



CHAIRPERSON'S REPORT JANUARY 2012

- Objectives:**
- 1. To empower Te Kauhanganui**
 - 2. To implement key priorities consistent with ensuring:**
 - Greater transparency;
 - Clear accountability; *and*
 - A focus on efficiency & performance.

INTRODUCTION

This is the last chair report before we officially move into a new term with the election of new officers and new members of Te Arataura. The report is intended to highlight 'key priorities' to help us transition forward with our business, and it also highlights my perspective on 'key issues' that demand attention.

At the election of the current chair on 28 August 2010, I promised Te Kauhanganui...that "information is power, and you will have the information you need at each meeting to engage in sound decision making on behalf of our mokopuna". I close the term with a chair report that reinforces the same message.

KEY PRIORITIES

1. Induction Day
2. Triennial Special Meeting
3. 2011 Rules of Te Kauhanganui
4. Draft Standing Orders
5. Manual of House Procedures
6. Calendar - Te Kauhanganui Meetings
7. Role Descriptions – Officers

KEY ISSUES

8. Structure of Te Kauhanganui
9. Governance & Management
10. Distributions, Operations & Governance
11. Review of Litigation & Legal Fees
12. Hiona Marae
13. Whakatapuranga 2050

CURRENT SITUATION

The business of Te Kauhanganui is guided by the following:

- Te Kauhanganui is an Incorporated Society governed by its Rules under the Incorporated Societies Act 1908;
- Te Kauhanganui also became a registered Charitable Trust under the Charitable Trusts Act 1957 on 11 September 2008;
- And lastly, as the Trustee of the Waikato Raupatu Lands Trust, Te Kauhanganui is guided by the Deed Creating the Waikato Raupatu Lands Trust 1995.

Conclusively, Te Kauhanganui is legally obliged to conduct its business in accordance with the legal rules of the Society and the relevant Acts of Law. Only we can implement change and the right place to do this is in our 'House'. I encourage us to move forward with the business.

"...Kia kaha tonu taatou..."

KEY PRIORITIES

1. INDUCTION DAY ON 4 FEBRUARY 2012

This day is a 'casual' day. It is not a formal meeting. Members are encouraged to attend and will be asked to check all personal information for administrative purposes. You will receive important documentation to read over the following week, in preparation for the Triennial Special Meeting.

2. TRIENNIAL SPECIAL MEETING (TSM) 12 FEBRUARY 2012

This is the most important meeting of our organisation. The outgoing officers of Te Kauhanganui have responsibility to ensure the 'Triennial Special Meeting' as advertised in the distribution by Te Aratuara in August 2011, proceeds without delay or disruption.

2.1 Quorum Requirements

Rule 11 refers to 'quorum requirements'. If a quorum is not present at the Triennial Special Meeting on Sunday 12 February 2012, rule 11.3 outlines the following compensating process:

- The meeting is to be adjourned to Sunday 19 February 2012.
- If a quorum is not present at the adjourned meeting, then this rule allows those marae in attendance to wait 30 minutes.
- After 30 minutes, the quorum is deemed to have been achieved. The agenda business can continue and all decisions reached will be binding on our Society.

3. 2011 RULES OF TE KAUHANGANUI

At the half-yearly general meeting on 29 October 2011, Te Kauhanganui resolved to change the Rules governing our Society. On 25 November 2011, the changes were confirmed as registered by the Registrar of Incorporated Societies. The Rules governing Waikato Tanui Te Kauhanganui Incorporated are now known as the 2011 Rules.

4. DRAFT STANDING ORDERS

The Standing Orders are procedural and adopted under Rule 13. These have been updated and corrections made to the spelling and grammatical errors. Members will be asked to adopt the Standing Orders 'in principle', pending a full review of the Rules. These will be distributed at induction day.

5. DRAFT MANUAL OF HOUSE PROCEDURES

This Manual is still 'in-draft' they align and clarify the procedural clauses in the Rules and Standing Orders. It will explain particular administrative, reporting and voting procedures of the House. Members will be asked to adopt the Manual of House Procedures' in principle, pending a full review of the Rules.

6. CALENDAR – MEETINGS OF TE KAUHANGANUI

The following rules provide for specific business at quarterly meetings of Te Kauhanganui:

- Rule 7 – Annual General Meeting;
- Rules 8 – Half-Yearly General Meeting;
- Rule 9 – General Meetings.

Te Kauhanganui will be asked to confirm the calendar at the TSM.

7. OFFICERS OF TE KAUHANGANUI – ROLE DESCRIPTIONS

The role descriptions of the chairperson, deputy chairperson and secretary of Te Arataura were approved on 6 May 2006. Rule 5.5 of the 2011 Rules provides for the inclusion of a secretary, who as directed by and in consultation with the chairperson, will oversee all administrative responsibilities for Te Kauhanganui. The secretarial requirements for Te Arataura are delegated directly to the Chief Executive Officer (CEO). At the operational level, the CEO in close consultation with the chairperson of Te Arataura ensures quality provision of administrative support to the executive committee. The CEO will also ensure the secretary of Te Kauhanganui has direct access to the Secretariat and all documentation required by the officers, to carry out their responsibilities.

7.1 Chairperson of Te Kauhanganui

Articulated in the 2006 role description of the chairperson ('chair') is a shared responsibility with the chairperson of Te Arataura to ensure 'collective governance' responsibilities are carried out. One with the members of the House (chair), and the other for the members of the House (chair of Te Arataura). This is supported by the Rules (old and new).

The Te Kauhanganui chair's role is procedural insofar as the chair facilitates the business of the collective members of the House, but it is also figurative. The chairperson leads the officers of Te Kauhanganui and ensures that the members of the House conduct their business in accordance with the Rules. The officers facilitate the timely collection and distribution of all necessary information. The chairperson ensures that the appropriate decisions of the House delegated to Te Arataura are suitably conveyed and any decision delegated to the CEO must *only* be as provided for in the Rules.

The members of the House, through its chairperson, delegates responsibility for implementation of its decisions and all business that is carried out on behalf of the Society, but retains 'ultimate' legal accountability. Members fulfil that legal accountability through clear reporting requirements to Te Arataura, as prescribed by the Rules. The role of the chairperson is a pivotal position in any society (under direction by its members). For Te Kauhanganui this position commands proven appropriate skill, a working knowledge of the Rules and the strength to make difficult calls when the situation arises. Its figurative responsibilities are that as the owner representative at all formal occasions.

KEY ISSUES

8. STRUCTURE OF WAIKATO TAINUI TE KAUHANGANUI INCORPORATED

Key issues in our structure are essentially concerned with the understanding and implementation of our governance role according to our world view. The world is saying that Tainui's complex structure is the root of our problems, and to some extent the world is right. The truth is, through my eyes, it's about the people in our structure. Even the worst governance structure can have outstanding success for its members with the right leadership.

