

Te Rūnanga o Ngāi Tahu Group Annual Report 2022-2023



Kaiwhakahaere report

Kai ngā mauka whakahī o tāukiuki rā anō, kai ngā rau awa o te motu nei, koutou ngā whānau o tēnā kāinga, o tēnā kāinga e whakatinana ana i kā wawata o poua mā, o taua mā, nāia tōhoku reo mihi e rere kau nei, e rere kau nei. Tēnā koutou katoa.

Ngāi Tahu whānau gathered at Pāremata 25 years ago to witness the passage of the Ngāi Tahu Claims Settlement Act. That September day in 1998, we embraced a new reality.

Our Papatipu Rūnanga marked this milestone anniversary with a Settlement Day Commemoration and Climate Change Symposium. Together, we reflected on our progress, the highs and lows, as well as the challenges and opportunities to come as we forge ahead.

The launch of our ambitious and transformative climate action plan, *Te Kounga Paparangi*, was an exciting start to the financial year. Climate change is a challenge we face together, one that threatens our wāhi tipuna, taonga and traditions. It is important rangatahi are engaging in conversations about climate mitigation and adaptation as they will inherit tribal leadership in the middle of this century.

Ngāi Tahu Holdings Corporation (NTH) has distributed \$75.4 million to the Ngāi Tahu Charitable Trust this financial year, which

ensures the continued funding of a variety of grants and programmes that benefit whānau. It brings our total investment in tribal development since Settlement to \$930 million.

Amid rising living costs and interest rates, the number of Pūtea Manaaki grant applications has grown. Te Rūnanga o Ngāi Tahu (Te Rūnanga) approved 327 applications this financial year totalling \$190,000, up from 253 applications in the previous year. It is our duty to respond to the needs of whānau, which is why we also distributed \$424,000 to 424 Ngāi Tahu whānau affected by the Nelson, Westport, Te Tai Rāwhiti and Auckland floods, as well as Cyclone Gabrielle.

Because of our experiences with the Waitaha and Kaikōura earthquakes, we know what it means to rebuild after natural disasters, therefore we established a \$1 million fund to help marae, hapū and iwi affected by the cyclone who we share strong links with through the Takitimu waka. E kore e mimiti te puna o mihi ki a koutou, the whānau and Papatipu Rūnanga who generously backed our call, raising an additional \$137,000 in donations.

As COVID-19 restrictions eased, our tribal celebrations such as Hui-ā-Iwi and Waitangi Day returned. The Ngāi Tahu Roadshows also recommenced and provided opportunities for more than 1700 whānau across Tauranga Moana, Tāmaki Makaurau and Te Whanganui-a-Tara to reconnect.

As I prepare to retire as Kaiwhakahaere, I have come to reflect on 22 years representing my hapū and iwi through various leadership positions. While there have been many highlights, such as First Nations Futures, Aoraki Bound, and Te Ara Whakatipu, I am most proud of our award-winning investment scheme, Whai Rawa. Tahu Pōtiki and Dr Te Maire Tau both played key roles in its development.

More than 34,000 registered Ngāi Tahu whānau now utilise Whai Rawa, which manages over \$140 million in funds. In the last financial year, Te Rūnanga o Ngāi Tahu contributed \$7.7 million in annual member and newborn distributions, matched savings, net of associated taxes, plus the recent relativity mechanism payment which added \$9.65 million to member accounts. Our decision to start Whai Rawa 17 years ago has now resulted in Ngāi Tahu whānau withdrawing more than \$30 million to help achieve their goals of tertiary education, a first home purchase, or retirement.

The Ngāi Tahu Archive is another source of immense pride. As Chair of Te Here, I supported investment into this important kaupapa, which had long been an aspiration of our rangatira Tā Tipene O'Regan. In recent years we have launched two publicly accessible digital databases containing our tribal history (Kareao and Kā Huru Manu) and have partnered with Archives New Zealand to develop a facility to protect our taonga.

Likewise, the success of our Ngāi Tahu Fund first conceptualised by the late Tahu Pōtiki is an enduring legacy. I recall Tahu requesting a \$1 million investment from Te Rūnanga during a hui at Moeraki Marae, saying: “Give it to us – the people, and we will lead cultural revitalisation.” From that initial investment, ably managed in the early stages by Gabrielle Huria, the Fund has gone on to distribute \$14 million to whānau over the past 17 years. This is a fitting tribute to Auntie Jane Davis and Rakihia Tau Snr who were inaugural board members of the Fund.

