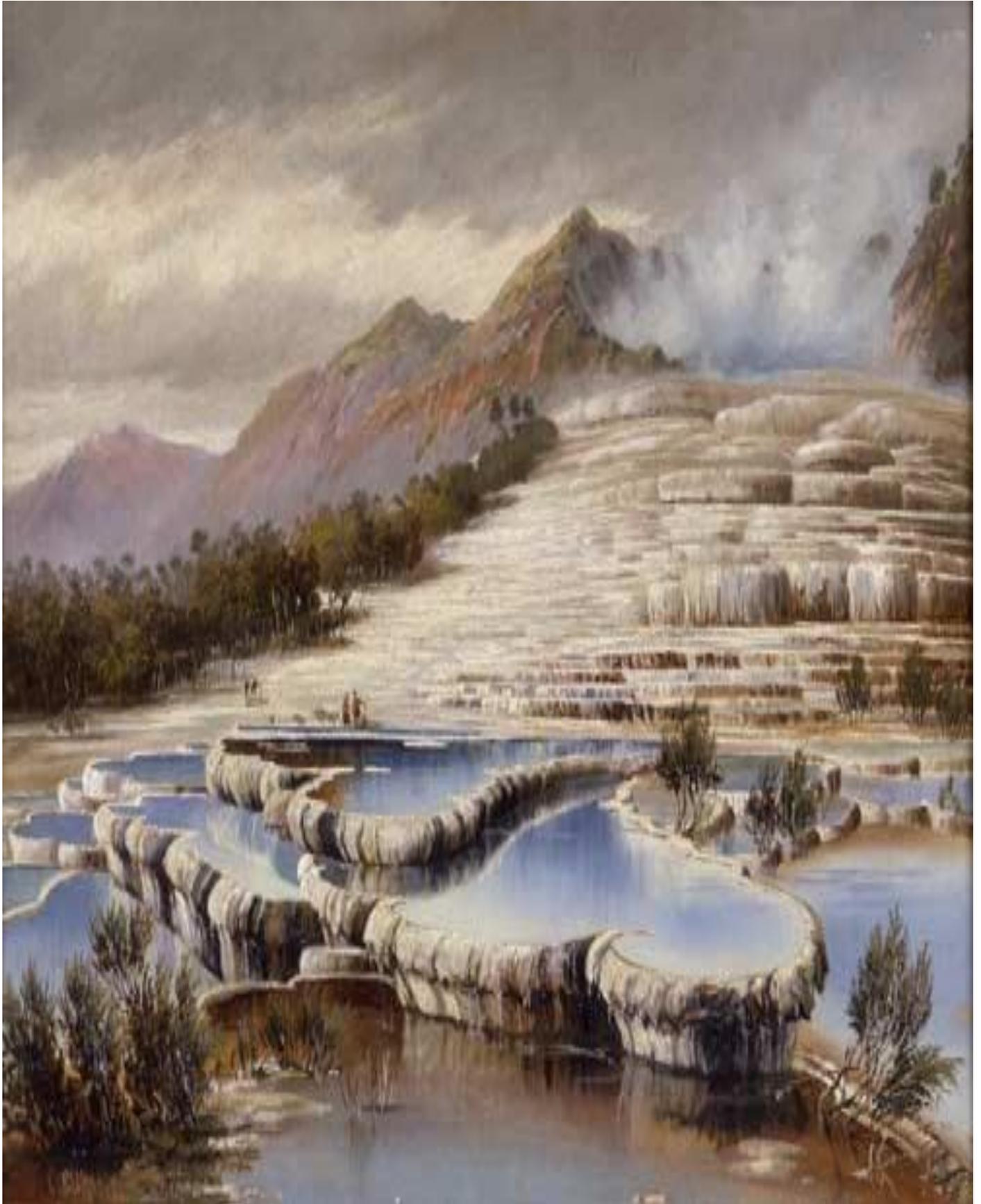


Strategy	Objective	Results / Key Performance Indicators
Social Services and Support Strategy & Action Plans	Social services and support that have been identified as needs of high priority for Ngāti Rangitihī at Matatā and elsewhere have been established or enhanced.	<ul style="list-style-type: none"> • Baseline survey completed. • Participatory planning completed. • Programs across all sectors commenced and partnerships forged across rohe. • Matatā-specific program implemented with focus on filling all service gaps.
	The high priority needs of Ngāti Rangitihī kaumātua in social services and support are being met.	<ul style="list-style-type: none"> • Kaumātua committee formed as basis for consultation. • Matatā-specific program implemented with focus on filling all service gaps.
Education and Culture Strategy and Action Plans	To reclaim knowledge of Māori language, values and customary practices.	<ul style="list-style-type: none"> • Program of Tikanga / Kawa wānanga developed and implemented. • Regional Roopu / Taura Here developed and invited to wānanga. • Cradle-to-grave te reo program developed and implemented in Matatā. • Online te reo tool developed and implemented. • Te reo opportunities made available to Regional Roopu / Taura Here. • Kohanga Reo partnership developed. • Scholarship program designed and implemented.
	To reclaim knowledge of Ngāti Rangitihī history and traditions.	<ul style="list-style-type: none"> • Iwi Management Plan defining tikanga of whenua completed. • All Ngāti Rangitihī historical records collected, collated and disseminated to our people.
Environment Issues Strategy and Action Plans	Develop Iwi Land Management plan to articulate to all key stakeholders.	<ul style="list-style-type: none"> • Environment Manager employed. • Iwi Land Management plan completed and consent management system implemented.
	Develop and administer 'best practice' system for consent management and promote to all key stakeholders.	<ul style="list-style-type: none"> • All consultancies, local government bodies are aware that they should consult with Te Mana o Ngāti Rangitihī Trust on all consents within the rohe.
	Develop methodology for management of natural resources / lands within iwi rohe (plans which will serve economic, environment and socio-cultural objectives and at the same time be attractive to local government), which have historically been managed by DOC or local government.	<ul style="list-style-type: none"> • Develop camping ground initiative in at least one camping ground within rohe. • Commence process to establish mātaītai reserves around tribal rohe.

Strategy	Objective	Results / Key Performance Indicators
Iwi and Stakeholder Relationships Strategy and Action Plans	Effective relationships operating with key neighbouring and other iwi.	<ul style="list-style-type: none"> Meetings held with all neighbouring iwi and at least informal Memorandum of Understanding completed.
	Sound relationship with governmental agencies and other organisations that is relevant to Te Mana o Ngāti Rangitihī Trust strategies by December 2010.	<ul style="list-style-type: none"> Formal partnerships with at least two relevant government agencies around social and cultural programs.
	Ngāti Rangitihī and Te Mana o Ngāti Rangitihī Trust are well positioned in key organisations and processes by December 2012.	<ul style="list-style-type: none"> Trustees on board at least two other key decision making bodies.
Communications Strategy and Action Plans	To develop a clear, concise Communications Plan.	<ul style="list-style-type: none"> Comprehensive penetration within iwi with all communications coming out of the Trust. Genuine transparency across all key functions delivered to iwi. Mechanism for collating, responding and acting on feedback developed and implemented.
	To identify a range of stakeholders for communication purposes.	<ul style="list-style-type: none"> Ongoing review and refinement of Stakeholder Relations Plan.
	To utilise modern communications technology to its full capacity.	<ul style="list-style-type: none"> Website functioning as a living communication platform around which all staff are actively contributing.
	To identify opportunities to profile and promote the aspirations of Ngāti Rangitihī.	<ul style="list-style-type: none"> Media plan developed and implemented. Regular stream of positive stories being promoted internally and externally via a variety of mediums.
Organisation Development Strategy and Action Plans	Ngāti Rangitihī iwi is represented by Te Mana o Ngāti Rangitihī Trust as a robust organisation at both governance and management levels, with effective relationships with other iwi and stakeholders.	<ul style="list-style-type: none"> ISO 9000 standards met. Board and Operations teams clear on distinct roles and functioning cohesively in service of the kaupapa. High performing mature staff team delivering on the kaupapa with professionalism. Ownership of kaupapa and position objectives in all key roles. 100% transparency around financial issues.
Financing Strategy and Budget	Sound investment, financial management and accounting arrangement. Policies and practices in place and ongoing by March 2010.	<ul style="list-style-type: none"> Finance policy being applied across organisation. All key staff working to clear budget and taking ownership of financial constraints.
	Investment opportunities identified, assessed with arrangements in place for the first investment by August 2010.	<ul style="list-style-type: none"> Investment adviser designated and regular review of performance carried out.
	Accountability to stakeholders for use of resources and sound financial management.	<ul style="list-style-type: none"> All financial reports accurate and produced by deadline to all key stakeholders.



Governance and Accountability



Governance and Accountability

Post Settlement Governance Entity

Te Mana o Ngāti Rangitihī Trust is a Post Settlement Governance Entity (P.S.G.E.). A P.S.G.E. is an organisation that represents the interests of members of the iwi that are generally setup as Trust holding entities – a Trust which holds assets on behalf of its beneficiaries who are the people of the iwi.

Te Mana o Ngāti Rangitihī Trust is a Common Law Trust, which is a specific type of Trust normally used for a P.S.G.E. Trusts are the best type of entities for safeguarding the assets on behalf of members of the iwi, ensuring accountability back to members of the iwi and promoting good governance.

As a P.S.G.E., Te Mana o Ngāti Rangitihī Trust is bound by three core requirements that provide a framework for the principles of good governance, including:

- 1. We must be representative.** This means that the people of the iwi must be able to participate in the election of the Trust representatives (Board of Trustees).
- 2. We must be transparent.** This means that the people of the iwi must receive regular information on the operations of the Trust including annual accounts and audit reports. Annual General Meetings (AGMs) must also be held.
- 3. We must be accountable.** This means that the duties and obligations of representatives to the people of the iwi must be upheld at all times.

