

# Te Rūnanga o Ngāi Tahu Group Annual Report 2021-2022



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## Kaiwhakahaere report

**E rau rangatira mā, ngā kaupuri i ngā taonga tūturu o ia whānau, o ia hapū o Ngāi Tahu puta noa i te motu.**

**Nei rā ngā kupu owaha e pari ana ki ngā tai o te ākau mō koutou rā e Ngāi Pānui mā.**

**Kia rangitāmirotia ngā kupu nei, hei kai mā hirikapo**

**Kia tū tapatahi, kia tū tonu, mō tātou, ā mō ngā uri a muri ake nei.**

**Tēnā koutou katoa e te whānau,**

**Tēnei te mihi, te tangi hoki ki a rātou kua whetūrangitia.**

**Rātou kua riro atu ki tua o te ārai, kua hanatu rānei ki a Hine-nui-te-pō, ki te ringa makā, te ringa atawhai o rātou katoa. Tēnei mātou e tangi ana, tēnei mātou e mihi ana me ngā maumahara**

**Tokomaha kē rātou kua wehe. Tokonui kē nei te tangi.**

Reflecting on the year that has been, I am proud of how we have come together as a whānau to overcome one of the greatest health challenges in the modern history of our iwi: COVID-19. This virus continues to test our resilience in so many ways, and again we have needed to make difficult decisions to protect each other. Together, we have empowered many whānau to make informed decisions about vaccinating, take safety precautions like wearing masks, and to protect our most vulnerable.

As restrictions have eased, it has been reinvigorating to reconnect kanohi ki te kanohi and celebrate Ngāi Tahu tangata at a series of events this year, including Matariki and Puaka. Matariki is a time to celebrate new beginnings. It was wonderful to see so many New Zealanders embracing our first Māori public holiday as we reconnected with our

ancestral knowledge and remembered those who had passed.

It is pleasing that despite the challenging economic climate, record high inflation, and rising living costs, Ngāi Tahu Holdings Corporation (NTHC) has again met the expectations of Te Rūnanga and delivered a net year-end profit of \$233 million. I would like to acknowledge the leadership and mahi of NTHC Board Chair, Mike Pohio; NTHC board members; and NTHC Chief Executive, Craig Ellison, for this positive result. The volatile and ever-changing economic environment is the new 'business normal', and so we continue to take a cautious approach to spending.

Our strong result means we can continue to provide a range of programmes, scholarships, and other initiatives for whānau, while growing the pūtea for future generations.

In 2020, we made the difficult decision to pause several popular programmes and grants due to economic uncertainties. I am pleased many will be reinstated over the next year, including the Ngāi Tahu cultural programme, Aoraki Bound; Te Pōkai Ao, which introduces rangatahi to future-focused opportunities in the digital world; Manawa Titī, which supports emerging tribal leaders; and our First Nations Futures Programme. Tamariki starting kura next year will enjoy new school starter packs, and whānau who register with Whai Rawa in 2022 will benefit from the reinstatement of Whai Rawa Annual Distributions.

Weather events have again caused flooding and disruption to our coastal communities, and we were ready to respond with a range of grants and other support to assist whānau in need. During the two COVID-19 lockdowns, we provided more than 2,600 whānau with special Pūtea Manaaki grants totaling \$1.1 million (partially funded by Te Arawhiti). Since February 2022, we also delivered more than 5,000 COVID care packs to help with recovery.

I remain hopeful that collaboration between the Office and NTHC will continue to grow. At times we can still feel like we are two very different organisations. As an iwi, we need to ensure we have the right systems in place and build a strong shared culture to take us forward. I trust that our identity project, 'Mā Tātou Mō Tātou', will strengthen our sense of purpose and who we are as Ngāi Tahu.

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*Cover photo: Celebrating four generations of whānau – l-r: Francois Tumahai, Dane Tumahai, Gay Tauwhare, Chantal Tumahai with Raureka, Josh Rauhihi-Foley, Tamia Oskai, Lisa Tumahai with Waitaiki and Matariki Tumahai.*

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This year, one of our proudest moments was celebrating our rangatira, Tā Tipene O'Regan, who was named New Zealander of the Year. Just a few months later, Tā Tipene became a Member of the Order of New Zealand for his services to Aotearoa as part of the Queen's Birthday and Platinum Jubilee Honours. This is well-deserved recognition for his lifetime of mahi, and the incredible contribution he has made. Ka rere ngā mihi ki a koe e te rangatira.

Other highlights have included seeing many Papatipu Rūnanga host vaccination drives to help protect whānau from COVID-19; Ōnuku whānau returning to Takapūneke to unveil Tū te Raki o Te Maiharanui – a pou of healing; and Awarua Rūnaka establishing warm, dry, and safe homes for kaumātua at Te Rau Aroha Marae. These are all fantastic examples of rangatiratanga in action.

The formation of a mana whenua panel for the reclassification of stewardship whenua on Te Tai Poutini and Kaikōura was a positive step forward. The panel was established after we were forced to take legal action against the Crown for not including Ngāi Tahu in the process at the outset. From this adversity came a strong partnership and lessons for the Crown on how to collaborate with our iwi when making decisions about our whenua.

With the Government currently exploring conservation legislation reform, we would like to see more meaningful change, with our Te Tiriti partnership the central pillar of future decision-making. A positive outcome of this

mahi would be improved access to the whenua of our tipuna so we can undertake our kaitiaki responsibilities and harvest mahinga kai.

Although our wai māori claim seeking recognition of rangatiratanga over freshwater is in its early stages, we are already seeing its influence in our interactions with the Crown in mahi such as the Three Waters reform and the Takutai Moana claim.

The number of legislative reforms potentially impacting on our Ngāi Tahu Settlement is significant, and our Settlement interests are taking a large amount of time, energy, and investment to protect and advance. Together, we must hold the Crown to account, so their commitments made during our Ngāi Tahu Settlement for a "new age of co-operation" are upheld.

After two terms as Kaiwhakahaere, 2023 will be my last. I have thoroughly enjoyed the opportunity to lead Ngāi Tahu, but it is time for fresh leadership to take our iwi forward to 2050 and beyond. The next generation is ready. Our future leaders are culturally and intellectually astute and have a strong sense of purpose. I will always be active in tribal affairs, and I am committed to ensuring a smooth transition for the new Kaiwhakahaere once they are elected next year.

I mihi to my fellow Te Rūnanga o Ngāi Tahu Representatives for their dedicated and wise counsel over the past year, and for their ongoing support. I would also like to



acknowledge the decisive leadership of our Chief Executive Officer Arihia Bennett, and the efforts of our kaimahi who continue to put our wider whānau first in everything that they do.

After several years of disruptions to travel and other events, I am looking forward to meeting kanohi ki te kanohi with whānui at Hui-ā-Iwi and the Waitangi Day commemoration. Both events will be my last opportunity as Kaiwhakahaere to hear directly from whānau in a wider rōpū setting.

Ever since my first Te Rūnanga hui 20 years ago, I have enjoyed watching our iwi evolve and grow. Standing on the edge of a new wave of reforms, we are changing again as we assert our rangatiratanga, and partner more closely with the Crown. Ngāi Tahu whānau are resilient and will continue to thrive – mō tātou, ā, mō kā uri ā muri ake nei.

Nō reira waiho i ēnei kupu āku, hei whakakapi ake i kōnei.

**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.

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## Te Rūnanga o Ngāi Tahu Board Representatives



Left to right – back row: Odele Stehlin, Rik Tainui, Terry Nicholas, Justin Tipa, Gail Thompson, Donna Matahaere-Atariki, Henrietta Carroll, Rewi Davis, Darran Kerei-Keepa. Front row: Fiona Pimm, Tania Wati, Matapura Ellison (Deputy Kaiwhakahaere), Arihia Bennet (Chief Executive Officer), Lisa Tumahai (Kaiwhakahaere), Jo McLean, Elizabeth Cunningham, Gail Gordon, David Perenara-O'Connell.

## 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

November 2022 marks 25 years since the signing of the Ngāi Tahu Deed of Settlement – a significant milestone in our post-Settlement history. While our achievements over the past two decades are to be celebrated, they have not been without their challenges.

The recent global pandemic, coupled with climate change, has shone the light on the growing disparities in our communities. Exacerbated by the rising cost of living, we are forced to revisit our priorities and, most importantly, to be agile and adapt to our ever-changing world. Future-proofing against the impacts of such events requires a more intense focus on, and innovative approaches to, improving wellbeing outcomes for whānau in housing, business, emergency preparedness and employment. One thing that always remains, is our undying pursuit of self-determination for our whānau, hapū and communities so that they flourish now and in the future.

Creating opportunities for rangatahi development and growing the next generation of leaders has been a priority for some time. Our tribal demographics show that approximately 55 percent of our membership are aged over 30 and, of these, 30 percent are over 50. These statistics reinforce that our approach to creating employment and business opportunities must be multi-generational if we are to achieve our desired outcomes.

Haea Te Awa, the Regional Investment Fund (RIF), is now fully operational with all 18 Papatipu Rūnanga engaged, and six projects in development across the takiwā. The Ōnuku investment into Akaroa Salmon New Zealand is significant and will not only

bring economic return for Ōnuku, but also provide employment opportunities for whānau. The RIF is a momentous step in our post-Settlement evolution, as we shift from a centralised approach towards regional self-determination.

I wish to congratulate Tokona te Raki for their outstanding mahi in creating equity in education for all tamariki and rangatahi. The action plan for ending streaming in schools will be launched in parliament in early 2023. This is a fabulous example of brave and bold work winning over 'hearts and minds' to achieve desired systems change.

Congratulations also to the Whai Rawa team for their recent Financial Services Council Award for Improving Consumer Outcomes for 2022! This is wonderful recognition for their tamariki club Ngā Kaitiaki Moni, which aims to make a positive change for Ngāi Tahu whānau by enhancing financial literacy from a young age.

Regional and local governance continues to create robust debate nationally. I am pleased to report important progress for Ngāi Tahu with the recent passing of the Canterbury Regional Council (Ngāi Tahu Representation) Bill, and our role in the reclassification of Stewardship Land. These are both clear signals of asserting our Te Tiriti rights, and our leadership presence at the decision-making table.

Over the past year, we farewelled several tribal leaders who made a significant contribution to Ngāi Tahu and their communities over their long lives. Front of mind are Dame Aroha Reriti-Crofts, a much-loved community leader and lifelong member of the Māori Women's Welfare League, and Uncle Joe Briggs who



championed the cause of our taurahere for many decades. He may have called Tauranga home but his connection with his iwi was always strong. Their passing reinforces the importance of intergenerational knowledge transfer. If we are to retain our history and stories for future generations, we must find a way to capture them before it is too late.

My heartfelt thanks to our kaimahi who continue to give their best despite the ongoing challenges and upheaval of recent times. The pandemic has revealed a need for flexible ways of working from anywhere in the world. Thank you also to our governors for their continued guidance and wisdom.

We now cast our vision to the next 25 years and the future we collectively seek. I look forward to stepping through the journey with you all over the coming year and beyond.

Mō tātou

**Arihia Bennett MNZM**  
CHIEF EXECUTIVE OFFICER



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## Ngāi Tahu Holdings Corporation Chair and Chief Executive's report

As we wrap up another year burdened with the ongoing repercussions of the COVID-19 pandemic, we maintain a steadfast focus on achieving the very best possible outcomes for the intergenerational empowerment and wellbeing of our Ngāi Tahu whānau.

Ngāi Tahu Holdings Corporation (NTHC) remains clear and committed on its overarching mission to protect and grow the pūtea and deliver a dividend. The Office of Te Rūnanga o Ngāi Tahu (Office) distribution provides for all-important support, education, programme delivery and opportunities for our whānau, now and into the future.

Despite the economic turbulence this year, we are pleased to declare a net year-end profit of \$233 million. This result sits slightly below last year's profit of \$240 million – a second record year for NTHC.

Several factors have led to this incredible result. Our overarching long-term focus has allowed us to mitigate the risks faced in the current erratic and challenging economic climate that has become the new 'business normal'.

We are seeing the positive effects of last year's difficult organisational restructure. Significantly reduced overheads, and a streamlined and collaborative approach within NTHC have led to more resilience throughout the NTHC Group.

The strategy to improve performance through all our businesses and support functions

demonstrates the ongoing vision of carving a legacy of excellence: 'Taraia te anamata, tau ana'. Collaboration with the Office continues to help enhance all-round performance.

Empowering Papatipu Rūnanga and wider whānau to achieve economic self-determination and enhanced mana across the motu will advance our overall mission to improve whānau outcomes for future generations.

Achieving our goals and ambitions while navigating the pandemic environment has not been an easy journey and all our business units have been impacted by global challenges in some way.

The ports' lockdown in Shanghai and the ripple effect on global supply chains have affected our Forestry operations negatively, while continued travel restrictions have cut our Tourism businesses from important markets.

Volatile equity markets and rampant inflation have reared their heads. We are faced with recruitment and kaimahi shortages across all businesses as we, and many others, battle the tide of young New Zealanders leaving for foreign shores.

Despite the industry-wide struggles, we are heartened to see ongoing positive morale and engagement from Ngāi Tahu Tourism (NTT) kaimahi. They are the frontline for COVID-19

exposure and, mainly due to border closures, have borne the brunt of economic impacts.

The commitment displayed by our NTT businesses has been nothing short of incredible and, as global restrictions finally lift, the coming year is looking strong for our tourism bookings. We have seen a lot of movement in the Tourism portfolio with the closure of Rainbow Springs Nature Park, and the re-opening and expansion of Agrodome, our farming experience. We have faith in a bright future and that our teams will once again showcase our beautiful tourism experiences with style and mana to manuhiri from around the world.

Oha Honey continues to be a challenged business and the decision was made to downsize its operations. The measures taken were designed to preserve Oha Honey's viability in producing high quality honey.

There has been a lot of rhetoric, both nationally and globally, about the instability of the property market. In reality, our property portfolio is not reflecting this chatter. Our investments are sitting at an 'almost full' occupancy rate; market interest remains high across our residential developments; and we have significant property developments underway.

New leadership of our Ngāi Tahu Property (NTP) team over the last 18 months has led to outstanding results on all fronts, including





the replacement of a depleted landbank; a much-needed injection of standard processes; alignment between NTHC and the Office; and maintaining a 10-year horizon.

This long-term focus is reflected across the board as we work to maintain a pipeline of profit for future generations. The proposed aquaculture project at Hananui is expected to be operational within a decade and double the country's total salmon production.

It has been an unpredictable year for the Ngāi Tahu Investment (NTI) team as the downturn in global markets flowed through to our investments, particularly our listed equities. We have crystallised the relationship with Fidelity Life in settlement of a substantial investment, and taken a sizeable stake in



fishing company, Sanford Limited. The diversification of the NTI portfolio will build our strength in the future and our investments made through the New Economy Mandate will increase our innovation in a changing world.

Across all NTHC mahi, we are committed to growing resilience to the effects of climate change, while also minimising our impacts on the environment. We are taking an all-encompassing approach to our responsibilities as we reduce synthetic fertiliser consumption, cut down our fuel use, and upgrade our vehicle fleet. The aspirational electric jet boat, envisioned and developed by our team at Shotover Jet, is another industry-leading initiative that will take us a long way towards achieving our emissions targets.

The focus on tilting our portfolio towards growth, means we are gradually adding more capacity into higher yielding investments in equities and growth segments as opposed to historically low-yielding investments in the primary sector. We will continue to support our primary sector assets more in terms of maintenance capital and a strong focus on performance improvement.

The Board wishes to acknowledge the leadership and commitment of Craig Ellison as NTHC Chief Executive who marks a year of working with a refreshed NTHC Board. As the operational leadership of NTHC enters a new era, we extend our sincere gratitude to Te Rūnanga o Ngāi Tahu, ngā Papatipu Rūnanga, our NTHC directors and kaimahi, and all Ngāi Tahu whānau. Your unwavering support and understanding unites us as a strong and dedicated team, and our future together is bright.

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

**Mike Pohio**  
CHAIR

**Craig Ellison**  
CHIEF EXECUTIVE



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## Te Rūnanga Group finances at a glance

As at 30 June 2022

# 9.8%



### Group Return

11.1% (FY21)

-6.8% (FY20)

This figure represents the overall return of the Group. Group Return is defined as the Group surplus divided by net assets.

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# \$69.5m



### Distribution to TRoNT

\$55.9m (FY21)

\$71.8m (FY20)

Each year the Office of Te Rūnanga o Ngāi Tahu invests its distribution from NTHC and funding from stakeholders into cultural, wellbeing, environmental, regional development, and rights and interests related programmes.

# 3.7%



### Distribution as a Share of Net Assets

3.3% (FY21)

4.7% (FY20)

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

# \$1.89b



### Net Assets

\$1.71b (FY21)

\$1.52b (FY20)

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

# 10.8%



### Increase in Net Assets

12.4% (FY21)

-5.6% (FY20)

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# 14.1%



### Debt

8.3% (FY21)

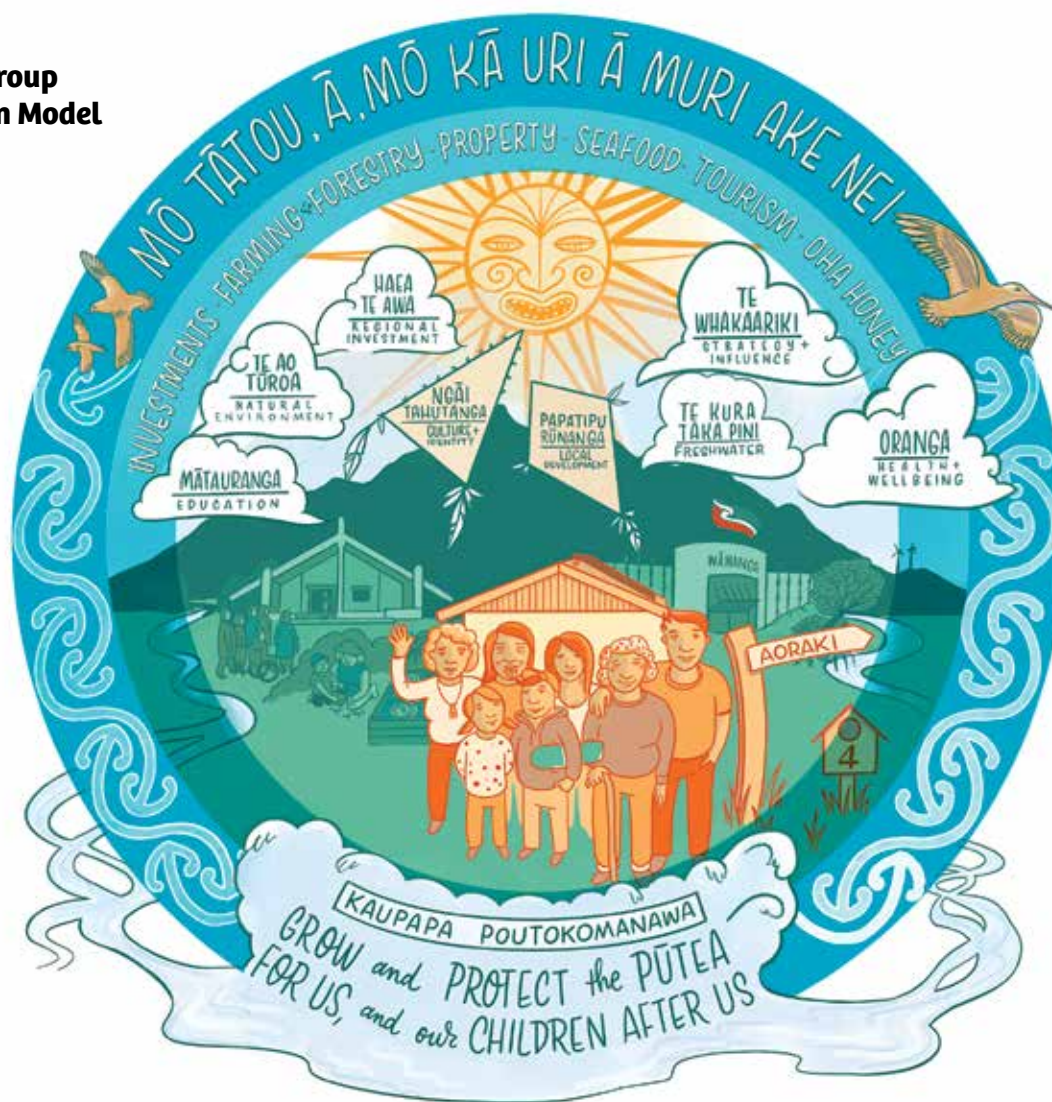
12.8% (FY20)

