

Te Rūnanga o Ngāi Tahu Group Annual Report 2020-2021



Te Rūnanga o NGĀI TAHU



Kaiwhakahaere report

Ko kā mauka whakahī ka tū pourewa tapu hei pou whakairo whātoro atu ki kā Tai o Marokura, o Poutini, o Ārai te Uru, o Mahaanui te whenua takatakahia e ō tātou tīpuna, e ō tātou Ariki ki ruka, ki raro Hei raukura mā kā uri whakatipu e ō tātou tupuna, mā tātou e.

In a year unlike anything we had ever experienced, and challenges we could have never predicted, I particularly want to acknowledge the resilience of our people and especially those whānau who have lost loved ones during this time, facing the added difficulty of planning tangihanga under alert level restrictions brought on by COVID-19.

As an iwi we have focused on supporting those most in need and impacted by the pandemic, alongside Crown and regional support agencies, while remaining focused on recovery and rebuilding. This has resulted in our re-emergence from an extremely challenging period dealing with the first impacts of COVID-19 last year to a strong financial turnaround for this financial year.

This year has seen some significant milestones for the iwi that I am pleased to share. In late 2020 we reached 70,000 registered members, a cause for much celebration and another significant step in our growth. A few months later the Whai Rawa team celebrated its own milestone, reaching 30,000 members in February.

Also in February, our Tahu FM turned 30! Tahu FM has been a long-time champion of te reo Māori and of Ngāi Tahu. It was wonderful to join the Tahu team early in the year to celebrate – hari huritau ki a Tahu FM!

The Ngāi Tahu Regional Investment Fund was launched in late April. With a goal of 'lighting 18 fires', this is te ahi kā and tino rangatiratanga in action for our Papatipu Rūnanga. The fund's application process is comprehensively supported by the new Regional Investment team who are well underway, with five rūnanga-led projects already being supported by the fund at the time of writing.

Ngāi Tahu Holdings (NTH) posted a net profit of \$240 million for the financial year, the largest in our history. This is an extraordinary outcome, particularly considering the dire economic outlook of the last year, and the wider predictions in the wake of the pandemic.

Several factors led to this outstanding result, including a reduction in costs across our operations following last year's change process, and the significant revaluations of our property

portfolio. In addition, we sold assets not aligned to our long-term vision such as GoBus. While necessary, these decisions were neither easy, nor made lightly.

The turnaround from NTH highlights the importance of having clear direction from our governors to improve sustainability across the business portfolio and to factor in economic resilience.

While the NTH performance far exceeded the forecast, we are continuing with our long-term plan which includes a reduced distribution to the Office this year of \$55.9 million. This will ensure that this year's return to profit is carefully managed so that we continue to deliver on key initiatives that benefit whānau, while growing our offerings sustainably for this and future generations.

As with everything we do, these steps were taken with whānau front of mind. I would like to acknowledge the mahi of NTH Chair Mark Tume, Chief Executive Mike Pohio, and the NTH Board for their decisive action in navigating what has been, and continues to be, a challenging landscape.

Looking ahead to next year we will see a transition within NTH leadership, as Mark Tume concludes his term as Chair and moves into a short-term director role. Mike Pohio will end his interim Chief Executive term and take up the role of Chair. We are delighted to have appointed Craig Ellison as the interim

Chief Executive for a period of 10 months. This allows us to continue our robust and thorough search for a permanent Chief Executive. I would like to take this opportunity to acknowledge Mark for his strong and considered leadership as Chair, and Mike for his time as interim Chief Executive. Together they have helped steer us through one of the most disruptive and challenging years in our post-settlement history. I am grateful that we will continue to benefit from their expertise in their new roles.

We continue to focus on leveraging existing relationships with the Crown and building partnerships that support the work we are doing across the Office. In some instances, these relationships have been tested, most notably with the Department of Conservation (DOC). In the last year we were forced to instigate legal proceedings in relation to two separate breaches of our Treaty partnership, under section 4 of the Conservation Act and the principles of the Treaty of Waitangi, and under the Ngāi Tahu Treaty Settlement. The first breach took place in late 2020 in relation to appointments to the West Coast Conservation Board without consultation. The second was the announcement of intentions to progress stewardship land reclassification in May 2021, a process that bypassed us completely.

Legal action is costly and time consuming. It is not a preferred path, but when our rangatiratanga is challenged and compromised we will take the necessary steps to uphold our mana. I am pleased to report that we have

been working with DOC to address these and other ongoing issues, and we are making good progress on a Treaty partnership framework that we believe will set out a new and equal way of working together. As a result of this we have paused our legal action in the hope of resolving these issues and moving forward.

Recently I have been reflecting a great deal on our intergenerational focus. Just a couple of months ago I was overjoyed to see my first mokopuna, twin girls, welcomed into the world. In becoming a taua, I further focused my appreciation for our whakatauki and its meaning. For me it is about ensuring we are not only creating a better future for the generations that follow us, but that we are also leaving our environment healthy and thriving for our mokopuna and tamariki. It is critical that we balance our financial obligation to grow the pūtea with our commitments as kaitiaki of our whenua, awa, and moana.

In late 2018 we launched the Ngāi Tahu climate change strategy, *He Rautaki Mō Te Huringa o Te Āhuarangi*. The strategy set out our aspirations as well as what we saw as the key focus areas for the iwi, namely mahinga kai, marae resilience, and ensuring our investments are sustainable and align with our values. While our focus shifted temporarily last year towards our pandemic response, we know this kaupapa is of critical importance as we look ahead. We are now moving into the implementation phase of our strategy. All our business units, alongside the Office, have fed into the plan with



reduction targets for emissions by 2030. As we know from the latest research, the next 10 years are crucial if we are to slow the impacts of global warming. We know we need to be driving harder to ensure we are walking the talk, and as we roll out the plan you will start to see the evidence of these changes throughout our operations.

As always, I want to thank and acknowledge our kaumātua for their guidance and advice. We are grateful for the generational wisdom that you hold and share gladly when needed.

In closing, I mihi to my fellow governors for their wise counsel and strategic leadership, and to our CEO and all our kaimahi across the Group, for your mahi despite the disruption and uncertainty caused by COVID-19 over the year. All of you contribute every day, in some way, to bringing our vision to life – *mō tātou, ā, mō kā uri ā muri ake nei*.

Lisa Tumuhai
KAIWHAKAHAERE



Our values

Whanaungatanga

Family

We will respect, foster and maintain important relationships within the organisation, the iwi and the community.

Tohungatanga

Expertise

We will pursue knowledge and ideas that will strengthen and grow Ngāi Tahu and our community.

Tikanga

Appropriate action

We will strive to ensure the tikanga of Ngāi Tahu is actioned and acknowledged in all of our outcomes.

Manaakitanga

Looking after our people

We will pay respect to each other, to iwi members and to all others in accordance with our tikanga.

Kaitiakitanga

Stewardship

We will work actively to protect the people, environment, knowledge, culture, language and resources important for future generations of Ngāi Tahu.

Rangatiratanga

Leadership

We will strive to maintain a high degree of personal integrity and ethical behaviour in all actions and decisions we undertake.

Kotahitanga

Unity

All parts of Te Rūnanga Group are to always operate cohesively and to utilise specific competencies across the entire Group in all relevant situations. Kotahitanga recognises the Group is made up of several entities that have relationships. The Office of Te Rūnanga will ensure it operates in a manner that acknowledges and respects the other parts of the Group as appropriate.

Te Rūnanga o Ngāi Tahu Board Representatives



Left to right – back row: Rik Tainui, Justin Tipa, Darran Kerei-Keepa, Michael Skerrett.

Second row: Henrietta Carroll, Susan Wallace, Donna Matahaere-Atariki, Gail Gordon.

Front row: Ann Wakefield, Fiona Pimm, Tania Wati, Matapura Ellison (Deputy Kaiwhakahaere), Arihia Bennett (Chief Executive Officer), Lisa Tumahai (Kaiwhakahaere), Jo McLean, David Perenara-O’Connell, Elizabeth Cunningham, Gail Thompson.

Guiding principles

Te Whakawhanaketanga

To develop and grow

Focusing support on building the capacity and capability of Papatipu Rūnanga and marae.

Te Whakauenukutanga

To rise like a rainbow, symbolising a new phase

Enabling and assisting the Ngāi Tahu tribal economy to grow and prosper.

Te Whakapūmautanga

To entrench and make everlasting or permanent

Leveraging Crown relationships to benefit Ngāi Tahu whānau and holding the Crown to account on its Te Tiriti and Ngāi Tahu Settlement obligations.

Te Whakaāhurutanga

To nurture and shelter people

Identifying and supporting Ngāi Tahu whānau (individuals and families) who have immediate wellbeing needs in a post-COVID-19 world.

Te Rūnanga o Ngāi Tahu Chief Executive Officer's report

As we navigate our rapidly changing and dynamic world we are guided by our whakatauki: "Mō tātou ā mā kā uri ā muri ake nei – for us and our children after us."

Every decision we make must be anchored in the past, focused on the present, and with the future in our sight to ensure decisions we make now will create a better future for generations to come.

Nurturing and growing our 'next gen' tribal leadership is the theme of this year's annual report. As a whānau on a quest for self-determination this means creating the opportunities for our rangatahi to thrive in what will be a very different world, while also being ever mindful our decision-making is driven by our values and reflective of where our communities are at.

Tokona te Raki is our incubator for fostering leadership potential, innovation and future thinking. With the inaugural rangatahi cohort now six months in, their training wheels are firmly fixed as they become increasingly engaged in informing solutions to complex systemic issues. Moving towards Ngāi Tahu 2050, the thinking of rangatahi such as these will be vital as we navigate the challenges and ensure the future is one they will want to inherit.

As we were forced to pivot post-COVID, the future of work became high on the list of priorities – future proofing whānau against the impacts of economic crises – through

upskilling, reskilling and refocusing their aspirations. Establishing regional hapū led skills and employment centres was one obvious solution. The first of these, Whitiōra, is now up and running. Led by Te Ngāi Tūāhuriri with the support of Tokona te Raki, Whitiōra is working with whānau at a range of levels to support employment and wellbeing options. Work is also underway in both Ōtākou and Murihiku to support their local hapū to establish enterprises that suit their needs.

Our long-standing relationship with the Vodafone Foundation is an example of what can be achieved through strategic partnerships with shared vision. Their recent announcement of a commitment to creating brighter career pathways for Murihiku rangatahi as future leaders in the digital space is exciting on all levels. The Foundation will work closely with Te Rūnanga and the local Murihiku Papatipu Rūnanga over the coming months to explore opportunities.

Just ahead of publishing this report, we confirmed a contract with Oranga Tamariki. This was three years in the making as we worked to strengthen the relationship while remaining unrelentingly focused on our goal of ensuring the best outcomes for all Ngāi Tahu tamariki in care. As a Te Tiriti partner it marks significant progress as our expectations of the government grow, and we see this actualised in real life projects. A first ever with iwi, it will see our providers in the regions empowered to lead prevention and early intervention in their communities.



Our role will be supporting cultural capability and social work professionalism to ensure they are well equipped to prevent families coming into care.

A personal highlight for me was the relocation of our Ngāi Tahu Archives to their new home within Archives New Zealand. The archives are a reminder that everything we do for the iwi, at any point in time, is history in the making for the generations to come – the pulse that beats to keep telling and capturing our stories. This move acknowledges the importance of our Ngāi Tahu history in this landscape.

My heartfelt gratitude always to the governors and kaimahi across Te Rūnanga o Ngāi Tahu who go above and beyond to ensure our waka stays on course towards our pae tawhiti, despite the challenges we encounter along the way.

Mō tātou

A handwritten signature in black ink, appearing to read 'Arihia Bennett'.

Arihia Bennett MNZM
CHIEF EXECUTIVE OFFICER



Ngāi Tahu Holdings Chair and Chief Executive's report

In the face of adversity, uncertainties and turbulence over the past year, we have been focused on strengthening our resilience and adaptability. Our strategies, perseverance and vigilance have served us well, culminating in our best ever net profit of \$240 million.

We've seen a considerable upswing from this time last year when we were left picking up the pieces of a disappointing \$42 million net loss. That loss reflected the immediate impacts of the devastating and ongoing pandemic and subsequent lockdowns, coupled with the economic uncertainty which followed.

This year's strong financial result can be attributed to several factors including refocusing our tourism businesses, selling non-core assets like GoBus, strong upward property revaluations, and continued rise in carbon credit values. But most importantly, a change management process addressed high overheads and the need to substantially improve operating performance.

Despite strong financial results we are proceeding with caution, having preserved our financial flexibility to invest when we see the right opportunity. It is still a very uncertain environment, with the most recent chapter of the pandemic unfolding rapidly.

Our tourism businesses have been hardest hit by the measures taken by the government to protect the health of New Zealanders. With no international manuhiri and the disappointing,

short-lived trans-Tasman bubble, we've focussed on the domestic market and repackaged our offerings to match that demand. We have secured government grants to keep some attractions in our more remote communities ticking along. Our staff have been incredibly flexible and we look forward to when we can safely showcase our unique attractions to the world again – a time that is hopefully not too far off.

There is much to be optimistic about within Ngāi Tahu Tourism. Our premium guided walk, the Hollyford Wilderness Experience, has had unparalleled interest for the coming season and attractions including Hukafalls Jet, Shotover Jet and the newly-opened All Blacks Experience in Auckland have all seen incredible support from domestic manuhiri.

We continue to invest in our business units: Ngāi Tahu Property's new residential master-planned development Te Pā Tāhuna in Queenstown which includes many KiwiBuild homes; Ngāi Tahu Seafood's planned Hananui Aquaculture Project in Murihiku, providing much-needed regional development and employment; and Ngāi Tahu Investments' significant \$140 million investment into Fidelity Life, the largest locally owned and operated life insurer in Aotearoa.

Our strong financial result allowed us to repay funding received as part of the government's COVID-19 wage subsidy scheme. Applying for the wage subsidy scheme for some of our

tourism and honey business units was the right move at an uncertain time and we were very grateful to have that support. The decision to repay this money is consistent with our values of tikanga and rangatiratanga.

After the effects of lockdown and a difficult but essential change management process, Ngāi Tahu Holdings also reset to better align the workings of the Office and Ngāi Tahu Holdings. We were very sorry to farewell talented kaimahi, but we have emerged more streamlined and united, with new skill sets, experience, and enthusiasm to strive towards our target outcomes.

Throughout the entirety of a complicated year, we were guided by the direction of our new strategy: Tāraia te anamata, tau ana – carving a legacy of excellence. Tāraia means to carve with a unique toki to achieve precision. The carver must exhibit precision of thought, preparation, and execution – a vision that forms the basis of our new Holdings strategy.

Tāraia embodies simplicity and shared services to achieve optimal outcomes. We are working towards a sense of kotahitanga by weaving the same narrative across all teams and units. The overarching strategy can be distilled down to two central themes: optimising the performance of our assets and tilting the portfolio towards growth.

We have moved away from the historic entrenchment of business units operating



as silos to a Group mentality. This centralised approach means business units have the support they need while reducing corporate overheads by \$16 million.

While we drive hard for efficiency, diversify our assets, and grow the pūtea, we must do so within the context of our kaitiaki responsibilities. Resilience to the effects of climate change continues to be at the forefront of our minds. We were pleased this year to see our emissions were down on previous years, 19 percent lower than 2019 and 6 percent lower than our baseline year of 2017. We are assessed every year and while we expect to see fluctuations depending on the growth of our portfolios, we are pleased to report a reduction in 2020. We recognise there is a

long way to go, and will turn to our Ngāi Tahu climate change strategy, He Rautaki Mō Te Huringa o Te Āhuarangi, to implement a plan that will address carbon footprint, water use, biodiversity, waste management and eco-systems.

Our Investment Strategy is clear in its objectives: our overarching mission is to protect and grow the pūtea in order to deliver a dividend. The support mechanisms, programme delivery and opportunities for our whānau that arise from the Office distribution are a priority and represent what sets us apart. Our focus to achieve the best possible outcomes for the wider Ngāi Tahu whānau is unwavering in that regard.

This coming year I will finish my three-year term as Chair and Mike will return to the board as the new Chair. We are both grateful that we were trusted to steer Ngāi Tahu Holdings through one of the most exceptional times in recent history and we are optimistic that our actions and decisions have set up a template for ongoing success in times to come.