**"...collective leadership of our present,
breeds collective ownership of our future..."**

Under the Waikato Raupatu Claims Settlement Act 1995, and consequently the Deed of Settlement, Te Kauhanganui was established as a marae-based structure comprising a collective of marae, each marae with its own 'whakapapa' and its own 'mana', and each with its own representatives. We cannot change this structure unless we change the Act.

8.1 In the House

In the House our structure is complex to the outside world because its composition and functions do not 'fit' with Pākehā ways of knowing and being in a Pākehā context. This highlights the importance of Whakatupuranga 2050... "to uphold our tribal identity and cultural integrity." It is timely to revisit our tribal footprint and bring some substance to this objective. Te Kauhanganui is referred to as the 'tribal parliament', but the term 'tribal' is the operative term, and more appropriately used to recognise our heritage, our history of raupatu, and our own tribal ways of knowing and being in a tribal context.

In theory, we are giving our 'mana' away by likening the structure and functions of Te Kauhanganui to a 'parliamentary system' with a colonial history responsible for the 'raupatu' that led to the establishment of Te Kauhanganui. In this context, likening the role of the chairperson of Te Arataura to that of the Prime Minister, and the role of our executive committee to that of the 'Cabinet' is untenable.

8.2 Mana o ngā Marae

"Ko te Iwi, ko Te Kauhanganui...kei te Iwi te mana." Te Kauhanganui is not about 'power and control'. The mana of Te Kauhanganui is with our people through each of our marae, even those marae not properly represented in Te Kauhanganui, through active involvement in the business of the House. The door was left open for all marae to join Te Kauhanganui by way of a process, if and when they wished to do so.

Te Kauhanganui currently comprises 66 active marae (who affiliate to 33 hapū), and the interests of each marae are represented in the House by 3 representatives, i.e. Kaumatua, Marae, and Rangatahi. This makes for a lot of House administration, but

the concept brings the 'past', 'present' and 'future' into our House. We are yet to realise the full potential of our governance structure. The future of Te Kauhanganui must not be determined by an executive committee comprised of 11 people. The future of Te Kauhanganui is determined by the marae collective represented in the House. The role of the executive committee is simple. It is obliged to uphold all decisions of the House, through implementing those decisions at the operational level.

Our governance structure demands that our marae collectively lead from the top and take collective ownership of the decisions we make in the House. With respect, going forward will require each marae to ensure your representatives are also a collective. Disputes between representatives must be resolved at the marae, not at a meeting of Te Kauhanganui. In the House, the 'mana' of each marae is in the hands of your representatives.

8.3 Ngā Māngai

The collective role of marae representatives comes with a host of procedural responsibilities. These are supported in the Rules and Standing Orders. Rule 5.3.1(g) for example, focuses on attendance and the disqualification of members who fail to attend 3 consecutive meetings. Currently, the procedure for adhering to this rule is ad hoc at best. Under the 2011 Rules, the officers of Te Kauhanganui will oversee all procedures designed to support requirements in accordance with the Rules.

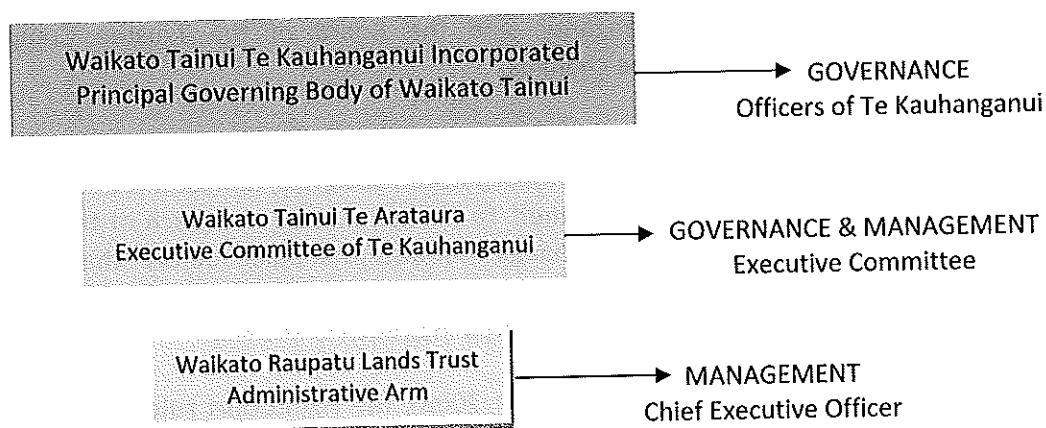
Another key issue is the 'conflicts of interest' of representatives in the House, where some are also employees of Te Kauhanganui. Without clear lines of delineation this practice invites unnecessary complications and by extension, unnecessary conflict between governance and management. The new membership will need to review this practice and reduce risk.

CONCLUSION

From my perspective, upholding our 'tribal identity and cultural integrity' is the key to understanding our roles and responsibilities at the marae level, and the key to going forward with our governance in Te Kauhanganui. As a people, Te Kauhanganui is morally obliged by tribal L-O-R-E to function in a way that upholds the 'mana' of our marae, hapū and iwi. As a business, Te Kauhanganui is legally obliged to operate according to the L-A-W. Who says we can't do both because it doesn't 'fit' with the ways of the outside world? Again, it's not essentially about the structure, it's about the people in that structure.

9. GOVERNANCE & MANAGEMENT

The key issue for Te Kauhanganui is the great need to distinguish the roles and responsibilities of 'governance' and 'management'. At present, the executive committee controls both areas, and over the last 10 years, marae represented in Te Kauhanganui have come to believe that the destiny of our people is in the hands of 11 members on a tri-annual basis. Nothing could be further from the truth.



9.1 Te Kauhanganui

Te Kauhanganui is governance only. Through our marae, Te Kauhanganui is the voice of our people, directly responsible to our people, and ultimately responsible for every governance decision made on behalf of our people. This is not about 'power and control' or even 'overlapping roles' between Te Kauhanganui and Te Arataura. The role of Te Kauhanganui is very clear. It is the principal governing body of Waikato Tainui.

9.2 Te Arataura

Te Arataura is governance too, but works at the interface between 'governance and management.' Te Arataura has a critical governance role in the management of our tribal asset base, through overseeing the day-to-day affairs of Te Kauhanganui. The role of Te Arataura is constituted in rule 15. Te Arataura is directly responsible to Te Kauhanganui, and ultimately responsible for every management decision made on behalf of Te Kauhanganui. If there was no Te Kauhanganui, there would be no Te Arataura, which means that Te Arataura is not a stand-alone entity, but a committee of Te Kauhanganui.