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

|  | 2021/22<br>(\$000s) | 2020/21<br>(\$000s) | 2019/20<br>(\$000s) |
|--|---------------------|---------------------|---------------------|
| <b>Group financial performance</b>         |                     |                     |                     |
| Revenue                                    | 320,337             | 300,210             | 299,230             |
| Cost of sales                              | -166,940            | -151,139            | -153,592            |
| <b>Gross profit</b>                        | <b>153,397</b>      | <b>149,071</b>      | <b>145,638</b>      |
| Other income                               | 20,782              | 27,035              | 15,539              |
| Operating expenses                         | -129,842            | -124,880            | -161,021            |
| Other non-operating gains and (expenses)   | 115,157             | 164,081             | -25,814             |
| <b>Trading surplus / (deficit)</b>         | <b>159,494</b>      | <b>215,307</b>      | <b>-25,658</b>      |
| Tribal expenditure                         | -69,526             | -55,860             | -71,818             |
| Tribal revenue                             | 16,477              | 6,686               | 10,178              |
| Other comprehensive revenue and (expenses) | 79,762              | 24,343              | -15,217             |
| Income tax                                 | -1,239              | -1,476              | -981                |
| <b>Group surplus / (deficit)</b>           | <b>184,968</b>      | <b>189,000</b>      | <b>-103,496</b>     |
| <b>Group financial position</b>            |                     |                     |                     |
| Total assets                               | 2,279,869           | 1,922,628           | 1,829,839           |
| Total borrowings                           | -321,525            | -159,785            | -235,000            |
| Other liabilities                          | -63,542             | -53,009             | -74,005             |
| <b>Net assets / Total equity</b>           | <b>1,894,802</b>    | <b>1,709,834</b>    | <b>1,520,834</b>    |
| <b>Group cash flows</b>                    |                     |                     |                     |
| Operating activities                       | 23,988              | -10,133             | -66,025             |
| Investing activities                       | -238,859            | 149,545             | 92,374              |
| Financing activities                       | 159,360             | -79,180             | -20,924             |
| <b>Net increase / (decrease) in cash</b>   | <b>-55,511</b>      | <b>60,232</b>       | <b>5,425</b>        |

These figures have been extracted from the audited financial statements. The full financial statements can be downloaded from [www.ngaitahu.iwi.nz/ar](http://www.ngaitahu.iwi.nz/ar)

**Te Rūnanga Group  
Value Creation Model**



# Climate Change

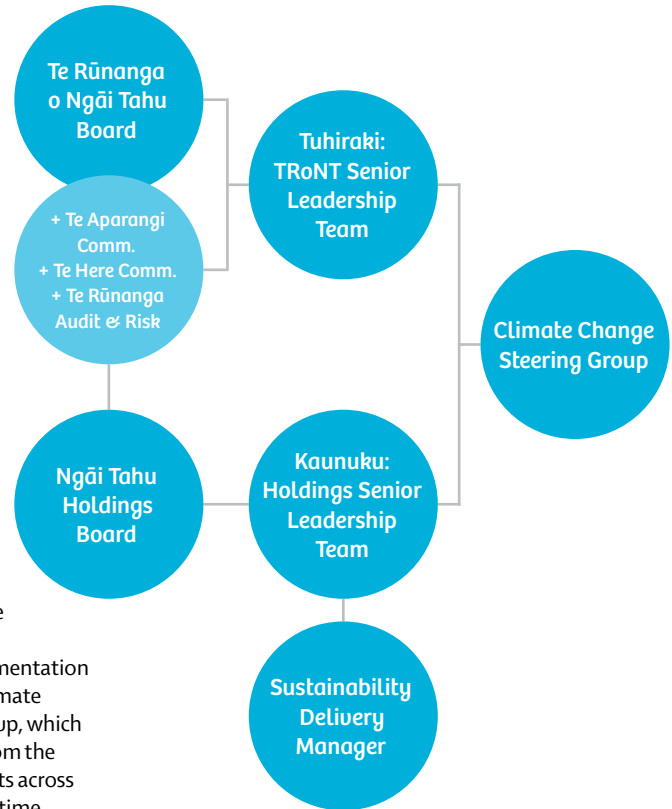
The Ngāi Tahu response to climate change risks and opportunities is outlined in *Te Tāhū o Te Whāriki – Anchoring the Foundation* [Ngai-Tahu-Climate-Change-Strategy.pdf \(ngaitahu.iwi.nz\)](https://ngaitahu.iwi.nz/Ngai-Tahu-Climate-Change-Strategy.pdf). The strategy guides Te Rūnanga o Ngāi Tahu (Te Rūnanga) Group (the Group) in responding to climate-related risks and opportunities within the Ngāi Tahu takiwā and across its operational business units nationwide in ways that meet iwi, hapū and whānau aspirations in a changing world.

## How the Group governs climate-related risks and opportunities

At a governance level, Te Apārangi, Te Here, and Te Rūnanga Audit and Risk committees, and the NTHC subsidiary board, are accountable to Te Rūnanga for their respective components.

*Te Kounga Paparangi*, the Group’s Climate Change Implementation Plan

is executed by executive leadership teams from the Office (Tuhiraki) and NTHC (Kaunuku). Its implementation is overseen by the Climate Change Steering Group, which is made up of staff from the relevant business units across the Group; and a full-time sustainability manager provides advice, works with the wider organisation, and reports on the progress of *Te Kounga Paparangi*.



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## How we plan for the impacts of climate related risks and opportunities

### TE KAITIAKITANGA METETĀHUHU

Te Rūnanga will take appropriate action to adapt all areas of tribal interests and activity to withstand the compounding effects of our changing climate, to ensure Ngāi Tahu activities are aligned to the best projected climate change outcomes, and to make the most of opportunities, so that Ngāi Tahu whānau have every chance to thrive even in the most extreme scenarios.

### TŌTĀTOU NGĀI TAHUTANGA

We will face the challenges of a changing climate in our takiwā with the courage, resilience, and wisdom of our tūpuna, strengthened by all that makes us Ngāi Tahu, as we create a cultural legacy for those to come who must live in a changed world.

### TE AOTŪROA

We will manage tribal resources wisely, continuing to protect wāhi tapu, mahinga kai and other taonga tuku iho where possible, focusing on strategic restoration activities, while actively investing in places and species of likely future abundance.

### KO NGĀ WHAKAPĀPĀTANGA

Ngāi Tahu whānau are well informed about all aspects of climate change relevant to their interests and wellbeing. They know how the tribe as a whole is responding to the risks, challenges and opportunities, and can act with confidence within their whānau and hapū.

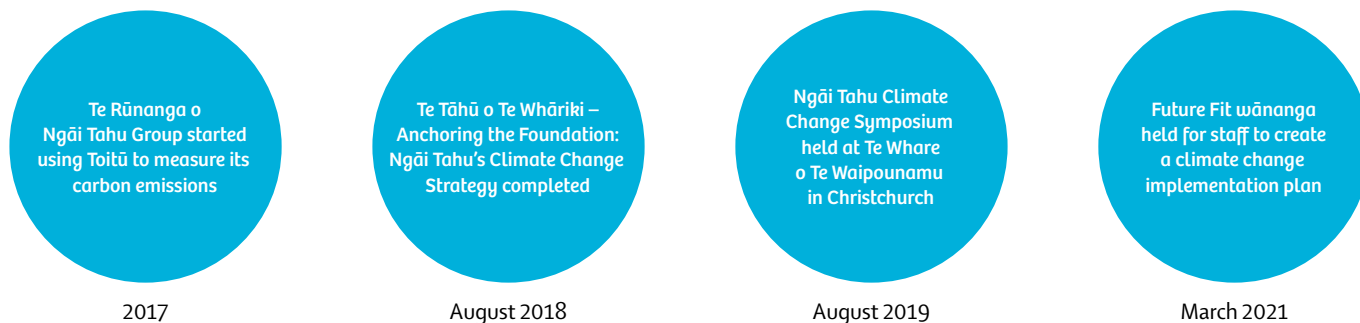
### TE WHAKAARIKI

Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga are embedded within key climate change response structures and programmes, working with central and local government and others. These programmes support desired outcomes for Ngāi Tahu whānau as a result of tribal influence and leadership.

### TE WHAKATIPU

Papatipu Rūnanga have the resources and information necessary to generate and implement marae and community centred climate change response strategies that are designed to meet the needs of whānau and hapū, aligned with tribal direction.

## Climate Change Timeline



## WHĀNAU

Whānau needs and aspirations are central to tribal climate change response, with tribal resources targeted towards addressing fundamental challenges to kāinga within the takiwā, maximising opportunities for whānau, and assisting whānau facing climate change impacts in other parts of the country and the world.

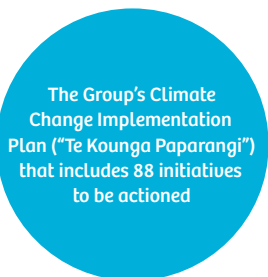
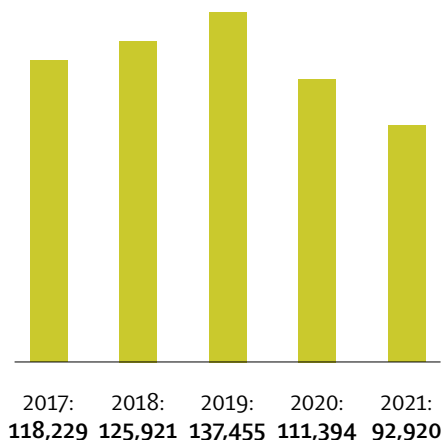
## MĀTAURANGA

Tribal investment in future focused education and training, supports Ngāi Tahu whānau to generate and take up opportunities related to climate change response.

## TE PŪTEA

The economic base of Te Rūnanga is built on leading climate responsible, innovative and adaptive businesses and partnerships that meet the needs and aspirations of Ngāi Tahu whānau, while applying Ngāi Tahu values to address the business risks, challenges and opportunities associated with climate change.

## Total GHG emissions (all scopes, tCO<sub>2</sub>e)



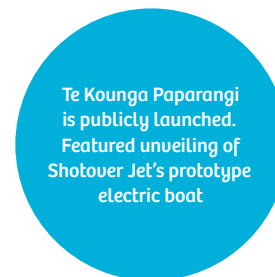
June 2021



August 2021



October 2021



July 2022

## Identifying, assessing, and managing climate-related risks and opportunities

The Group has a single risk management policy and framework that is aligned to AS/NZS ISO 31000. The objective of the policy is for risk management to become embedded, and form an integral part of, management and governance practices. Identifying and managing climate-related risks and opportunities is the responsibility of individual business units in the Group.

The Group's risk management objectives are to:

- Ensure appropriate processes are in place to identify material risks and opportunities, recognise and understand potential impact, and ensure that appropriate controls are in place to manage these.
- Ensure that roles and responsibilities for identifying and managing risk are clearly defined.
- Integrate risk management into all Group activities.
- Share knowledge and facilitate continuous business improvement and contribute to the quality of decision-making.

## Metrics & Targets

Carbon emissions have reduced this year by 18,474 tCO<sub>2</sub>e or 17 percent compared to 2020. The reduction is mainly due to three key factors:

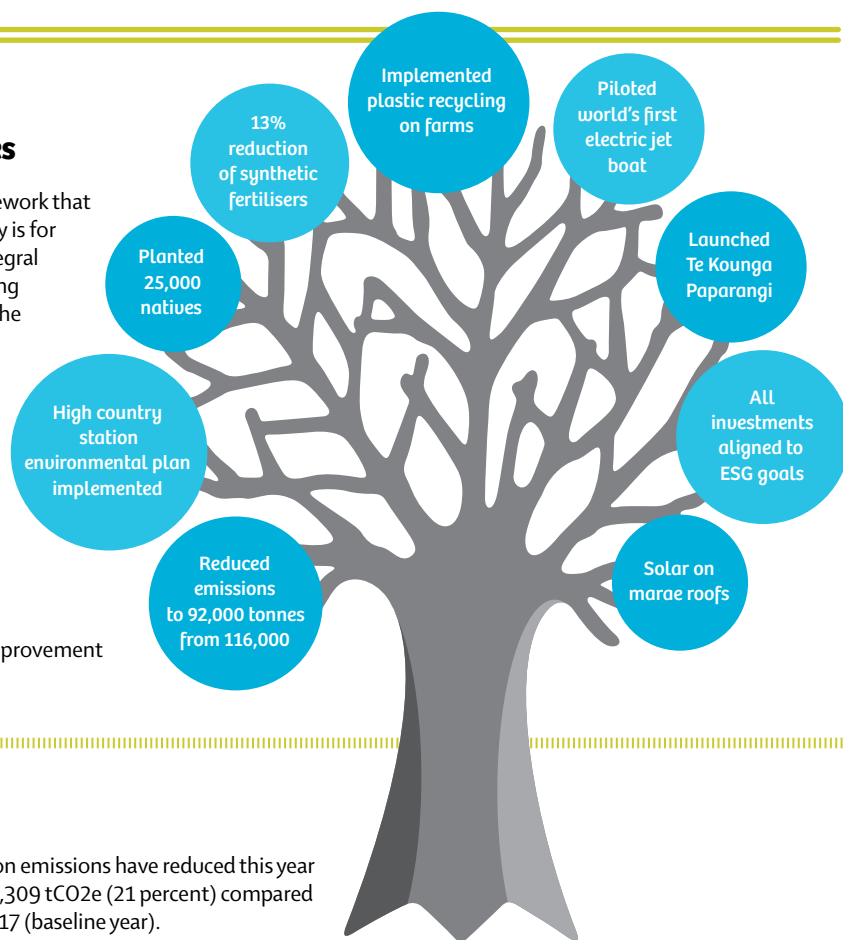
- The sale of the Go Bus business from the investment portfolio.
- The reduction in the use of synthetic fertilisers in our farming business.
- Reduced utilisation of jetboats at Shotover Jet and the divestment of Helicopters Queenstown from our tourism portfolio.

Carbon emissions have reduced this year by 25,309 tCO<sub>2</sub>e (21 percent) compared to 2017 (baseline year).

The carbon emission reduction targets set out in Te Kounga Paparangi will be reported in next year's annual report as baseline metrics are defined.

The 2025 targets include the following:

- 10 percent greenhouse gas emissions reduction in Te Rūnanga o Ngāi Tahu Group owned facilities.
- 8 percent reduction in biogenic methane.
- 30 percent less air travel emissions.





## Metrics & Targets

### 12 Months Ending 31 December 2021 (tCO<sub>2</sub>e)

| Indicator                               | TRoNT      | NTHC & Investments | Farming & Forestry | Property  | Seafood      | Tourism      | Oha        | Total         |
|---|------------|--------------------|--------------------|-----------|--------------|--------------|------------|---------------|
| Scope 1                                 | 11         | 15,572             | 61,996             | 1         | 165          | 1,321        | 628        | <b>79,694</b> |
| Scope 2                                 | 62         | 70                 | 680                | 56        | 173          | 107          | 45         | <b>1,193</b>  |
| Scope 3                                 | 272        | 353                | 4,900              | 27        | 6,340        | 106          | 36         | <b>12,033</b> |
| <b>Total GHG emissions (all scopes)</b> | <b>345</b> | <b>15,995</b>      | <b>67,576</b>      | <b>84</b> | <b>6,678</b> | <b>1,534</b> | <b>709</b> | <b>92,920</b> |

### 12 Months Ending 31 December 2020 (tCO<sub>2</sub>e)

| Indicator                               | TRoNT      | NTHC & Investments | Farming & Forestry | Property   | Seafood      | Tourism      | Oha        | Total          |
|---|------------|--------------------|--------------------|------------|--------------|--------------|------------|----------------|
| Scope 1                                 | 66         | 30,237             | 62,829             | 49         | 196          | 2,641        | 652        | <b>96,670</b>  |
| Scope 2                                 | 59         | 132                | 621                | 77         | 172          | 136          | 43         | <b>1,239</b>   |
| Scope 3                                 | 202        | 275                | 5,443              | 49         | 7,294        | 122          | 100        | <b>13,485</b>  |
| <b>Total GHG emissions (all scopes)</b> | <b>328</b> | <b>30,644</b>      | <b>68,892</b>      | <b>176</b> | <b>7,662</b> | <b>2,898</b> | <b>794</b> | <b>111,394</b> |
| Variance                                | -17        | 14,648             | 1,317              | 92         | 984          | 1,364        | 85         | 18,474         |
| Variance (%)                            | -5%        | 48%                | 2%                 | 52%        | 13%          | 47%          | 11%        | 17%            |

#### Scope 1 – direct emissions

These include direct greenhouse gas emissions from the Group's owned or controlled sources. The significant scope 1 emissions for the group are: (i) "Farming & Forestry", emissions from beef and dairy cattle and (ii) "NTHC & Investments", emissions from Hilton Haulage's trucks.

#### Scope 2 emissions – indirect emissions from purchased energy

These include indirect greenhouse gas emissions from purchased electricity.

#### Scope 3 – indirect value chain emissions

These are the result of activities from assets not owned or controlled by the Group. Even though these emissions are out of the control of the Group, they can represent the largest portion of its greenhouse gas emissions inventory such as (i) air travel for TRoNT and (ii) freight for Seafood.



Left to right: Kaiwhakahaere Lisa Tumahai, Phillip Vine, Samuel Evernden, Sampson Karst and Glacier Guide Sarina Anderson. Photograph: Romina Waller

# Office of Te Rūnanga o Ngāi Tahu

## Delivering value

20 / **Ngāi Tahutanga** > culture and identity

28 / **Oranga** > health and wellbeing

35 / **Mātauranga** > knowledge

41 / **Te Ao Tūroa** > natural environment

47 / **Te Whakaariki** > strategy and influence

50 / **Papatipu Rūnanga** > local development

55 / **Te Kura Taka Pini** > freshwater

57 / **Communications and Engagement**

**46.37%**


Ngāi Tahu  
whānau employed

56% FY2021  
55% FY2020

**75,416**

Ngāi Tahu  
iwi members

71,436 FY2021  
68,082 FY 2020



## Ngāi Tahutanga > culture and identity

**\$5.0m**

invested in  
Ngāi Tahutanga  
in FY2022  
(\$5.5m FY2021)

**19.2**

FTE FY2022  
(18.7 FY2021)

**90%**

Ngāi Tahu Employees  
FY2022  
(89% FY2021)

**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

## WAI-TOI-MOROKI

To support emerging Ngāi Tahu artists, Te Rūnanga has entered into a partnership with the Arts Foundation Springboard programme to establish the Wai-toi-Moroki award. Tāmaki Makaurau based Turumeke (Tui) Harrington is the inaugural recipient of the award. Specialising in sculpture, installation and contemporary visual arts, her work is guided by whakapapa and a practice of whanaukataka.

*“My whānau and I are stoked with this award and the timing is perfect. The opportunities to work through concepts and developments with my mentor as well as the financial and career supports from the Arts Foundation are really exciting and confidence-boosting as I begin my career working full-time as an artist.”*

Now in its third year, the Arts Foundation Springboard programme is a financial, mentoring and resource support system designed to have a significant impact on seven artists with outstanding potential across a diverse range of art disciplines. Along with a \$15,000 gift, each recipient is matched to a senior artist mentor from the Arts Foundation alumni of Laureates, Icons, New Generation, Residency or Fellowship recipients, or an artist from the wider arts community.



Above: Turumeke Harrington, inaugural Wai-Toi-Moroki recipient.  
Left: Reihana Parata teaching her mokopuna the art of weaving.  
Photo: supplied

## NGĀI TAHU ARCHIVE

**\$1.1m**

Annual investment FY2022

(\$1.1m FY2021)

**7.2**

FTE FY2022

(5.4 FY2021)

Ngāi Tahu knowledge is protected and accessible via a world-class archive infrastructure and environment. The Ngāi Tahu Archive team supports and provides avenues for continuous data capture and growth of Ngāi Tahu knowledge that contributes to the protection of Ngāi Tahu history. The support, resources and opportunities provided by the Ngāi Tahu Archive team is positively impacting on whānau, hapū, and iwi.

**55,801**

Visitors to Kā Huru Manu FY2022

(39,424 FY2021 – an increase of 42 percent)

**13,552**

Visitors to Kareao FY2022

(17,828 FY2021)

**2,111**

Items added to Kareao FY2022

(1,587 FY2021)

New content includes photograph collections from significant tribal events such as the 1986 Aotearoa Māori Traditional Performing Arts Festival held in Ōtautahi, the 2010 Blessing of Takapūneke Reserve, and passing of Te Rūnanga o Ngāi Tahu Act 1996.