As the leadership of Ngāi Tahu Holdings enters a new era, we would like to express our sincere appreciation to Te Rūnanga o Ngāi Tahu, ngā Papatipu Rūnanga, our Ngāi Tahu Holdings directors and kaimahi, and all Ngāi Tahu whānau. Together we are a resilient and dedicated team with a combined knowledge, energy and optimism that will drive our future success.

Mō tātou, ā, mō kā uri ā muri ake nei.

Mark Tume
CHAIR

Mike Pohio
CHIEF EXECUTIVE

Te Rūnanga Group finances at a glance

As at 30 June 2021

11.1% 

Group Return

-6.8% (FY20)

-2.4% (FY19)

This figure represents the overall return of the Group

\$1.71b 

Net Assets

\$1.52b (FY20)

\$1.61b (FY19)

The Kaupapa Poutokomanawa of the Charter of Te Rūnanga o Ngāi Tahu prescribes the protection and growth of the pūtea. This is achieved when the net assets increase year-on-year

\$55.9m 

Distribution to TRoNT

\$71.8m (FY20)

\$63.1m (FY19)

Each year the Office invests its distribution from NTH into cultural, wellbeing, environmental, regional development and rights and interests related programmes

12.4% 

Increase in Net Assets

-5.6% (FY20)

-2.0% (FY19)

3.3% 

Distribution as a Share of Net Assets

4.7% (FY20)

3.9% (FY19)

Goal 2 of the Investments Charter requires Holdings to protect and grow the sustainable real per capita distribution it pays. In FY21 it was agreed that the distribution would be reduced due to the effects of COVID-19 on the Group

8.5% 

Debt

13.4% (FY20)

13.7% (FY19)

The Investment Charter requires that the use of debt should be based on a conservative and prudent basis. This is achieved when the Group debt ratio is less than 30 percent

	2020/21 (\$000s)	2019/20 (\$000s)	2018/19 (\$000s)
Group financial performance			
Revenue	300,210	299,230	351,916
Cost of sales	-151,139	-153,592	-156,247
Gross profit	149,071	145,638	195,669
Other income	27,035	15,539	29,434
Operating expenses	-124,880	-161,021	-158,064
Other non-operating gains and (expenses)	164,081	-25,814	-29,620
Trading surplus	215,307	-25,658	37,419
Tribal expenditure	-55,860	-71,818	-63,117
Tribal revenue	6,686	10,178	10,213
Other comprehensive revenue and (expenses)	24,343	-15,217	-22,650
Income tax	-1,476	-981	-794
Group surplus	189,000	-103,496	-38,929
Group financial position			
Total assets	1,922,628	1,829,839	1,930,281
Total borrowings	-159,785	-235,000	-256,550
Other liabilities	-53,009	-74,005	-62,266
Net assets / Total equity	1,709,834	1,520,834	1,611,465
Group cash flows			
Operating activities	-10,133	-66,025	-27,427
Investing activities	149,545	92,374	-22,489
Financing activities	-79,180	-20,924	47,213
Net increase / (decrease) in cash	60,232	5,425	-2,703

These figures have been extracted from the audited financial statements. The full financial statements can be downloaded from ngaitahu.iwi.nz/ar

**Te Rūnanga Group
Value Creation Model**



Te Rūnanga Group Priorities

For the first time, the Office of Te Rūnanga o Ngāi Tahu and Ngāi Tahu Holdings have identified a number of shared cultural, wellbeing and environmental priorities which will be measured on an annual basis.

Ngāi Tahutanga > culture and identity

75%

Ngāi Tahutanga underpins the approach to work within the Group

A supportive environment is provided for staff to develop their knowledge and understanding of Ngāi Tahu culture and identity

Te Ao Tūroa > natural environment

19% 111,394 tCO₂e (CY20)
137,455 tCO₂e (CY19)

The Group is committed to reducing its carbon emissions

Carbon emissions reduced year-on-year

Oranga > health and wellbeing

NGĀI TAHU WHĀNAU EMPLOYED

24%

Ngāi Tahu whānau are adequately represented in the workforce of the Group

Percentage of Te Rūnanga Group staff are Ngāi Tahu

HIGH-PERFORMANCE WORKPLACE

64%

Support engagement and productivity in the “new normal” workplace

Percentage of staff engagement shows dips from pre-COVID-19 levels are minimised

HEALTH AND SAFETY

87%

Maintain a positive health, safety and wellbeing culture within the Group

Kaimahi respond positively to the question “I believe the organisation is truly committed to the health and safety of employees”

WHĀNAU ENTERPRISE

\$5.0m

The Group is contributing to the Ngāi Tahu whānau enterprise economy

Total expenditure with Te Pou Here businesses

Office of Te Rūnanga o Ngāi Tahu



Delivering value

Ngāi Tahutanga > culture and identity

Oranga > health and wellbeing

Mātauranga > knowledge

Te Ao Tūroa > natural environment

Papatipu Rūnanga > local development

Te Whakaariki > strategy and influence

Te Kura Taka Pini > freshwater

**Tribal communications, engagement
and participation**

Left: Charlotte and Rākahautū Boyt enjoying the sunshine at Waituna Lagoon on Waitangi Day, 2021.

Performance summary

Ngāi Tahutanga > culture and identity

71,436 

Ngāi Tahu iwi members

68,082 (FY20)

65,000 (FY19)

Number of registered Ngāi Tahu whānau

746 

Te reo Māori

638 (FY20)

568 (FY19)

Number of kāika (homes) that have introduced te reo Māori

\$1.7m 

Pūtea Aumakea funds approved

\$1.3m (FY20)

To support the sustainability of our marae

Oranga > health and wellbeing

\$116.9m 

Whai Rawa funds

\$100.9m (FY20)

\$86.1m (FY19)

Total funds under management

30,903 

Whai Rawa members

29,278 (FY20)

27,319 (FY19)

Number of Whai Rawa members

Mātauranga > knowledge

2,153 

Mātauranga recipients

2,330 (FY20)

1,845 (FY19)

Number of whānau who have received mātauranga related grants and services

Te Ao Tūroa > natural environment

3,326 

Nohoanga sites

Number of Ngāi Tahu whānau nights at nohoanga sites

2,094 

Mahinga kai

535 (FY20)

175 (FY19)

Number of tangata tiaki authorisations issued to whānau for kaimoana

Climate Change

68% 

Carbon emissions – air travel

19% (FY20)

Percentage reduction in (CO₂) tonnes from air travel

25% 

Carbon emissions – rental cars

19% (FY20)

Percentage reduction in the number of rental car days

Corporate

56% 

Ngāi Tahu whānau employed

55% (FY20)

54% (FY19)

Percentage of total staff who are Ngāi Tahu

Ngāi Tahutanga > culture and identity

\$5.5m

invested in
Ngāi Tahutanga
in FY2021
(\$8.1m FY2020)



Vision: Successive generations are nurtured to be strong, vibrant champions of Ngāi Tahu culture:

- Strong, sustainable Ngāi Tahu cultural leaders
- Intergenerational ownership, sustainability and growth of cultural practices
- Resources available to enable the strategy to be successful
- All generations of Ngāi Tahu engage, value, celebrate, and protect the integrity and uniqueness of Ngāi Tahu culture
- Promote new forms of Ngāi Tahu cultural expression

ARCHIVES

1,587

Items added to Kareao FY2021
(5,000 FY2020)

17,828

Visitors to Kareao FY2021
(26,575 FY2020)

39,424

Visitors to Kā Huru Manu FY2021
(42,699 FY2020)

2021 He Hāpai Hapori/ Spirit of Service Awards

The partnership between Ngāi Tahu Archive and Archives New Zealand was announced as a finalist in the He Hāpai Hapori/Spirit of Service

Awards for 2021. Te Tohu mō te Tūhonotanga a Ngāi Māori me te Karauna/Māori Crown Relationships Award celebrates outstanding contributions to strengthening the health of Māori Crown relationships. Te Rūnanga o Ngāi Tahu is proud to have this relationship acknowledged, after working with Te Rua Mahara o te Kāwanatanga/Archives New Zealand for more than a decade to preserve, protect, and make Ngāi Tahu knowledge accessible on digital platforms. This partnership was formalised in March 2021, acknowledging both parties' commitment to the kaitiakitanga of the history of our land and people, and mātauranga Ngāi Tahu. The awards will be announced in November.

Relocation of Ngāi Tahu Archive

Since November last year, the Ngāi Tahu Archive team and most of their archival collections have been based at the state-of-the-art Archives New Zealand facility in Wigram, Ōtautahi. The Ngāi Tahu collections continue to be managed by the iwi, while the co-location provides an opportunity for both teams to share knowledge and collaborate in new ways to ensure future generations can learn about the history of Te Waipounamu. Our relationship with Archives New Zealand is one to be proud of, setting the benchmark for all Crown institutions that hold Ngāi Tahu archival material – and indeed for the Treaty partnership across the board.

"If Ngāi Tahu want to be a tribal nation, if we truly want to own ourselves, we have to own our own memory. We have to be the primary proprietors of our own heritage and identity. This relocation is an important step in our development, and I sincerely thank Archives New Zealand for their continued support." – Tā Tipene O'Regan



Above: Celebrating the move to the Archives New Zealand facility at Wigram with Hon Dr Megan Woods, MP for Wigram (centre front) and Rino Tirikatene, MP for Te Tai Tonga (centre back).

Left: Athol Anderson, Tā Tipene O'Regan and Awhioraki Goodall checking out content at the new home of the Ngāi Tahu Archive.

NGĀI TAHU FUNDS

Nurturing our whānau to be strong vibrant champions of Ngāi Tahu ensures the sustainability of our culture for successive generations. The Ngāi Tahu Fund provides grants to support projects designed to meet the specific cultural objectives of whānau, including building cultural knowledge, encouraging cultural practices and leadership. Each year a diverse range of kaupapa are supported that promote the transmission of Ngāi Tahu cultural knowledge and practices to whānau, including the arts, whakapapa, mahinga kai and carving projects.

Ngāi Tahu Funds

1,782

Total applications received since 2005

\$26,072,394

Total sought since 2005

1,303

Total applications approved since 2005

\$12,773,047

Total approved since 2005

55

Applications approved FY2021

(123 FY2020)

\$575,687

Total amount approved FY2021

(\$929,191 FY2020)

KOTAHI MANO KĀIKA

746

Whānau actively engaged in Kotahi Mano Kāika FY2021 (Goal: 1,000 homes speaking te reo by 2025)

(638 FY2020)

90

New KMK whānau household engagements FY2021

(70 FY2020)

85%

Participants' feedback confirms they have increased their knowledge and use of Kāi Tahu te reo Māori FY2021

(85% FY2020)



Above: Aaria Rolleston and Tia-Raumati Kohinga at Kura Reo Rakatahi, Kaikōura; above right: Ngāi Tahu rakatahi, tracing our Ngāi Tahu whakapapa and migration through to the Tory Channel.



KMK Summit

On 21-23 May, KMK hosted a summit in Wānaka to celebrate 21 years of Kotahi Mano Kāika, acknowledging its early foundations and the many challenges it has overcome – as well as planning the future of te reo Māori for the next two generations and beyond. The summit included an inspirational kōrero by video from Tā Tipene O' Regan, a discussion led by panellists Eruera Tarena, Matapura Ellison, Hana O' Regan, Charisma Rangipunga and Kilion Tamati-Tupa'i, and a performance from acclaimed musician Troy Kingi. The following day, attendees participated in intensive workshops led by Eruera Tarena, Hinepounamu Apanui-Barr and Tamahou Thoms to identify immediate, short and long-term aspirations for te reo o Kāi Tahu.

Hai Reo Tuku Iho

As demand for te reo Māori initiatives continues to grow, lockdown restrictions have made it harder for KMK to engage with whānau using traditional methods. However, our tīpuna were renowned for their resourcefulness and adaptability, and it was with this attitude that KMK developed Hai Reo Tuku Iho, an online te reo Māori course that supports parents to implement language strategies in the home. The first eight-week pilot programme ran in September 2020, and its success has led to five additional courses running in 2021. KMK has also focused on training some of our language champions so they can support the ongoing delivery of similar online courses for Ngāi Tahu whānui.

Kia Kūrapa, Kia Kūrehu and Kura Reo

Despite the interruptions and restrictions of lockdown, KMK engaged with over 600 tribal members at our marae-based te reo Māori wānaka. We held Kia Kūrapa events aimed at beginners and intermediate leaders at Awarua, Arahura and Tuahiwi, as well as Kura Reo ki Te Waipounamu and Kura Reo Kāi Tahu for our intermediate and fluent speakers. Notably, we saw an increase in the number of participants who had never before attended a Kura Reo. In June 2021 we ran a successful pilot programme of Kia Kūrehu at Arowhenua Marae, targeted at advanced beginners and intermediate level speakers seeking to increase their confidence before stepping up to the

level of Kura Reo. We will continue to run Kia Kūrehu in future to complement our existing Kia Kūrapa and Kura Reo initiatives.

Matariki – Whānau Haereka

As we look ahead to next year, when Matariki will become a national holiday, we are conscious of the need to identify how we as whānau, hapū and iwi wish to commemorate this event. This year, a number of KMK whānau came together to consider the language requirements for the karakia, karaka and poroporoaki that form part of traditional Matariki events. As the nation embraces Matariki, there is a growing appetite from communities to engage with mana whenua and identify appropriate ways to acknowledge the event. It was valuable for our te reo champions to discuss this and prepare ourselves for what is ahead.

KMK Regional Support

Throughout the year KMK has continued to support a number of whānau to deliver hapū-based initiatives across the takiwā. These include:

- Huirapa Kōkōwai – a Kāti Huirapa Rūnaka ki Puketeraki kaupapa that focuses on tikaka, pūrākau and waiata.
- Te Hao a Tapuiti – an initiative for whānau from Waihao marae to gather together at the marae for a beginner level reo wānaka.
- Te Pātaka Reo o Huikai – a series of monthly one-day or weekend reo wānaka for whānau affiliating to Koukourarata, to build proficiency in te reo me ōna tikaka.
- Nāia Te Toa o Tarewai – a series of three wānaka hosted by the hapū of Te Rūnaka o Ōtākou that focused on developing te reo proficiency at all levels among its members.



Above: Ngāi Tahu rakatahi with Maurice Manawatu and whānau outside the whare Hōhepa, Mangamaunu.

WHAKAPAPA

Tribal Register Whakatika

This project is about ensuring our tribal register is accurate and that all members have provided appropriate evidence of their whakapapa links. The registration team is steadily working to identify instances where documentation is missing, and liaising with relevant whānau to fill these gaps. In most cases, the missing documentation is a birth certificate or other documents that confirm the whakapapa connection. For most we have been able to secure a copy of the missing birth record from the Department of Internal Affairs. Last year alone we secured 1,700 birth records which is a big step forward in filling those gaps. We aim to complete this mahi by the end of the 2021/22 year.

Enrolments

3,868

**New registered whānau members
FY2021**
(3,082 FY2020)

65%

**of applications received
via our online form FY2021**
(60% FY2020)

[https://webapps.ngaitahu.iwi.nz/
whakapapa-registration](https://webapps.ngaitahu.iwi.nz/whakapapa-registration)

While the number of enrolments was less than previous years, possibly due to COVID-19, it was pleasing to see the online application process being widely used.

DNA Testing

In some instances, potential members are unable to supply a birth certificate or other relevant documentation to demonstrate their whakapapa. We are now exploring the use of DNA tests as an alternative – a concept that has been readily accepted by the Whakapapa Unit although we are largely unfamiliar with the methodology.

We have been working with the Institute of Environmental Science and Research (a Crown Research Institute) to gain a better understanding of the test results, methodology used and robustness of DNA testing within the context of the tribal register. From this enhanced learning we will be able to formulate a policy and accepted processes for accepting DNA tests as proof of descent from a Ngāi Tahu parent.

Taurahere Rōpū

Ngāi Tahu ki Te Matau a Māui

Ngāi Tahu whānau and Whakapapa staff were hosted by Ngāi Tahu ki Te Matau a Māui over three days at Waimarama Marae in April. The interconnectedness of Ngāi Tahu and Ngāti Kahungunu whānau was evident throughout Te Whare Taupunga.

Whakapapa staff spoke of the Ngāi Tahu migration from Whāngārā through Te Ika a Māui and significant events and local place names brought south to Te Waipounamu. Learning this history gave whānau a real sense of belonging.

Other highlights included a kōrero on Paparewa, a hīkoi to Hakikino Reserve and a dawn service on ANZAC Day at the marae, with the mahau adorned with photos of their servicemen from both world wars.