9.3 Waikato Raupatu Lands Trust (WRLT)

The WRLT is the administrative arm, and Te Arataura delegates the day-to-day management of our affairs to a Chief Executive Officer (CEO). The CEO has no jurisdiction in governance. The CEO is directly responsible to Te Arataura, and ultimately responsible for every decision made at the management level.

9.4 Changes to the Rules

On 27 April 2008, Te Kauhanganui approved a number of changes to the Rules. Those changes aligned with a 'restructure' proposed by Te Arataura. As promoted, the purpose of the restructure was to extend the powers of Te Kauhanganui by dissolving the Trustee Company. A Deed of Succession enabled Te Kauhanganui to succeed the Company as the 'Trustee' of the Waikato Raupatu Lands Trust. This move was intended to address the confusing 'dual' role of Te Arataura as an executive committee of Te Kauhanganui, and the Board of the Trustee Company. Te Kauhanganui approved the changes.

Te Arataura proceeded to implement all changes to the Rules, 'before' they were registered with the Registrar of Incorporated Societies, almost a year later on 16 April 2009. In this context, the 'former' Te Arataura acted in breach of the Incorporated Societies Act 1908. A critical change that also took place 'before' the changes to the Rules were registered was the Deed of Succession, effective on 01 April 2009. In this context, the 'current' Te Arataura acted in breach of the Act.

In *Roa v Te Kauhanganui* (December 2008), the High Court ruled that the proposed structural changes will not proceed in the absence of a clear mandate from Te Kauhanganui, and restrained Te Arataura from proceeding with the 'restructure' and the 'Deed of Succession'.

The point to be made here is that Te Kauhanganui relies on the right information to make informed decisions. The ability to do this is dependent on the information that comes back to the House through Te Arataura. Another point is that the chair of Te Kauhanganui should not be forced to seek retribution in the High Court to ensure this happens.

9.5 Organisational Structure *(see Diagram on next page)*

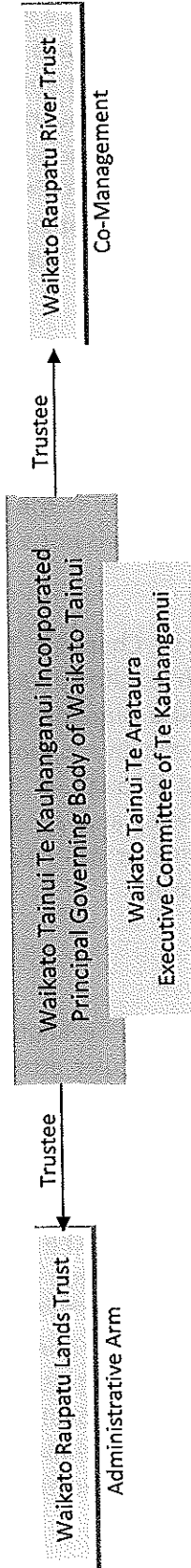
Information that comes back to Te Kauhanganui must include all structural changes before the fact, not after. The diagram shows the upper half of our organisational structure, but the lower half will come as a surprise to most members (old and new). This is an issue that requires review.

9.6 Commercial Arm – Tainui Group Holdings (TGH)

With the exception of the Waikato Raupatu Lands Trust, the most important entity in our organisation is Tainui Group Holdings Ltd (TGH). TGH has its own governance through a Board of Directors, and operates independent of the tribal hub. Our 11-year history tells us why this arrangement is important. All the companies established under TGH, is the business of TGH, and Te Kauhanganui keeps a finger on the pulse of TGH through 2 reserved seats on the TGH Board for Te Arataura members. In short, TGH has one simple mandate – 'to make money' and Te Kauhanganui generates a \$10m annual dividend from TGH. All the companies not established under TGH require explanation.

ORGANISATIONAL STRUCTURE

55,000+ REGISTERED TRIBAL BENEFICIARIES OF TAINUI



Charitable Trusts: 13		Companies: 19		Reg. No.	Incorporated	Shares: *1 *2 (*1=TDL/*2=TGH)
CT No.	Date registered	Companies: 19	Reg. No.	Incorporated	Shares: *1 *2 (*1=TDL/*2=TGH)	
		Raukaura Moana Seafoods Ltd	846614	27.02.1997	9,000,002 (*2)	
CC43064	04.09.2008	Raukaura Whare Ltd	708527	14.12.1995	100	
CC43074	04.09.2008	Tainui Corporation Ltd	801456	27.03.1996	100	
CC43077	04.09.2008	Tainui Development Ltd	713027	16.02.1996	100	
CC43081	04.09.2008	TDL No.1 Ltd	2287606	20.07.2009	100	
CC43090	17.08.2009	Tainui Group Holding Ltd	899947	24.03.1998	60,000,000	
CC43082	04.09.2008	Te Rapa 2002 Ltd	1200433	12.04.2002	100 (*1)	
CC43091	04.09.2008	The Base Ltd	1471605	30.01.2004	100	
CC43093	04.09.2008	Ururangi Ltd	2137288	17.06.2008	10	
CC43092	04.09.2008	Boat Harbour Ventures Ltd	2063043	19.12.2007	7560(*1) / 4440 (*2)	
CC38722	30.06.2008	Callum Brae Tainui Ltd	1135051	10.05.2010	1 (*1)	
CC43066	30.06.2008	Hamilton Riverview Hotel Ltd	878655	06.10.1997	6,000,000 (*1)	
CC43060	07.12.2009	Naturally Native New Zealand Plants Ltd	656079	05.09.1995	300,000	
CC43094	11.09.2008	Tainui Auckland Airport Hotel GP Ltd	2288849	22.07.2009	700 (*1)	
		TGH No.1 Ltd	899340	24.03.1998	2 (*2)	
		Waikato Raupatu Trustee Co Ltd	947938	19.03.1999	100	
		Waikato Tainui Distributions Ltd	344954	01.07.1987	2,000,000	
		Waikato Tainui Fisheries Ltd	2109569	31.03.1998	100	
		Waikato Tainui Koiora Ltd	3059368	09.08.2010	100	

9.7 Duties & Responsibilities of Te Arataura – Rule 16

The term 'power' can be damaging. The key issue within our governance is the wide misconception that Te Kauhanganui does not have the 'power' to make decisions. This is reflected in the behaviour of the current members of Te Arataura. At the meeting of Te Kauhanganui on 22 January 2011, Te Arataura announced to the members that Te Kauhanganui does not have the power to make financial decisions. At subsequent meetings on 27 February and 20 March, the chair of Te Arataura reiterated to Te Kauhanganui that "you don't have the power". All announcements were considered offensive, and prompted the question in the House... "what then is the purpose of Te Kauhanganui?"