In the second half of the year Kareao was embedded into national education initiatives such as the [LEARNZ Aoraki online virtual field trip](#) and the [Schoolkit Aotearoa histories](#) programme, which saw user sessions begin to increase.

A project to 'refresh' the homepage on Kareao, upload new collections and undertake a promotion campaign is underway for incorporation into the new Aotearoa New Zealand history curriculum.

Kareao continues to receive considerable praise from the archive industry. Ngā Taonga Sound and Vision and Archives New Zealand is working with the Ngāi Tahu Archive to publish Ngāi Tahu records in their collections on Kareao. These initiatives will create templates that can be applied to all external holders

of Ngāi Tahu records to make Ngāi Tahu knowledge more available to whānau.

## 2021 He Hāpai Hapori/ Spirit of Service Awards

In November 2021, the Ngāi Tahu Archive and Archives New Zealand partnership won Te Tohu mō te Tūhonotanga o Ngāi Māori me te Karauna – Māori Crown Relationships Award at the Spirit of New Zealand Awards. The award celebrates outstanding mahi that strengthens the health of Māori Crown relationships. This partnership continues to develop with the secondment of Ngāi Tahu Archive kaimahi, Freya Hargreaves-Brown to Archives New Zealand as a Digitisation Assistant. We hope this is the beginning of creating formal pathways for young Ngāi Tahu to gain experience working within the archives sector.



Freya Hargreaves-Brown with Caroline Etherington.



## Bringing Records Home

The large NT9/MB140 Collection was transferred from Macmillan Brown Library to the Ngāi Tahu Archive at Wigram. This is one of the largest collections, and consists of early Ngaitahu Maori Trust Board minutes, annual reports, research papers, maps, audio cassettes, photographs, and a small number of the personal papers of selected individuals. The existing inventory of the NT9/MB140 Collection has been updated in the archives database and will soon be made available via Kareao.

## Ngāi Tahu Online Bookshop

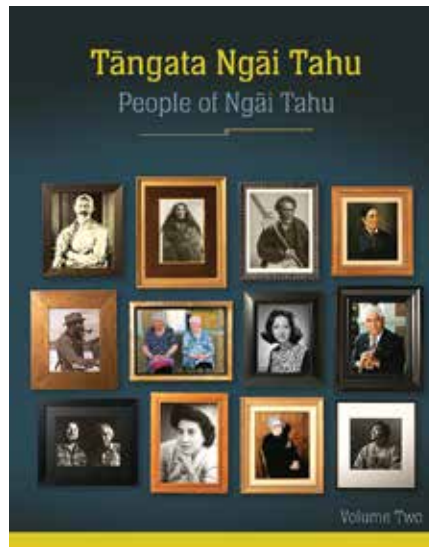
The Ngāi Tahu Archive took over the Ngāi Tahu Bookshop in April 2021 and, as at 30 June 2022, received \$44,000 in book sales (\$960 in the previous 12 months).

## **Tāngata Ngāi Tahu, Volume Two**

After four years of research, writing, and collaboration, the Ngāi Tahu Archive launched *Te Pae Kōrako Tāngata Ngāi Tahu: People of Ngāi Tahu, Volume Two* in March.

This book builds on the success of the award-winning *Tāngata Ngāi Tahu, Volume One*. Like its 2017 predecessor, it celebrates the rich and diverse lives of Ngāi Tahu people. Spanning different times, diverse geographies, and multiple kaupapa, these 50 biographies bring Ngāi Tahu history into the present. With an intentionally strong emphasis on mana wāhine, more than half of the biographies in Volume Two celebrate the stories of Ngāi Tahu wāhine.

Feedback from whānau has been overwhelmingly positive with 1,700 copies of *Volumes One* and *Two* distributed in FY22.



## **Sharing Ngāi Tahu History**

The Ngāi Tahu Archive continues to support Papatipu Rūnaka in promoting Ngāi Tahu history. In FY2022 this included curating *Whakaata mai te Kūkuwai* exhibition held at Tūranga Christchurch Central Library and transferring it to Te Ara Ātea (Rolleston Library) in June 2022; and the Kā Huru Manu exhibition at the Ashburton Museum Art and Gallery. As part of the exhibition, several maps and images showcased Ngāi Tahu history within the Mid Canterbury area. The exhibition opened on 19 June with a blessing led by whānau from Arowhenua and Taumutu. The opening of the exhibition coincided with a public talk and a hui with local schoolteachers to learn about education resources produced by the Ngāi Tahu Archive.

The Ngāi Tahu Archive also assisted Te Rūnanga o Moeraki in completing the interpretation panels for the proposed Waitaki Geopark.



Left: New content includes photograph collections from significant tribal events such as the 2010 Blessing of Takapūneke Reserve.

## WHAKAPAPA NGĀI TAHU

**\$0.9m**

**Annual investment FY2022**

(\$0.7m FY2021)

**6.0**

**FTE FY2022**

(6.0 FY2021)

### Whakapapa Ngāi Tahu Website

Development of the content for the Whakapapa Ngāi Tahu website is progressing with research now completed for 668 of our 1848 kaumātua. The research is being written into brief biographies that will be published on the website. Of those completed, 155 are ready for peer review prior to publishing. A series of longer biographies is also underway with 47 researched and a further 97 identified. A total of 157 photographs of 1848 kaumātua have been sourced that support the biographies.

Other content in development includes:

- Interviews with kaumātua on the history of their pā, marae and whānau experiences – 10 have been completed to date.
- Three creation stories: Matiaha Tiramōrehu – Te Kore, Separation of Rangī and Papatūānuku and Te Waka o Aoraki.
- A migration story – Hawaiki nui to Whāngārā retelling the story of Uenuku, Ruatapu and Paikea.

### Whānau Engagement

Whakapapa Ngāi Tahu has supported 120 whānau groups and individuals with particularly complex research that relies on more than 1848 Kaumātua and rūnanga affiliations, including whakapapa links back to their primary hapū, Tahu Pōtiki and their place on the landscape of Aotearoa.

We have received new whakapapa information and material from Hocken Library, Archives New Zealand, Tūranga, religious archives, personal whānau writings and other sources.

## Whakapapa Registration

**75,416**

**registered whānau members FY2022**

(71,436 FY2021)

**3,980**

**new registered whānau members FY2022**

(3,868 FY2021)

**69%**

**of applications received via our online form FY2022**

(65% FY2021)

**1,310**

**Whakapapa scrolls were distributed either in pēpi packs or directly to whānau**

**700**

**Papatipu Rūnanga Pepeha sheets sent to whānau**

## NGĀI TAHU FUND

**\$2.3m**

**Annual investment FY2022**

(\$2.6m FY2021)

**3.0**

**FTE FY2022**

(3.0 FY2021)

Nurturing our whānau to be strong vibrant champions of Ngāi Tahutanga ensures the sustainability of our culture for successive generations. The Ngāi Tahu Fund (Fund) supports projects designed to meet the specific cultural objectives of whānau, including building cultural knowledge, encouraging cultural practices and leadership.

While the number of funding rounds and the amount of funds available have reduced as a result of COVID-19, the Fund continues to receive applications for, and fund, a diverse range of cultural initiatives.



## Ngāi Tahu Fund

In FY2022 the Fund supported whānau to participate in Ngāi Tahu cultural practices and transmission of knowledge in mahi toi, te reo, mahinga kai, whakapapa and purakau. COVID-19 restrictions meant that most wānanga were held virtually rather than at marae.

**69**

**Applications approved FY2022**  
(\$5 FY2021)

**\$482,690**

**Total amount approved FY2022**  
(\$575,687 FY2021)

## Marae Development including Pūtea Aumakea

See page 51 under Papatipu Rūnanga for further information about the Marae Development Fund.

**\$1.06m**

**Total amount approved FY2022**  
(\$1.7m FY2021)

## Taurahere Fund

**\$0**

**Total amount approved FY2022**  
(\$2,000 FY2021)

## Taiawatea Fund

21 Rakatahi received support to attend kapa haka competitions

- The Fund supported whānau to participate in Ngāi Tahu cultural practices and transmission of knowledge in mahi toi, te reo, mahinga kai, whakapapa and purakau.

## Te Hekeka

In its third year, Te Hekeka is a programme designed for rangatahi to walk in the footsteps of their tīpuna as they journey from Wellington to Kaiapoi while developing their knowledge and understanding. Further, it provides an opportunity for rangatahi to connect and build relationships and fosters the growth of future generations of leaders - a strategic priority of the Fund.

*Below: Te Hekeka hikoi 2022.*

Since its inception in 2019, Te Hekeka has gone from strength to strength. A tuakana rōpū of rangatahi has been established to help further develop the programme and its offerings to future rōpū. A four-day tuakana training wānanga is being planned in Horomaka to further grow those rangatahi who have expressed an interest in being a tuakana for the programme.

A total of 22 rangatahi and eight tuakana participated in the hikoi this year.



- COVID-19 restricted the ability for whānau to hold wānanga and stay at their marae. Whānau were able to adapt by using technology to hold wānanga.

## Celebrating Matariki

Moeraki, Waihao and Arowhenua whānau gathered at Takapō for three days of Matariki celebrations with funding support from the Fund. Among the festivities and whanaungatanga, was a ceremony at Ōtehiwai (Mt John) and a mana whenua led festival that included mahika kai kōrero, weaving workshops, carving exhibition, mana whenua clothing and jewellery, kai demonstrations, art installations and music.

## KOTAHI MANO KĀIKA

**\$0.7m**

Annual investment FY2022  
(\$0.9m FY2021)

**3.0**

FTE FY2022  
(4.3 FY2021)

Kotahi Mano Kāika (KMK) offers a diverse range of te reo programmes and activities for whānau, no matter where they are on their reo journey.

**823**

Whānau actively engaged in KMK FY2022  
(746 FY2021)

**77**

New KMK whānau household engagements FY2022  
(90 FY2021)

**90%**

of feedback confirms increased knowledge and use of Kāi Tahu reo Māori FY2022  
(85% FY2021)

As the demand for te reo across our Papatipu Rūnanga communities continues to grow amidst the COVID-19 landscape, there has

been a move towards online delivery of KMK programmes. As a result, most programmes and events over the past 12 months were delivered online. To complement our wānanga, a series of new resources were developed and sent to whānau who registered for our beginner programmes.

## Aoraki Matatū

Three online weekend wānaka examined Kāi Tahu 19th century Māori language manuscripts to analyse te reo o Kāi Tahu, and further strengthen knowledge and expertise across the iwi. A strong cohort of rakatahi were among the 30 iwi reo champions that engaged with this kaupapa.

## Hai Reo Tuku Iho

Hai Reo Tuku Iho is just one of the opportunities KMK offers for whānau starting their reo journey. Now a six-week online course targeting whānau with tamariki aged under five, the programme offers basic reo resources and supports whānau to create and implement their own language strategies in their homes. Our growing rōpū of reo champions are instrumental in the development and delivery of these programmes.

**4**  
courses completed

**88**  
whānau households participated

*Right and below: Whānau at Kura Reo Kāi Tahu, Arowhenua.*



## Kia Kūrehu

For advanced beginners to intermediate level speakers, Kia Kūrehu provides full Māori language immersion opportunities to develop confidence in using te reo.

25 Kāi Tahu whānau participated in an online weekend wānaka in November 2021, five for the first time and 12 have now moved into a higher level of proficiency. Feedback has been overwhelmingly positive regarding the online format, teaching content and overall outcomes of this wānaka. We received feedback from the teaching team, with suggestions that will help improve delivery if we are to continue to provide this initiative online.

## Te Wiki o te reo Māori

Over 45 whānau households participated in our online quiz nights during Te Wiki o te Reo Māori – a fun, informal and informative way to use te reo.

## Kā Titirei – Rakatahi Advisory Group

KMK's commitment to intergenerational succession in te reo revitalisation leadership has seen the establishment of Kā Titirei, a KMK rakatahi advisory group. This rōpū provides support, leadership, planning and facilitation of KMK rakatahi reo events. A highlight was the inaugural Kura Taiao wānanga – a one-day environmental programme designed to introduce rakatahi to te reo with a focus on our taiao. Planning is underway for further Kura Taiao wānanga across the takiwā. A new six-week online course, Te Reo o Tūmāhina, started recently to connect rakatahi who are aged 18-30 and absolute beginners, to KMK reo initiatives.



A photograph of a woman with long dark hair, wearing a light-colored sweater, smiling warmly at a baby she is holding. The baby is wearing a pink sweater and looking back at the woman. The background is a plain, light-colored wall with a small green plant visible on the right side.

## Oranga > health and wellbeing

**\$14.2m**

invested in Oranga  
in FY2022  
(\$8.7m FY2021)

**26.0**

FTE FY2022  
(17.6 FY2021)

**46%**

Ngāi Tahu Employees  
FY2022  
(63% FY2021)

**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

## TRANSFORMATION AND PROGRAMME DEVELOPMENT

**\$0.0m**

Annual investment FY2022  
(\$0.1m FY2021)

### Ngāi Tahu State of the Nation

The Ngāi Tahu State of the Nation report 2021 was released in early 2022. The report provides a snapshot of the social and economic wellbeing of Ngāi Tahu whānau. It is encouraging to see the number of whānau with tertiary level qualifications is growing, and with wages steadily increasing, the pay gap between wahine and tāne is slowly closing. However, inequity is still evident, particularly in education, income, housing and mental health.

This report provides important insights and guidance on where to focus resources to ensure whānau outcomes and aspirations are realised. Over the next 12-18 months, more information will be released from a wider range of data sources in an interactive digital format.



**8**  
FTE FY2022  
(0.0 FY2021)

### Whānau as First Navigators

In 2021, Te Rūnanga o Ngāi Tahu signed a renewed and enhanced strategic partnership with Oranga Tamariki, alongside a \$26 million investment in the Whānau as First Navigators (WAFN) programme to reduce the number of tamariki and rangatahi going into state care.

WAFN is an iwi-led response to wellbeing and an exemplar of what a modern Te Tiriti o Waitangi partnership should look like. It acknowledges that whānau are the leaders of their own wellbeing journeys and aims to support them to thrive – on their terms.

Over the last 12 months, we have worked hard to establish the WAFN programme by first meeting with Ngāi Tahu affiliated

and accredited social service providers to understand and support their prevention aspirations. WAFN will invest in the capability and capacity of these providers to continue making significant differences in the wellbeing of their communities. The ultimate goal is to have no Ngāi Tahu tamariki in state care by enabling whānau rangatiratanga.

### Social Development

In May 2022, a Social Development team was established to focus on the Crown obligations under Article Three of the Treaty that relate to social wellbeing for Ngāi Tahu whānau. Since its recent formation, the team has been shaping the work programme for the year, which includes: housing, education, employment, social and health wellbeing.



Above, and left: Aporonia Arahanga with her pēpi Pikikotuku.  
Photo: supplied

## ORANGA GENERAL

**\$1.6m**

Annual investment FY2022  
(\$0.9m FY2021)

**7.0**

FTE FY2022  
(6.0 FY2021)

### Home Ownership

**0**

Ngāi Tahu whānau supported into  
open market home ownership  
(2 FY2021)

**159**

Whānau attending home ownership  
workshops  
(86 FY2021)

Empowering Ngāi Tahu whānau on their home ownership journey, Nohaka Rau is a partnership between Te Rūnanga o Ngāi Tahu and Mokowhiti Consultancy that provides tailored support and financial advice to assist whānau in their decision-making. Whānau who meet the criteria of bank lenders and Nōhaka Rau, may be eligible for additional support with their home loan deposit.

A series of Nōhaka Rau workshops was held online during May and June 2022 and attended by 169 whānau, including two from Italy and four from Australia.



*"As someone who has been through this programme, purchased and moved into my whare a few months ago, I CANNOT RECOMMEND THIS ENOUGH! Absolutely life changing for me and my whānau. I will be forever grateful for this opportunity!"*

*"We're eager to get upskilled in the homeownership process, but find ourselves looking at documents and being talked to by real estate agents. We don't understand them and don't trust them, we trust this programme."*

## WHĀNAU & EMERGENCY RESPONSE

**\$1.1m**

Annual investment FY2022  
(\$0.9m FY2021)

**4.0**

FTE FY2022  
(2.0 FY2021)

### COVID-19

Emergency response planning and delivery to whānau in need was the priority for Whānau and Emergency Response as COVID-19 continued to impact whānau and communities.

## COVID-19 Emergency Response Plan

The Ngāi Tahu response plan was developed to ensure the ability to deliver practical supports like food and care supplies. Given the first-hand experience of the Whānau and Emergency Response team, they were able to provide advice and support to other groups endeavoring to care for their communities.

During the peak of the pandemic, online hui were held weekly with Papatipu Rūnanga management; interested staff/whānau; and Crown emergency agencies within the Ngāi Tahu takiwā, including: NZ Police, Ministry of Health, the Ngāi Tahu Hauora Advisory

Group, Ministry of Social Development, Christchurch City Council and Canterbury Civil Defence Emergency Management (CDEM). These hui were extremely well attended. Papatipu Rūnanga expressed their appreciation for being regularly informed and updated, and the opportunity to share their experiences of the COVID-19 response efforts.

The team maintains strong relationships with the National Emergency Management Agency (NEMA) and the Regional CDEMs by providing advice on proposed legislative reform and working together to respond to local emergencies.

## Providing support for whānau and communities

**4,174**

food parcels distributed via Papatipu Rūnanga and Ngāi Tahu health and social services providers. Each parcel contained kai for whānau for four days, cleaning products and where required, nappies, formula, and period products.

**Over 4,000**

households supported by Pātaka Kai hubs supported working with 47 referring organisations.



Above: COVID-19 care pack production line from left: Manuhaea Mamaru O'Regan, Katarina Cox-Winiata, Andrea Williams and Āwhina McGlinchey.

## 4,912

**COVID-19 care packs assembled**, of which 4000 were distributed to Papatipu Rūnanga, Ngāi Tahu and Māori health providers and to Ngāi Tahu whānau directly.

## 12

**Ngāi Tahu rangatahi employed to help create and distribute these packs.**

## 14

**diesel generators installed at Papatipu Rūnanga**, while another three have been purchased and are waiting to be installed.

## 700

**mobile devices and mobile phone data and calling packs distributed to whānau** to enable access to the internet for information and connection with whānau.

## 1,676

**COVID grants approved and administered by the Ngāi Tahu Grants team FY2022.**

**COVID-19 Resilience**

## \$2 million

**of funding was received from the Office for Māori Crown Relations – Te Arawhiti to support the COVID-19 response.**

As the pandemic case numbers grew, the Office of Te Rūnanga o Ngāi Tahu COVID-19 Resilience Group was established, and they in turn established a Hauora Advisory rōpū in November 2021 made up of three experts in Māori and clinical health: Dr Maia Melbourne, Dr Sue Crengle and Dr Emma Wyeth. This rōpū provided practical expert and clinical advice and support on COVID-19 and pandemic planning and whānau hauora.

A project team was also created to manage the delivery of the Te Rūnanga COVID-19 Resilience Plan.



**ORANGA GRANTS**

## \$3.0m

**Annual investment FY2022**  
(\$0.6m FY2021)

## 0

**FTE FY2022**  
(3.0 FY2021)

**Kaumātua Grants**

## 6,907

**Number of Kaumātua Grants paid**  
(6,761 FY2021)

**Pūtea Manaaki**

## 250

**Support provided to Ngāi Tahu whānui in financial hardship**  
(248 FY2021)

## 28

**Support provided to Ngāi Tahu whānui after an emergency (not COVID-19-related)**  
(227 FY2021)

## 2,607

**Support provided to Ngāi Tahu whānui after an emergency (COVID-19-related)**  
(335 FY2021)

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*Left: Eighty-one year old Elaine Shieffelbien learning to use her new iPhone.*

*Right: Sisters Kylie Hingston, Marcy Leriche, and Tamara Saunders (Kāti Huirapa, Kāti Te Ruahikihiki, Kāti Hāteatea) from Ōtautahi.*



## WHAI RAWA

**\$8.6m**

Annual investment FY2022  
(\$6.2m FY2021)

**7.0**

FTE FY2022  
(6.6 FY2021)

### Scheme Statistics to 30 June 2022

**1,451**

New members

**\$9.5m**

Member contributions

**\$115.4m**

Net assets

**\$26.8m**

Total withdrawals since  
the scheme's inception

**\$4.3m**

Ngāi Tahu contributions paid for the  
2022 calendar year (excluding taxes)

(\$3.2m in 2021 calendar year)

|                 | 2021 calendar year | 2020 calendar year |
|-----------------|--------------------|--------------------|
| Tamariki savers | 66%                | 67%                |
| Adult savers    | 47%                | 54%                |

## Contributions

Whai Rawa recently published their Annual Report for FY2022 and it was acknowledged that \$50 million has been contributed to Whai Rawa accounts from Te Rūnanga o Ngāi Tahu since the beginning of the scheme 16 years ago. Te Rūnanga o Ngāi Tahu contributed over \$4 million alone into Whai Rawa accounts for 2021 Matched Savings, Newborn Distributions, Class Distributions and associated taxes.