In August, I enjoyed joining former NTH Chair Wally Stone as he was inducted as a laureate in the New Zealand Business Hall of Fame.

It was Wally who seeded the Marae Development Fund, which empowered each Papatipu Rūnanga to draw down up to \$1 million to invest in their marae. I am proud \$15 million has since been invested for the development of wharenuui and wharekai throughout the regions. This fund is now evolving, and all marae can access an additional \$1 million to support the resilience of urupā, whare taonga, and whare karakia.

The relationship between Te Rūnanga and NTH is strengthening. I am optimistic that embedding the long-term NTH strategy in our tribal vision, *Mō Kā Uri: Ngāi Tahu 2050*, will achieve the alignment we are seeking. The NTH board has embraced the wero Te Rūnanga has laid.

I want to acknowledge our long-serving CEO, Arihia Bennett. Over the past 11 years,

she has worked closely with our governance team to bring our strategies and direction to life. Through her leadership, we are making steady progress towards an updated and cohesive tribal vision that will provide the foundation for the next stage in our evolution.

As I step down from the role of Kaiwhakahaere, I am proud that Te Rūnanga has a stronger sense of unity than when I was first elected seven years ago. Bringing stability back to our tribal council is one of my proudest achievements. I will be forever grateful for the guidance of mentors such as Tahu Pōtiki, Donna Matahaere-Atariki, and Jon Stokes.

I acknowledge all representatives and kaimahi who have supported me over the years – you know who you are. I also pay special tribute to Sandy Lockhart and Terry Nicholas, they know why.

In comparison to the time of our settlement, our Papatipu Rūnanga are in a much stronger position and now collectively manage approximately \$200 million of assets themselves. This evolution compels us, as Te Rūnanga, to evolve and set our sights on new horizons. I have always been proud of the Papatipu Rūnanga Aspirations Group, which was renamed *Au ahi Au ora* by Hana O'Regan. Together, *Mō Kā Uri*, *Mō Tātou*, and *Au ahi Au ora* will determine a whānau and Papatipu Rūnanga led vision for Te Rūnanga. With these programmes now well under way, I am confident in my decision to retire as Kaiwhakahaere, and I look forward to



witnessing this evolution continue as a proud Ngāi Tahu whānau member.

I offer my utmost thanks to the Papatipu Rūnanga, Ngāi Tahu whānui, Ngāti Waewae, and my whānau for the incredible privilege of serving our people on the tribal council for 22 years. It has been an honour to be your Kaiwhakahaere, and I look forward to watching the next generation pick up the wero from here. It is time for a new vision and rangatira to take us forward to 2050 and beyond.

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

Lisa Tumuhai
KAIWHAKAHAERE



Our values

Whanaungatanga

Family

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

Tohungatanga

Expertise

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

Tikanga

Appropriate action

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

Manaakitanga

Looking after our people

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

Kaitiakitanga

Stewardship

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

Rangatiratanga

Leadership

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

Kotahitanga

Unity

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

Te Rūnanga o Ngāi Tahu Board Representatives as at 30 June 2023



Back Row, from left: Rik Tainui, Terry Nicholas, Justin Tipa, Gail Thompson, Rachel Wesley, Henrietta Carroll, Odele Stehlin, Rewi Davis, Rāwiri Manawatu, David Perenara-O'Connell.
Front Row, from left: Susan Wallace, Fiona Pimm, Tania Wati, Matapura Ellison, Arihia Bennett (CEO), Lisa Tumahai, Jo McLean, Elizabeth Cunningham, Gail Gordon.

Guiding principles

Te Whakawhanaketanga

To develop and grow

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

Te Whakauenukutanga

To rise like a rainbow, symbolising a new phase

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

Te Whakapūmautanga

To entrench and make everlasting or permanent

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

Te Whakaāhurutanga

To nurture and shelter people

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

Te Rūnanga o Ngāi Tahu Chief Executive Officer's report

The theme of this year's annual report – *Celebrating 25 years since the passing of the Ngāi Tahu Claims Settlement Act* – pays homage to all those who worked tirelessly to settle the Claim that would lay the foundation for our future. The importance of that milestone is signified on our cover capturing Tā Tipene O'Regan, who is well-known for his role in our Settlement, with Thomas Aerero-Morgan born in 1997, the year we settled the Claim.