9.8 Charter

This behaviour is reinforced in Te Arataura's charter, which for all intense purposes, promotes the Companies Act 1993, under the cloak of the Rules. In this context, Te Arataura is promoted as a 'Board of Directors' and Te Kauhanganui is the 'remote Shareholder' behind the corporate veil of management. Te Arataura is not a Board of Directors, and Te Kauhanganui is not a Company.

In early 2010, Te Arataura presented a 'Charter' developed by Chapman Tripp for approval by Te Kauhanganui. After considerable debate, which resulted in deferral of an approval, Te Arataura invited submissions. This prompted a number of written submissions from individual members and even a marae collective opposing the content of the charter. Despite demand in Te Kauhanganui throughout 2010, Te Arataura chose not to re-present the charter to the members, and adopted the charter at their own executive meeting. Conclusively, the charter has never been approved by Te Kauhanganui, and this remains an unresolved issue.

9.9 Activities & Performance of Te Arataura

On 27 November 2010, prompted by the November Chair report, Te Kauhanganui resolved in general meeting to review our governance, with particular attention to the activities and performance of Te Arataura. Te Arataura, in particular the chair of Te Arataura, reacted with outrage at being brought to account.

Again, our own history demonstrates what could happen to 'people' responsible for bringing the executive into the spotlight of accountability. Typically, the executive will use cultural devices for example, Kiingitanga, as a smokescreen to divert attention. A second tactic is to use procedural rules designed to resolve disputes between members of Te Kauhanganui and Te Arataura, as a means to bury political issues of financial accountability under the cloak of mediation. A third tactic, and that, which is likely to lead to a long period of personal and professional adversity through public attacks and institutional persecution, is the drawing of those 'people' into expensive litigation. A close examination of the last 3 years, and the last 12 months in particular, will support the above discussion.

9.10 Governance Review

Phase 1 of the governance review, i.e. Financial Management and Due Diligence in Decision Making, was completed in late November 2011. The report was released to the review committee on 1 December 2011, aptly titled "Financial Management Review". The committee resolved in general meeting on 1 December to release the full report to the members of Te Kauhanganui.

That report epitomises the financial dysfunction that exists in our organisation, and recommendations in the report provide a sound basis for the re-development of financial policies and procedures.

CONCLUSION

Underpinning all issues in our governance is the lack of a clear understanding in the boundaries between governance and management in the House. This is reinforced by the 'misconception' that Te Kauhanganui does not have the 'power' to make decisions about its own affairs.

The governance role of Te Kauhanganui must be understood, and the critical governance role of Te Arataura in the day-to-day management of our tribal asset base must also be clear to everyone. This will address the prevailing 11-year misconception that the executive has full control of both governance and management.

I have mentioned earlier in this report that there would be no Te Arataura if there was no Te Kauhanganui. Te Arataura is not a stand-alone entity. This is a fact. Te Arataura cannot meet to dissolve Te Kauhanganui but Te Kauhanganui can meet to dissolve Te Arataura. The point being that only Te Kauhanganui can determine its own structure and even its executive members. For future reference, Te Arataura requires the express consent of Te Kauhanganui to proceed with any structural changes, or beyond that to other business transactions that will have a profound impact on our organisation.

The primary intent underpinning our marae-based structure, and its full potential, has not been realised. Collective leadership of our present will breed collective ownership of our future. More attention to the role of Te Kauhanganui (which includes the members of Te Arataura), will ensure Te Kauhanganui does what it ought to do – "serve our people".

10. DISTRIBUTIONS, OPERATIONS & GOVERNANCE

The key issue here, as reported by the chair in November 2010, is "*we're spending more and more to distribute less and less*". The financial information presented in the following sections provides a brief overview of our financial management. Te Arataura is not ultimately responsible to our people for their performance, Te Kauhanganui is.

10.1 Distributions

The Waikato Raupatu Lands Trust (WRLT) is our administrative arm, and generates income from: (a) TGH - \$10m annual dividend; and (b) Other income (asset sales, etc.). Reductions in our cash reserves for each year should also be included in the income, but this has not been done in this report.

The following tables¹ provide a breakdown of our distributions:

Total distribution to Iwi for FY09 includes \$2,851,802.00 for marae facilities grants to 6 marae, and \$2,488,352.00 for annual grants.

Table 1

FINANCIAL YEAR ENDED 2009 (FY09)	
From 01 April 2008 to 31 March 2009	
Total Income (WRLT)	15,338,674.00
Ururangi Ltd & Related	2,037,594.00
Total Distribution to Iwi	5,340,154.00
Dist. % of income to Iwi	33%
Total dist. % of total income	48%

Total distribution to Iwi for FY10 includes \$464,334.00 for marae facilities grants, and \$2,225,329.00 for annual grants. Total distribution to Iwi for FY11 was \$589,629.00 for marae facilities grants, and \$2,443,783.00 for annual grants.

Table 2

FINANCIAL YEAR ENDED 2010 (FY10)		FINANCIAL YEAR ENDED 2011 (FY11)	
From 01 April 2009 to 31 March 2010		From 01 April 2010 to 31 March 2011	
Total Income (WRLT)	12,605,937.00	Total Income (WRLT)	13,753,225.00
Ururangi Ltd & Related	1,685,648.00	Ururangi Ltd & Related	1,326,094.00
Total Distribution to Iwi	2,689,663.00	Total Distribution to Iwi	3,033,412.00
Dist. % of income to Iwi	18%	Dist. % of income to Iwi	22%

Table 3

GRANTS	FY09	FY10	FY11
Ururangi Ltd	1,263,317	1,280,000	1,176,745
Kiingitanga related	774,277	405,648	149,349
Education	863,411	1,132,028	785,879
*Marae Grants (includes grants not uplifted)	1,000,000	1,000,000	950,000
*Marae Facilities Grants (grants not uplifted)	2,851,802	464,334	589,629
Health	203,423	566,593	419,584
Sports	201,391	220,966	35,117
Other	220,127	255,742	253,203
Total	7,377,748	5,325,311	4,359,506
Total dist. % of total income	48%	35%	32%

*Marae grants (MG) and Marae Facilities grants (MFG) not uplifted are reversed in the following year. The above totals show the allocation only. As at 30 September 2011, MGs not uplifted was \$530,584.00, and MFGs not uplifted was \$443,734.00. For FY09, 2 marae did not meet funding requirements for MFG, so \$950k was reversed in 2010.

¹ Te Kauhanganui Phase 1 Governance Review Report – Financial Management , 1 December 2011, p.9.

CONCLUSION

The rate of distribution back to our people is unacceptable. Against our total income that rate becomes offensive, especially when we look at annual WRLT expenditure.

10.2 Operational Costs

“Again...we’re spending more and more to distribute less...”