Whai Rawa was established as a distribution vehicle to whānau for Ngāi Tahu contributions and this pūtea has helped transform Whai Rawa and its whānau members into the success story it is today. Whai Rawa members have been able to enjoy education, homes, and easier retirements through hard mahi, amazing savings efforts and long-term thinking.

## Withdrawals

A total of \$25 million has been withdrawn from Whai Rawa since establishment for the three key withdrawal criteria. The milestones Whai Rawa have achieved are a testament to the positive impact on its members' lives.

## Newborn Members

**426**

newborn members were enrolled in  
the 2021 calendar year and eligible  
for distributions in March 2022.

Congratulations to the newest and littlest  
members of Whai Rawa; you're off to  
a great start!

## He Matapaki Māreikura

As part of its mahi with Te Ara Ahunga Ora Retirement Commission and the National Strategy for Financial Capability, Whai Rawa launched He Matapaki Māreikura, a place for wāhine members to engage and inspire kōrero about financial capability for them and their whānau.



Improving and increasing understanding of financial capability and literacy is a key objective in the Whai Rawa journey to create better futures for whānau. Financial capability is about having the ability to make informed judgements and make effective decisions regarding the use and management of money. It is seen as a spectrum covering financial knowledge and the understanding, confidence, and motivation to make financial judgements and decisions, all of which are so important for our whānau.

He Matapaki Māreikura now offers a website, email communications, regular articles and even webinars such as the one offered in conjunction with the team at Sorted for Sorted Money Week this year.

## Award Winners – Improving Consumer Outcomes

Whai Rawa was recently announced as the winner of the Financial Services Council Award for Improving Consumer Outcomes for 2022! It is an amazing result being recognised for Ngā Kaitiaki Moni, the tamariki club which aims to make a positive change for Ngāi Tahu whānau by enhancing financial literacy from a young age.

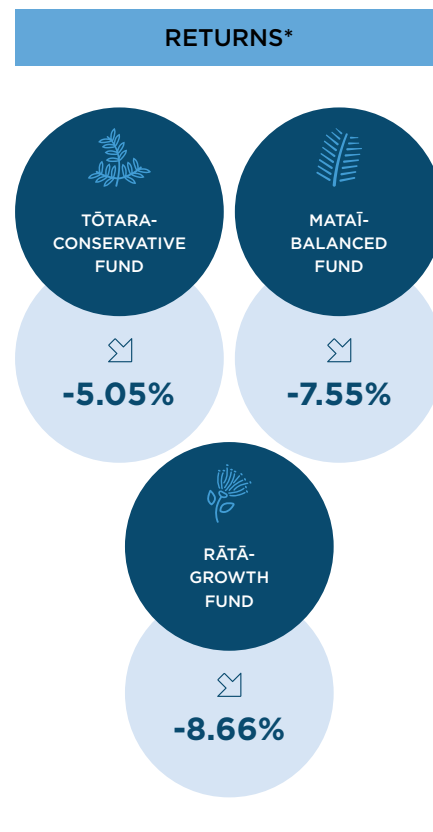
This is such an important kaupapa as it not only positively impacts whānau but spreads the word across future generations 'Mō tātou, ā, mō kā uri ā muri ake nei – for us and our children after us.' Over 1,500 tamariki are now signed up to the club and the impact on their whānau and their futures is exciting.

## Te Tapeke Pēhea me kā Hua Performance and Results

High inflation has led central banks to aggressively raise interest rates in 2022 in an attempt to restore price stability, forcing a downward revaluation of both equity and fixed interest assets. Mercer, our Investment Manager's approach of diversification is a way to spread risk in investing. While the last two financial years have seen a market decline, a fast, strong rebound, and now another investment market fall, we remain well placed to tackle this challenging global market.

Mercer has committed to a target of net-zero absolute carbon emissions by 2050 for its investment funds (including those which the Whai Rawa Funds invest into), with an interim goal of reducing portfolio carbon emissions by 45 percent from 2020 baseline levels by 2030.

Mercer also has a range of wider 'socially responsible' exclusions, which mean that the Funds are restricted from owning Tobacco and Controversial Weapons companies, as well as companies which generate more than 10 percent of their income from gambling activities, alcohol, adult entertainment. For more information on Socially Responsible exclusions applying to the Whai Rawa Funds, please refer to [www.whairawa.com/sr](http://www.whairawa.com/sr).



\* Returns are for the year 1 July 2021 - 30 June 2022. Returns are net returns after fees and expenses and tax applied at the highest 28% PIR rate. Your own returns may be different for several reasons including if you have a different PIR rate or have made contributions or withdrawals. You can find information on your investment returns on your member statement.

Whai Rawa Fund Limited is the issuer of the Whai Rawa Unit Trust. A copy of the Product Disclosure Statement is available at [www.whairawa.com/pds](http://www.whairawa.com/pds). All content is subject to WRFL's financial advice – disclosure statement available here [www.whairawa.com/financial-advice](http://www.whairawa.com/financial-advice).

# Mātauranga > knowledge

**\$3.0m**

invested in  
Mātauranga  
in FY2022  
(\$3.8m FY2021)

**25.0**

FTE FY2022  
(21.4 FY2021)

**54%**

Ngāi Tahu Employees  
FY2022  
(46% FY2021)



Rangatahi wānanga at Koukourarata 2022. Photo: Richie Mills

**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 TAKATA (IWI CAPABILITY)

**\$0.7m**

Annual investment FY2022  
(\$0.7m FY2021)

**4.0**

FTE FY2022  
(3.7 FY2021)

## Te Pou Here

**768**

Total Te Pou Here Kaupapa (businesses)  
registered in FY2022  
(735 in FY2021)

**1,349**

Total Te Pou Here Tākata (professionals)  
registered in FY2022  
(1,312 in FY2021)

**601**

Te Aka Haumi o Tahu website business  
directory – number of registered Ngāi Tahu  
businesses in FY2022  
(574 in FY2021)

**856**

Total Te Pou Here Pūreirei (entry-level)  
registered in FY2022  
(673 in FY2021)

• **46%**

of new registrations have chosen to connect with a mentor for support. Of these:

– **56%**

seeking career pathway advice

– **25%**

interview skills support

– **79%**

of those who completed action plans confirmed in their follow-up interview that they are using the skills and marketing tools developed with their mentor.

## Moving forward with confidence

Pūreirei provides personalised advice and support for whānau who are beginning their career journey, re-entering the workforce or applying for scholarships. Vanessa Mannix is one of the many whānau who have engaged with, and benefited from, the service.

Connecting with a Pūreirei mentor provided Vanessa with support, scholarship opportunities, a stronger connection with her iwi and a new understanding of where her career could go. In Year 13 she was nearing the end of her secondary schooling and unsure of what she wanted to do. She attended a Takatū information evening and was blown away by the experience. There she connected with her Pūreirei mentor to access tools and advice for confidently taking next steps on her career path.

Above: Vanessa Manix.



Vanessa says she felt supported having someone by her side while she discovered the world of university. She met regularly with her mentor, sharing kai, some laughs and cultivating ideas that would make her scholarship applications stand out. Vanessa was awarded multiple scholarships, including a Ka Pūtea Scholarship through Ngāi Tahu Grants. Vanessa says the experience sparked a passion to learn more about her Ngāi Tahutanga. She incorporated Māori papers into her degree, learned her pepeha and continues a journey connecting with her taha Māori and whakapapa. She will graduate with a Bachelor of Environmental Policy and Planning (Honours) degree at the end of this year. “I will be launched out into the world as an Environmental Planner looking to make a difference in Aotearoa by leaving my footprint as Māori and as Ngāi Tahu for the future of my children and theirs to come.”

## Building business relationships to create Ngāi Tahu opportunities

Accessing or securing Ngāi Tahu specific employment and training opportunities with new and existing business partners, is a new approach for Tokona Te Takata. Some business partners have also offered scholarships. The biggest challenge, however, is attracting candidates to the roles. Like many other initiatives, COVID-19 has had a significant impact on the way we engage with rangatahi. Next year looks promising with the reintroduction of events such as university visits, wānanga and Hui-ā-Iwi.

19

Ngāi Tahu specific opportunities were secured and offered to whānau in FY2022

68%

of these were within future-focused STEM related industries

*"The work experience I have obtained through Ngāi Tahu has formed the basis of my legal career and set me up for success both in the present and moving forward into the future. It was through the opportunities that Ngāi Tahu offered that I have ended up in the position to follow my*

*aspirations through. I owe my success to you and Ngāi Tahu's endless support."*

Sam Kenneally – Otago University Bachelor of Commerce (Information Science major) and Bachelor of Laws.



## Matakahi Scholarships

1

Beca scholarships awarded in FY2022

(1 in FY2021)

0

Graduate roles secured in FY2022

(9 in FY2021)

0

Summer internships in FY2022

(8 in FY2021)

Matakahi scholarships are designed to prepare graduates for the working world and build Ngāi Tahu commercial talent for the future. Unfortunately due to COVID-19 the programme has been on hold for the past year.

## Beca Scholarships

The Beca scholarship not only provides financial support but also comes with an internship and the potential for a graduate role. Alongside this is the opportunity to engage and build relationships within Te Rūnanga o Ngāi Tahu and the wider iwi. Joe Bradley (Ngāi Tahu - Puketeraki, Koukourarata) was the successful 2022 recipient.

*"I had the opportunity to have a mentor to learn from. A chance to gain a broader perspective and make the transition into study/work a lot easier."*



## Rangatahi Tech Bootcamp

During the July 2021 school holidays, 13 Ngāi Tahu rangatahi (aged 16-17) attended a bootcamp in Wellington as part of a new initiative with Robinson Research Institute (RRI). Hosted by RRI in conjunction with Callaghan Innovation, the bootcamp was an intensive STEAM experience for rangatahi with a passion for physics, science, engineering, and technology. Over their time, the rōpū had the opportunity to engage with world-leading scientists and engineers, met with PhD students from RRI, Callaghan Innovation and the Ferrier Research Institute and got to participate in a variety of lab experiments. RRI and Callaghan Innovation have a number of scholarships and internships available for undergraduate and post-graduate students. Te Rūnanga continues to work with them to develop career planning and advice to enhance pathways for rangatahi into tertiary study, internships, scholarships and careers.

Below: Rangatahi Tech Bootcamp, Wellington 2021.



## External Governance

**20**  
External governance  
appointments FY2022  
(26 in FY2021)

**81%**  
Appointees feel supported by the  
pastoral care they receive from  
Te Rūnanga o Ngāi Tahu  
(73% in FY2021)

*"I'm always supported when I ask for help  
and I am grateful to be able to pick up the phone."*

The annual webinar held in October 2021, was attended by 20 percent of external representatives. This one-day wānanga provides cultural development opportunities with a focus on tino rangatiratanga. Due to competing priorities for potential candidates, the uptake of external governance positions has, in some cases, been challenging. COVID-19 mandates also precluded participation in some training and development for others.

## TOKONA TE WĀNANGA

**\$2.1m**  
Annual investment FY2022  
(\$2.7m FY2021)

**2.0**  
FTE FY2022  
(1.0 FY2021)

## Ngāi Tahu Grants

The Ngāi Tahu Grants team has completed a streamlining process across all grants and funding. As a result, a fit-for-purpose portal and interface will be built to improve whānau experience when applying for any grant or scholarship. The hope is that this new improved system, due for completion mid-2023, will make the team more efficient.

## Pēpi packs

**843**  
Pēpi Packs distributed FY2022  
(751 in FY2021)

## Learner Support Fund

**644**  
Learner support fund grants  
approved FY2022  
(529 in FY2021)

**74**  
Tamariki undertook a special  
assessment (e.g. to diagnose  
a learning difficulty) FY2022  
(57 in FY2021)

## Learner support feedback

Feedback was sought from 403 whānau who engaged in tuition for Terms 3 and 4, 2021. Here is a snapshot of the feedback from the 170 whānau who responded:

- **99.4%** felt their child benefitted from the tuition received
- **97%** would recommend their tuition provider
- **85%** believe their tamariki require further support and are likely to apply again in FY2023
- **51%** of all tuition provided was for tamariki in Years 5-8 (primary).

## Education Grants & Scholarships

### 26

**Yamada O'Regan scholarships for secondary school students FY2022**  
(21 in FY2021)

This was the largest number of applications ever received for the Yamada O'Regan

Scholarship fund. This fund was established in 2001 to support rangatahi considered to be at risk and provide them and their whānau with financial support to complete their school year and/or successfully attain a secondary school qualification. Approximately 240 applications have been approved since its inception.

### 732

**Ka Pūtea Grants for tertiary-level FY2022**  
(601 in FY2021)

### 188

**Ka Pūtea Proof of Engagement Grants for tertiary-level FY2022**  
(118 in FY2021)

### 87

**Ka Pūtea Scholarships for tertiary-level study FY2022**  
(76 in FY2021)

## Kaitoko Mātauranga

The Kaitoko Mātauranga programme continued to operate despite the impacts of COVID-19 and the closure of schools. During 2022, eight Papatipu Rūnanga offered Kaitoko Mātauranga services, which included hosting schools at marae, working with teachers and schools to develop their cultural competency, and supporting whānau and ākonga Ngāi Tahu to enhance their success in the school system.

## Aotearoa New Zealand Histories Curriculum

Work commenced on building Ngāi Tahu specific histories curriculum content and teaching resources, with the material being made available on the Ngāi Tahu website.

Funding was sourced from the Ministry of Education for the roll out of two *He Ruru Mātauranga* pilots. These pilots are new, regionalised approaches using localised histories curriculum as a vehicle to improve outcomes for Ngāi Tahu and other Māori students.

## TOKONA TE RAKI

### \$0.2m

**Annual investment FY2022**  
(\$0.4m FY2021)

### 19.0

**FTE FY2022**  
(16.8 FY2021)

Tokona te Raki is a Ngāi Tahu-led social innovation lab using leading edge strategies, tools, and techniques to achieve equity in education, employment, and income for all Māori within the Ngāi Tahu takiwā, and beyond.

The approach is to take tupuna wisdom, unweaving broken systems and imagining new horizons, driving systemic change, and empowering rangatahi to enable long-term transformation. The vision is a world where all Māori are inspired by their futures, confident in their culture, prosperous in their careers and succeeding as Māori.

### Leading change for equity

The Ending Streaming in Aotearoa initiative, reported on in the last annual report, continues to build momentum. Over the past year, the design team led by Tokona te Raki, and including membership from all of the key

education leaders and agencies, has developed the action plan to end streaming in schools on behalf of the Ministry of Education. A launch will be held in parliament in February 2023. The next step will then be the development of an implementation plan to support the desired outcome. The answer is not a one-size-fits all solution, nor will it happen overnight; however, this mahi is a significant step towards a system that provides the best possible outcomes for all students.

### Samuel Wixon – Rangatahi Changemaker

*For me, the value of Te Pōkai Ao was showing me that being Ngāi Tahu, and being Māori, is my superpower. My experience with Te Pokai Ao was transformational, being in a different country and seeing all the opportunities that were available in STEAM, and how our world view as Ngāi Tahu make us awesome innovators, creators, and change-makers.*



*This value particularly stood out when the following year my school ran a Māori mentoring programme, and we were all assumed to be low achievers, and in turn, were having our aspirations diminished and set lower. For me, that experience, of being valued, and uplifted by my iwi, when my school was diminishing me just for being Māori is a massive driver for why I do the systems change mahi I do at Tokona te Raki. To change our systems so they show other rangatahi that being Māori is their superpower, not their kryptonite.*

### Growing Next Gen Leadership

Launched in May 2021, the Rangatahi Academy is an innovation space for growing next generation Ngāi Tahu leadership. The inaugural cohort of 10 rangatahi, all from diverse backgrounds but with a shared passion, have spent the past year learning a range of leadership, facilitation and research skills on real-life projects to equip them with a kete of knowledge for their futures as leaders of change. A partnership with the University of Canterbury, the Rangatahi Academy is a three-year internship in future-making. During the year three of the cohort moved into roles in external organisations and an additional three joined the Tokona team.



Above: Rangatahi Academy hosting manuhiri from Waikato-Tainui.



## Te Ao Tūroa > natural environment

**\$4.9m**

invested in  
Te Ao Tūroa  
in FY2022  
(\$4.8m FY2021)

**13.4**

FTE FY2022  
(12.3 FY2021)

**36%**

Ngāi Tahu Employees  
FY2022  
(46% FY2021)

Te Waihora / Lake Ellesmere. Photo: Samson Karst

**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).

## MANA (PLANNING AND CONSERVATION)

**\$1.7m**

Annual investment FY2022  
(\$1.8m FY2021)

**2.6**

FTE FY2022  
(3.8 FY2021)

**10**

Number of taonga species governance groups that have Ngāi Tahu whānau representation in FY2022  
(26 in FY2021)

**0**

National parks under review where the Department of Conservation is giving effect to Treaty principles under section 4 of the Conservation Act in FY2022  
(6 in FY2021)

## Otago Regional Planning

Over the past year, Te Ao Tūroa has been supporting Kāi Tahu ki Ōtākou, and Kāi Tahu ki Murihiku, on the Plan Change – 7 Otago Regional Water Plan. The decision released late 2021 was a positive outcome and has not only built on gains for Ngāi Tahu in the interim decisions from the Southland Land and Water court hearings, but has also significantly reduced the need for ngā rūnanga to repeatedly argue in resource consent hearings for the need to restore the mauri of the awa in Otago. This means ngā rūnanga can focus their attention on development of the new planning framework to ensure this will take management of wai māori forward in a way that properly recognises Kāi Tahu interests and values.

Support is also being provided for Kāi Tahu ki Ōtākou and Aukaha Ltd in high court proceedings regarding a decision on whether the entire proposed Otago Regional Policy Statement (RPS) may be heard by the Freshwater Commission under the Resource Management Act (RMA). The integrated management of wai, whenua and wai tai is important to Kāi Tahu ki Ōtākou and therefore the proposed Otago RPS ought to be heard as one integrated document. The decision will have implications for all regional planning processes across the takiwā.

## Co-design of Statutory Planning Processes – Environment Canterbury

Several regional policy statements and coastal plans are due for review in the takiwā, along with further freshwater planning to meet the requirements of the NPS Freshwater 2020. Environment Canterbury has asked for

## Waiholā Wastewater and Disposal System

Clutha District Council sought resource consent to continue to discharge treated wastewater from the Waiholā Sewage Treatment Plant into the lower Taieri. Kā rūnaka opposed the application but were prepared to accept a short-duration consent on condition that the Clutha District Council develops and implements a plan to find an alternative treatment and disposal option.

As requested by Aukaha, Te Rūnanga o Ngāi Tahu provided legal and planning support to prepare evidence and attend the hearing. The Commissioner's decision essentially supported the case and concluded that "The discharge of treated wastewater from the WWTP to the outflow channel results in significant adverse effects on cultural values and associations of Ngāi Tahu..." The Commissioner reluctantly granted consent in recognition of the need to provide Waiholā with wastewater treatment over the short-term. Consent has been granted for a six-year term, on condition that the Clutha District Council, in collaboration with Te Rūnanga o Ōtākou, is required to develop a plan for the removal of the discharge from the Waiholā outflow channel by the expiry of this consent.

planning process would look like. Co-design is an opportunity to challenge traditional local government approaches to both project governance and technical development of statutory plans in favour of a Treaty partnership approach that ensures the desired outcomes of the iwi. If successful, this will act as a catalyst for change in other rohe.



## Protecting Ngāi Tahu rights, interests and values

Ensuring Ngāi Tahu values are protected in planning and resource consent processes is a key aspect of the mahi of Te Ao Tūroa. The following are some of the kaupapa supported over the past year:

- Utilising Māori Purpose Zones within their takiwā under their district plans.
- Working with the Regional Environmental Entities (REES) and Te Whakaariki to provide feedback into the RMA reforms, and a number of recent national planning provisions released by the Ministry for the Environment. Both of these will have implications across the takiwā.
- A resource consent hearing that resulted in a short-term duration for an existing discharge of wastewater to water near the Waihora wetlands. The decision requires the Clutha District Council to work towards removing this discharge from water.