As we reach this important juncture, we are looking back and reflecting in order to move forward – what do we continue with, and what do we let go of as we begin to plot the path towards our next 25 years and beyond? The marker of our success is not only our bottom line, but also whether we continue to make a difference in the lives of our now more than 80,000 registered whānau.

Mō Kā Uri: Ngāi Tahu 2050 is our collective tribal visioning initiative. Most importantly it is founded in whānau voice, and has been developed using an innovative future-focused approach led by Dr Eruera Tarena and Awhina McGlinchey. Key to its success will be ensuring we are empowering authentic Ngāi Tahu self-determination outcomes, and prioritising long-term resilience in a world of increasing uncertainties.

Looking ahead, we must also make sure our structure is match fit; including creating better efficiencies that demonstrate a kotahitanga approach across the wider Ngāi Tahu Group, Papatipu Rūnanga and whānau near and far.

The Regional Investment Fund continues to support the growth and development of local economies in our Papatipu Rūnanga communities. Four years on we are beginning

to see the positive impacts, including increasing employment opportunities and environmental and cultural revitalisation. The diversity among the multiple developments across the takiwā is considerable. Among them, the ever growing Te Kāika health hub in Ōtepoti, a major redevelopment in Lyttelton on the old school site, and a potential wind farm on the Hokonui Hills. Building on these investments must be an ongoing priority.

While we continue to support those burdened with the cost of living increases, and the increasing frequency of natural disasters, we are targeting needs that will make a more transformational difference. This requires a shift in focus to explore areas of cohesion between all of the activities we undertake, with a view to creating holistic wellbeing outcomes centred around financial literacy and home ownership.

It is now two years since we entered the strategic partnership with Oranga Tamariki for the Whānau as First Navigators (WAFN) initiative. When we began the journey there were 362 tamariki Ngāi Tahu in care and over the past two years I am pleased to report that number has decreased to 262. A key focus has been on prevention initiatives including a campaign to build awareness of whānau wellbeing, and promote improved access to services to empower them on their journey.

Tokona te Raki is leading the way in complex problem-solving and is making significant inroads in creating equitable outcomes in education, employment and income for Māori. *Kōkirihiā*, the blueprint for ending streaming in our schools was launched in March, and the team has since received multi-year funding from the Ministry of Education to lead its



implementation. My congratulations to the team who have so much passion for this important kaupapa.

My congratulations also to the Ngāi Tahu Archives team on *Tāngata Ngāi Tahu*, Volume Two making the longlist for the Booksellers Aotearoa New Zealand Award for Illustrated Non-Fiction in the Ockham New Zealand Book Awards 2023. These books capture so beautifully the rich stories of the lives of many of our whānau who are no longer here. This is an accolade we can all be proud of.

As always my gratitude to our governors for their guidance in steering the waka in the right direction, and to the kaimahi across the Ngāi Tahu Group for their ongoing dedication and passion to ensuring we are delivering the best outcomes for our whānau.

Mō tātou

Arihia Bennett MNZM
CHIEF EXECUTIVE OFFICER



Ngāi Tahu Holdings Corporation Chair and Chief Executive's report

Resilience and unwavering dedication to intergenerational empowerment have defined our response to the challenging economic climate of the past year. Whānau and businesses alike are feeling the impact, but we continue to focus on achieving the best possible outcomes for our Ngāi Tahu whānau.

Ngāi Tahu Holdings Corporation (NTH) remains committed to protecting and growing the pūtea. The redistribution of profits through Te Rūnanga o Ngāi Tahu (Office) delivers support, education, wellbeing, and opportunities for our whānau, now and in the future.

We know that whānau are under pressure from the rising cost of living. The business sector is grappling with it too. The New Zealand economy almost flipped overnight in December as interest rates rose at record pace, inflation surged, and commodity prices fell.

While those challenges have had an impact, NTH has largely withstood them. The business earnings increased from \$41.9 million to \$47.7 million, and considering the economic climate, this is a pleasing result.

The relatively robust position is built on the diversity and strength of our portfolio across

property, farming, forestry, seafood, tourism, insurance, investments, and transport. And that foundation of resilience is due to a legacy of sound decision-making and visionary leadership with an intergenerational focus.