In the main, the operational expenses of the WRLT include ‘administration’ and ‘governance’. The WRLT comprises business units: Secretariat, Communications, Tribal Development, Claims & Environment Unit, Hopuhopu Team, and including the Endowed College. With the exception of the Tribal Development Unit, which is responsible for distributions, each business unit is expected to offset their administrative costs through transactions primarily concerned with contracting their services and other means for generating income.

The following tables show the operating financial performance of the WRLT:²

As discussed, our primary source of income is the annual dividend from TGH at \$10m. Our total expenses for FY09 are more than \$9m.

Table 5

FINANCIAL YEAR ENDED 2009	
From 01 April 2008 to 31 March 2009	
Total Income (WRLT)	15,338,674.00
Total Expenses	9,333,690.00
Expenses % of total income	60%

FY10 and FY11 show a decline in expenses, but still more than \$9m.

Table 6

FINANCIAL YEAR ENDED 2010	
From 01 April 2009 to 31 March 2010	
Total Income (WRLT)	12,605,937.00
Total Expenses	9,075,484.00
Expenses % of total income	71%

Table 7

FINANCIAL YEAR ENDED 2011	
From 01 April 2010 to 31 March 2011	
Total Income (WRLT)	13,753,225.00
Total Expenses	9,011,142.00
Expenses % of total income	65%

Table 8

INCOME, GRANTS & OPERATIONAL COSTS	FY09	FY10	FY11
Total Income (WRLT)	15,338,674	12,605,937	13,753,225
Total Distributions to Iwi	5,340,154	2,689,663	3,033,412
Total Distributions to Ururangi Ltd & Related	2,037,594	1,685,647	1,326,094
Total Expenses	9,333,690	9,075,484	9,011,142
Total Distributions & Expenses	16,711,438	13,450,794	13,370,648
Explanation required:	(1,642,764)	(844,857)	382,577

² Te Kauhanganui Phase 1 Governance Review Report – Financial Management , 1 December 2011, p.8-9.

10.3 Cash Reserves³

FY09	FY10	FY11
5,834,897.00	2,200,275.00	4,230,457.00

Our cash reserves show a reduction of \$3,790,154.00 for FY10. The balance for FY11 shows an increase of 2,030,182.00. The difference of \$1,759,972.00 for FY10 requires explanation.

CONCLUSION

The financial performance of the WRLT for the years reviewed is unacceptable, with expenditure consuming nearly our entire annual dividend. On 2 December 2011, the finance team forecasted serious losses for the financial year ended 2012. In this context, FY12 is set to produce the same result.

At the governance level, the performance of the executive is measured by the performance of the WRLT. Clearly, major cutbacks in operational expenses are required. Coupled with governance costs, both areas contribute to the decline in our distributions back to the people.

Conclusively, there's a great need to address the lack of visibility in the House to the disbursement of funds by Te Arataura, hence the demand in Te Kauhanganui for greater transparency and accountability. Te Aratura was obliged to heed this call in 2009, but failed to do so. For too long the accounts of the WRLT have been hidden in the overall consolidated performance of our commercial arm, TGH. TGH is sufficiently equipped with the expertise to produce results. Their reputation is proven. Te Arataura is yet to perform.

In the bigger scheme of things, we're not talking about the millions of dollars managed by TGH. We're simply talking about the \$10m annual dividend that Te Kauhanganui generates from TGH. The chair of Te Arataura is calling for an increase in that dividend. Clearly, at this point, the only increase we need is in our '**distributions**', with a huge reduction in our expenses, and that includes governance remuneration.

10.4 Governance Costs

"Again...we're spending more and more..."

This area of our governance is critical and the importance of efficiency and performance is emphasised. Reducing costs in our governance is clearly the first place to start.

³ Ibid, p.9

Expense categories include the following:

Te Kauhanganui	Te Arataura
<ul style="list-style-type: none"> • Meeting fees • Consultancy • Legal • Travel • *Others 	<ul style="list-style-type: none"> • Honorariums, Fees & Expenses • Consultancy • Legal • Travel • *Others

**Others include: Hui & conferences, motor vehicle, printing, postage and stationery, staff training, advisory fees and internal recharges.*

For Te Kauhanganui, many of the expense categories listed in 'others' need to be reviewed, especially the 'internal recharges'. On more than one occasion the chair has requested an explanation for the high cost of internal recharges from Te Arataura, but to no avail. The incoming members of Te Kauhanganui are strongly advised to investigate the recharges, if only for the purpose of reducing our costs.

10.5 Operating Losses of Te Kauhanganui and Te Arataura

Te Kauhanganui and Te Arataura do not generate income, but included in the WRLT accounts under administration. This means that all governance costs run at a net loss as shown in the following table:⁴

Table 10

	TE ARATAURA	TE KAUHANGANUI
2009	--	--
Income	1,296,446.00	427,896.00
Expenses	1,296,446.00	427,896.00
Net Loss		
2010		
Income	--	--
Expenses	1,718,857.00	423,147.00
Net Loss	1,718,857.00	423,147.00
2011		
Income	*108,615.00	*213,760.00
Expenses	1,356,538.00	689,236.00
Net Loss	1,247,923.00	475,476.00
<i>* Funds received from the Waikato Raupatu River Trust – shared board facility.</i>		

⁴ Ibid, p.9

10.6 Te Kauhanganui⁵

Table 11

TE KAUHANGANUI OPERATING LOSSES				
Year	Actual	Budget	Variance	Variance (%)
FY09	427,897	328,358	99,539	30%
FY10	423,147	382,129	41,018	11%
FY11	475,476	408,928	66,548	16%

As advised, the internal recharges need to be reviewed. It costed Te Kauhanganui more than \$100k for FY09 and FY10, and more than \$150k for FY11. This is more than 25% per annum, which requires explanation.

Also requiring explanation are the legal costs for Te Kauhanganui at \$50k for FY09 and FY11, but peaks at more than \$100k for FY10. A breakdown of legal fees is important. Meeting fees (which includes travel) for more than 180 members of Te Kauhanganui on a quarterly basis are reasonable at \$60k (approx) for each meeting. The high variances for Te Kauhanganui are due for the most part to additional meetings. Meetings held in 2008 (FY09) reflect a busy year with changes to the Rules, the proposed restructure, and the Waikato River Settlement.

Unbudgeted meetings in 2010 (FY11) were called by the members of Te Kauhanganui to address the demand for financial accountability from Te Arataura. This led to 9 meetings, of which one meeting in May was an impasse. Those efforts were in vain. Te Arataura is yet to account for FY11. FY11 also includes the meeting called by Te Arataura for the purpose only, of removing the current chair of Te Kauhanganui on 22 January 2011. That meeting was unconstitutional.