## PUNA MAHARA (TRIBAL PROPERTIES, NOHOANGA & HERITAGE PLACES)

**\$1.5m**

Annual investment FY2022  
(\$1.4m FY2021)

**3.8**

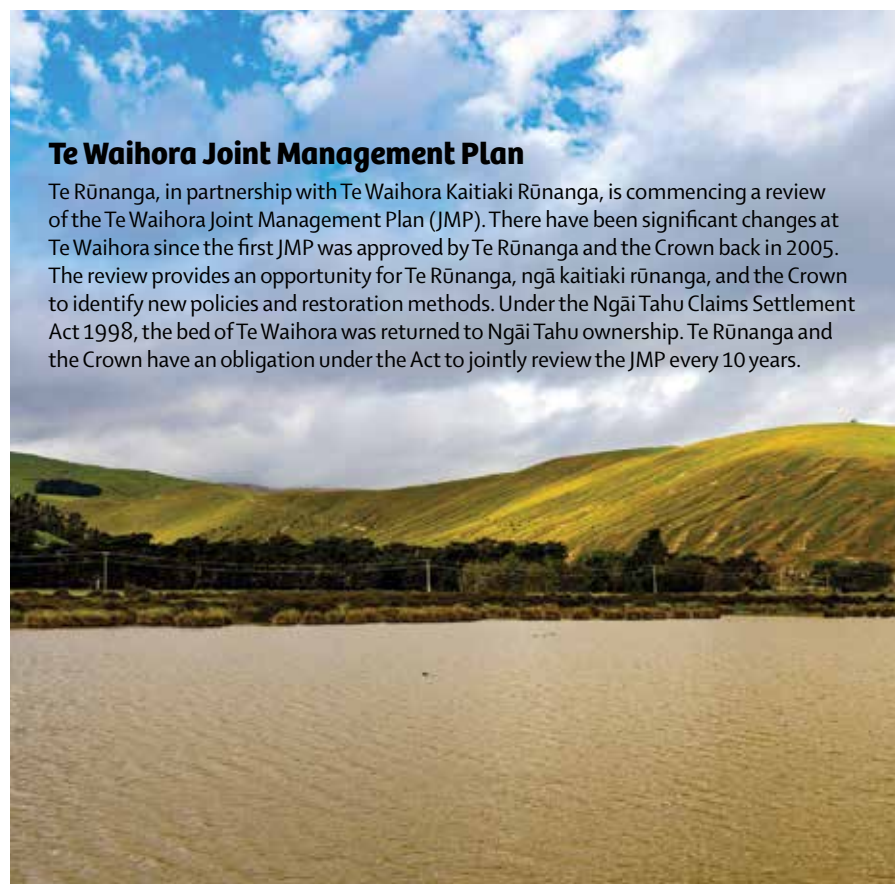
FTE FY2022  
(2.5 FY2021)

**1,404**

Number of Ngāi Tahu whānau nights at nohoanga sites  
(3,326 in FY2021)

**8**

Reinstating Ngāi Tahu placenames  
(13 in FY2021)



### Te Waihora Joint Management Plan

Te Rūnanga, in partnership with Te Waihora Kaitiaki Rūnanga, is commencing a review of the Te Waihora Joint Management Plan (JMP). There have been significant changes at Te Waihora since the first JMP was approved by Te Rūnanga and the Crown back in 2005. The review provides an opportunity for Te Rūnanga, ngā kaitiaki rūnanga, and the Crown to identify new policies and restoration methods. Under the Ngāi Tahu Claims Settlement Act 1998, the bed of Te Waihora was returned to Ngāi Tahu ownership. Te Rūnanga and the Crown have an obligation under the Act to jointly review the JMP every 10 years.

## Restoration of the awa and hāpua at Ōaro

Representatives of Te Rūnanga o Kaikōura, Ōaro M Incorporation, Environment Canterbury and Te Rūnanga o Ngāi Tahu gathered at Ōaro on 12 May to commence restoration work on the awa, hāpua and whenua.

This is a co-funded project underpinned by an agreement between the parties. The overall goal is to increase flood control function, mahinga kai abundance and use,

genetic diversity of native plant species and recreational use of the berm of the Ōaro awa and hāpua. The Ōaro awa, hāpua and surrounding whenua have high cultural and mahinga kai values with the river and its tributaries also within a mātaītai customary fishing reserve. The project aims to restore these values.

One of the highlights of the project is that the mahi will be carried out by Kaikōura

Rūnanga rangatahi working in the DOC Jobs for Nature project. As well as implementing the restoration project, developing the capability of youth is a key focus.

Under the Ngāi Tahu Claims Settlement Act 1998, Ōaro was returned to Ngāi Tahu ownership as a recreation reserve. The Ōaro awa, hāpua and surrounding whenua have immense cultural significance for Ngāti Kuri and also wider Ngāi Tahu whānui.



## Rarotoka water supply upgrade

Ōraka Aparima Rūnanga and Te Rūnanga o Ngāi Tahu agreed to complete the installation of a new water supply at the Rarotoka tribal property, in Foveaux Strait. An assessment has been completed and water supply materials purchased. The upgrade to the water supply will ensure that clean and safe drinking water is available for whānau and manuhiri. Rarotoka was returned as Māori Freehold Land under the Ngāi Tahu Claims Settlement Act 1998. The site has immense significance for Ōraka Aparima Rūnanga and the wider iwi.

## Te Pā Mahika Kai

Te Wai Parera Trust purchased some additional land in an established wetland on the western side of Waituna Lagoon. This is an exciting and strategic purchase consistent with the

longer-term land purchase strategy of Awarua Rūnanga to grow its footprint. A cultural restoration plan has been developed, which includes a series of strategic land purchases with a focus on cultural revitalisation, ecosystem restoration, sustainable livelihoods and collaborative governance. The additional land enhances the pā site, supports greater mahinga kai access, and provides a unique resource for Murihiku and Ngāi Tahu.

A liaison role has been established to manage all the infrastructure and partner-funded activities to occur over the next five years. This appointment will be responsible for managing 36 hectares of ponding and the planning and consent mahi associated with the new Southern Institute of Technology built arts, culture and education centre scheduled to be completed onsite in 2024.

## Nohoanga Closure

Te Rūnanga o Ngāi Tahu made the decision to close all 15 active nohoanga sites to overnight camping on 21 December 2021, until further notice. This decision was made in the interest of protecting our wider whānau and public from a potential COVID-19 outbreak. Many of the nohoanga sites are based in remote communities, often with limited access to health facilities, making it impossible to ensure that those using the sites would be fully vaccinated under the COVID-19 protection framework.

## MAHINGA KAI

**\$0.3m**

Annual investment FY2022  
(\$0.4m FY2021)

**1.0**

FTE FY2022  
(1.0 FY2021)

Left: Waituna Lagoon, Murihiku.

**0\***

New customary fishing protection areas (CPAs) established and under management by Ngāi Tahu whānui in FY2022

(10 in FY2021)

\* nine awaiting Ministerial approval

**1/\$27k**

Mahinga Kai Enhancement Fund applications approved in FY2022  
(18/\$18k in FY2021)

## MAURI

**\$0.8m**

Annual investment FY2022  
(\$0.7m FY2021)

**3.0**

FTE FY2022  
(3.0 FY2021)

## MAHINGA KAI

Hui have been held with Tangata Tiaki and customary practitioners regarding the development of the Mahinga Kai portal section of the Ngāi Tahu website. This will allow more detailed information on mahinga kai opportunities to be provided to Ngāi Tahu whānau in a cost effective and efficient manner. The Ngāi Tahu website currently contains information on Tangata Tiaki (appointees and rohemoaana/management areas) and the legislative provisions for customary fishing.

**1,890**

**Customary fisheries authorisations for whānau fishing trips issued across the takiwā in FY2022**

## CUSTOMARY PROTECTION

The Minister of Oceans and Fisheries approved commercial and recreational pāua closures at Ōnuku in the Akaroa Taiāpure. These taiāpure regulations provide for exclusive customary fishing for Ngāi Tahu whānau. The Minister also approved the Opihi Mātaitai extension application. This is the first approval of a mātaitai reserve extension application in New Zealand.

Nine mātaitai applications are awaiting final Ministerial decisions. These include three in Murihiku, five on Tai Poutini and an extension application for the Whakaraupō mātaitai. An additional five applications are currently in development..

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*Right: Diver training in Hamilton Bay, Otago Harbour.  
Top right: Invasive seaweed, Undaria pinnatifida.*

## UPSKILLING WHĀNAU FOR MAHINGA KAI MANAGEMENT

Ngāi Tahu divers from Ōnuku, Rāpaki, Moeraki, Puketeraki, Ōtākou, Awarua and Rakiura are currently training to operate under the Undaria Control Programme funded by Land and Information New Zealand (LINZ) using Jobs for Nature funding. While COVID-19 restrictions have caused significant delays, 17 divers have attained the PADI Open Water Diver Certificate, eight divers have completed the PADI Advanced Open Water Diver Certificate and another four are in training. Five divers have completed the Rescue Diver Certificate and four are currently in training.



# Te Whakaariki > strategy and influence

**\$3.1m**

invested in  
Te Whakaariki  
in FY2022  
(\$2.8m FY2021)

**14.7**

FTE FY2022  
(6.3 FY2021)

**36%**

Ngāi Tahu Employees  
FY2022  
(50% FY2021)

*Seal pups relax in the sun on the Kaikōura coastline.*

### 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

## TREATY PARTNERSHIP FRAMEWORK

In July 2021, the Kaiwhakahaere and the former Minister for Conservation agreed in-principle that a Treaty Partnership Framework should be developed to ensure any conservation activities undertaken in the Ngāi Tahu takiwā would do so in genuine Treaty partnership. From July to December 2021, the Office worked closely with the Department of Conservation (DOC) to develop a draft Treaty Partnership Framework. A new Director-General for DOC was appointed in early 2022; however, the Treaty Partnership Framework was paused as DOC did not believe it had the right capability or capacity to implement it at that time. With a new executive leadership team in place to lead the mahi for DOC, the Office continues to engage on the Framework with the aim of agreeing a draft (subject to internal approvals) by the end of 2022.

## CONSERVATION ESTATE

Strategy and Influence continues to support Papatipu Rūnanga, and NTHC (where opportunities enable benefit for

Ngāi Tahu whānau), to secure rights and interests within the conservation estate. The team has continually asserted the need for a consistent, section 4 compliant concessions-management regime that allows for preferential consideration for Ngāi Tahu (where required). Examples of this include:

- Ongoing engagement with DOC on the development of a section 4 compliant concessions management regime to be applied across the takiwā.
- Preferential consideration for several premium beehive concessions targeting taonga species that are expiring in 2022 and 2023; and pursuing new sites not currently subject to a concession.
- Asserting the need for an open and transparent process for Piopiotahi (Milford Sound) concessions that are section 4 compliant.

## NGĀI TAHU SETTLEMENT, ADVANCEMENT AND PROTECTION

The Strategy and Influence team continues its broad programme of work to ensure the Ngāi Tahu Settlement is upheld and protected. This includes holding the Crown to account for unfulfilled aspects of Settlement and supporting Ngāi Tahu whānau and Papatipu Rūnanga to realise their aspirations through various kaupapa in the takiwā. The team takes a multi-pronged approach in search of opportunities to influence, such as prioritising the improvement and deepening of Crown relations, through political engagement, tiered Crown agency relationship development and advocating the tribal position on several reforms including the Pae Ora (Healthy Futures) Bill; Defining Energy Hardship; Our Future Resource Management System, Canterbury Regional Council Representation Bill; and the Agricultural Emissions policy.

## Relativity Mechanism

The Relativity Mechanism is contained in the Ngāi Tahu Deed of Settlement. The Relativity Mechanism was first triggered in 2012 (once historic Treaty Settlements exceeded the Government's \$1 billion fiscal envelope) and again in 2017. Te Rūnanga can trigger the Relativity Mechanism every five years. In April 2022, Te Rūnanga considered and agreed it was appropriate that the Relativity Mechanism be triggered as soon as it can do so (likely late October 2022). This means the Crown would make a payment to Te Rūnanga for Treaty settlements that occurred in the period 1 July 2017 to 30 June 2022.

Te Rūnanga is now very familiar with the Relativity Mechanism, and arbitration, which primarily requires technicians and lawyers to work through a mostly formulaic process in a time-mandated manner. The High Court proceedings have created additional work, and some litigation risk, but otherwise the overall framework is becoming increasingly established and clear. It is important to continue to document the progress of relativity to ensure streamlining of approaches, and capturing of all key dates, for kaimahi in the future.

## Taonga Assets

Te Rūnanga engaged with the NTHC Board to discuss the management of its Taonga Assets. Te Apārangi was appointed as the Taonga Assets Advisory Committee tasked with a scoping exercise to ascertain the best management system for Taonga Assets. Te Apārangi has worked through four case studies to inform its advice around potential policy options.



## STRATEGIC RELATIONSHIPS

Identification, management, and advancement of strategic external relationships continues to be a key focus of the team. These incorporate relationships across the country and takiwā, ranging from other iwi to political and government entities, local government, private sector and local communities. The team responds to the organisational priorities to influence others, while at the same time moving to a more proactive approach in leading our own priorities rather than reacting to others. A key success was influencing the Public Service Commission Long Term Insights Briefing, which focused on improving public sector engagement.

## STEWARDSHIP LAND

Stewardship land is public conservation land, including that allocated to DOC when it was first formed. DOC is currently reclassifying stewardship land throughout Te Waipounamu, a large proportion of which sits within the Ngāi Tahu takiwā. Ngāi Tahu took legal action against DOC to ensure mana whenua were directly involved in the decision-making process. The litigation was settled with the establishment of a Ngāi Tahu Mana Whenua panel for the reclassification of stewardship land in the Western and Northern South Island regions. The Mana Whenua panel has worked alongside Government appointed national panels to assess and make reclassification recommendations to recognise sites of significance to Ngāi Tahu, and ensure Ngāi Tahu values and interests are at the forefront of the classification alongside conservation values. The reclassification process has further highlighted the need for a protected area classification that better enables Ngāi Tahu to connect with significant whenua. Work continues with DOC to develop a classification that will appropriately recognise

Ngāi Tahu values and interests. DOC intends to commence stewardship land reclassification in the Southern and Eastern parts of the takiwā in 2023 and has requested the support of Ngāi Tahu for this work.

## CLIMATE CHANGE LEADERSHIP

Demonstrating leadership amidst the increasing challenges of climate change is an ongoing priority. Alongside completion of Te Kounga Paparangi (formerly the Climate Change Strategy Implementation Plan), which sets out the 88 actions Te Rūnanga has committed to, the Strategy and Influence team has been actively involved in leading the following: consultation on He Waka Eke Noa agricultural emissions, alongside NTHC and Ngāi Tahu Farming; engagement with local and regional councils on their respective climate change action plans; attendance at the Climate Change Iwi Chairs Pou Take Ahuarangi hui, focusing on Ministry for the Environment's Draft National Adaptation Plan; providing a response to the Ministry for the Environment's Draft National Adaptation Plan; and evaluation

of Budget 2022 and its commitment to funding Māori climate action.

Planning is underway for a Climate Change Symposium to be held early in 2023.

## AQUACULTURE

A draft aquaculture strategy, with internal wānanga was undertaken in June. Due to competing priorities, this kaupapa has not advanced at the anticipated rate and has been carried over to the new financial year. This will include a further round of engagement with Papatipu Rūnanga on the draft strategy before it is finalised for Te Rūnanga approval.

## Murihiku Regional Aquaculture Agreement

In October 2021, six years after the Crown made its offer to Te Rūnanga o Ngāi Tahu to settle its new space obligations under the Māori Commercial Aquaculture Claims Settlement Act 2004, the Southland Regional Aquaculture Agreement was signed. This secured 16.6 hectares of space suitable for mussel and salmon farming in Murihiku.

## Sharing the stories: Te Kerēme and Settlement Series

The first six in a series of 10 workshops capturing the history and stories of those involved with the Ngāi Tahu Claim Settlement in 1998 took place over the past year. The full series is available on the Ngāi Tahu website for whānau to watch.

*Right: Ngāi Tahu and the Fisheries Settlement Te Kerēme workshop panellist's Craig Ellison, David Higgins and Tā Tipene O'Regan with Natasha Schuurmans-Komene, Charmaine Bell and Rakihia Tau.*



## Papatipu Rūnanga > local development

**\$18.6m**

invested in Papatipu  
Rūnanga in FY2022  
(\$14.9m FY2021)

**5.0**

FTE FY2022  
(4.8 FY2021)

**40%**

Ngāi Tahu Employees  
FY2022  
(40% FY2021)



**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

## Kātiki Point Historic Reserve

The Kātiki Point Historic Reserve underwent a significant upgrade of the palisade and walking track recently. The mahi was carried out by the Kātiki Management Group, which is comprised of Te Rūnanga o Moeraki, Te Rūnanga o Ngāi Tahu and DOC representatives. Whānau celebrated the successful completion of this project with a blessing ceremony.

Under the Ngāi Tahu Claims Settlement Act 1998, Kātiki was returned to Ngāi Tahu ownership as a historic reserve. The peninsula at Kātiki Point is home to the pā, Te Raka-a-Hineātea. This is a site of immense cultural significance to Te Rūnanga o Moeraki and the wider Ngāi Tahu iwi.

*Left: Moeraki whānau gather for Kātiki Point Historic Reserve blessing. Photo: Richie Mills*

*Right: Solar panels at Takahanga Marae.*

## Ideation Online

An online platform supporting whānau in ideation is in development to provide whānau with the tools to better formulate and qualify their pakihi ideas.

Ngāi Tahu Whānau Business Owners Group is a closed community Facebook page available for whānau to share their learnings, and to engage with other Ngāi Tahu pakihi on the same journey. This is a safe space for connections to be formed and ideas to be shared.

## Marae Development Fund

# 2

applications approved:

- **Te Rūnanga o Makaawhio – Stage Two** – extensive maintenance
- **Waihōpai Rūnanga – Stage One** – new wharekai and office buildings



## PAPATIPU RŪNANGA

# \$11.4m

Annual investment FY2022  
(\$10.4m FY2021)

# \$581,703

Te Pūtea Whakamahi  
per rūnanga in FY2022  
(\$524,362 in FY2021)

# \$10,544,574

Total since Settlement  
per rūnanga in FY2022  
(\$9,962,871 in FY2021)

# \$949,017

Rūnanga support services  
for all 18 rūnanga in FY2022  
(\$968,172 in FY2021)

## Pūtea Aumakea Fund

Te Rūnanga o Kaikōura installed 68 solar panels at Takahanga Marae in a bid to reduce power costs for all those using the marae.

## REGIONAL INVESTMENT FUND

**10/10** Average Net Promoter Score  
across all funded ventures

### Six ventures funded

– all of whom achieved blended returns beyond a purely commercial/economic return:

- Te Ara Pounamu – Makaawhio and Ngāti Waewae
- Hopkins Road – Arowhenua
- Eureka Street Development – Ngāi Tūāhuriri
- Akaroa Salmon LTD – Ōnuku
- Te Kāika – Ōtākou
- Lyttelton West Development – Rāpaki

Three of the six Papatipu Rūnanga investments would not have been possible without the RIF, which provided an enabling source of capital to unlock the investments and conducted comprehensive due diligence to support the transactions. RIF – with support from the NTHC Investment Team – originated the Akaroa Salmon deal for Ōnuku. RIF then provided 50 percent of the acquisition capital required after conducting comprehensive due diligence on business opportunity.

**\$6.3m**

Annual investment FY2022  
(\$3.3m FY2021)

**3.0**

FTE FY2022  
(2.0 FY2021)

**\$1.7m**

Annual Operational Investment  
in FY2022  
(\$0.3m in FY2021)

**\$8.5m**

Annual Capital Investment  
(accumulative) to FY2022  
(\$3.0m to FY2021)

### Te Ara Pounamu

The development of Te Ara Pounamu, a world-class tourism experience centre powered by Ngāi Tahu and WETA, is currently underway in Hokitika. Once completed, this joint project between Te Rūnanga o Ngāti Waewae and Makaawhio Rūnanga, will provide employment for 10 Ngāi Tahu whānau. The approximately \$20 million centre provides wonderful opportunities to tell Poutini Ngāi Tahu stories authentically and revitalise Ngāi Tahu in the region. Te Ara Pounamu is due to open in November 2023.