Three years ago, faced with a global epidemic, we embarked on a significant period of change, launching a strategy centred on two central themes: 1) improving performance; and 2) tilting our portfolio towards growth. The progress NTH made in the immediate pre-Covid and post-Covid period is pleasing.

This year has been difficult but our strategic pou Improve, Grow, Engage have underpinned the growth of the pūtea and sharpened our focus on increasing NTH's contribution to iwi aspirations. The strategy has enhanced our ability to engage with Papatipu Rūnanga and lean into the group wide climate change action plan *Te Kounga Paparangi*.

Throughout the year our business units have achieved many notable successes, and while it is difficult to highlight one over another, we are particularly impressed with the growth Ngāi Tahu Tourism (NTT) has achieved. Improvements across health, safety and wellbeing have led to a more than 50 percent reduction of injuries to kaimahi. This remains a core focus for NTH.

It was pleasing to see that despite the challenging economic conditions, Ngāi Tahu Seafood delivered an outstanding result. The recovery of the tourism sector meant NTT delivered well ahead of forecast. These were in part offset by the impact of higher costs and falling export pricing experienced in Ngāi Tahu Farming. We also saw a softening in the property sector impacting demand for our Ngāi Tahu Property residential developments.

The economic climate coupled with the sector challenges of recent years has meant we have had to make the difficult decision to wind down Oha Honey. We will retain a foothold in Te Waipounamu and therefore be positioned for a potential recovery of the mānuka honey market in the future.

Like many businesses in Niu Tīreni we will be reprioritising day-to-day spending and releasing capital where appropriate. We do not underestimate the challenges ahead. However, we are ready and view these wero positively. We are confident with a clear strategy that does not deviate from our commitment to supporting our iwi objectives and aspirations as well as broader social and environmental goals.

The Board wishes to acknowledge the leadership and commitment of Todd Moyle as Acting Chief Executive, and previous Chief Executive, Craig Ellison who stepped down from the role earlier in the year. We extend our sincere gratitude to Te Rūnanga o Ngāi Tahu, ngā Papatipu Rūnanga, our

directors and kaimahi, and all Ngāi Tahu whānau. Your steadfast support and understanding binds us together as a strong and resilient team, and we believe there is a promising road ahead.

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

Ngāi Tahu Holdings Corporation Board



NTH board August 2023, from left: Sophie Haslem, Jon Hartley, Arihia Bennett (CEO, Te Rūnanga o Ngāi Tahu), Darryn Russell, Mike Pohio (Chair) and Kristen Kohere-Soutar. Absent: Juliet Tainui-Hernandez.



Mike Pohio
CHAIR



Todd Moyle
ACTING CHIEF EXECUTIVE

Te Rūnanga Group finances at a glance

As at 30 June 2023

-6.6% 

Group Return

9.8% (FY2022)

11.1% (FY2021)

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

\$107.4m* 

Distribution to TRoNT from NTH

\$69.5m (FY2022)

\$55.9m (FY2021)

The increase in distribution from NTH to Te Rūnanga o Ngāi Tahu in FY2023 is a result of returning to the normal distribution rule.

* NTH paid \$75.4m from their FY2023 operating surplus with the remainder coming from previous years' unallocated distribution.

6.0% 

Distribution as a Share of Net Assets

3.7% (FY2022)

3.3% (FY2021)

Goal 2 of the Investments Charter requires NTH to protect and grow the sustainable real per capita distribution it pays. The distribution for FY2021 and FY2022 was reduced due to the effects of COVID-19 on the Group. The increase in distribution from NTH to Te Rūnanga o Ngāi Tahu in FY23 is a result of returning to the normal distribution rule and the payment of previous years' unallocated distribution totalling \$22.5 million.