For the financial year ended 2012, the results are expected to improve, but still run at a loss for a total of 6 meetings, which includes 3 instalments of half-yearly meetings, the Annual General Meeting on 4 December 2011, Induction day on 04 February 2012, and the Triennial Special Meeting on 12 February.

10.7 Te Arataura⁶

Table 12

TE ARATAURA OPERATING LOSSES				
Year	Actual	Budget	Variance	Variance (%)
FY09	\$1,296,446	\$893,311	\$403,135	45%
FY10	\$1,718,857	\$889,999	\$828,858	93%
FY11	\$1,247,922	\$998,208	\$249,714	25%

Concerns raised by Te Kauhanganui in general meeting on 27 November 2010 (FY10) are vindicated in the above table, which shows almost a 100% variance. Te Arataura must be brought to account for their costs. For example:

⁵ Ibid, pp.10 & 16-19.

⁶ Ibid, pp.10 & 16-19.

Honorariums & Meeting Fees⁷

- In December 2009, Te Arataura increased their honorariums⁸ without the knowledge of Te Kauhanganui to a total of more than half a million dollars per annum. This includes an increase in meeting fees to \$600 per day and \$400 per half-day.
- On 26 August 2009, the chair of Te Arataura tabled a report from Moyle Remuneration Consulting. The report provides a fair rate of \$35-\$40k for trustees and \$45-\$50k for the chair.
- The above fees do not include an additional honorarium of \$45k to the chair of Te Arataura in his role as Claims Negotiator, and daily fees of \$1,500 for a full day / \$1,000 for half-a-day. The Claims Negotiator's mandate from Te Kauhanganui expired at the close of the Waikato River Settlement in 2009, but to date, the chair of Te Arataura still claims the honorarium.
- Also in December 2009, on deciding to increase their honorariums, Te Arataura back-paid themselves to 1 April of the same year.⁹
- All the above decisions pre-date the Governance Fees & Expenses Policy, which was subsequently developed and signed-off in March 2010 by the chair of Te Arataura.
- FY10 also includes a grant of \$10k to a Te Arataura member¹⁰ in the absence of a grant policy. Again, despite the serious circumstances of the member at the time, policies are developed to ensure fairness in distribution of funds to all tribal beneficiaries. Te Arataura does not have the discretion to make such decisions in the absence of a policy.

Legal Fees

- The total of legal fees at \$467k¹¹ for FY10, as reported on 27 November 2010 was accurate.
- Legal fees for FY12 are likely to be in excess of \$500k, with a projected cost of more than \$300k on legal advice and litigation only, against the current chair of Te Kauhanganui (see Review of Litigation & Fees, pp.12-15).

Overseas Travel

- Included in costs for travel at \$317k for FY10 is a total of \$144,390.19¹² for a trip to New York and Dubai. Travel also includes a number of overseas trips taken by the chair of Te Arataura.¹³

⁷ Ibid, pp.25-27.

⁸ Ibid, p.30.

⁹ Ibid.

¹⁰ Ibid, p.6.

¹¹ Ibid, p.10.

¹² Ibid, p.40.

¹³ Ibid, pp.39-42.

Consultancy¹⁴

- Costs for FY09 total \$100k approx then increase to more than \$250k for FY10 and FY11. These costs also include legal advice, which in the main are related to failed projects, i.e. restructuring, Hopuhopu development project x 2, and other projects led in particular, by the chair of Te Arataura.

In all of the above expense categories, Te Arataura must be brought to account for the following periods:

- (a) Financial year ended 2010
- (b) Financial year ended 2011
- (c) **Financial year ended 2012**

Over the last 3 years, in particular FY10 and FY11, a host of deviations from financial policies and processes, and decisions in the absence of policies are proven. This puts the purpose of the Audit and Risk Committee of Te Arataura into serious question, and the overall ability of the current members of Te Arataura to heed financial advice from the Finance Team.

Another major discrepancy is the 'delegation of financial authority'. From December 2009 to 1 December 2010, the CEO position of the WRLT was left vacant. The Acting CEO was the Secretariat Manager. That period is critical to understanding the extent and nature of spending by Te Arataura, in particular the chair of Te Arataura. Purchase orders show numerous anomalies in FY10 and FY11, and this continued even under the new CEO throughout 2011.

CONCLUSION

Our governance costs are extensive. For Te Kauhanganui, understanding the purpose of the the 'other' costs, especially the internal recharges, will form a basis for change in the House.

A review of the role of Te Arataura is strongly advised. The following questions are intended to prompt thought:

- Why do we need 11 members, which automatically generates a net loss of \$540k?
- Is current remuneration for Te Arataura fair to Te Kauhanganui in accordance with rule 15.9?
- How can Te Kauhanganui increase visibility to the disbursement of funds by Te Arataura?
- Should there be tighter parameters on the election of Te Arataura members from popularity votes to serious consideration given to the mix of qualifications, skills and experience required to oversee the management of our tribal asset base?

The above questions and a clear focus on transparency, accountability, efficiency and performance, will reduce our governance costs, and create the potential to increase our distributions back to our people.

¹⁴ Ibid, pp.49-68.

11. REVIEW OF LITIGATION

Key issues include:

- breaches to, and manipulation of, the Rules;
- the drawing of the chair of Te Kauhanganui into expensive litigation;
- a trend of refusals to uphold decisions by Te Kauhanganui;
- extensive and unnecessary legal costs.

At para 9.9 of this report, I highlight tactics typically used by the executive to persecute 'people' who bring them to account. Litigation presented in this report supports that claim, and a closer examination of all litigation over the last 3 years against the former CEO, the former chair of Te Kauhanganui, and our own people in the community (e.g. Rangimaarie Te Horanganui), will present a trend of disturbing facts.

In the June Chair Report, the chair pleaded with Te Kauhanganui to stop the institutional persecution, and presented information to support this claim. Due to the June injunction by Te Arataura, and the ongoing disorder of subsequent meetings, the chair was unable to present the report until the meeting of Te Kauhanganui on 29 October 2011. An updated report of all the issues was presented at the AGM on 4 December 2011.

The following litigation must be reviewed:

MARTIN v MORGAN & ORS / TE KAUHANGANUI / GREG MILLER (filed 9 Dec 2010)
Unconstitutional Dismissal. Te Arataura conceded.

1. **Brewer J – 10 Dec**

2. **Hansen J – 14 Dec**

- Te Kauhanganui approved in general meeting on 22 Jan 2011 to pay the chair's legal costs. Te Arataura refused to uphold decision and forced the 'costs' issue to Court.

3. **Cooper J – 9 Feb 2011**

- HC saw merit in deferring decision to meeting of Te Kauhanganui set down for 27 Feb. Te Kauhanganui again approved payment of legal costs. Te Arataura refused again and forced the costs issue back to HC.

