



Te Rūnanga o NGĀI TAHU

Te Rūnanga o Ngāi Tahu Group Annual Report 2019-2020

Kaiwhakahaere report

**Waerea te raki, waerea te whenua, waerea te moana.
Hikitia te taumaha hārukiruki, puritia te tūhauora.
Tākiri mai te ata ki ruka ki te mauka ariki.
Ao ake Aoraki matatū!
Tīhei mauri ora!**

The emergence of COVID-19 has shifted our landscape dramatically this year, and yet, despite everything the pandemic has thrown at us, we have persevered in the spirit of our tipuna. It is the kotahitanga and manaakitanga hardwired within us that has us focused on supporting those most impacted and left in need by this global pandemic.

I want to acknowledge the huge part played by our Papatipu Rūnanga, who with mana and aroha, supported by the Office where needed, worked at the coalface with our people to meet many of the incredible challenges presented by COVID-19. We saw care and kai packages put together and distributed, whānau phone support and networks activated, personal protective equipment dispensed and so much more. Te Rūnanga o Ngāi Tahu focused first on engaging with kaumātua and bringing forward Kaumātua Grants, and more recently on providing funding for those most in need in the form of the Ngāi Tahu Pakihi and Papatipu Pakihi Funds to support individuals and Papatipu Rūnanga businesses, as well as Pūtea Manaaki hardship grants to assist whānau in serious adverse situations with essential living costs.

As our focus broadens to recovery, the welfare of our whānau and Papatipu Rūnanga remains at the centre of all decision-making. Te Rūnanga has developed four guiding principles that are mentioned in this report. I know the overarching themes will resonate with you, just as they did with me: building tribal economies, developing our regions, leveraging our relationships with Crown entities to support and resource whānau needs, and targeting our resource at Ngāi Tahu whānau who need it most.

While we as an iwi have focused on doing what we can for our people through this once in a 100-year event, we have had to endure the inevitable challenges and severe impacts on some of our businesses. This scenario has, of course, played out throughout Aotearoa and the world. As a result of this, Ngāi Tahu Holdings has posted a net loss of \$25.7 million for the financial year – an exceptional situation for our commercial arm, which has made us accustomed to enjoying only gains and growth.

Because of the impact on tourism and especially international tourism, Ngāi Tahu

Tourism has been significantly impacted by the pandemic. Holdings made the prudent decision to reduce the value of our tourism assets, a major factor in the year-end result. The impact – while severe on our tourism businesses, which are heavily dependent on international manuhiri – has been mitigated by the approach taken by our leaders when forming our commercial company. Those leaders ensured our portfolio was diversified and had a range of activities and investments. This has meant some of our operations continue to perform well while others experience losses as a result of economic impacts and downturns that inevitably come.

The economic hit for Holdings has also impacted on the distribution for the Office of \$60.4 million, down from \$67.2 million last year. This means we have had to review what programmes and support we can provide in the coming years. We now have a greater focus on how we can target other funding at both the rūnanga and iwi levels, including collaborating with the Crown to achieve whānau outcomes. While this year's budget is lower than what we are used to, it is important to remember it is still significant, and we will continue to deliver most of the support mechanisms and opportunities, especially through what we hope will be the recovery phase of this pandemic.

As a result of the reduced distribution and programme delivery, we have inevitably needed to review our kaimahi numbers.

Like most operations, staffing costs are the most significant for our iwi, and sadly when we are required to reduce our costs – especially in those operations unable to be delivered due to the pandemic – this includes reducing staff numbers. As a values-driven organisation, it has been a difficult process, however, it has been guided by our overarching priority, which is to deliver the best possible outcomes for Ngāi Tahu whānui.

With everything the pandemic has thrown at us, it is easy to forget some of the highlights from the past year. Hui-ā-lwi in November in Murihiku was a wonderful chance to celebrate what it means to be Ngāi Tahu and I thoroughly enjoyed the opportunity to meet and connect with so many of our whānau from far and wide. It was also an honour to speak at our annual Waitangi Day commemorations earlier this year on the beautiful Ōtākou Peninsula, and reflect on the immense progress we have made, but also the need to continue to honour our tūpana and seek true partnership with the Crown.

Despite the pandemic – or perhaps because of it – our new strategic direction Haea Te Awa remains front of mind. COVID-19 has shown us the need, now more than ever, for strong and self-sufficient Papatipu Rūnanga and marae. Regional development continues to be a top priority, even with our financial constraints, and this push to empower and enable our regions is woven throughout all our workstreams, not just within Haea Te Awa. A limited budget does not mean we need to

limit our vision for our regions. This is instead a time to be bold and disruptive in our thinking, and you can expect to see this theme come through strongly in the coming year.

Asserting our rangatiratanga over freshwater also remains a key priority for Ngāi Tahu and this year I have continued in my role as Co-Chair of Te Kura Taka Pini alongside Dr Te Maire Tau. We have progressed some important kaupapa, notably assisting Aukaha and Ōtākou to work through a difficult historical water issue, helping Hokonui whānau promote their interests in the Matura River, and working with Poutini Ngāi Tahu and the Department of Conservation in a reconsideration of the Waitaha Hydro Scheme. Te Kura Taka Pini has also, on behalf of Te Rūnanga, led submissions on key legislation and policy, including the Essential Freshwater Package, the proposed changes to whitebait regulations and the Taumata Arowai – Water Services Regulator Bill. The crisis of wai māori has not gone away amid the pandemic, and we must ensure decision makers hear our voices.

It is hard to believe that more than a year has passed since we said farewell to our esteemed whānau member, friend, and colleague Tahu Pōtiki. I know I speak for many when I say how much his presence has been missed through these difficult months. I mihi to all those who are mourning loved ones, and I particularly wish to acknowledge those who have faced the added challenge of planning tangihanga under the pandemic alert level restrictions.



COVID-19 has had an immense impact on us all. I thank my fellow governors for their dedicated and unfailing guidance over this past year. I also want to acknowledge our Chief Executive Officer Arihia Bennett for her decisive leadership during this difficult time. Our wero now is to rebuild with a view to something better – to create a new landscape where our regions and our people are empowered to thrive. We have heard it said time and again – these are tough and uncertain times. To that, I say our people have seen more than our share of tough, uncertain times. We are resilient, we are steadfast and most importantly, we are adaptable. We have proved it yet again over the past few months and we will continue to do so as we rebuild. Mō tātou, ā, mō kā uri ā muri ake nei.

A handwritten signature in black ink that reads "Lisa Tumahai".

Lisa Tumahai
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: David Perenara-O’Connell, Terry Nicholas, Rik Tainui, Darran Kerei-Keepa, Susan Wallace, Tania Wati and Donna Matahaere-Atariki.
Second row: Lisa Tumahai (Kaiwhakahaere), Jo McLean, Gail Thompson and Henrietta Carroll.
Front row: Matapura Ellison (Deputy Kaiwhakahaere), Elizabeth Cunningham, Gail Gordon, Arihia Bennett (Chief Executive Officer), Fiona Pimm, Karen Coutts and Michael Skerrett.
Absent: Ann Wakefield.

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

Navigating our way through the unprecedented and extraordinary events of the past year while maintaining a steady steer has been one of my greatest challenges as Chief Executive Officer to date. Being anchored in our long-term intergenerational aspirations while traversing change calls for clear direction with true grit to stay on track. Now more than ever, whānau should expect strong, unwavering leadership that exhibits courage, competence, and compassion.

In recent months we have shifted our programme delivery approach and recalibrated our internal resources to be more targeted in our support to whānau with the greatest needs. While we focus on hardship, living costs, housing, education, and employment, this is also our chance to be bold. Tokona Te Raki, our Māori Futures initiative, is leading the way in the innovation space noting that the future of work will require whānau to be agile and adaptable as jobs shift according to a changing economy. Establishing training to meet this requirement is well under way and we look forward to the uptake.

Aligned to career pathways, we celebrate the 126 rangatahi who have so far undertaken the STEM (science, technology, engineering, and maths) experience in Silicon Valley under Te Pōkai Ao programme. Mātauranga continues to be a drawcard with 2,330 grant recipients representing an upsurge in tamariki-enhanced learner support. We should also acknowledge our significant scholarships through Yamada O'Regan for secondary

education support, and Mazetta through which we continue to build on our fisheries capability.

With our whakapapa more than 68,000 strong, whānau desire to become more informed on Ngāi Tahu tanga and cultural expression is even greater. Roadshows have been a roaring success and now travel is limited, we must find smarter engagement forms that retain the special essence of kanohi ki te kanohi contact as much as possible. Our communication pathways broaden daily as new social tools come online and our rangatahi are pushing these boundaries so quickly we must sprint to keep up. We also hope to build on the success of Tahu FM by launching Tahu News, a video news service that was trialled with great success during the nationwide lockdown.

Establishing a network of iwi history storytellers, growing Kotahi Mano Kāika te reo speaking whānau, managing and protecting our precious taonga, and the introduction of Kareao – our archival website giving whānau access to manuscripts and oral histories – all add to the intergenerational sustainability of Ngāi Tahu tanga.

On 30 June, the total managed Whai Rawa funds moved past \$100 million with nearly 30,000 members. The Whai Rawa board and staff maintain diligent oversight of investments and continue to engage new whānau. Year after year, the savings scheme is constant in its growth.



As we look ahead, we must be ready to traverse further uncertainty and remain steadfast as kaitiaki – preserving, protecting, and growing the intergenerational uniqueness of being Ngāi Tahu must continue to be our priority. To achieve this our attention will be on creating results that matter to our whānau, growing our people and nurturing our values.

Across the Ngāi Tahu Group, we are a formidable team with the requisite skills, passion and commitment to forge through uncharted waters together as tribal servants. My sincere thanks to Ngāi Tahu Holdings Chief Executive Mike Pohio for his strong support in manifesting the kotahitanga approach that will see us reap the best outcomes for whānau. I also acknowledge the leadership of the board of Te Rūnanga o Ngāi Tahu and extend special thanks to all kaimahi for their courage and hard work during an exceptionally challenging year.

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

It will come as no surprise that the past year has presented us with significant challenges. This is reflected in our end of year results with a small operating surplus after interest of \$0.156 million, and after impairments and revaluations, a net loss of \$25.658 million, which is well below our initial forecast. Unfortunately our operating cash flow, a number we do like to focus on, was also negative \$4.4 million. The main reason for this outcome was the impact on our business units from COVID-19, and subsequent decisions made by the Government to protect the health of New Zealanders.

The largest impact on our net result were, by far, impairments (reductions in the value of assets, often due to unexpected or one-off events) and revaluations of the businesses we own and operate. There are standard valuation models that must be used when considering what these assets are worth. These use estimations based upon key point in time assumptions that change over time. Much debate has been had with valuers about how these standard models do not necessarily fit with our view on the value of things such as fishing quota or whenua.

The accounting standards require independent valuations to be carried out. While we have no issue with this, we believe the models that drive valuations do not align with the way we manage our assets or view our ownership of them. Interestingly, our preferred approach would not have had a material impact upon the valuation of our portfolio as reported to

you this year. However, it would have had an impact on the valuation of individual assets, with some rising and some falling, and we raise this issue to make whānau aware it is an important ongoing debate with our valuers.

While this report outlines the challenges we are facing, it is important to reiterate that we remain firmly focused on our duty to protect and grow the pūtea and confident in our ability to do so. Despite the upheaval of COVID-19, Ngāi Tahu Holdings provided a distribution of \$60.4 million to the Charitable Trust to fund tribal programmes and initiatives for the benefit of Ngāi Tahu whānui. This dividend was, in part, funded by the sale of assets and borrowings.

As we look towards the future, we are guided by our new Investments Charter, which has the objective to grow the real per capita distribution we pay to the Charitable Trust. The charter's clarity of purpose highlighted the need for Ngāi Tahu Holdings to reset itself, which has led to the development of this year's new strategy. Our refreshed approach can be distilled down to two central themes: optimising the performance of our assets and tilting our portfolio towards growth.

Prior to COVID-19, we had signalled that this year we would review all our business units – both in terms of governance and operations – to ascertain if we were doing the right things the right way. This review was completed and as we began to implement the changes

required and gain better oversight of our business units, COVID-19 hit. We could not have predicted how major our changes needed to be following the impacts the pandemic had on our operating returns in the last quarter. As a result, we had to move faster and make a more comprehensive review of Ngāi Tahu Holdings operations. We had to pause certain lines of business, put projects on hold to preserve capital, and reprioritise our spending and investment decisions. The impact was especially difficult for the teams at Ngāi Tahu Tourism, Ngāi Tahu Property, Oha Honey and Ngāi Tahu Farming, who farewelled talented and dedicated kaimahi and directors as a result.

Our 11 tourism businesses have been the hardest hit. There have been no international manuhiri since our border closed in March and there is no certainty about when it might reopen. As our attractions rely heavily on overseas visitors, revenue fell to zero overnight. Consequently, all but one of our tourism businesses was paused, and the Ngāi Tahu Tourism workforce unfortunately had to be reduced by more than 300 kaimahi. Since late May, there has been just enough demand from the domestic market to reopen some of our businesses and rehire a small number of kaimahi, and we are grateful to have had Government support, in some instances, to fast-track this process. Our commitment to the tourism industry has not wavered and we are doing all we can to get through this period, including regularly assessing conditions for reopening the remaining paused businesses,



and we are preparing to launch the All Blacks Experience in Auckland in December.

We are fortunate to have welcomed several new directors and senior kaimahi to the Ngāi Tahu Holdings whānau in the past year. Their expertise, insight and mātauranga will guide us as we enter the recovery phase. As at the end of June, we had more than 65 Ngāi Tahu whānau members employed across our tourism, seafood, farming, property and honey business units and within the central Holdings team, including several at senior leadership level. While this is a good start at approximately 13 per cent of our total staff, we know we still have some mahi to do to ensure we reach our goal of having whānau make up 20 per cent of our workforce by 2022.

