

Te Rūnanga o Ngāi Tahu Group Annual Report 2023-2024



Foreword from Te Rūnanga o Ngāi Tahu Kaiwhakahaere (Chair) and Kaihautu (CEO)

**“Hika ana tokomaha, toa ana tokoiti; kā tou ana taku ahi e.”
Kai kā huāka o tēnā kāika, o tēnā kāika, tērā ia te pae pōkēao e kainamu mai nei, ekari kia tīkina ake kā kupu a Pōua Piri Sciascia, ‘kia pakihīwi tahi tātau.’ Kia tamatāne te tū, kia Kāi Tahu te tū, Aoraki matatū!**

Our theme for this year’s annual report is Celebrating Kāi Tahu. This is a fitting theme given that we are in the final stages of confirming our updated tribal vision, *Mō Kā Uri – Ngāi Tahu 2050*. The development of *Mō Kā Uri* has offered us a chance to reflect on our journey since our first intergenerational strategy, *Ngāi Tahu 2025*, was published in 2001, and to put a spotlight on all we have to celebrate as a tribe.

Ngāi Tahu 2025 helped us move on from the grievance mode that dominated our collective mindset and focus during Te Kerēme, and move instead towards a collective spirit of optimism about the future. *Mō Kā Uri* represents another evolution in our tribal journey, and we are both grateful for the opportunity to hold leadership positions within Te Rūnanga o Ngāi Tahu (Te Rūnanga) at this pivotal time.

Our shared view is that we owe it to our tīpuna to approach our leadership of Te Rūnanga with a great respect for the framework they have handed down to us. In the past year, we have found the wisdom contained in Te Kawenata’s

Kaupapa Whakakotahi to be particularly instructive:

‘The Kaupapa Whakakotahi is that the poupou of the House of Tahu are the Papatipu Rūnanga of our people each with their own mana and woven together with the tukutuku of our whakapapa. In them resides the tino rangatiratanga of Ngāi Tahu. Its collective voice is Te Rūnanga o Ngāi Tahu.’

As we navigate a volatile political and cultural landscape and make the transition to our new tribal vision, this short statement from Te Kawenata is a clear stake in the ground reminding us of the mission that sits at the heart of what we do here at Te Rūnanga. The rakatirataka of Kāi Tahu resides in our Papatipu Rūnanga. The role of Te Rūnanga is to draw on and represent our collective strength to ensure that our identity as a tribe – that is, our tino rakatirataka – survives and thrives, both now and into the future.

We are united in our commitment, and it will be this philosophy that underpins our leadership and our approach to the implementation of *Mō Kā Uri*. The progressive development and implementation of tino rakatirataka is our opportunity to own the problems we face in our communities and to have a genuine stake in contributing to their solutions.

Two examples of Te Rūnanga fulfilling this role well in the past year are worth highlighting briefly:

The Ngāi Tahu Archive has further enhanced its internationally significant repository with the integration of the two archive websites, *Kareao* (online archive website) and *Kā Huru Manu* (online digital atlas). This newly created functionality has effectively realised the long held aspiration of Tā Tipene to create a fully integrated Ngāi Tahu archive search engine.

Another was this year’s National Matariki Hautapu held in Wānaka. It was a proud moment for Kāi Tahu to witness a number of Kāi Tahu rakatahi, who were born into the iwi language strategy Kotahi Mano Kāika (KMK), leading ruruku and proudly displaying Kāi Tahu on the national stage. Over the last 25 years KMK has contributed to a new generation of fluent te reo speakers, who use it as the language of first choice in their homes. This is an extraordinary achievement that serves as an exemplar of what intergenerational planning can achieve.

Since the 2023 General Election, the political and cultural landscape of New Zealand has changed significantly. The Coalition Government’s legislative and policy agenda has been overtly regressive in relation to Treaty issues and kaupapa Māori, and there are no signs of this changing any time soon.

In response, we have seen large-scale activation across te ao Māori and a renewed vigour in conversations about kotahitaka and rakatirataka among iwi and hapū. Kāi Tahu has been an active participant

in these conversations, including hosting Te Pūnuiotoka, a distinctly Kāi Tahu response to these developments in Māori politics.

The sustained downturn of the global economy continues to provide challenges for whānau and businesses. We are not safe from the fluctuations of the economic environment and this necessitates a careful and considered approach to the management of tribal pūtea.

Ngāi Tahu Holdings Corporation has distributed \$84.6 million to the Ngāi Tahu Charitable Trust. The distribution ensures the continued funding of a variety of grants and programmes that benefit whānau and Papatipu Rūnaka.

It is important to note that the relativity mechanism has not been triggered this year and this is reflected within the balance sheet.

In the face of ongoing political and economic challenges, it is more important than ever that Kāi Tahu has a strong internal cohesion and sense of kotahitaka, and that our own political, economic, and administrative infrastructure is performing at a high level. This is a core focus heading into next year.

For our pā and whānau to thrive, Te Rūnanga needs to have a sharp focus on the things that create the most impact and value. We have to be ambitious and innovative, making sure that Te Rūnanga Group ecosystem is mutually reinforcing and finely tuned to deliver on our tribal whakataukī – *Mō tātou, ā, mō kā uri ā muri ake nei, for us and our children after us.*

We are holding a mirror up to ourselves to make certain that we are achieving a strong social return on investment, including ensuring that our work is having an impact on development in the regions. This work is already well underway and workstreams like *Au Ahi Au Ora* are providing valuable insights into how Te Rūnanga Group can deliver more effectively for Kāi Tahu whānau across the takiwā.

We extend our appreciation to the wider Te Rūnanga Board, Papatipu Rūnaka,



Ben Bateman
CHIEF EXECUTIVE OFFICER

Ngāi Tahu Holdings Corporation, and to the kaimahi across Te Rūnanga Group. All of us have an important role to play, and it is our great honour to work with a large group of people who give their best to deliver outcomes for Kāi Tahu whānau.

*He manawa tahi, he manawa ora,
he manawa toa, te manawa Kāi Tahu –
A united heart, a vibrant heart, a determined heart,
this is the heart of Kāi Tahu.*



Justin Tipa
KAIWHAKAHAERE

Mō Kā Uri: Ngāi Tahu 2050

The FY2024 annual report is the final that will be reporting on *Ngāi Tahu 2025*. Approved in 2001, *Ngāi Tahu 2025* articulated a beautiful vision for the iwi. It was about tino rakatirataka and the ability to create and control our destiny – a tribal map designed to take our uri to the place where we are empowered as individuals, whānau, hapū, Papatipu Rūnaka and iwi to realise and achieve our dreams. *Ngāi Tahu 2025* was an opportunity to heal the grievances of many generations and to provide hope for the future.

As *Ngāi Tahu 2025* reaches the end of its journey, we must acknowledge all of those who were a part of its creation, and all of those that have played a part over the last 25 years.

Mō Kā Uri is what comes next and will be launched at Hui-ā-Iwi. It is a collective iwi vision that has the voice of whānau at its heart, and ensures we learn from our past and design for our future.

“It is inevitable that our successors will find themselves in a comparable situation to that in which we found ourselves following the historic settlements of my generation. In 2025, in 2050, in 2075 – they will find themselves in a changed and different context.

Just as we found ourselves searching for ways to transform our concept of ourselves as a tribal nation, different from that which we had inherited, so might they.

But we, in our time, have gifted them with a power of choice denied to our own ancestors.”
(Tā Tipene O’Regan)



Ngāi Tahu Settlement architect Tā Tipene O’Regan with Settlement pēpi Thomas Aerepo-Morgan who was born in 1997.
Photo: Richie Mills

Puritia tāwhia kia ita
Te mana tupuna
Tē mana whenua
Te mana takata

Kia turuturu taku ao Kāi Tahu
Tūturu te noho
Tūturu te hono
Tūturu ake nei
Mō tatou, a, mō kā uri,
a muri ake nei

Kia turuturu
Ka whakamaua
Kia tina, tina!
Rona, tāi-e



Our values

Whanaukataka

Family

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

Tohukataka

Expertise

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

Tikaka

Appropriate action

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

Manaakitaka

Looking after our people

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

Kaitiakitaka

Stewardship

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

Rakatirataka

Leadership

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

Kotahitaka

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. Kotahitaka recognises the Group is made up of several entities that have relationships. The Office of Te Rūnanga will ensure it operates in a manner that acknowledges and respects the other parts of the Group as appropriate.

Te Rūnanga o Ngāi Tahu Board Representatives as at 30 June 2024



Back Row, from left: David Perenara-O'Connell, Rik Tainui, Matapura Ellison, Rāwiri Manawatu, Charisma Rangipunga, Michael Stevens, Rewi Davis, Terry Nicholas.

Front Row, from left: Teena Henderson, Gail Gordon, Jo McLean, Elizabeth Cunningham, Ben Bateman (CEO), Justin Tipa, Tania Wati, Rachel Wesley, Fiona Pimm, Odele Stehlin, Susan Wallace.

Ngāi Tahu Holdings Corporation Chair and Chief Executive's report

Ngāi Tahu Holdings Corporation (NTHC) is proud of the mahi undertaken to continue steering the waka through an interesting period in our country's history.

Aotearoa New Zealand has faced significant economic challenges and NTHC has not been immune. We have responded and taken actions to ensure our operating performance and balance sheet remain strong.

This has included freeing up capital, negotiating more flexible banking terms, reprioritising how we invest our pūtea, and a continued focus on cost management. These measures have helped us withstand the impacts of global instability and higher interest rates. Although inflation expectations have eased, the broader domestic and international economic environment remains highly uncertain.

We are particularly pleased that while responding to these challenging conditions, the health, safety, and wellbeing of our kaimahi and manuhiri have remained our first priority and will not be compromised as we navigate this uncertain landscape.

Throughout the year our business units achieved many notable successes. A standout was Ngāi Tahu Farming, which saw particular success in dairy operations, achieving record milk production – seven percent higher than the previous season with the same number of livestock. This is the culmination of several years focusing on operational excellence. The team also successfully delivered the first full season

of operation for both farms involved in the regenerative farming trial, Te Whenua Hou Te Whenua Whitiara.

Ngāi Tahu Tourism continued its recovery from Covid-19, with revenue up 49 percent year-on-year. Its mahi has established a strong foundation, including ongoing enhancements to the manuhiri experience, which we are forecasting will underpin continued growth in the coming year.

A softening property market, driven by higher interest rates, impacted the demand for Ngāi Tahu Property developments. This was partially offset by the investment property portfolio, which continued to perform well due to the high quality of the assets and profile of its tenants.

Ngāi Tahu Seafood delivered a strong result, driven by continued demand for kōura. However, we noted a price decline in the last quarter due to challenging market conditions in China.

Since last year's update, the strong recovery and growth of the global share market saw our diversified portfolio of ethical and sustainable listed companies grow 16 percent. Meanwhile, our private equity portfolio saw moderate growth despite the weakened domestic economy.

A recent change to industry-wide accounting standards (IFRS17) has required the restatement of the accounts of Fidelity Life.

This resulted in a \$93.3 million downward adjustment of NTHC's assets. There is no change in the underlying value, and we are confident in the outlook for our investment in Fidelity.

The accounts also reflect the impact of the difficult decision taken last year to wind down Oha Honey due to significant industry challenges. The cost of winding down the business has resulted in a net loss of \$16.5 million for Oha Honey this financial year. While we are no longer an operator in the Mānuka sector, we remain a 35 percent shareholder in The Mānuka Collective based in Timaru and retain a small hive operation in Kaikōura.

There have been operational challenges throughout the year, but we have largely withstood them. NTHC's net operating surplus increased by \$6.6 million to \$62.5 million. With the inclusion of the Fidelity Life restatement, total assets are now valued at \$2 billion.

The actions taken to strengthen the balance sheet mean NTHC is ready to take advantage of the opportunities ahead. We are confident that we have a clear plan in place and are well positioned to support the aspirations of whānau being articulated through *Mō Kā Uri – Ngāi Tahu 2050*. We will tautoko this tribal vision and ensure it is embedded in our mahi.

NTHC is committed to protecting and growing the pūtea to enable opportunities

for Kāi Tahu whānau now, and for future generations. We are proud to have implemented a new measurement to assess NTHC spending with whānau-owned businesses and suppliers. A good example being the fishing businesses that contract to Ngāi Tahu Seafood and are owned and operated by Kāi Tahu whānau. We have set targets to increase this type of involvement in future years.

Ngāi Tahu Investments launched Te Kete o Kano Whakatō this year, a new cash deposit scheme for Papatipu Rūnaka. The scheme provides a higher interest rate to Papatipu Rūnaka than offered by banks for similar deposits. More than \$50 million is already invested within the scheme, ensuring this pūtea remains within the iwi. We will continue to explore initiatives like this and new

co-investment opportunities which advance the Kāi Tahu ecosystem.

The Interim Chair and NTHC Board have appreciated a closer working relationship with Kaiwhakahaere Justin Tipa, Kaiwhakahaere Tuarua Tania Wati, and Te Rūnanga o Ngāi Tahu governors. There has been a focus on increasing transparency, ensuring no surprises, clearer accountabilities, and creating space for regular kōrero. We are also seeing kotahitaka in action in engagement between Tuhiraki and Kaunuku (Te Rūnanga Group leadership teams), which has the full support of the NTHC Board.

This year we farewelled former NTHC Chair Mike Pohio. His decision to step down followed his successful efforts in navigating us through the Covid-19 global pandemic and the

economic recovery. We welcome incoming NTHC Chair Warwick Tauwhare-George, who was appointed in late September and joins the Board on 1 December.

The Board and Kaunuku wish to acknowledge Jon Hartley's leadership during his time as Interim Chair. Jon has provided a steadying influence during a period of significant change.

In closing, we acknowledge and extend our sincere gratitude to Te Rūnanga Representatives and kā Papatipu Rūnaka for their ongoing support and guidance. Your commitment to delivering for whānau inspires us, as we strive to ensure all businesses and investments reflect the iwi they serve.

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

Ngāi Tahu Holdings Corporation Board



NTH board August 2024, from left: Juliet Tainui-Hernandez, Darryn Russell, Fiona Pimm, Jon Hartley (Interim Chair), Jason Paris and Kristen Kohere-Soutar.



Jon Hartley
INTERIM CHAIR



Todd Moyle
CHIEF EXECUTIVE



Te Rūnanga Group finances at a glance

As at 30 June 2024

\$84.6m 

Distribution to TRoNT

\$75.4m (FY2023)

\$58.6m (FY2022)

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.

5.1% 

Distribution as a Share of Net Assets

4.5% (FY2023) restated*

3.1% (FY2022)

\$1.66b 

Net Assets

\$1.69b (FY2023) restated*

\$1.89b (FY2022)

-2.1% 

Growth in Net Assets

-10.7% (FY2023) restated*

10.8% (FY2022)

18.1% 

Debt to Total Assets

16.3% (FY2023) restated*

14.1% (FY2022)

* Restatement associated with the change to accounting standard NZ IFRS 17 Insurance Contracts, which impacted the value of the Fidelity Life investment in FY23.

	2023/24 (\$000s)	2022/23 (\$000s)	2021/22 (\$000s)
Group financial performance			
Revenue	347,300	372,826	320,337
Cost of sales	-140,974	-199,677	-166,940
Gross profit	206,326	173,149	153,397
Other income	28,344	32,075	20,782
Operating expenses	-171,600	-146,537	-129,842
Other non-operating gains and (expenses)	-20,647	-53,408	115,157
Trading surplus	42,423	5,279	159,494
Tribal expenditure	-100,938	-205,791	-69,526
Tribal revenue	24,552	116,247	16,477
Other comprehensive revenue and (expenses)	6,955	-21,447	79,762
Income tax	-3,589	-2,970	-1,239
Group surplus	-30,597	-108,682	184,968
Group financial position			
Total assets	2,096,975	2,128,718	2,279,869
Total borrowings	-379,406	-346,960	-321,525
Other liabilities	-60,870	-89,915	-63,542
Net assets / Total equity	1,656,699	1,691,843	1,894,802
Group cashflows			
Operating activities	-18,349	-7,496	23,988
Investing activities	-9,264	7,051	-238,859
Financing activities	33,571	26,692	159,360
Net increase / (decrease) in cash	5,958	26,247	-55,511

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



Tū te Raki o Te Maiharanui, Takapūneke Reserve, Akaroa Harbour. Photo: Richie Mills.

Office of Te Rūnanga o Ngāi Tahu

Delivering value

14 / **Kāi Tahutaka** > culture and identity

20 / **Oraka** > health and wellbeing

28 / **Mātauraka** > knowledge

32 / **Te Whakaariki** > strategy & influence

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

39 / **Papatipu Rūnaka** > local development

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

46 / **Tribal Communications and Engagement**

49%

**Kāi Tahu
whānau employed**

47% FY2023

46% FY2022

83,087

**Kāi Tahu
iwi members**

78,972 FY2023

75,416 FY2022

Kāi Tahutaka > culture and identity



\$6.62m

invested in
Kāi Tahutaka in
FY2024
(\$5.98m FY2023)

28.21

FTE FY2024
(17.91 FY2023)

87%

Kāi Tahu Employees FY2024
(92% FY2023)

National Matariki Hautapu hosted by Te Rūnaka o Ōtākou, Wānaka 2024. Photo: Richie Mills

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

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

KOTAHI MANO KĀIKA

\$1.28m

Annual investment FY2024

(\$1.04m FY2023)

631

registered Kāi Tahu whānau members participated in KMK organised and supported events

109

new household engagements with KMK kaupapa

1,064

whānau engaged in KMK reo initiatives

This year has seen a further increase in registered Kāi Tahu whānau actively engaging in a wide range of te reo Māori acquisition opportunities across all levels of language proficiency.