As with any other P.S.G.E Te Mana o Ngāti Rangitihī Trust is governed by our elected representatives or trustees, in accordance with our Trust Deed.

The Trust Deed of Te Mana o Ngāti Rangitihī Trust

The Trust Deed of Te Mana o Ngāti Rangitihī Trust is based on a standard template which complies with the principles of good governance and the Crown's minimum requirements. Each iwi then adds to or adapts the Trust Deed to suit its own unique requirements. A copy of the Trust Deed of Te Mana o Ngāti Rangitihī Trust can be accessed by our website.

Board of Trustees

The Board of Te Mana o Ngāti Rangitihī Trust comprises seven trustees, including the Chair. All seven trustees were elected at an inaugural election of trustees held by the Trust in accordance with its Trust Deed, in September 2009.

The seven trustees have been elected for a maximum period of five years. The Trust Deed stipulates that the effective governance of the Trust is best achieved by the rotation of approximately half the trustees every three years.

The second election will be held in 2012 at which three of the seven trustees will retire by rotation. They will be eligible to stand for re-election. The third election will be held two years later in 2014, when the

remaining four trustees will retire by rotation. The maximum term for any trustee is 10 consecutive years.

Summary of Rotation Policy Six Elections from 2009 to 2022



Board of Trustees



**Dr. Catherine
Moana Dewes
(ONZM)**

*Ngāti Rangitīhi, Te Arawa,
Ngāti Porou*

Dr. Cathy Dewes is a long-time advocate of the Māori language and has been actively involved in various Māori language revitalisation initiatives for more than three decades. Cathy was the first woman to serve on the Te Arawa Māori Trust Board and was involved with advocating a fair settlement for Ngāti Rangitīhi in the CNI Forests Collective Settlement. This year, Cathy was made an Officer of the New Zealand Order of Merit in the 2011 Queen's Birthday Honours and received an Honorary Doctorate from The University of Waikato at Ruamata Marae, Rotorua.

Highlight of the year 2010-2011

He tino pai ki ahau tā Te Mana o Ngāti Rangitīhi tautoko ā pūtea i te DIY Marae.

Expectations for 2011-2012

Kei te hīkaka katoa ahau ki ngā wānanga a Ngāti Rangitīhi kei te whakatūria mai ai a kō ake nei. He rawe ki ahau taku noho ki te taha o tēnā pukenga, o tēnā pukenga o roto o Te Arawa ki te whakariterite - Ko Henare, ko Tame, ko Pep hei mātanga o roto o Ngāti Rangitīhi kei te tohutohu mai kia tika te tere o tēnei waka ki uta. Heoi anō, me aroha mai ki te whakatōroatanga o te timatanga o tēnei kaupapa. Kei te rapu pūtea nui i tētahi atu waahi hei awahina mai.



**Merepeka
Raukawa-Tait**
(Te Arawa)

Merepeka Raukawa-Tait has served community development for over two decades in tourism, small business, forestry, farming, health and education. Merepeka has a passion for developing quality leadership, starting in the home. She is a professional administrator with an interest in central and local politics, environment management and Māori economic and social development. Merepeka is currently an elected member of the Lakes District Health Board, on the Executive of the Rotorua Chamber of Commerce, is a Ministerial Appointee on the Te Arawa Whānau Ora Regional Leadership Group and an Executive member of the Rotorua Social Services Council.

Highlight of the year 2010-2011

My highlight over the past 12 months has been putting the required thinking into, and completing, our Strategic Plan. So many whānau contributed their thoughts, goals and aspirations for Ngāti Rangitīhi's desirable future. It is a privilege for me, at this time, to work with the other trustees to ensure we make the plan a living document. I am convinced a planned approach to our future will see us as a strong, vibrant, well connected iwi.

Expectations for 2011-2012

The coming years will not be easy. Already we are seeing government spending in critical areas being reduced. The global financial crisis does impact on us too. The Trust must ensure our service delivery and resource allocation is effective and used in a co-ordinated manner. I'm sure we will have to reprioritise our work plans from time to time, but our forward movement has started and is gaining more momentum each month. We will be working and putting effort into our comprehensive communications strategy as this is keeping everyone up to date and well informed about the Trust's activities.

Board of Trustees



Harina Warbrick
(Ngāti Rangitihī,
Wharepaia)

Harina Warbrick is Managing Director of He Whetu o te Marama Limited based in Whakatane. He Whetu o te Marama Limited currently holds contracts to Te Wānanga o Aotearoa providing programme management and co-ordination in programme development. Another company that Harina leads deals with foreign and overseas trade. Harina's extensive knowledge and experience in the private business sector adds great value and expertise in her role as a member of the Trust's finance committee.

Highlight of the year 2010-2011

The opportunity for whānau to reconnect with one another and rekindle their relationship with Rangiaohia through the DIY Marae and the Kai Tahī has proved to be invaluable. These types of initiatives are giving iwi members a sense of belonging that many had either forgotten, or in some cases, not had the chance to experience before.

Expectations for 2011-2012

I would like to see this approach expanded to include specific occasions designed to bring our whānau home to join-in in a series of quarterly events, including our planned wānanga, that focus on the celebration and sharing of all things Ngāti Rangitihī. My role within the Board focuses on the financial and investment portfolio. The continued prudent management of this will assist our iwi to continue to grow to its maximum potential.



Graham Pryor
(Ngāti Rangitihī,
Ngāti Awa)

Graham Pryor is an accountant and financial management consultant, and was the managing director of Mai Media Limited for 14 years. Graham is the current Chair of Te Mana o Ngāti Rangitihī Trust and has recently been appointed as the interim Chair (for a period of two months) of Tukiā Group Limited. Graham was one of three negotiators appointed by the CNI Iwi Collective that successfully concluded the CNI Forests Settlement, and continues to represent Ngāti Rangitihī at governance level across a range of local, regional and national bodies.

Highlight of the year 2010-2011

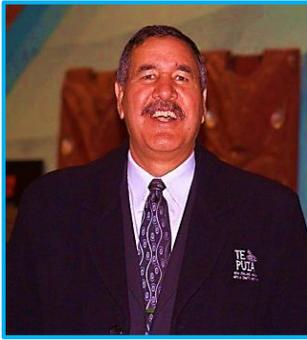
We completed one of our strategic goals in Iwi Development by making a long term commitment to the trustees' of Rangitihī Marae to provide ongoing financial and administrative support to their marae development plans.

With additional financial assistance from several of our land trusts and participation by our whānau in Māori Television's DIY programme, we collectively completed some much needed maintenance and refurbishment of our marae. There is similar mahi required in future to complete this kaupapa.

Expectations for 2011-2012

Development of an operating platform that will serve a complex range of needs for Ngāti Rangitihī for many years into the future.

Board of Trustees



**Kenneth Lawrence
Te Ianga Raureti**
(Ngāti Rangitahi)

Kenneth Raureti is Chairman of the Ruawāhia 2B Trust, which is charged with managing the tribal assets of Ruawāhia and Tarawera maunga. Kenneth is a mediator and business management consultant for his company Raureti Management Services and has a solid career in human resources and employment relations. Kenneth is also a board member of the Māori Arts and Crafts Institute, a member of the Te Arawa Lakes Trust Komiti Whakahaere and a director of CNI Iwi Holdings Limited.

Highlight of the year 2010-2011

The last year has been a year of establishment, set-up and way finding. With that, there have been the challenges, but also the laying of foundations for progress. The dominant landscape of my mahi over the last 12 months has been a combined effort of our mana whenua team, which has centred on research and negotiations. As we navigated the ancestral korero of our tūpuna, the sacred mountains, rivers and whenua, the passion, the connection and the aroha for the land from each of the iwi was evident. It has been a privilege for me to be a part of that team.

Expectations for 2011-2012

The initiatives that I see as most important over the coming years are those that have been identified directly by our people. Those that encourage whanaungatanga, revitalise te reo me ōna tikanga amongst Ngāti Rangitahi, enhance hauora and support healthy lifestyles, provide greater educational opportunities, economic development and employment for our people as well as programs that protect and enhance our whenua, maunga and awa.



Martin Marr
*(Ngāti Rangitahi,
Tūwharetoa)*

Martin Marr is heading into his third year as a trustee on the Rangitahi Marae Trust. With some 25-years' experience in the electricity industry Martin has demonstrated teamwork skills and an understanding of corporate structure. Following on from the March 2011 Rangitahi Marae DIY project Martin himself was responsible for the installation of the copper spouting and new heating systems within our whare tūpuna, Rangiaohia. A high priority for Martin is the ongoing maintenance of our marae, including restructuring the wharekai, Rakauheketara. Martin's other interests include bio-dynamics, permaculture, eco-housing and cheaper energy alternatives.

Highlight of the year 2010-2011

Funding and support provided by Te Mana o Ngāti Rangitahi Trust for the Marae DIY project in March 2011.

Expectations for 2011-2012

I am determined and committed to making sure our marae is fully restored so that it has the necessary facilities to accommodate comfortably our whānau and manuhiri; one which will stand the test of time and that we can all be proud of.

Board of Trustees



**Stephen Tiipene
Perenara Marr**

(Te Arawa, Te Āti Awa)

Tiipene Marr is a long-time environmental advocate with a great passion for the kaitiakitanga and manaakitanga of our lakes, mountains, rivers, lands and coastline issues. Tiipene is the Māori councillor for the Kohi constituency with Environment Bay of Plenty. He is also a Ngāti Rangitahi trustee on the Te Arawa Lakes Trust and a trustee for Tūwharetoa Settlement Trust in Kawerau.

Highlight of the year 2010-2011

The Toi te Kupu Te Reo Māori classes in Matatā are a great start in our efforts to revitalise te reo and tikanga amongst our community and to spread across our wider iwi. The Rangitahi Kai Tahī events also compliment the whanaungatanga and tūtakitanga amongst Ngāti Rangitahi.