Ngāi Tahu ki Tāmaki Makaurau

Our Tāmaki Makaurau rōpū held a whakawhanaunga day in August. The Whakapapa Unit presented, and Rahera Cowie gave an awesome presentation on the mahi undertaken by the Kotahi Mano Kāika team. Entertainment was provided by Te Kura Kaupapa Māori o Mangere Kapa Rōpū and the Four Fathers band.

COVID-19

With the likelihood of more outbreaks, Whakapapa Ngāi Tahu is developing online Zoom wānanga for ngā taurahere here in Aotearoa and in Australia. The team is busy creating potential content, presentations and one-on-one/whānau whakapapa conversations in breakout rooms.

Whakapapa Ngāi Tahu website

We are excited to be developing the capability of our website to allow whānau to explore their whakapapa in a more informative and interactive way. The content for the website is steadily growing, particularly our 1848 kaumātua biographies. After a COVID-19 delay, the launch date will be in 2022.

Left: Te Whare Taupunga, adorned with servicemen for ANZAC Dawn service at Waimārama Marae.

Top right: Ngāi Tahu ki Te Matau a Māui whānau immersed in the kōrero and scenery of Waimārama.

Right: Bayden Barber of Waimārama giving migration and occupation history of Ngāti Kahungunu with Te Motu-o-Kura in the background.



Addition to the Blue Book

Te Rūnanga o Ngāi Tahu has approved the addition of Horopapera Momo to the Blue Book as an 1848 Kaumātua. The decision was based on evidence that demonstrated that Horopapera was a member of the iwi, and that he was alive in 1848. This outcome was initiated by Johnny Russell, on behalf of the descendants of Horopapera Momo, in 2020. We are delighted to restore the mana of Horopapera Momo and his uri.

\$2,000

Total Taurahere Funding approved FY2021
(\$ 47,000 FY2020)

Oranga > health and wellbeing

\$9.8m

invested in Oranga
in FY2021
(\$7m FY2020)



Vision: Our communities are leading and supporting whānau to be culturally confident and strong in their identity as Ngāi Tahu; whānau are informed and determining their future.

- Improving whānau health, wellbeing and relationships
- Improving whānau living environments and conditions
- Improving whānau wealth

PUNA PAKIHI

This year the priority for Puna Pakihi has been supporting Ngāi Tahu businesses as they transition to the realities of operating under COVID-19 restrictions. The best way to do this is through quality mentoring and we thank all of our mentors for their incredible commitment.

In this new environment, our whānau businesses navigate daily uncertainty, meaning that their resilience, adaptability and know-how are essential traits for their businesses to survive, thrive and grow. We have huge admiration for the whānau who have made tough calls to exit their business due to unwavering market and supply chain challenges, and we are proud of our whānau businesses that have changed their strategies and models of operation to continue to operate for their staff, clients and whānau.

You are our unsung heroes, your contribution to whānau wellbeing and our economy has not gone unnoticed. Tēnei te mihi nunui ki ngā Pakihi Ngāi Tahu!

Whānau Enterprise

13

Growth grants approved FY2021
(11 in FY2020)

43

Kickstarter grants approved FY2021
(40 in FY2020)

31

Grant recipients connected with Ngāi Tahu business mentors FY2021
(26 in FY2020)

41

Businesses began trading FY2021
(63 in FY2020)

90

Grant recipients connected with a business mentor FY2021 (141 in FY2020)

Looking forward:

- Puna Pakihi will be releasing a new online platform for Pakihi Ngāi Tahu and mentors to engage, learn and complete business plans together.
- We are in search of more Ngāi Tahu mentors to support our Pakihi Ngāi Tahu within specific sectors.
- Puna Pakihi will continue to engage with Poutama Trust, regional business providers, central government agencies and other iwi to find more solutions for our challenged SME sector. Our goal is to create more accessible solutions to support Pakihi ideas, growth, capital raising and connecting or creating new markets.

Above: Proud new home owner Alannah Webster-Blair.

Left: Hayley Smith and her boys Jonathan Smith and Braxton Smith at Kia Kūrapa, February 2021.

SHARED EQUITY HOUSING



A series of financial capability home ownership workshops were held throughout the takiwā over recent months. Eighty-six whānau attended and of these 20 continue to work with our contractor, Mokowhiti. One whānau who attended the workshop in Murihiku purchased a home on the open market, and another has just been approved for shared equity and is looking to purchase a good quality 'existing' home – our first time using this model. Given the success of the workshops we are in the process of planning another series.

2

Whānau supported into open market home ownership (7 in FY2020)

No whānau supported into Ngāi Tahu or other provider shared equity housing in FY2021 (6 in FY2020)



Above: Extended Prendergast whānau enjoy the comfort of their whare in Tāmaki Makaurau.

Shared equity home ownership – celebrating a first

Miriama Prendergast purchased her whānau home in Tāmaki Makaurau just ahead of the nationwide COVID-19 lockdown in March 2020 through the Ngāi Tahu shared equity home ownership initiative. This was a first for Te Rūnanga as the home was outside the takiwā. Earlier this year Miriama purchased the 30 percent Te Rūnanga share of her property giving her full ownership of her home – the first of our shared equity whānau to achieve this. This is a wonderful outcome, particularly in the current inflated housing market.

“We have been so blessed to have the support of Ngāi Tahu on this journey and it’s really been a saving grace with our big girl having the security of our own kāinga. Kāore he kupu i tua ake, mei kore ko Ngāi Tahu ka kore tēnei kāinga! We were just lucky in one way ACC gave [our oldest daughter] Kirimaia a lump sum that we could use towards really securing the whare for our whānau and allowing another whānau the same opportunity we got.” (Miriama Prendergast)

ORANGA TAMARIKI

Three years on from our initial engagement with Oranga Tamariki, we have worked hard on developing a deep and meaningful partnership with the agency, despite the somewhat challenging environment. At its heart is our goal of ensuring no Ngāi Tahu tamariki in care and holding the government to account on its responsibilities under Article 3 of the Treaty. Over the past 12 months we have been

working on a business case which has resulted in the recent signing of a \$26 million contract that will enable us to lead our own journey with whānau as first navigators. The first ever such contract to be signed with iwi, this is an opportunity for us work with our existing providers in the regions to build capability and to own our outcomes. We believe this is an absolute game changer in prevention and early intervention for our whānau.



Left: Dan and Demelza Tarrant with tamariki Stella and Cohan.

Ruapuke Uncut

Ruapuke Uncut is a whānau-owned beekeeping and sheep farming business located on Ruapuke Island, producing the world’s southernmost mānuka honey and farming seaweed-eating sheep.

We have been very fortunate to have had the opportunity to apply for various Puna Pakihi grants. These have been instrumental in allowing our business to grow and develop. As we were really new to the business world, we were given the opportunity to be teamed up with business mentor Kim Hill from Stratigi. We spent a sustained period connecting with Kim via Zoom and kanohi ki te kanohi. Kim gave us tautoko in developing a robust business

plan. One that we could take ownership of – this was our mahi and Kim guided us every step of the way. No question was a silly one and Kim encouraged us to ask questions when we were unsure.

One of the most important things we could take from this was Kim’s advice to do the mahi, grind away little by little and the rewards will come. Cheers to the Puna Pakihi team and most importantly our fabulous business mentor Kim Hill. We can take our new knowledge and skills away confident that our business is moving in the right direction.

Ngā mihi,
Dan and Demelza

WHĀNAU AND EMERGENCY RESPONSE

15

Papatipu Rūnanga marae emergency preparedness plans developed FY2021

14

Distribution and facilitation of information, materials and training/operation manuals to Papatipu Rūnanga

Preparedness has remained a priority in the Whānau and Emergency Response team, through supporting individual whānau to plan for their needs and the risks they face. The team has continued to connect directly with whānau through wānanga held at each of our 18 Papatipu Rūnanga, providing individual emergency packs and supporting emergency preparedness.

Whānau and Emergency Response has focused on an approach to emergency planning that is hapū led and driven, with support from Te Rūnanga o Ngāi Tahu.

The team continues to ensure that mana whenua are represented at all levels of emergency management including when a situation moves into recovery. We are working to influence legislative changes that would allow Papatipu Rūnanga to express their rangatiratanga as the National Emergency Management Agency (NEMA) updates the Civil Defence Emergency Management Act. We are pleased with our progress on this mahi to date, which is expected to continue throughout the coming year.



Pūtea Manaaki

248

Support provided to Ngāi Tahu whānau in financial hardship FY2021
(207 in FY2020)

227

Support provided to Ngāi Tahu whānau after an emergency FY2021
(263 in FY2020)

COVID-19 response

The pandemic continues to impact the work plan for the Whānau and Emergency Response team with a need to priorities a number of COVID related activities.

- Resurgence planning which has changed the approach to response across Te Rūnanga Group.
- Supporting the vaccine roll out in our regions alongside our Whirinaki team.
- Response during Alert Level changes including:
 - Supporting our rūnanga to develop a pop-up Pātaka Kai network to meet the increased need in our communities.
 - Supporting the activation of the Pūtea Manaaki COVID-19 Grant for whānau who have been affected.
 - Distributing PPE to Papatipu Rūnanga and some of our taurahere.

Regional flooding response

As well as our regions having to endure a pandemic there have been a number of natural hazards, notably the Napier, Canterbury and West Coast floods. Over 700 whānau members were directly affected by these events.

350 Ngāi Tahu households living in Napier were impacted by the November floods in the region. The Whānau and Emergency Response team worked alongside Tihei Mauri Ora, the Hawke's Bay Emergency Response Centre, to support whānau members after this event.

Around 200 whānau members were in the affected areas and flood zones during the Canterbury Floods of late May/early June. The Whānau and Emergency Response team has supported them as well as the recovery work on the affected awa within our takiwā.

Sustainability response

Over the past year we have worked with Ngāi Tahu Funds to progress the installation of a further three generators at our papatipu marae.

Above: Te Ngāi Tūāhuriri whānau supporting the Pātaka Kai initiative.

WHAI RAWA

	To 31 December 2020	2019
New members	1,908	1,984
Tamariki savers	67%	68%
Adult savers	54%	48%

Whai Rawa Contributions

\$8.4m

Member contributions for the year ending 31 March 2021
(\$7.8m in FY2020)

\$3.2m

Ngāi Tahu contributions paid for the 2020 calendar year (excluding taxes)
(\$6.1m for the 2019 calendar year)

WHAI RAWA MILESTONES

Ka whakanui tahi tātou i te kaupapa o Whai Rawa; kua whai hua, kua whai painga ngā whānau maha.

15 years of changing habits and lives

Established in 2006, this year marks 15 years of Whai Rawa. The concept was for Ngāi Tahu whānau to benefit from an investment scheme supporting three key withdrawal criteria: education, home ownership and retirement.

Above right: Kahu, Te Ukihihikitia and Sarah Te Whaiti.



\$113.3m

Net assets
(\$96.3m FY2020)

In August 2020 we celebrated the milestone of \$100 million in the fund, reaching \$113 million in net assets by 31 March 2021. This is a huge achievement and a testament to the efforts of whānau who have contributed in the 15 years since Whai Rawa started.

30,000
members

In February 2021 Whai Rawa celebrated 30,000 members in the scheme. This was another impressive milestone. In particular, the growing number of tamariki members shows that we are building better futures through financial empowerment.

\$19m

in withdrawals as at 31 March 2021
(\$15.6m as at 31 March 2020)

As of 31 March 2021, over \$19 million has been withdrawn (since inception in 2006), with \$4 million withdrawn in the 2021 financial year. Over 5,000 Whai Rawa members have benefited from withdrawals for tertiary education, first homes and retirement.

Whai Rawa Fund Limited is the issuer of the Whai Rawa Unit Trust. A copy of the Product Disclosure Statement is available at www.whairawa.com/pds



Above: Max Tiweka, Te Aotahi Rice-Edwards and John Russell from Ōtautahi based Ariki Creative.

Wendi is excited that her mokopuna have the opportunity to access the benefits of Whai Rawa including a tertiary education withdrawal and that they can see their investment turn into something of importance. "I have all of these mokos, these children that have now benefited from our marae, our hapū grants and our Ngāi Tahu grants, so joining up with Whai Rawa – it's just so important," she says. "I think of the whakataukī of ours – 'ekea kā tiritiri o te moana' – reach to the height of your aspirations. Our whānau, my mokos can do this now because our people have got [a programme like] Whai Rawa."

Wendi says she has always been passionate about her Kāi Tahu heritage. "I want to tautoko our tīpuna for having the foresight and preparing for our claim, and without that we wouldn't have been able to get to where we are today, and that's with things like Whai Rawa", she says.

Ōtepoti based Wendi really embodies the Kāi Tahu mantra of 'Mō tātou, ā, mō kā uri ā muri ake nei' – for us and our children after us. She continues to save for her retirement years with the help of her Whai Rawa account and promotes the scheme to others, often taking charge and signing her whānau up.

Wendi aspires for her whānau to see the benefits of tertiary education throughout the generations and says "for me that whole education system to sustain our people and to sustain Papatūānuku in the forthcoming years, we wouldn't be able to get there without [programmes] like Whai Rawa."



Whai Rawa helps moko reach for the stars

Wendi Raumati (Kāi Tahu, Kāti Hāteatea) is a māmā of eight, tāua of 18 and tāua tuarua of three. Wendi is passionate about the importance of education for her whānau but as a young mother, she was unable to save, let alone for her children's education. "Planning for the future as a young mother was something that I couldn't do", she says. "It was living day by day. I couldn't afford to put my kids through university."

Left: Wendi Raumati with mokopuna Isabella Devereux-Samuel.

Whai Rawa scheme returns for the year ended 31 March 2021

Returns (annual return before tax & investment management fees)*

FY2021



SOCIALLY RESPONSIBLE
TŌTARA-CONSERVATIVE FUND

↑ 8.3%

FY2020**



SOCIALLY RESPONSIBLE
TŌTARA-CONSERVATIVE FUND

↓ -2.43%***

(1 October 2019 - 31 March 2020)



SOCIALLY RESPONSIBLE
MATAĪ-BALANCED FUND

↑ 18.9%



SOCIALLY RESPONSIBLE
MATAĪ-BALANCED FUND

↓ -9.37%

(17 February 2020 - 31 March 2020)



SOCIALLY RESPONSIBLE
RĀTĀ-GROWTH FUND

↑ 25.7%



SOCIALLY RESPONSIBLE
RĀTĀ-GROWTH FUND

↓ -11.95%

(17 February 2020 - 31 March 2020)

* The returns for FY2021 need to be considered in light of the market low caused by COVID-19 that negatively impacted market values in FY2020, with the FY2021 returns shown incorporating the recovery from those market lows.

** The FY2020 returns are provided for the time periods shown, they have not been annualised.

*** This being the successor fund to the legacy Whai Rawa Conservative Fund which returned 4.63% for the period 1 April 2019 to 30 September 2019.

Mātauranga > knowledge

\$3.8m

invested in
Mātauranga
in FY2021
(\$7.3m FY2020)



Madison Simons and Dr Eruera Prendergast-Tarena .

Vision: Education enables the success and wellbeing of Ngāi Tahu whānau in all aspects of life:

- Creates pathways
- Prioritises success
- Provides leadership
- Promotes innovation

MĀORI FUTURES ACADEMY

The Māori Futures Academy was successfully launched at the end of April with more than 100 whānau, partners, funders and friends of Tokona te Raki coming together to mark the occasion. Minister of Māori Development, Hon Willie Jackson, was the guest of honour. Inspired by the Stanford d.school, the academy is a partnership initiative between Te Rūnanga o Ngāi Tahu and the University of Canterbury. A centre for indigenous social innovation led by Tokona te Raki, this is another step in the deepening relationship we have been developing with the University of Canterbury over many years. These rangatahi will be the next generation of iwi leadership and the academy provides them an opportunity to be an integral part of the future they will inherit. The vision is that the academy will provide an opportunity to grow whānau and hapū capability so that whānau are empowered to lead change and build solutions that work for them. Equity in education, employment, and income for all Māori by 2040 is a key driver for the partnership initiative. Our inaugural cohort is made up of 10 rangatahi whose time is spent working on live projects, learning and growing their leadership potential.

Above: Celebrating the launch of the Rangatahi Futures Academy, April 2021.

Right: Kaya Staples, rangatahi intern with the Futures Academy.