Kotahi Mano Kāika (KMK) continues to work to reduce financial barriers for whānau acquiring and developing proficiency in Kāi Tahu reo. KMK funding and grants assisted 37 individual whānau members and 10 whānau groups to attend KMK reo events, while four separate whānau-based reo initiatives were supported through the Kāika Reo fund. Papatipu marae reo aspirations are also supported through the Papakāika Fund which once again contributed to hapū-led reo initiatives on Te Tai Poutini.

Throughout FY2024, 14 reo events across all language levels were delivered or supported by KMK. The Hai Reo Tuku Iho online course and the Kia Kūrapa marae-based weekend wānaka continue to offer safe entry points to whānau reo revitalisation, to our marae and to our Kāi Tahutaka.

The Kia Kūrehu immersion wānaka, now in its fourth year, provides whānau with a stepping stone into higher level language acquisition opportunities such as the Kura Reo ki Te Waipounamu held at Tuahiwi, and the Kura Reo Kāi Tahu held at Arowhenua.

KMK remains focused on strengthening te reo leadership and succession across our papatipu marae and in our Kāi Tahu communities. This year KMK delivered two Kura Reo Rakatahi, a youth focused reo leadership programme aimed at 14 to 18-year-olds and one Kura Reo Rakatahi – Kā Titirei, an invite only programme aimed at growing the cultural confidence of our young, proficient reo leaders.



Kia Kūrehu ki Arowhenua - Hōtaka Tamariki.

Kotahi Mano Wawata

Twenty-five years on, the success of Kotahi Mano Kāika, Kotahi Mano Wawata the tribal language revitalisation strategy is becoming increasingly visible across our marae and Kāi Tahu communities. Seeing rakatahi leading ruruku at the National Matariki Hautapu in Wānaka and presenting at the Terea te Waka Reo Symposium in Ōtautahi are just two standout examples of the strengthening intergenerational commitment. Many of these young leaders were raised within the Kotahi Mano Kāika movement and are among the first in over a century to be raised speaking te reo within their whānau. Their involvement is a testament to the commitment of their whānau, the success of the KMK strategy and ongoing efforts to realise the dream of once again having Kāi Tahu reo heard within Kāi Tahu communities.

"[Kia Kūrehu has] given us an amazing opportunity to be able to stand in a place of belonging that I once felt whakama about. Given my tamariki a place to see that it's beautiful to be proud of your identity your culture and your reo." (Kia Kūrehu immersion participant)

NGĀI TAHU ARCHIVE

\$1.46m

Annual investment FY2024

(\$1.24m FY2023)

96,633

visitors to Kā Huru Manu FY24

(67,646 FY2023)

20,711

visitors to Kareao FY2024

(19,369 FY2023)

8,292

items added to Kareao FY2024

(13,258 FY2023)

Me manatu te maumahara.

We must remember to remember.

The Ngāi Tahu Archive plays a critical role in ensuring the survival of our tribal memory. Guided by Te Pae Kōrako (the Ngāi Tahu Archive Advisory Committee), the Archive team engages with whānau, Papatipu Rūnaka, and the Office of Te Rūnanga on history and memory projects, and ensures that authentic tribal knowledge is accessible to whānau.



Kaumātua from Wairewa Rūnanga viewing photographs, maps, and other archival material at the Ngāi Tahu Archive, 2024.



The Ngāi Tahu Archive is located at the Archives New Zealand facility in Wigram, Christchurch.

Reflecting on the Archives Journey

The concept of a Kāi Tahu library and archive was first championed by Ngaitahu Maori Trust Board member Doug Sinclair in the 1950s. However, it wasn't until 1978 that a tribal archive was established. Over the next 40 years interest in, and support for the archive waxed and waned. 2012 was a significant turning point with the formation of Te Pae Kōrako and the approval by Te Rūnanga of the Ngāi Tahu Archive Strategy. Under this new structure the archive has flourished with significant accomplishments including the launch of *Kā Huru Manu* and *Kareao*, and the publication of two volumes of the award-winning *Tāngata Ngāi Tahu* series. The team and most of its collections were relocated to the new Archives New Zealand facility at Wigram in 2020. The next challenge is finding a permanent home for the Ngāi Tahu Archive.

The Ngāi Tahu Archive comprises the collections of the Ngaitahu Maori Trust Board, the records of Te Rūnanga, and the personal papers of selected individuals. Through digitisation, the Archive is also increasingly becoming a repository for archives of tribal significance repatriated from external

institutions. The team manages these collections and makes them accessible to whānau and Papatipu Rūnaka. It also provides support to Kāi Tahu Papatipu Rūnaka and whānau for the care of their own collections.

Sharing our stories

The Ngāi Tahu Archive supported Papatipu Rūnaka with several storytelling projects in FY2024. These include the curation of *He Ara Roimata ki te Anamata: Takapūneke, Our Journey, Our Survivance* exhibition at Akaroa Museum with Ōnuku Rūnanga, and the curation with Te Hapū o Ngāti Wheke of an exhibition of waka-related taoka which were displayed in the Ngāti Wheke marquee at the Sail GP international sailing event at Whakaraupō.

Numerous public talks and events participated in included a panel session *Whaia te ara o te Kareao* at the Christchurch WORD festival where members of Te Pae Kōrako and the Archive team shared stories about their favourite taoka from the Ngāi Tahu Archive.



Whaia te ara o te Kareao. Photograph by Petra Mingneau.



Kā Huru Manu

In FY2024 a new base map was installed on Kā Huru Manu which allows users to search directly for reference-based material held within the Ngāi Tahu Archive database Kareao. This new development is an important and exciting step towards creating a fully integrated Kāi Tahu knowledge system. The Ngāi Tahu Archive also worked closely with Papatipu Rūnaka to identify place names within the Kāi Tahu takiwā for inclusion on a new poster map of Māori placenames in Te Waipounamu published by the New Zealand Geographic Board.

Kareao

A highlight of FY2024 was the launch of the 'kaitahu' database on Kareao. 'Kaitahu' is a comprehensive database of 19th century Kāi Tahu tipuna names compiled by long-serving University of Canterbury academics Peter and Christine Tremewan. The database is essentially an index of biographical notes and their sources comprising more than 2,500

individual records. This extraordinary resource provides whānau and researchers with rich material for whakapapa and biographical research. The Sidney Boyd Ashton papers were also made available on Kareao. These papers provide researchers with access to over 11,000 working papers of the first Chief Executive of Te Rūnanga o Ngāi Tahu.



Sid Ashton and Prime Minister Jim Bolger signing the Ngāi Tahu Deed of Settlement at Takahanga Marae, 21 November 1997. Te Rūnanga o Ngāi Tahu Collection, Ngāi Tahu Archive, 2013.P.1933.

Pūrākau Wānaka

The pūrākau wānaka delivered by the Ngāi Tahu Archive team continue to be popular with whānau, and provide an opportunity to foster the next generation of Kāi Tahu storytellers. This mahi also involves supporting regional and whānau pūrākau initiatives. During FY2024 pūrākau wānaka were held at Tuahiwi, Arowhenua, and Mahitahi (Bruce Bay).



Whānau attending the Pūrākau Wānaka at Te Tauraka Waka a Māui Marae at Mahitahi (Bruce Bay). Photograph by Sampson Karst.



WHAKAPAPA NGĀI TAHU

\$1.045m

Annual investment FY2024

(\$0.97m FY2023)

8.0

FTE FY2024

(6.0 FY2023)

83,087

registered whānau members FY2024

(78,972 FY2023)

4,381

new registered whānau members

FY2024

(4,049 FY2023)

69%

of applications received via online registration process FY2024

(61% FY2023)

Digitising Whakapapa

The migration of the tribal database in 2007 to a Custom Relationship Management (CRM) database marked a significant milestone for the collection, storage, and future extrapolation of whakapapa information. Following the Christchurch earthquakes with limited access to the original physical files, it was deemed a priority to digitise both the original and the working files. This decision has enabled a greater ability to share information with whānau regarding their whakapapa through digital presentations, and hard copies for whānau attending Kāi Tahu Roadshows and Taurahere rōpū wānaka.

Critical to the digital transformation is the data validation process, where potentially 3,300 additional birth records will be verified, alongside a deceased data-matching project

in collaboration with the Government Death Register to ensure the accuracy of whakapapa records.

Online Registration

In 2018 Te Rūnanga launched an online registration process for whānau whose Kāi Tahu parent(s) were already in the tribal database. This has streamlined the registration process for many whānau, particularly those with multiple or intergenerational applications. As well as receiving immediate responses via text or email, this process eliminates the risk of losing documents during transit or in the post. Today the online process accounts for 69 percent of all applications received. Additionally, the creation of a guide to enrolment has further enhanced the user experience, ensuring a seamless process for the majority of whānau members.

Working with the Department of Internal Affairs

At the inaugural 2012 Hui-ā-Iwi, a directive was given that Whakapapa Ngāi Tahu should have a record of the Kāi Tahu birth parent of every member on the tribal database. A working relationship with the Department of Internal Affairs has enabled access to birth, marriage, and/or death certificates of those Kāi Tahu members who did not have a record of their Kāi Tahu parent(s). To date we have acquired 5,200 birth certificates from the Department of Internal Affairs and corrected 3,000 1848 kaumātua anomalies.

Having this information available for every iwi member has enabled the creation of the very popular whakapapa scrolls. These beautifully presented scrolls offer whānau a firsthand view of their whakapapa from themselves to each of

their 1848 kaumātua. These scrolls have been integrated into all iwi engagement initiatives including Pēpi packs, the iwi capability programme, whānau reunions, and one-on-one interactions.

He Rau Mahara

Launched at Hui-A-Iwi 2017, He Rau Mahara was an acknowledgement of those Kāi Tahu men who served in The Great War, WW1. Interviews were conducted with 19 whānau willing to share their memories, good and bad about their father, pōua or uncles, and were compiled into a book that officially recognises Kāi Tahu soldiers for their fierce bravery and their immense contributions. At the time of publication 298 servicemen had been identified. With recent assistance from the New Zealand Army, a further 150 have been identified and work is currently underway researching and compiling their war records.

Increased Support for Pre-Adoption Processes

There has been a notable increase in the number of individuals seeking assistance with pre-adoption processes. Support includes not only guiding them through the pre-adoption journey, but also helping to complete necessary forms and provide whakapapa evidence. This trend highlights the ongoing commitment to providing essential services that meet the evolving needs of whānau. The Whakapapa team had the privilege of assisting one whānau member to register with the iwi who, had only just found out about her Kāi Tahu whakapapa having been part of the private adoption process in place in the 1950s. After learning about her adoption, she went on a journey of discovery over several decades to find her whakapapa. Her kōrero has been captured



Arapata Reuben and Tarnia Jackson presenting whakapapa to the Wakefield whānau in Napier.

by the Whakapapa team with the intention of sharing with the wider whānau later in the year.

Enriching Ngāi Tahu Cultural Heritage

The Whakapapa team is undertaking a range of projects that will further enrich and showcase Kāi Tahu cultural heritage. Key initiatives include the acknowledgment of Kāi Tahu All Blacks, Black Ferns, and Māori All Blacks through a dedicated event, highlighting the contributions of these individuals to both sport and their iwi. Additionally work is underway to capture the rich knowledge of the Tītī Islands through mātauraka recordings, which will be vital in preserving this unique cultural heritage for future generations.

Animating Pūrākau

Several animation projects are in development that will bring traditional narratives to life in an engaging contemporary format. These include stories such as *Te Kore – The Creation Story*, *Urūao, Paikea Tradition*, and *Aoraki Waka*.

These projects collectively represent a comprehensive approach to preserving, celebrating, and sharing Kāi Tahu whakapapa and cultural heritage.

Strengthening Connection

One of the most significant outcomes for whānau of the mahi of the Whakapapa team has been the increased awareness of their whakapapa. By providing detailed histories and genealogical information, it has been possible to place whānau on their whenua and as a result has led to deeper connections with their heritage.

Additionally more whānau are wanting to physically develop or strengthen their connections with kā Papatipu Rūnaka. These relationships are essential for fostering a sense of community, and ensuring that whānau remain engaged and involved in rūnaka activities and initiatives.

NGĀI TAHU FUND

Protecting and enhancing Kāi Tahu culture is essential to maintaining the life-force and integrity of the tribe. Since 2006 \$1 million is made available annually to directly fund Kāi Tahu whānau to learn and share in cultural practices through the Ngāi Tahu Fund.

53

**Applications approved
Total: \$789,364**

1

**Taurahere Fund application
approved FY2024
(1 FY2023)**

Irakehu Pae ki Tua is an enduring effort to revive, reinvigorate and re-embed Ngāti Irakehu tikaka and kawa on Wairewa marae. After a successful pilot programme in the previous period, Wairewa Rūnanga has received funding from the Ngāi Tahu Fund to run a three-year project to continue to grow and develop the capability of Ngāti Irakehu whānau on the pae.



Growing the capability of Ngāti Irakehu whānau on the pae at Wairewa Marae.

Oraka > health and wellbeing

\$17.99m

invested in Oraka in
FY2024
(\$16.92m FY2023)

23.1
FTE FY2024
(23.6 FY2023)

42%
Kāi Tahu Employees FY2024
(47% FY2023)

Sahni Bennett's (Ngāti Makō, Wairewa) passion for māra kai has turned her backyard into kai, nourishes her wellbeing, and has brought her and her tamariki, from left, Paikea, Toi Kai Rākau, Dune Bear, and Delilah, together in the second stage of the whānau awareness campaign.

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

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

Our emergency pod was delivered to the marae recently. As the most remote marae in the Kāi Tahu takiwā, we are grateful to have this resource now ensconced at Te Tauraka Waka a Māui Marae. Thanks very much to the leadership of Jamie Ruwhiu and his fabulous team at Te Rūnanga o Ngāi Tahu for making this happen, and to Te Puni Kōkiri who provided the majority of the funding. We are feeling much better prepared to be able to respond and care for any whānau and manuhiri as well as the local community in the event of an emergency. (Te Rūnanga o Makaawhio)

Starlink Satellite Internet Programme

Starlink Satellite Internet has been installed for all 18 Papatipu Rūnanga. The management of these services has now been handed over to local marae. This allows them the flexibility to either continue the service through their own funding, or to pause and reactivate it during emergencies dependent on their existing internet provider agreements.

WHĀNAU & EMERGENCY RESPONSE

\$1.5m

Annual investment FY2024

(\$1.34m FY2023)

Emergency Pods

Emergency pods have been delivered to all 18 Papatipu Rūnaka along with the six Ngā Maata Waka Marae in the takiwā. The purpose-built emergency and disaster resilience pods (EPODs) are designed to provide accessible emergency response capability directly to whānau. The EPODs contain essential emergency equipment such as first aid kits, emergency shelters, communication devices, and other critical supplies to better respond to various emergency scenarios.

Right: Lynda Pehi (Makaawhio) and Tony Hart (Civil Defence, Emergency Management Officer).



Manawhenua Emergency Facilitators

Two Manawhenua Emergency Facilitator positions were established during FY2024 in Murihiku and Araiteuru. These roles have been warmly welcomed by rūnaka and whānau in the regions. Looking ahead, there is a plan to create a new facilitator position in Waitaha, and discussions are underway with Te Tai Poutini Rūnaka and West Coast Civil Defence to establish another role by 2025.

Moeraki Emergency Preparedness Plan

In collaboration with Moeraki whānau, a new emergency preparedness toolkit and resources were launched in June. Feedback has been overwhelmingly positive, and further work is ongoing to incorporate cultural narratives into digital resources. Upcoming whānau and marae preparedness hui will be led by the Araiteuru Manawhenua Emergency Facilitator. The University of Canterbury and the Natural Hazards Commission (NHC) remain committed to supporting the development of Marae Emergency Preparedness Plans with a focus on Ngāti Waewae, Makaawhio, Rāpaki, and Wairewa marae.

Kauraka e Mataku! Kia takatū AF8 Awareness Campaign

The AF8 awareness campaign, Kauraka e Mataku! Kia takatū, was a major success, with over 120,000 engagements on social media and over 1,000 positive responses. A series of videos is being planned to help whānau manage the psycho-social impacts of experiencing emergency events.

WHĀNAU AS FIRST NAVIGATORS

The three-year Whānau as First Navigators (WAFN) programme aims to reduce the number of tamariki and rangatahi interacting with Oranga Tamariki by enabling whānau rakatirataka. The team has been focused on its four key workstreams as it works towards concluding and evaluating the pilot programme by the end of FY2025.

Service Providers' Capability

The programme works with 10 Kāi Tahu and kaupapa Māori health and social service providers across the takiwā to help grow, strengthen, and build on the prevention and early support mahi already being undertaken with whānau in their communities towards

achieving their aspirations. A new accredited health and social service provider, Te Hā o Maru, became the 10th and final provider in late 2023.

Providers have been working alongside the WAFN team progressing the delivery of their specialised, co-designed work programmes focusing on uplifting capability and capacity.

A key programme goal is to enable service provider partners to prevent 435 tamariki from entering the Oranga Tamariki system before the programme's conclusion. At the end of FY2024, the programme had supported 436 tamariki. Since reaching this goal, it has been extended to supporting 800 tamariki by the end of the programme in June 2025.



Above: Georgia-Rae, Suzi (Kāti Māmoe, Kāi Tahu, Kāti Huirapa ki Puketeraki), and Brendan Flack (Kāi Tahu, Kāti Māmoe, Kai te Ruahikihiki) in Karitāne shared their love of connecting to their whakapapa out on the awa in the second stage of the whānau awareness campaign.

Whānau Awareness Campaign

The whānau awareness campaign's second stage was viewed more than 3.5 million times across television, online, and social media between December 2023 and January 2024.