It is important we also acknowledge the increased kotahitanga and alignment

between Ngāi Tahu Holdings and Te Rūnanga o Ngāi Tahu. The two entities are working closer together for better outcomes and the strengthening of this crucial relationship will continue over time.

At times like this we are particularly thankful for the foresight of Ngāi Tahu tīpuna who ensured the diversification of our portfolio from the outset. Our investments in a diverse range of sectors mean we have been able to withstand the initial shock of COVID-19 and that we have had breathing space to adapt to the new environment we are operating in.

This is a difficult chapter in the tribe's long commercial history, but with our reset under way and new strategy in effect, we are confident we are taking the necessary steps to ensure the future viability of our business units and investment portfolios. You will see more

detailed results and information for each of our business units outlined in the Ngāi Tahu Holdings section of this report.

While looking towards growth we remain mindful of our kaitiaki responsibilities. We are driving hard in this space and tracking positively, but recognise there is still room for improvement. Across all our mahi, we are committed to striking the right balance between growing the pūtea and growing our resilience to the effects of climate change, while also minimising our impacts on the environment. We are also considering investments that align with the sustainability goals outlined in He Rautaki mō Te Huringa o Te Āhuarangi – the Ngāi Tahu Climate Change Strategy.

We give our sincere thanks to Te Rūnanga o Ngāi Tahu, ngā Papatipu Rūnanga, our Ngāi Tahu Holdings directors and kaimahi, and all Ngāi Tahu whānau. Your combined wisdom, support, energy and optimism serves us well as our new operating and governance structures take effect and we enter this reset phase. We are grateful to have a strong, dedicated team as we strive to protect and grow the pūtea – Mō tātou, ā, mō kā uri ā muri ake nei.

Mark Tume
CHAIR

Mike Pohio
CHIEF EXECUTIVE





Marlon Williams in his hometown Whakaraupō Lyttelton.

Te Rūnanga Group finances at a glance

As at 30 June 2020

\$103.5m 

Group deficit

\$38.9m (FY19)

The Group's deficit this year has increased by \$64.6m from last year

\$1.52b 

Group equity

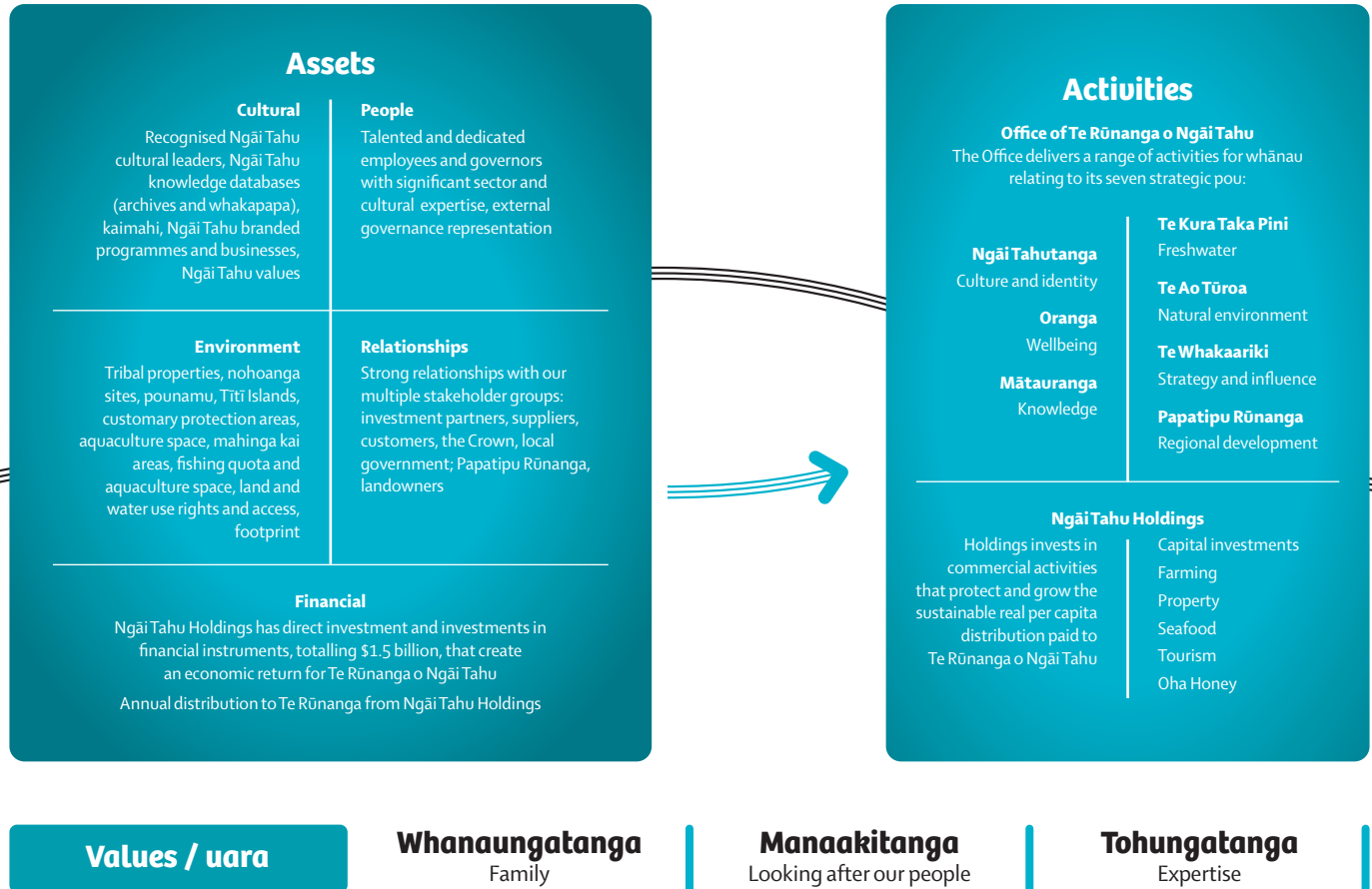
\$1.61b (FY19)

The Group's equity has decreased by \$90.7m from last year

| | 2019/20 (\$000s) | 2018/19 (\$000s) |
|---|---------------------|---------------------|
| Financial performance | | |
| Net operating surplus after interest | 156 | 67,039 |
| Non-operating adjustments | (25,814) | (29,620) |
| Surplus/(deficit) attributable to Ngāi Tahu Holdings | (25,658) | 37,419 |
| Tribal development and distribution expenditure | (64,899) | (55,855) |
| Crown Settlements and other tribal income | 3,259 | 2,951 |
| Other comprehensive expenses | (15,217) | (22,650) |
| Income tax | (981) | (794) |
| Group deficit | (103,496) | (38,929) |
| Financial position | | |
| Total assets | 1,829,839 | 1,930,281 |
| Total borrowings | (235,000) | (256,550) |
| Other liabilities | (74,005) | (62,266) |
| Group equity | 1,520,834 | 1,611,465 |

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

Te Rūnanga o Ngāi Tahu Group value creation model



Performance summary

Ngāi Tahu tanga

Number of cultural leaders
Number of homes speaking te reo

Oranga

Number of Whai Rawa members

Mātauranga

Number of whānau participating in career support and resources, tertiary scholarship programmes, governance and leadership development programmes, cultural and personal development programmes

Te Kura Taka Pini

A strategy to enable the development of a new regime for the management of freshwater in the Ngāi Tahu takiwā

Te Ao Tūroa

Number of nohoanga authorisations

Number of tangata tiaki authorisations

Te Whakaariki

Papatipu Rūnanga climate change action plans supported by the Office

Ngāi Tahu Holdings and all business units' climate change action plans approved by Te Rūnanga

Papatipu Rūnanga

Regional development fund established

Pilot programmes successfully implemented under regional development

Ngāi Tahu Holdings

Increase in the value of the Group's net assets

Increase year-on-year distribution

Outcomes

Ngāi Tahu tanga

Ngāi Tahu whānau are strong in their Ngāi Tahu tanga

Oranga and Mātauranga

Ngāi Tahu whānau are achieving their aspirations with positive health and financial wellbeing and positive education experiences

Te Kura Taka Pini

Ngāi Tahu whānau have rangatiratanga over freshwater in the Ngāi Tahu takiwā

Te Ao Tūroa

Ngāi Tahu whānau are empowered to protect and enhance their rights and interests in the environment through rangatiratanga and kaitiakitanga

Te Whakaariki

Mana is upheld in all Ngāi Tahu whānau do, empowering themselves and those around them and leading by example

Papatipu Rūnanga

Papatipu Rūnanga aspirations are realised through the demonstration of tino rangatiratanga

Ngāi Tahu Holdings

To protect and grow the pūtea and to "protect and grow the sustainable real per capita distribution" paid to the Office by Holdings

Kaitiakitanga
Stewardship

Tikanga
Appropriate action

Rangatiratanga
Leadership

Kotahitanga
Unity

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**

Performance summary

68,082 

Ngāi Tahu iwi members

65,000 (FY19)

Number of registered Ngāi Tahu whānau

415 

Cultural Leadership

327 (FY19)

Number of Ngāi Tahu cultural leaders

Ngāi Tahutanga

638 

Te reo Māori

568 (FY19)

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

29,278 

Whai Rawa members

27,319 (FY19)

Number of Whai Rawa members

Oranga

\$100.9m 

Whai Rawa funds

\$86.05m (FY19)

Total managed funds

Mātauranga

2,330 

Mātauranga recipients

1,845 (FY19)

Number of whānau who have received Mātauranga related grants and services

Te Kura Taka Pini

Freshwater strategy developed

To enable the development of a new regime for the management of freshwater in the Ngāi Tahu takiwā

Te Ao Tūroa

158 

Nohoanga

58 (FY19)

Number of nohoanga authorisations issued to stay on tribal properties

535 

Mahinga kai

319 (FY19)

Number of tangata tiaki authorisations

Te Whakaariki

3 

Climate change – Papatipu Rūnanga

8 (FY19)

Papatipu Rūnanga supported to develop climate change action plans

0 

Climate change – Holdings

1 (FY19)

Number of Ngāi Tahu Holdings climate change action plans approved by Te Rūnanga

Corporate

\$65.4m 

Total Office costs

\$56.8m (FY19)

Total investment in Te Rūnanga programmes and services for the year

55% 

Ngāi Tahu whānau employed

54% (FY19)

Percentage of total staff who are Ngāi Tahu

Group

19% 

Carbon emissions – air travel

10% (target)

Percentage reduction in carbon dioxide (CO₂) tonnes emitted from air travel

19% 

Carbon emissions – rental cars

5% (target)

Percentage reduction in the number of rental car days

Ngāi Tahu **Tahutanga** > culture and identity

\$8.1m

invested in
Ngāi Tahu **Tahutanga**
in FY2020

Ngāi Tahu Fund

1,718

total applications received
since 2005

\$24,997,500

total sought since 2005

1,254

total applications
approved since 2005

\$12,210,363

total approved since 2005

123

total applications
approved in FY2020

\$929,191

total amount approved
in 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

NGĀI TAHU FUNDS

Nurturing our whānau to be strong vibrant champions of Ngāi Tahu **Tahutanga** 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.

AORAKI BOUND 2020 AND KĀ ARARAU KI AORAKI

Since its inception, Aoraki Bound has successfully grown and nurtured more than 300 tribal leaders, instilling in them a strong sense of what it means to be Ngāi Tahu. The programme has increased the leadership capability within the iwi, leading to the creation and delivery of other programmes including Kā Ararau ki Aoraki and Manawa Hou. Due to COVID-19 and the resulting budget impacts, the programmes have since been put on hold.

Right: Aoraki Bound ropū, March.

Left: Shannon Mahuika-Wharerau carving pounamu at Hui-ā-Iwi in Murihiku in November.



MATARIKI POU WHENUA BLESSING

Erected at the Lyttelton Timeball Station, Matariki Pou Whenua was carved by master carver Caine Tauwhare. It represents and celebrates Māori navigational expertise and the connections of mana whenua to Whakaraupō (Lyttelton Harbour). With the stars playing a central role in Māori sea voyaging, it was only fitting to have its unveiling ceremony during Matariki. This project was made possible by the Ngāi Tahu Fund, with Te Hapū o Ngāti Wheke submitting the application to work alongside the Whakaraupō Carving Centre.



Above: The new pou whenua at Lyttelton Timeball Station.

PŪTEA AUMAKEA FUND

This fund supports the resilience and sustainability of our marae by providing funding for the installation of solar power systems and generators.

During FY2020 solar panels were installed at Arowhenua and generators were installed at Ōtākou, Moeraki, Waihao and Awarua. These installations brought the total of completed solar panel and generator projects to six each.

\$1.3m
approved in FY2020

TAURAHERE FUND

The Taurehere Fund is available for operational and administrative support towards AGM, bimonthly hui and running costs. In FY2020 the amount available per rōpū was increased to \$5,000. Kāi Tahu ki Tāmaki Makaurau, however, received \$30,000 as a pilot project to support ongoing sustainability. This funding was for Waitangi Day, Hui-ā-Tau, wānanga, event planning and storage.

\$47,000
total funding received
by five Taurahere rōpū
in FY2020

KOTAHI MANO KĀIKA

Finding new and innovative approaches to delivering te reo virtually has been a priority for the Kotahi Mano Kāika team as it adapts to our changed world. This has included further development of online te reo resources, including waiata assets and kōrero cards for whānau and, during the nationwide lockdown, an online quiz evening attended by 49 whānau.

638
whānau actively engaged
in Kotahi Mano Kāika
(Goal: 1,000 homes
speaking te reo
by 2025)

70
new KMK whānau
household
engagements

2020
marks the 20-year
anniversary
of KMK

68,082
registered whānau
members

5,000
items added
to Kareao

26,575
visitors
to Kareao

42,699
visitors to
Kā Huru Manu



Four hundred registrations of interest have been received for Hai Reo Tuku Iho, an exciting eight-week pilot online programme for parents and caregivers committed to using te reo in the home.