Kaya Staples

*Tēnā koutou katoa. Ko Kaya Staples tōku ingoa.
E rua tekau mā whitu aku tau. He uri tēnei nō
ngā iwi o Ngāi Tahu, Ngāpuhi, Te Arawa anō hoki.
Ko au tētahi o ngā rangatahi e mahi ana ki
Tokona te Raki.*

My journey has been a whirlwind. I grew up on the East side of Ōtautahi from the seaside to the hood and everywhere in between. My upbringing was among the detrimental aftermath of the cycles of addiction and abuse, but I can thank my sober mother for ending that cycle.

I found myself applying to be a part of the Māori Futures Academy through the pānui that my Nan (Tira Knox) opened, and I will never forget her text message to “check latest email from iwi”. Even though the email was very vague in the roles or job description, I was enticed by the name “Māori Futures Academy.” As I was finishing my Career Preparation



Level 3 at Ara and still working as a barista, looking to go into social work full-time, I saw this opportunity as gold. I was a

disconnected wahine Māori who felt the embrace of her people from the moment I walked through the doors of Te Whare o Waipounamu. Although it has been overwhelming, and I have questioned my position in this academy, I know I am in the right place.

The mahi here has purpose and I am privileged to be a part of the change and constantly filling my kete of knowledge.

I may be new to systems change and social innovation, but I have experienced the system for the past 27 years and as a young Māori mother I have a passion to fight against the inequalities my people face so my babies and future mokopuna can thrive without injustice!



ENDING STREAMING IN AOTEAROA

In April, Tokona te Raki released *Ending Streaming in Aotearoa*, a research report tackling the issue of streaming in our education system. The report highlights the negative impacts of

this archaic pedagogy, particularly for Māori and Pasifika students. The report was based on case studies of four schools that have stopped streaming with the intention of demonstrating that there is a better approach and inspiring other schools to make the change. Following on from its release, Tokona te Raki convened a leadership hui bringing together many leaders from across all areas of education to start looking at a collective approach to get rid of ability grouping in all schools. The importance of this kaupapa has been recognised by the Ministry of Education who have subsequently contracted Tokona te Raki to be the backbone organisation to lead this mahi on its behalf. Over the next 12 months a design team will be appointed to create the blueprint to drive change.

TE POU HERE: PŪREIREI

Te Pou Here Pūreirei provides personalised mentoring support for whānau beginning their employment journey, re-entering the workforce or building their career, as well as helping them to form a stronger connection with the iwi. We keep whānau informed about entry-level opportunities available through our iwi-owned businesses, our commercial business partners and registered businesses owned by Ngāi Tahu whānau.

Our Pūreirei mentors are Ngāi Tahu whānau from a range of backgrounds and experiences. They meet whānau when, where and however it suits them.

Highlights

3
New mentors contracted, bringing our total to seven across Aotearoa

Launch
of designated Pūreirei website:
www.pureirei.co.nz

Restoring
our whānau calling system which remains the most successful way to engage whānau with our service

198
New whānau registered with Pūreirei



Above: Delane Luke with Pūreirei mentor Roy Tikao.



Tokona Te Takata

735

Total Te Pou Here Kaupapa (businesses) registered FY2021
(671 in FY2020)

1,312

Te Pou Here Tākata (professionals) registered FY2021
(1,292 in FY2020)

673

Total Te Pou Here Pūreirei (entry level) registered FY2021
(475 in FY2020)

574

Te Aka Haumi o Tahu website business directory - number of registered Ngāi Tahu businesses FY2021
(505 in FY2020)

Left: Aporonia Arahanga with Pūreirei mentor Natalie Small.

Highlights

Those aged 35-44

form the largest percentage seeking mentoring support followed by rangatahi at 25 percent

92%

of whānau feel more confident applying for a job or being interviewed after completing their mentor relationship

"I was unemployed for six weeks...I started back at work three and a half weeks after meeting with my mentor. He gave me confidence to apply for jobs. I have regained my mojo."

83%

believe their mentoring relationship assisted their connection with their iwi

"Gave me some real insight into what it is I want to do in the future. And, the significance my whakapapa has around the roles I currently hold and want to hold in the future."

We continue to work on aligning our Te Pou Here kaupapa with that of Puna Pakihi to ensure a collaborative approach and the best wrap-around support for our Ngāi Tahu businesses/owners.

HILTON HAULAGE TRANSPORT SCHOLARSHIP

The Hilton Haulage Transport Scholarship was launched on 25 June to support rangatahi Ngāi Tahu with getting their driver licence – a partnership initiative between Hilton Haulage and Ngāi Tahu Holdings. The programme offers six scholarships for a period of six months. It includes professional training, tutoring and support in driving skills and testing, introductions to the transport industry and career guidance and development. At the end of the programme two fulltime, two-year cadetships will be offered to rangatahi in the Hilton Haulage Christchurch depot and offices.

Learner Support Fund

529

Learner support fund FY2021
(541 in FY2020)

57

Tamariki undertook a special assessment
(e.g. to diagnose a learning difficulty)
FY2021
(32 in FY2020)

Pēpi packs

751

Pēpi Packs distributed FY2021
(612 in FY2020)

Education Grants & Scholarships

76

Ka Pūtea scholarships for tertiary-level
study FY2021
(66 in FY2020)

601

Ka Pūtea Grants for tertiary-level FY2021
(713 in FY2020)

118

Ka Pūtea Proof of Engagement Grants
for tertiary-level FY2021
(106 in FY2020)

21

Yamada O'Regan scholarships for
secondary school students FY2021
(17 in FY2020)

Matakahi Scholarships

0

Matakahi scholarships awarded FY2021
(22 in FY2020)

1

Beca scholarship awarded FY2021
(3 in FY2020)

9

Graduate roles secured FY2021
(13 in FY2020)

8

Summer internships FY2021
(16 in FY2020)

External governance

26

External governance appointments
FY2021
(27 in FY2020)

73%

Appointees feel supported by the
pastoral care they receive from Te Rūnanga
o Ngāi Tahu FY2021
(89% in FY2020)



Left: Celebrating the inaugural cohort of Hilton Haulage Limited, Proactive Drive Programme.

Te Ao Tūroa > natural environment

\$4.8m

invested in Te Ao
Tūroa in FY2021
(\$7.2m FY2020)



Vision: Ngāi Tahu whānau are empowered to protect and enhance their rights and interests through rangatiratanga and kaitiakitanga.

Our natural environment – whenua, freshwater, coast, ocean, flora and fauna – and how we engage with it, are crucial to our identity, our sense of unique culture and our ongoing ability to keep our tikanga and mahinga kai practices alive (Ngāi Tahu 2025).



CONSERVATION

Former Crown Tītī Islands work programmes

The Rakiura Tītī Islands Administering Body has completed a series of work programmes on the former Crown Tītī Islands around Rakiura, including:

- Removing 30 bales of rubbish from the islands.
- Completing biosecurity inspections of 29 vessels and 28 helicopter flights prior to departure for the tītī islands.
- Rat eradication.

Ōaro River restoration project

A restoration and maintenance project is underway on the Ōaro River with the support of \$90,000 funding from Environment Canterbury. The project is a partnership between Te Rūnanga o Ngāi Tahu, adjoining landowners, the Board of Management of Ōaro M, and Environment Canterbury. The property was returned as cultural redress under the Ngāi Tahu Claims Settlement

Act 1998 and has immense cultural significance for Te Rūnanga o Kaikōura and Ngāi Tahu whānui.

Left: Aerial image of the extent of the lower Ōaro River restoration project.

Below: Lower Ōaro River looking upstream.

Bottom: Removing rubbish from the Tītī Islands.

Previous page: Wiremu Rangi at the Wairewa tuna drains, January 2021.



- Managing the COVID-19 response on the islands.

This work helps ensure the customary rights of Rakiura Māori are protected in perpetuity, allowing them to sustainably harvest tītī. Further work is planned including a review of the management plan for the islands, biosecurity and managing COVID-19 response and restoration.



Mahinga Kai

2,094

Customary fisheries authorisations issued across the takiwā FY2021 (535 in FY2020)

10

New customary fishing protection areas (CPAs) established and under management by Ngāi Tahu whānau FY2021 (19 in FY2020)

18, \$18k

Mahinga Kai Enhancement Fund applications approved FY2021 (13, \$159k in FY2020)

Conservation

26

Number of taonga species governance groups that have Ngāi Tahu whānau representation FY2021 (19 in FY2020)

Ngāi Tahu *Undaria* Control Programme

Te Ao Tūroa has partnered with Toitū Te Whenua/LINZ (through its Jobs for Nature programme), Dive Otago and the University of Otago to build the capacity of ngā rūnanga to control the invasive seaweed *Undaria pinnatifida* in Customary Protection Areas (e.g. mātaimai and taiāpure) over the next four years. Tāngata Tiaki are being supported

to harvest *Undaria* to reduce the reproductive potential of this species, and to reduce the risk of further spread into adjacent areas, whilst promoting the re-establishment of native seaweed species. This is coupled with establishing locally centred industries to harvest and process the seaweed as part of an ongoing control programme. Te Ao Tūroa and Dive Otago have begun training rūnanga divers in preparation for the 2022/23 harvesting season.



Above: Rāpaki and Ōnuku divers being trained. Photo courtesy of Virginia Watson, Dive Otago.
Left: *Undaria* control operations. Photo courtesy of Lucy Coyle, University of Otago.

TRIBAL PROPERTIES, NOHOANGA & HERITAGE PLACES – PUNA MAHARA

3,326

Number of Ngāi Tahu whānau nights
at nohoanga sites FY2021

13

Reinstating Ngāi Tahu place names
FY2021

(29 in FY2020)

Kātiki Point Reserves Management Plan

Kātiki Point is located on the southern tip of the Moeraki Peninsula and includes the pā Raka-a-Hineātea. Including public consultation, a Reserve Management Plan was prepared by Moeraki Rūnanga, Te Rūnanga o Ngāi Tahu and the Department of Conservation, and approved by the Minister of Conservation in August 2020, pursuant to section 41 of the Reserves Act 1977. This is the second Reserves Act Management Plan prepared for tribal properties since their return to Ngāi Tahu through Settlement in 1998. It has also been lodged with local councils as an Iwi Management Plan under the Resource

Management Act 1991 and will be used to guide future management of this culturally significant site.

Ōkeina waka shed repairs

The Ōkeina waka shed holds cultural significance to Te Rūnanga o Koukourarata and Ngāi Tahu whānui and is regularly used during the annual Okains Bay Waitangi Day commemorations. Repairs and remediation work on the waka shed were carried out in October 2020. Located partly on Ōkeina, which was vested in Te Rūnanga o Ngāi Tahu under the Ngāi Tahu Claims Settlement Act 1998,

Below: Nohoanga site at Ōaro River Mouth.



the waka shed houses two waka, Kahukākā owned by the Okains Bay Museum and Kōtukumairangi, owned by Te Rūnanga o Ngāi Tahu.

Ōmihi/Goose Bay tribal property kaitiaki ranger

A kaitiaki ranger has been engaged for the Ōmihi/Goose Bay tribal property, following the closure of the campground. The ranger provides site maintenance and security, as well as an onsite presence to encourage appropriate visitor behaviour. Ōmihi/Goose Bay is highly valued for its mahinga kai by Te Rūnanga o Ngāi Tahu and Ngāi Tahu whānui. As a recreation reserve under the Reserves Act 1977, preparation of a management plan is not only a statutory requirement but will inform future use of this highly significant site.

Reinstatement of original Ngāi Tahu place names

The New Zealand Geographic Board Ngā Pou Taunaha o Aotearoa have accepted the proposal by Kāti Huirapa Rūnaka ki Puketeraki and Te Rūnanga o Moeraki to make Waihemō/Shag River an official name. Waihemō is at the southern end of the Moeraki takiwā and the northern end of the Puketeraki takiwā, and is a significant landmark for Ngāi Tahu.

The board also recently decided to notify a place name proposal for Ōmanui/McKinnon Pass in Fiordland locality. The inclusion of Ōmanui was proposed by Te Rūnanga o Ngāi Tahu on the advice of Papatipu Rūnanga and Kā Huru Manu which records that Ōmanui is the original Māori name for the pass.



Nohoanga

There was increased use of our 15 nohoanga (temporary camping) entitlements during the 2020/21 season. A total of 96 authorisations were issued by Te Rūnanga o Ngāi Tahu, totalling 3,326 “person nights” for the season.

Nohoanga are located adjacent to lakes and rivers throughout Te Waipounamu, and enable Ngāi Tahu whānau to occupy for lawful mahinga kai purposes.

Plan Change 7 – Otago Regional Water Plan

A plan change to manage the expiry of deemed water permits in Otago was “called in” by the Minister for the Environment and went straight to the Environment Court. It was one of the first opportunities for debate on parts of the National Policy Statement for Freshwater Management 2020 (NPSFM) in Court. Te Ao Tūroa supported a combined response from Kāi Tahu ki Ōtākou, and Kāi Tahu ki Murihiku.

A cultural pō from Edward Ellison, Dean Whaanga, Gail Thompson and Stewart Bull gave convincing evidence to the Environment Court as to why the health of water bodies must include their cultural health under the NPSFM, ably supported with technical evidence from staff at Te Ao Mārama Inc and Aukaha Ltd, with Te Rūnanga o Ngāi Tahu funding legal counsel and Te Ao Tūroa providing peer review of evidence and project management.

Fast-Track Consenting

The government has passed new legislation to speed up the resource consent process for developments that stimulate the economy as part of COVID-19 recovery. This process has to be managed by the iwi authority under the legislation. Te Ao Tūroa has coordinated responses from Papatipu Rūnanga to seven projects so far, as well as arranging Te Rūnanga o Ngāi Tahu nominations of Hearing Commissioners to sit on each decision-making panel.



Managed Aquifer Recharge – Ōreti Catchment

Te Ao Tūroa has supported Waihōpai Rūnaka and Te Ao Mārama Inc in opposing an application to trial the storage of water for irrigation using managed aquifer recharge in the Ōreti Catchment. This was a landmark decision as the main reasons for declining the application were due to effects on mauri and whakapapa.

Above: Nohoanga site at Lake Hāwea and, left, at Lake Pūkaki.

Marlborough Environment Plan

Te Ao Tūroa has supported Te Rūnanga o Kaikōura in mediation on appeals to the Environment Court on Marlborough Council's Environment Plan. Te Ao Tūroa, Strategy and Influence and Ngāi Tahu Seafood have also combined to respond to Variations 1 and 1A to that plan which deals with marine farming. The proposed rules have implications for both Te Rūnanga o Kaikōura and wider tribal interests in aquaculture.

Hakatere

Te Ao Tūroa has supported Aoraki Environmental Consultancy and Te Rūnanga o Arowhenua to secure additional conditions on resource consents by several existing irrigation schemes in the Hakatere and Hekao catchments. While the battle is not yet won, these irrigation companies are recognising the need to have better relationships with mana whenua and work harder to restore the mauri of the wai and whenua in these catchments.

Papatipu Rūnanga > local development

\$10.4m

invested in Papatipu
Rūnanga in FY2021
(\$12.2m FY2020)

Te Pūtea Whakamahi

\$524,362

per rūnanga in FY2021
(\$9,962,871 total
since Settlement)
(\$524,362 per rūnanga FY2020)

Elizabeth Cunningham at home in Koukourarata.

Vision: Papatipu Rūnanga realise their aspirations through the demonstration of tino rangatiratanga with an influential local/regional voice to:

- Maintain ahi kā (continuous occupation)
- Re-establish land ownership/ rights
- Build local/regional tribal economies
- Rebuild mana and wellbeing
- Continue to progress development of local entities



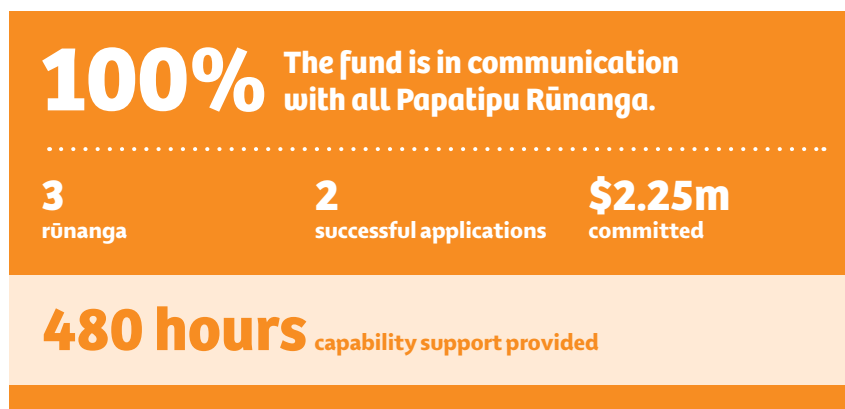
REGIONAL DEVELOPMENT

Our long-awaited Regional Development Fund is now being implemented, allowing Papatipu Rūnanga to unlock localised/kāinga-centric outcomes for Ngāi Tahu whānui. The fund is intended to support several returns for ngā rūnanga:

- **Job creation**
- **Social inclusion and participation**
- **Economic multipliers – bouncing the dollar within a tribal economy**
- **Environmental and cultural sustainability**
- **Resiliency and strength of balance sheets**
- **\$3.3m invested in Regional Development in FY2021**

The fund also provides a comprehensive capability support programme to Papatipu Rūnanga. This ranges from guidance on investment portfolios to in-depth investment due diligence support.