The objective for the second stage was to inspire whānau and other Māori living in the takiwā and around Aotearoa to reflect on their wellbeing by learning from the experiences of other whānau members.

Three one-minute videos of whānau across the takiwā sharing a kaupapa they engage in that is integral to their wellbeing aired on Whakaata Māori, TVNZ+, and YouTube.

Shorter clips of the videos shared on Te Rūnanga Facebook and Instagram accounts reached 391,000 people.

The WAFN stall at three roadshows over the year was a great opportunity to boost the campaign, share the programme with whānau in more detail, and collect qualitative data to help inform the programme's upcoming evaluation.

Whānau interaction hub

The Whānau Interaction Hub aims to provide early support, information, and guidance to whānau in ways that suit them, and to enable an environment where they will naturally go for trusted support before they reach crisis point.

This year the programme worked alongside a selected provider to facilitate and deliver a second hub prototype. A series of whānau consultation sessions and co-design wānaka were held utilising the provider's expertise and whānau engagement knowledge.



Above: Tava and pōua are at the heart of teaching mokopuna the mātauraka tied to tītī harvesting in the whānau of Mike Stevens (Kāi Tahu – nō te whānau Metzger), Te Haeatanui Stevens (Kāi Tahu, Te Ātiawa, Ngāti Mutunga), and Barb Metzger (Kāi Tahu), who featured in the second stage of the whānau awareness campaign.

At these sessions and wānaka, whānau said they would engage with support hubs if they were welcoming and safe places and spaces staffed by people who can relate to them and understand intergenerational Māori issues. The provider developed a report and feasibility assessment, which is now with Oranga Tamariki.

Workforce Development

WAFN has been working closely with providers to develop bespoke and innovative solutions for each provider's unique workforce challenges, including strengthening current and future workforce capacity. Informed by provider insights and wider research, templates, tools, and resources have been created. They are also engaging with the social service workforce to ensure it can deliver quality services for whānau and beyond, including creating change in processes and practices that will positively impact whānau.

SOCIAL WELLBEING

\$0.73m

Annual investment FY2024
(\$0.64m FY2023)

The Social Development team (SDT) continues to lead the Ngāi Tahu Article 3 strategy, it remains focused on influencing central government decision-making in areas of social investment in the Kāi Tahu takiwā and advocating for the social wellbeing of Kāi Tahu whānau.

In the lead up to and post the 2023 election the team has continued to focus on strengthening relationships with Crown agencies and identifying opportunities to influence decision-making. Key relationships include Ministry of Business, Innovation and Employment (MBIE), Ministry of Social Development (MSD) including the Social Sector Commissioning Hub, Treasury, Department of Internal Affairs (DIA), Accident Compensation Corporation (ACC) and Te Puni Kōkiri (TPK). In terms of commissioning ACC and TPK have transitioned to Te Tauraki.

With the establishment of the Social Investment Agency (SIA) post-election, the SDT has initiated a relationship with the SIA as an influential Crown agency in social investment. This relationship will be prioritised as the SIA develops its social investment approach and Social Investment Fund, to be implemented in 2025.

An ongoing project initiated in FY2024 is building a knowledge base of the current state of social investment within the Kāi Tahu takiwā, and funding available through key Crown agencies. This analysis is aimed at understanding the levers of potential influence and potential for accessing social investment.

The team has developed a Social Investment toolkit to be utilised in influencing Crown agencies, and assisting with contesting social sector investment.

Kaumātua Grants

7,969

Number of Kaumātua Grants paid
(7,354 FY2023)

(IMPB) to drive current reform of the health system and advocate for more equitable health outcomes for Māori living within the Kāi Tahu takiwā. Te Tauraki is focused on amplifying whānau Māori voice, monitoring the health system and influencing the Crown to deliver better outcomes for Māori. Te Tauraki is one of 15 IMPBs throughout Aotearoa.

HEALTH

Te Tauraki

Vision: A health system that delivers on the guarantees and promises of Te Tiriti o Waitangi and truly meets the needs and aspirations of whānau Māori.

After the passing of the Pae Ora (Healthy Futures) Act in 2022, Te Rūnanga established Te Tauraki as the Iwi-Māori Partnership Board

HOUSING

Nōhaka Rau

Nōhaka Rau is a programme delivering financial literacy workshops and support in partnership with Mokowhiti. Of those who completed the programme during FY2024, two whānau successfully purchased their first home through Ngāi Tahu shared equity home ownership.

One whānau has worked towards full ownership buying back the Te Rūnanga shared equity. This pūtea returns to the programme and will enable another whānau to purchase their first home through the programme.

In total eight whānau have been supported towards home ownership through the Nōhaka Rau Shared equity home ownership programme.

2024 Workshops

35

online zoom workshops held

27

completed online budgets

25

whānau attended all five workshops

11

whānau supported to mortgage broker to purchase on open market

"It's good to see Ngāi Tahu helping its people with home ownership. You are doing a great job, encouraging and empowering people. It's not always easy understanding the process of buying a home." (Deborah)

Healthy Homes Pilot project

The Healthy Homes pilot project is a partnership between Te Rūnanga and Awarua Synergy. It is designed to improve living standards for whānau through improved health outcomes resulting from warmer, drier homes. Awarua Synergy works with whānau to develop and implement a home-healthiness improvement plan that includes identifying funding and other support required to achieve the desired outcomes. The first round of the project was carried out with Murihiku whānau, with Awarua Synergy receiving 47 expressions of interest from whānau throughout FY2024 of which 25 whānau were supported to make necessary upgrades to their homes. Of these:

22

received insulation

9

received heat pumps

8

qualified for the Te Whatu Ora Healthy Homes due to health concerns, enabling them to receive additional interventions beyond insulation and heating

13

qualified for the Government's Warmer Kiwi Homes and local Southland Warm Homes Trust subsidies

"As a single grandparent, the generosity of having these improvements fully funded was so gratefully received. I would not have been able to afford insulation/a new heat pump without this assistance. I hope that other Murihiku families have the opportunity to take part in this programme in the future."

Healthy Homes Project Round Two

Round two of the healthy homes project is being rolled out in Tāmaki Makaurau with more than 300 whānau who own their own homes invited to participate.

Awarua Synergy has received 30 referrals and will work with the whānau to develop a home-healthiness improvement plan, and work with the whānau to implement this plan including identifying funding and other support to achieve this.



Above: Meihana Pauling was supported with the Pūtea Manaaki Sporting Recognition Grant for his achievements in Rugby League, representing the South Island Scorpions in the National Youth Tournament. Meihana's success in rugby league has led him to be signed with the NZ Warriors SG Ball (U19) Squad for two years.

HAUORA GRANTS

\$2.76m

Annual investment FY2024
(\$2.9m FY2023)

Pūtea Manaaki

406

Support provided to Kāi Tahu whānau in financial hardship (327 FY2023)

4

Support provided to Kāi Tahu whānau after an emergency (424 FY2023)

519

Support provided to Kāi Tahu whānau for sports activities (284 FY2023)

WHAI RAWA

With more than \$160 million funds under management and over 35,000 Kāi Tahu whānau in the scheme, the success of the past 18 years is measured in the whānau who have benefited from the over \$75 million in contributions from Te Rūnanga. Every dollar passed onto whānau helps them in their quest to achieve success through our key life goal withdrawal criteria.

\$11.66m

Annual investment FY2024
(\$10.68m FY2023)

6.5

FTE FY2024 (6.0 FY2023)

He Tirohaka Whānui

\$165.0m

Funds Under Management as at 30 June 2024 (\$133.7m as at June 2023)

35,384

Total members as at 30 June 2024
(33,647 as at June 2023)

\$37.6m

Total withdrawals since the scheme's inception (\$31.59m as at June 2023)

\$8,811,331

Member contributions for the year ending 31 March 2024

\$7,410,450

Te Rūnanga o Ngāi Tahu contributions paid for the 2023 calendar year (excluding taxes)

\$9,644,022

Te Rūnanga o Ngāi Tahu contributions paid from Relativity Settlement

Te Mahi me kā Hua / Performance and Results

Whai Rawa scheme returns to 30 June 2024.

In the first half of 2023, global shares performed notably well with overall market returns driven by a small number of US technology-based companies known as the "Magnificent 7." These companies were expected to benefit from the development of artificial intelligence (AI) and generative AI. Slowing inflation and the continued strength of the US economy spurred hopes that a recession could be minimised (or even avoided) which also supported the US share market. As a result of high interest rates, fixed

income investments and other interest rate sensitive asset classes around the world saw negative returns.

The year ended with equity markets rallying back towards their 2023 highs and technology stocks once again leading the charge. During the first quarter of 2024, supportive economic data (particularly from the US) helped push major share markets to new all-time highs. Geopolitical risks, such as conflicts in Gaza and Ukraine, remain a concern and could have significant implications for global supply chains, capital flows, and commodity markets.

“ It's great that my Whai Rawa account was there to boost our savings and contribute towards our first home.

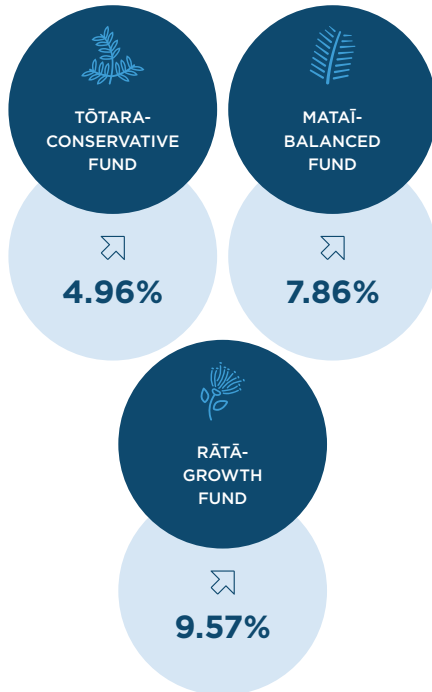
Even if it is just a small amount that you are saving regularly, every dollar helps when it comes to saving - it is so simple to get on the Whai Rawa waka whānau. ”

MAREWA | WHAI RAWA MEMBER

Whai Rawa NGĀI TAHU



ANNUAL RETURNS TO 30 JUNE 2024*



* Net returns after fees and tax. Individual Whai Rawa returns may be different for several reasons including if contributions or withdrawals have been made. Information on investment returns is included in member statements.

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. Whai Rawa Fund Limited's financial advice disclosure statement is available here www.whairawa.com/financial-advice.

Āheika-a-Ahupūtea

At Whai Rawa improving and increasing understanding of financial wellbeing is a key objective in the journey to creating better futures for whānau. Financial wellbeing 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.

Whai Rawa's three targeted kaupapa continue to grow in popularity. Ngā Kaitiaki Moni is the Whai Rawa kids club for those aged 5–12 to learn about everything moni. After a successful pilot programme with Banqer Beyond, Whai Rawa recently launched Rakatahi Whai Rawa which is designed specifically for 13–18 year olds. He Matapaki Māreikura is a platform to support wāhine to create better futures for themselves and their whānau.

Working alongside Te Ara Ahunga Ora Retirement Commission (TAAO) and the Financial Services Council, Whai Rawa continues to place focus and importance on its intergenerational financial literacy kaupapa, taking inspiration from the National Strategy for Financial Literacy out of TAAO, and more specifically the Māori strategy currently in development.

Awards

The Whai Rawa team was awarded the prestigious Team of the Year award from the Financial Services Council in mid-2023 for their work supporting whānau to better futures.

Additional accolades include Contribution to Community Finalist – Financial Services Council Awards 2023; Emerging Trailblazer Finalist –

Sam Kellar, GM Whai Rawa – Financial Services Council Awards 2023 and 2024; Innovation in Financial Services Finalist – Institute of Finance Professionals NZ Awards 2024; and Excellence in Financial Reporting Finalist – Annual Report 2023 – NZ CFO Awards 2024.

Head to the Whai Rawa annual report to 31 March 2024 for a full summary of financial year updates for the scheme.

www.whairawa.com/ar



Above: Jack and Carter Rowe from Ōtautahi.

Mātauraka > knowledge

\$4.13m

invested in
Mātauraka
in FY2024
(\$3.91m FY2023)

26.5

FTE FY2024
(27.5 FY2023)

59%

Kāi Tahu Employees FY2024
(49% FY2023)

One-week old Emma Mabel Moore sleeps peacefully
in her wahakura. Photo supplied

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

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

TOKONA TE TAKATA

Pūreirei

60

New Pūreirei registrations were received in FY2024

51

Opportunities were offered to Kāi Tahu whānau, including internships, scholarships, cadetships, entry level and governance roles

KĀI TAHU GRANTS

Pēpi Packs

839

Distributed FY2024 (889 in FY2023)

School Starter Packs

674

Distributed FY2024 (616 in FY2023)

The school starter packs provide tamariki and whānau a touchpoint with their iwi.

“Every item was helpful but the thing that meant the most to my son was the pounamu. He saw the mana radiate off him as he put his te kura or Tuahiwi uniform on and that taonga over his head and onto his neck.”

Below: Mason Coxhead excited by his school starter pack.

Learner Support Fund

670

Learner support fund grants approved FY2024 (750 in FY2023)

118

Tamariki undertook a special assessment (e.g. to diagnose a learning difficulty) FY2024 (146 in FY2023)



Education Grants and Scholarships

27

Yamada O'Regan scholarships for secondary school students FY2024
(16 in FY2023)

In November 2023 members of the O'Regan whānau travelled to Japan to meet with the Yamada whānau. A farewell of sorts for the older generation, it was also an opportunity to solidify the relationship of the younger generations to ensure the enduring legacy remains. Before heading home to Aotearoa, Mr Yamada handed Tā Tipene a folder of documents offering an additional \$1 million to the iwi to provide ongoing education support for future generations of Kāi Tahu rakatahi.

767

Ka Putea Grant and Ka Putea Proof of Engagement Grant for tertiary-level study FY2024
(706 in FY2023)

"Kā mihi nui mō te awhi. It is much appreciated to support my reo journey to reclaim my language for me and my whānau. Mō tātou, ā mō kā uri ā muri ake nei. Ko tōku reo tōku ohooho, ko tōku reo tōku māpīhi maurea."

63

Ka Pūtea Scholarships for tertiary-level study FY2024
(66 in FY2023)



The O'Regan and Yamada whānau in Tokyo, November 2023.

TOKONA TE WĀNAKA

2.89

Annual investment FY2024
(\$2.85m in FY2023)

1.5

FTE FY2024
(1.5 in FY2023)

He Ruru Mātauraka

The third joint initiative has begun where neighbouring Papatipu Rūnaka work together to support the development of localised curriculum content as a vehicle to improve outcomes for Kāi Tahu whānau in compulsory education.

To date 12 Papatipu Rūnaka are working in three collaborative groups to maintain their mana motuhake over content and pedagogy. Their purpose is to support and deliver programmes for whānau, kaiako, and ākoka in their joint takiwā, that provide improved

experiences, understandings and cultural capabilities.

1,467

participants attended workshops from 387 schools. Attendees included kaumātua, whānau, kaiako and ākonga

Aotearoa New Zealand Histories Curriculum

With the current New Zealand Curriculum review underway, the launch of new curricula is being rolled out over the coming years. Te Takanga o Te Wā (for kura) and the Aotearoa New Zealand Histories curriculum (for English medium schools) were the first reviews launched and have become a part of all kura and schools' marau ā-kura and local curriculum.

Kāi Tahu specific content and teaching resources have been developed to accompany the wide range of Kāi Tahu created material (videos, articles, and web content), curated as resource sets to engage ākonga in Kāi Tahu historical and local information contexts. Papatipu Rūnaka can contribute to the materials being created to ensure critical local history is included. These Kāi Tahu information resources and links are available via the Kāi Tahu website.

16,797

Kāi Tahu teacher resources page visits

47,656

downloads, demonstrating interest and engagement with Kāi Tahu content

He Rautaki Mātauraka – The Ngāi Tahu Education Strategy

Papatipu Rūnaka are contributing to a review, refresh and reset of the present education strategy to align with current trends and priorities in education. The refreshed strategy will be designed to align with *Mō Kā Uri*.

TOKONA TE RAKI

\$0.3m

Annual investment FY2024

(\$0.3m in FY2023)

18

FTE FY2024

(21.0 in FY2023)

Social innovation lab, Tokona te Raki continues to progress its mahi in creating future-focused solutions to systemic issues that ensure a fair and just world for all. The team is engaged in a diverse range of kaupapa supported by like-minded partners and collaborators, all of whom share a vision for a world where all Māori are inspired by their future, confident in their culture, prosperous in their careers and succeeding as Māori.

Over the past 18 months, Tokona te Raki has been engaging with whānau to capture their dreams and aspirations and ensure they are at the heart of *Mō Kā Uri – Ngāi Tahu 2050*.

He Toki

He Toki is an iwi-led initiative that brings together the strengths, knowledge, and expertise of Tokona te Raki, Aukaha, Ara Institute of Canterbury, Otago Polytechnic, the Southern Institute of Technology, Helix Global, and our industry employer networks. The He Toki partnership is focused on Māori education success and growing Māori industry leaders to build stronger communities and healthy whānau.

He Toki began 2024 with 211 taura Māori in trades and health related courses (up 16 from 2023). This included a new cohort in the New Zealand Certificate in Health and Wellbeing, Level 4, at Ara, and the addition of Level 3 Career and Study Preparation courses at Otago Polytechnic.

As at June 2024 He Toki had achieved 89 percent of its mix of provision for 2024 with Otago Polytechnic having successfully allocated 100 percent of its placements in carpentry, electrical and career and study preparation courses; Ara 89 percent of its placements and the Southland Institute of Technology (SIT) 78 percent of its carpentry cohort. In summary He Toki is well on track to achieving 100 percent of its placements for the calendar year.