Expectations for 2011-2012

I would like to see work opportunities for our rangatahi. The healthy homes project Te Mana o Ngāti Rangitahi Trust is looking into alongside the government department of the E.C.C.A. will prove to be a good start. A long term goal for me is to have a recycling centre for our area and the wider region; which will provide our tamariki and mokopuna knowledge on how to take better care of their environment.

Roll of Honour



Honorary Doctorate

In September 2011, Dr. Cathy Dewes was awarded an Honorary Doctorate from the University of Waikato at Ruamata Marae in Rotorua in front of more than 400 people, including a large delegation from Te Arawa, Ngāti Porou, Māori academics, educationalists and tamariki from Kura Kaupapa Māori throughout Aotearoa.

Left: Waikato University Pro-Vice Chancellor Dr. Linda Smith, Dr. Cathy Dewes and Chancellor Rt. Hon. Jim Bolger.

ONZM

In July 2011, Dr. Cathy Dewes received the Insignia of an Officer of the New Zealand Order of Merit for services to Māori.

Right: Former New Zealand Governor General Sir Anand Satyanand presents the Insignia of an Officer of the New Zealand Order of Merit to Dr. Cathy Dewes at Government House in Auckland, in which 18 others were honoured.



Role of the Trust

Te Mana o Ngāti Rangitahi Trust has a range of roles and responsibilities as defined in Section 3 of the Trust Deed:

- To receive and hold (on trust) and exercise stewardship over Trust assets for the benefit of the present and future members of Ngāti Rangitahi, irrespective of where they may reside and any iwi group or entity established solely for the benefit of ngā uri o Ngāti Rangitahi.
- To receive and hold (on trust) and exercise stewardship over all of the Property to be transferred to Ngāti Rangitahi under the CNI settlement.
- To perform the functions of the governance entity under the CNI settlement.
- To perform its obligations as a shareholder of CNI Iwi Holdings Limited and as a beneficiary of the CNI Iwi Holdings Trust.
- If determined by the iwi of Ngāti Rangitahi, to receive and hold (on trust) any other property, funds, or assets transferred directly or indirectly from the Crown or other bodies for the benefit of Ngāti Rangitahi, including under any comprehensive settlement of Ngāti Rangitahi's historical claims under the Treaty of Waitangi; and
- If determined by the iwi of Ngāti Rangitahi, any other purpose that is considered by the Trust to be beneficial to ngā uri o Ngāti Rangitahi.

The Board of Trustees concentrate on setting policy and strategy and hold regular meetings to monitor progress towards the achievement of those strategic objectives and to ensure that the affairs of Te Mana o Ngāti Rangitahi Trust are being conducted in accordance with the policies.

The Trust has two standing committees:

Finance Committee

The Finance Committee is guided by a Statement of Investment Policy and Objectives. During the year, members of the Finance Committee were Harina Warbrick and Graham Pryor. The committee is supported by Investment Advisors Forsyth Barr.

Mana Whenua Committee

During the year, members of the Mana Whenua Committee were Kenneth Raureti, Tiipene Marr, Graham Pryor as well as Ngāti Rangitahi kaumātua Henare Pryor and Tane Turei.

CNI Iwi Holdings Limited

The Trust appoints two directors to CNI Iwi Holdings Limited. During the year, the two directors were Kenneth Raureti and Graham Pryor.

Tukia Group

The Trust also appoints one director to Tukia Group. During the year, the director representing Ngāti Rangitahi was Graham Pryor.

Conflicts of Interest

Any trustee who is interested or concerned directly or indirectly in any property or undertaking relating to the Trust must disclose the nature and extent of the interest to the other trustees. Each interest a trustee is involved with must be disclosed at each Board meeting, which is then recorded in the minute book of the Trust.

*Te Mana o Ngāti Rangitahi Trust Board
Conflicts of Interest Register*

Name of Board Member	Outside Interest Directorship Trusteeship Appointment	Subsidiary and Associates	Shareholding
Graham Pryor	Trustee Te Mana o Ngāti Rangitahi Trust		Nil
	Trustee Te Runanga o Ngāti Rangitahi		Nil
	Director Te Mana o Ngāti Rangitahi Ltd		Nil
	Director Tukia Group Ltd		Nil
	Pryor & Associates Ltd		50%
	Maitahi Investments Ltd		40%
	Mana Taiao Ltd		50%
	CNII Holdings Ltd (Director)		
	Koura Inc. Ltd		
	Ngāti Raukawa (Consultant)		
	Ngāti Awa (Financial Consultant)		
Chair Tukia (interim period of two months)			
Tipene Marr	Councillor BOPRC		
	Trustee Tūwharetoa (BOP) Settlement Trust		
	Trustee Te Arawa Lakes Trust		
	Trustee Te Runanga o Ngāti Rangitahi		
Kenneth Raureti	Chair Ruawāhia 2B Trust		
	Trustee Kauere Paenoa Tu		
	Trustee Whainoa Raureti Trust		
	Director Raureti Management Services		
	Director CNII Holdings Ltd		
	Trustee NZ Māori Arts & Crafts Institute		
	Trustee Te Arawa Lakes Trust Komiti		
	Whakahaere		
Independent member of Police Disciplinary panel			
Merepeka Raukawa-Tait	Rotorua Social Services (ROSSCO)		
	Rotorua Chamber of Commerce		
	Te Arawa Whānau Ora Regional Leadership Group		
	Lakes District Health Board		
Cathy Dewes	Director Māori Television Services		
	Chair Matawera Kohanga Reo		
	Trustee Te Reo Irirangi o Te Arawa		
	Director Hei Oranga Ohanga Ltd		
	Employee Te KKM o Ruamata		
	Trustee Whainoa Raureti Trust		
	Trustee Te Runanga o Ngāti Rangitahi		
Trustee Te Runanganui o Te Arawa			
Harina Warbrick	Director He Whetu o te Marama Ltd		
	Contractor Te Wānanga o Aotearoa		
Martin Marr	Trustee / Treasurer Rangitahi Marae		

Strategic Direction – Te Huarahi Anamata
2009 - 2014



...panuku. Hui e Toiā e al Un...

Strategic Direction - Te Huarahi Anamata

This section outlines the strategic direction for Te Mana o Ngāti Rangitahi Trust over the five years from 2009-2014 as it sets out to represent the interests and priorities of Ngāti Rangitahi.

The Trust Strategic Plan for Te Mana o Ngāti Rangitahi Trust sets out the long-term objectives and strategic priorities for the Trust. These strategic priorities fall within the scope of work outlined by the Trust Deed.

These strategic priorities are reviewed on a yearly basis by the Board and will be tested for validity by the results of the Iwi wide consultation.

Kaupapa / Mission

Kia tū ora ai a Ngāti Rangitahi i runga i tōna ake rangiratanga mō ake tonu atu

To enable Ngāti Rangitahi to flourish in perpetuity supported by their unique self-determining capabilities

Ngā tikanga / Guiding principles

- He aroha ki te iwi
We genuinely care about the people of Ngāti Rangitahi
- He ahu whakamua, he rākei whenua, he manaaki hua
Progressive and forward thinking, yet sustainable in our approach
- Kia mauri ora a Ngāti Rangitahi
For the well-being and life-force of Ngāti Rangitahi
- Kia mau tonu te whenua
Holding onto our lands and resources for our economic livelihood
- Kia pono, kia tika, kia pūmau
Openness, honesty, integrity and steadfast in all that we do
- He mahi ngātahi i runga i te whakaaro kotahi
Working with purpose and in unity

Ngā Whāinga / Objectives

- **Stewardship** over the Trust funds – including monies from the CNI and comprehensive Treaty of Waitangi settlements – for the benefit of Ngāti Rangitahi iwi
- The **mana** of Ngāti Rangitahi is upheld, developed and recognised
- The **resources** of Ngāti Rangitahi are identified and optimised

- The **survival and growth** of Ngāti Rangitahi is enabled, including its cultural, economic, social, spiritual, environmental and political survival and growth
- The **whānau support** networks of Ngāti Rangitahi are developed and maintained
- The **self-reliance** of Ngāti Rangitahi people is enhanced

Key area of focus

Te Mana o Ngāti Rangitahi Trust aspires to realise this kaupapa within the next 10 years with the aim to effect outcomes for Ngāti Rangitahi, by 2014, in the following areas:

- Te Mana o Ngāti Rangitahi
- Treaty of Waitangi Settlements
- Commercial Investment and Business Development
- Social Services and Support
- Cultural Development and Education
- Environmental Issues
- Iwi Development
- Iwi and Stakeholder Relationships
- Communications
- Organisation Development
- Financial Management



Te Mana o Ngāti Rangitahi

The aim is for Ngāti Rangitahi to be a cohesive iwi where members know who they are, what contribution they can make to tribal development, and can take an active role in Ngāti Rangitahi development. The iwi will be represented by a robust organisation at both governance and management levels, with effective relationships with other iwi and stakeholders. Ngāti Rangitahi will have a strong presence in Matatā; the marae will have facilities that Ngāti Rangitahi can be proud of; and Ngāti Rangitahi people will be in positions of influence and leadership at local, regional and national levels that they will utilise for the benefit of Ngāti Rangitahi and other people.