Kā Titirei is a te reo leadership programme for Kāi Tahu rakatahi aged between 12 and 25 years old with immediate to advanced proficiency in te reo. The name Kā Titirei is taken from a Kāi Tahu tribal manuscript

and refers to a head comb worn as a symbol of status by young chiefs. Thirty rakatahi participated in the programme held at Takahanga Marae in Kaikōura. The programme focused on Kāi Tahu migration narratives and included going into the Tory Channel, out to Kaihinu, and to Mōioio Island to further explore Kāi Tahu narratives and trace the

footsteps of our tipuna as they first entered Te Waipounamu. Other activities included mahika kai, pig hunting with local experts and exploring local Kāti Kurī sites with haukāika Maurice and Rawiri Manawatu. Many of these rakatahi participate in the wider rakatahi reo initiatives as tuākana or peer support mentors and exemplars.

Above: Kia Kūrapa at Tūhuru, the whale tipuna at Arahura in October.

WHAKAPAPA

Whakapapa is the foundation of our identity as Ngāi Tahu, Ngāti Māmoē and Waitaha, embracing our origins from Tahu Pōtiki. This is supported by the Ngāi Tahu census of 1848, the Blue Book. The kaumātua/tipuna recorded therein are the basis for who we are today. It underpins the whanaungatanga that is present at any tribal activity.

New whānau registrations

We celebrated 3,082 new registered members in FY2020. Our online whakapapa registration portal is proving to be increasingly popular with almost 60% of all applications received now being online.

1848 kaumātua alignment

Aligning our 1848 kaumātua with Papatipu Rūnanga has been an important project initiated during the year and, as at 30 June, this had been achieved for 85% of the kaumātua. Not only is this important as a way of helping our whānau establish their tūrangawaewae, but it is also essential to ensure every member can vote for a representative on Te Rūnanga o Ngāi Tahu. The number of whānau with no tūrangawaewae or ability to vote for a representative is unclear, but the Whakapapa team is working on being able to provide a figure.

1848 kaumātua biographies

Over the past 18 months, a series of biographies on our 1848 kaumātua have been compiled for the Whakapapa webpage. Almost 400 have been completed and information for another 146 has been collected.



Photo from the opening of the Tamatea: Legacies of Encounter exhibition at Te Papa Tongarewa. Left to right: Michael Skerrett, Winsome Skerrett, Shona Fordyce, Muriel Johnstone, Helen Brown, and Anaria West Tangohau.

ARCHIVES

Kareao

Kareao, the online Ngāi Tahu archive website, was launched at Hui-ā-Iwi in Murihiku. Kareao offers whānau unprecedented access to archived manuscripts, photographs, oral histories and more, and archiving everything is an ongoing journey. The idea of managing our own archive has been a long-held vision of many in our iwi and it is a huge achievement to have created such a comprehensive repository for content of tribal significance, much of which has been repatriated from external institutions throughout Aotearoa.

Tamatea: He Tūtakinga Tuku Iho/Legacies of Encounter

The Ngāi Tahu Archive team and Ngāi Tahu ki Murihiku worked with Te Papa Tongarewa in Wellington to develop content for *Tamatea: He Tūtakinga Tuku Iho/Legacies of Encounter*, an exhibition that opened at Te Papa in November. The exhibition's focal point was a painting by William Hodges depicting southern Māori at Tamatea (Dusky Sound). Hodges was the official artist aboard *HMS Resolution*, which

spent five weeks at Tamatea in autumn 1773. The crew's stay was marked by a brief, peaceful encounter with southern Māori. The exhibition presented Hodges' painting in conversation with taonga and artworks. It also featured an interactive map of Ngāi Tahu place names from our online atlas Kā Huru Manu overlaid on Captain Cook's map of Tamatea. Karakia held at the opening and closing of the exhibition were supported by the Ngāi Tahu Taurahere ki Pōneke.

Kā Huru Manu educational framework

Following on from the successful launch of our online atlas Kā Huru Manu, an educational framework has been developed to enable the tool to be utilised as a classroom resource. Launched in March, the framework supports the use of Kā Huru Manu in social studies lessons and acts as a guide for Te Waipounamu teachers who want to incorporate Ngāi Tahu stories and histories of place into their curriculum.

Oranga > health and wellbeing

\$7m

invested in Oranga
in FY2020
(Includes \$4.16m
to kaumātua in
two payments)

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



COVID-19 RESPONSE

The COVID-19 pandemic has reshaped all our lives in ways we never could have predicted. Agile thinking and prompt decision making has led to new health initiatives, increased financial assistance for whānau and dedicated support systems.

Ensuring all whānau have the support they need throughout the pandemic and beyond has been a key focal point and is likely to be a continuing focus for some time. This support was aided through a dedicated **Te Rūnanga o Ngāi Tahu emergency operations centre** that was set up specifically to ensure whānau had everything they needed during lockdown.

The pandemic has showcased the ability of our Papatipu Rūnanga and affiliated Māori health providers to lead the response in supporting whānau at a local level. From the confines of their home offices, **the emergency operations centre team** worked with our rūnanga, health providers and external agencies to coordinate additional support, including making more than 7,000 calls to registered kaumātua aged 60 years and older and delivering personal protective equipment (PPE), Whānau Ora care packages, kai parcels and hand sanitiser to whānau in need within the takiwā and throughout Aotearoa.

Te Rūnanga o Ngāi Tahu was mandated as an **essential service provider** during the COVID-19 nationwide lockdown. Sixteen of our Papatipu Rūnanga were also mandated under Te Rūnanga.

Above: Ōraka Aparima Rūnaka Whānau Ora Navigator Rata Hopa prepares supplies for delivery to whānau during the nationwide lockdown.

Left: Kairo Taunoa with his Mā (taua) Anita Panirau.



During the nationwide lockdown, Te Rūnanga offered mana whenua-mandated health providers within our rohe access to a **business continuity fund** to ensure the ongoing primary health and social services needs of whānau continued to be met. Seven health providers received funds totalling \$350,000.

The 2020 **Kaumātua Grants** were paid five months earlier than usual due to the impacts

of the pandemic. As a result, we made two grants to kaumātua this financial year with the November payment totalling \$2.07m and the June payment totalling \$2.09m.

The **Pūtea Manaaki Emergency Relief Fund** provides a small koha to assist households directly affected in an emergency. During the COVID-19 pandemic, 493 grant applications were received.



Ōraka Aparima Rūnaka kaimahi Les Russell and Rata Hopa preparing to deliver kai parcels.

Of those, 424 totalling \$212,000 were approved. Most applications received were from whānau who had experienced loss of income or reduced work hours. Others included requests for help with retraining, relocation costs for employment, and increasing employment opportunities.

In a bid to support our whānau businesses during COVID-19, the **Puna Pakihi fund** was expanded to provide grants for a range of activities in response to the immediate needs of many businesses. The expanded range included for capital expenditure, equipment to pivot business towards digital media, marketing and promotion, and the employment of staff to provide additional resource for contract bids.

181
Puna Pakihi applications received

101
applications approved

\$665,000
allocated funding

Acknowledging the additional stresses and the need for extra support during the nationwide lockdown and beyond, a **closed Te Pou Here Facebook page** was established as a safe place for whānau in business to connect, engage, seek advice and give support. The page, which has 153 members, is still open for whānau business owners to join.

During the nationwide lockdown, Te Koroī, the Communications and Engagement team, was excited to launch **Tahu News** – our very own video news service set up in response to COVID-19. Initially it delivered three stories a week, but due to demand it was very quickly

increased to five times a week. Tahu News delivered 38 stories over Te Rūnanga o Ngāi Tahu and Tahu FM platforms, including Te Rūnanga website, YouTube, Facebook and Instagram.

In total we engaged more than 140,000 people. Each story was told in at least 70% te reo Māori and included te reo Pākehā translations. Due to COVID-19 alert level restrictions, most stories were shot around Ōtautahi or recorded via Zoom, but eventually the team was allowed to travel to Koukourarata, Tuahiwi, the West Coast and Rāpaki to capture footage and interview whānau. Due to funding limitations, the service stopped at the end of May, but the team is looking for additional external funding to continue this valuable kaupapa.

Watch Tahu News stories at [tahufm.online](https://www.tahufm.online)



Tahu News reporter Henare Te Aika-Puanaki shooting on location at Koukourarata.

WHAI RAWA

| | 2019* | Target |
|-----------------|-------|--------|
| New members | 1,984 | 1,750 |
| Tamariki savers | 68% | 65% |
| Adult savers | 48% | 50% |

As at 30 June

\$96,313,128

Net assets

\$15,626,728

Total withdrawals since the Scheme's inception

\$7,848,308

Member contributions for the year ending 31 March

\$6,089,979

Ngāi Tahu contributions paid for the 2019 calendar year (excluding taxes)

* Whai Rawa membership and saver KPIs are measured within a calendar year (1 January to 31 December).



Horton whānau at Te Karoro New Brighton, Ōtautahi Christchurch.

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



LEGACY WHAI RAWA
CONSERVATIVE FUND

↑ **4.63%**

(1 April 2019 – 30 September 2019)



SOCIALLY RESPONSIBLE
TŌTARA - CONSERVATIVE FUND

↓ **-2.43%**

(1 October 2019 – 31 March 2020)



SOCIALLY RESPONSIBLE
MĀTĀI - BALANCED FUND

↓ **-9.37%**

(17 February 2020 – 31 March 2020)



SOCIALLY RESPONSIBLE
RĀTĀ - GROWTH FUND

↓ **-11.95%**

(17 February 2020 – 31 March 2020)

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

Market volatility in 2020

Global markets continued to experience historic moves because of COVID-19 and did so since the commencement of the two new fund options, leaving both new funds in a negative-return position. Mercer (NZ) Ltd, the Whai Rawa administrator and underlying fund manager, diversifies its investments across

the globe to spread risk. Whai Rawa has a long history with Mercer and is optimistic about the company's approach in what is a challenging global market. Investing is a long-term journey and market volatility should not derail members' investment courses. For the latest fund returns, visit whairawa.com/publications

Te Puāwaitanga – Investor Choice

In February, two new socially responsible funds were introduced to the Whai Rawa scheme; the Mataī – Balanced Fund and Rātā – Growth Fund, joining the existing Tōtara – Conservative Fund. This kaupapa was a long time in the making and allows members to choose the investment that best suits them. For example, tamariki (or their parents/whānau) might prefer a fund that would better serve them over a longer period, while adult members who intend to access their funds in the next few years might choose differently. The new socially responsible funds also align closely with our Ngāi Tahu values as socially responsible means sustainable and ethical investments.

By 31 March 2020, the Whai Rawa team was thrilled that a total of 11.6% or 3,209 of its members made an asset switch to a new fund, while a further 2% or 522 members

actively chose to stay in the existing Tōtara – Conservative Fund. Members can now, after an initial period of promotion, choose to move their investment online, although 100% must be held in a single investment option.

Ngā Kaitiaki Moni – Whai Rawa Kids’ Club

Ngā Kaitiaki Moni has more than 750 members in its club after its first year and continues to provide fun and resourceful material to engage tamariki in financial capability learning. The goal of the club is to encourage tamariki to learn about money, saving and helping their whānau around home. This will develop financial capability and long-term goal setting and enable tamariki to engage in financial conversations with whānau. Regular pānui are sent to tamariki, including activities such as challenges and duties to help keep them on-task and achieving the goals they set for themselves.

HOME OWNERSHIP

Ensuring all whānau have access to appropriate, adequate and affordable housing that meets their needs is at the heart of our home ownership initiative.

Miriama Prendergast was our first Ngāi Tahu shared equity homeowner outside of the Ngāi Tahu takiwā. We partnered with the Tāmaki Regeneration Programme and the Housing Foundation in Auckland to support Miriama and her young whānau into their first home. This was a great opportunity to look at how we can work with organisations in other regions to provide this support to our whānau. Most exciting was that they were able to move into their new whare ahead of the nationwide lockdown.

Tēnei te mihi nui rawa atu mai i taku whānau ki a koutou ko te iwi o Ngāi Tahu!

“What an honour for us to be chosen as the first recipients to receive help in Auckland to buy our own home. We are so grateful and this gift our tribe has given our family has let us create a strong foundation and stability for our girls. Our oldest girl has cerebral palsy after an accident at birth, so having stability and knowing we will always have a roof to call our very own takes a huge stress off us as a family. We have turned the garage into a physiotherapy room specifically for my daughter’s daily care. The fact we can set up such a solid base now is just such a blessing and as I said we will always be eternally grateful to the support and help Ngāi Tahu has given us. Currently we are in isolation but being in our own home has made the stay a pleasure! Each day we are slowly setting the house up just as we want it and each day it becomes more cosier than ever.”

Miriama Prendergast



7
Ngāi Tahu whānau were supported into open market home ownership

3
Ngāi Tahu whānau were supported into Shared Equity home ownership from other providers

3
Ngāi Tahu whānau were supported into Ngāi Tahu Shared Equity home ownership

5
of the main banks are on board to support the banking needs of whānau

Tafea’alo’imata Ki-Lototo Pulu, Samuela Pulu, Kirimaia Kotuku Vaiata Pulu, and Miriama Prendergast holding pēpi Pulu (no name yet) in their own, shared equity home in Auckland.

WHĀNAU ENTERPRISE

Puna Pakihi

11

Growth Grants

40

Kickstarter Grants

26

grant recipients connected with Ngāi Tahu business mentors

63

businesses began trading

141

grant recipients connected with a business mentor

The Brothers Green

Pharmacist Brendon McIntosh (Puketeraki) believes hemp contains “nature’s most nutrient-dense seed”. To be precise, it is one of only two seeds in existence that contain all 20 essential amino acids in the construction of protein, which is perhaps why it has been used for its health benefits for the past 50,000 years.