Kōkirihiā

Kōkirihiā – the plan to end streaming in Aotearoa schools is now one year into its implementation. This first stage of implementation has been about raising awareness of the practice of harmful streaming and ability grouping in our schools, and embedding alternative evidence-based approaches to replace it. This is a Ministry of Education funded project that has been led by Tokona te Raki over the past four years.

It was a highlight to have a case study on Kōkirihiā featured in the OECD PISA report released in late 2023. Additionally, the report showed a 23 percent decrease in streaming in New Zealand schools since 2015 which is a significantly positive shift.

The current contract with the Ministry of Education has another 18 months to run. The team continues to work with the 19 member organisations in its implementation team to progress the kaupapa.

Left: Armani Rarere, He Toki Carpentry cohort 2023.

Te Whakaariki > strategy & influence



\$4.76m

invested in
Te Whakaariki
in FY2024
(\$5.45m FY2023)

18.7
FTE FY2024
(13.4 FY2023)

35%
Kāi Tahu Employees FY2024
(37% FY2023)

Rangatahi rōpū at Climate Change symposium 2023.

Vision: Restore and enhance the place and perception of Kāi Tahu within the takiwā.

Protect and advocate the inherent, statutory and Settlement rights of Kāi Tahu whānau.

Pioneer and innovate: Leverage rights and create opportunities.

Capability build: Support Papatipu Rūnaka.

Taoka Assets Policy

The newly approved Taoka Assets Policy is now being enacted. The Policy applies to those assets owned by Te Rūnanga Group that have historical, cultural, political or spiritual significance, in addition to their commercial value. These assets can be “real” property (such as land), “chattels” (such as artworks) or intellectual property.

The development of this Policy, led by Dr Michael Stevens and Rakihia Tau, has evolved from tribal wānaka with Te Rūnanga and NTHC representatives. It seeks to enhance the management and protection of taoka assets.

The Policy is supported by an advisory group who make recommendations to Te Rūnanga regarding asset designations and management options.

Aquaculture Settlement

Te Whakaariki continues to advocate for the rights and opportunities provided in the Aquaculture Settlement. The focus has been



Above: Advisory Group – Rachel Wesley, Gerard O’Regan, David Perenara-O’Connell, Jeffrey Broughton, Sam Inglis, Rocky Roberts and Te Puawai Perenara-O’Connell.

two-fold: building strong relationships to advocate and promote Kāi Tahu interests; and working closely with Papatipu Rūnaka on their specific interests and strategic use of the settlement provisions to advance their aspirations.

The focus of the FY2024 has been on positively influencing regulatory amendments for Kāi Tahu.

Crown Engagement

The change in Government has brought Te Tiriti o Waitangi and Te Rūnanga approach to Crown relationships to the fore. To protect the Ngāi Tahu Settlement and rakatirataka, Te Whakaariki engages with Crown officials to advocate for Kāi Tahu rights and opportunities across the reform agenda. As this Government continues to push forward with its coalition

agreements at pace, and without wavering from its regressive stance towards iwi Māori, the need to hold the Crown to account for its obligations is fundamental.

Te Whakaariki advocacy focuses on targeted political engagement, communications and formal responses to policy or legislative change. An example of this approach is the Fast-track Approvals Bill where Te Rūnanga engaged across the political spectrum to advocate for what it considered baseline requirements of the Bill – to uphold the Ngāi Tahu Settlements, protect the natural environment, and recognise and protect iwi rights. Te Whakaariki supported the Chair of Te Apārangi, Rāwiri Manawatu alongside representatives from Wairewa Rūnanga, Te Taumutu Rūnanga, Te Rūnanga o Waihai and Te Rūnaka o Ōnuku to present their responses to the Bill to the Select Committee.

Climate Change Symposium and Settlement Commemoration

In September 2023, Te Rūnanga convened the second tribal Climate Change Symposium. Hosted by Te Taumutu Rūnanga, the symposium brought together rakatira and

rakatahi from across the takiwā to discuss local mitigation and adaptation responses. A group of rakatahi captured attendees' attention with their compelling report-back, calling for greater accountability and action.

Following the symposium, a sub-set of these rakatahi has continued to meet to progress the kaupapa.

Sir Andrew Tipping Poroporoaki

In March 2024 Kāi Tahu came together with Waikato-Tainui and representatives from Te Arawhiti and Crown Law to acknowledge Sir Andrew Tipping's service as Relativity Mechanism Arbitrator. This was an opportunity to acknowledge the momentous contribution of the minds behind the Relativity Mechanism, especially Tā Tipene O'Regan and Tā Robert Mahuta. The whakaaro from across the board around their contributions to both iwi, iwi katoa and New Zealand, was incredibly powerful.

Since Kāi Tahu and Waikato-Tainui first triggered the Relativity Mechanism in 2012, Sir Andrew Tipping has arbitrated the disputes iwi have with the Crown on its payments under the Mechanism, which has resulted in multiple Relativity Mechanism payments to Kāi Tahu.



Climate Change Symposium and Settlement Commemoration 2023.

Left: Farewell for Tā Andrew Tipping (centre) with Waikato-Tainui and Crown representatives.



Te Ao Tūroa > natural environment

\$6.41m

invested in
Te Ao Tūroa
in FY2024

(\$6.23m FY2023)

16.3

FTE FY2024
(12.3 FY2023)

35%

Kāi Tahu Employees FY2024
(38% FY2023)

Morning Star Reserve, Tāhuna (Queenstown).

Vision: Kāi Tahu whānau are empowered to protect and enhance their rights and interests through rakatirataka and kaitiakitaka.

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 tikaka and mahika kai practices alive (*Ngāi Tahu 2025*).

PUNA MAHARA (TRIBAL PROPERTIES, NOHOAKA & HERITAGE PLACES)

\$1.99m

Annual investment FY2024
(\$1.73m FY2023)

4.55

FTE FY2024
(3.8 FY2023)

2,950

Number of Kāi Tahu whānau nights at nohoaka sites FY2024
(3,530 in FY2023)

Morning Star Reserve

In October 2023, 0.8 hectares of the Morning Star Recreation Reserve in Tāhuna (Queenstown) was vested in Te Rūnanga. Shotover Jet has a long-term lease on the site. As a result of the vesting, the rent from the lease will now be paid to Te Rūnanga for reinvestment in the site and other reserve land within the Shotover catchment.

Work will shortly commence on a management plan for the the reserve. The plan will identify the vision, objectives, policies and development and enhancement priorities for the reserve, and the pūtea generated over the next five to 10 years. A working group comprising representatives of the seven Papatipu Rūnaka that exercise mana whenua over the reserve has been established to lead the development of the reserve management plan and community engagement.

The vesting of the reserve and accompanying management plan presents a significant opportunity to tell our story and for Kāi Tahu whānau to exercise rakatirataka in line with their mātauraka, kawa and tikaka.

Hāwea/Wānaka – Sticky Forest

A recent decision on an adjacent plan change has resulted in legal vehicle and infrastructure access to Sticky Forest. The block had been landlocked for many years, which was a major constraint for its future use by successors. Additionally, further decisions on district plan variations have since also favoured the successors. Decisions on a landscapes schedule variation have provided better acknowledgement of the block as a South Island Landless Natives Act 1906 substitute block, and in turn optionality for successors.



View of Hāwea/Wānaka-Sticky Forest, credit Arika Creative and Te Arawhiti.

An inclusionary housing variation decision has removed the requirement for a financial contribution to be paid for any residential development on Sticky Forest.

The culmination of the above positive decisions, in addition to a positive Environment Court decision received by Te Arawhiti and successors to upzone parts of the block from rural to residential, is that successors to the Hāwea/Wānaka-Sticky Forest block now have options for the future use of the block once it is vested.

Wye Creek nohoaka

A Right of Way easement has been granted in favour of Te Rūnanga by the Queenstown Lakes District Council. The easement crosses private land and was negotiated through a Resource Management Act consent process involving the landowner, Council, the Department of Conservation, Te Rūnanga and other parties.



Wye Creek nohoaka.

Kāi Tahu whānau now have practical and permanent access from State Highway 6 to and from the Wye Creek nohoaka entitlement on the shores of Whakatipu-wai-Māori. This is the only Ngāi Tahu Claims Settlement Act nohoaka in the area.



Ōhau River no.2 nohoaka.

With access now confirmed, Te Ao Tūroa will work with the Crown to make the site fit for purpose to enable Kāi Tahu whānau to occupy the nohoaka for mahika kai purposes.

This is the 16th nohoaka available for use and is open from August 16 to April 30.

Lake Ruataniwha nohoaka

A new nohoaka has been activated on the shores of Lake Ruataniwha in the Mackenzie District. Ōhau number 2 near Twizel is suitable for buses and campervans, and being near two boat ramps allows for free and easy access to the lake.

Kaikōura Tribal Properties Cadastral Land Survey

Survey work began in June to clearly define the boundaries of The Point Kaikōura, South Bay Kaikōura Peninsula, South Bay Kaikōura, Kahutara Lot 4, and Goose Bay. The survey will ensure the boundaries are visible and assist in determining the future use of the sites.

This work will enable Te Rūnanga and Te Rūnanga o Kaikōura to have certainty regarding the bounded land areas it holds responsibility over. Additionally, it will provide

clear visibility for users as to where the land boundary of Te Rūnanga ends and where neighbouring property's land begins. The next steps include lodging the survey plans with Toitū Te Whenua (LINZ) for approval.

Rakiura (Former Crown) Tītī Islands Management Plan Review

The Rakiura Tītī Islands Administering Body (Administering Body) was supported by Te Ao Tūroa to review and update the 2010 Rakiura Tītī Islands Management Plan. This mahi involved extensive engagement with Rakiura Māori, a public submission process and a hearing. The new "fit for purpose" plan reflects the success of the Administering Body and Rakiura Māori in managing the Rakiura Tītī Islands, the success of their biosecurity mahi, and the taoka on these moutere since their return to Te Rūnanga in 1998. The review will ensure the Settlement Act obligations are implemented and additionally will help to make sure the customary rights of Rakiura Māori to harvest tītī on a sustainable basis is protected in perpetuity. The updated plan will be sent to the Minister of Conservation for final approval.

MANA (PLANNING AND CONSERVATION)

\$2.13m

Annual investment FY2024

(\$2.43m FY2023)

4.0

FTE FY2024

(3.6 FY2023)

Undaria Control

Kāi Tahu continues to engage in the harvesting of Undaria pinnatifida to support the negative impacts of this highly invasive seaweed, whilst promoting the re-establishment of native seaweed species. Alongside this programme is the potential to establish locally centred industries to harvest and process the Undaria as part of an on-going control programme.

Over 100 tonnes of Undaria were harvested across the takiwā during the past season with trained Ngāi Tahu divers operating in the East Otago Taiāpure, Ōtākou Mātaitai, Moeraki Mātaitai, Whakaraupō Mātaitai, and Akaroa Taiāpure.

Takahē Returned to Ōtākou

The release of 18 takahē (nine breeding pairs) on the Kāi Tahu tribal property Greenstone Station is an exciting development in the protection and generation of taoka species in the Kāi Tahu takiwā. Takahē were thought to be extinct until 1948 when they were discovered living in Fiordland. Now due to the work carried out by the tribal recovery programme in partnership with the Department of Conservation, the population numbers almost 500.



Release of takahē at Greenstone Valley.



For the first time in four decades kākāpō are living on mainland New Zealand.

Their new home in the Greenstone Valley offers near perfect conditions with the staple food for takahē including tussock, sedges, and importantly a large amount of *Hypolepis millefoium* (summer green ern), which sustains them through harsh winter conditions. This mahi is just one of several great examples of successful species recovery programmes in the takiwā. It couldn't happen without the dedication of the many volunteers who give their time to these restoration efforts.

Translocation of Kāi Tahu Kākāpō

For the first time in more than four decades, kākāpō are now living on mainland New Zealand after four males were translocated from Whenua Hou to Sanctuary Mountain Maungatautari near Cambridge.

This is a historic milestone for our taoka species after decades of mahi carried out by Te Rūnanga and the Department of Conservation (DOC) through the Kākāpō

Recovery Programme. DOC rangers are remotely monitoring the location and activity of the kākāpō, with the bird's movements providing insights into whether a larger population will thrive within the sanctuary. This sanctuary is the largest predator-free habitat in New Zealand, and currently the only location on the mainland with the potential for a kākāpō population to be established.

Harakeke Kete Hub

The Harakeke Kete Hub (a joint working initiative between Murihiku Rūnaka, Te Whakaariki and Te Ao Tūroa) supported Te Tapu o Tāne and Te Rūnaka o Awarua to secure \$450,000 of funding from the Tiwai Community Development Fund. Announced late last year this funding will boost efforts to restore the ecosystem and mahika kai around Southland's Waituna Lagoon.

Twenty hectares of native plants are to be planted around the newly established wetlands to improve the health of the ecosystem and create habitats for native game birds, wading

birds and fish species. This will in turn provide an excellent tuna habitat and abundant mahika kai gathering opportunities for local whānau.

Regional Environmental Entities (REES)

Bi-annual wānaka with REES governors and staff create an opportunity for these unique entities to come together to consider a range of environmental kaupapa and other topics such as alternative funding support, and the Government's coalition agreements.

These wānaka provide REEs and Papatipu Rūnaka a forum to share their respective challenges and opportunities within the important mahi they deliver to safeguard and protect Kāi Tahu values, rights, and interests across the natural resources and associated taoka of the Kāi Tahu takiwā.

Papatipu Rūnaka > local development

\$14.05m

invested in Papatipu
Rūnaka in FY2024
(\$17.18m FY2023)

7.75

FTE FY2024
(7.0 FY2023)

35%

Kāi Tahu Employees
FY2024
(46% FY2023)

Moeraki Boulders café.

Vision: Papatipu Rūnaka realise their aspirations through the demonstration of tino rakatirataka 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

PAPATIPU RŪNAKA

\$11.75m

Annual investment FY2024
(\$11.1m FY2023)

\$574,334

Te Pūtea Whakamahi
per rūnaka in FY2024
(\$563,073 in FY2023)

\$17,220,908

Total since Settlement
per rūnaka in FY2024
(\$16,646,574 in FY2023)

\$1,415,490

Rūnaka support services
for all 18 rūnaka in FY2024
(\$999,861 in FY2023)

Right: Te Ara Pounamu Pathways hub,
Te Tai Poutini.

Regional Investment Fund

Wahie mō te ahi kā, tekau mā waru – support the home fires to burn brighter sooner.

The Regional Investment Fund (The Fund) exists to enable Papatipu Rūnaka and whānau to achieve economic self-determination by investing funding and capability into future-fit organisations and initiatives. These investments strengthen and empower Papatipu Rūnaka to catalyse local economies, cultivate pipelines of career opportunities and connection to what it means to be Kāi Tahu.

Summary of key metrics and outputs since inception in FY2021:

94%

The Fund is in communication
with 17/18 Papatipu Rūnaka

16

Initiatives approved

\$25.4m

In funds allocated

10/10

Engagement score

\$16m

Co-investment secured



FY2024:

5

Projects invested in

\$6.9m

In funds allocated

10/10

Engagement score

Marae Development Fund

1

applications approved FY2024

Total: \$57,511

Investment Highlights

Moeraki Boulders café

Earlier this year The Fund supported Moeraki Limited with the purchase of the Moeraki Boulders café and gift shop. Not only are there the economic and employment opportunities offered by the business, the 4.23ha of whenua provides Moeraki direct access to the beach and the Moeraki Boulders – a taoka asset and an international tourist attraction.

Te Ara Pounamu Pathways

Transforming tourism on Te Tai Poutini, Te Ara Pounamu is an immersive storytelling experience delivered in four unique and linked hubs across the West Coast/Te Tai o Poutini, from Haast/Awarua to Westport/Kawatiri. Opened in December 2023, Te Ara Pounamu is an opportunity for both Ngāti Waewae and Makaawhio to not only share their stories



Te Kāika Wellbeing Hub, Ōtepoti.

and celebrate their landscape, but also offers potential employment and support for whānau pākihi within its retail spaces. The Fund has provided both direct and indirect support to Pokeka Poutini Ngāi Tahu Ltd throughout the development of the initiative.

Te Ara Pounamu has been named as a finalist in World Architecture Festival Awards, Completed Buildings (Culture) Category which are being held in Singapore in November.

Ōtākou Health Ltd – Te Kāika Wellbeing Hub *He Korowai Manaaki – A cloak of care and support*

Te Kāika is a kaupapa Māori business built on partnerships with Arai Te Uru Whare Hauora (that has since amalgamated with Te Kāika), the University of Otago, Te Rūnanga o Ōtākou, and Te Rūnanga. Offering a comprehensive range of services in one location, Te Kāika is well-known in South Dunedin as a 'one-stop health shop'. Through its mission to make essential health, social, education, and employment services affordable and accessible across the wider Otago region it provides an enormous social and economic benefit to its local community.

The latest addition, the Te Kāika Wellbeing Hub opened in May this year on its College St

grounds with direct funding and capability support provided by The Fund. The new facility offers access to Southern District Health Board mental health services and outpatient clinics for a range of services.

Capability Development Support

With a view to building capability and adding value The Fund team has been supporting Papatipu Rūnaka with a number of ongoing initiatives. These range from reviewing financial balance sheets, understanding existing portfolio allocations, reviewing existing fund managers, as well as supporting the development of financial and governance wānaka.

In addition to this, when supporting Papatipu Rūnaka on their regional investment journey, The Fund team also looks for opportunities to involve whānau members along the way, supporting the growth of Kāi Tahu talent.

Sharing knowledge, access to reports, introducing consultants and the reasoning for why each step is taken further develops rūnaka capability, and ultimately, by supporting the development of this knowledge and these relationships strengthens mana motuhake.