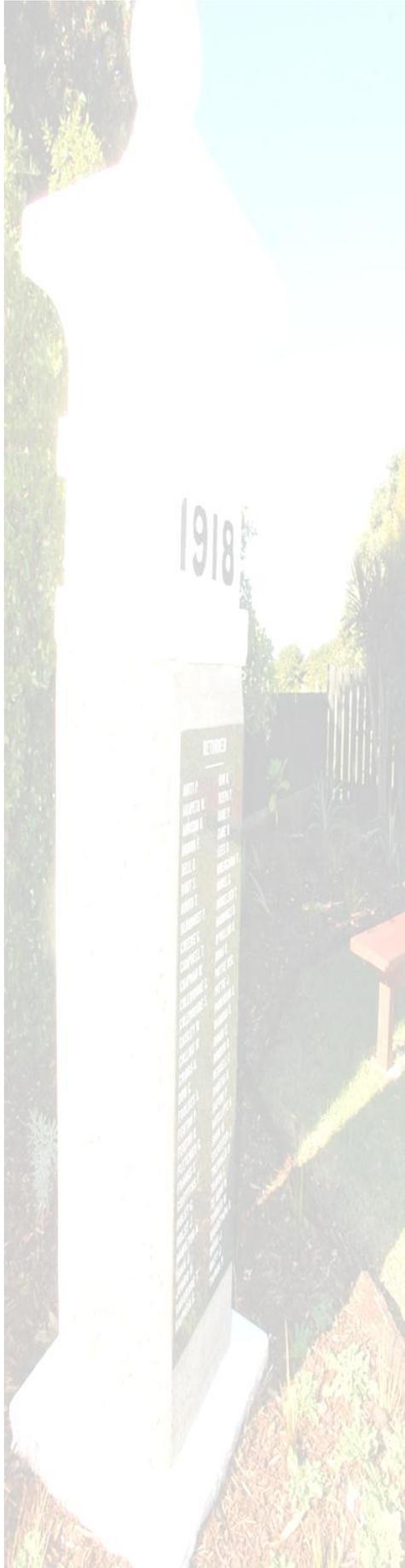
Treaty of Waitangi Settlements

The Trust will continue to work towards the realisation and confirmation of the enduring authority of Ngāti Rangitahi over its tribal estate including land, mountains, rivers and other resources. Ultimately, the Trust will continue to represent Ngāti Rangitahi throughout the CNI Iwi Holdings mana whenua process. The key priority at this time is to secure a unanimous agreement between the eight CNI iwi to holding Kaingaroa forests land in collective iwi title. By March 2012, the Trust will be seeking mandate from the iwi to pursue the comprehensive treaty claim with the Crown, with final settlement planned by June 2014.

Commercial Investment and Business Development

The Trust recognises the need to make the most of commercial investment and business development opportunities. This will provide a strong economic base for Ngāti Rangitahi as well as delivering a fair return to apply to other initiatives such as social services and cultural development. Initial major investments as well as business development resources and opportunities will be assessed and at least one area of business development will be underway by December 2011. Opportunities for improving the economy of operation of Ngāti Rangitahi entities will also be investigated.





Social Services and Support

Te Mana o Ngāti Rangitahi Trust will promote Ngāti Rangitahi to live as strong, vibrant, healthy whānau and iwi, and reclaim 'Ngāti Rangitihitanga' to form the basis for social services development. As such, the Trust will ensure a set of social programs which meet the stated priorities of our people. A comprehensive social services needs analysis that includes a socio-economic survey and wider participatory planning exercise was conducted during the year, and will be completed by February 2012. The Trust has also secured funding for the successful planning of five Whānau Ora plans to be implemented in 2012.

Cultural Development and Education

The Trust will ensure Ngāti Rangitahi iwi have the opportunity to reclaim knowledge of Māori language, values and customary practice as well as Ngāti Rangitahi history and traditions. A range of initiatives are being planned and the trust currently funds and assists in the delivery of Kāinga Kōrerorero and Toi te Kupu. By March 2012 the trust will support and assist a series of Tikanga wānanga. A key priority is providing support to the Kohanga Reo as well as developing a plan for a kura kaupapa Māori within Matatā. Initiatives such as Kōputu Taonga, radio, television and multimedia programmes to reclaim knowledge of Ngāti Rangitahi history and traditions will be funded and planned in 2012.

Environmental Issues

Kaitiakitanga – the protection and preservation of our environment for future generations – is a priority. The Trust aims to be the recognised body for dealing with environmental issues for Ngāti Rangitahi and will position its representatives on key environmental management bodies. An environmental management plan for Ngāti Rangitahi that will provide a platform for the iwi to manage its environmental and cultural resources is to be completed by November 2011. The Trust will address at least one key environmental issue for Ngāti Rangitahi by the end of 2011, and another by December 2012.

Iwi Development

Supporting iwi development projects is a high priority for the Trust so that the mana of Ngāti Rangitahi iwi is upheld, developed and recognised. An important initiative undertaken during the 2010-2011 period was funding support for the Marae DIY project with a commitment to provide further resource development support for the upgrade of the wharekai facilities in 2012. Another key initiative the Trust has implemented to date is the Rangitahi Kai Tahī series, which serves as an opportunity for whakawhanaungatanga and whakakotahitanga amongst whānau, particularly our ahi kā. Another key priority for the Trust this year and going forward is the establishment of Taura Here or regional Ngāti Rangitahi roopu around Aotearoa and globally.

Iwi and Stakeholder Relationships

A key strategic priority for the Trust is to build effective relationships with key neighbouring iwi and stakeholders as well as forging sound linkages with governmental agencies and other organisations that are relevant to the Trust's strategies. The primary focus is for the mana of Ngāti Rangitahi to be upheld, developed and recognised. As an organisation the Trust continues to develop the necessary capacity to act as an effective support mechanism for a range of stakeholders within our iwi.

Communications

The Trust aspires toward Ngāti Rangitahi and all of its key stakeholders having confidence in the Trust to inform, communicate and engage with Ngāti Rangitahi on all matters relevant to their positive growth as an iwi. Communications plans, policies and procedures have evolved and developed as a result of the growth of the organisation and the iwi register. The Trust website has been revamped and a new brand and brand policy implemented to ensure the Trust attains the professionalism it seeks. The Trust will continue to pursue television, radio, print and multimedia mediums to further inform and promote the aspirations of Ngāti Rangitahi people.





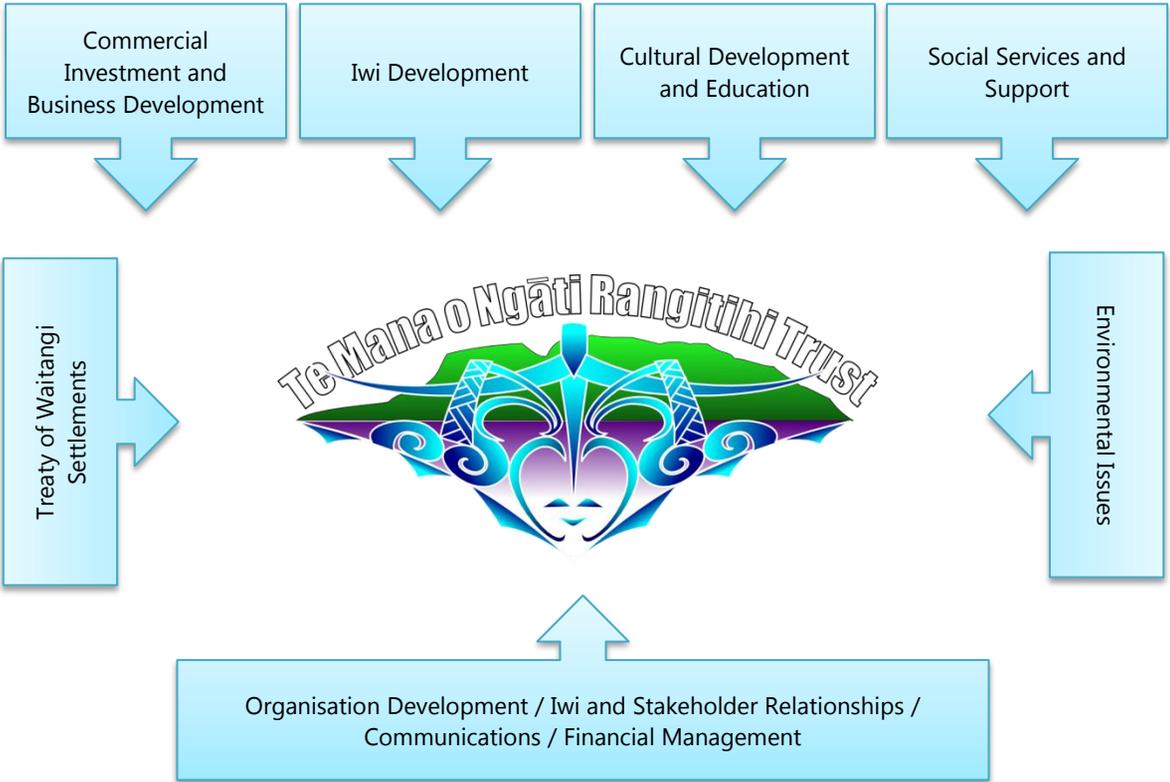
Organisation Development

The goal is to achieve a robust organisation that is strong in both management and governance. The Board has invested in a high quality operating and fully functional organisational structure where core plans, systems, budgets, policies and procedures have been implemented. A strategic priority is to develop both the resources which the Trust currently holds and those to come in future in a manner that will benefit our people.

Financial Management

The Trust will undertake prudent financial management that protects and grows the assets and this includes sound investment, financial management and accounting arrangement, policies and practices. The Trust will ensure accountability to stakeholders for the use of resources and sound financial management.

Te Mana o Ngāti Rangitīhi Trust Strategies



Operating Report



Operating Report

This section outlines the activities of Te Mana o Ngāti Rangitihī Trust during the 2010 to 2011 period.

Treaty of Waitangi Settlements

At the core of the Trust's Treaty of Waitangi Settlements portfolio during the period under review are the conclusion of the CNI Mana Whenua process, the Ngāti Rangitihī comprehensive Treaty settlement and Ngāti Rangitihī Fisheries.