Through social media, Brendon found Brad Lake, his brother in business, and together

they established their first marketable product – a raw, organic protein powder called Beefy Green. From there, they added protein bars and powders, oils, balms, moisturisers and soaps to their range – the opportunities for hemp health products just keep growing.

A successful pitch to the team at Puna Pakihi paved the way for not only financial assistance, but also for networks and connections, including with Ngāi Tahu Farming, built as part of their working relationship.

“We managed to convince Ngāi Tahu Farming to put some [hemp] in as well.”

Ngāi Tahu Farming has since invested in more than 8 hectares of harvest hemp throughout North Canterbury with a further 50 hectares being prepared for next season. This, in combination with 10 family farms, means The Brothers Green coordinate more than 100 hectares of hemp crop.

Given the ongoing social stigma of hemp, the venture has not been without its challenges,



The Brothers Green co-owner Brendon McIntosh.

despite the duo advising people they cannot get high from smoking a T-shirt or eating seeds. But The Brothers Green remains committed to the belief that hemp has a strong role to play in the future of medicine.

Visit: thebrothersgreen.co

ORANGA TAMARIKI

We are now almost two years into the strategic partnership agreement with Oranga Tamariki and remain focused on our end goal of no Ngāi Tahu tamariki in care. There have been some positive shifts, including the clear identification and validation of mokopuna and whānau Ngāi Tahu, and the generation of new roles to support whānau connection and wraparound. There has also been significant regional investment and a shift in the way the ministry is undertaking commissioning within our takiwā.

As a result of this partnership, good progress is being made to reduce the number of tamariki in care with the figure decreasing from 295 in November to 277 in June.

Supporting this mahi has been the development and implementation of two care models: Mana whenua-partnered Intensive Intervention provides additional support to prevent the removal of tamariki and/or reunite them with their whānau, while mana whenua-led Tiaki Taoka provides support for caregivers, mokopuna and whānau. Both models have

employed whānau-centred, localised solutions that represent a clear articulation of Tiriti-embedded responses for whānau outcomes.

A further positive development has been a commitment from Oranga Tamariki to work directly with Papatipu Rūnanga to support local aspirations and capacity building. Kāti Huirapa ki Puketeraki and Te Rūnanga o Ōtākou have already signed memorandums with several others progressing throughout the takiwā.

Mātauranga > knowledge

\$7.3m

invested in
Mātauranga
in FY2020

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

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

Tokona Te Wānanga

Tahua Taunaki Ākonga –
Learner Support Fund

1,011

tamariki completed
tuition

23

tamariki undertook
a special assessment
(e.g. to diagnose a learning
difficulty)

79%

of recipients report a
positive impact on their
learning achievements
because of increased
support

Education grants and scholarships

79%

of recipients believe Te Rūnanga o Ngāi Tahu assistance they received enhanced their educational development

71

Kā Pūtea Scholarships for tertiary-level study

523

Kā Pūtea Proof of Engagement Grants for tertiary-level study

75%

of Proof of Engagement grant recipients have increased engagement and connectedness to their marae, Papatipu Rūnanga and the iwi

1,135

Kā Pūtea Grants for tertiary-level study

23

Yamada O'Regan Scholarships for secondary school students

Keeping it in the whānau

At the start of this year, former Yamada O'Regan scholarship recipient Lucy Coulston travelled around Europe with United Nations Youth New Zealand on the Global Development Tour. During this tour, the delegation focused on the sustainable development goals set by the UN. Lucy also received the John Waller Memorial scholarship to aid her studies at the University of



Azalea Taimana Ocean Teepa celebrated her fifth birthday on 5 June and received her School Starter Pack that same month.

Canterbury where she majors in environmental science and geography.

Lucy's brother Te Wai Ariki, a Ngāi Tahu Matakahi Cadetship recipient, was one of four finalists for Māori and Pacific business student of the year 2017 and won it in 2018. Te Wai Ariki has been offered a job as a strategic analyst upon completion of his double degree in arts and commerce this year.

And, keeping it in the whānau some more, Daren Coulston, the proud dad of Lucy and Te Wai Ariki, has received a Ngāi Tahu Hōkai Nui scholarship to complete his Bachelor's Degree in Business and Applied Management majoring in project management through Otago Polytechnic. "Where it will lead, I really don't know, but the first step: Get it done!" he says.

593

School Starter Packs distributed

612

Pēpi Packs distributed

84%

of Pēpi Pack recipients clearly identify a sense of connectedness to Ngāi Tahu

Supporting whānau connection and identity

Demand for our Pēpi Packs and School Starter Packs continues to grow. These initiatives are part of our education engagement strategy aimed at supporting our whānau connection and identity through significant milestones

in the lives of our tamariki. However, due to COVID-19 and the resulting budget impacts, the School Starter initiative has since been put on hold.

During the nationwide lockdown, Pēpi Packs were deemed a vital health item under the essential service status Te Rūnanga o Ngāi Tahu obtained. This meant the team was able to continue distributing them from home. They were a welcome koha for many whānau during this stressful time.

"I just wanted to say a huge thank you for everything you guys do. The Pēpi Pack we received was absolutely amazing and our baby boy loved having his dad read him the books. Now that our son is bigger he finally fits the clothing. Thanks again, we really appreciate this.

Lots of love from all of us, especially Master Carter Hautapu."



A sample Pēpi Pack.

KAITOKO MĀTAURAKA

Empowering, enabling and enhancing learning opportunities for Ngāi Tahu whānau is the vision of our Kaitoko Mātauraka who work alongside Papatipu Rūnanga to provide regional support for our whānau in the education system. Currently there are five kaitoko employed by Te Rūnanga o Ngāi Tahu and four employed by Papatipu Rūnanga. The importance of the kaitoko role came to the fore during the nationwide lockdown as they worked closely with schools and whānau to ensure devices and/or hard-copy educational materials were able to be accessed so our tamariki and rangatahi could continue learning at home.

TOKONA TE TAKATA

Te Pou Here

A central online portal, Te Pou Here offers whānau a place to connect, network and get information about professional, cultural development, employment and business opportunities across Ngāi Tahu whānau-owned businesses.

589/328
Individuals/Ngāi Tahu businesses registered

Total registrations:

671
Kaupapa (business)

1,292
Tākata (professionals)

475
Pūreirei (entry level)

Bouncing the iwi dollar

Te Aka Haumi o Tahu is a boutique web-based business directory promoting a diverse and growing range of Ngāi Tahu businesses – for Māori by Māori. It is the latest Te Pou Here offering and was launched at Hui-ā-Iwi in Murihiku. Representatives from five whānau-owned businesses attended to support the launch, promote their goods and services, connect with like-minded businesses, and most importantly embrace their Ngāi Tahutanga. They were: KJB Consulting managing director Krystal Burrell (Moeraki, Awarua, Waihōpai, Kāti Huirapa ki Puketeraki); Ignite Oneself founder Kimberley Murphy (Moeraki); Next Hire business executive Rebecca Barlow (Moeraki); speaker, trainer, author and podcaster Victor Ahipene (Awarua); and The Sisters Consultancy director and principal consultant Challen Wilson (Kaikōura).

505
registered Ngāi Tahu businesses at year end. Visit tahu.biz

Matakahi Scholarships

Our scholarships support students going into their second year of study at tertiary institutions. Available for up to three years, they provide funding and paid work placements.

22
Matakahi Scholarships awarded

3
Beca Scholarships awarded

13
graduate roles secured

16
summer internships

EXTERNAL GOVERNANCE APPOINTMENTS

Te Rūnanga o Ngāi Tahu holds 88 governance positions on boards of external organisations. These roles were specifically set aside in Te Rūnanga o Ngāi Tahu Claims Settlement Act 1998 to benefit Ngāi Tahu whānui and give effect to our aspirations. They represent an important mechanism to maintain our cultural identity and ensure our voice is heard across the motu.

Appointees are nominated by ngā Papatipu Rūnanga and selected by Te Rūnanga o Ngāi Tahu for an average term of three years. Engagement has been steadily growing between appointees and Te Rūnanga o Ngāi Tahu kaimahi as they seek opportunities to meet and progress key issues across a range of sectors, such as species recovery groups and conservation estates. Ongoing professional development continues to be a focus to ensure all appointees are well-equipped to effectively fulfil their functions.

27
external governance appointments

89%
of appointees feel supported by the pastoral care they receive from Te Rūnanga o Ngāi Tahu

TOKONA TE RAKI

Data-led innovation

Recognising the power of data in informing the need for systemic change has been a key driver for research projects carried out this year by our Māori Futures Collective, Tokona Te Raki. Working with a range of partners – including leading economic and business research company BERL (Business and Economic Research Limited) and Waikato-Tainui – the research has focused on gathering data to better understand the education and employment barriers for Māori and the need for collaboration and innovative solutions that realise Māori potential.

Whano – Towards Futures that Work: How Māori can lead Aotearoa forward

Mā te titiro whakamuri ka kite ā mua

Our future is revealed by looking back to our past.

Imagining a future that creates opportunities for Māori to thrive in an ever-changing economy was the catalyst for the Whano report. It was about tying the past to the present as a starting point for tackling the underlying causes of the inequalities we know are deeply ingrained in our society and identifying the opportunities for how we can work together to create a better future.

Whānau-centred community impact

He Toki ki te Rika is a trades training initiative designed to support more Māori into trade training pathways and to scaffold higher-level qualifications. Initially set up in 2011 after the Canterbury earthquakes, it has recently undergone changes that will see it emerge quite differently. In 2019 He Toki supported 210 students in Ōtautahi and Ōtepoti with a notable 32.3% increase in wāhine enrolments. Sixty of the 210 students were Ngāi Tahu.



Rangatahi Te Aotahi Rice-Edwards planning ahead.

Te Ahu o te Reo Māori

Te Ahu o te Reo Māori represents the Ministry of Education's commitment to strengthen and grow an education workforce that can integrate te reo Māori into the learning of all ākonga by 2025. Te Rūnanga o Ngāi Tahu signed up as one of the four pilot providers to deliver a Ngāi Tahu-centric programme and this year 132 kaiako completed it.

INNOVATION – TE PŌKAI AO

Te Pōkai Ao is all about growing a new generation of innovative leaders in touch with our history and prepared for our future by providing opportunities for them to broaden their horizons and explore innovative career pathways. Each year, successful applicants attend noho marae in Te Waipounamu, before travelling to Silicon Valley in San Francisco or O’ahu in Hawai’i – opportunities that allow them to connect to their Ngāi Tahu tangata and learn more about career pathways in STEM (science, technology, engineering, and maths) related fields. In October, our fifth Te Pōkai Ao rōpū made the journey to San Francisco. Following the visit, we proudly announced a new intern programme with Aotearoa-based

Zephyr Airworks as part of the initiative. During summer 2019-2020, the programme provided the opportunity for two rangatahi to work with the Zephyr Airworks team who are bringing Cora – the world’s first self-flying, electric air taxi – to market in Aotearoa.

NZQA memorandum of understanding

Te Rūnanga o Ngāi Tahu has entered an agreement with the New Zealand Qualifications Authority for NZQA to supply STEM data to help support a better understanding of the existing inequities for our rangatahi in the education system. At this stage it is limited to NCEA level 3 science, however it will eventually cover all NCEA levels and STEM subjects. As a result

of the agreement, we have been working with Papatipu Rūnanga to identify and access schools within our Ngāi Tahu takiwā to ensure our rangatahi have equal access to education opportunities.

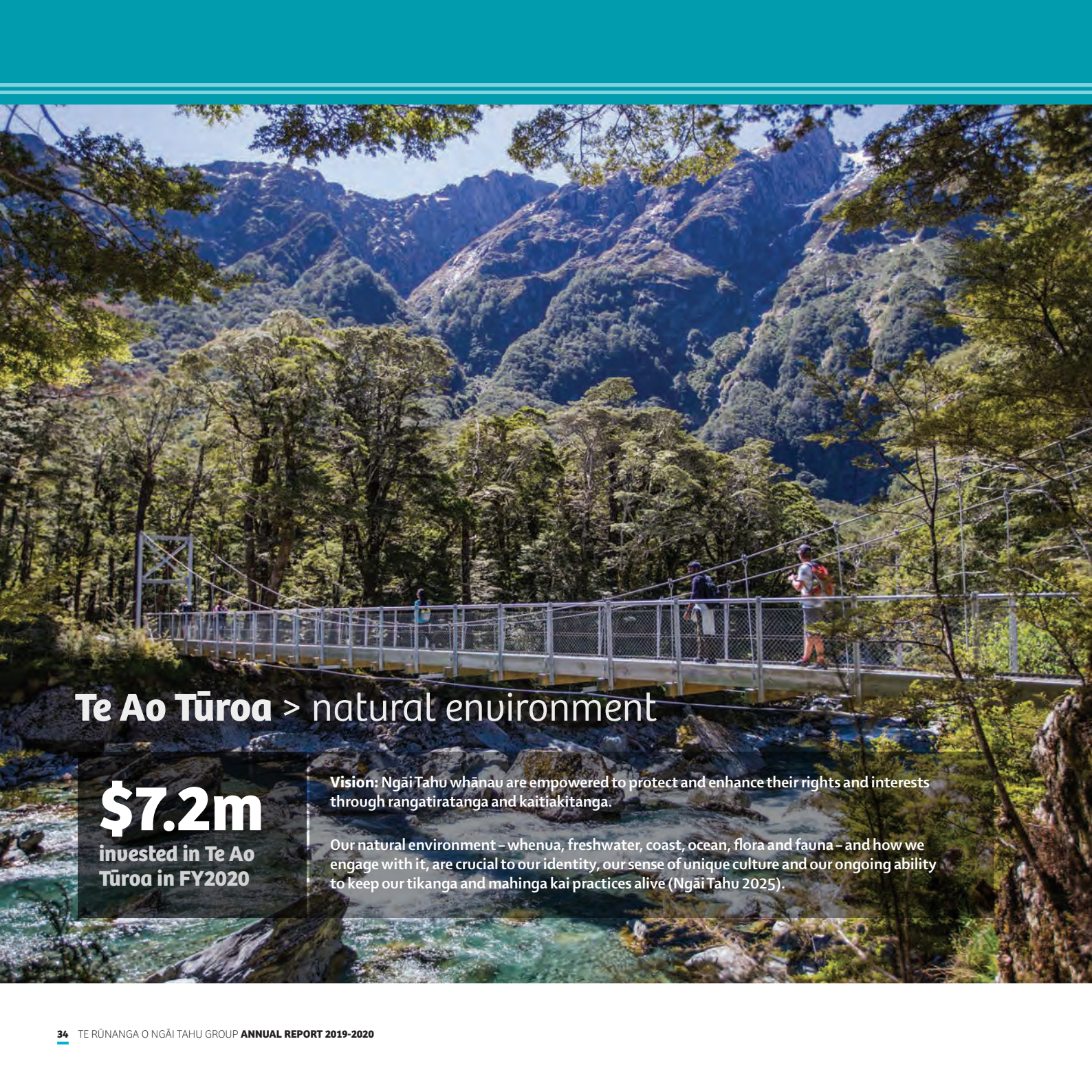
80%
of Ngāi Tahu taiohi who have attended Te Pōkai Ao are re-engaging in other STEM initiatives

105
Ngāi Tahu taiohi are actively engaged via an online community in Te Pōkai Ao kaupapa



Left: Ngāi Tahu rangatahi and Chief Executive Officer Arihia Bennett during a personalised tour of Zephyr’s Cora testing facility in California. Right: Rangatahi perform a haka at sunrise on Mt Royal, Otago.