10/10
Average Net Promoter Score for the Fund

AU AHI AU ORA

15
Participating Papatipu Rūnaka

475
Feedback Statements

8
Themes

Au ahi Au ora finds its origins in the whakatauaikī, *Au ahi Au ora, aua noa atu*, and references the importance of having the home fires burning strong amid uncertain foggy seas.

While *Au ahi Au ora* is ever present within our Papatipu Rūnaka, Te Rūnanga has made ongoing deliberate efforts to ensure regional aspirations are reflected in decision-making and operations within Te Rūnanga Group. *Au ahi Au ora* is a continuation of these efforts.

Throughout the leadership inclusive of Justin Tipa, Tania Wati, Jo McLean and Ben Bateman, were invited by 15 Papatipu Rūnaka to discuss *Au ahi Au ora* and listen to the experiences, expectations and aspirations from whānau in the regions. Analysis of this feedback highlighted areas of commonality and unique priorities across the regions.

Au ahi Au ora will build on the feedback provided by Papatipu Rūnaka to develop pathways that represent the direction and focus for Te Rūnanga Group, aligned with the aspirations of Papatipu Rūnaka.

As *Mō Kā Uri – Ngāi Tahu 2050* is implemented, *Au ahi Au ora* will provide insights to inform the development of a Te Rūnanga Group Papatipu Rūnaka strategy.

Te Kura Taka Pini > freshwater

\$4.75m

invested in Te Kura
Taka Pini in FY2024
(\$4.4m FY2023)

7.4

FTE FY2024
(8.0 FY2023)

40%

Kāi Tahu Employees
FY2024
(50% FY2023)

Te Kura Taka Pini was established
by Te Rūnanga in 2019 to
advance the Kāi Tahu Rakatirataka
over Freshwater Strategy.

Mauriri McGlinchey undertaking water testing training at Moeraki.

Ngāi Tahu Wai Māori Claim

The last 12 months saw the achievement of critical milestones for the Ngāi Tahu wai māori claim, filed against the Crown in late 2020 by Te Rūnanga, ngā Upoko and other tribal leaders. This included the preparation of 29 briefs of evidence supporting the claim, including tribal, detailed historical, and expert evidence from national and international experts on law, science and freshwater. The preparation of this evidence was a significant effort, supported by extensive research and analysis.

A Crown challenge to the admissibility of some of this evidence was settled successfully, with all Kāi Tahu evidence now proceeding to trial. Evidence filed by the Crown has also been responded to in reply evidence.

This important tribal litigation against the Crown is underpinned by the Crown's ongoing failure to accommodate the exercise of Kāi Tahu rākatirataka in freshwater management regimes, and in 2024 it is more important than ever. The Te Kura Taka Pini (TKTP) team is now focused on the final refinement of legal arguments, witness preparation, and trial logistics ahead of the ten-week hearing in the Christchurch High Court in February 2025.

Rakatirataka Over Wai Māori Projects

In parallel to preparing the wai māori claim for trial, TKTP is working on projects to enhance the ability of Kāi Tahu to exercise rākatirataka in the management and allocation of wai māori.

1. Wai Hā

TKTP has developed and trialled a new "smart water" exchange tool that balances the health needs of waterways while providing the most efficient use of water by letting water users

trade their allocations. The first half of 2024 showed TKTP is ahead of the curve on Wai Hā, with the Parliamentary Commissioner for the Environment publicly endorsing the development of water trading in May 2024, and increasing academic and media commentary that New Zealand needs to adopt a water trading system.

Hui with RMA Reform Minister Chris Bishop and Parliamentary Undersecretary Simon Court have provided positive avenues for incorporation in future RMA reforms.

2. Kāi Tahu Marae Drinking Water Quality (Te Niwha Project)

Te Niwha Research Project is a 12-month takiwā-wide drinking water monitoring programme, co-led by TKTP kaimahi.

A key part of the project is the establishment of a group of Māngai Wai Māori, who in FY2025 will receive training from TKTP in monitoring drinking water quality at their respective kāika. This training will include on-site training in water sampling as well as a bespoke online training module developed by TKTP.

The project includes a review of the drinking water quality and infrastructure at each kāika, that will support decisions for further investment and development.

3. Pūkeka Wai (Ōtākou Research Project)

TKTP is supporting Te Rūnanga o Ōtākou with a research project to understand and address the high level of nitrates within the groundwater supplying local drinking water for residents, visitors and office staff. With funding received through a successful application to the Ministry of Business Innovation and Employment 'he aka ka toro' fund, and groundwater

modelling expertise from ESR Ltd, the project will model the source, transport and fate of nitrate to identify the source of nitrate contamination. A key element of the project design has been the incorporation of mātauraka Māori alongside conventional science methods to ensure a Kāi Tahu tikaka-based approach to the project.



Above: Te Waihora Lake Ellesmere. Photo: Anne Noble

Te Āhua o Te Wai

TKTP is working with Anne Noble, Distinguished Professor of Fine Art (Photography) at Massey University's College of Creative Arts, on a project supporting the wai māori claim. Te Āhua o Te Wai has captured imagery across the takiwā recording the people and places associated with mahika kai, including powerful images recording the degraded state of our waterways and water bodies within the Kāi Tahu takiwā. TKTP is working closely with Ōtākou Rūnanga and the Dunedin Art Gallery on an exhibition of this work to take place in May 2025 to coincide with the conclusion of the wai māori claim court hearing.

Takutai Moana

TKTP is working with Papatipu Rūnaka to support the customary marine title claim made on behalf of Kāi Tahu whānau across the takiwā under the Marine and Coastal Area (Takutai Moana) Act 2011.

All Papatipu Rūnaka are being resourced and supported by TKTP to gather and prepare evidence to meet the legal test for customary marine title and to consider any overlapping applications in their rohe. A starting point for evidence includes establishing and illustrating whakapapa and whanaukataka connections; real-life accounts of how tikaka has been exercised in the application area; and examples of continued use and occupation of the area without substantial interruption since 1840 to the present day.

Water Services and freshwater Reforms

The new National-led Government has introduced significant changes to previous water services and freshwater reforms.

This includes repealing the previous Government's water services reforms, replacing these with their own reform programme – Local Water Done Well. This shifts the responsibility for local water services back to councils, subject to central government oversight and regulation, and also removed iwi representation on governance groups guaranteed under Labour's reforms.

While Local Water Done Well might work for larger councils, it risks leaving smaller councils worse off. TKTP is supporting the Kaiwhakahaere to achieve Kāi Tahu priorities for local water services – that all takiwā communities have equal access to affordable, high quality water services. This must be front and centre as takiwā councils plan on how they will deliver on Local Water Done Well.

The Government has also progressed reforms affecting freshwater policy. In particular, changes to Te Mana o te Wai that will prohibit consenting authorities from considering the hierarchy of obligations in resource consent applications. These changes will reduce the opportunities for Kāi Tahu input into the development of national direction and plans, and risks worsening freshwater outcomes.

The process and lack of meaningful engagement followed by the Government in rolling out these reforms serves as a further example of why Kāi Tahu has filed the wai māori claim against the Crown.

Te Tiriti Audit: Otago Regional Council

With the support of Papatipu Rūnaka, TKTP was engaged by Otago Regional Council to undertake a Te Tiriti o Waitangi Audit to assess whether the Council, as an organisation, was

operating in a manner consistent with its commitment to partner with mana whenua.

TKTP engaged with mana whenua, Councillors and Council staff and reviewed key documentation to assess the Council's progress on its objectives. TKTP has provided a report to the Council setting out the key findings of this review and recommendations to further the Council's work on these objectives. The report is expected to be available later this year.

Te Mōkihi Strategic Partnership Project

Te Mōkihi is a dedicated forum of the three Waitaki Papatipu Rūnaka – Waihao, Moeraki, and Arowhenua – and the agencies with statutory responsibilities for land and water management in Te Manahuna/Mackenzie Basin: Department of Conservation, Land Information New Zealand, Environment Canterbury, and the Waitaki and Mackenzie District Councils.

At the request of Waitaki Rūnaka, TKTP completed a scoping report on options for improved governance arrangements for Te Mōkihi that respect Te Tiriti, and the statutory responsibilities of the five agencies, and lead to improved outcomes for Te Manahuna/Mackenzie Basin. Since the report, TKTP has supported wānaka on the reset of governance structures and strategic priorities. When operating at its potential, Te Mōkihi is a vehicle for enhanced Waitaki Rūnaka influence and the exercising of rakatirataka in the Mackenzie Basin.

Tribal Communications and Participation

Contact Centre engagement

18,592

Phone calls FY2024
(20,469 in FY2023)

10,763

Emails FY2024
(15,602 in FY2023)

7,004

Visitors to 15 Show Place
FY2024 (6,025 in FY2023)

Digital engagement

30,400

Facebook followers FY2024
(27,712 in FY2023)

6,300 & **8,700**

Instagram & LinkedIn
followers FY2024
(5,288 & 6,897 in FY2023)

348,286

Website users FY2024
(373,532 in FY2023)

1,427,312

Website page views FY2024
(1,489,470 in FY2023)



Hui-a-Tau, Arahura Marae, 2023.

The core purpose of our tribal communications is to enable whānau rakatirataka. Content is created and published across multiple channels including websites, social media, TE KARAKA, *Te Pānui Rūnaka*, and via direct email. Tahu FM, the tribal radio station operates 24/7, while Tahu News covers stories of significance for whānau Kāi Tahu.

Papatipu Rūnaka support

The communications team reached a milestone of supporting all 18 Papatipu Rūnaka over a three month period (April – June 2024). Support provided included communications for Matariki Mackenzie, advocacy for Kāi Tahu representation at Environment Canterbury, media assistance for Poutini Ngāi Tahu, strategic communications advice on Peketā campground for Ngāti Kuri, and likewise for Ngāi Te Ruahikihiki ki Taumutu on Greenpark Huts.

Supporting all Papatipu Rūnaka to achieve their communications objectives, is a key outcome for the team.



Above: Te Aitarakihi Kapa Haka group performing at the Matariki Mackenzie Festival in Takapō

Digital communications

In a significant collaborative project with the Business Information Services (BIS) team, a new iwi flagship website has been developed. This is the foundation platform that houses information about tribal activities and benefits. The project included an in-house refresh of all the vital content and development of new content architecture allowing whānau to more quickly locate suitable opportunities.

The website moved to a new Content Management System (SilverStripe), which had been an aim for many years. The new framework provides greater flexibility and support for rich whānau experiences, such as exploring whakapapa and tīpuna. Already the site is receiving more visitors (11 percent growth over a recent three month period).

A new project is currently underway with Ngāi Tahu Archives and BIS to find solutions for storage of photographic and video taoka.

Events

As the country moved on from Covid-19 lockdowns and people began to come together in large numbers, the tribal communications team was once again actively engaged in event management and communication. Using the well-established channels of *Te Pānui Rūnaka*, TE KARAKA, Facebook, Instagram and direct pānui, information was disseminated about cultural events such as Manu Kōrero, Kapa Haka events, and the Kāi Tahu Roadshows.

The followers on social media have become increasingly comfortable with the increased use of te reo for event coverage, strengthening support for Kāi Tahu te reo aspirations.

Kāi Tahu Roadshows

FY2024 was a busy one for the roadshow team, hosting events in Wellington, Tāmaki Makaurau, Brisbane, and Whangārei. Almost 2000 people attended the roadshows to reconnect with their whakapapa, each other, taurahere rōpū, and Te Rūnanga. Tāmaki Makaurau was the most popular with 650 coming along. Taurahere whānau were thrilled to have the roadshow in town, learning about Te Rūnanga Group and how they can access opportunities available to them.

Surveys show high satisfaction with these events. Hearing Kāi Tahu leaders speak and visiting the stalls consistently ranked as the highlights for attendees. Feedback from one whānau member at the Whangārei Roadshow was as follows: *“This was my first roadshow, and I absolutely loved connecting and learning about my whakapapa. I look forward to my hiko down south to my whenua.”*



Above: Joseph Hullen discussing whakapapa with whānau at Whangārei Road Show.

Publications

TE KARAKA

8,246
copies printed and
distributed FY2024
(7,400 in FY2023)

52,728
online page views

Te Pānui Rūnaka

93,686
copies printed and
distributed FY2024
(94,386 in FY2023)

17,502
online page views



TE KARAKA and *Te Pānui Rūnaka* continue to be widely distributed and enjoyed by whānau. It was a privilege to feature the late Bubba Thompson on the cover of the Kahuru 2024 issue of TE KARAKA. Bubba was a man with great passion for the land, the sea and his people. His was a life well lived and his contribution will always be remembered. Featured in the same issue was a story on the decades long relationship

between Tā Tipene O'Regan and Japanese businessman and philanthropist Masahi Yamada. The pair and their whānau met up last year in Tokyo to celebrate their more than 30 years of friendship and business relations. The Yamada-O'Regan scholarship is the ongoing embodiment of the partnership with scholarships provided to Kāi Tahu secondary school students to help support them to complete their school year and successfully attain a secondary school qualification.

Tahu FM and Tahu News

Tahu FM continued to achieve growth in audience, reach and engagement throughout FY2024. The station is now fully functioning as a multimedia hub, complete with a visual studio, control room and editing suite. On-air technology has also been enhanced with a system upgrade.

Above: The late Bubba Thompson.

Left: Tā Tipene O'Regan and Japanese businessman and philanthropist Masahi Yamada, Tokyo 2023.



The Tahu News team is based in the office alongside Tahu FM providing a regional news service for Te Waipounamu.

Tahu FM has upskilled to the point where there is a significant decrease in outsourcing to contractors, which is not only a cost saving but generates revenue to reinvest in the station. Our Te Puni Kōkiri cadetship programme also contributed to this.

Audience

1,507,000
listeners (1,500,800 in FY2023)

51%
te reo Māori across all platforms
(47 percent in FY2023)

9,300
Facebook followers (8,028 in FY2023)

428,800
Facebook reach and engagement FY2024
(138,915 in FY2023)

1,811
Instagram followers
(1,927 in FY2023)

Live broadcast and streaming

The Tahu team covered multiple live events during the year, including the regional Kapa Haka finals, while Tahu FM had the privilege of being the host iwi radio station for the National Ngā Manu Kōrero competitions hosted by Ōtākou in August 2023.

Ngāi Tahu Holdings Corporation

ACC Ōtepoti.

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 Kāi Tahu whānau.

FY2024	Operating surplus/(loss) \$M	Total assets \$M	Operating return* %
Ngāi Tahu Investments	10.1	460.1	2.2%
Ngāi Tahu Property	48.1	805.9	6.1%
Ngāi Tahu Farming	3.1	317.0	0.9%
Ngāi Tahu Forestry	12.6	191.3	6.1%
Ngāi Tahu Seafood	28.6	167.0**	16.7%
Ngāi Tahu Tourism	4.8	56.8	8.2%
Oha Honey	(8.9)	19.4	-24.1%

*Net operating surplus before tax/average total assets

**Includes Ngāi Tahu Fisheries Settlement Ltd assets



Ngāi Tahu Investments

\$10.1m

Net operating surplus
(FY23 restated: \$17.7m)

\$460.1m

Total value of assets -
22.8% of the total portfolio

2.2%

Operating return

Ngāi Tahu Investments (NTI) primary goal is to protect and grow tribal wealth for future generations. It focuses on strategic investments that expand the presence of Kāi Tahu across the New Zealand economy, positively contributing to the broader NTHC portfolio and delivering intergenerational benefits for whānau.

NTI's portfolio has performed solidly, with each of its large investments (Fidelity Life, Hilton Haulage, and Sanford) navigating difficult market conditions while continuing to pay dividends.

Left: Hilton Haulage is part of the Ngāi Tahu Investments portfolio.

NTI is a 19.9 percent shareholder in Sanford, the country's largest aquaculture company and second largest quota owner. Sanford has continued its recovery from the disruptions caused by Covid-19 and its financial performance has exceeded expectations. This is yet to be reflected in the share price, which was flat year-on-year.

NTI also invests in companies listed on New Zealand and international stock exchanges which provide NTHC with a source of funds that are readily accessible. This diversified portfolio is invested in companies upholding ethical practices, and prioritising climate change and sustainability. The portfolio grew 16 percent this financial year, driven by the strong recovery and growth of the global share market, more than offsetting a soft domestic share market.

Private equity funds increase NTI's exposure to New Zealand companies, diversify the portfolio, and keep up-to-date with market trends and new opportunities. Despite the economic climate, this portfolio has grown with moderate increases in asset valuations.

As a result of NTHC's decision to close Oha Honey, NTI became a 35 percent shareholder in The Manuka Collective (TMC), a manuka honey sales and marketing business based in Timaru. TMC provides NTHC with an ongoing position in the manuka industry and a channel to sell Oha's remaining bulk honey.

Fidelity Life update

Significant progress has been made since NTI invested \$140 million in Fidelity Life in 2022, with new CEO Campbell Mitchell sharing the company's plan to deliver sustainable growth and create value for Kāi Tahu whānau as a significant shareholder:

"Our new FY25-27 plan is to be a resilient and sustainable Life Insurer anchored by a clear purpose to grow together for the good of Aotearoa."
(Campbell Mitchell, CEO Fidelity Life.)

NTI is pleased with Fidelity's performance, with a \$9 million dividend paid to NTI in FY2024. However, the recent change to industry-wide accounting standards (NZ IFRS 17), relating to insurance contracts, has led to a restatement of Fidelity's accounts which is reflected in a \$93.3 million downward adjustment of NTHC's assets. This has no impact on the actual performance of Fidelity Life, or its underlying value and NTI remains confident in the outlook of the company.