The resolution of the Mana Whenua process as part of the CNI settlement continues to be a major focus for the Trust as we, alongside the other iwi of the CNI iwi collective, determine how to progress beyond the 30 June 2011 deadline we set for ourselves to complete this process. Throughout this period Ngāti Rangitihī retains its MOU with Ngāi Tūhoe and Ngāti Tūwharetoa where we share the view that the Kaingaroa forests land should remain in collective iwi title, and be shared equally, that all Kaingaroa iwi have mana whenua interests, and that the benefits from obligations to Kaingaroa are best served by collective iwi arrangement and economic development.

A Deed of Mandate strategy has been developed by the Trust with support from The Office of Treaty Settlements, to enter into negotiations on behalf of Ngāti Rangitihī for a comprehensive Treaty settlement of all Ngāti Rangitihī claims within its rohe. From March 2012, the Trust will conduct a number of mandate hui around the country to outline the proposed strategy for negotiation and to seek mandate from the uri of Ngāti Rangitihī to proceed.

The Trust has reached another significant milestone this year by obtaining sole mandate via national ballot to apply on behalf of Ngāti Rangitihī to withdraw its fisheries assets held by Te Kotahitanga o Te Arawa Fisheries. Our primary concern is the level of benefits Ngāti Rangitihī is receiving from Te Arawa Fisheries.

During the 2010 financial year and as a result of the Te Arawa Fisheries policy, Ngāti Rangitihī only saw direct financial returns of approximately \$20,000, which was made up of three scholarships and a one-off \$10,000 grant.

From June 2011, Te Mana o Ngāti Rangitihī Trust, on behalf of Ngāti Rangitihī iwi questioned whether Ngāti Rangitihī would be better to withdraw from Te Kotahitanga o Te Arawa Fisheries and manage their taonga directly in partnership with Aotearoa Fisheries Limited.

A Special General Meeting was held by the Trust at Rangitihī Marae in Matatā on 27 August 2011 where the Trust put forward to the iwi reasons as to why withdrawal may be beneficial to Ngāti Rangitihī in the long-term.

To commence withdrawal Te Mana o Ngāti Rangitihī Trust must now adhere to a rigorous withdrawal process set out by the Te Arawa Trust Deed under the Māori Fisheries Act.

Ultimately, to have this Treaty settlement asset returned to Ngāti Rangitihī control would mean we, as Ngāti Rangitihī, will decide how to manage \$3m of fisheries assets for our people and we can assert our mana over our customary and commercial fisheries resources and foreshore and seabed, which will place us one step forward to becoming a self-determining people.





Commercial Investment and Business Development

The Trust currently owns a 16.67 per cent shareholding in Tukia Group Limited, an equal share to those owned by the other CNI Iwi Collective. Tukia holds contracts for the management of the assets held in trust by CNI Iwi Holdings Limited, which include entire land estate of 176,000Ha and the rights to a portfolio of surplus Crown properties negotiated in CNI Forests Collective Settlement.

Tukia also holds management rights over 50 per cent of the Tauhara geothermal field held by Tauhara Land Trusts and hapu groups in Taupō. Contact Energy holds the rights to the other 50 per cent of the geothermal field that is better known as Wairakei, near Taupō. Tauhara/Wairakei is a large field and the value attached to these management rights is

substantial given the RMA

consents have been completed and issued following the efforts of Tukia Group and its partners.

The Trust is also a direct investor in CO2 New Zealand, a company founded by Tukia in partnership with CO2 Australia and Carbon Energy Partners. These entities are involved in establishing carbon sinks, for example forests that are planted with the sole aim of capturing CO2 gases emitted into the atmosphere for which we earn carbon credits that we sell. In its 12 months of operation CO2 New Zealand has been successful in delivering over \$3m of value to its Māori clients, including Ngāti Rangitihī.

During the period under review the Trust explored a range of smaller scale initiatives with certainty to provide employment and job training for Ngāti Rangitihī, and also generate profits that can be fed back into the Trust's social and cultural programmes.

In July 2011 the Trust submitted

an application to The Department of Conservation to form a partnership in the management of the camping grounds within the Ngāti Rangitihī rohe. A decision by DOC is expected to be made by December 2011. The intention is for Ngāti Rangitihī to retrieve its lands and to restore mauri with the aim of providing further employment opportunities for Ngāti Rangitihī people.

Cultural Development and Education

The main focus of this area of our work is the revitalisation of Te Reo Māori within Ngāti Rangitihī homes and the recovery of Ngāti Rangitihī tikanga within our rohe.

An important highlight of the period under review was the development of two Māori language initiatives within Matatā – Toi te Kupu and Kāinga Kōrerorero.

Now into its second series, Toi te Kupu has attracted more



than 70 students to its Matatā-based class which caters to all levels of te reo understanding, focuses strongly on taking te reo out of the classroom and into the home, recreational areas and workplaces – an important feature of the course proving popular amongst many. Both initiatives have proven to be successful in ascertaining the potential for te reo to again become a common language in every Ngāti Rangitihī household.

The Trust is also committed to lending support to Rangitihī Kohanga Reo and will continue to do so whilst carrying on with the discussions and planning around how best to develop a cradle to the grave approach for te reo and tikanga that will include a Kura Kaupapa Māori and the establishment of a wānanga for Te Arawa.

In October 2011, the Trust invited Te Reo Irirangi o Te Arawa (Te Arawa FM) to present a plan to extend its frequency within the Ngāti Rangitihī rohe in Matatā which also led to discussions amongst iwi members and Te Arawa FM on suitable radio programming for Ngāti Rangitihī as a starting point for the establishment of an iwi radio station based in Matatā.

In terms of tikanga, the establishment of a wānanga for Te Arawa and the production of television and film documentaries relevant to Ngāti Rangitihī are underway and discussions with interested parties continue, whilst co-ordinated action plans for specific projects are in development. By early 2012, a



series of tikanga wānanga will commence with the support of key Ngāti Rangitihī kaumātua, kuia and pakeke. A significant amount of progress has been made around the development of Kōputu Taonga – a collection of Ngāti Rangitihī archival materials. The foundation of this initiative is our partnership with Archives New Zealand in

conducting comprehensive research which captures all Ngāti Rangitihī historical records held by various government agencies including Archives NZ, the Māori Land Court minute books and the Alexander Turnbull Library. More than 1000 archival records have been identified and contain important





relevance to Ngāti Rangitihī pre-1940, particularly around Tarawera, Matatā and Kaingaroa. The project will serve as a valuable learning resource for all Ngāti Rangitihī and will be made available through the Trust's website in 2012. In early 2011 the Trust commissioned History Works to carry out a Customary Interests

Research report to provide accurate detail of Ngāti Rangitihī's customary interests that will assist Ngāti Rangitihī in establishing an 'area of interest' in connection with our Treaty settlement negotiations. Written by History Works Director and distinguished historian Bruce Stirling, the report is used as evidence in

the adjudication of allocation of Kaingaroa forest lands as part of the CNI Iwi Holdings Mana Whenua process. The report will be available to all Ngāti Rangitihī iwi members upon conclusion of the mana whenua process.

Iwi Development

This broad portfolio encompasses the Iwi Initiatives Fund, Tautoko Ōtautahi and the Christchurch Earthquake Assistance Fund, the Ngāti Rangitihī registration database and our ongoing support for Rangitihī Marae. The 2011 Marae DIY project was a focal point of success not just for the Trust but for Ngāti Rangitihī whānui. The Trust committed \$75,000 towards the project managed by Rangitihī Marae Trust that involved the upgrade of the Rangiaohia whareniui, the Rangitihī Marae ātea including a refreshed waharoa, as well as a new kaumātua lounge. The Trust is committed to supporting the marae Trust in future priority improvements of the marae facilities.

Tautoko Ōtautahi was another important project for the Trust this year. The purpose was to support our Ngāti Rangitihī iwi members affected by the devastating February 22 2011 Christchurch Earthquake. The project included a Christchurch Earthquake Assistance Fund, where a total of 31 grants to a value of \$20,500 were distributed to iwi members who had applied for either a hardship or a relocation grant. A key objective of the project was to demonstrate the Trust's commitment to supporting our



Ngāti Rangitīhi iwi members in greatest need, wherever they may reside.

Another area in development is the formation of regional roopu, or Taura Here. The Trust has been proactive throughout the year in meeting with several key members of Ngāti Rangitīhi living outside our tribal rohe, to instigate the formation of Taura Here that the Trust will continue to support in perpetuity. The aim is to provide a platform for our iwi members to reconnect to their papa kāinga and to build structure and support around effective initiatives identified by our people who live away from home.

The Iwi Initiatives Fund has been designed to support activities that promote the growth and well-being of Ngāti Rangitīhi. In the end, we want Ngāti Rangitīhi to take pride in who they are as Ngāti Rangitīhi and to have knowledge of their 'Rangitīhitanga'. We also wish to lend support to our iwi members to excel in business, sport, cultural activities and everyday life as well as those Ngāti Rangitīhi people in positions of influence and leadership at local, regional and national levels that they can utilise for the benefit of all Ngāti Rangitīhi.

The Iwi Initiatives Fund is open to individuals or groups who are leading or participating in activities which demonstrate a clear commitment to the service, promotion, growth and well-being of Ngāti Rangitīhi. Full details can be found on our website.



\$75,000

provided by the Trust for the completion of the Marae DIY project in March 2011

\$20,500

distributed via **31** grants to support Ngāti Rangitīhi iwi members in Christchurch

\$1,500

total value of iwi initiative grants approved in 2011 to support Ngāti Rangitīhi initiatives

\$400

donated to Rangitīhi Kohanga Reo through 2011 Rangitīhi Kai Tahī series.