Approved and funded projects





Te Kāika Expansion – \$1m

We supported an application by Te Rūnanga o Ōtākou to expand the highly successful Te Kāika integrated health hub to accommodate the growth of existing service delivery, as well as new partners the Ministry of Social Development and Southern District Health Board. This funding has been approved and the project is undergoing market valuations and business case development.

Above: Te Kāika Health Centre in Caversham, Ōtepoti.

Te Ara Pounamu Greymouth Experience Centre – \$1.25m

Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio made a successful joint application for funding to acquire a long-term footprint asset in Greymouth. This asset (the former Revingtons Hotel site) will be the Greymouth home of Te Ara Pounamu, a collection of four world-class digital immersion experience centres across Te Tai Poutini that will share Ngāi Tahu history and stories. The kaupapa will provide employment opportunities for Ngāi Tahu whānau and support cultural sustainability.

Te Whakaariki > strategy and influence

\$2.8m

invested in
Te Whakaariki
in FY2021
(\$2.8m FY2020)

Vision:

- Restore and enhance the place and perception of Ngāi Tahu within the takiwā
- Protect and advocate the inherent, statutory and Settlement rights of Ngāi Tahu whānau
- Pioneer and innovate: Leverage rights and create opportunities
- Capability build: Support Papatipu Rūnanga

GREEN ENERGY WĀNANGA

In June, Te Rūnanga o Ngāi Tahu, senior leadership from across Te Rūnanga Group and a number of kaimahi came together for a Green Energy wānanga at Te Whare o Te Waipounamu. The wānanga focused on growing understanding of green energy and green hydrogen so that we are informed when it comes to policy decisions on these kaupapa. It is important that as an iwi we are aligned with the low emissions economy movement and the potential this brings for our people, our whenua, and our future.

Meridian Energy's Neal Barclay (Chief Executive) and Guy Waipara (GM Generation and Natural Resources) provided an overview of renewable energy, and the green hydrogen opportunity in Aotearoa. Guest speakers (Professor Sally Brooker, Assoc. Professor Aaron Marshall, and Dr Regina Eisert) spoke in more detail about green hydrogen and its uses, benefits, and challenges. The Minister of Energy and Resources, Hon Dr Megan Woods, and Contact Energy Chief Executive Mike Fuge were also in attendance.



CROWN ENGAGEMENT

Earlier in the year Te Ngāi Tūāhuriri and Te Rūnanga o Ngāi Tahu welcomed a delegation of Ministers at Tuahiwi Marae. This was an opportunity to focus on the partnership and relationship between Ngāi Tahu and the Crown and what a 'good' relationship might look like. This was the first time we have come together on this kaupapa since the Ngāi Tahu Settlement in 1998. Hon Nanaia Mahuta, Hon Peeni Henare, Hon Dr Megan Woods, Hon Kelvin Davis, Hon Dr Ayesha Verrall, Hon Priyanca Radhakrishnan, Rino Tirikatene, and Hon Willie Jackson were all in attendance. Our relationship with the Crown as our Te Tiriti partner remains a priority.

Above: Above: Tā Tipene O'Regan, Hon Kelvin Davis and Hon Nanaia Mahuta at Tuahiwi Marae.

Right: Signing of the Mana Whakahono ā Rohe Agreement at Arahura Marae.

MANA WHAKAHONO Ā ROHE AGREEMENTS – TAI POUTINI AGREEMENT

Amendments made to the Resource Management Act (RMA) in 2017 included provisions for a unique type of agreement between mana whenua and regional/local councils – Mana Whakahono ā Rohe. These agreements have the benefit of being grounded in legislation and thus having more weight behind them to ensure councils fulfil their obligations to mana whenua.

On 22 October 2020, Te Rūnanga o Ngāti Waewae, Te Rūnanga o Makaawhio, Te Rūnanga o Ngāi Tahu and the West Coast Regional Council gathered at Arahura Marae for the formal signing of the Tai Poutini Mana Whakahono ā Rohe agreement. It is the first of these agreements to be completed anywhere in New Zealand, and involved several years of extensive engagement, legal review, drafts and discussions.

A generic model has been created that can serve as a starting point for any Papatipu Rūnanga who wish to develop a Mana Whakahono ā Rohe Agreement with their own regional or local councils. This model text

covers all the formal statutory requirements set out in the RMA, as well as a range of additional topics such as mahinga kai, papakāinga housing, or resourcing. The text has been thoroughly checked for legal compliance.

The Tai Poutini Mana Whakahono ā Rohe agreement is accessible at: <https://www.wcrc.govt.nz/publications/strategies/mana-whakahono-a-rohe-iwi-rma-participation-arrangement>.



Te Kura Taka Pini > freshwater

\$3.3m

invested in Te Kura
Taka Pini in FY2021
(\$2.5m FY2020)



Vision: Achieving rangatiratanga over freshwater within the Ngāi Tahu takiwā

Te Kura Taka Pini (TKTP) was established to pursue Ngāi Tahu rangatiratanga over freshwater and has the following objectives:

- To establish Ngāi Tahu title over freshwater in the takiwā
- To establish regulatory authority
- To secure Ngāi Tahu fiscal authority over freshwater in the takiwā

Freshwater claim

Having travelled the takiwā over the past two years, TKTP heard first-hand from Papatipu Rūnanga about the degradation of freshwater in their rohe and the lack of meaningful participation in freshwater management. Whānau strongly supported the need to take legal action, and on 31 October 2020, 15 tribal leaders and Te Rūnanga o Ngāi Tahu filed a legal case in the Ōtautahi rohe of the High Court. This is an important milestone for advancing Ngāi Tahu rangatiratanga over Freshwater Strategy, and marks the first step in holding the Crown to account.

The claim seeks recognition of Ngāi Tahu rangatiratanga over freshwater in the takiwā. While the Crown affirmed Ngāi Tahu rangatiratanga in Te Tiriti o Waitangi and the Treaty settlement, rangatiratanga pre-exists the establishment of a colonial government. Rangatiratanga is grounded in the customary relationship Ngāi Tahu has with freshwater according to tikanga – including rights, responsibilities and obligations to care for

freshwater. Importantly, the claim seeks to prompt negotiations with the Crown, towards implementing a new system for freshwater which upholds Te Tiriti o Waitangi and the Treaty settlement – enabling whānau to exercise their rangatiratanga. TKTP is currently working through the legal procedures ahead of the trial and has been reaching out to stakeholders to build further support for the claim.

Three Waters

The Crown is overhauling the system for delivering Three Waters – drinking water, stormwater and wastewater. In 2020, Taumata Arowai was established as the new national drinking water regulator. TKTP on behalf of Te Rūnanga o Ngāi Tahu has made submissions on two pieces of legislation, most recently the Water Services Bill. The Crown was again put on notice of its Tiriti obligations and TKTP expects to partner with the Crown on this kaupapa in due course to ensure the rights and interests of Ngāi Tahu whānui are provided for.

At a regional level, the Crown is proposing to aggregate Three Waters services by transferring assets from councils to four new regional entities across the country. At Arowhenua on 17 October 2020, Papatipu Rūnanga agreed to proactively participate in the reforms, for the purpose of achieving safe, affordable and resilient water infrastructure and sustainable environmental outcomes for Ngāi Tahu whānui. TKTP has been supporting Ngāi Tahu to engage with councils across the takiwā to forward a joint vision for equitable access, affordability, and safety in water service delivery. TKTP is working to deliver this vision through its partnership with the Crown – while ensuring that Te Tiriti is at the heart of the reforms, and Ngāi Tahu rangatiratanga enabled from policy through to implementation.

Below: Te Ariki James-Henare Te Karu learning about water quality at Koukourarata, April 2021.

Left: Waimakariri River, Canterbury.



Tribal communications, engagement and participation

Contact Centre engagement

21,371

Phone calls FY2021
(22,250 in FY2020)

15,043

Emails FY2021
(17,281 in FY2020)

3,977

Visitors to 15 Show Place
FY2021 (6,183 in FY2020)

Digital engagement

24,708

Facebook followers FY2021
(20,841 in FY2020)

3,828

Instagram followers FY2021
(3,070 in FY2020)

336,048

Website users FY2021
(268,000 in FY2020)

1,223,416

Website page views FY2021
(1,270,482 in FY2020)



Tahu FM turns 30

Tahu FM celebrated 30 years on the airwaves in February, with a month of birthday celebrations including special guest appearances, giveaways and flashback video reels. Tahu FM was the first iwi radio station based in Te Waipounamu and was launched by pioneers Mahina Kaui and Tahu Stirling on Waitangi Day 1991. Thirty years later, the station is still broadcasting proudly onto the airwaves, and is also available on digital platforms. The station is a genuine voice for Ngāi Tahu and the wider Māori community, as it protects, preserves and promotes te reo Māori and Ngāi Tahutanga. Thanks to consistent funding and support from Te Māngai Pāho, Tahu FM is now a true multimedia channel with a video production arm specialising in live broadcasting and web series.

798,000

Tahu FM listeners FY2021
(1,041,600 in FY2020)

Virtual Hui-ā-Tau

Hui-ā-Tau was held virtually last November due to the restrictions of the COVID-19 pandemic. While we are used to kanohi-ki-te-kanohi connection at our tribal events, this virtual presentation meant Te Rūnanga Ngāi Tahu could still share updates with whānau, including a video message from the Kaiwhakahaere and Ngāi Tahu Holdings Chair. We look forward to coming together as a wider whānau for Hui-ā-Iwi, which at this stage has been postponed until February next year.

Tahu News relaunches

Ngāi Tahu became the first iwi to have its own dedicated news service when Tahu News relaunched in May. Each weeknight at 7.00pm, Tahu News broadcasts on Facebook to share stories about Ngāi Tahu whānau from across the takiwā. The relaunch follows a successful Tahu News pilot season, which aired online during last year's nationwide lockdown.

Without a dedicated Māori media service in Te Waipounamu, Māori news and current affairs is often centred on Te Ika-a-Māui, and Tahu News helps to fill a vital gap in the media landscape. Te Rūnanga o Ngāi Tahu hopes to use Tahu News as a platform to grow the pool of Māori, and particularly Ngāi Tahu, working in content creation, development, curation, and presentation.

PUBLICATIONS

7,400

copies of Te Karaka distributed FY2021
(15,282 in FY2020)

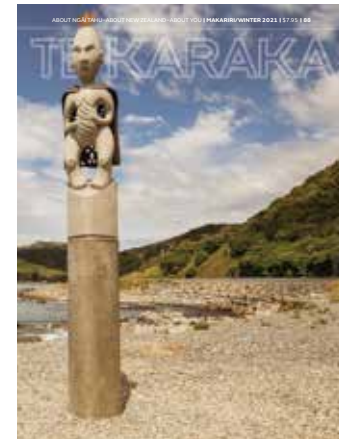
83,935

copies of Te Pānui Rūnaka distributed FY2021
(115,011 in FY2020)



Left: Hinepounamu Porter and Piki Skerrett-White.

Above: Piki Serrett-White, Jason Phillips and Hinepounamu Porter in the Tahu FM studio.





Ngāi Tahu Holdings

Delivering value

Ngāi Tahu Holdings business units are focused on intergenerational investment to ensure future generations of whānau are provided for. Our commercial companies operate as profitable and efficient sources of income that support iwi-focused goals, such as social and cultural programmes and economic empowerment for Ngāi Tahu whānui.

	Operating surplus/(loss) \$M	Total assets (FY2021) \$M	Total return* %
Ngāi Tahu Investments	11.1	339	34%
Ngāi Tahu Farming	3.2	292	(1.0%)
Ngāi Tahu Forestry	12.7	133	18.5%
Ngāi Tahu Property	32.4	743	14.7%
Ngāi Tahu Seafood	23.6	163**	14.6%
Ngāi Tahu Tourism	(7.6)	60	(10%)
Oha Honey	(2.4)	105	(7.6%)

*Total return on assets, including revaluations

**Includes Ngāi Tahu Fisheries Settlement Ltd quota

Ngāi Tahu Investments invests into businesses both directly, and indirectly through external fund managers and private equity funds. These investments sit outside the business units' areas of activity. The team also administers the Right of First Refusal (RFR) over sales of Crown Land, which is a critical settlement mechanism for the iwi.

Ngāi Tahu Investments has gone from strength to strength this year despite a challenging economic environment due to the ongoing COVID-19 pandemic, and have executed or committed to \$532 million in transactions.

The team is comprised of seven kaimahi, three of whom are new to the business since the beginning of the past financial year. Notably, 43 percent of the team are Ngāi Tahu whānau.

Ngāi Tahu Investments will form a key role in repositioning Holdings' portfolio over time by undertaking new and diversified investments that meet Holdings' objectives. This will include investments in listed shares to improve the liquidity profile of the portfolio (or ability to readily access cash) and unlisted direct investments in new businesses and/or sectors.

Ngāi Tahu Investments

\$11.1m

Net operating surplus

\$116.2m

Net surplus

\$339.7m

Total value of assets –
18% of the total portfolio

34%

Return

Listed Investments

Ngāi Tahu Investments is focused on developing and executing bespoke international and domestic portfolios and managing them in-house. The aim is to enable direct, low-cost and diversified access to an asset class typically restricted to larger investors.

Left: Hokitika Gorge.

Direct investments

Direct investments include investment in Rockit Apples, commitment to Fidelity Life and finalising the sale of a stake in GoBus, as well as venture capital and private equity funds.

Rockit Apples

Rockit Global Limited is a Hawke's Bay based miniature apple producer with global reach and several high-profile projects in the pipeline. Ngāi Tahu Investments executed a six percent stake in the company after an over-subscribed capital raise in March this year.

Fidelity Life

Fidelity Life is the largest locally owned and operated life insurer in Aotearoa. Ngāi Tahu Investments has committed \$140 million to its acquisition of Westpac Life NZ, resulting in a 24.9 percent stake in Fidelity Life, which should be finalised late in the year subject to regulatory approvals.

GoBus

Passenger transport company GoBus, which was acquired in partnership with Tainui Group Holdings in 2014, was sold to Australian industry operator Kinetic. The deal was completed in August 2020. Ngāi Tahu Holdings and Tainui Group Holdings announced their decision to sell GoBus to Kinetic in March and it was approved by the Overseas Investment Office in June.

Indirect investments

Private equity funds provide us access to a broad range of business opportunities not otherwise available to Ngāi Tahu Holdings, thereby diversifying our holdings. As an example, one of the funds we have invested in owned My Food Bag, a New Zealand meal kit home delivery service. During the year Ngāi Tahu Investments made a \$30 million commitment to Pioneer Capital's latest Fund (PCP IV).

Ngāi Tahu Farming & Forestry

On behalf of Ngāi Tahu whānau, Ngāi Tahu Farming and Forestry manages more than 100,000 hectares of farm and forestry land in Te Waipounamu. The timber, milk, meat, and other products from the whenua go through local processors for export around the world.

Farming and Forestry's purpose as a successful business is to produce sustainable products from the environment in a way that is in line with Ngāi Tahu values and contributes to achieving iwi aspirations. The company also hopes to encourage industry change for better farming practices throughout Aotearoa.

The focus is on upholding the tribe's role as a kaitiaki of the environment and creating employment opportunities for whānau. Ngāi Tahu Farming and Forestry's employees consisted of 26 percent Māori, of which 13 percent are Ngāi Tahu.



Consolidated performance

\$15.9m

Net operating surplus,
up on last year's loss (\$2.8m)

\$7.8m

Total Profit, up on last year's loss (\$7.0m)

There has been considerable performance lift across both business units, supported by a 28 percent uplift in gross profit. When the gain on revaluations and carbon credits are included, the comprehensive profit for the year is an impressive \$20.8 million up on last year's loss of (\$64.8 million).