Whānau discount

Fidelity Life continues to offer an exclusive discounted product for Kāi Tahu whānau. This can be accessed by visiting their website: www.fidelitylife.co.nz/ngai-tahu.



Investing in Kāi Tahu whānau

NTI continues to protect and grow the NTHC portfolio by investing in innovative and sustainable businesses as part of its New Economy strategy.

Ngāi Tahu Investments

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

Private Equity Funds	\$151.6
Sanford	\$74.6
Fidelity Life	\$57.4
International Equities	\$48.3
Hilton Haulage*	\$45.1
Domestic Equities	\$24.9
New Economy Mandate	\$17.6
Sundry Investments	\$17.0
Whale Watch Kaikōura/Whale Watch Holdings	\$13.7
Total	\$450.2

*Hilton Haulage includes goodwill on acquisition in the investment book value.

NTI proudly invests in emerging businesses led by Kāi Tahu founders, such as WoolAid, Banqer, and Greenmount. Banqer, co-founded by Kendall Flutey (Kāi Tahu, Ngāti Kahungunu), now supports half a million students worldwide with digital financial literacy and revenue grew by 40 percent in FY24.

NTI's investment in Banqer recognises the importance of digital infrastructure and innovation in education. NTH is well positioned to benefit from this growth sector, while supporting entrepreneurial Kāi Tahu whānau.

Supporting Papatipu Rūnaka economic aspirations

NTI administers the Right of First Refusal (RFR) for the iwi and has engaged extensively with Ngāi Tahu Property and the Regional Investment Fund this year to support Papatipu Rūnaka to realise their economic aspirations.

During FY2024, NTI launched Te Kete o Kano Whakatō (Te Kete), a new cash deposit facility for Papatipu Rūnaka with over \$50 million already invested. Te Kete enhances the Kāi Tahu circular economy by retaining more funds within the iwi and diversifies NTH funding sources by reducing reliance on banks.

The NTI team continues to develop a suite of investment options for Papatipu Rūnaka, including co-investments and products such as Te Kete o Kano Whakatō and Te Haumi Whakamana – the Ngāi Tahu Property investment portfolio tenanted by Crown entities (e.g. Te Whare Whakapapa NZBlood Christchurch Donor Centre, Te Hononga Christchurch Civic Building, and the Dunedin Police Station).

Property

\$48.1m

**Net operating surplus
(FY2023: \$54.5m)**

\$805.9m

**Total value of assets –
39.9% of the total portfolio**

6.1%

Operating return

Ngāi Tahu Property (NTP) is the property development, management, and investment pillar of NTHC. Its focus is intergenerational investment, with a strong commitment to sustainability. NTP's long-term vision focuses on serving future generations of Kāi Tahu, expanding the presence and expression of Kāi Tahu mana, and empowering Papatipu Rūnaka and whānau towards economic self-determination.

The challenging economic climate, marked by high interest rates, led to further softening of property yields however, NTP's commercial portfolio remains resilient, thanks to diverse investments and high quality commercial tenants. NTP continues to lead NTHC in asset management planning, with the aim of embedding excellence and aligning asset management practices with the Group's broader purpose.

The investment portfolio was valued independently at \$619.7 million as of 30 June 2024.

Current developments and completed projects

The first stage of the Bellgrove residential development in Rangiora is now complete

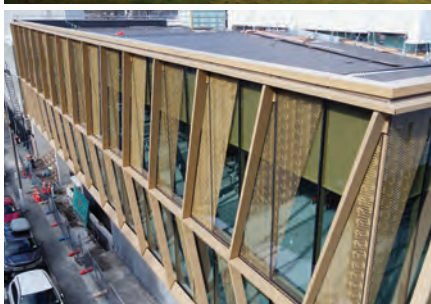
with sections selling well. Over the next decade, more than 1300 homes will be built in this area. At Te Whata Tuarua, a development on the former Wainoni Primary School site, all 37 sections have been sold, and we have made significant progress on Te Whata Tuatoru, a development on the former South Hornby Primary School site. NTP is proud to support Te Rūnanga Nōhaka Rau programme's shared equity scheme to secure sections in Te Whata Tuarua and Te Whata Tuatoru.

"Seeing how many people are involved, it made me realise that it actually takes a village to build one home. All the people working together for one whānau to be able to achieve this, it's blown me away. The manaaki behind it all and the support has been overwhelming."
Jennifer-Rose Tankersley
(Nōhaka Rau programme)



Bellgrove stage 1.

During the year, NTP completed Tū Waka – Waipapa, a car park building near the Christchurch Hospital and Hagley Park. Pleasingly, a young Kāi Tahu whānau also became the first residents of Kōkōwai build-to-rent apartments in Hobsonville Point, Auckland.



Above, from top: Tū Waka Waipapa and ACC Ōtepoti.

Significant progress has been made on the construction of Ōtepoti, a four-storey office building in Dunedin. Once finished, it will be leased long-term by ACC. The building's exterior design, inspired by the woven pattern of a traditional poti (flax basket) created by Kāi Tahu artist Kirsten Parkinson, not only enhances its aesthetic appeal but also optimises daylight and minimises energy consumption.

Development expansion

NTP continues to increase the Kāi Tahu footprint across Te Waipounamu. A joint venture with Mike Greer Developments will see the development of much-needed new homes in Canterbury over the next few years, including new developments in West Melton and Prebbleton. NTP has also acquired the

Ngāi Tahu Property List of key investment properties & location

Commercial & Retail

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

Crown/Te Haumi Whakamana

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

Residential

Kōkōwai - Hobsonville Point (stage 1)	Tāmaki Makaurau
---------------------------------------	-----------------

Under Construction

ACC Ōtepoti	Ōtepoti
Kōkōwai – Hobsonville Point (Stage 1B)	Tāmaki Makaurau



Kokowai stage 1.

Ngāi Tahu Property

List of key development properties & location

Development	Description	Sections
West Melton	Joint venture residential development with Mike Greer Developments	120
Prebbleton	Joint venture residential development with Mike Greer Developments	232
Aranui	Residential Development, Co-investment with Papatipu Rūnanga	55
Alexandra	Residential Development, Co-investment with Papatipu Rūnanga	189
Te Whata Tuarua	Residential development in Wainoni, Co-investment with Papatipu Rūnanga	37
Te Whata Tuatoru	Residential development in Hornby, Co-investment with Papatipu Rūnanga	42
Kōkōwai	Build-to-rent apartments in Hobsonville Point	52 completed, 18 in development
Bellgrove Stage 1	Residential development in Rangiora	196

former Aranui Primary school site, where work is underway on a residential development.

Enabling property investment opportunities for Papatipu Rūnaka remains a key priority. NTP is exploring co-investment opportunities on a development in Alexandra, collaborating with several rūnaka. Additionally, NTP is partnering with Paenga Kupenga, the economic development arm of Te Ngāi Tūāhuriri Rūnanga, on Te Whata Tuarua, Te Whata Tuatoru and Aranui developments.

Farming

\$3.1m

Net operating surplus
(FY2023: \$9.4m)

\$317.0m

Total value of assets –
15.7% of the total portfolio

0.9%

Operating return



Lining a significant section of the primary water race at Te Whenua Hou.

Kāi Tahu whakapapa binds us to the mountains, land, forests, and waters.

Ngāi Tahu Farming has a responsibility to nurture the environment within its primary sector operations for the generations to come.

Ngāi Tahu Farming (NTF) manages 9,400 hectares of pastoral land in the Waimakariri and Hurunui catchments, and nearly 30,000 hectares across three high country stations at Lake Whakatipu, near Tāhuna (Queenstown).

NTF experienced a positive year overall, particularly in dairy farming, which exceeded expectations with record milk production seven percent higher than the previous season, with the same number of livestock. Operational improvements to dairy support and grazing farms also led to increased efficiencies and enhanced environmental protection.

However, the year was not without its challenges. The valuation of the farms decreased, and softening demand in overseas beef and lamb markets led to lower prices, especially for lamb. Despite this, NTF remains hopeful of a rise in beef prices during the upcoming season.

In May, NTF acquired a five percent stake in Headwaters NZ. Headwaters collaborates with farmers to enhance financial returns through advanced sheep genetics, farm systems, data, and technology.

Te Whenua Hou Te Whenua Whitiōra

In partnership with Te Ngāi Tūāhuriri and the Ministry for Primary Industries, NTF launched Te Whenua Hou Te Whenua Whitiōra in August 2022. This is a seven year research programme designed to validate the science of regenerative dairy farming by comparing two dairy farms: Hamua, which uses conventional NTF methods, and Pahi, which incorporates regenerative principles.

Last year, work at Te Whenua Hou Te Whenua Whitiōra focused on establishing the scientific baseline measurements. This year was the first season of full operation for both farms.

A significant amount of science and operational data has been collated from the year's work and will continue to be analysed over the coming months. Additionally, NTF kaimahi were evaluated via smartwatches on the impacts of regenerative agriculture across various metrics, such as wellbeing, engagement, and sleep quality. The team looks forward to sharing further insights as the trial progresses.

Papatipu Rūnaka

Central to NTF's operations is its strong partnership with mana whenua coupled with an intergenerational commitment to protect resources for future generations to thrive on the whenua. NTF is working hard to increase its collaboration with Papatipu Rūnaka and is pleased to highlight this year's work at Hikawaikura (Balmoral) farm located within the tribal territory of Ngāti Kuri.

Throughout the year, NTF worked with Ngāti Kuri to discuss their concerns and ways collaboration can be achieved for future land use. The aim is to work together to balance social, financial, and environmental outcomes, ensuring resource protection and prosperity for future generations.

This year kaimahi from Te Rūnanga o Kaikōura (TRoK) completed their first native planting round at Hikawaikura with further planting scheduled for Spring.

Climate action

NTF continues to improve farming practices and environmental management through the use of advanced Agri-technologies. This highlights NTF's dedication to sustainable farming and environmental stewardship, ensuring that today's practices benefit future generations. Examples of our commitment to environmental sustainability include:

With export markets contracting, the team has focused on making significant operational gains, the most noteworthy of which is reaching the milestone of consecutive 1,000,000 injury-free hours. This result is one the dedicated team is rightly proud of.

Another important highlight was the completion of planting on the Otago Estate, which included 25,000 indigenous plants across 10 hectares. Another 40 hectares will be planted in collaboration with Te Tapu o Tāne (collectively owned by Awarua, Hokonui, Waihōpai and Ōraka-Aparima Rūnaka) over the next two years.

Proseed

Kāi Tahu-owned company Proseed is the premier forest seed producer in Australasia, cultivating 60 percent of all *Pinus radiata* seeds in Aotearoa.

Proseed delivered a strong performance this financial year. Sales continued to be dominated by radiata pine (97 percent), with the remainder in eucalypts, cypresses, redwood, and New Zealand native species. While there were signs of a fall in demand, primarily for radiata seed of lower genetic quality, this was offset by increased sales of higher-quality seed.

Operational highlights include completing an 18-month renovation of the extraction plant, including the installation of new seed cleaning machinery and kilns, ensuring reliable operations for years to come.

Last year's purchase of neighbouring land by NTHC allowed Proseed to commence development of additional 27 hectares for seed orchards. The acquisition supports the long-term sustainability of Proseed and reinforces its position as the Australasian market leader.

Seafood

\$28.6m

Net operating surplus
(FY2023: \$35.4m)

\$167.0m*

Total value of assets –
8.3% of the total portfolio

* Includes Ngāi Tahu Fisheries
Settlement Ltd assets

16.7%

Operating return

While the day-to-day business of Ngāi Tahu Seafood (NTS) is supplying premium-quality seafood to international and domestic markets, its overarching goal is to support current and future generations of Kāi Tahu whānau. Sustainability and a deep respect for the marine environment are central to NTS operations to ensure that it continues to sustain communities for generations to come.

More than 40 of the 55 fishing businesses contracting to NTS are owned and operated by Kāi Tahu whānau. Of the settlement quota NTS manage, Kāi Tahu fishers catch 100 percent of the kōura quota, 45 percent of the pāua quota, 50 percent of the tio catch, and approximately 97 percent of the inshore fin fish quota.

The positive market conditions experienced in FY2023 continued for most of FY2024, with strong demand for seafood keeping prices buoyant. However, the last quarter saw a shift in the market, providing evidence that China's economy may not be recovering as expected post-Covid-19. While NTS has been able to maintain its export volume, this market reset has resulted in a return to pre-Covid-19 pricing, which is expected to continue. The seafood





NTS manages tribally-owned fisheries assets. Key species are kōura, pāua, tio, rāwaru, and kourarangi. During FY2024 NTS purchased additional pāua quota in the Southland/Fiordland region.

Kaimoana exports

NTS processes and packs pāua for export from Motupōhūe while the majority of kōura is exported from Ōtautahi. During FY2024, NTS trialed exporting live kōura from Motupōhūe to China for the first time. The trial confirmed that the supply chain and systems are in place to process and export kōura from Motupōhūe in the future, improving business continuity, reducing capacity constraints and enabling the product to get to market sooner in optimum condition. NTS customers have a strong preference for live product. Where that is not possible, frozen product is the next best option.

Hananui aquaculture update

During the financial year, the Hananui Aquaculture project to construct and operate an open ocean salmon farm off the north-eastern coast of Rakiura for the benefit of Kāi Tahu whānau and the local community remained on hold. In October 2024 (FY25), Hananui was listed as one of 149 projects to be included in the Government's Fast Track Approvals Bill.

market is no different to any other in being subject to price fluctuations and the current situation represents a correction to a more normal pricing structure following a period of unusually high prices, rather than a significant downturn. China remains the best market for live kōura sales.

NTS manages tribally-owned fisheries assets. Key species are kōura, pāua, tio, rāwaru, and kōuraraki. During FY2024 NTS purchased additional pāua quota in the Southland/Fiordland region.

NTS will continue to look for new opportunities to contribute to a sustainable future for the iwi while navigating the ongoing challenges posed by changes in global markets.

NTS and Papatipu Rūnaka

NTS continues to build and maintain relationships with Papatipu Rūnaka, particularly in coastal areas, both through ongoing engagement and collaboration on specific kaupapa. These connections assist in NTS's commitment to promote opportunities for employment amongst Kāi Tahu whānau.

During the year, NTS assisted with the supply of kaimoana for major iwi events, including Hui-ā-Tau, and supported the Bluff Oyster and Food Festival in its return following Covid-19.

Industry advocacy

NTS maintains representation on industry bodies. This provides a platform to engage with and provide feedback to Fisheries New Zealand and the Ministry for Primary Industries in supporting the sustainable management of fisheries.

FY2024	NT Seafood (metric tonnes)	NT Fisheries Settlement (metric tonnes)	Total (metric tonnes)
Kōura (Rock Lobster)	204	170	374
Kōuraraki (Scampi)	15	37	52
Pāua (Abalone)	37	40	77
Mussels	2	3	5
Wetfish – Inshore	1,385	7,052	8,437
Wetfish – Deepwater	785	6,359	7,144
Rāwaru (Blue Cod)	11	90	101
	2,439	13,751	16,190

The tio quota for FY24 was 125,000 dozen oysters.

Tourism

\$4.8m

Net operating surplus
(FY2023: \$0.7m)

\$56.8m

Total value of assets –
2.8% of the total portfolio

8.2%

Operating return

Ngāi Tahu Tourism (NTT) manages a diverse range of tourism experiences across the motu that highlight the natural beauty of Te Waipounamu and Aotearoa. These businesses include Shotover Jet, All Blacks Experience, Hollyford Wilderness Experience, Guided Walks NZ, Dart River Adventures, Dark Sky Project, Franz Josef Glacier Guides, Hukafalls Jet, Agrodome, and National Kiwi Hatchery. Many of these experiences offer opportunities to share with manuhiri the stories of Kāi Tahu – its people, land, and history.

This year has been dedicated to laying a robust foundation for the next 12 months, reinforcing Kāi Tahutaka, strengthening relationships with Papatipu Rūnaka, and integrating Kāi Tahu values into the team's approach.

With the tourism sector now fully operational post-Covid-19 and the return of international tourists, NTT saw strong results across its portfolio. While Shotover Jet and Hukafalls Jet each enjoyed a significant increase in both domestic and international manuhiri, Franz Josef Glacier Guides, impacted by weather events, welcomed less manuhiri than expected. Agrodome also saw fewer visitors from China than forecast. Overall, NTT experiences welcomed more than 510,000

Ngāi Tahu Tourism

List of key tourism experiences & location

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

manuhiri – a 45 percent increase on the previous year.

National Kiwi Hatchery

The National Kiwi Hatchery, has moved to its new state-of-the-art facility at Agrodome.

This new set up, with expanded outdoor crèche facilities and various improvements, has allowed the team to greatly enhance its conservation and repopulation efforts for this treasured national icon.



In February, the National Kiwi Hatchery celebrated 2,500 kiwi hatches since the facility opened in 2008.

NTH kaimahi being welcomed onto Murihiku Marae for noho.



In February, the National Kiwi Hatchery proudly celebrated the hatching of its 2,500th kiwi chick. This achievement is believed to be a record for a single conservation organisation working with kiwi.

Sustainability

Kaitiakitaka is reflected by NTT through a commitment to improve sustainability efforts in alignment with Te Rūnanga Group climate action plan, Te Kounga Paparangi. By prioritising these principles, NTT helps safeguard the environment for future generations while providing enriching experiences for manuhiri.

A highlight for FY2024 was a fuel saving of 48,000 litres resulting from Shotover Jet streamlining its operations by reducing hours and concentrating on trip loading.

Summer Internships

Over the 2023 -2024 summer period, NTT launched its Summer Internship Programme, offering six internships to Kāi Tahu rakatahi with Shotover Jet, Franz Josef Glacier Guides, Hollyford Track and Dart River. This programme provides a valuable opportunity for whānau to gain real-world experience in the tourism sector. Over summer, interns had a chance to engage with Ngāi Tahu Tourism businesses, build connections with Kāi Tahu whānau, and develop essential skills for future career success. The programme also opened doors for potential permanent roles or guidance on further career option.