Iwi and Stakeholder Relationships

Te Mana o Ngāti Rangitīhi Trust continues to maintain its historical relationships with the Whakatane District Council, Bay of Plenty Regional Council, Carter Holt Harvey and Norske Skog. Both the Board and Operations team have also been proactive over the past year in developing new professional relationships with key stakeholders and potential partners including the Ministry of Health, the Department of Building and Housing, Waiariki Institute of Technology, Rotorua District Council, Te Runanga o Ngāi Tahu, Tūhoe

Establishment Trust, Ministry of Social Development, Housing New Zealand, EECA, Ministry of Economic Development, Ministry of Health and Te Puni Kōkiri. In all cases, senior level relationships have been developed and we have taken the opportunity to highlight our rohe, sites of significance and something of our proud history. These relationships along with those developed with Ministers Parata, Sharples, Ryall and Flavell provide an excellent platform for the development of meaningful partnerships around social and cultural programs for our people into the future.



The Trust will implement a plan for consultation with surrounding iwi, with initial consultations having taken place before 30 June 2012.

Social Services and Support

Our aim is to ensure a set of social, cultural supports/ initiatives which meet the stated needs of our people. Therefore, a comprehensive socio-economic, cultural survey has been completed in conjunction with a wider participatory planning exercise that will ultimately determine a collective vision for the future of Ngāti Rangitihī whānui by involving as many Ngāti Rangitihī whānau as possible in the future planning and development of the iwi.

The project will conclude by December 2011, with the first set of initiatives rolling out from May 2012.

In the interim several initiatives based on a clear, stated need are in various stages of implementation. Those initiatives which have entered planning stages include a Mirimiri initiative, a healthy lifestyles initiative and a Kaumātua support initiative.

We are investigating the validity of establishing a satellite office for support services for our people based in and around Rotorua.

The Trust has secured NZ\$25,000 in funding through the Whānau Integration, Innovation and Engagement Fund (WIIE Fund) to assist Ngāti Rangitihī whānau in developing five sets of Whānau Ora plans.

The Trust will commence a social service mapping exercise by December 2011 designed to identify services. It is designed in the first place to determine service gaps and to implement mechanisms (both web and

community based) for highlighting services available and providing concrete support for accessing.

As part of its Programme of Action the Trust will foster the confidence and deliver the necessary support to ensure passionate Ngāti Rangitihī individuals are given the opportunity to develop initiatives which serve not only their whānau, but their iwi and the wider Ngāti Rangitihī community. In addition, the Trust will identify effective initiatives and individuals around which to build structure and support, and will also provide the protection and support for Ngāti Rangitihī individuals and whānau to 'emerge' in serving their iwi and their community.



Communications

Given the rapidly expanding scope of work along with the growth of the database, the requirements of the communication function has increased significantly in a short space of time. Our commitment then to communicating with and gaining feedback from our people has been reflected by an urgent approach to developing the necessary communications policy and tools.

During this period the Trust conducted a series of hui-ā-iwi across Aotearoa to inform, engage and communicate the Trust's activities to our iwi members. A key component to our communications is kōrero kanohi ki te kanohi, which is conducted at both governance and operational levels. Our staff continue to engage heavily at community level, particularly within the Matatā rohe and plans to further extend our approach to Taura Here is in progress.

Taura Here has also highlighted the value of the Trust's website and social media sites. Tribal members and affiliate iwi now regularly communicate via these tools, however further developments will be made in the coming year.

Our print publications have been smartened up to ensure transparency and accountability to our iwi members. The advent of Te Pūrongo – a regular update from CEO Nick Alexander and Kawerongo – our quarterly newsletter – are an effective method of communicating to our registered members and key stakeholders.

The development of our social media tools continues as we look towards consolidating much of our work online to not only help keep costs down, but for effective engagement with our iwi members in Aotearoa and overseas.

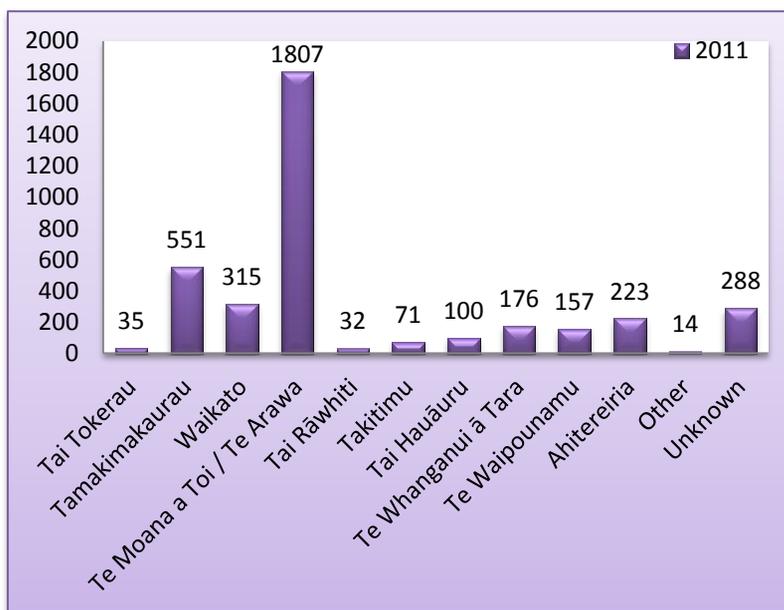
Environmental Issues

An iwi environment management plan has been completed in partnership with the BOP Regional Council and BOFFA Miskell. This will provide a platform for managing Ngāti Rangitihi environmental and cultural resources. It will also serve to define the framework for assessing consent applications and district, regional, national plans. Much of this work has been collating historical and contemporary information regarding places and areas of significance and customary resource areas, identifying their location and key issues for Ngāti Rangitihi people.

Extensive consultation has occurred with many interested parties including local fishermen, hunters and Ngāti Rangitihi iwi members. The final report will be presented to the iwi by December 2011.

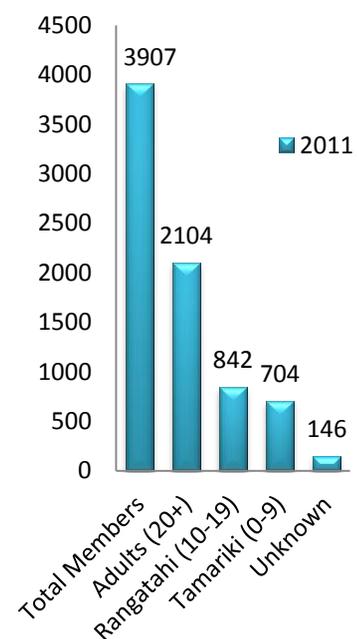
Member populations by geographic location

(As at 1 October 2011)



Te Mana o Ngāti Rangitihi Tribal Database

(As at 1 October 2011)



Financial Management

Establishment activities in this area have focused on robust and efficient budgeting, accounting, audit and financial reporting processes and systems as well as the provision of accurate and timely information.

We continue to explore a range of investment plans that will grow and safeguard the pūtea gained through the CNI Forests Iwi Collective Settlement. In alignment with our kaupapa, the Board has developed an investment policy and we have selected investment banking company Forsyth Barr via procurement process to manage the Trust's financial investments in line with this policy. A finance policy has also been developed to ensure accountability to our stakeholders for the use of all resources and sound financial management is being successfully applied within the Trust's financial operations. Audit, Tax and Advisory firm KPMG is responsible for carrying the yearly audit of the Trust's financial accounts / systems.

Organisation Development

From an operational standpoint the 2011 financial year has been focused on achieving development and outcomes in the priority areas identified in our five-year strategic plan. A number of important milestones in this area were reached including the appointment of our first CEO Nick Alexander, who has brought a wealth of skill,

experience and core values to facilitate the development of a set of operating plans, budgets, policies and the Human resources necessary to deliver on the Trust kaupapa.

Our Board has also invested in a high quality operating platform that can stand the test of time, and one that ensures Ngāti Rangitihi can flourish in perpetuity supported by their unique self-determining capabilities. As a result, the organisation itself has grown rapidly during this period. As at 1 October 2011 the Trust employs four full-time staff members; nine fixed term employees (including part-time and contract employees); one internal secondment; and one external secondment.

A range of policies and procedures are being applied effectively to all areas of our work and several key projects designed to improve operational efficiencies and reduce costs have been achieved; these included the acquisition of a Customer Relationship Management system (CRM), an upgrade of our phone systems, and an extensive review of the database process and procedures.

Professional development training and support is a priority for the Trust at both operation and governance levels. Staff members have undertaken time management training and board members continue to receive governance support. A highlight this year was the completion of an Office Tikanga or Code of Conduct by our staff members that fosters good team work and effective

outputs.

Te Mana o Ngāti Rangitihi Trust has a continuous focus on maintaining and developing capability, ensuring we deliver optimal performance and can respond to both present and future challenges.

3907

Total registered members

28.2 years

Average age of all registered members

51%

Female Members

49%

Male Members



Ngā kaimahi / Staff members



Nick Alexander
Chief Executive Officer



Fay Rawson
Project Manager: Treaty
Settlements



Toma Mason
Researcher – Kōputu Taonga



Krishna Smith
Te Reo Tutor – Toi te Kupu



Erana Leaf
Project Coordinator



Oriini Tipene-Leach
Communications Manager



Jeananne Ward
Contract - Financial
Accountant



Mere Butler
Community Engagement



Stephanie Johnson
Contract - HR / Quality
Assurance Advisor



Tanira Raureti
Office Manager /
Database



Dougal Stewart
Contract - Project
Management



Lee Warbrick
Resource Development



Rukuwai Daniels
Te Reo Tutor – Kāinga Kōrerorero



Antoine Coffin
Contract – Iwi
Environment
Management Plan

Financial Statements





Independent Auditor's Report

To the Trustees of Te Mana o Ngāti Rangitahi Trust

Report on the Trust and Group Financial Statements

We have audited the accompanying financial statements of Te Mana o Ngāti Rangitahi Trust ("the Trust") and the group, comprising the Trust and its subsidiary, on pages 4 to 12. The financial statements comprise the statements of financial position as at 30 June 2011, the statements of financial performance and changes in Trust funds for the year then ended, and a summary of significant accounting policies and other explanatory information, for both the Trust and the group.