Te Ao Tūroa > natural environment

\$7.2m

invested in Te Ao
Tūroa in 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

Protecting our taonga species

Takahē transfer to Murchison Mountains

Te Ao Tūroa continues its work with the Department of Conservation to strengthen our Treaty partnership and restore our taonga species. In December, Ngāi Tahu Takahē Recovery representative Estelle Leask and Te Rau Aroha Marae coordinator Mali Morgan were involved in the release of 26 juvenile takahē into Fiordland's Te Pahi-a-noa (Murchison Mountains). These manu are a taonga species that were thought to be extinct until their rediscovery in these remote mountains in 1948. This discovery began one of the world's longest-standing and most pioneering conservation programmes. Having Ngāi Tahu representation present for the transfer is a demonstration of our rights as kaitiaki and the Crown's obligation to actively protect our rights and these precious birds.



Mātauranga Māori New Zealand sea lion project

In 2018, Te Rūnanga o Ngāi Tahu and DOC jointly developed a project brief for a mātauranga Māori project on the New Zealand sea lion (rāpoka/whakahao/kake/pakake). Its purpose was to provide recommendations on how to integrate mātauranga and Ngāi Tahu perspectives into the workstreams of the New Zealand Sea Lion Threat Management Plan.

Through this project Te Ao Tūroa hopes to enable whānau to grow a deeper connection to this taonga species and places associated with them, strengthen the relationship between Ngāi Tahu and DOC in relation to the management and kaitiakitanga of rāpoka, and to allow both Treaty partners to understand the perspectives and aspirations of Ngāi Tahu whānui.

Relationships, relationships, relationships

Building strong and positive relationships within the team, with Crown agencies as a Treaty partner and, most importantly, with our Papatipu Rūnanga is key to the team's success. The team is continuing to work collaboratively with local government, DOC and other agencies to ensure the implications of the Ngāi Tai Supreme Court decision are not only considered but embedded into our national park plans, starting with Aoraki.

Left: Mali Morgan about to release a takahē at Burwood, near Te Anau, for transfer to Murchison Mountains.

Far left: Routeburn Track, Mt Aspiring National Park.

Right: Waka on Lake Pukaki.



Aoraki National Park Management Plan

Following the Ngāi Tai Supreme Court decision in 2019, the review of the Aoraki National Park Management Plan was placed on hold. However, after a public announcement in June, the Aoraki National Park review process is set to be the first to resume. The Ngāi Tai decision emphasises the importance of section 4 of the Conservation Act (the Treaty clause) – to the extent that opportunities previously unavailable in national parks can now be explored. Te Rūnanga has been working with the kaitiaki rūnanga on the implementation of outcomes from the court's decision in the Aoraki National Park.

Freshwater

Te Mana o Te Wai

Te Mana o Te Wai was a 2017 amendment to the National Policy Statement for Freshwater that requires councils to make or change plans to consider the connection between freshwater and the broader environment, and the role of community values when setting freshwater objectives and limits. The Southland Land and Water plan is one of the first plans where this is being tested in the Environment Court. Representatives from our Papatipu Rūnanga and Te Rūnanga have provided evidence in hearings, with two interim decisions issued by the court. These decisions are the first to require Te Mana o Te Wai to be placed, like a korowai, over the region's land and water plans to ensure the health of water is prioritised over its uses.

Protecting freshwater values

Te Ao Tūroa continues to support our Papatipu Rūnanga to ensure our freshwater values are protected in resource consent processes. This year this has led to a decision to decline a resource consent to discharge wastewater throughout the Queenstown Lakes District area on the grounds that the application did not satisfactorily consider impacts on ngā rūnanga values. This decision has prevented the discharge of wastewater overflow into various waterbodies, including Statutory Acknowledgement areas.

Ngāi Tahu Undaria control programme

In a ceremony facilitated by the Prime Minister, the Right Honourable Jacinda Ardern, a memorandum of understanding was signed

MAHINGA KAI

19

new customary fishing protection areas (CPAs) established and under management by Ngāi Tahu whānau



with prospective Japanese buyers of processed Ngāi Tahu Undaria (wakame) in Tokyo. Te Ao Tūroa is supporting Ngāi Tahu tāngata tiaki

to harvest Undaria in customary protection areas to reduce the negative impact of this highly-invasive seaweed, while promoting the

re-establishment of native seaweed species. This programme also supports the objective of establishing locally-centred industries to harvest and process *Undaria* as part of an ongoing control programme to reduce the reproductive potential of this species in customary protection areas and reduce the risk of further spread into adjacent areas.

New recreational rāwaru bag limits

Ngāi Tahu taiāpure managers successfully utilised recent rāwaru (blue cod) tag and recapture research conducted by Te Tiaki Mahinga Kai (TMK) to advocate for new fishing rules inside CPAs in order to rebuild stocks for customary fishers to access in the future. TMK is a fisheries research and monitoring partnership between Te Ao Tūroa and the University of

Otago's Department of Marine Science that was established to support the work of tāngata tiaki. During the year, the Minister of Fisheries agreed to adopt new recreational fishing regulations inside the four taiāpure within the Ngāi Tahu takiwā.

Te Waihora

Te Waihora Co-Governors and the Joint Officials Group have been focusing on investigating opportunities to secure sustainable long-term funding. We are still working with Nigel Bradley and his team from Envirostrat to look at impact investment, which will form part of an upcoming wānanga.

COVID-19 has presented new opportunities for funding. A multi-agency project team consisting of Te Taumutu Rūnanga,

Environment Canterbury, Selwyn District Council and DOC, is working on a co-governance application to the Freshwater Improvement Fund.

Much of the workplan was postponed due to the pandemic but has since restarted. Key projects achieved since the nationwide lockdown have been: engineering and earthworks for the Whakaora Te Ahuriri project, planting the last of the 80,000 aquatic plants that are now flourishing under protective netting, and an operational wetland for the mātauranga Māori monitoring programme.

Whakamana Te Waituna

The primary purpose of the Whakamana Te Waituna project has been to purchase land to establish a mahinga kai pā for mana whenua, and to improve biodiversity and enhance water quality in the Waituna Lagoon and catchment. The project is in its fourth year of a Ministry for the Environment funded co-governance partnership led by Papatipu Rūnanga and Environment Southland.

To date a Mahinga Kai Pā has been successfully established on more than 1,000 acres of land with a farmhouse and woolsheds for Awarua Rūnanga. Waghorn Woolshed is undergoing extensive renovations to complete a new kitchen, showers, toilets, work hubs, and meeting rooms and add wifi connectivity for project staff. If the Jobs for Nature employment opportunities are successful in the catchment, then this site will become a hub for these workers. A kaimahi has now been employed part-time and is resourced by Whakamana Te Waituna. This has been an extremely positive project for mana whenua as they reconnect with their own land and water and have improved access to mahinga kai.



TRIBAL PROPERTIES, NOHOANGA & HERITAGE PLACES – PUNA MAHARA

158

Ngāi Tahu whānau used nohoanga sites

Reinstating our place names

The New Zealand Geographic Board is integrating Kā Huru Manu data and references into the New Zealand Gazetteer, the official place name register, following the

board's decision to recognise Kā Huru Manu as an authoritative source. In December, 29 Murihuku Ngāi Tahu place names were made official and a further 329 place names

were collected and made searchable by the board. In all, 1,500 tūturu (original) place names are being compiled in regional batches and integrated into the New Zealand Gazetteer.

Rāpaki Place Names

Proposed by Te Hapū o Ngāi Wheke

Decided by the Minister for Land Information
Hon. Eugenie Sage
on 16 May 2020



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New Zealand Government





Tuku Tuku Iwi wilding pine control

Aerial wilding pine control was completed at Tuku Tuku Iwi in the inland Kaikōura Ranges. This is an ongoing project and involves the removal of a major infestation of wilding pines from the 134-hectare tribal property that is home to significant Māori rock art sites. The photo below is of this year's operational area.



Above: Wilding pines at Tuku Tuku Iwi, Kaikōura Ranges.
Left: Whatatōrere Historic Reserve, Queenstown area.

Whatatōrere Historic Reserve

Four hectares of Whatatōrere Historic Reserve in the Tāhuna (Queenstown) area was returned to us as cultural redress under the Ngāi Tahu Claims Settlement Act 1998, while a further 9ha was returned as an outcome from the Kawarau/Mt Difficulty Tenure Review. In early 2020 the remaining 3.5 hectares of the reserve was transferred to us from DOC.

This reserve straddles the Kawarau River, at the site of what is known as the natural bridge near Roaring Meg. The river was a traditional travel route that provided direct access between Whakatipu Waimāori (Lake Whakatipu) and Mata-au (Clutha River). A natural rock bridge known as Pōtiki-whata-rumaki-nao once existed and allowed people to cross the river.

Kōiwi Tangata Policy

With guidance from a panel of Ngāi Tahu experts, a review of the Kōiwi Tangata Policy was undertaken during the year. The policy provides direction for current and future repatriation of kōiwi (human bones) in domestic and international situations. There are also specific policies for re-interment and the assertion of Ngāi Tahu kaitiakitanga of kōiwi tangata.

Papatipu Rūnanga > local development

\$12.2m

invested in Papatipu
Rūnanga in FY2020

Te Pūtea Whakamahi

\$524,362

per rūnanga in FY2020
(\$9,438,509 total
since Settlement)

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



HAUORA

Support to further develop hauora strategies was provided to all 18 Papatipu Rūnanga during FY2020.

TE AO TŪROA

Kātiki Point Management Plan

In May we saw the culmination of three years' work with the Kātiki Point Management Plan being presented to Minister of Conservation Hon Eugenie Sage for approval under the Reserves Act 1977. Puna Mahara kaimahi did an outstanding job of driving this statutory plan process in conjunction with Te Rūnanga o Moeraki, DOC and Aukaha/Ahika Consulting.

Kātiki kaitiaki ranger

It was welcome news to receive confirmation from the DOC Community Fund of part-funding to continue employing a kaitiaki at the Kātiki Historic Reserve on Moeraki Peninsula for another three years.

The reserve is the site of Te Raka-a-Hineātea pā, occupied and used by Moeraki tīpuna over generations. Significant visitor management improvements and upgraded taonga species protection have been achieved on the tribal property over the past two years as a result of having a kaitiaki. Further funding will ensure continued kaitiakitanga of this culturally significant place, build Papatipu Rūnanga capacity and improve outcomes for hoiho and tītī.

Ōnawe Pā vehicle track upgrade

Safety improvements of the vehicle access track were completed at Ōnawe Pā in Akaroa Harbour. The construction phase ran from June to August 2019, with cultural oversight provided by the kaitiaki rūnanga (Ōnuku and Wairewa). The upgrade has improved site access, ensuring a safe entry-point for contractors carrying out vegetation maintenance.

Ōnawe Pā is a wāhi tapu site returned to us as cultural redress in the Ngāi Tahu Claims Settlement Act 1998. Ensuring site safety by investing in capital works upgrades such as this signifies iwi and Papatipu Rūnanga commitment to kaitiakitanga of culturally significant places.



Above: Ōnawe Pā track during upgrade.

Left: Planting on Kātiki Pā with Moeraki whānau.

Far left: Ōtākou Marae, Muaupoko Otago Peninsula.

Ōkeina tribal property

The Ōkeina tribal property in Okains Bay on Banks Peninsula was returned to us free simple through the Settlement. As set out in the Deed of Settlement, Christchurch City Council control and manage the property, part of which is occupied by the popular Okains Bay Campground.

The council, Te Rūnanga and Te Rūnanga o Koukourarata are looking to undertake a collaborative review of the management plan in the near future. The process will see the three parties working closely together to achieve improved outcomes for mana whenua.

Ōruaka Pā Historic Reserve Management Plan

The Ōruaka Pā Historic Reserve Management Plan was developed in consultation with Wairewa Rūnanga and approved by the Minister of Conservation in September. The pā is located near Birdlings Flat close to Te Waihora and the plan is the first Reserves Act management plan prepared for a tribal property since their return to us through Settlement in 1998. The development and implementation of management plans provides a great opportunity for Papatipu Rūnanga participation in planning and management of culturally significant sites.