4. **Dobson J – 10 Jun 2011**

- Martin awarded legal costs.
- To date, Te Arataura is refusing to pay all legal costs incurred by Martin for this proceeding.

CONCLUSION: At 3 consecutive meetings Te Arataura announced openly their refusal to uphold all decisions by Te Kauhanganui approving payment of the chair's legal costs, claiming that Te Kauhanganui did not have the power to make financial decisions. For this reason, Te Arataura forced the issue of costs back to Court, which resulted in unnecessary costs for both parties.

TE KAUHANGANUI v MARTIN (filed 16 Jun 2011)

Injunction by Te Arataura to restrain Martin from proceeding with 18 Jun meeting

5. Allan J – 16 & 17 Jun

- Court Order furnished to restrain Martin from proceeding with meeting based on a defective notice.

CONCLUSION: Te Arataura issued a defective notice of meeting for 28 May, and for this reason, postponed the meeting to 18 Jun. The chair of Te Arataura claimed that I also issued a defective notice of meeting. The chair of Te Arataura misled the High Court. Regardless, the meeting was called by Te Arataura and stopped by Te Arataura through a Court Order based on their own defective notice.

MORGAN v MARTIN / TE KAUHANGANUI (filed 12 Sep 2011)

Voting threshold to disqualify Morgan, supported by Te Arataura – 06 Aug meeting

6. Keane J – 22-23 Sep (Hearing), 26 Sep (Amended Judgment)

- Morgan vindicated.

7. Keane J – 22 Dec (Costs)

- Morgan awarded legal costs.

8. Martin awarded legal costs.

CONCLUSION: The chair of Te Arataura filed proceedings in the High Court against Tania Martin & Te Kauhanganui, He was forced to do this with his own personal funds, but the remaining members of Te Arataura still supported him, and so did Chapman Tripp. The interesting aspect is that Te Arataura refused to let the chair have access to tribal funds to defend the decision, and further stopped the chair from accessing information.

TE KAUHANGANUI v MARTIN (filed 15 Nov 2011)

Voting threshold to change the Rules, challenge by Te Arataura – 29 Oct meeting.

9. Priestley J – 2 Dec (Judicial Conference, Martin represented herself)

- Injunction by Te Arataura to restrain Martin from proceeding with AGM set down for 4 Dec.
- No injunction, meeting proceeded.

10. Andrews J – 7 Dec (Judicial Conference, Martin represented herself)

- Tentative date for Hearing of substantive proceeding, 20-21 Feb 2012.
- Te Arataura ordered to pay for Martin to engage legal representation.

11. Andrews J – 19 Dec (Judicial Conference, Martin represented by Counsel)

- Hearing date confirmed for 20-21 Feb 2012.
- Other issues raised by Counsel for Martin.

CONCLUSION: As explained at the AGM Te Arataura is challenging the threshold of the decision by Te Kauhanganui to change the Rules. A look at our most recent history shows that the former chair of Te Kauhanganui filed proceedings personally in Dec 2008, the current chair filed proceedings personally in Dec 2010, and the chair of Te Arataura did the same in Sep 2011.

This claim has not been filed by Te Arataura members in their personal capacities, which now includes the chair of Te Arataura. In this context, Te Arataura is using (and abusing) the funds of Te Kauhanganui. Worse, Te Arataura has filed on behalf of Te Kauhanganui, using the funds of Te Kauhanganui, to challenge a decision of Te Kauhanganui, against the chair of Te Kauhanganui. How does this make sense?

On 4 December 2011, 41 marae voted to cease all High Court litigation against the chair, but once again, to no avail. 37 marae voted to approve the chair's report, which confirmed the number of marae represented in Te Kauhanganui, but again to no avail.

Lastly, because the Hearing for Te Arataura's latest legal claim is not until 20-21 February 2012, Te Arataura postponed the most important meeting of this organisation, the Triennial Special Meeting, to 4 March 2012. Te Arataura does not have the authority to postpone the meeting. For this reason, the meeting will proceed as advertised on 12 February 2012. Under the new Rules, Te Arataura has no role in preparations for Induction Day and the Triennial Special Meeting.

11.2 Latest Legal Claim

On 29 October 2011, 62 marae of Te Kauhanganui voted in general meeting on a resolution proposed by marae in the House to change the Rules:

- 33 marae voted for;
- 25 marae voted against;
- 4 marae abstained.

As stated above, Te Arataura is challenging this decision and requesting the High Court quash the decision based on the following:

Te Arataura claims that there are 68 marae represented in Te Kauhanganui, so 34 marae votes were required to achieve 50% or more of the total marae votes.

- *There are only 66 marae actively represented in Te Kauhanganui. Only 33 marae votes were required.*
- *In addition, Rule 18.1 which provides for the alterations of the Rules only requires 50% of the total marae votes present at a meeting. There were 62 marae present and voting. Pursuant to Rule 18.1, Te Kauhanganui achieved a sufficient majority.*

Te Arataura alleges that the changes to the Rules were designed to diminish the powers of Te Arataura, which means that the Rules were changed for improper purposes.

- *Nothing could be further from the truth, but this absurd claim does open the way for the truth to be told.*
- *Facts that demonstrate improper purposes over the last 3 years, with emphasis in particular on the last 12 months, will be disclosed.*

11.3 Review of Legal Fees

Chapman Tripp is currently the appointed legal advisors of Te Kauhanganui and takes instruction from Te Arataura. At the February and March meetings, Te Kauhanganui requested a breakdown of Te Arataura's legal costs for litigation only, against the chair. The chair of Te Arataura promised to provide the breakdown. To date, this adds to a long list of broken promises from the chair of Te Arataura.

The following table provides a breakdown of costs up to 16 August 2011:

DATE	INVOICE No	CHAPMAN TRIPP	LEGAL FEES
18 Jan	215150	Dispute/Defamation – TKH Chair	70,467.16
08 Feb	215634	Additional work on TKH Chair Report	51,216.24
	215635	Standing Committee, TKH Chair Report, prepare draft response to Te Kauhanganui Chair, liaising with Manager Corporate Services re same	3,450.00
	215635-1	Standing Committee, TKH Chair Report, prepare draft response to Te Kauhanganui Chair, liaising with Manager Corporate Services re same	8,323.77
23 Mar	216579	Standing Committee, TKH Chair Report, prepare draft response to Te Kauhanganui Chair, liaising with Manager Corporate Services re same	5,836.65
	216579-2	Te Kauhanganui Chair Report - various WIP matters (\$10,400), Adjournment \$3,400, Appearance \$6,600	32,143.03
18 Apr	217377	Te Kauhanganui Chair costs claim (WIP \$16k and further prep for High Court costs claim \$15-\$20k)	19,896.06
03 Aug	218031	Te Kauhanganui Chair costs claim (WIP \$16k and further prep for High Court costs claim \$15-\$20k)	8,163.46
08 Aug	220615	Te Kauhanganui Chair costs claim (WIP \$16k and further prep for High Court costs claim \$15-\$20k)	5,101.16
16 Aug	219804	Te Kauhanganui Chair costs claim (WIP \$16k and further prep for High Court costs claim \$15-\$20k)	6,862.98

Each payment is for services rendered. Therefore, the period up to 18 January 2011 is from 26 November to December 2010 (excluding the Xmas and New Year break) and 2 weeks in January. This means that Te Kauhanganui paid \$70k approx for services rendered for a period of less than 6 weeks. Is this reasonable?