Ngāi Tahu Farming

\$3.2m

Net operating surplus
(FY20: -\$2.2m)

-\$8.2m

Net Loss (FY20: -\$13.3m)

\$292m

Total value of assets –
15.8% of the total portfolio

(1.0)%

Return

Ngāi Tahu Farming is focused on improving financial returns from its operations as soils mature, while continuing to deliver high standards of environmental performance.

Far left: Ngāi Tahu Farming remains focused on improving financial returns while delivering high standards of sustainability.

Left and right: Forestry has been impacted by Covid-19 related challenges and these are ongoing.

The company is a national leader in on-farm environmental management practices and is committed to reducing the environmental impact of its farming operations, particularly across water quality and emissions. Other environmental initiatives being considered or underway include increased use of solar energy, fertigation, integrated irrigation management, measuring root zone nitrate loss through our lysimeters, native habitat plantings, and improved pest control.

The Farming business turnaround was driven through three key areas: a focus on dry matter production, harvesting and conversion; reducing our prime beef risk through diversifying into lamb production and dairy beef grazing; and a centralised approach to dairying operations. While operating as an essential service, the significant global reduction on food service made it a challenging



year for prime beef pricing with the schedule consistently well below the five-year average until the last month of the financial year.

The business achieved this while recording a nitrogen loss of 41kgN/ha through our lysimeter on Te Whenua Hou.

Ngāi Tahu Forestry

\$12.7m

Net operating surplus (FY20: \$5.0m)

\$16m

Net Profit (FY20: -\$6.3m)

\$133.9m

Total value of assets –
7.26% of the total portfolio

18.5%

Return

Ngāi Tahu Forestry has experienced some COVID-19 related challenges; however, the long-term outlook for the forestry and carbon sectors is positive.

Forestry and carbon farming

Log production and revenue have been impacted by the pandemic, with lower log prices and a reduction in export volumes related to COVID-19. Ngāi Tahu Forestry responded with cost controls and arranging log freight cost reductions.

Ngāi Tahu Forestry has also moved to improve its carbon forestry performance, having developed a long-term strategy, including additional land purchased for this purpose in Otago. The business is also working to improve returns from its land holding activities.

Proseed

Ngāi Tahu-owned Proseed is the largest forest seed producer in Australasia and is managed on behalf of whānau by Ngāi Tahu Forestry. It comprises seed orchards of all major plantation species grown in Aotearoa, along with extraction and processing facilities in Amberley in North Canterbury.

Proseed produces around 2,000 kilograms of high-quality seed each year for forest companies, farm foresters and nurseries. Its customers are primarily based in Aotearoa and Australia, but it also exports to the United States and the European Union.

Strong demand in these markets saw revenue exceed targets in the year to 30 June. Additional seed was purchased to supplement its own production and the business is well positioned for the current financial year.

Right: Measures like cost controls and improving forestry performance have been taken to mitigate the impacts of the pandemic.



Ngāi Tahu Property

\$32.4m

Net operating surplus

\$103.6m

Net surplus

\$743.8m

Total value of assets –
40.3% of the total portfolio

14.7%

Return

Ngāi Tahu Property (NTP) is the property development and investment pillar of Ngāi Tahu Holdings. Its mission is to create wealth for Ngāi Tahu whānui.

NTP seeks to work with mana whenua representatives to ensure projects support the reinstatement of indigenous names and narratives into the landscape. NTP's employees as at time of print consisted of close to six percent Ngāi Tahu.

Highlights

Te Haumi Whakamana: Rūnanga investment portfolio

Ngāi Tahu Property manages Te Haumi Whakamana, a property investment portfolio open to Papatipu Rūnanga, supporting their long-term pūtea growth goals. It is made up of government tenants in prime commercial buildings throughout our takiwā.

Development portfolio

Ngāi Tahu Property strengthened its development pipeline during the year with a summary of key development projects progressed provided below:

- Te Pā Tāhuna – work on stage one of this residential, master-planned development in Queenstown has begun in partnership with the Ministry of Housing and Urban Development. The project, situated on the former Whakatipu High School site, aims to provide affordable housing in Queenstown and includes a number of KiwiBuild homes. Stage one includes 27 apartments

to be completed in December 2022.

On completion, the overall development will encompass about 300 homes.

- An agreement was reached with ACC to undertake the development of an 8,000m² office building in Dunedin. On completion, the building will be leased by ACC and owned jointly by Ngāi Tahu Property and ACC. Construction is due to begin in the last quarter of 2021.
- Te Whāriki – Te Whāriki is a 118-hectare, modern residential development, established in 2007 as a joint venture between Lincoln University and Ngāi Tahu

Property. The very strong market demand for sections in Canterbury resulted in increased sales of sections at Te Whāriki over the past year accelerating the development of future stages. The development is now forecast to be completed by end of 2022.

- Ahumahi-Industrial Ngāi Tahu Property worked with rūnanga-owned resource and environmental management firm Mahaanui Kurataiao to secure appropriate names for its Ahumahi developments in Rolleston, Selwyn and Hornby, Ōtautahi.



Above: A street view of Te Pā Tāhuna from Gorge Road in Queenstown. Demand for homes in the development have been high.

- Tāwhiri – The name references Tāwhiri Henare Pereita, a leading chief from Kaiapoi who, in 1868, lodged a claim for the area as an important mahinga kai for his people. Stage three works are now complete.
- Kairua – This development is in former Pākihi native grasslands that were in an 1868 claim lodged by Hapukuku Kairua, a leading Kaiapoi chief. This is a smaller site than Tāwhiri, and it is suited to small to medium-sized trades and manufacturing businesses. Sales have been steady but slower than expected to date.
- Mānia – Named for the grasses that once covered the area, Mānia is another large-format ahumahi site expected to be developed in calendar year 2021.

Investment portfolio

NTP's investment portfolio is a key income generator for the Group.

The property encompasses a number of high-quality commercial offerings which was reflected in the portfolio valuation uplift achieved this year.

As at 30 June 2021, the portfolio had an occupancy rate of 98 percent and a weighted average lease term of 7.9 years.

Ngāi Tahu Seafood

\$23.6m

Net operating surplus

\$23.6m

Net surplus

\$163.2m*

Total value of assets –

8.8% of the total portfolio

* Includes Ngāi Tahu Settlement Ltd assets

14.6%

Return

Through the ownership and management of fishing quota, Ngāi Tahu Seafood (NTS) supports approximately 50 Ngāi Tahu owned and operated fishing businesses and is a niche supplier of high quality seafood to international and domestic markets, under its TAHU brand.

Key species are kōura (rock lobster), pāua (abalone), rāwaru (blue cod), tio (Bluff oysters) and kourarangi (scampi). NTS also holds substantial fishing quotas in other finfish species.

Ngāi Tahu fishers catch 100 percent of the kōura settlement quota, 56 percent of the pāua quota, and about 97 percent of the inshore fin fish quota.

Some of these whānau have been fishing for generations, guided by the principles of kaitiakitanga – respect for the sea and its inhabitants so that what is taken today will remain there for future generations. NTS's employees as at time of print consisted of close to 31 percent Ngāi Tahu and almost 17 percent Māori from other iwi.

Below: Despite all the various challenges to the industry, the long-term outlook for Ngāi Tahu Seafood is positive.



The operating surplus for FY2021 is \$23.6 million, compared last year's result of \$17.4 million.

The seafood industry has been severely impacted by the COVID-19 pandemic and the Ngāi Tahu Seafood operational teams are to be commended for their response during such challenging times. The pandemic has required a new approach in terms of operations and engagement.

One of the challenges NTS faces over the short- to medium-term is supply-chain disruption due to reduced domestic and international air cargo capacity required to get live products to export markets, and COVID-19 related issues in China. Despite this, NTS has performed well and produced better than expected financial returns.

Looking forward, NTS is exploring innovative opportunities, such as progressing the application for resource consent for the proposed Hananui Aquaculture project which, if successful, could lead to the establishment of an offshore sustainable salmon farming operation off the coast of Rakiura.

With the ongoing impact of COVID-19, there has been a heavy focus on regional development opportunities. If consented, the Hananui Aquaculture Project has the potential to generate employment and investment in Murihiku, and support the seafood industry more broadly, while ensuring sustainable management of the coastal space.

Despite all the current challenges, the long-term outlook for seafood demand – especially the company's core product mix – is positive.



Ngāi Tahu Tourism

-\$7.6m

Net operating deficit

-\$6.8m

Net deficit

\$60.9m

Total value of assets –
3% of the total portfolio

(9.8%)

Return

For decades now, Ngāi Tahu Tourism (NTT) has been an industry leader, hosting more than one million customers a year across its iconic, premium, and internationally recognised businesses. NTT's purpose is to foster genuine

connections with its manuhiri through its kaimahi, and through storytelling of Ngāi Tahu history, place, and people.

NTT is committed to maintaining a strong cultural narrative throughout its attractions. Shotover and Dart River Jet Boat drivers and Hollyford Wilderness Guides are perfecting their te reo pronunciation and cultural understanding, while Dark Sky Project has seen increased engagement from Papatipu Rūnanga to shape a more authentic experience. Local Papatipu Rūnanga have also gifted Dark Sky Project unique stories to share at the Dark Sky Experience.

Above: Franz Josef Glacier Guides has seen an increase in demand in recent months despite international border closures remaining in place.

The newly-opened All Blacks Experience in Auckland which was launched in December is testament to NTT's commitment to both the industry and to keeping cultural storytelling at the forefront of its attractions. Kōwhaiwhai artwork, Awa Manawa, weaves its way through the All Blacks Experience, and a stunning mauri stone sits forefront at the beginning of the tour.

The mauri stone was gifted by Francois Tumahai of Ngāti Waewae and blessed by Ngāti Whātua o Ōrākei kaumātua Danny

Tumahai and Taiaha Hawke. The mauri stone accompanies the All Blacks when they are on tour and the rest of the time it is housed at the All Blacks Experience where visitors are encouraged to physically connect with the precious taonga.

The All Blacks Experience has had a tough start with sporadic lockdowns blocking momentum. Despite this, domestic interest and ticket sales to the attraction have been building month after month.

NTT's employees as at time of print consisted of just over five percent Ngāi Tahu and close to 10 percent Māori from other iwi.

Commitment to greener tourism is an ongoing focus and ground-breaking electric jet boats are due in the next few months for early testing.

The impacts of COVID-19 and subsequent moves made to protect New Zealanders' health have been devastatingly deep and far-reaching on the tourism industry. The businesses have had compounding struggles and trying to recover from the prolonged hibernation during the previous financial year without the help of international visitors has been tough. A lot of hope was pinned to the trans-Tasman bubble which in the end failed to deliver.

But the support from the domestic market has been incredible, particularly for our flagship attractions like Shotover Jet and Hukafalls Jet. Hollyford Wilderness Experience is fully booked for the coming season with unprecedented demand for bookings leading to an extended season.

While NTT operates in a cyclical industry, the pandemic has been a totally new challenge and it is difficult to predict the long-term future of New Zealand Tourism, what shape it will take and when international manuhiri will be able to visit Aotearoa again.

The company remains committed to maintaining a significant investment in the industry long-term and is optimistic about its future. We are exploring new tourism opportunities across Fiordland, and on the Greenstone High Country Station, in partnership with Ngāi Tahu Farming.



Above: The All Blacks Experience has been hit hard by Auckland's sporadic lockdowns in its opening year.

Oha Honey

-\$2.4m

Net operating deficit

-\$7.2m

Net deficit

\$105.4m

Total value of assets –
5% of the total portfolio

(7.6%)

Return

Oha is a vertically integrated business with 130 kaimahi across its operations. It oversees one of the largest apiaries in the country with more than 100 beekeepers caring for 30,000 beehives across 2,000 sites in some of the most remote locations of Aotearoa.

Oha's employees consisted of five percent Ngāi Tahu and close to 15 percent Māori from other iwi.

Oha is dedicated to inspiring the world to make more from the unique taonga of mānuka and aspires to be the partner of choice for landowners and global customers. The vertically integrated nature of the business provides full traceability from farm to jar, vital to the integrity of the business and our brand.

Global demand for mānuka remains strong with an increased consumer focus on holistic wellness and the therapeutic benefits of natural products. Although COVID-19 initially increased demand, economic and supply chain disruption has further impacted a challenging retail environment.



Left: The team at Oha Honey have been progressing their turnaround journey well.

This year's mānuka honey harvest of 300T was down 43 percent on the 525T harvested last year. With the below average season attributable to some unsettled weather, the higher quality of the honey harvested offset lower yields and active cost management has ensured the apiary has delivered a positive operating profit contribution.

The turnaround journey for Oha is now progressing well. A strategy for success is in place. The key strategic priorities for Oha are:

- A sustained increase in sales.
- Continued optimisation of business performance.
- A high performing team.

Mānuka honey is well placed for growth in several high margin adjacency categories. Oha is leading research into alternative and higher value uses for mānuka, including in the veterinary channel, which is seeking alternative wound care treatments in its stated transition to being antibiotic-free by 2030.

Over the past year Oha has worked closely with the Strategy and Influence group of TRoNT, jointly engaging with the Department

of Conservation to secure access to mānuka resources in DOC's estate within the takiwa, and assisting the Department to meet its legislative obligations. This important body of work has demonstrated 'kotahitanga in action' – a coordinated effort from different parts of Te Rūnanga Group for the intergenerational benefit of Ngāi Tahu whānui.

This footprint in DOC's estate is set to sustainably grow over time in accordance with our values. Hive placement growth in the takiwā will increase employment for iwi members, create Papatipu Rūnanga partnership opportunities, grow the overall tribal economy and realise synergistic value. The shift of growth in operations to Te Waipounamu increases our presence in our takiwā, and the opportunity to work with Papatipu Rūnanga.

Ngāi Tahu has also been influential in the process to progress international legal protection of the term manuka honey and the establishment of the Mānuka Charitable Trust to own the intellectual property rights for the benefit of all mānuka honey industry participants.