Above: Ōruaka Pā Historic Reserve.

Right: Long Reef, Martins Bay Te Rua-o-Te-Moko in Fiordland.

EMERGENCY PREPAREDNESS

Emergency preparedness kaimahi actively monitor emergency events within the Ngāi Tahu takiwā and across Aotearoa. They work directly with impacted Papatipu Rūnanga to assess any support or advocacy they require to help whānau and marae. This includes engaging with local and regional Civil Defence to coordinate a response.

Non-COVID-19 emergency event responses

November – Australian bushfires

The first major blazes of the 2019-20 Australian bushfire season began in June 2019 with new out-of-control fires springing up in September and worsening in November due to increasing temperatures and a prolonged drought. The major fires peaked in December and January. Throughout this time regular contact was maintained with our taurahere rōpū based in New South Wales and Victoria.

December – Rangitata area flooding

A local state of emergency was declared in the Timaru District on 7 December due to flooding in the Rangitata area and remained in place until 13 December. The Emergency Preparedness team kept a watching brief over this time making contact with whānau in the area and local authorities.

February – Milford Sound flooding

Widespread flooding in the lower South Island resulted in evacuations in Milford, Gore, Mātara and Wyndham, and extensive road closures across Murihiku. States of emergency were declared for the region and as a result the Pūtea Manaaki fund was opened up for affected whānau.

Pūtea Manaaki for Milford Sound flooding

33

applicants approved and received payments of \$500 each for a total spend of \$16,500

TE WHAKAARIKI

Local government relationships

There continues to be a strong focus on relationships at a regional level between Ngāi Tahu and local government. This includes work on what is New Zealand's first Mana Whakahono ā Rohe agreement between Ngāti Waewae, Makaawhio and the West Coast Regional Council. Other Papatipu Rūnanga, such as Ngāti Kuri in Kaikōura, have developed their own partnership agreements with their local councils.

After the failure of the Environment Canterbury Bill in April 2019, Ngāi Tahu has worked determinedly with Environment Canterbury to secure continuing support for appropriate Ngāi Tahu participation in the council's policy and decision-making. As a result, two new governance-level advisor roles have been created to ensure an effective and meaningful Treaty partnership between the regional council and the 10 Papatipu Rūnanga in the Waitaha region.

Te Whakaariki > strategy and influence

\$2.8m

invested in
Te Whakaariki
in 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



SETTLEMENT PROTECTION

Relativity Mechanism

We continue to work alongside the Crown to understand the correct function and application of the Relativity Mechanism. In doing this we ensure the Ngāi Tahu Settlement remains fair and consistent for the benefit of Ngāi Tahu whānui.

Arbitration 5 was held in Wellington for two weeks in March and was attended by a number of Te Rūnanga representatives, kaumātua and Office kaimahi. This arbitration resulted in an economic redress payment of an additional \$2.7 million to Ngāi Tahu. In total our iwi has received \$300m in Relativity payments.

CLIMATE CHANGE

Since the launch of He Rautaki Mō Te Huringa o Te Āhuarangi – Climate Change Strategy in November 2018, our focus has been on supporting whānau and ngā Papatipu Rūnanga in their responses to the challenges and opportunities of climate change. This often includes whānau and rūnanga involvement with their regional councils for the development of regional climate change risk assessment frameworks.

All mahi undertaken in this area is done at the request of Papatipu Rūnanga. The strategy sets a deadline of 2025 for short- and medium-term actions. In FY2020 we worked with three Papatipu Rūnanga to support their needs. No climate action plans were submitted by Ngāi Tahu Holdings during the FY2020 due to COVID-19 and the need to focus on its significant impacts to its businesses over the last six months of operation.

MARINE & COASTAL AREAS

During the year four new rights and interest cases were identified under the Marine and Coastal Area (Takutai Moana) Act with Papatipu Rūnanga and Ngāi Tahu landowners.

Moutere Ihupuku Marine Reserve

This year saw the conclusion of an extensive engagement process with DOC on the proposed extension to the Moutere Ihupuku (Campbell Island) Marine Reserve. In June the joint decision of the Minister of Fisheries, Hon Stuart Nash, and the Minister of Conservation, Hon Eugenie Sage, was that the extension would not proceed. The Minister of Fisheries decided not to support the proposal due to the concerns raised by Ngāi Tahu that any compromises of tribal fisheries Settlement rights would be unacceptable. The Cabinet paper for this decision also referenced Ngāi Tahu concerns that DOC did not have adequate, up-to-date scientific evidence as the basis for its recommendation to extend the marine reserve.

CONSERVATION

Reframing iwi relationships with DOC

Reframing iwi relationships with DOC in December 2018, the Supreme Court released its *Ngāi Tai ki Tāmaki Tribal Trust v Minister of Conservation* decision, which made powerful statements about section 4 of the Conservation Act (the Treaty clause) and the responsibilities the section imposes on DOC.

This landmark decision triggered a realignment of the partnership between DOC and iwi and has created some initial positive outcomes for Ngāi Tahu whānui. In particular, Te Rūnanga o

Ngāi Tahu successfully defended two third-party applications to land helicopters on the marginal strips adjacent to Ngāi Tahu high country stations at Elfin Bay and in Greenstone Valley by Lake Whakatipu. These landings would have undermined Ngāi Tahu rangatiratanga and limited our commercial tourism aspirations for the area.

While DOC's decisions to decline these helicopter landing applications were positive, the department needs to take more significant action to implement the court's decision and give effect to Treaty of Waitangi principles. To this end, Te Whakaariki continues to engage with and pressure DOC to meet its Treaty partnership and Settlement obligations. In particular, Te Whakaariki has strongly articulated its views on the Options Development Groups DOC has proposed to facilitate the review of the Conservation General Policy and General Policy for National Parks. This proposal does not meet Treaty partnership requirements and Te Rūnanga o Ngāi Tahu will not partake in the consultation process.

Te Whakaariki is also engaging with, and providing support to, Papatipu Rūnanga in their dealings with DOC, especially in relation to concessions and the review of the Aoraki National Park Management Plan. An iwi strategy is being developed to progress our Treaty partnership with DOC and the delivery of tangible outcomes for Ngāi Tahu whānui.

OTHER MAHI

Southland aquaculture

We continue to work with Te Ohu Kaimoana and Fisheries New Zealand to settle our new aquaculture space obligations in Murihiku. Our engagement to date has resulted in 16.6 hectares of marine farming space off the north-eastern coast of Rakiura being temporarily gazetted. However, work to gain joint ministers' approval for the Hananui Aquaculture project remains ongoing. The Crown has requested an extension of up to eight months to allow the relevant agencies to work through critical issues. The team will continue to monitor the progress of these issues and is pushing the agencies to have this work completed by the end of 2020.

Crown pastoral lease lands

Late last year Te Rūnanga was engaged by Land Information New Zealand about the reforms to the management of Crown pastoral lease lands, most of which are found in the high country of the Ngāi Tahu takiwā. In December, Cabinet released its decision on those reforms and a bill was introduced to Parliament in July. While Te Whakaariki team was disappointed its advocacy for a stronger Te Tiriti o Waitangi clause did not see it included in the bill, the bill provides significant opportunity for Ngāi Tahu to be more actively involved in the management of these lands and to have its values maintained and enhanced. Te Whakaariki will continue to engage with LINZ on the progression of the bill and how its proposed outcomes will be operationalised.

Mānuka Honey Trust

A charitable trust has been established to manage the process of securing trademark protection of the name "Mānuka Honey"

in Aotearoa and international markets for New Zealand honey producers. The trust is made up of tangata whenua representatives who will ensure protection of the rights and interests of mana whenua in regard to this taonga and work with the Crown on appropriate intellectual property mechanisms, such as geographical indication status for Mānuka Honey. Our Kaiwhakahaere is a foundation member of the new trust, with further Ngāi Tahu representation on the board of the operating company.

HAEA TE AWA

"Haea Te Awa, puta i tua, puta i waho..."

Haea Te Awa, the new strategic direction set by Te Rūnanga o Ngāi Tahu, implemented some key strategic objectives throughout FY2020.

At its November hui, Te Rūnanga resolved the implementation of the new Investments Charter. This charter established policy that governs the management of Te Rūnanga o Ngāi Tahu investment assets. Te Rūnanga also mandated the new investment goals. Investment managers are responsible and accountable for investment performance and achievement of the investment goals. The goals are as follows:

- 1 Enable Papatipu Rūnanga and whānau to achieve economic self-determination in order to improve whānau outcomes.
- 2 Protect and grow the sustainable real per capita distribution paid by Ngāi Tahu Holdings to the Charitable Trust.
- 3 Expand the presence and expression of the Ngāi Tahu mana within Niu Tīreni.

These goals set a new and exciting path for the future of the iwi, and especially for development within its takiwā.

Te Rūnanga also resolved to implement the new Financial Policy and the Distribution Policy. These two key policies ensure Te Rūnanga discharges its fiduciary responsibilities and obligations as set out in Te Kawenata o Ngāi Tahu and Te Rūnanga o Ngāi Tahu Charter, and also makes clear its expectations to Ngāi Tahu Holdings on management of its investments and returns.

Regional development

Te Rūnanga has also established a new Regional Investment Fund to help achieve the first investment goal.

The Ngāi Tahu Regional Investment Fund seeks to grow Papatipu Rūnanga wealth and employment, grow Papatipu Rūnanga social outcomes, help develop Papatipu Rūnanga commercial capability and competence, and increase Papatipu Rūnanga mana and presence within their takiwā.

So far, two pilot projects have been supported, and the aim is to have a full funding round launched, and up to six Papatipu Rūnanga projects supported by the fund during FY2021. Criteria for the fund and incorporation of an entity to lead it have been confirmed, and a small team that will oversee it will be implemented in FY2021.

Te Kura Taka Pini > freshwater

\$2.5m

invested in Te Kura
Taka Pini in FY2020

The team's aim is to hold the Government to the freshwater obligations it committed to under the Settlement and Te Tiriti. TKTP is engaging with the Crown to promote our Ngāi Tahu rights and interests on multiple fronts across the takiwā. Over the past year this has included assisting Aukaha and Ōtākou to work through a difficult historical water allocation issue, helping Hokonui whānau promote their interests in the Mataura River and working with Poutini Ngāi Tahu and the Department of Conservation in a reconsideration of the Waitaha Hydro Scheme.

Vision: Achieving rangatiratanga over freshwater within the Ngāi Tahu takiwā

Te Kura Taka Pini (TKTP) has been established to pursue Ngāi Tahu rangatiratanga over freshwater. Its mahi focuses on the following objectives:

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

Legislation and policy submissions

TKTP, on behalf of Te Rūnanga o Ngāi Tahu, has also led submissions on key legislation and policy, including the Essential Freshwater Package, the proposed changes to whitebait regulations and restriction of customary whitebaiting, and Taumata Arowai, the Water Services Regulator Bill. The core messages the team is reinforcing include:

- Ngāi Tahu hold rangatiratanga in our takiwā, and this includes over freshwater resources.
- The current system fails to reflect the exercise of rangatiratanga by mana whenua and is resulting in unacceptable environmental outcomes.

- The Crown must address Ngāi Tahu rangatiratanga and rights in freshwater. As rangatira and a Treaty partner, the iwi expects the Crown to work in partnership with us to restore, protect and enhance the health of our environment, which is critical to the wellbeing of our people.
- The Crown is not to erode our rights over the wai in a piecemeal fashion through legislation.

The team's submissions have been supported by meaningful mana ki te mana engagement with relevant ministers of the Crown and several hui have continued the discussion and promotion of our rights.

Papatipu Rūnanga rangatiratanga

Key to the TKTP approach is respecting and upholding the rangatiratanga of Papatipu Rūnanga. Roadshows led by TKTP co-chair Dr Te Maire Tau and former Attorney-General Chris Finlayson QC have been, and are being, held across the takiwā to bring the TKTP kaupapa to whānau. To date the kōrero has been robust and many whānau have joined to tell stories about how their lives are woven with our precious wai. These roadshows will continue, and we invite all interested whānau to connect with TKTP and this very important mahi at future hui.

Left: Waimakariri River, Canterbury.

Below: Glacier stream running through Hooker Valley in Aoraki Mt Cook National Park.



Tribal communications, engagement and participation

Contact Centre engagement

22,250

phone calls (excludes April
and May due to COVID-19)

17,281

emails

6,183

visitors (excludes April, May
and June due to COVID-19)

Digital engagement

20,841

Facebook followers

3,070

Instagram followers (doubled in FY2020)

268,000

website users (up 16%)

1,270,482

website page views (up 21%)



Hui-ā-Iwi

In November more than 3,000 whānau from far and wide descended on Murihiku to celebrate all things Ngāi Tahu. Our four southern Papatipu Rūnanga, supported by Te Rūnanga o Ngāi Tahu, did a superb job of bringing to life this large event. As always, there was plenty on offer from a high tea for kaumātua and more than 50 merchandise, information and kai stalls to Shotover Jet rides and an excursion to Ruapuke Island.

PUBLICATIONS

15,282

**copies of *Te Karaka*
printed and distributed**

115,011

**copies of *Te Pānui Rūnaka*
printed and distributed**

150,000

**online versions of *Te Pānui Rūnaka*
distributed during lockdown**



Tahu Taxi

A new series of the popular Tahu Taxi was launched at an event at Te Whare o Te Waipounamu on 13 February and the series went live on the Tahu FM website the following day. The series focuses on te reo Māori, with each episode focusing on the guest's personal journey and connection to the language. Guests included James Daniels, Miriama Kamo, Dame Aroha Reriti-Crofts and Dallas Seymour.