Trustees' responsibility for the Trust and group financial statements

The trustees' are responsible for the preparation of Trust and group financial statements in accordance with generally accepted accounting practice in New Zealand that give a true and fair view of the matters to which they relate, and for such internal control as the trustees' determine is necessary to enable the preparation of Trust and group financial statements that are free from material misstatement whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these Trust and group financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Trust and group financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Trust and group financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Trust and group's preparation of the financial statements that give a true and fair view of the matters to which they relate in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust and group's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Trust and group.

Opinion

In our opinion the financial statements on pages 4 to 12:

- comply with generally accepted accounting practice in New Zealand;
- give a true and fair view of the financial position of the Trust and the group as at 30 June 2011 and of the financial performance of the Trust and the group for the year then ended.

Other matter

The financial statements of Te Mana o Ngāti Rangitahi Trust and the group, for the year ended 30 June 2010, were audited by another auditor who expressed an unmodified opinion on those statements on 1 October 2010.

21 October 2011
Hamilton



Te Mana o Ngāti Rangitīhi Trust Group Accounts

Financial Statements for the year ending 30 June 2011

STATEMENT OF FINANCIAL PERFORMANCE

	Note	GROUP		PARENT	
		2011	2010	2011	2010
Income					
Funding Income received		82,296	-	82,296	-
Interest Received		484,145	399,546	483,430.82	399,546
Donations Received		60	-	-	-
Non Assessable income – CNI			9,233,329		9,233,329
Iwi Holdings Ltd		330,151	421,458	330,151	421,458
Trust Distributions Received					
		896,652	10,054,333	895,878	10,054,333
Mana Whenua					
Funding income	2	44,444	71,111	44,444	71,111
Less Expenses		72,716	47,529	72,716	47,529
Net Mana Whenua (Deficit)/Surplus		(28,271)	23,582	(28,271)	23,582
Net Income		868,380	10,077,915	867,606	10,077,915
Less Establishment Costs		-	43,034	-	43,034
Less Expenses					
Accountancy Fees		37,691	7,000	37,691	7,000
Administration & Office Support		55,229	-	55,229	-
Audit Fees		5,000	3,200	5,000	3,200
Christchurch Earthquake Grant		10,000	-	-	-
Consultancy Expenses		86,439	23,465	86,439	23,465
Consultancy Fees – Executive		71,500	44,000	71,500	44,000
Depreciation		12,569	252	12,569	252
DIY Marae Makeover		71,889	-	71,889	-
Interest Expense		634	-	634	-
Legal Expenses		6,021	1,927	6,021	1,927
Meeting Fees – Trustees		15,600	-	15,600	-
Other Expenses		75,931	27,510	75,931	27,510
Portfolio Service Fees		18,298	-	18,298	-
Rent		15,000	6,250	15,000	6,250
Resources – Te Reo		36,244	-	36,244	-
Sponsorship		1,956	-	1,956	-
Travel		50,241	-	50,241	-
Trustee Fees – Public Trust			48,800		48,800
Trustees Fees		121,000	90,750	121,000	90,750
Wages		175,754	15,760	175,754	15,760
TOTAL Expenses		866,996	268,914	856,996	268,914
Surplus before Income Tax		1,384	9,765,967	10,610	9,765,967
Income Tax Expense	4	(75,485)	179,137	(75,624)	179,137
Net Surplus		76,870	9,586,830	86,234	9,586,830



Te Mana o Ngāti Rangitahi Trust Group Accounts

Financial Statements for the year ending 30 June 2011

STATEMENT OF CHANGES IN TRUST FUNDS

Note	GROUP		PARENT	
	2011	2010	2011	2010
Revenue and Revaluations				
Net Surplus	76,870	9,586,830	86,234	9,586,830
Total Revenue and Revaluations	76,870	9,586,830	86,234	9,586,830
Contributions and Distributions				
Contributions	-	-	-	-
Distributions	-	-	(100,000)	-
Transfer Funds at the beginning of the Period	9,586,830	-	9,586,830	-
Trust Funds at the End of the Period	9,663,700	9,586,830	9,573,065	9,586,830



Te Mana o Ngāti Rangitahi Trust Group Accounts

Financial Statements for the year ending 30 June 2011

STATEMENT OF FINANCIAL POSITION

Note	GROUP		PARENT		
	2011	2010	2011	2010	
Current Assets					
Cash and Bank	3	325,792	1,997,375	225,314	1,997,375
Westpac Term Deposits		4,427,311	4,020,953	4,427,311	4,020,953
Accounts Receivable		14,758	40,000	14,758	40,000
Accrued Income		70,017	46,827	70,017	46,827
Income Tax Receivable	5	78,818	48,124	78,722	48,124
GST Receivable		19,265	15,646	19,265	15,646
Te Mana o Ngāti Rangitahi Charitable Trust		-	-	9,940	-
Tukia Group Ltd		70,000	550,990	70,000	550,990
Total Current Assets		5,005,963	6,719,915	4,915,328	6,719,915
Current Liabilities					
ANZ Bank		-	37	-	37
Accounts Payable		115,736	51,502	115,736	51,502
Total Current Liabilities		115,736	51,539	115,736	51,539
Working Capital		4,890,227	6,668,376	4,799,592	6,668,376
Non Current Assets					
Property Plant and Equipment	6	48,552	3,858	48,552	3,858
Westpac Portfolio investments	7	4,173,921	2,914,586	4,173,921	2,914,586
Shares in Tukia Group Ltd	8	551,000	10	551,000	10
		4,773,473	2,918,454	4,773,473	2,918,454
Net Assets		9,663,700	9,586,830	9,573,065	9,586,830
Trust Funds					
		9,663,700	9,586,830	9,573,065	9,586,830
		9,663,700	9,586,830	9,573,065	9,586,830

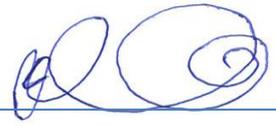


 Graham Pryor

Trustee

20.10.11

 Date



 Harina Warbrick

Trustee

20.10.11

 Date



Te Mana o Ngāti Rangitahi Trust Group Accounts

Financial Statements for the year ending 30 June 2011

BOARD OF TRUSTEES PAYMENTS

Payments to Board Members under the Trust Deed

Under the Trust Deed clause 8.9, there is a provision for the payment of remuneration to the trustees. This includes reasonable remuneration for the trustees, Chairperson and Deputy Chair to be paid out of the Trust Fund; such remuneration may be prescribed and approved in the form of a meeting fee or as a total amount payable per annum; and to receive full reimbursement of all expense properly authorised and incurred by that trustee in conducting their duties as a trustee.

Board Members	Meetings Attended 2011	Trustee Fees	Other Meeting Fees	Other Payments	Total
Graham Pryor (Chair)	8	25,000	9,000	21,971	55,971
Cathy Dewes	6	16,000	-	-	16,000
Harina Warbrick	8	16,000	1,200	2,900	20,100
Kenneth Lawrence Te Ianga Raureti	7	16,000	-	353	16,353
Martin Marr	6	16,000	5,400	6,391	27,791
Merepeka Raukawa- Tait	5	16,000	-	103	16,103
Stephen Tiipene	6	16,000	-	828	16,828
Perenara Marr	6	16,000	-	828	16,828
		\$ 121,000	\$ 15,600	\$ 32,546	\$ 169,145



1. Statement of Accounting Policies

Reporting Entity

Separate financial statements for the Te Mana o Ngāti Rangitihī Trust ("the Trust") and consolidated financial statements are presented. The consolidated financial statements of the Trust as at and for the year ended 30 June 2011 comprise the Trust and its subsidiary Te Mana o Ngāti Rangitihī Charitable Trust (together referred to as the "Group"). The financial statements are general purpose statements which have been prepared according to Generally Accepted Accounting Practice in New Zealand (NZ GAAP).

Statement of Compliance and Basis of Preparation

The Trust qualifies for differential reporting as it is not publicly accountable and there is no separation between the owners and the governing body. The Trust has taken advantage of available differential reporting exemptions, other than FRS9 where the Trust has detailed full disclosure of information in the Statement of Financial Performance.

The accounting principles recognised as appropriate for the measure and reporting of the financial performance and financial position on a historical cost basis are followed by the Trust. The information is presented in New Zealand dollars.

Specific Accounting Policies

The following specific accounting policies which materially affect the measurement of the Financial Performance and Financial position have been applied:

- (a) Revenue
Revenue is recognised when earned and is reported in the financial period to which it relates.
- (b) Receivables
Receivables are recognised at estimated realisable value.
- (c) Plant Property and Equipment
Property, plant and Equipment are recognised at cost less aggregate depreciation. Depreciation has been calculated using the maximum rates permitted by the income tax Act 2007. Gains and losses on disposal of fixed assets are taken into account in determining the operating result for the year.

Plant & Equipment	30% DV
Furniture & fittings	13.0% – 15.6% DV
Motor Vehicles	30.0% - 50.0% DV
- (d) Income Tax
The income tax expense recognised in the Statement of Financial Performance is the estimated income tax payable in the current year, adjusted for any differences between the estimated and actual income tax payable in prior years.
- (e) Investments
Investments are stated at cost.
- (f) Goods and Services Taxation (GST)
Revenues and expenses have been recognised in the financial statements exclusive of GST except that irrecoverable GST input tax has been recognised in association with the expense to which it relates. All items in the Statement of Financial Position are stated exclusive of GST except for receivables and payables which are stated inclusive of GST.
- (g) Principles of Consolidation
Subsidiaries are those entities controlled, directly or indirectly, by the Group. The financial statements of subsidiaries are included in the consolidated financial statements using the purchase method of consolidation. The effects of intra-group transactions are eliminated in preparing the consolidated financial statements.