**5**  
**Papatipu Rūnanga projects  
invested in FY2022**  
(3 in FY2021)

**\$5.9m**  
**Committed capital funding  
in FY2022**  
(\$2.3m in FY2021)

**2,500+**  
**Capability support hours  
provided in FY2022**  
(480 in FY2021)

**7**  
**Co-investment partners  
identified in FY2022**  
(3 in FY2021)

**4**  
**Central government funding  
lines of support attracted  
in FY2022**  
(2 in FY2021)

**7**  
**Consultants appointed to support  
Papatipu Rūnanga in FY2022**  
(5 in FY2021)



### **Akaroa Salmon NZ**

The Ōnuku investment in Akaroa Salmon NZ Limited supports both an economic return and a blended return with respect to environmental sustainability. The acquisition enabled Ōnuku (as the kaitiaki of Akaroa Harbour) to gain control over associated ecological restoration activities for the benefit of the generations to come.

Papatipu Rūnanga that engaged with the RIF have collectively increased their net equity positions by 23 percent.

## TOKONA TE AO (WHĀNAU ENTERPRISE)

**\$0.9m**

Annual investment FY2022  
(\$1.1m FY2021)

**2.0**

FTE FY2022  
(2.8 FY2021)

**39**

Growth grants in FY2022  
(13 in FY2021)

**53**

Kickstarter grants in FY2022  
(43 in FY2021)

**40**

Grants recipients connected  
with Ngāi Tahu business mentors  
in FY2022  
(31 in FY2021)

**71**

Businesses began trading in FY2022  
(41 in FY2021)

**51**

Grant recipients connected  
with a business mentor in FY2022  
(90 in FY2021)



### Sacred Healing

Megan Karena, founder of naturopathy and holistic healing practice Sacred Healing, says that without the support of Puna Pakihi, she may not have been able to start her business. Through Puna Pakihi, she received a kickstarter grant and was connected with mentor, Kala Flack (Ngāi Tahu). This resulted in Megan successfully launching her business, which she operates from her home in the beautiful Pegasus Bay in North Canterbury.

The grant enabled her to set up her clinic and to pay for the development of her website.

Above: Kickstarter grant recipient Megan Karena in her healing clinic.



Megan says her mentoring sessions with Kala helped her think outside the box. "It was quite challenging before, when I didn't have a website and wasn't running Google Ads. Now that I have these set up, thanks to Kala's suggestion, I have filled the calendar with appointments."

## Te Kura Taka Pini > freshwater

**\$3.2m**

invested in Te Kura  
Taka Pini in FY2022  
(\$3.3m FY2021)

**4.3**

FTE FY2022  
(4.1 FY2021)

**23%**

Ngāi Tahu Employees  
FY2022  
(25% FY2021)

McLean Falls, Taotuku River in the Catlins area of coastal Otago. Photo: Samson Karst

**Vision:** Ngāi Tahu rangatiratanga over wai in the Ngāi Tahu takiwā

Te Kura Taka Pini (TKTP) was established to advance the *Ngāi Tahu Rangatiratanga over Freshwater Strategy* and has the following objectives:

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

## Freshwater claim

The freshwater claim continues to navigate through the complex and time-consuming process of securing a full hearing in court. After the overwhelmingly positive response to the claim within the tribe and in the wider public, TKTP continues to engage with key stakeholders to build further support for the claim. The claim is an important milestone for advancing the Ngāi Tahu Rangatiratanga over Freshwater Strategy, as it seeks to hold the Crown to account for the degradation of freshwater in the takiwā.

The intended outcome of the claim is for the Crown to partner with Ngāi Tahu in designing a new system for freshwater that upholds Te Tiriti o Waitangi and enables Ngāi Tahu to exercise rangatiratanga.

## Three Waters reform

The Government is progressing major reforms to the service delivery of Three Waters – drinking water, stormwater, and wastewater. Over the past year, TKTP has worked to progress the collective vision, set by tribal leaders at Arowhenua in 2020, for a takiwā approach to Three Waters that must deliver equitable, safe, and environmentally sound water services ki uta ki tai. TKTP has engaged with councils in the takiwā and government officials with a focus on progressing and protecting the rights, interests, and responsibilities of Ngāi Tahu in the new Three Waters system.

Key aspects of the takiwā approach currently reflected in the Bill (as it is currently drafted), include recognition of the Ngāi Tahu takiwā as the boundary for water services in Te Waipounamu, and 50:50 co-governance representation of Ngāi Tahu and councils on the strategic oversight group responsible for monitoring the performance of the entity.

Another aspect of the reform saw the establishment of Taumata Arowai, the new Crown entity responsible for setting and enforcing new, tougher standards for drinking water quality and monitoring. TKTP engaged with the new regulator to advocate for, and facilitate access to, resources and support for Papatipu Rūnanga to meet the new standards and build internal capacity and capability.

## Takutai Moana

After a slow start, the Crown and the courts are increasing their activity under the Marine and Coastal Area (Takutai Moana) Act 2011. This legislation, known as “MACA”, replaced the Foreshore and Seabed Act 2004 (FSA). MACA allowed Māori to once again seek legal recognition of customary rights and interests in the takutai moana, either through the courts or by directly engaging with the Crown, after those rights had been taken away by the FSA. As a result, TKTP has restarted the claim process.

Papatipu Rūnanga wanting to pursue claims in their rohe are now focusing on preparing the historical research and evidence to prove Customary Marine Title. How Papatipu Rūnanga choose to approach their evidence gathering is completely up to them. TKTP has reached out with resources to support rūnanga through this stage.



# Communications and Engagement

## Contact Centre engagement

**23,008**

Phone calls FY2022  
(21,371 in FY2021)

**18,387**

Emails FY2022  
(15,043 in FY2021)

**3,618**

Visitors to 15 Show Place  
FY2022 (3,977 in FY2021)

## Digital engagement

**26,060**

Facebook followers FY2022  
(24,708 in FY2021)

**4,483 & 5,537**

Instagram & LinkedIn  
followers (3,828 & 4,513  
in FY2021)

**343,373**

Website users FY2022  
(336,048 in FY2021)

**1,366,155**

Website page views FY2022  
(1,223,416 in FY2021)



Rangatahi entrepreneur Georgia Latu,  
co-founder of Pōtiki Poi. Photo: Ila Couch

The core purpose of our tribal communications is to enable whānau rangatiratanga. Content is shared across 27 websites and 39 social media channels. Nine publications are produced for whānau and Papatipu Rūnanga and TahuFM, the tribal radio station operates 24/7 and produces daily broadcast news items for the iwi media collective.

## Media

**3,933**

mentions of Ngāi Tahu in media FY2022 with a reach of 84 million people

## Matariki

In May, TVNZ's Sunday programme featured a story on Matariki. Filmed in Takapō, this was a ground-breaking story with all interviews in te reo Māori and sharing the kōrero of Puaka and Matariki. Reporter Tāmami Rimene-Sproat (Ngāi Tahu) interviewed Moeraki Te Rūnanga Representative Justin Tipa, and Māori Astronomer Victoria Campbell.



## Supporting Whānau and Papatipu Rūnanga through COVID-19

With \$50,000 assistance from the Ministry of Health COVID-19 Vaccine and Immunisation Māori Communications Fund, an extensive campaign was developed to engage whānau and encourage them to get vaccinated against COVID-19 to protect their whānau, community, and themselves. The campaign saw the team work extensively with whānau to create videos, graphics, cartoons, posters, pamphlets, stickers and much more. Papatipu Rūnanga were also supported to promote their vaccination clinics through the media. Approximately 75 pull-up banners, 285 posters, and 3,200 brochures were produced and distributed to Papatipu Rūnanga and kaupapa Māori health clinics.



**77,388**

people reached with this post



## Mā Tātou, Mō Tātou

As we move towards 2050 and beyond, *Mā Tātou, Mō Tātou* was launched as a new project to help gain a better understanding of what being Ngāi Tahu means for whānau and how we can best represent ourselves and our own stories to the world.

More than 50 sessions were held throughout April and May with more than 150 whānau, kaimahi, artists and other stakeholders across the motu and internationally via Zoom and ā-tinana. From kaumātua to rangatahi, we have heard some incredible stories of resilience, hope and pride.

The *Mā Tātou, Mō Tātou* digital engagement tool was launched as a way for whānau to easily contribute their whakaaro through words, pictures, or video. More than 350 submissions were received.

Left: COVID-19 social media tile villainising Omicron reached 77,388 people.

Far left: Whānau gathered at Takapō for Matariki celebrations.

## Social Media

**616,100**

people reached through Facebook and

**45,602**

people through Instagram

In the six months from December to June, the Facebook follower base increased by 17.4 percent and the Instagram page increased its follower base by 9.3 percent.

Facebook engagement increased by 40.1 percent.

## #GuessTheKupu

A Ngāi Tahu twist on the global-trending word game Wordle, took social media by storm earlier in the year. #GuessTheKupu launched in March and during its first week reached an additional 6,770 accounts (182 percent increase) than previous months. A kupu reo Māori guessing game was uploaded to Instagram and Facebook stories daily to engage followers. A poll found 99 percent of respondents liked the game and wanted it to continue.

## Ngāi Tahu Website

**1.3 million**

page views, up 11 percent on the previous year

10,000 people watched the Waitaha Secondary School Regional Kapa Haka Competitions via livestream on the website.

## Iwi Engagement

Empowering the voice of marae, Papatipu Rūnanga, whānau, and taurahere rōpū is always at the heart of our communications to ensure we have ongoing connection and

engagement, and that tribal rangatiratanga is strengthened. While opportunities for kanohi ki te kanohi engagement have been limited over the past two years, there is now a shift back to gathering in person to celebrate and wānanga.

## TAHUFM

**1,312,800**

Tahu FM listeners FY2022

(798,000 in FY2021)

**43%**

Te Reo Māori FY2022

A rebrand and overhaul of TahuFM's music database; station imaging; and the structures of our three daily shows, Moatarau, Te Koha Pounamu and Te Pā, is now complete. The refreshed station better reflects, connects, and engages with our core audience – whānau – and, as a result, the changes had a near instant impact on the station's sound, feel, and personality. This flowed on to the national radio survey results with TahuFM's share of



the Ōtautahi market more than tripling since July 2021, and the average time spent listening more than doubling. Our annual audience is now over one million people.

TahuFM's Programme Director Jak Pickering (Arowhenua) recently won the New Zealand Radio Awards New Broadcaster Off Air category award for his mahi in the refresh.

## PUBLICATIONS

**7,400**

copies of *Te Karaka* printed and distributed FY2022

(7,400 in FY2021)

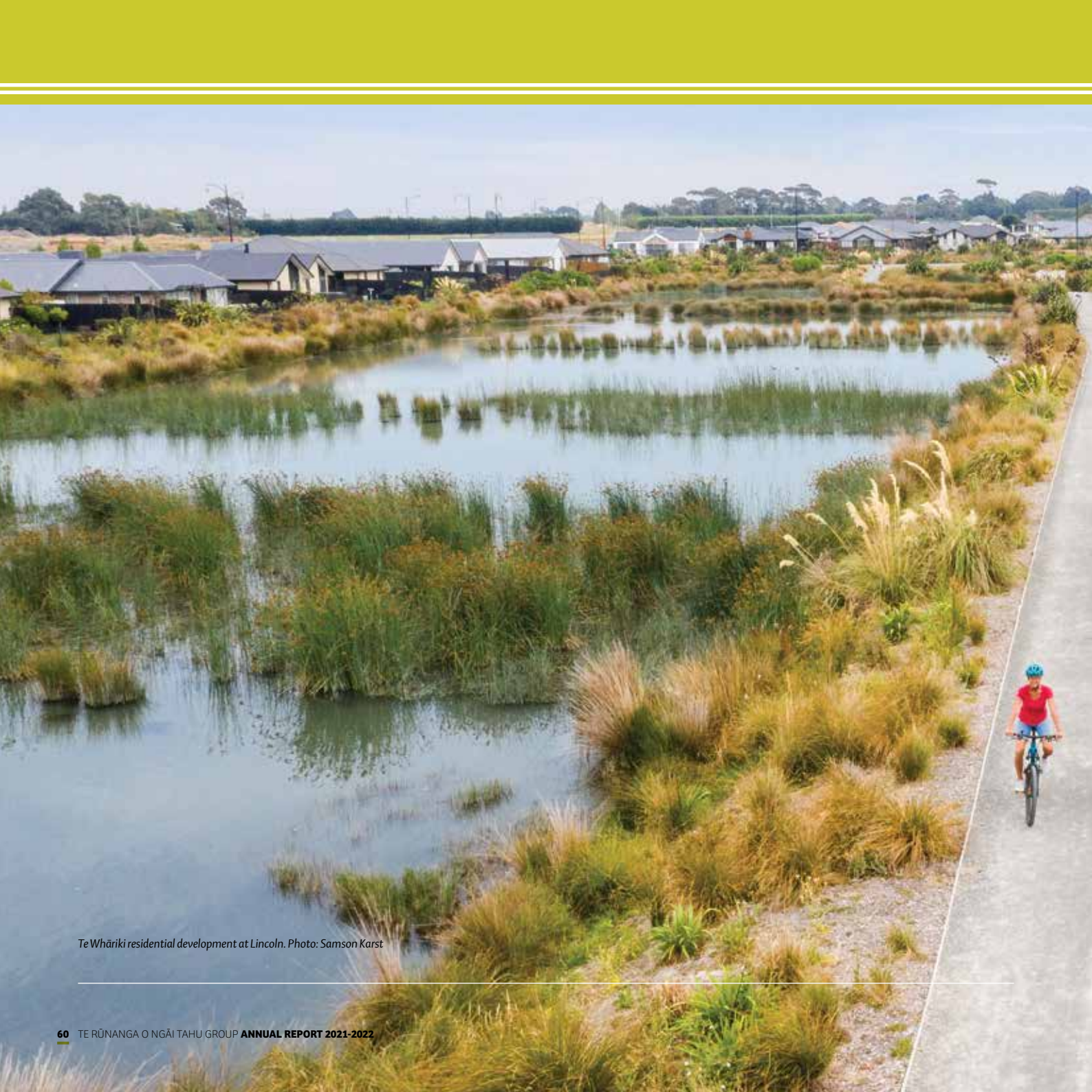
**96,010**

copies of *Te Pānui Rūnaka* printed and distributed FY2022

(83,935 in FY2021)

Above: TahuFM's Programme Director Jak Pickering.

Left: New Zealander of the Year, Tā Tipene O'Regan and wife Lady Sandra, *Te Karaka*, Makariri, 2022.



Te Whānaki residential development at Lincoln. Photo: Samson Karst



# Ngāi Tahu Holdings



AB Experience (ABEx), Tāmaki Makaurau.

# Delivering value

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

| FY2022                | Operating surplus/(loss)<br>\$M | Total assets<br>\$M | Total return*<br>% |
|-----------------------|---------------------------------|---------------------|--------------------|
| Ngāi Tahu Investments | 7.0                             | 573.4               | 2%                 |
| Ngāi Tahu Property    | 50.4                            | 754.9               | 8%                 |
| Ngāi Tahu Tourism     | (7.6)                           | 53.3                | (6%)               |
| Ngāi Tahu Seafood     | 20.2                            | 167.7**             | 12%                |
| Oha Honey             | (23.2)                          | 84.9                | (31%)              |
| Ngāi Tahu Farming     | 6.3                             | 329.9               | 16%                |
| Ngāi Tahu Forestry    | 10.9                            | 268.4               | 67%                |

\*Total return on assets, including revaluations

\*\*Includes Ngāi Tahu Fisheries Settlement Ltd assets

Ngāi Tahu Investments' (NTI) primary goal is to grow and protect tribal wealth for intergenerational growth, with particular focus on expanding the presence of the tribe's mana and improving whānau outcomes in the long-term.

The past year has been a volatile one for markets worldwide as ongoing ripple effects from the global pandemic and subsequent financial downturn have continued. There has been a substantial reversion in financial markets and unfortunately this has flowed through to NTI results.

The pain has been felt mostly in listed equities, both in Aotearoa and worldwide. The NTI team has worked hard to mitigate unrealised losses caused by market movements where possible. Emphasis has been placed on lifting and broadening the portfolio and seeking new, innovative structures and exposures.

The team has executed \$273 million in transactions during the year.

An investment in Fidelity Life was settled and the NTI relationship with this company solidified. This \$140 million investment to

## Ngāi Tahu Investments

**\$7.0m**

Net operating surplus  
(FY21: \$11.1m)

**\$3.9m**

Net Profit  
(FY21: \$116.2m)

**\$573.4m**

Total value of assets –  
26% of the total portfolio

**2%**

Return

support the acquisition of Westpac Life NZ has resulted in a 24.9 percent stake in the combined business. Life insurance is a new sector for NTI and a sizeable commitment consistent with 'Mō tātou, ā, mō kā uri ā muri ake nei'.

A significant 19.9 percent stake was taken in Sanford, the country's largest aquaculture company and second largest quota owner. This investment recognises mana moana and the importance of this sector for mana whenua.

## Climate change

The drive to maximise profits must be balanced with preserving the natural world for future generations, and NTI works in line with Te Kōunga Papatangi, the iwi-wide climate change strategy. Liquidity portfolios are climate optimised and one main screening requirement is investments are to be low-carbon.

NTI also continues to encourage its investee companies to focus on sustainability and is pleased to see Hilton Haulage trialling hydrogen-conversion kits, a move to ensure they maintain a highly efficient fleet to work towards decarbonising the emissions-heavy business.

## New Economy Mandate

Investing in innovative and sustainable businesses in an ever-changing world will be one key to protecting NTI investments in the long-term. The mahi through the New Economy Mandate is a cornerstone of this strategy.

Investments have been made in companies like Sharesies, an early stage company tipped for growth; and Shippit, a multi-carrier shipping software company. The typical size of these investments range between \$0.25 million and \$3 million. This reflects the risk, attractiveness and size of the capital raise for these investments. NTI has also invested in Leaft, a local start-up in plant protein designed to reduce the environmental impact of food production. Leaft has attracted global attention for its innovative climate-friendly solutions.

## Right of First Refusal and Papatipu Rūnanga Engagement

The NTI team administers the Right of First Refusal (RFR) for the iwi and there has been a great deal of activity in this space to empower and support Papatipu Rūnanga to realise their economic aspirations. This past year has seen more proactive engagement around the RFR and the way it operates.

NTI is increasingly focused on supporting mana whenua to utilise the RFR to support their own aspirations. Recent examples include working with the Regional Investment Fund (RIF) to facilitate Papatipu Rūnanga acquisitions in Lyttelton and Takapō as well as investment partnerships in Christchurch.

## Indirect investments

Private equity funds provide access to a broad range of business opportunities not otherwise available to NTHC, thereby diversifying our holdings. For example, during the year NTI made a \$25 million commitment to Pencarrow Fund VI.

The Pencarrow Fund VI primarily invests in mid-size growth companies in New Zealand with examples ranging from Avanti Finance to The Collective.

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*Right: Ngāi Tahu Investments has a 6 percent share in miniature apple company Rockit in the Hawkes Bay.*

### Ngāi Tahu Investments

List of key investments & book value (\$M)

|                        |                |
|------------------------|----------------|
| Private Equity Funds   | \$149.8        |
| Fidelity Life          | \$148.9        |
| Sanford                | \$76.5         |
| International Equities | \$52.7         |
| Domestic Equities      | \$44.2         |
| Hilton Haulage         | \$43.8         |
| Sundry Investments     | \$29.2         |
| Rockit Global          | \$11.7         |
| New Economy Mandate    | \$8.9          |
| Whale Watch Kaikōura   | \$7.7          |
| <b>Total</b>           | <b>\$573.4</b> |





## Property

**\$50.4m**

Net operating surplus  
(FY21: \$32.4m)

**\$62.9m**

Net surplus  
(FY21: \$103.6m)

**\$754.9m**

Total value of assets –  
34% of the total portfolio

**8%**

Return

Ngāi Tahu Property (NTP) is the property development and investment pillar of NTHC. A commitment to engaging with Papatipu Rūnanga, growing Ngāi Tahu mana and empowering Papatipu Rūnanga to achieve economic self-determination underpin the activities that NTP undertakes.

Despite challenges posed by COVID-19, including construction delays and the impact of lockdowns on tenant businesses, NTP has continued to grow net operating earnings from its investment and development portfolios throughout FY22.

Sales were strong in the first stage of Te Pā Tāhuna, a residential master-planned development in Queenstown aiming to offer affordable housing to locals. Construction is well underway on an 8,000m<sup>2</sup> office building in Ōtepoti to be completed in 2024 and leased by ACC.