Papatipu Rūnaka

Noho marae Murihiku
Waihōpai Rūnaka, with the assistance of our Toi Takata team, recently hosted a two-day noho marae at Murihiku, welcoming 85 kaimahi from various Ngāi Tahu Holdings business units including NTT.

Attendees enjoyed a series of enriching activities including Kāi Tahu historian Dr. Michael Stevens provided a captivating presentation on Kāi Tahu migration stories, and rūnaka Chair Cyril Gilroy leading a hiko to Oreti Beach.

New Names for Hollyford Track Lodges Reflect Kāi Tahu Whakaaro

The renaming of two luxury lodges along the Hollyford Track in Fiordland National Park was part of a broader kaupapa aimed at strengthening the connections between NTT businesses and the cultural heritage of the iwi.

Whakatipu Waitai, the traditional Kāi Tahu name for Martins Bay and the nearby Lake McKerrow, inspired the renaming of the lodge at Martins Bay to Watai. Similarly, Pyke Lodge was renamed Ka Tuku, referencing one of the traditional Kāi Tahu names for the Hollyford River, Whakatipu Ka Tuku.

Performance summary

\$1,555m 

Ngāi Tahu Holdings equity

\$1,592m (FY2023) restated*

\$1,778m (FY2022)

To protect and grow the pūtea

3.3% 

Return on equity

-1.0% (FY2023) restated*

13.8% (FY2022)

3.1% 

Operating return

2.6% (FY2023) restated*

2.1% (FY2022)

12% 

Kāi Tahu whānau employed

13% (FY2023)

13% (FY2022)

Percentage of Ngāi Tahu Holdings Group staff who are whānau

FY2024	Employees	Kāi Tahu	Percentage excluding casuals
Ngāi Tahu Holdings	88	21	24%
Farming and Forestry	61	9	20%
Property	15	3	20%
Seafood	55	14	25%
Tourism	261	12	5%
Total	480	59	12%

100,084 

Hectares owned

101,865 hectares (FY2023)

103,777 hectares (FY2022)

Grow the Kāi Tahu footprint

	FY2024	FY2023 restated	FY2022
Ngāi Tahu Farming and Forestry	99,827 hectares	99,827 hectares	99,827 hectares
Ngāi Tahu Property	104 hectares	113 hectares	113 hectares
Other	153 hectares	1,925 hectares	3,837 hectares
Total	100,084 hectares	101,865 hectares	103,777 hectares

* Restatement associated with the change to accounting standard NZ IFRS 17 Insurance Contracts, which impacted the value of the Fidelity Life investment in FY23.

Sustainability

Change is here. From Aoraki, across the high country, down the awa, across wetlands to the moana; the takiwā is changing.

Many of our marae, urupā and wāhi tapu are in low-lying coastal areas, exposed to rising sea levels and flooding. Our glaciers are melting, mahika kai is becoming scarcer and our taoka species are struggling to adapt and survive.

Our recently updated Climate Change Action Plan, Te Kounga Paparangi, sets ambitious goals to ensure our organisation is taking on the challenge of climate change across the Te Rūnanga o Ngāi Tahu Group (the Group).

Te Kounga Paparangi incorporates our ancestral knowledge of kaitiakitaka – active protection of our people, environment, knowledge, culture and resources now and into the future. Its creation has helped deepen our understanding of climate change and sustainability, and to strengthen our commitment to positive change.

To ensure we hold ourselves to account, each of our NTHC business units have been set Tiaki Targets covering water, waste, greenhouse gas emissions and biodiversity. Progress is reported on quarterly and measurements and reduction initiatives are incorporated into business case analysis and budgets.



Hollyford Track.

Climate-related risks

Climate change creates both opportunities and challenges in our operations. Our internal risk management approach now includes specific climate risks for each area of our operations. Management of these risks is the responsibility of each business unit.

The Group is not required to prepare a climate disclosure statement as set out by the Aotearoa New Zealand Climate Standards. However, we have drawn on the guidance of these standards and external support to help prepare climate risk assessments for each NTHC business unit covering key physical and transition risks and opportunities. We have now begun working on transition plans for our business units and investment strategies.

Te Kounga Paparangi, our Climate Change Action Plan, is executed by the senior leadership teams of Tuhiraki and Kaunuku. Implementation is overseen by the Climate Change Steering Group, made up of senior leaders from Tuhiraki and Kaunuku.

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

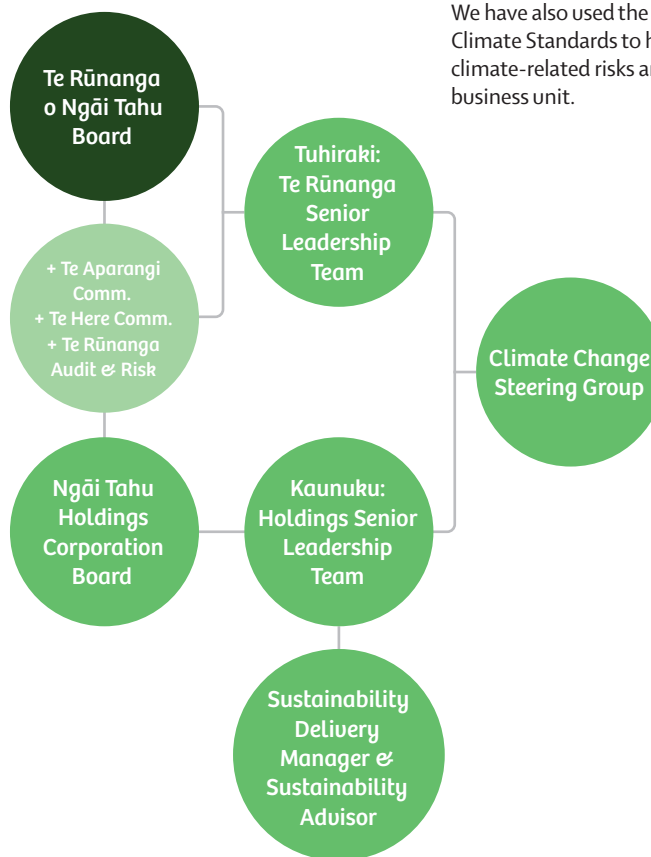
The Group's risk management objectives are to:

- Ensure appropriate processes are in place to identify material risks, opportunities and potential impacts, and that appropriate management controls are in place.
- Ensure that responsibilities for managing risk are clearly defined, and that risk management is integrated into our operations.

- Continue to share knowledge of risks to facilitate continuous improvement to subsequent decision-making.

- Ensure risk management forms an integral part of our management and governance practices.

The Group's risk management policy and framework aligns to AS/NZS ISO 31000. We have also used the Aotearoa New Zealand Climate Standards to help identify specific climate-related risks and opportunities in each business unit.



Te Kounga Paparangi – Climate Change Action Plan

Te Kounga Paparangi, our climate change action plan, is grounded across six pou – influencing each part of our operations for the better. The plan sets ambitious targets to ensure we are all working towards positive change. Our business units are experimenting with innovative solutions to mitigate climate change, build resilience, and promote sustainable business practices.

2030 Goals & Achievements

Emit no Greenhouse Gases

Reduce our operational net emissions to zero.



Achievements to Date



- 8% reduction in absolute greenhouse gas emissions through investment in farm productivity, jet boat fuel improvements and reductions in international air freight.

- 48,000 litres of fuel reduced through jet boat efficiency improvements.
- 12% reduction in synthetic fertiliser use since FY22.
- 7% improved dairy productivity without increasing herd count.

Wai (Water) Protection

Use wai māori sustainably to protect water quality and quantity for the people, soils, and ecosystems that depend on them.



Achievements to Date



- Continued to work with the Crown to ensure recognition of Kāi Tahu rakatirataka over freshwater.

- Continued to support Papatipu Rūnaka on rohe-based interpretations of Te Mana o te Wai.
- Added multi-metering at all dairy sheds and installed yard scrapers on shed gates to reduce operational water use.

Marae and Whānau Climate Resilience



Empower our people to prepare for and thrive within a changing climate.

Achievements to Date

- Supported development of six climate hazard research reports with Papatipu Rūnaka.
- Explored green-tech solutions for marae energy needs.



- 18 emergency 'pods' installed at marae to support place-based emergency support and management, including climate-change related emergencies.

- Added iwi product retail space at Takapō Dark Sky tourism experience for whānui-made products.

Biodiversity Protection

Protect and enhance biodiversity across our whenua.



Eliminate Waste

Eliminate avoidable waste in our operations and reuse, recycle or repurpose remaining waste.



Communication

Produce ongoing climate change communication within the organisation and to our iwi to share successes, challenges and opportunities.



Achievements to Date



- Around 219,200 native trees planted within our Farming operations since 2016, sourcing many seedlings from iwi-owned nurseries.
- 2,500 kiwi chicks successfully incubated at National Kiwi Hatchery since 2008 – the most successful kiwi hatchery in the world.
- Investigated potential funding sources for reforestation and protection of iwi-owned native forests.
- Reinstated Mahika Kai Fund with focus on protection of matauraka.

Achievements to Date

- Completed waste baseline assessments at all key operational sites and set reduction targets per site.



- 22% total tCO₂e waste reduction by working with suppliers to reduce packaging waste, while also increasing our on-site diversion of organic and recyclable waste.
- Implemented approach at tourism retail sites to remove single-use plastic products and packaging, require ethical sourcing and prioritise long-lasting high-quality items.

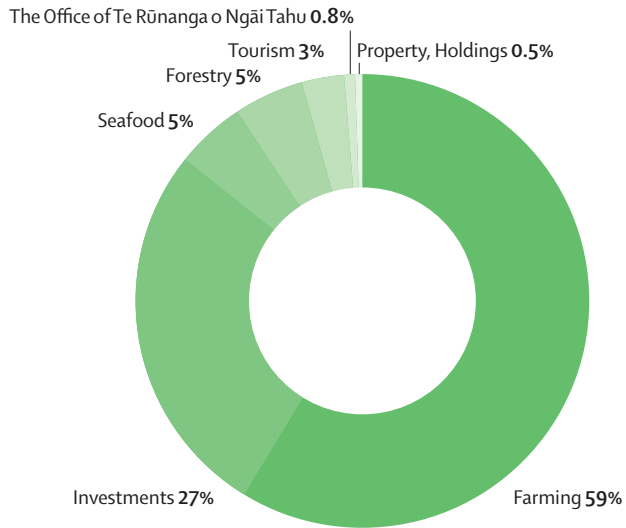
Achievements to Date



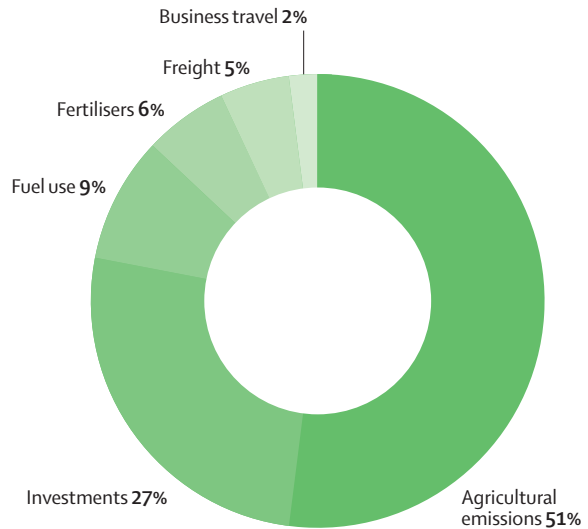
- Delivered second Tribal Climate Change Symposium, including a specific rakatahi forum.
- Growth of site-based sustainability groups to support collaboration and implementation of sustainability targets.
- Supported Papatipu Rūnaka with climate change mitigation and adaptation planning documentation, website content, and iwi communications.

Greenhouse Gas Emissions

GHG emissions by Business Unit (% tCO₂e)



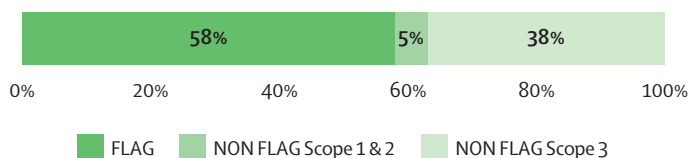
Emissions sources FY24



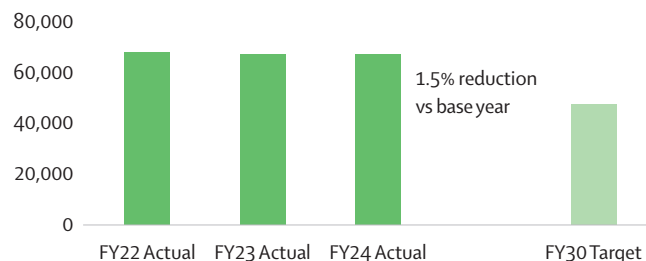
This year the Group reduced our total Greenhouse Gas (GHG) emissions by 8% vs FY23, and 6% vs FY22 (base year). This was due to reductions in beef herd count, synthetic nitrogen fertiliser, forestry contractor diesel and seafood international air freight.

We implemented several initiatives to reduce our GHG emissions, including reducing synthetic fertiliser use, increasing investment in planting programmes, improving fuel efficiency in jet boats, reducing waste and engaging business units in tailored sustainability initiatives. The Group added Scope 3 emission sources of fisher fuel and direct investments to our reporting and continued to reduce reliance on spend-based data estimates.

GHG Emissions by Target Type



Targeted* GHG Emissions over time (tCO2e)



* Targeted emissions are those emissions covered by reduction targets (Scope 1, 2 and employee commuting).

Reduction Targets

We have revised our GHG reduction targets to align with the latest Science Based Target Initiative (SBTi) guidance, including use of "FLAG" (Forest Land and Agriculture) methodology for before-the-farm-gate emissions. Key FLAG emissions sources are fertilisers, animal emissions, machinery fuel and refrigerant leaks. Targets are:

- 30% reduction of "FLAG" (before the farm gate emissions) by 2030**
- 42% absolute reduction of remaining Scope 1 and 2 "NON FLAG" emissions & Scope 3 employee commuting by 2030*
- 67% of Scope 3 emissions have GHG reduction targets and audited GHG reporting by 2028*

These targets are ambitious, and our ability to meet them is influenced by elements outside of our control (such as methane inhibitors for dairy cows). Meanwhile we are actively trialling reduction initiatives such as low emission crops, building soil health through organic compost, improving productivity per animal, and reducing fuel use per jet boat trip. We continue to plant thousands of native trees each year and have installed solar panels at our key tourism sites.

** FY22 base-year

Our story





Kāi Tahu is the collective of the individuals who descend from the whakapapa of Kāi Tahu, Kāti Māmoe and Waitaha. The takiwā over which Kāi Tahu holds rakatirataka 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 Kāi Tahu consist of:

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

Te Rūnanga o Ngāi Tahu (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 Rūnaka. The executive and distribution functions of Te Rūnanga are carried out by the Office of Te Rūnanga o Ngāi Tahu (the Office) and the commercial activities and assets are managed by Ngāi Tahu Holdings Corporation (NTHC).

The asset base of Kāi 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, Kāi Tahu signed formal land sale contracts with the Crown for 34.5 million acres, the terms of which secured to Kāi Tahu three principal protections: the allocation of reserves amounting to 10 percent of the alienated lands, continued access to mahika 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 Kāi Tahu becoming an impoverished and virtually landless people. From an early time, Kāi 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 Kāi Tahu:

- An apology by the Crown that served to restore the relationship between it and Kāi 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 Kāi 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 Kāi Tahu takiwā (RFR).

Te Rūnanga o Ngāi Tahu overview

Te Rūnanga is responsible for the overall governance of the Group and for representing Papatipu Rūnaka and Kāi Tahu Whānui and delivering benefits to them. Te Rūnanga deals with global tribal policy and issues, while Papatipu Rūnaka 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 NTHC 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 Rūnaka. Te Rūnanga Charter stipulates that the Appointment Committee for each rūnaka will appoint a member to act as its Rūnanga Representative. Each rūnaka Appointment Committee will be elected in a democratic manner, by postal ballot, by the members of each Papatipu Rūnaka. Every Rūnaka Representative must be a Kāi Tahu whānau member and be affiliated to the appointing Papatipu Rūnaka.

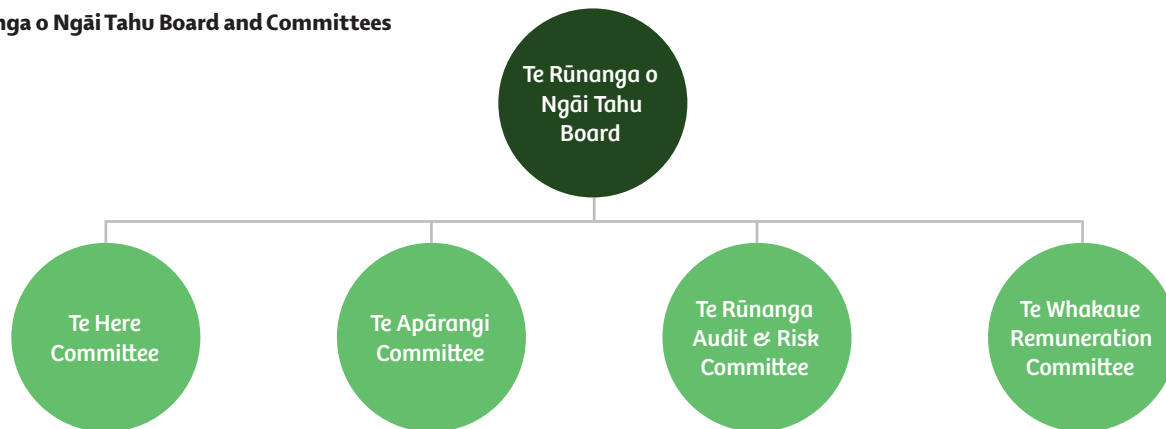
Rūnaka Representative profiles can be found on the Kāi Tahu website at www.ngaitahu.iwi.nz/te-runanga-o-ngai-tahu/representatives

Key Board Committees

Committees support Te Rūnanga 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 Te Rūnanga and each committee’s proceedings are reported back to Te Rūnanga.