Event Livestreams

We live-streamed a number of events throughout the year, including Waitangi Day at Ōtākou, Kapa Haka Kura Tuarua ki Waitaha, Hautonga, Hui-ā-Iwi, and the Waipounamu Shield. Our most viewed events were Kapa Haka Kura Tuarua ki Waitaha, which had 8,656 views, and Hui-ā-Iwi, which had 4,451 views.



Rangatahi presenting at Hui-ā-Iwi in Murihiku in November.

Ngāi Tahu Holdings

Delivering value

Ngāi Tahu business units are focused on intergenerational investment to ensure future generations of whānau are provided for. The 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) | Total assets (FY2020) | Total return* |
|--------------------|--------------------------|-----------------------|---------------|
| Ngāi Tahu Capital | (\$0.1m) | \$366m | 6% |
| Ngāi Tahu Farming | (\$2.3m) | \$293m | (10%) |
| Ngāi Tahu Forestry | \$5.0m | \$122m | 13% |
| Ngāi Tahu Property | \$29.9m | \$668m | 5% |
| Ngāi Tahu Seafood | \$17.2m | \$173m** | 10% |
| Ngāi Tahu Tourism | (\$6.5m) | \$78m | (56%) |
| Oha Honey | (\$21.6m) | \$112m | (15%) |

*Total return on assets, including revaluations

**Includes Ngāi Tahu Fisheries Settlement Ltd quota



Above: Whale Watch, Kaikōura.

Ngāi Tahu Capital

-\$0.1m

Operating loss

\$366m

Total value of assets –
23% of the total portfolio

6.2%

Total return

Ngāi Tahu Capital invests directly into businesses or indirectly into businesses through external fund managers and private equity funds. These investments sit outside the business units' areas of activity.

Ngāi Tahu Capital will form a key role in repositioning Holdings' portfolio over time by undertaking new investments that meet Holdings' objectives. This will include investments in listed shares to improve the liquidity profile of the portfolio (a source of money that is easily and readily accessible), and unlisted direct investments in new businesses and/or sectors.

Direct investments

Direct investments include Ryman Healthcare, a 67% shareholding in Go Bus (this shareholding has since been sold), a 43% shareholding in Whale Watch Kaikōura, a 33% shareholding in Waikato Milking Systems, and a 50% shareholding in Hilton Haulage, as well as a portfolio of private equity funds.

Ryman Healthcare

Ngāi Tahu Capital owned 5.65 million Ryman Healthcare shares valued at \$73.92 million at balance date. The Ryman share price exhibited extreme volatility in FY2020, caused by the initial COVID-19 impact on investor sentiment.

The share price high was \$17.20 while its low was \$6.61. Despite the significant disruption caused by the pandemic, Ryman's underlying earnings increased 6.6% to \$242 million.

Go Bus

Passenger transport company Go Bus, which was acquired in partnership with Tainui Group Holdings in 2014, has been sold to Australian industry operator Kinetic. Ngāi Tahu owned 67% and Tainui owned the remainder. The iwi partnership announced its decision to sell Go Bus to Kinetic in March and it was approved by the Overseas Investment Office in June. This transaction completed after year-end.

Whale Watch Kaikōura

Ngāi Tahu Capital owns 43.5% of Whale Watch Kaikōura, an iconic tourism experience. Whale Watch Kaikōura operations were severely impacted by COVID-19 and were temporarily closed as at 30 June. The attraction reopened in July with funding from the Government's Strategic Tourism Assets Protection Programme (STAPP).

Waikato Milking Systems

Ngāi Tahu Capital owns 33% of Waikato Milking Systems alongside partners Tainui Group Holdings and Pioneer Capital. Waikato Milking Systems is "growing the value of dairy" internationally through its high-performance rotaries and associated products and services.



The company has implemented substantial changes during FY2020 with a new leadership team in place to execute its strategy.

Hilton Haulage

Ngāi Tahu Capital owns 50% of Hilton Haulage alongside its partner Waka Capital. Despite the substantial disruption caused by COVID-19, Hilton had a solid year reflecting the fact that the majority of its customers were deemed “essential services” during the nationwide lockdown.

In late 2019, Hilton Haulage purchased Central Southland Freight, which is based in Winton and had been owned and operated by the Price family for 35 years.

Indirect investments

Ngāi Tahu Capital had \$98 million of capital invested in private equity funds at the balance date.

Private equity funds provide us with indirect exposure to investments in private companies primarily located across New Zealand and Australia. The purpose of these investments is to provide portfolio diversification and keep us in touch with new investment opportunities and thematic. As an example, one of the funds we have invested in owns My Food Bag, New Zealand’s largest meal kit company.

Left: Residents of Ryman Healthcare’s Bert Sutcliffe Retirement Village in Birkenhead, Auckland.



Ngāi Tahu Farming

-\$2.3m
Operating loss

\$293m
Total value of assets –
16% of the total portfolio

-9.9%
Total return

On behalf of Ngāi Tahu whānui, Ngāi Tahu Farming 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’s purpose 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.

Above, left to right: Ngāi Tahu Farming kaimahi Jacob Meihana Mason, Ash-Leigh Campbell and Matt Pooley.

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

The company is in the top decile 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 under way include increased utilisation of solar energy, fertigation, integrated irrigation

management and lysimeters, native habitat plantings and improved pest control.

Low returns on capital invested in Ngāi Tahu Farming highlights the need for improvement. Immature farming systems and volatile commodity prices have compounded underperformance, while gains have been made through a restructure of the business. Operating performance, productivity and cost reduction initiatives have renewed focus for management.

Ngāi Tahu Forestry

\$122m

**Total value of assets -
7% of the total portfolio**

13.1%

Total return



Above: *Pinus radiata* seedlings at Proseed's Amberley greenhouses in North Canterbury.

Left: Corrina Nelson, Bundi Road Logging, West Coast.

Right: Te Whāriki subdivision, Lincoln.



Ngāi Tahu Forestry has experienced some pandemic-related challenges, particularly relating to harvest volumes and log prices in the early months of 2020, however this recovered by year end.

Its operating surplus was \$5 million, reflecting the impact of COVID-19 being partially offset by strong performance from Proseed, which harvests seed for forestry plantations.

Forestry and carbon farming

Ngāi Tahu Forestry has also moved to capitalise on carbon sector tailwinds, 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 Farming. It comprises seed orchards of all major plantation species grown in Aotearoa, along with extraction and processing facilities in Amberley, North Canterbury.

Strong demand saw revenue exceed targets in the year to 30 June. The business is well positioned for the current financial year.

Ngāi Tahu Property

\$29.9m

Operating surplus

\$668m

Total value of assets –
36% of the total portfolio

5.1%

Total return

Ngāi Tahu Property is the property development and investment pillar of Ngāi Tahu Holdings. Its mission is to create wealth for Ngāi Tahu whānui. The business also has the responsibility of managing the Ngāi Tahu Right of First Refusal for the iwi.

Ngāi Tahu Property seeks to work with mana whenua representatives to ensure all new projects support the reinstatement of indigenous names and narratives into the landscape.



Profitability and performance

The development portfolio has been focused on refreshing its projects and is experiencing a cyclical low-point in earnings. \$59m was invested in projects that will deliver positive cashflows in future years.

The investment portfolio delivered a solid operating surplus of \$26.6 million. The Pākācano PGG Wrightson building in Lincoln and the Macpac Wānaka building contributed new rental income after being transferred to the Investment portfolio following successful development by Ngāi Tahu Property. The Investment portfolio also delivered an overall property revaluation uplift of \$3.7m this year, reflecting the low interest rate environment.

Highlights

Te Haumi Whakamana: Rūnanga investment portfolio

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

Development portfolio

Ngāi Tahu Property strengthened its development pipeline and is in advanced discussions regarding future developments in Te Waipounamu. We also have three ahumahi (industrial) developments in greater Christchurch at various stages.

Residential

We have successfully released stage three of Te Whāriki, a long-standing subdivision partnership with Lincoln University, which has sold throughout the year. Buyer enquiry

numbers stayed high throughout the nationwide lockdown period, with several new sales progressing once restrictions were lifted. Planning for the stage four market release is under way.

Kerepeti, a partnership with New Zealand Super Fund, is building homes in Hobsonville Point, Tāmaki Makaurau. There has been strong sales growth as apartments and terrace homes have been completed and buyer interest continued throughout the nationwide lockdown period.

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.

- Tāwhiri – The name references a leading chief from Kaiapoi, Tāwhiri Henare Pereita, who in 1868 lodged a claim for the area as an important mahinga kai source for his people. Stage one of this Rolleston development was marketed from early 2020 and attracted strong interest. This has continued following the nationwide lockdown, with most of that stage already sold or contracted. Market release of the second stage is being brought forward to accommodate demand.
- 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 slow to date, with the nationwide lockdown interrupting its release to market. However, it is expected its location in Hornby's industrial and

commercial zone will see demand build as confidence returns to those sectors.

- Mānia – Named for the grasses that once covered the area in Hornby, Mānia is another large-format ahumahi site expected to be developed in 2021.

Investment portfolio

Ngāi Tahu Property's investment portfolio is a key source of cash income for the Group. The investment team engaged early with commercial and retail tenants following the onset of the nationwide COVID-19 lockdown and took a partnership approach to find the right solutions for each business, including rental relief where appropriate.

As a result of the hard mahi by these businesses and some continued support from Ngāi Tahu Property, more than 80% were operating at some capacity in alert level 3 and all reopened in alert level 2.

Looking ahead, the pandemic may accelerate changes in the commercial property market as employers look to offer kaimahi work-from-home options, reducing office footprints.

However, the portfolio's high-quality commercial offerings – including the Pita Te Hori Centre in central Ōtautahi, which achieved GreenStar 4 and 5 and NABERSNZ 5.5 ratings in the past year – should remain attractive to employers seeking sustainable and comfortable workplaces in the takiwā.

Ngāi Tahu Seafood

\$17.2m

Operating surplus

\$173m*

Total value of assets –
10% of the total portfolio

10.0%

Total return

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

Key species include kōura (crayfish), pāua (abalone), rawaru (blue cod), tio (Bluff oysters) and kūtai (Greenshell mussels). We also hold and manage fishing quota in other species.

Ngāi Tahu fishers catch 100% of the kōura (rock lobster) settlement quota, 78% of the pāua quota, and about 50% of the inshore fin fish quota. 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.

The operating surplus for FY2020 is \$17.2m, which is down significantly on last year's result of \$25m.

The seafood industry was severely impacted by COVID-19, particularly kōura. One of the challenges Ngāi Tahu Seafood faces over

* Includes Ngāi Tahu Fisheries Settlement Ltd assets



Above: Tio harvesting off the coast of Bluff.

the short- to medium-term is supply-chain disruption due to the massive reduction in international flights that are required to get live products to export markets.

Notwithstanding this, the long-term outlook for seafood demand – especially the company's core product mix – is positive.

Looking forward, Ngāi Tahu Seafood is exploring innovative opportunities, such as improving the brand profile of its products

and progressing the Hananui Aquaculture project to establish an offshore sustainable salmon farming operation at Rakiura. This is an exciting long-term growth opportunity for the company.

Ngāi Tahu Seafood is also investigating product and market diversification. It has secured funding from the New Zealand Trade and Enterprise International Growth Fund to validate markets for live and individually quick-frozen pāua and kōura.

Ngāi Tahu Tourism

\$6.5m

Operating loss

\$78m

Total value of assets –
4% of the total portfolio

-56.4%

Total return

For decades now, Ngāi Tahu has been a tourism industry leader, hosting more than one million customers a year across 11 iconic, strong and internationally-recognised businesses. Ngāi Tahu Tourism's purpose is to make the connection with its customers through its people, to its place and to Ngāi Tahu.

The impacts of COVID-19 and related moves made to protect New Zealanders' health have been devastatingly deep and far-reaching on our tourism businesses. For months the businesses, which depend heavily on the international market, had no revenue.

While it was an extremely difficult decision to pause 10 of the 11 businesses and reduce the Tourism workforce, these steps were taken to ensure the company could emerge from the pandemic in a good position to continue serving the best interests of Ngāi Tahu whānau.

Since then, Hukafalls Jet, Shotover Jet, Dark Sky Project, Franz Josef Glacier Guides and the National Kiwi Hatchery have reopened to the domestic market, albeit with reduced hours and operations. Dart River Adventures, Franz Josef Hot Pools and Hollyford Track are set to reopen in the coming months.

While Ngāi Tahu Tourism operates in a cyclical industry, the pandemic has been an unprecedented challenge and it is difficult to predict the long-term impact this crisis will have on demand for our experiences.

The company remains committed to maintaining a significant investment in the industry long-term and is optimistic about its future. We are doing all we can to get through this period, including regularly assessing conditions for reopening the remaining paused businesses.



Above: Franz Josef Glacier Guides.

Top: Bloom, a new chick at the National Kiwi Hatchery.

Oha Honey

\$21.6m*

Operating loss

\$112m

Total value of assets –
6% of the total portfolio

-14.8%

Total return

Hei kaihoko pai rawa atu i te ao mō te honi mānuka – to be the world’s most trusted producer of mānuka honey.

Oha Honey is a vertically integrated business with 150 kaimahi employed across its operations. It manages one of the largest apiaries in the country with more than 100 beekeepers caring for 30,000 hives across 2,000 sites in some of the most remote locations in Aotearoa. The business provides full traceability from source to consumer, which is imperative to the company’s integrity and brand equity, given the amount of honey adulteration globally.

China remains the company’s largest market at 27% of revenue, with the traditional markets of New Zealand, Australia, Germany and Japan making up the majority of sales.

The Oha Honey investment continues to require support and understanding as we resolve several historical issues, many of which are complex and do not have short-term fixes. The focus remains on getting the basics right – having reset the organisational structure, established rigorous practices and policies, regained financial equilibrium, improved hive

* Includes \$14m inventory impairment



health and honey production, and continued work on repairing our sales channels.