Construction has begun on the 450-bay car park building being built close to Christchurch Hospital, and on the first stage of the Kōkōwai development in Hobsonville, comprising 57 homes.

Land development activity has progressed well with strong sales at Te Whāriki, Tawhiri and Mānia Ahumahi developments.

While wider markets and challenges could have dictated negative outcomes, NTP undertook considerable mahi towards protecting its portfolios, with the positive financial outcome over the past year reflecting that hard work.

In the investment portfolio, NTP worked closely with tenants most impacted by COVID-19, particularly those in the hospitality and retail sector in Queenstown. Efforts in this space have been successful with a 99.8 percent occupancy rate at financial year-end, and a weighted average lease term of 7.9 years.

Further afield, NTP is leading the development of asset management planning across Ngāi Tahu, aiming to embed excellence in asset management and ensure alignment of asset management practices with wider purpose and strategy.

**Ngāi Tahu Property**  
List of key investment properties & location

**Commercial & Retail**

|                                 |          |
|---------------------------------|----------|
| Tower Junction                  | Ōtautahi |
| Elliot Sinclair                 | Ōtautahi |
| Turners Auctions                | Ōtautahi |
| Armstrong Prestige              | Ōtautahi |
| Pita Te Hori Centre             | Ōtautahi |
| West End Car Park               | Ōtautahi |
| NZ Post                         | Ōtautahi |
| Southstar                       | Ōtautahi |
| Pākākano – PGG Wrightson Seeds  | Ōtautahi |
| Macpac Wānaka                   | Wānaka   |
| Queenstown Post Office Precinct | Tāhuna   |

**Crown/Te Haumi Whakamana**

|  |          |
|--|----------|
| Department of Conservation                                   | Ōtautahi |
| Te Whare Wakapapa – NZ Blood                                 | Ōtautahi |
| Te Hononga – Christchurch Civic Building (50% Joint Venture) | Ōtautahi |
| Queenstown Police Station                                    | Tāhuna   |
| Queenstown Courthouse  | Tāhuna   |
| Dunedin Police Station                                       | Ōtepoti  |

**Under Construction**

|                                       |                 |
|---------------------------------------|-----------------|
| ACC Ōtepoti                           | Ōtepoti         |
| Kōkōwai – Hobsonville Point (Stage 1) | Tāmaki Makaurau |
| Tū Waka – Waipapa Carpark             | Ōtautahi        |

**Papatipu Rūnanga**

NTP holds its iwi values and commitments very seriously.

The opportunity to purchase sections first, prior to broader market release, has continued to be well received. This was demonstrated in recent releases of Te Whāriki, a residential land development just south of Ōtautahi, with 104 sections purchased by mana whenua. For some of the recent stages of Te Whāriki, whānau purchased approximately 67% of the sections available for sale.

Solid growth was achieved in Te Haumi Whakamana investment scheme with a 24 percent increase in Papatipu Rūnanga investment, which now totals approximately \$31 million. Te Haumi Whakamana is an investment scheme that enables Papatipu Rūnanga to take a stake in NTP's Crown Portfolio and thus achieve their own economic aspirations. This portfolio is made up of commercial buildings leased by NTP to the Crown and local authority tenants on a long-term basis. The portfolio over the past year generated a return of five percent.

NTP has also worked directly with Papatipu Rūnanga to provide experience and capability to enable direct property investment. Examples include working with Moeraki, Waihao, and Arowhenua to buy housing in Takapō as a long-term direct property investment; working in joint venture with Ngāi Tūāhuriri in the development of the former Wainoni school site; and assisting Rāpaki to purchase land in Lyttelton.

Safety, sustainability, and cultural leadership are a part of the overarching strategy of NTP enabling the mana and expression of Ngāi Tahu to grow.

Safety leadership has seen NTP partner with the Canterbury Safety Charter to trial BIMSafe modelling on NTP’s Ōtepoti development. BIMSafe modelling creates a digital model of a project to identify health and safety risks before site work begins, which will revolutionise safety management on construction sites.

Sustainability leadership has seen NTP in discussions with Te Manatū Waka (Ministry of Transport) to identify potential opportunities for shared transport to deliver more sustainable property development outcomes.

**Ngāi Tahu Property**  
List of key development properties & location

**Industrial**

|                |          |
|----------------|----------|
| <b>Mānia</b>   | Ōtautahi |
| <b>Kairua</b>  | Ōtautahi |
| <b>Tawhiri</b> | Ōtautahi |

**Residential**

|  |                 |
|--|-----------------|
| <b>Te Whāriki (50% Joint Venture)</b>                | Ōtautahi        |
| <b>Kōkōwai – Hobsonville Point (Stage 2 &amp; 3)</b> | Tāmaki Makaurau |
| <b>Te Pā Tāhuna</b>                                  | Tāhuna          |



## Tourism

**(\$7.6m)**

Net operating loss  
(FY21: -\$7.6m)

**(\$3.2m)**

Net loss  
(FY21: -\$6.8m)

**\$53.3m**

Total value of assets –  
2% of the total portfolio

**-6%**

Return

For decades, Ngāi Tahu Tourism (NTT) has taken great pride in forming genuine connections between manuhiri, whenua and iwi. NTT is known for its manaakitanga the world over, as it showcases the most beautiful parts of the country with its own unique passion and flair.

The tourism industry is still operating amid ongoing pandemic-fueled instability and an uncertain economic environment. The nationwide lockdown and reclosure of the borders that took place in the second half of 2021 were a big blow to kaimahi, morale and revenue. There were significantly lower manuhiri numbers over the second half of 2021 due to the closures.

The year also marked the closure of Rainbow Springs Nature Park. This was a difficult and unfortunate decision but one that was necessary for the long-term sustainability and financial viability of the overall portfolio, as well as ensuring the best outcome in terms of animal welfare.

But there has been a lot of good news to celebrate amongst the struggles. The re-opening of Agrodome with a new general manager and substantial expansion plans to pivot to a premium events venue, whānau playground and venue for the National Kiwi Hatchery, are well underway. The crucial conservation efforts at the National Kiwi Hatchery were the best in the country with a 96.4 percent hatch rate for their chicks.

NTT's dedication was awarded as industry-leading at the prominent Tourism Industry Awards with Dart River Adventures placing as a finalist in the Visitor Experience Award, while the National Kiwi Hatchery Aotearoa received the DOC Conservation Award and Dark Sky Project won He Kai Kei Aku Ringa Māori Tourism Award.

There has been immense domestic support in the face of ongoing border closures,

particularly at Hollyford Wilderness Experience and Hukafalls Jet. Hollyford Wilderness Experience is boasting a 95 percent occupancy rate for the current season. Across the board there has been a strong uptick in bookings for the coming year, which is heartening.

### Papatipu Rūnanga

Over the past year, NTT has engaged deeply with Papatipu Rūnanga to ensure Ngāi Tahu is showcased proudly in every aspect. A wānanga with mana whenua in Queenstown identified opportunities to include more cultural narrative in the storytelling at Shotover Jet and Dart River Adventures, and teams are excited to put those learnings into practice. NTT is grateful for the support of Makaawhio in improving the cultural narrative that is woven through the spectacular Hollyford Wilderness Experience.

At Dark Sky Project, teams worked closely with Moeraki, Arowhenua and Waihao to

### Ngāi Tahu Tourism

#### List of key tourism experiences & location

|                                 |                 |
|---------------------------------|-----------------|
| Shotover Jet                    | Tāhuna          |
| Dart River Adventures           | Glenorchy       |
| Hollyford Wilderness Experience | Te Anau         |
| Franz Josef Glacier Guides      | Franz Josef     |
| Hukafalls Jet                   | Taupō           |
| Rainbow Springs                 | Rotorua         |
| National Kiwi Hatchery          | Rotorua         |
| Agrodome                        | Rotorua         |
| All Blacks Experience           | Tāmaki Makaurau |
| Dark Sky Project                | Takapō          |



Above: Hollyford Wilderness Experience.

ensure success of the first national public holiday events for Matariki. NTT will work hard to strengthen these bonds as time goes on.

One key pillar to success will be the recruitment and retention of Ngāi Tahu whānau throughout the tourism attractions. Close connections have been made with Iwi Engagement Advisors to form focused strategy

plans to achieve this. Plans are underway to implement specific programmes to train whānau in core roles, including Glacier Guides, Hollyford Guides and Jetboat Drivers.

#### **Climate Change**

NTT remains committed to maintaining a significant, long-term investment in the tourism industry and recognises the importance of preserving the natural world for future generations.

Kaimahi have showcased incredible innovation and forward thinking in this space with successful trials of the celebrated electric jetboat at Shotover Jet. The coming years will see the electrification of the entire jetboat fleet at NTT to meet the aspirational target of being carbon neutral by 2050.

## Seafood

**\$20.2m**

Net operating surplus  
(FY21: \$23.6m)

**\$20.2m**

Net surplus  
(FY21: \$23.6m)

**\$167.7m\***

Total value of assets –  
7% of the total portfolio

\* Includes Ngāi Tahu Fisheries  
Settlement Ltd assets

**12%**

Return

Guided by strong iwi values, Ngāi Tahu Seafood (NTS) operates with utmost respect for Tangaroa and takes pride in its sustainable practices to ensure the fishery is managed and developed in a way that sustains future generations. Making a meaningful contribution to generations of tribal wealth underpins all that NTS does.

NTS supports more than 50 Ngāi Tahu owned and operated fishing businesses through the ownership and management of fishing quota, as well as operating as a niche supplier of high-quality seafood to international and domestic markets, under its TAHU brand.

## Quota

Key species are kōura (rock lobster), pāua (abalone), rāwaru (blue cod), tio (Bluff oysters) and koura rangi (scampi). NTS also holds substantial fishing quotas in other finfish species and has purchased a small parcel of kōura quota over the past year.

Ngāi Tahu fishers catch 100 percent of the kōura settlement quota, 50 percent of the pāua quota, 50 percent of tio, and about 97 percent of the inshore fin fish quota.

*Below: Kōura remains a key species for Ngāi Tahu Seafood.*

*Right: Oha Honey.*

| FY2022               | NT Seafood<br>(metric tonnes) | NT Fisheries<br>Settlement<br>(metric tonnes) | Total<br>(metric tonnes) |
|----------------------|-------------------------------|---|--------------------------|
| Koura (Rock Lobster) | 164                           | 156   | 320                      |
| Koura Rangi (Scampi) | 15                            | 37  | 52                       |
| Paua (Abalone)       | 35                            | 38  | 73                       |
| Mussels              | 2                             | 2,990   | 2,992                    |
| Wetfish – Inshore    | 1,431                         | 7,133   | 8,564                    |
| Wetfish – Deepwater  | 785                           | 6,347   | 7,132                    |
| Rawaru (Blue Cod)    | 11                            | 90  | 101                      |
|                      | <b>2,442</b>                  | <b>16,791</b>                                 | <b>19,233</b>            |



The most prominent highlight of the year is the progression of the proposed Hananui Aquaculture Project which, if consented, could lead to the establishment of an offshore sustainable salmon farming operation off the coast of Rakiura.

This is a long-term innovative project that could transform the salmon market in Aotearoa at a time when demand for protein-rich foods is projected to grow. Close engagement with Murihiku has made the proposed Hananui project possible, and it is now at consent phase.

Employing Ngāi Tahu whānau is an enduring focus, and efforts are constant in this space. Through authentic connection, meaningful communication with whānau, and direct engagement with Papatipu Rūnanga, NTS aims to attract more whānau as kaimahi in the future.

NTS also promotes, empowers, and employs whānau-owned businesses as much as possible, including fishers who have been fishing the waters for generations and are guided strongly by iwi values and principles. Kaitiakitanga will be a crucial guiding light as NTS looks to build on sustainability in the future.

NTS fishers have been challenged by volume and timing restrictions over the past year and they deserve recognition for their dedication during such challenging times.

The ripple effects of an ongoing global pandemic, particularly the zero-tolerance approach from the markets in China, has had a major impact, including market closures, supply chain issues and ongoing uncertainty. Global economic turbulence has resulted in industry-wide challenges with almost all aspects of operations, including the exchange

rate and volumes of catch. It is widely expected that this interruption to momentum will carry on in the near future.

The situation has warranted a different and agile approach by NTS from an operational perspective. This has allowed NTS to successfully utilise its quota holdings.

NTS kaimahi must be commended for their resilience and for adapting and maintaining operations in the face of such adversity. Kaimahi shortages due to isolation requirements have been carefully mitigated to ensure safe and productive work environments that also prioritise kaimahi wellbeing.

Despite the many current obstacles, the long-term prospects for the industry fuelled by projected domestic and global demand for seafood, remain positive.

## Oha

**(\$23.2m)**

Net operating loss

(FY21: -\$2.4m)

**(\$30.9m)**

Net loss

(FY21: -\$7.2m)

**\$84.9m**

Total value of assets –

4% of the total portfolio

**-31%**

Return

Oha operates a well-established apiary network dedicated to inspiring the world to make more from the unique taonga of mānuka.

The vertically integrated nature of Oha provides full traceability from farm to jar, vital to the integrity of the business and the brand.

There have been significant industry struggles at play over the past year. The oversupply of mānuka has led to depressed market pricing and rightsizing of honey production operations across Aotearoa. Additionally, the ongoing effects of the pandemic and the subsequent disruption to global markets, in particular the lockdowns in China, were felt deeply. This is reflected in the financial result for Oha, with impairments and write-downs of fixed assets and inventory of \$22 million incurred.



**20,754**

Hives

**491 tonnes**

Honey produced

(FY21: 355 tonnes)

The past year has been a transformative one for Oha. Substantial changes in partnerships, strategy, management, and the difficult rightsizing of operations have taken place in order to confront the business' limitations head-on.

The refinement of Oha's apiary is expected to improve performance and financial results. Management has adjusted its approach towards focus markets, value propositions and sales strategies to maximise gains in the near future.

Work has been undertaken to form clear Health, Safety and Wellbeing plans focusing on critical risk management in a high-risk environment.

In full credit to Oha kaimahi, the year's harvest result has been outstanding with the highest ever yield achieved. Losses over winter were half the industry average at 6 percent. This result highlights the potential of the business going forward with a refreshed approach.

Oha is expected to benefit greatly from the changes that have been adopted, even amongst the wider obstacles posed by an ongoing pandemic.

### Partnerships

Hive placement in the tribal takiwā will lead to greater employment opportunities for Ngāi Tahu whānau; closer partnerships with Papatipu Rūnanga; and growth of the overall iwi economy.

Oha has now completed the first year of hiving on Department of Conservation (DOC) concession whenua in Te Waipounamu. This marks 'kotahitanga in action' and plans are in place to sustainably grow the footprint of Oha in Te Waipounamu through the DOC estate over time and in accordance with iwi values.

A trial for these concessions was guided by direct engagement with Ngāti Kurī and Ngāti Waewae, which demonstrates the formation of strategic working relationships in this space and a co-ordinated effort for the intergenerational benefit of Ngāi Tahu whanui. Oha plans to strengthen relationships with Papatipu Rūnanga through deeper engagement, collaborating on future pathways, including multiple joint ventures.

Empowerment of mana whenua to achieve their own economic self-determination is a key priority for Oha and this will be supported by various projects through the RIF.

### Innovation

Oha has been influential in the process of overseeing the trademarking and international protection of the term 'mānuka honey'. This includes the establishment of the Mānuka Charitable Trust to own the intellectual property rights for the benefit of all mānuka honey industry participants.

Kaitiakitanga is guiding efforts towards best environmental practices, including the implementation of reduction targets, waste outputs and a reduction of fleet through the concentration of operations.

Oha has engaged with Plastics NZ and the Ministry for the Environment for conversion away from plastic use.





## Farming

**6.3m**

Net operating surplus  
(FY21: \$3.2m)

**\$8.5m**

Net Profit  
(FY21: -\$8.2m)

**\$329.9m**

Total value of assets –  
15% of the total portfolio

**16%**

Return

NTF manages more than 100,000 hectares of farm and forestry land in Te Waipounamu - processing and selling timber, milk, meat, and other products. Underpinning all mahi is both the commitment to working closely with mana whenua, and the unwavering pledge to protect the natural environment for future generations.

The commitment to reducing the environmental impact of operations has led to several important initiatives this year, including reducing synthetic nitrogen use by 13 percent, reinvestment of variable rate irrigation, and the planting of 30,000 native trees.

NTF has been working towards diversifying pasture species, improving the targeted application of nitrogen fertiliser from trucks relative to plant nutrient requirements, and the overall incorporation of more technology to monitor and reduce its environmental footprint.

*Left: Honey collection.*

*Above: Will Burrett, General Manager Ngāi Tahu Farming and Forestry.*



The investment in the lysimeter at Te Whenua Hou demonstrated a 17 percent reduction in measured nitrogen loss in the root zone.

Engagement with Papatipu Rūnanga is a key priority for NTF, which holds valuable relationships with Papatipu Rūnanga within the takiwā.

Work to progress the ground-breaking seven-year research trial at Te Whenua Hou Te Whenua Whitiōra has come to fruition. The study, funded in part by the Government and partnering NTF and Ngāi Tūāhuriri, will compare impacts of regenerative farming practices against conventional methods across two adjacent farms.

A focus on recruiting more Ngāi Tahu whānau, particularly rangatahi, into the company will continue in the coming year. This is vital in enabling Papatipu Rūnanga access to opportunities within their own profitable businesses. One way this is being achieved is through sharemilking contracts with whānau, and empowering mana whenua to manage their own farms.

The turbulence caused by the COVID-19 pandemic has continued to challenge NTF, including supply chain shut-downs, plummeting export prices and markets, and kaimahi shortages at every level.

Despite the challenges, NTF kaimahi should be commended for a lift in performance across production and productivity.

### Halter

The pilot of Halter's solar-powered smart collars for cattle has proven to have a number of benefits for the company, particularly in kaimahi and animal welfare.

These collars mean that NTF can geo-fence cows and move them around with less intensive labour, allowing kaimahi more time to concentrate on productivity and optimisation. NTF aims to have almost half of its herd wearing Halter collars by the end of FY23.



**2,188,996 kg**

Beef production  
(FY21: 2,256,644 kg)

**3,637,301 kg MS**

Milk production  
(FY21: 3,371,760 kg MS)

Left: High country farms, Whakatipu.

## Forestry

**\$10.9m**

Net operating surplus  
(FY21: \$12.7m)

**\$114.9m**

Net Profit  
(FY21: \$16m)

**\$268.4m**

Total value of assets –  
12% of the total portfolio

**67%**

Return

Ngāi Tahu Forestry (Forestry) has battled constant challenges this year as export prices fell and production costs rose. As Forestry is classed as a non-essential service, forestry crews and sawmills were required to shut during COVID-19 lockdowns. This negatively impacted Forestry's financial performance and the West Coast economy.

NTF is positioning to leverage the biomass opportunity within Te Waipounamu, as manufacturers look to decarbonise by 2030.

### Proseed

Ngāi Tahu-owned Proseed is the largest forest seed producer in Australasia and is managed on behalf of whānau by Ngāi Tahu Forestry.

It comprises seed orchards of all major plantation species grown in Aotearoa, with extraction and processing facilities in Amberley in North Canterbury. Proseed produces 60 percent of the Pinus radiata seed in the country with a vision to expand further into native species.

Proseed's customers are primarily based in Aotearoa and Australia, but it also exports to the United States and the European Union.

**236,948 tonnes**

Forestry production  
(FY21: 237,008 tonnes)

## Performance summary

**\$1,778m** 

### Ngāi Tahu Holdings equity

\$1,604m (FY21)

\$1,422m (FY20)

To protect and grow the pūtea

**13.8%** 

### Return on equity

15.8% (FY21)

-2.9% (FY20)

**13%** 

### Ngāi Tahu whānau employed

12% (FY21)

13% (FY20)

Percentage of Ngāi Tahu Holdings Group staff who are whānau

| FY2022               | Employees  | Ngāi Tahu | Percentage excluding casuals |
|----------------------|------------|-----------|------------------------------|
| Ngāi Tahu Holdings   | 72         | 18        | 25%                          |
| Farming and Forestry | 51         | 8         | 16%                          |
| Property             | 16         | 3         | 19%                          |
| Seafood              | 44         | 14        | 32%                          |
| Oha                  | 119        | 6         | 5%                           |
| Tourism              | 120        | 5         | 4%                           |
| <b>Total</b>         | <b>422</b> | <b>54</b> | <b>13%</b>                   |

**106,394** 

### Hectares owned

106,217 hectares (FY21)

105,804 hectares (FY20)

Grow the Ngāi Tahu footprint

|                                | FY2022                  | FY2021                  |
|--------------------------------|-------------------------|-------------------------|
| Ngāi Tahu Farming and Forestry | 102,444 hectares        | 102,200 hectares        |
| Ngāi Tahu Property             | 113 hectares            | 114 hectares            |
| Oha Honey                      | 3,837 hectares          | 3,903 hectares          |
| <b>Total</b>                   | <b>106,394 hectares</b> | <b>106,217 hectares</b> |

# Our story





Aoraki. Photo: Richie Mills

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

The tribal institutions of Ngāi Tahu consist of:

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

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

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

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

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

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

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## Te Rūnanga o Ngāi Tahu overview

Te Rūnanga o Ngāi Tahu (Te Rūnanga) 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 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 NTHC, 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 Representative must be a Ngāi Tahu whānau member and be affiliated to the appointing Papatipu Rūnanga.