Performance summary

\$1,604m

Ngāi Tahu Holdings equity

\$1,422m (FY20)

\$1,511m (FY19)

To protect and grow the pūtea

12%

Ngāi Tahu whānau employed

13% (FY20)

5% (FY19)

Percentage of Ngāi Tahu Holdings Group staff who are whānau

FY2020	Employees	Ngāi Tahu	Percentage excluding casuals
Ngāi Tahu Holdings	80	21	26%
Farming and Forestry	114	15	13%
Property	46	3	6%
Seafood	61	20	32%
Oha	145	6	4%
Tourism	121	5	4%
Total	567	70	12%

106,217

Hectares owned

105,804 hectares (FY20)

106,112 hectares (FY19)

Grow the Ngāi Tahu footprint

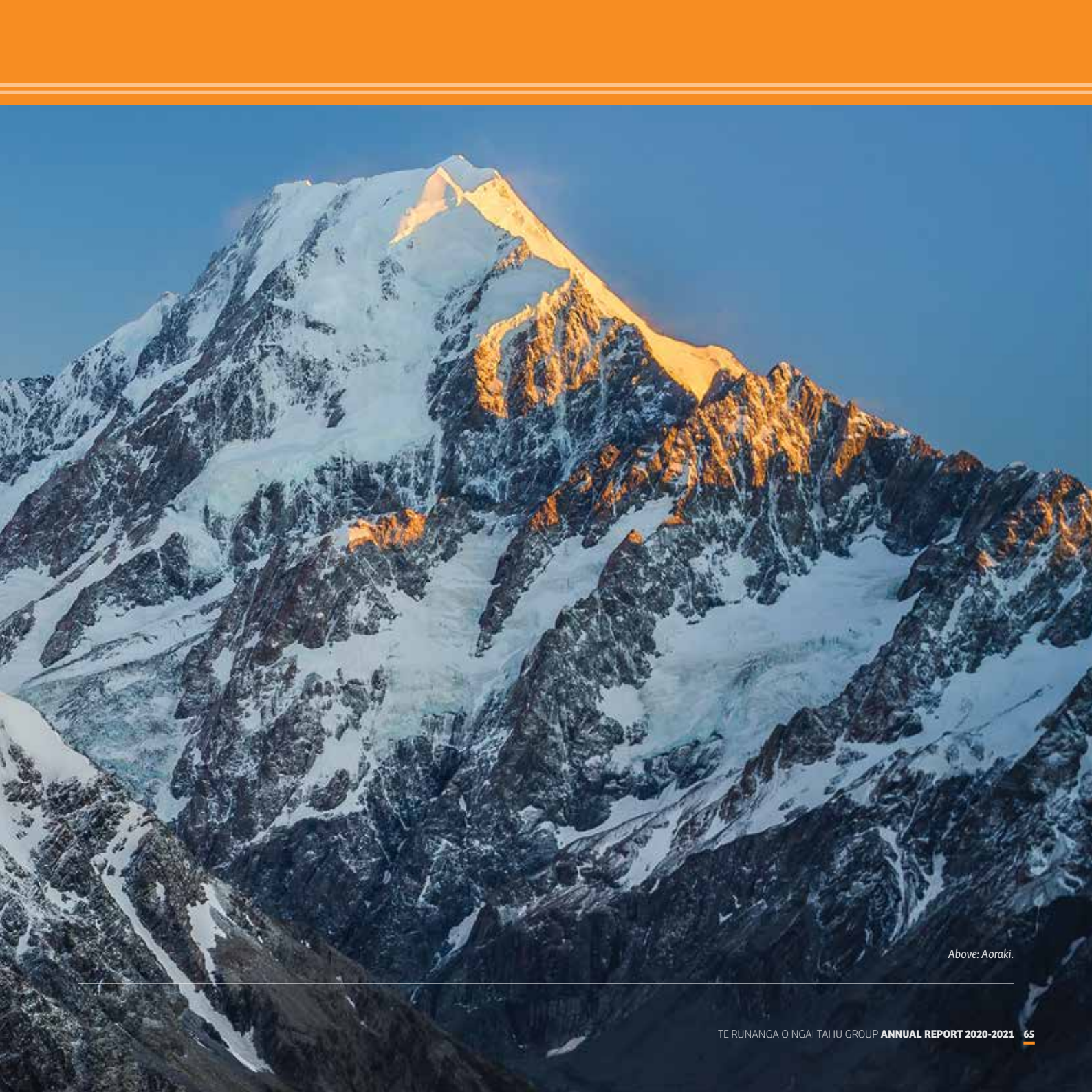
	FY2021	FY2020
Ngāi Tahu Farming and Forestry	102,200 hectares	102,200 hectares
Ngāi Tahu Property	114 hectares	137 hectares
Oha Honey	3,903 hectares	3,467 hectares
Total	106,217 hectares	105,804 hectares



Ngāi Tahu rangatahi Laken Wairau is currently studying towards a Bachelor of Laws and a Bachelor of Arts majoring in te reo Māori and Indigenous Studies.

Our story





Above: Aoraki.

Ngāi Tahu is the collective of the individuals who descend from the whakapapa of Ngāi Tahu, Ngāti Māmoë and Waitaha. The takiwā over which Ngāi Tahu holds rangatiratanga extends more than 80 percent of Te Waipounamu and has been statutorily recognised by the Crown. The boundary extends from Te Parinui o Whiti on the east coast to Kahurangi Point on the west coast and southward inclusive of Rakiura and the sub-Antarctic Islands.

The tribal institutions of Ngāi Tahu consist of:

- 18 Papatipu Rūnanga that are the traditional communities of Ngāi Tahu whānui; and
- Te Rūnanga o Ngāi Tahu, which is the representative of Ngāi Tahu whānui for all purposes and was constituted by Te Rūnanga o Ngāi Tahu Act 1996.

Te Rūnanga is the central governance entity and is modelled on a federal structure with a membership of 18 whānau members who represent and are elected by each Papatipu Rūnanga. The executive and distribution functions of Te Rūnanga o Ngāi Tahu are carried out by the Office of Te Rūnanga o Ngāi Tahu and the commercial activities and assets are managed by Ngāi Tahu Holdings.

The asset base of Ngāi Tahu is largely derived from the Ngāi Tahu Settlement. The Settlement was enacted in 1998 and is recognised as pioneering the comprehensive Treaty claims framework in New Zealand.

The genesis of the Ngāi Tahu Settlement was in 1849 when the Crown began defaulting on its contractual undertakings in 10 major land purchases. In the 20 years from 1844, Ngāi Tahu signed formal land sale contracts with the Crown for 34.5 million acres, the terms of which secured to Ngāi Tahu three principal protections: the allocation of reserves amounting to 10 percent of the alienated lands, continued access to mahinga kai (customary food gathering sites and resources), and the construction of facilities including schools and hospitals.

The Crown's failure to abide by these obligations resulted in Ngāi Tahu becoming an impoverished and virtually landless people. From an early time, Ngāi Tahu pursued claims of unfair purchase practices and of breaches of the deeds of purchase against the Crown. The series of petitions, protests and investigations against these practices, which date back to 1849 and were carried across seven generations, culminated in the Ngāi Tahu Claims Settlement Act 1998. The Settlement consists of four classes of redress transferred to Ngāi Tahu:

- An apology by the Crown that served to restore the relationship between it and Ngāi Tahu;
- Acknowledgment of the tribal relationship with, and significance of, Aoraki;
- Cultural redress consisting of a suite of legal instruments that express customary associations and provide mechanisms for Ngāi Tahu to participate in environmental management;
- Economic redress comprised of:
 - \$170 million of transferred assets (cash);
 - purchase options up to a value of \$250 million over a pool of Crown assets for 12 months after the Settlement legislation was passed (Deferred Selection Pool);
 - a perpetual right-of-first-refusal over select Crown assets in the Ngāi Tahu takiwā (RFR).

Te Rūnanga o Ngāi Tahu overview

Te Rūnanga o Ngāi Tahu is responsible for the overall governance of the Group and for representing Papatipu Rūnanga and Ngāi Tahu whānui and delivering benefits to them. Te Rūnanga o Ngāi Tahu deals with global tribal policy and issues, while Papatipu Rūnanga manage issues requiring wider or local consultation.

Te Rūnanga o Ngāi Tahu is the sole Trustee of the Ngāi Tahu Charitable Trust which, in turn, owns and operates Ngāi Tahu Holdings and its business units and related trusts. The purpose of Ngāi Tahu Holdings, and indeed all our commercial operations, is to grow the asset base and to create revenues to allow for

increasing levels of distribution for charitable purposes to our whānau and communities on an intergenerational basis.

Te Rūnanga is made up of the 18 member Papatipu Rūnanga. Te Rūnanga Charter stipulates that the Appointment Committee for each rūnanga will appoint a member to act as its Te Rūnanga Representative. Each rūnanga Appointment Committee will be elected in a democratic manner, by postal ballot, by the members of each Papatipu Rūnanga. Every Te Rūnanga o Ngāi Tahu Representative must be a Ngāi Tahu whānau member and be affiliated to the appointing Papatipu Rūnanga.

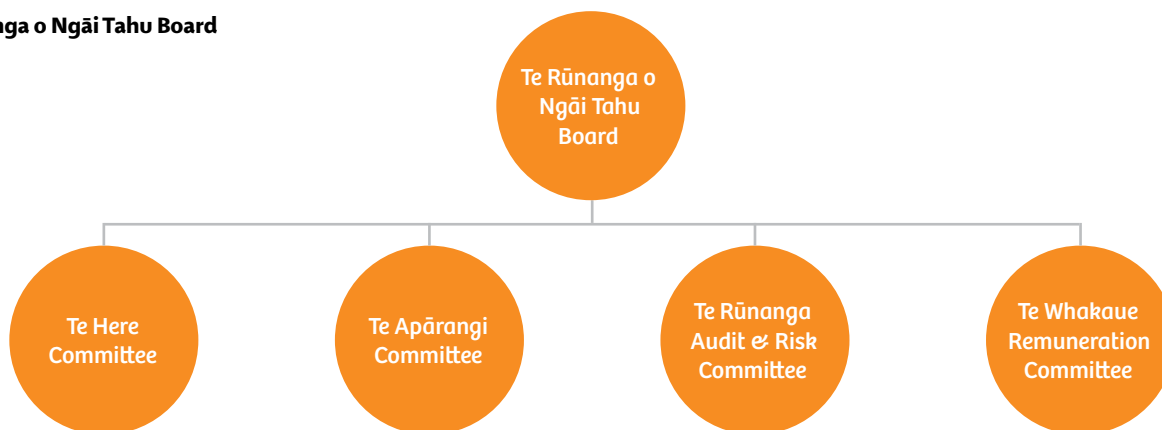
Rūnanga Representative profiles can be found on the Ngāi Tahu website at ngaitahu.iwi.nz/te-runanga-o-ngai-tahu/representatives

Key board committees

Committees support the Board by providing input and detail on specific matters and by having subject matter experts provide specialist advice.

There are four committees that provide oversight on particular matters – Te Here, Te Apārangi, Te Rūnanga Audit and Risk, and Te Whakaue Remuneration. All committees operate under a terms of reference approved by the Board and each committee’s proceedings are reported back to the Board.

Te Rūnanga o Ngāi Tahu Board



Each year every committee agrees upon a programme of matters to be addressed over the following 12-month period. The committees regularly review their performance against agreed criteria.

Te Here

The primary objective of Te Here is to provide oversight and assistance to Te Rūnanga and the Chief Executive Officer on preparation of Te Rūnanga annual Statement of Corporate Intent (SCI) and its associated budget; to align with Te Rūnanga strategic priorities; and to monitor the implementation of the associated annual business plan to ensure it aligns with the SCI and is delivered in an efficient and effective manner.

The members of Te Here as at 30 June 2021 are Jo McLean (Chair), Terry Nicholas (Deputy), Susan Wallace, Henrietta Carroll, Darran Kerei-Keepa, Matapura Ellison (ex Officio), Lisa Tumahai (ex Officio).

Te Apārangi (TAPA)

The primary objective of TAPA is to provide oversight and assistance to Te Rūnanga and the Chief Executive Officer on external Te Rūnanga matters, including policy development for key external issues, managing strategic relationships, external appointment processes, and other strategic matters.

The members of TAPA as at 30 June 2021 are David Perenara-O'Connell (Chair), Gail Thompson (Deputy), Rik Tainui, Elizabeth Cunningham, Fiona Pimm, Donna Matahaere-Atariki, Lisa Tumahai (ex Officio), Matapura Ellison (ex Officio).

Te Rūnanga Audit and Risk (TRARC)

The primary objective of TRARC is to act as an advisor to Te Rūnanga to assist Te Rūnanga in discharging its responsibilities relating to external financial reporting, including external audit matters; maintenance of an effective internal control environment, including internal audit; statutory compliance; and maintenance of an effective risk management environment, including enhanced monitoring.

The members of TRARC as at 30 June 2021 are Anne Urlwin (Independent Chair), Gail Gordon (Deputy), Michael Skerrett, Ann Wakefield, Henrietta Carroll, Lisa Tumahai (ex Officio), Matapura Ellison (ex Officio).

Te Whakaue Remuneration

Te Rūnanga has established Te Whakaue to:

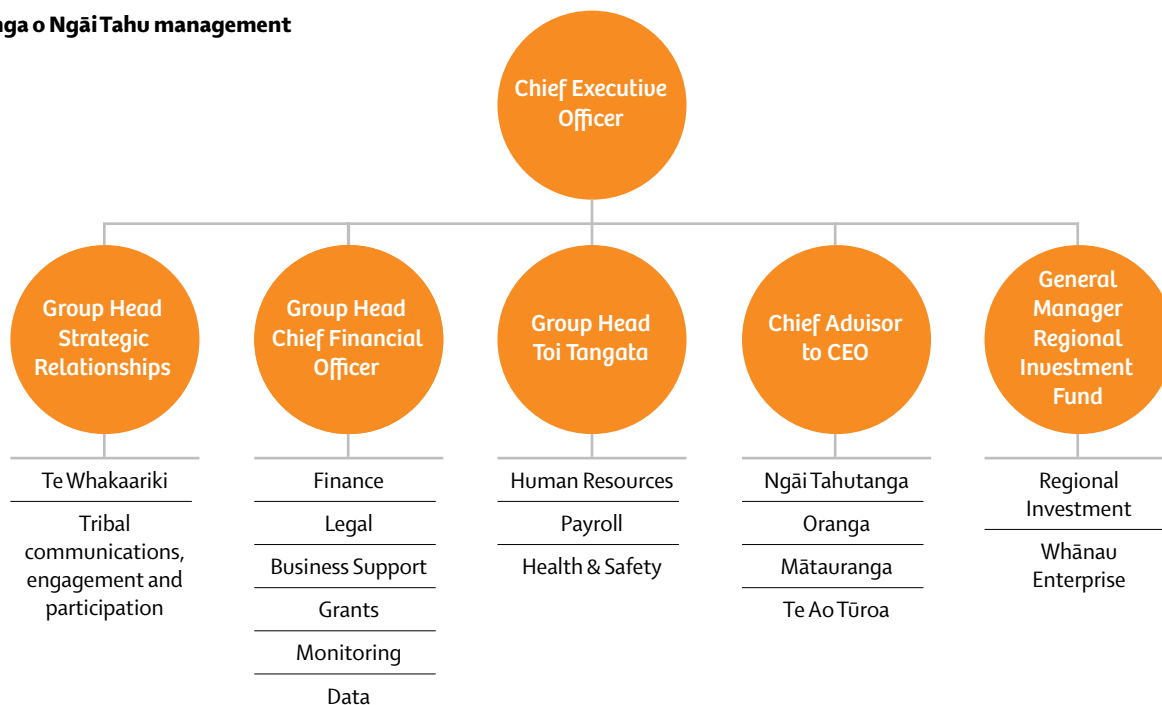
- (a) Ensure Te Rūnanga operates with a sound remuneration policy framework designed to confirm:
 - (i) Te Rūnanga and its committees are appropriately remunerated;

- (ii) Te Rūnanga staff are fairly and equitably remunerated; and
- (iii) Te Rūnanga can attract and retain qualified staff who will achieve the strategic outcomes set by Te Rūnanga

- (b) Formally review the performance and terms and conditions of the Chief Executive Officer on an annual basis and recommend any changes to the remuneration of the Chief Executive Officer to Te Rūnanga (noting that the day-to-day relationship with the Chief Executive Officer is via the Kaiwhakahaere);
- (c) Ensure the people development and remuneration policies for the Office and Ngāi Tahu Holdings and its subsidiaries reflect Te Rūnanga values, are consistent across all entities and are fair and equitable.

The members of Te Whakaue as at 30 June 2021 are Tania Wati, Lisa Tumahai, Matapura Ellison.

Te Rūnanga o Ngāi Tahu management



The Office's leadership structure consists of five senior executive leaders reporting to the Chief Executive Officer – Group Head Strategic Relationships Rakihiā Tau, Group Head Chief Financial Officer Darren Beatty, Group Head Toi Tangata Katie McEwan, Chief Advisor to Chief Executive Officer Ana Su'a-Hawkins, and General Manager Regional Investment Fund Wayne Vargis. This ensures we have an

efficient, effective and aligned leadership team in the Office, positioned to effectively influence, monitor and lift performance across the Group. Of particular note is the Group Head – Strategic Relationships, which provides service across the Group with a dotted reporting line to the Ngāi Tahu Holdings Chief Executive.

This role is responsible for political and strategic relationships and stakeholder engagement. A key responsibility is also to enhance our brand externally and instil a sense of pride for our Ngāi Tahu whānau in not only tribal identity but our collective mahi, including our commercial businesses.

Ngāi Tahu Holdings overview

The benefits of the Ngāi Tahu Settlement are distributed to Ngāi Tahu whānau members, currently more than 73,000 strong, and their communities on the understanding that this obligation is perpetual, and that prudence is required to provide for future generations.

Ngāi Tahu Holdings is charged with growing our Settlement assets to deliver intergenerational returns to the iwi. To do this we manage a diverse portfolio across six business units.

Ngāi Tahu Investments' portfolio includes our long-standing investment in Ryman Healthcare, along with direct investments in Hilton Haulage, Rockit Apples, and Whale Watch Kaikoura.

Ngāi Tahu Holdings Board

Key board committees:

- Audit and Finance
- Remuneration

Ngāi Tahu Farming and Forestry manages three high country stations near Lake Whakatipu, large-scale farms on the Canterbury Plains, and forests on the West Coast. We produce timber, milk, meat, and other primary products that are sold to local processors for export around the world.