The 2020 honey season was significantly improved on recent years, with the value of honey harvested up 133% on 2019, reflecting a greater yield of higher activity honey.

The company’s recent investments in Oha Ōwhaoko Honey and Central Plateau Honey joint ventures are a model for future success. By creating deep relationships with like-minded partners, it de-risks the business, builds a stronger pipeline for supply based on virtual integration, and enables Oha to focus on the revenue end of the market and share success with their partners by bringing them closer to the market.

The pivoting of the business from primarily an exporter of bulk honey to a seller of packaged,

branded product has created challenges. Revenue growth has been challenging and the conversion of new business is taking longer than anticipated, reflecting a crowded and competitive marketplace and the complexities of mānuka to new customers and markets. But we have stabilised our cost structure and look forward to an improved financial performance in FY2021.

Ngāi Tahu has been influential in the process to trademark the term mānuka and the establishment of an independent trust to own the intellectual property rights for the benefit of all mānuka honey industry participants.

Looking to FY2021, Oha Honey is planning to start a cadetship scheme and is exploring opportunities of whenua access to mānuka in Te Waipounamu with the Department of Conservation, with a view to creating opportunities for Papatipu Rūnanga.

Performance summary

\$1,422m 

Ngāi Tahu Holdings equity

\$1,511m (FY19)

To protect and grow the pūtea

\$59.2m 

Total cash distributions

\$56m (FY19)

To protect and grow the sustainable real per capita distribution paid by Holdings

13% 

Ngāi Tahu whānau employed

5% (FY19)

Percentage of Ngāi Tahu Holdings Group staff who are whānau

| FY2020 | Employees | Ngāi Tahu | Percentage excluding casuals |
|--------------------|------------|-----------|------------------------------|
| Ngāi Tahu Holdings | 52 | 18 | 35% |
| Farming | 106 | 16 | 15% |
| Property | 48 | 4 | 8% |
| Seafood | 58 | 19 | 33% |
| Oha | 138 | 5 | 4% |
| Tourism | 103 | 3 | 3% |
| Total | 505 | 65 | 13% |

105,804 

Hectares owned

106,112 hectares (FY19)

Grow the Ngāi Tahu footprint

| | FY2020 | FY2019 |
|--------------------|-------------------------|-------------------------|
| Ngāi Tahu Farming | 102,200 hectares | 100,500 hectares |
| Ngāi Tahu Property | 137 hectares | 112 hectares |
| Oha Honey | 3,467 hectares | 5,500 hectares |
| Total | 105,804 hectares | 106,112 hectares |

Right: Aoraki.



Our story

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 per cent 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% 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 \$250m 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.

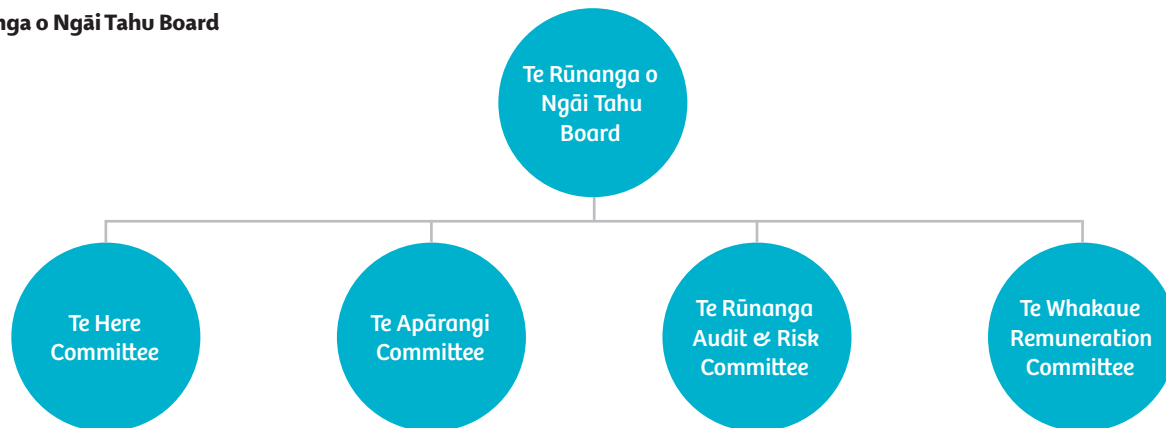
Rūnanga Representative profiles can be found on the Ngāi Tahu website at ngaitahu.iwi.nz/te-runanga-o-ngai-tahu/representatives

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

Te Rūnanga o Ngāi Tahu Board



by the Board and each committee's proceedings are reported back to the 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 2020 are Jo McLean (Chair), Terry Nicholas (Deputy Chair), Henrietta Carroll, Darran Kerei-Keepa, Karen Coutts, and Susan Wallace.

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 2020 are David Perenara-O'Connell (Chair), Gail Thompson (Deputy Chair), Rik Tainui, Elizabeth Cunningham, Fiona Pimm, and Donna Matahaere-Atariki.

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 2020 are Anne Urlwin (Independent Chair), Gail Gordon (Deputy Chair), Michael Skerrett, Henrietta Carroll, and Ann Wakefield.

Te Whakaue Remuneration

Te Rūnanga has established Te Whakaue to:

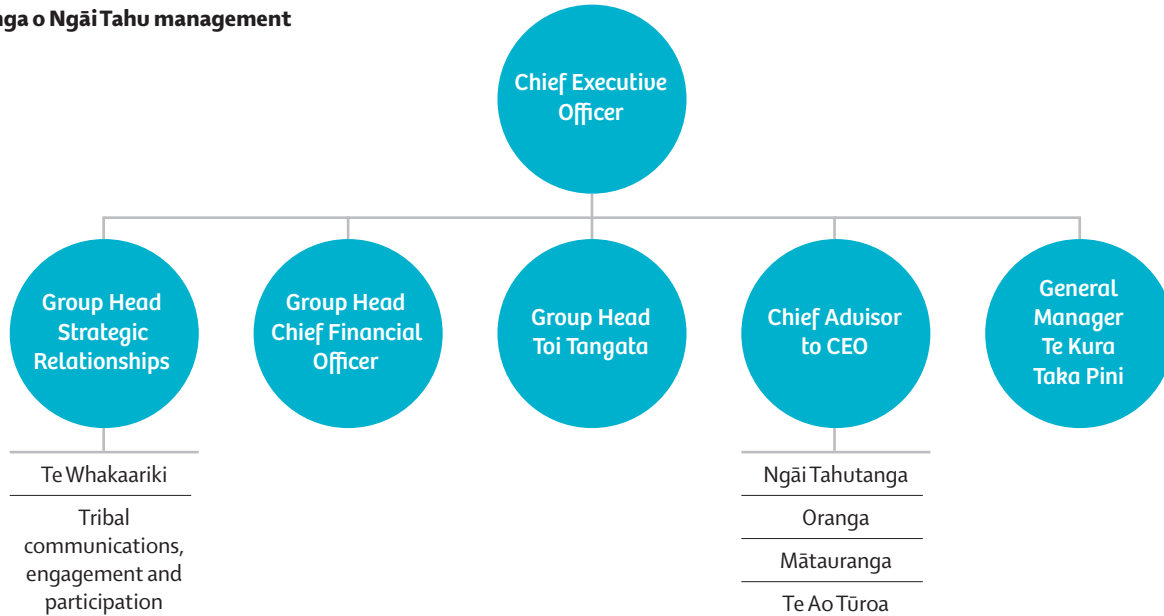
- (a) Ensure Te Rūnanga operates with a sound remuneration policy framework designed to confirm:
 - (i) Te Rūnanga and its committees are appropriately remunerated;

- (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 2020 are Elaine McCaw (Independent Chair), Tania Wati (Deputy Chair), and Lisa Tumahai.

Te Rūnanga o Ngāi Tahu management



In early 2020, the Office's leadership structure was altered to better support the Chief Executive Officer to look up and out across the Group, as well as to ensure we are concentrating on strategic relationships and whānau priorities. By way of background, the previous leadership structure had been in place since 2015. The new structure consists of four senior executive leaders reporting to the Chief Executive Officer - Group Head Strategic Relationships Rakihia Tau, Group

Head Chief Financial Officer Darren Beatty, Group Head Toi Tangata Katie McEwan, and Chief Advisor to Chief Executive Officer Ana Su'a-Hawkins. General Manager Te Kura Taka Pini Gabrielle Huria also reports to the Chief Executive Officer. 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 creation of the new position 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 68,082 strong, and their communities on the understanding that this obligation is perpetual, and that prudence is required to provide for future generations.

Since 1997, the total value of distributions to Ngāi Tahu individuals and communities for tribal development amounts to just under \$500m.

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 Capital's investment portfolio includes our long-standing investment in Ryman Healthcare, along with direct investments in Hilton Haulage, Waikato Milking Systems, and Whale Watch Kaikōura.

Ngāi Tahu Farming 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 development

in Christchurch 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 20 experiences across our 11 businesses throughout Aotearoa. These include Shotover Jet, Guided Walks New Zealand, Dart River Adventures, Franz Josef Glacier Guides, Franz Josef Glacier Hot Pools, Hukafalls Jet and the National Kiwi Hatchery.

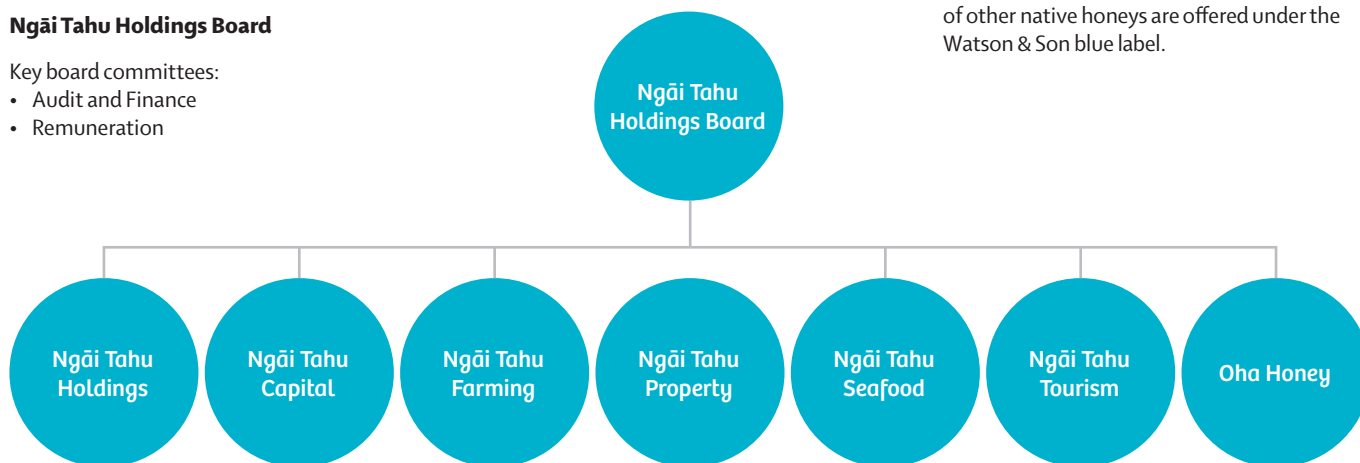
Ngāi Tahu Seafood supplies high-quality seafood to international and domestic markets under our TAHU brand.

Oha Honey is the largest 100% 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.

Ngāi Tahu Holdings Board

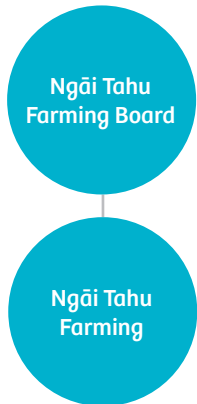
Key board committees:

- Audit and Finance
- Remuneration



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.

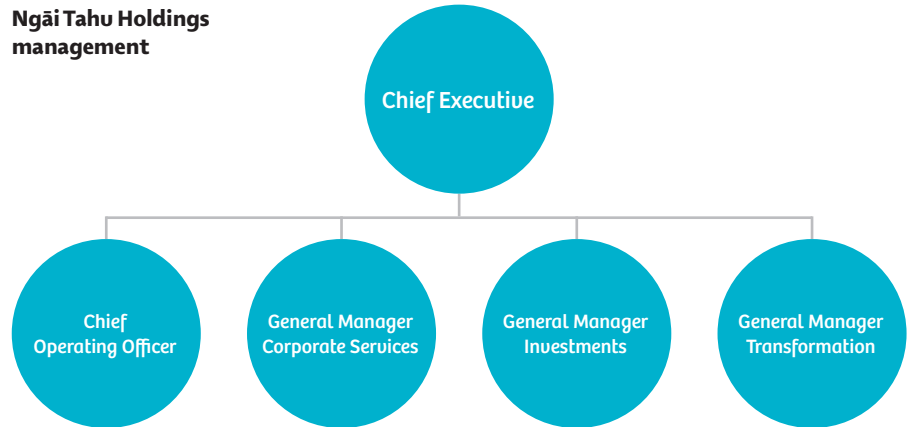
Ngāi Tahu Farming Board



Key board committees:

- Audit and Finance
- Production

Ngāi Tahu Holdings management



Four new Ngāi Tahu Holdings roles have been created – General Manager Transformation Dean Fraser (Ōtākou), Chief Operating Officer Craig Ellison (Ōtākou), General Manager Investments Sam Inglis (Puketeraki), and General Manager Corporate Services Jo Allison. These have been created to support the Chief Executive to deliver the Holdings strategy across three key areas: Investment, business unit optimisation and excellence in service delivery.

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 first 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 2021 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 2019-2020

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
 Maire Kipa



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
Karen Coutts

**Alternate
Representative**
Stacey
Gullen-Reynolds



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: 21 November 2020 | TIME: 3.00pm to 3.30pm

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

Te Whare o Te Waipounamu: 15 Show Place, Addington, Ōtautahi Christchurch 8024

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