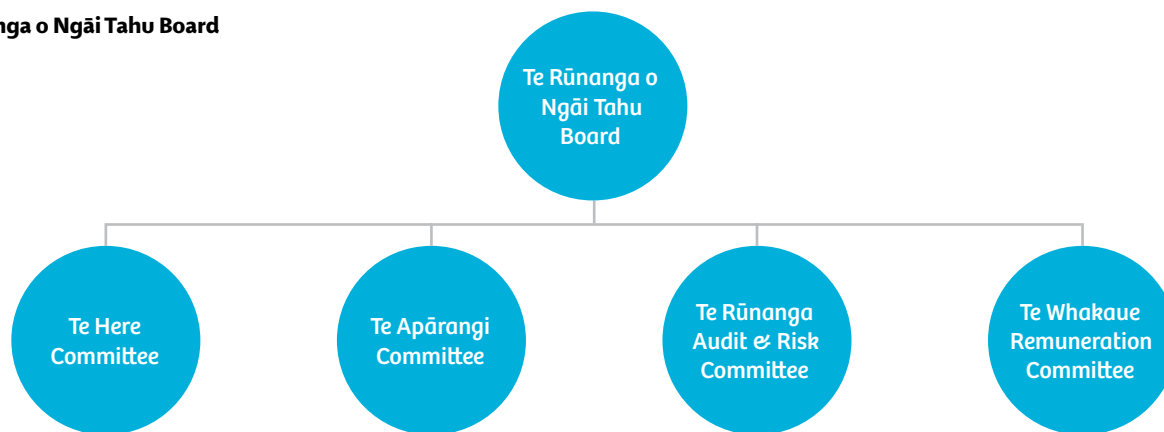
Rūnanga Representative profiles can be found on the Ngāi Tahu website at [www.ngaitahu.iwi.nz/te-runanga-o-ngai-tahu/representatives](http://www.ngaitahu.iwi.nz/te-runanga-o-ngai-tahu/representatives)

### Key Board Committees

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

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

### Te Rūnanga o Ngāi Tahu Board



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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**

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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. In addition to monitoring the Office, Te Here also monitors the performance of the Ngāi Tahu Regional Investment Fund, Whai Rawa and Ngāi Tahu Fisheries Settlement.

The members of Te Here as at 30 June 2022 were Jo McLean (Chair), Terry Nicholas (Deputy), Tania Wati, Darran Kerei-Keepa, Elizabeth Cunningham, Justin Tipa, Lisa Tumahai (ex Officio), Matapura Ellison (ex Officio).

### **Te Apārangi (TAPA)**

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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 2022 were David Perenara-O'Connell (Chair), Gail Thompson (Deputy), Rik Tainui, Donna Matahaere-Atariki, Fiona Pimm, Susan Wallace, Lisa Tumahai (ex Officio), Matapura Ellison (ex Officio).

### **Te Rūnanga Audit and Risk (TRARC)**

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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 2022 were Anne Urlwin (Independent Chair), Gail Gordon (Deputy), Rob Foster (Independent member), Rewi Davis, Henrietta Carroll, Odele Stehlin, Lisa Tumahai (ex Officio), Matapura Ellison (ex Officio).

### **Te Whakaue Remuneration**

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Te Rūnanga has established Te Whakaue to:

- (a) Ensure Te Rūnanga operates with a sound remuneration policy framework designed to confirm:

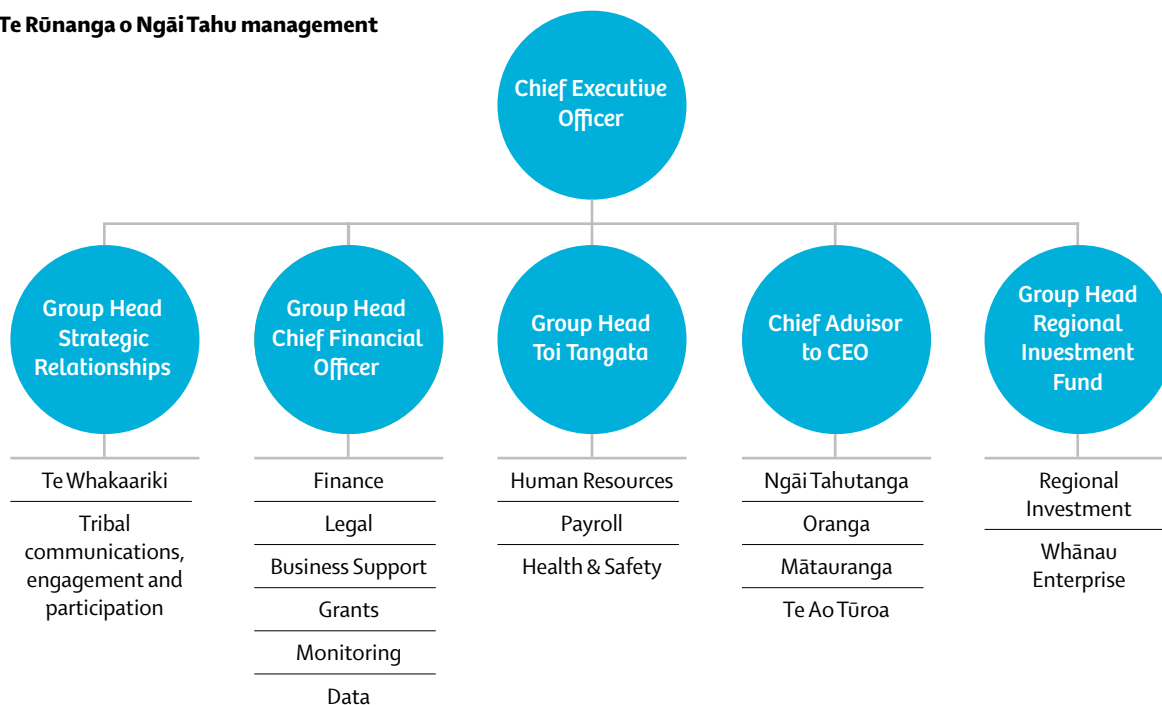
- (i) Te Rūnanga and its committees are appropriately remunerated;
- (ii) Te Rūnanga staff are fairly and equitably remunerated; and
- (iii) Te Rūnanga can attract and retain qualified staff who will achieve the strategic outcomes set by Te Rūnanga

- (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 2022 were Hugo Lindo (Independent Chair), Tania Wati (Deputy), Lisa Tumahai, Matapura Ellison.



## Office of Te Rūnanga o Ngāi Tahu management



The Office's leadership structure called Tuhiraki, consists of five senior executive leaders reporting to the Chief Executive Officer (Arihia Bennett).

As at 30 June 2022, the CEO's direct reports were Group Head Strategic Relationships (Rakihia Tau), Group Head Chief Financial

Officer (Darren Beatty), Group Head Toi Tangata (Brent Sincok), Chief Advisor to Chief Executive Officer (Ana Su'a-Hawkins), and Group Head Regional Investment Fund (Wayne Vargis).

This ensures we have an efficient, effective and aligned leadership team in the Office,

positioned to effectively influence, monitor and lift performance across the Group. Tuhiraki is responsible for implementing the Statement of Corporate Intent approved by Te Rūnanga and overseeing the day-to-day operations of the Office.

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## Ngāi Tahu Holdings Corporation overview

The benefits of the Ngāi Tahu Settlement are distributed to Ngāi Tahu whānau members, currently more than 75,000 strong, and their communities on the understanding that this obligation is perpetual, and that prudence is required to provide for future generations.

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

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

### Ngāi Tahu Holdings Corporation Board

Key board committees:

- Audit and Finance
- Remuneration

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

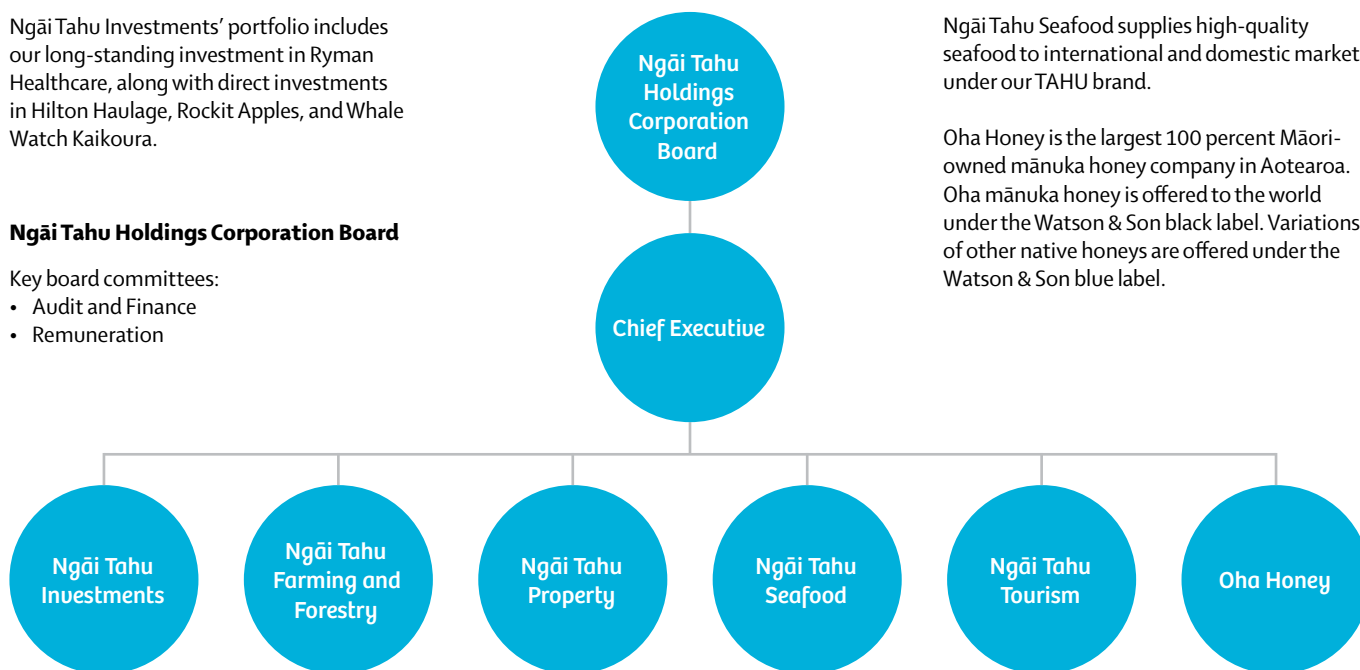
Ngāi Tahu Property develops residential subdivisions and commercial, retail, and industrial property, with current developments

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

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

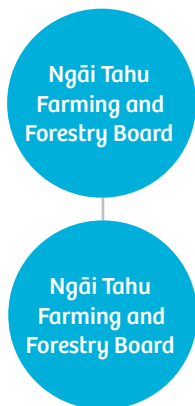
Ngāi Tahu Seafood supplies high-quality seafood to international and domestic markets under our TAHU brand.

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



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

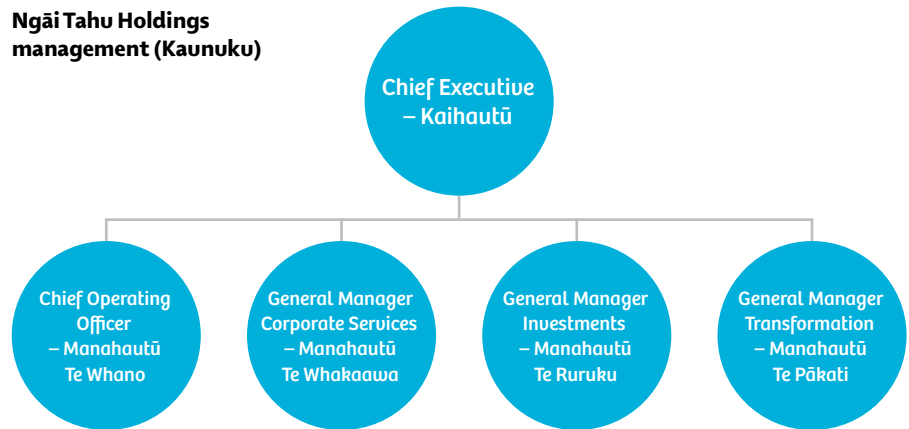
### Ngāi Tahu Farming and Forestry Board



Key board committees:

- Audit and Finance
- Production

### Ngāi Tahu Holdings management (Kaunuku)



Ngāi Tahu Holdings Corporation 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 Corporation 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 Corporation 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 the Office of Te Rūnanga o Ngāi Tahu and NTHC. 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 to 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.

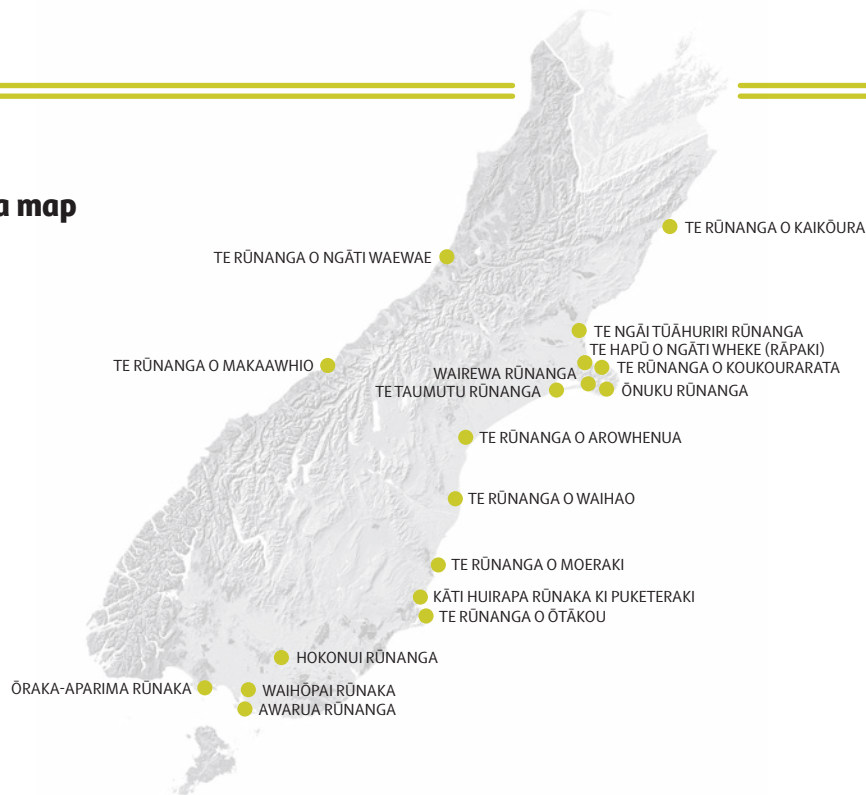
IR is a much more future-focused framework than the traditional 'year in review' approach. This is our third year on the journey of IR and includes a new climate change section, and improved performance measurement information.

The 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 2023 financial year we will improve our performance accountability against the Group's Statement of Corporate Intent and Letters of Expectation, and our other significant strategies and policies.

*Kaikōura coast.*

Te Rūnanga o Ngāi Tahu  
**Ngā Papatipu Rūnanga map**



**Rūnanga Representatives 2021-2022**

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



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



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



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



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



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



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



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



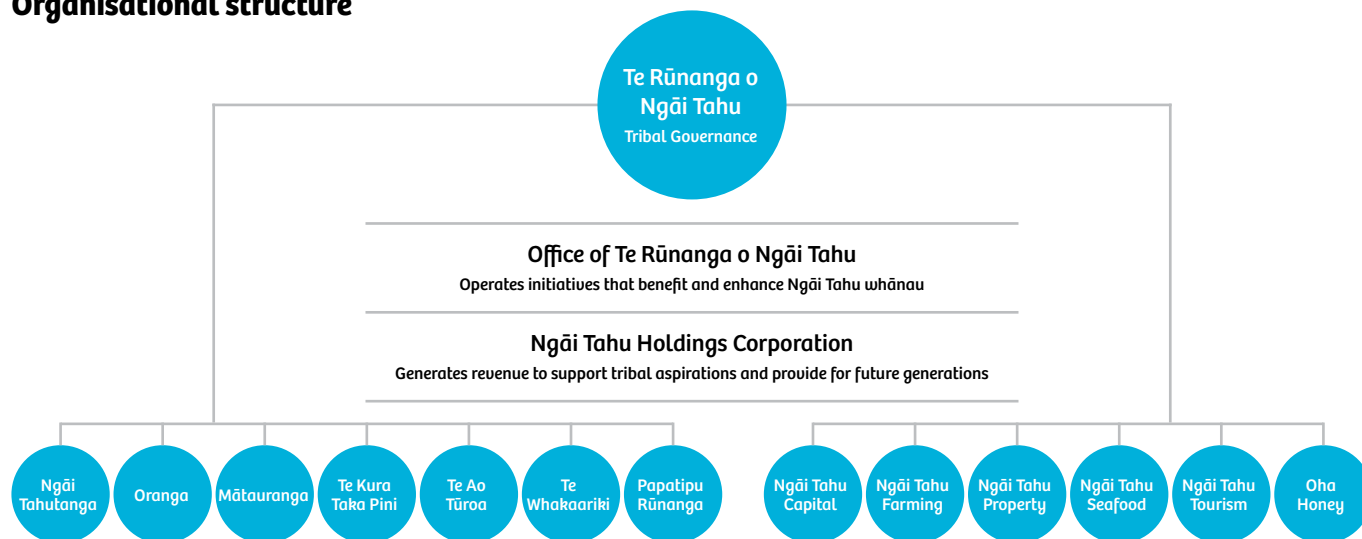
TE TAUMUTU  
RŪNANGA  
**Representative**  
 David Perenara-  
O'Connell  
**Alternate**  
**Representative**  
 Liz Brown



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

Te Rūnanga o Ngāi Tahu Charitable Trust

## Organisational structure



TE RŪNANGA  
O AROWHENUA  
**Representative**  
Fiona Pimm

**Alternate Representative**  
Karl Te Raki



TE RŪNANGA  
O WAIHAO  
**Representative**  
Jo McLean

**Alternate Representative**  
Juliette Stevenson



TE RŪNANGA  
O MOERAKI  
**Representative**  
Justin Tipa

**Alternate Representative**  
Ana Faau



KĀTI HUIRAPA  
RŪNAKA KI  
PUKETERAKI  
**Representative**  
Matapura Ellison

**Alternate Representative**  
Katharina Ruckstuhl



TE RŪNANGA  
O ŌTĀKOU  
**Representative**  
Donna Matahaere-Atariki

**Alternate Representative**  
Rachel Wesley



HOKONUI  
RŪNANGA  
**Representative**  
Terry Nicholas

**Alternate Representative**  
Melissa Dennis



WAIHŌPAI  
RŪNAKA  
**Representative**  
Odele Stehlin

**Alternate Representative**  
Evelyn Cook



ŌRAKA-APARIMA  
RŪNAKA  
**Representative**  
Rewi Davis

**Alternate Representative**  
Tracey Wright-Tawha



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: 25 November 2022 | TIME: 3.00pm to 4.00pm  
Te Whare o Te Waipounamu, 15 Show Place, Addington, Ōtautahi Christchurch

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**Te Whare o Te Waipounamu:** 15 Show Place, Addington, Ōtautahi Christchurch 8024  
**Postal address:** PO Box 13 046, Ōtautahi Christchurch 8141  
**Telephone:** +64 3 366 4344 | **Email:** [info@ngaitahu.iwi.nz](mailto:info@ngaitahu.iwi.nz) | **Website:** [www.ngaitahu.iwi.nz](http://www.ngaitahu.iwi.nz)



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