Te Rūnanga o Ngāi Tahu Board and Committees



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

Te Here

The primary objective of Te Here is to provide oversight and assistance to Te Rūnanga and the Chief Executive Officer (CEO) 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 and Whai Rawa.

The members of Te Here as at 30 June 2024 were Charisma Rangipunga (Chair), Jo McLean (Deputy), Elizabeth Cunningham, Odele Stehlin, Rewi Davis, Teena Henderson, Justin Tipa (ex Officio), Tania Wati (ex Officio).

Te Apārangi

The primary objective of Te Apārangi is to provide oversight and assistance to Te Rūnanga and the CEO 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 Te Apārangi as at 30 June 2024 were Rāwiri Manawatu (Chair), David Perenara-O'Connell (Deputy), Michael Stevens, Matapura Ellison, Rachel Wesley, Rik Tainui, Justin Tipa (ex Officio), Tania Wati (ex Officio).

Te Rūnanga Audit and Risk (TRARC)

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

The members of TRARC as at 30 June 2024 were Michael Stevens (Chair), Gail Gordon (Deputy), Jason Dale (independent), Rob Foster (independent), Fiona Pimm, Terry Nicholas, Justin Tipa (ex Officio), Tania Wati (ex Officio).

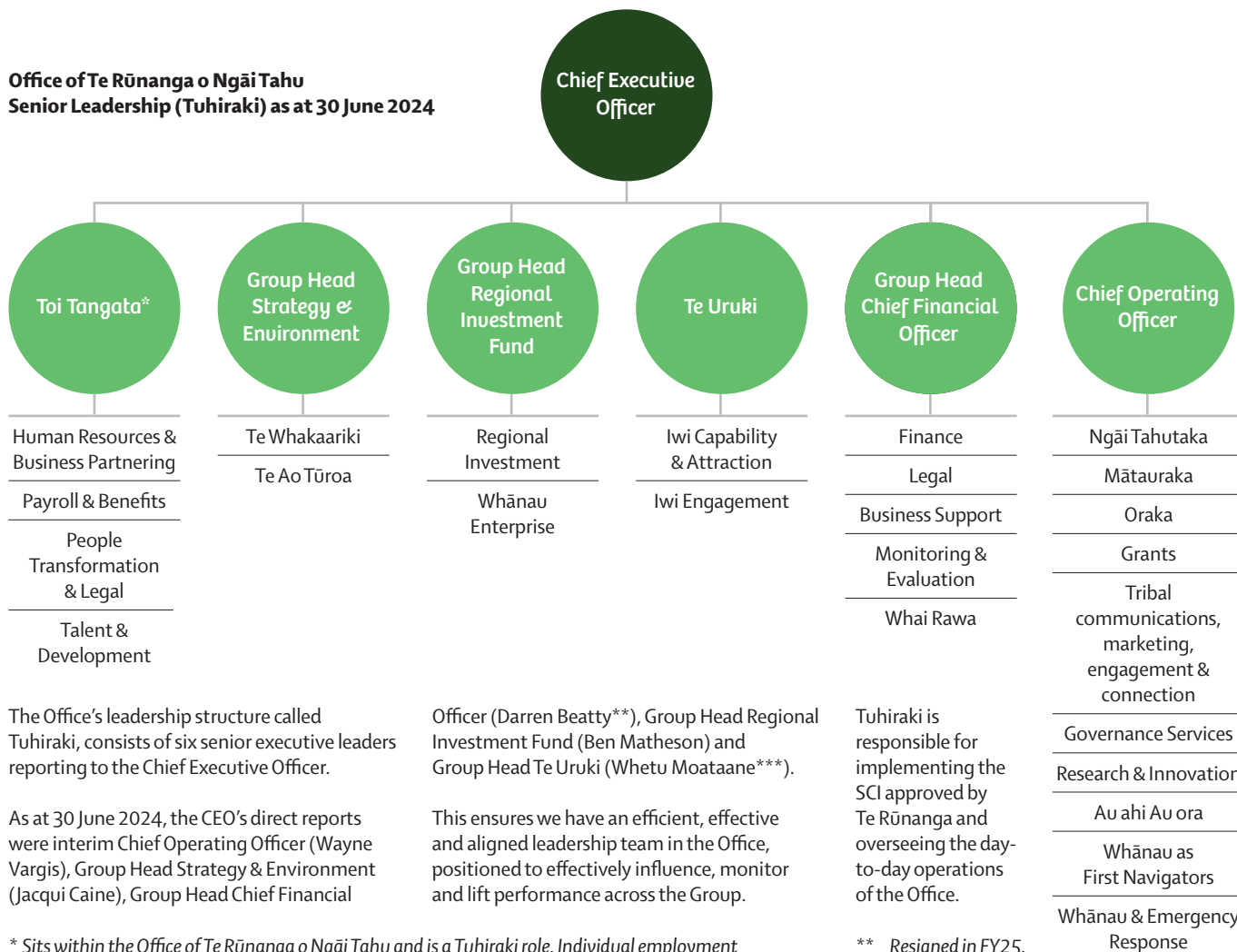
Te Whakaue Remuneration

Te Rūnanga has established Te Whakaue to:

- (a) Ensure Te Rūnanga operates with a sound remuneration policy framework designed to confirm:
 - (i) Te Rūnanga and its committees are appropriately remunerated;
 - (ii) Te Rūnanga kaimahi are fairly and equitably remunerated; and
 - (iii) Te Rūnanga can attract and retain qualified kaimahi who will achieve the strategic outcomes set by Te Rūnanga
- (b) Formally review the performance and terms and conditions of the CEO on an annual basis and recommend any changes to the remuneration of the CEO to Te Rūnanga (noting that the day-to-day relationship with the CEO is via the Kaiwhakahaere);
- (c) Ensure the people development and remuneration policies for the Office and NTHC 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 2024 were Hugh Lindo (independent – Chair), Susan Wallace (Deputy), Tania Wati, Justin Tipa.

**Office of Te Rūnanga o Ngāi Tahu
Senior Leadership (Tuhiraki) as at 30 June 2024**



The Office’s leadership structure called Tuhiraki, consists of six senior executive leaders reporting to the Chief Executive Officer.

As at 30 June 2024, the CEO’s direct reports were interim Chief Operating Officer (Wayne Vargis), Group Head Strategy & Environment (Jacqui Caine), Group Head Chief Financial

Officer (Darren Beatty**), Group Head Regional Investment Fund (Ben Matheson) and Group Head Te Uruki (Whetu Moataane***).

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.

* Sits within the Office of Te Rūnanga o Ngāi Tahu and is a Tuhiraki role. Individual employment arrangement is in place for direct reporting line to Chief Executive Ngāi Tahu Holdings to manage a personal conflict. The Toi Tangata team remain employees of Te Rūnanga o Ngāi Tahu.

** Resigned in FY25.

*** Started 8 July 2024 (FY25).

Ngāi Tahu Holdings Corporation overview

Ngāi Tahu Holdings Corporation (NTHC) is charged with growing our Settlement assets with prudence to deliver intergenerational returns and enable choice for future generations.

This is governed by the Investments Charter which states that the primary NTHC goal is

to protect and grow the sustainable real per-capita distribution whilst also supporting and advancing Papatipu self-determination and the expansion of Kāi Tahu mana within Aotearoa New Zealand.

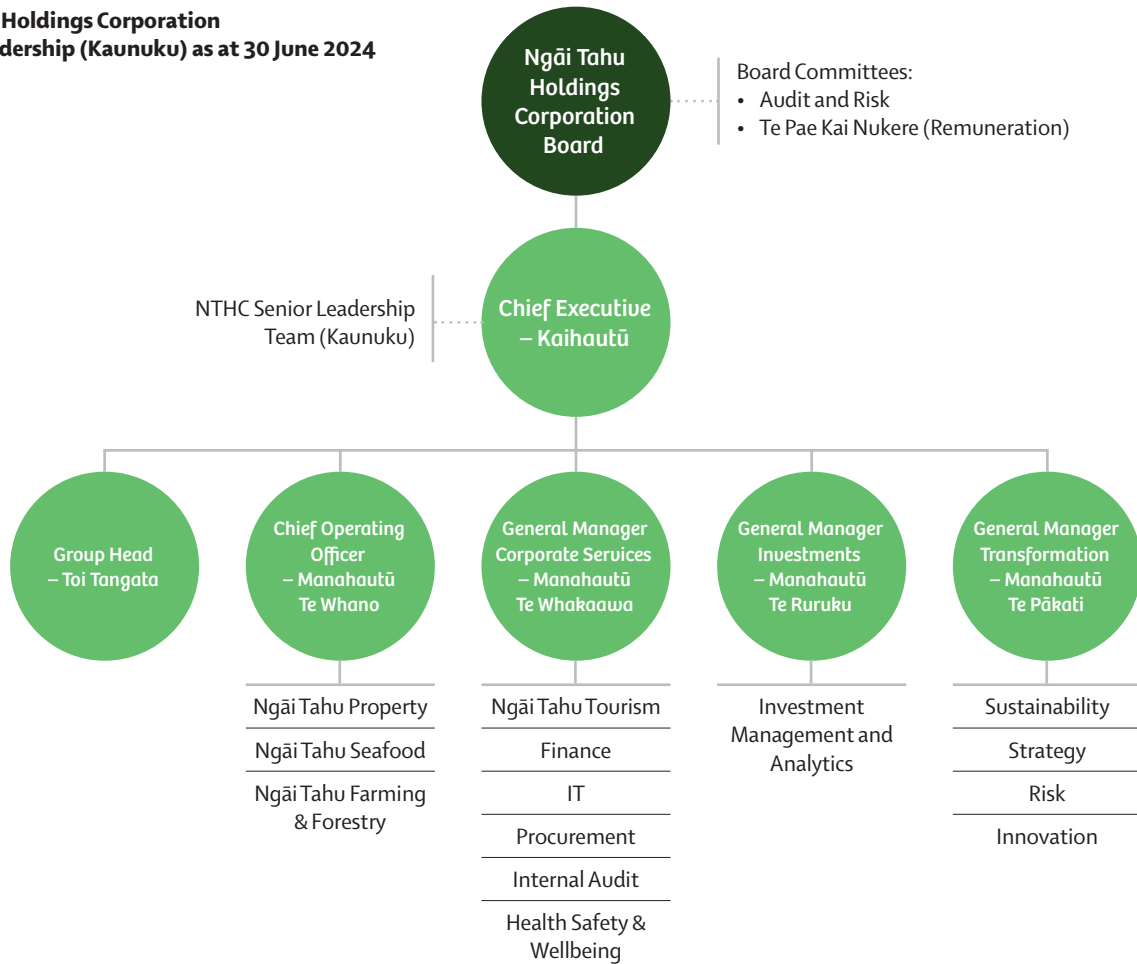
To give effect to these goals we manage a diverse portfolio of business units. The scale

and exposure to each business unit will change and new sectors are investigated to meet return expectations and tribal aspirations.

Business units are supported by a Shared Services team that is focused on partnering to provide timely information and advice to support well-considered decision making.



**Ngāi Tahu Holdings Corporation
Senior Leadership (Kaunuku) as at 30 June 2024**





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 Kāi Tahu whānau whānui, Papatipu Rūnaka, 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.

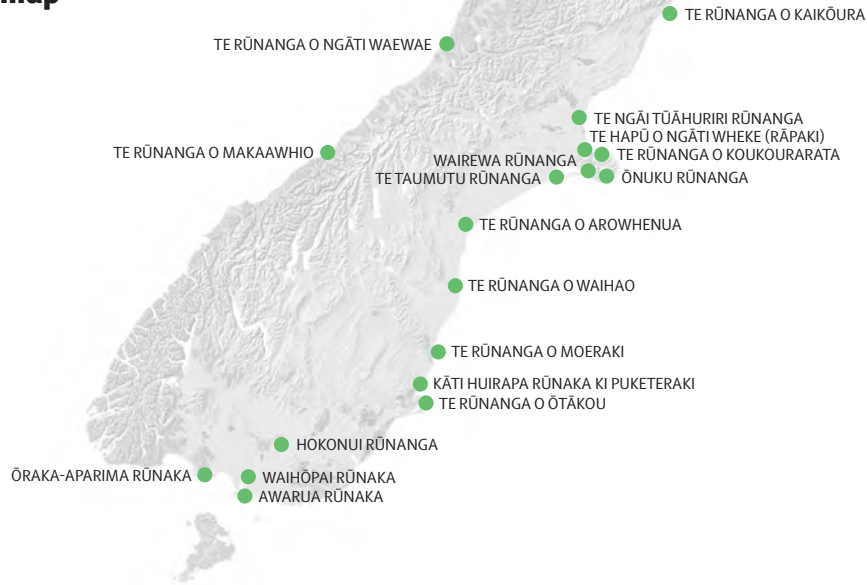
IR is a much more future-focused framework than the traditional 'year in review' approach. This is our third year on the journey of IR and includes a new climate change section, and improved performance measurement information.

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.

Piopiotahi.

Te Rūnanga o Ngāi Tahu

Ngā Papatipu Rūnaka map



Rūnaka Representatives 2023-2024

Te Rūnanga o Ngāi Tahu Representatives and Alternate Representatives as at 30 June 2024.



TE RŪNANGA
O KAIKŌURA
Representative
Rāwiri
Manawatu
**Alternate
Representative**
Riria Allen



TE RŪNANGA
O NGĀTI WAEWAE
Representative
Teena Henderson
**Alternate
Representative**
Hamiria Ngaamo



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



TE NGĀI
TŪĀHURIRI
RŪNANGA
Representative
Tania Wati
**Alternate
Representative**
[vacant]



TE HAPŪ O NGĀTI
WHEKE (RĀPAKI)
Representative
Gail Gordon
**Alternate
Representative**
Rueben Radford



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



WAIREWA
RŪNANGA
Representative
Charisma
Rangipunga
**Alternate
Representative**
Sarah-Jane
Terekia

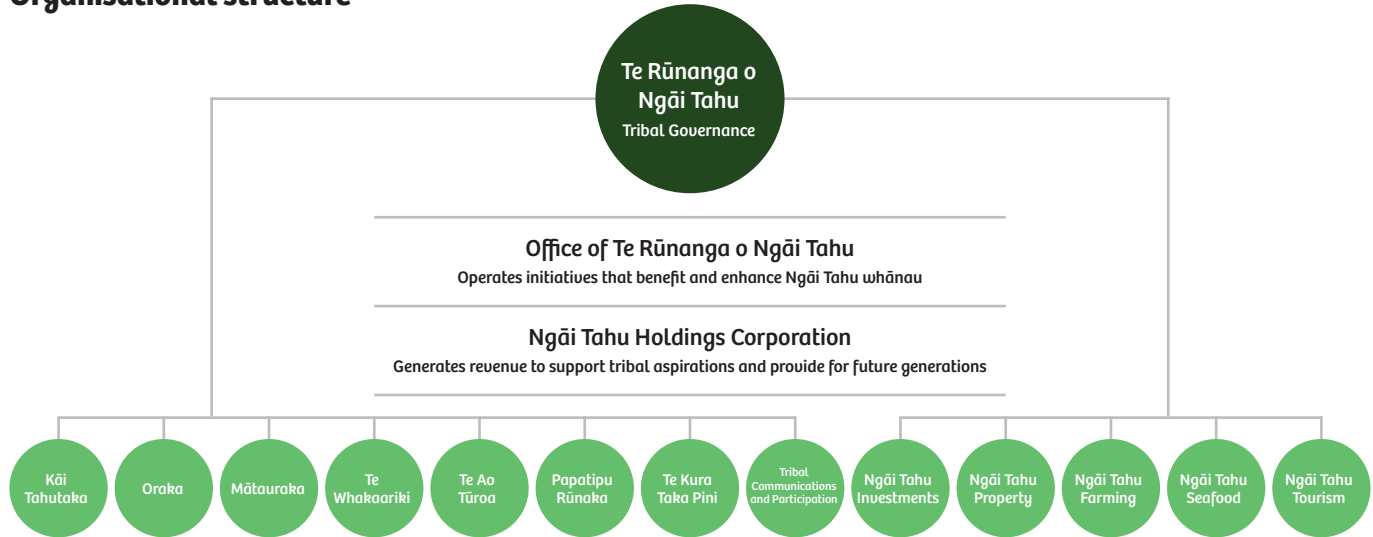


TE TAUMUTU
RŪNANGA
Representative
David Perenara-
O'Connell
**Alternate
Representative**
Pari Hunt



ŌNUKU
RŪNANGA
Representative
Rik Tainui
**Alternate
Representative**
Wendy
Dallas-Katoa

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
 Emma Wyeth



TE RŪNANGA O ŌTĀKOU
Representative
 Rachel Wesley

Alternate Representative
 Megan Pōtiki



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 RŪNAKA
Representative
 Michael Stevens

Alternate Representative
 Sian Tarrant

WE ARE Ngāi Tahu

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

DATE: *Friday 22 November 2024* | TIME: *3.30pm*
Sudima Hotel, 114 Esplanade, Kaikōura

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 | **Website:** www.ngaitahu.iwi.nz



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