2. Government Grant

A grant has been received, via the CNI Iwi Holding Trust, from the Government to contribute toward the cost of participating in the Mana Whenua process. A total of \$44,444 (2010: 71,111) has been recorded in these financial statements. These funds have only been used for the purpose of completing the mana whenua process.

3. Cash and Bank

	GROUP		PARENT	
	2011	2010	2011	2010
Current Assets				
ANZ Bank	97,215		97,215	
ANZ ChCh Appeal Account	20,137	-	20,137	-
Westpac Bank	13,244	441,014	13,244	441,014
BNZ Bank	8	7	8	7
Westpac Bond Portfolio Cash Account	94,191	1,556,354	94,191	1,556,354
Petty Cash	519	-	519	-
Westpac Business Online Saver	100,479	-	-	-
Total Current Assets	325,792	1,997,375	225,314	1,997,375

4. Tax Reconciliation

	GROUP		PARENT	
	2011	2010	2011	2010
Opening Surplus before Income Tax	1,384	9,765,967	10,610	9,765,967
Plus				
Gross Distributions from Maori Authority	410,125		410,125	
Non-Deductible Expenses	17,608	10,200	7,608	10,200
Less				
Non Assessable income	-	9,233,329	-	9,233,329
Trust Distributions from Maori Authority	330,151		330,151	
Donation	60		-	
Timing Differences – Non Deductible Expenses	10,200		10,200	
Total Taxable Income	88,707	542,838	87,992	542,838
Taxable Expense at 19.5% (2010 33%)	17,298	179,137	17,159	179,137
Less Over provision in Previous Year	92,783		92,783	
Total Tax Expense	(75,485)	179,137	(75,624)	179,137

5. Income Tax

	GROUP		PARENT	
	2011	2010	2011	2010
Opening Balance	(48,124)	-	(48,124)	-
Plus				
Provision for Taxation	17,298	179,136	17,159	179,136
Refund Received	140,907	-	140,907	-
Non Assessable income	158,205	179,136	158,065	179,136
Less				
Maori Tax Credits		82,184		82,184
RWT paid	96,116	145,076	95,880	145,076
Over Provision in Previous Year	92,783	-	92,783	-
	188,899	227,260	188,663	227,260
Total Tax Expense	(78,818)	(48,124)	(78,722)	(48,124)



6. Property Plant & Equipment

	Cost	Depreciation Charged	Accumulated Depreciation	Closing book value
	\$	\$	\$	\$
Property Plant & Equipment 2011				
Plant & Equipment	33,223	7,209	7,444	25,779
Furniture & Fittings	2,472	224	241	2,231
Motor Vehicles	25,678	5,136	5,136	20,543
Income Tax (Receivable)	61,373	12,569	12,821	48,552

	Cost	Depreciation Charged	Accumulated Depreciation	Closing book value
	\$	\$	\$	\$
Property Plant & Equipment 2010				
Plant & Equipment	3,474	235	235	3,239
Furniture & Fittings	636	17	17	619
Income Tax (Receivable)	4,110	252	252	3,858

7. Westpac Portfolio Investments

	2011	2010
ANZ National Bonds \$400,00 @ 17.16% mat 16/6/2011	401,062	406,094
Auckland City Council Bonds \$200,000 @ 6.28% mat 24/3/2015	202,424	203,073
Auckland City Council Fixed Rate Bonds \$200,000 @ 6.52% mat 29/9/2017	200,000	-
Contact Energy Ltd bonds \$200,000 @ 8% mat 15/5/2014	207,659	210,321
Fonterra Co-Op Group Ltd \$400,000 @ 6.83% mat 4/3/2016	406,927	408,407
Goodman+Bonds Senior Sec Bonds \$420,000 @ 7.75% mat 28/9/2017	427,540	429,438
Powerco Guaranteed Bonds \$400,000 @ 6.74% mat 28/9/2017	387,709	385,743
Powerco Ltd \$200,000 @ 6.39% mat 29/3/2013	199,493	199,203
TCNZ finance Ltd telebond \$80,000 @ 8.65% mat 15/6/2015	84,914	-
Transpowers Finance Ltd Notes \$200,000 @ 6.59% mat 15/2/2017	204,230	204,980
Transpower Ltd Tranche A Sr Bonds \$450,000 @ 7.60% mat 15/12/2014	463,371	-
Westpac NZ Ltd Notes \$450,000 @ 7.05% mat 28/11/2013	462,255	467,327
Works finance Ltd \$220,000 @ 9.65% mat 15/6/2009	226,337	-
Z Energy Ltd \$300,000 @ 7.35% mat 15/10/2016	300,000	-
Total Westpac Portfolio Investments	4,173,921	2,914,586

The Westpac portfolio Investments has a market value at balance date of \$4,328,493.



8. Shares in Tukia Group Limited

The Trust owns 16.67% shareholding in Tukia Group limited, the same position as each of the other five iwi shareholders of Tukia Group who are Ngāti Manawa, Ngāti Whare, Ngāti Tuwharetoa, Ngāi Tūhoe and Raukawa.

The Trust has provided an advance of \$70,000 at 30 June 2011 to Tukia. The advance is unsecured, interest free and has no fixed repayment terms. The shareholders of Tukia have the option to convert all advances to ordinary shares. This requires unanimous approval of all shareholders, which has not yet been decided. The conversion of the advances into shares will not change the level of voting rights held by the Trust.

Tukia was established in September 2009 and is actively investigating a number of significant investment opportunities. Tukia has been identifying and evaluating investment opportunities, particularly surrounding geothermal energy generation, forest replanting and carbon management. The trustees' have evaluated the financial position and opportunities of Tukia, and consider that the advance is fully recoverable, and no impairment is required against the receivable balance.

Since balance date Tukia Group has entered into a carbon venture called CO2NZ in which Tukia owns 45%, CO2 Aust. Ltd 45%, and Carbon Energy Partners Ltd 10%.

9. Contingent Assets

As a beneficiary of the CNI Holdings Trust, the Te Mana o Ngāti Rangitahi Trust will be entitled to receive title to specific forests land currently held by the CNI Iwi Holdings Trust. The exact land eligible to be transferred will be determined through the 'Mana Whenua' process which is currently underway between the eight beneficiaries of the CNI Iwi Holdings Trust.

Once this due process is completed and there is unanimous agreement by trustees' of CNI Holding Trust, then land may be transferred. Te Mana o Ngāti Rangitahi Trust has the right after 2044 to receive all income directly generated from its forest land and the return of full control of this land to the Trust.

As the Te Mana o Ngāti Rangitahi Trust does not have control or has yet to specifically identify what land will be distributed to the Trust, no asset has been recognised in these financial statements.

The Mana o Ngāti Rangitahi Trust will also negotiate directly with the Crown for the return of culturally significant land to the Trust which forms part of the CNI forest land.

10. Related Parties

CNI Iwi Holdings Limited is a corporate trustee of the CNI Iwi Holdings Trust. Graham Pryor and Kenneth Raureti are directors of CNI Iwi Holdings Limited. Graham Pryor is also a director of Tukia Group Limited, a company in which the Trust has a 16.67% shareholding.

During the year, the Trust has paid executive consulting fees to Pryor & associates Ltd, a company in which Graham Pryor is a director and shareholder. These fees are based on rates recommended by Strategic Pay Limited.

All trustees' receive an annual trustee fee for their services provided to the Trust based on rates also recommended by Strategic Pay Limited.

11. Contingent liabilities

The Trust has no contingent Liabilities as at 30 June 2011 (2010 Nil)

12. Capital Commitments

The Trust has no capital commitments as at 30 June 2011 (2010 Nil)

13. Subsequent Events

There are no subsequent events since balance date



Directory

Trustees / Ngā Kaitiaki o te Poari

- 🌐 Graham Pryor
- 🌐 Stephen Tiipene Marr
- 🌐 Dr. Catherine Moana Dewes
- 🌐 Martin Marr
- 🌐 Merepeka Raukawa-Tait
- 🌐 Kenneth Lawrence Te Ianga Raureti
- 🌐 Harina Warbrick

Staff / Ngā Kaimahi

- | | |
|-----------------------|---|
| 🌐 Nick Alexander | Chief Executive Officer |
| 🌐 Fay Rawson | Project Manager Treaty Settlements |
| 🌐 Dougal Stewart | Contract - Project Manager |
| 🌐 Erana Leaf | Project Coordinator |
| 🌐 Mere Butler | Community Engagement |
| 🌐 Krishna Smith | Te Reo Tutor (Toi te Kupu) |
| 🌐 Rukuwai Daniels | Te Reo Tutor (Kāinga Kōrerorero) |
| 🌐 Stephanie Johnson | Contract - HR / Quality Assurance Advisor |
| 🌐 Toma Mason | Researcher (Kōputu Taonga) |
| 🌐 Oriini Tipene-Leach | Communications Manager |
| 🌐 Lee Warbrick | Resource Development |
| 🌐 Tanira Raureti | Office Manager / Database |
| 🌐 Jeananne Ward | Contract - Financial Accountant |
| 🌐 Antoine Coffin | Contract - Project Manager |
- Iwi Environmental Management Plan

Accountants / Ngā Kaitiaki Pūtea

Johnston Associates Chartered Accountants Limited, Auckland

Auditors / Ngā Kaitātari Kaute

KPMG, Hamilton

Bankers / Ngā Pēke

Westpac New Zealand

ANZ Bank, Auckland

Solicitors / Ngā Kaitoko Ture

Harkness Henry, Hamilton



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