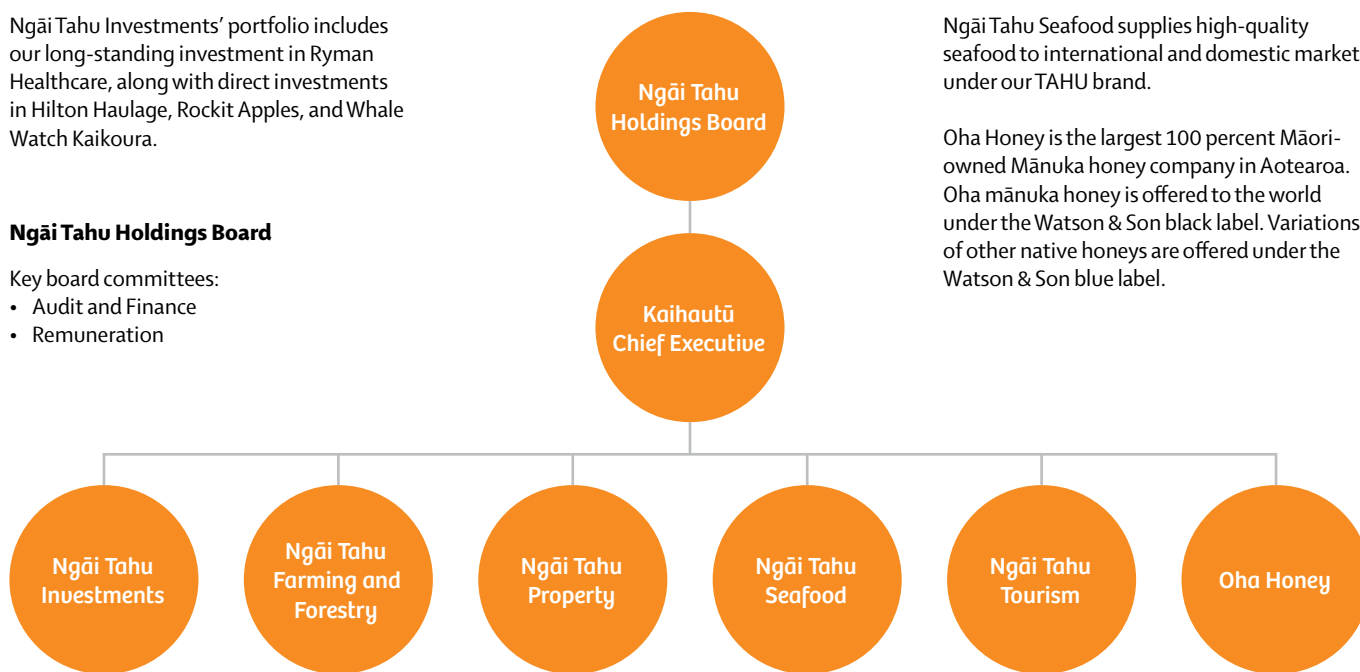
Ngāi Tahu Property develops residential subdivisions and commercial, retail, and industrial property, with current developments

in Christchurch, Queenstown and Auckland. We also manage an investment portfolio made up of Crown, retail, and commercial tenants in Christchurch, Queenstown, and Dunedin.

Ngāi Tahu Tourism provides 11 experiences across a range of businesses throughout Aotearoa. These include Shotover Jet, The All Blacks Experience, Dart River Adventures, Franz Josef Glacier Guides, Franz Josef Glacier Hot Pools, Hukafalls Jet and the National Kiwi Hatchery.

Ngāi Tahu Seafood supplies high-quality seafood to international and domestic markets under our TAHU brand.

Oha Honey is the largest 100 percent Māori-owned Mānuka honey company in Aotearoa. Oha mānuka honey is offered to the world under the Watson & Son black label. Variations of other native honeys are offered under the Watson & Son blue label.



Our future success depends on our ability to identify those with talent and ensure they have opportunities to grow their skills, networks, and experiences as culturally capable, technically competent leaders for Ngāi Tahu. The current board of directors form part of today's wider leadership group. Our selection process helps us weave together a mix of leaders who ensure our boards are strong, diverse, and capable.

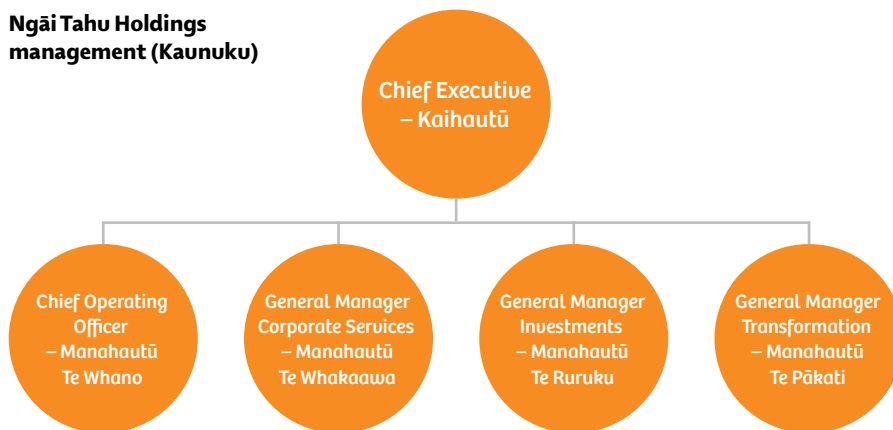
Ngāi Tahu Farming and Forestry Board



Key board committees:

- Audit and Finance
- Production

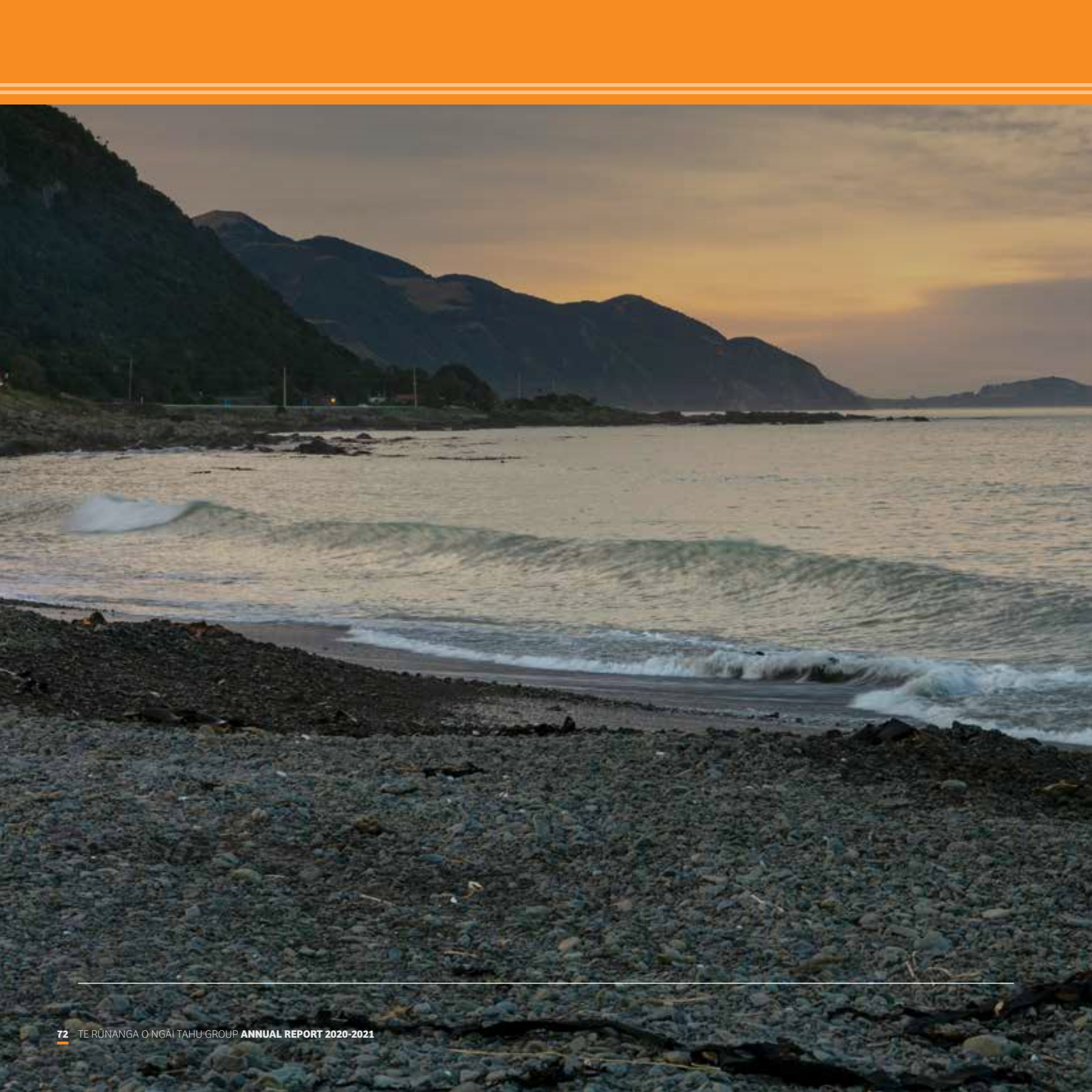
Ngāi Tahu Holdings management (Kaunuku)



Ngāi Tahu Holdings has also been reviewing how corporate support arrangements are provided across the Group and how best to arrange these moving forward.

In July 2020, Business Information Services and Shared Services Finance transferred from Te Rūnanga o Ngāi Tahu to the Ngāi Tahu Holdings structure.

Different entities had different arrangements in place, with some shared services being provided centrally, while other entities had their own dedicated internal resources. Given this lack of uniformity, Ngāi Tahu Holdings has implemented a centralised corporate support services model for all its business units as it is the most effective and efficient structure moving forward.



About this report

A major focus of the last financial year has been on moving towards a more integrated approach across Te Rūnanga Group, and particularly on ensuring closer alignment between Ngāi Tahu Holdings and Te Rūnanga o Ngāi Tahu. This new approach carries through to our reporting, and you will notice it has been reflected throughout this annual report, which looks a bit different to previous years.

There are a growing number of different annual reporting frameworks against which organisations can choose to report. It can become confusing and complicated for readers to compare the different methodologies, frameworks and reports.

How Te Rūnanga o Ngāi Tahu chooses to report reflects our commitment to focusing on the issues that really matter – for Ngāi Tahu whānui, Papatipu Rūnanga, our staff and our increasing number of stakeholders.

We choose to report against the Integrated Reporting <IR> Framework. We believe this framework sets the highest standards of transparency and disclosure. It also requires us to consult multiple stakeholders to ensure that what we report against are indeed the issues that matter most and not just from our own perspective. This framework requires us to clearly articulate our business model and how we create value.

Integrated reporting is a much more future-focused framework than the traditional 'year in review' approach. This is our second year on the journey of Integrated Reporting and includes the presentation of the value creation model, a new section on governance and management, and improved performance measurement information.

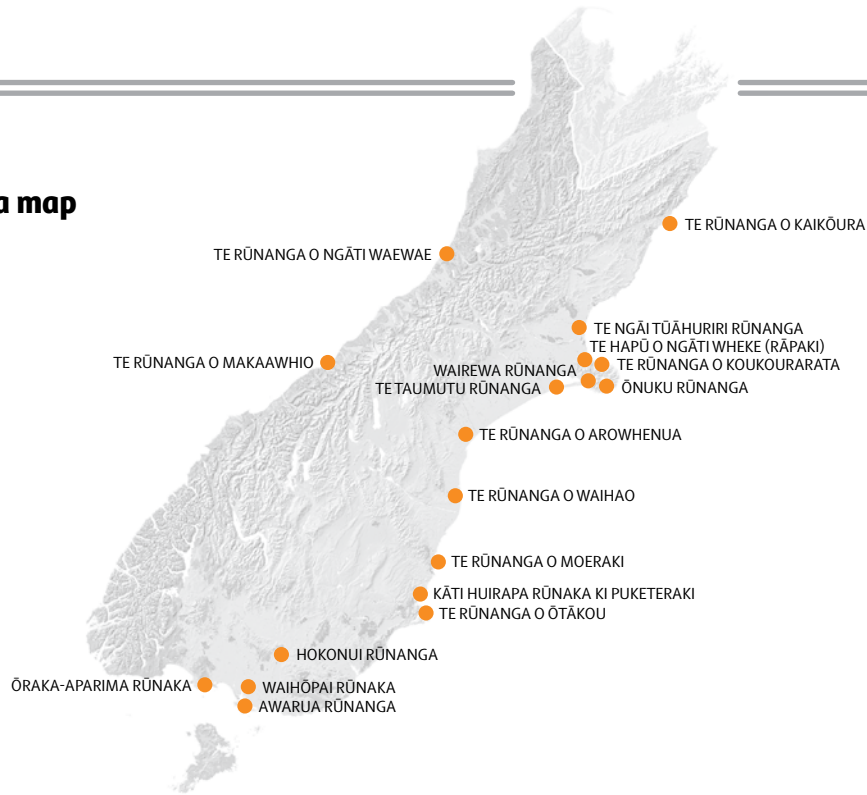
Kaikōura coast.

The Integrated Reporting <IR> Framework is not compulsory. We believe choosing to use this framework enables us to produce an annual report of integrity – a report with high standards of transparency that delivers the most relevant and important information to the Group and our primary audience – our whānau.

In the 2022 financial year we will improve our performance accountability against the Group's Statement of Corporate Intent and letters of expectation, as well as connecting it with our Outcomes Framework, the new Investments Charter and our other significant strategies and policies.

Te Rūnanga o Ngāi Tahu

Ngā Papatipu Rūnanga map



Rūnanga Representatives 2020-2021

Te Rūnanga o Ngāi Tahu Representatives and Alternate Representatives as at 30 June.



TE RŪNANGA
O KAIKŌURA
Representative
Darran
Kerei-Keepa
**Alternate
Representative**
Pete Clayton



TE RŪNANGA
O NGĀTI WAEWAE
Representative
Lisa Tumahai
**Alternate
Representative**
Teena Henderson



TE RŪNANGA
O MAKAAWHIO
Representative
Susan Wallace
**Alternate
Representative**
Kara Edwards



TE NGĀI
TŪĀHURIRI
RŪNANGA
Representative
Tania Wati
**Alternate
Representative**
David Brennan



TE HAPŪ O NGĀTI
WHEKE (RĀPAKI)
Representative
Gail Gordon
**Alternate
Representative**
Brett Lee



TE RŪNANGA O
KOUKOURARATA
Representative
Elizabeth
Cunningham
**Alternate
Representative**
Mananui Ramsden



WAIREWA
RŪNANGA
Representative
Henrietta Carroll
**Alternate
Representative**
Charisma
Rangipunga



TE TAUMUTU
RŪNANGA
Representative
David Perenara-
O'Connell
**Alternate
Representative**
Liz Brown



ŌNUKU
RŪNANGA
Representative
Rik Tainui
**Alternate
Representative**
Pip Tainui

Te Rūnanga o Ngāi Tahu Charitable Trust

Organisational structure



TE RŪNANGA
O AROWHENUA
Representative
Fiona Pimm

Alternate Representative
Karl Te Raki



TE RŪNANGA
O WAIHAO
Representative
Jo McLean

Alternate Representative
Juliette Stevenson



TE RŪNANGA
O MOERAKI
Representative
Justin Tipa

Alternate Representative
Ana Faau



KĀTI HUIRAPA
RŪNAKA KI
PUKETERAKI
Representative
Matapura Ellison

Alternate Representative
Katharina Ruckstuhl



TE RŪNANGA
O ŌTĀKOU
Representative
Donna Matahaere-Atariki

Alternate Representative
Rachel Wesley



HOKONUI
RŪNANGA
Representative
Terry Nicholas

Alternate Representative
Melissa Dennis



WAIHŌPAI
RŪNAKA
Representative
Michael Skerrett

Alternate Representative
Odele Stehlin



ŌRAKA-APARIMA
RŪNAKA
Representative
Ann Wakefield

Alternate Representative
Kiri Howell



AWARUA
RŪNANGA
Representative
Gail Thompson

Alternate Representative
Michael Stevens

WE ARE Ngāi Tahu

Notification of the Annual General Meetings of Te Rūnanga o Ngāi Tahu and the Ngāi Tahu Charitable Trust respectively

DATE: 26 November 2021 | TIME: 3.00pm to 4.00pm

Te Whare o Te Waipounamu, 15 Show Place, Addington, Ōtautahi Christchurch

Due to COVID-19 uncertainties participation in the AGM will be via livestream only.

Please visit the website: www.ngaitahu.iwi.nz for details.

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