Comparatively, for the same period, the total of legal fees for the chair of Te Kauhanganui was \$26k approx. Te Kauhanganui approved payment of these fees on 22 January 2011, but Te Arataura defied the decision.

The period of 3 weeks from 18 January to 8 February, generated invoices that total \$62,990.01. So from 26 November 2010 to 8 February 2011, Te Kauhanganui paid \$133,457.17. Comparatively, for the same period, the chair presented the same invoice to Te Kauhanganui at the general meeting on 27 February for \$39k approx.

The legal fees for the professional services of Chapman Tripp are extensive, and set to be reviewed. As directed by Te Kauhanganui, the chair has already highlighted to the NZ Law Society, a request to review these fees.

CONCLUSION

Conclusively, it is projected that Chapman Tripp's fees for matters concerning the chair of Te Kauhanganui only, is set to be \$300-\$350k. These will be shown in the WRLT accounts for FY11 and FY12.

12. HIIONA MARAE

I mentioned earlier in this report that each marae brings its own whakapapa and its own mana to Te Kauhanganui.

The current Te Arataura has trampled on the whakapapa and mana of many marae over the last 3 years, none more so than Hiiona Marae in the last 12 months, and that persecution continues even today.

Te Kauhanganui is not sustainable without our marae. Future executive committees must refrain from any further bullying of marae. This section of my report is dedicated primarily to my marae.

Enough has been said in the media about my marae, so the whole country knows that the current Te Arataura has tried in vain, through my marae, to remove me as a member of Te Kauhanganui.

We have internal issues at Hiiona Marae, but no different to all our marae. Eventually, each marae will manage to resolve their own issues. It is not for Te Kauhanganui to determine when or how marae will choose to do this.

12.2 Election of Hiiona Marae Representatives

Pursuant to Rule 5.1:

- On 1 March 2011, the secretary of Hiiona Marae (at the time) emailed notice of our triennial meeting to Marae Tukere, Manager of the WRLT Tribal Development Unit, requesting the notice be distributed to the registered beneficiaries of Hiiona Marae.
- Pursuant to rule 5.1, the notice advertised Hiiona Marae's Triennial Meeting set down for 27 March 2011, to elect new trustees and marae representatives. The Manager responded the same day and confirmed that the notice would be distributed, which it was.
- On 05 March 2011, the notice was advertised in the Waikato Times.
- On 27 March 2011, with more than 250 marae beneficiaries in attendance, Hiiona Marae elected 11 trustees and 3 marae representatives.
- The Hiiona Marae Representatives on Te Kauhanganui for the term 2012-2015 are:

Kaumatua Representative	Roimata Whanga-Katipa
Marae Representative	Tania Martin
Rangatahi Representative	Donna-Lee Katipa
- The election certificate, declaration membership forms and my candidate profile and vetting forms were all sent to the WRLT, and all requirements pursuant to Rule 5.1 were met.

Chief Executive Officer

- The CEO has been asked on several occasions to explain a host of anomalies in the failure of the WRLT to process our marae election certificate and forms.
- Internal issues within our marae continue, but the point to be made here is that the issues lie with Hiiona Marae, **not the current members of Te Arataura**. Te Kauhanganui has no legal or moral right to intervene.
- I have emailed on more than one occasion to the CEO, Parekawhia McLean and Corporate Services Manager, Tama Potaka, and instructed them not to intervene in the affairs of marae. I asked them to leave Hiiona Marae alone. They do not have the authority as employees to do what they're doing, nor does Te Arataura.
- The CEO sought a legal assessment of the complaint laid with the CEO and the WRLT by more than 300 Hiiona Marae beneficiaries, regarding their failure to process our documentation.
- This resulted in a letter dated 22 December 2011, which was sent to the chair of the Hiiona Marae trustees committee, and copied to the newly elected marae representatives.
- The CEO wrote this letter after arbitrarily deciding not to advertise the Hiiona Marae representatives in the Waikato Times, and claimed the following:

CEO The election certificate did not have the signature of the new chair and secretary, and the date signed was an anomaly.

Response *The new chair and secretary were not trustees at the time and the date of signing is of no consequence, especially to the CEO.*

CEO The notice sent to all Hiiona Marae beneficiaries said "election of marae representatives", not explicitly, Te Kauhanganui marae representatives.

Response *Over 200 Hiiona Marae beneficiaries attended the meeting knowing that a vote was being taken to elect marae representatives for Te Kauhanganui. Hiiona Marae doesn't have any other representatives.*

- The claims of the CEO are unsustainable. Te Arataura and the CEO will require a Court Order to follow-up on such claims, and again, they do not have the authority.
- Rule 5.1.8 provides the appropriate process for dealing with complaints from marae regarding their representatives.
- The new members of Te Arataura will be required to deal with the issue in accordance with the Rules. Outside the Rules, Te Kauhanganui has no jurisdiction on any marae in Te Kauhanganui, especially through employees.
- Conclusively, the CEO contravened the Rules governing Te Kauhanganui. Te Arataura is also on notice about the lengths they have taken to remove me from Te Kauhanganui.

12.3 Institutional Persecution

“This treatment of all marae, not just Hiiona, has got to stop.”

“The institutional persecution of members and their marae must stop now.”

“The institutional persecution of the chair for doing her job can be proven in a Court of Law and that is happening.”

Tukoroirangi Morgan, Patience Te Ao, Charles Joe, Rahui Papa, Taitimu Maipi, Kingi Porima, Rukumoana Schaafhausen, Maxine Moana-Tuwhangai, Robert Tukiri, Greg Miller, and Parekawhia McLean...

For more than 12 months I have withstood institutional persecution for doing a job I was elected to do. Speaking out like this is an endeavour to make sure that no one else has to go through the same.

The bottom line is that the executive committee of Te Kauhanganui is directly responsible to Te Kauhanganui, it must uphold all decisions of Te Kauhanganui, and account for all activities and performance back to Te Kauhanganui.

At the beginning of this chair report, I commented that our current situation is not essentially about our structure. It's about the people in that structure. “Collective leadership of our present, breeds collective ownership of our future.”