\$1.78b 

Net Assets

\$1.89b (FY2022)

\$1.71b (FY2021)

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

-6.2% 

Growth in Net Assets

10.8% (FY2022)

12.4% (FY2021)

15.7% 

Debt

14.1% (FY2022)

8.3% (FY2021)

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

	2022/23 (\$000s)	2021/22 (\$000s)	2020/21 (\$000s)
Group financial performance			
Revenue	372,826	320,337	300,210
Cost of sales	-199,677	-166,940	-151,139
Gross profit	173,149	153,397	149,071
Other income	23,859	20,782	27,035
Operating expenses	-146,537	-129,842	-124,880
Other non-operating gains and (expenses)	-53,408	115,157	164,081
Trading surplus	-2,937	159,494	215,307
Tribal expenditure	-205,791	-69,526	-55,860
Tribal revenue	116,247	16,477	6,686
Other comprehensive revenue and (expenses)	-21,447	79,762	24,343
Income tax	-2,970	-1,239	-1,476
Group surplus	-116,898	184,968	189,000
Group financial position			
Total assets	2,213,794	2,279,869	1,922,628
Total borrowings	-346,960	-321,525	-159,785
Other liabilities	-89,915	-63,542	-53,009
Net assets / Total equity	1,776,919	1,894,802	1,709,834
Group cash flows			
Operating activities	-7,496	23,988	-10,133
Investing activities	7,051	-238,859	149,545
Financing activities	26,692	159,360	-79,180
Net increase / (decrease) in cash	26,247	-55,511	60,232

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

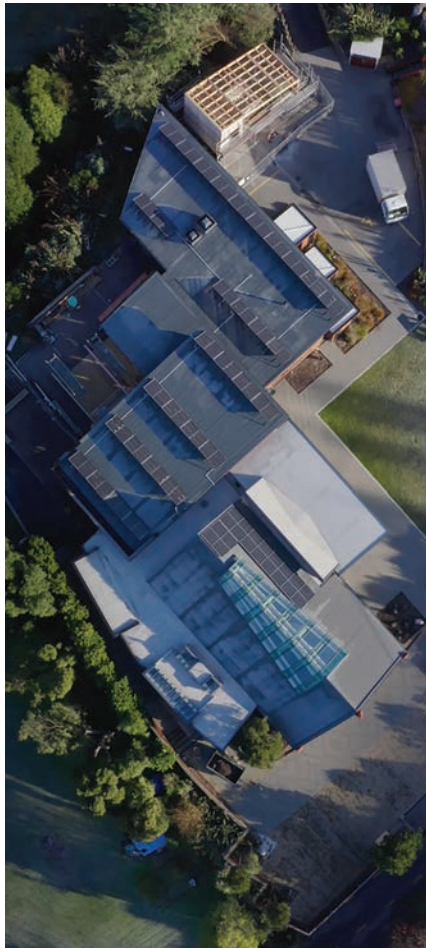
Sustainability

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 and mahinga kai is becoming scarcer. Many of our taonga species are struggling to adapt to the changes and are at risk of survival.

Launched in 2021, the Climate Change Action Plan, *Te Kounga Paparangi*, sets ambitious goals to ensure the organisation is taking on the challenge of sustainability across the Te Rūnanga o Ngāi Tahu Group (the Group). These actions are guided by our overarching Climate Change Strategy, *Te Tāhū o te Whāriki (Anchoring the Foundations) – He Rautaki mō te Huringa o te Ahuarangi*. The strategy guides the Group in its response to climate-related risks and opportunities within the Ngāi Tahu takiwā, and across its operational business units nationwide in ways that meet iwi, hapū and whānau aspirations in a changing world.

In implementing *Te Kounga Paparangi*, we have widened our view from an emissions focus to a holistic sustainability focus. Through business unit-specific sustainability targets, we are creating a tiaki budget, beginning to measure our impact not just in greenhouse gas (GHG) emissions but also on key elements of the taiao: water, waste and biodiversity. Over time, this report will expand to incorporate that data, as it becomes available.



Our approach is founded in mātauranga and grounded in science. We are drawing on the wisdom of our tīpuna, while embracing innovation and experimentation to forge a path into the future.

The Path to Change

Te Kounga Paparangi is grounded across eight pou (see pages 16 - 17 of this report) that influence every part of our operations for the better.

By taking action we are embracing the opportunity for meaningful change. We are experimenting with innovative solutions across industries to mitigate climate change, build resilience, and promote sustainable business practices.

Disclaimer

Te Rūnanga o Ngāi Tahu (Te Rūnanga) is not required to adopt the Aotearoa New Zealand Climate Standards set by the External Reporting Board. In this sustainability statement it is not electing to prepare a climate statement in accordance with the climate-related disclosure framework. The framework has instead been used as a guide to present our sustainability journey.

Left: Solar panels installed at Rāpaki through Pūtea Aumakea.

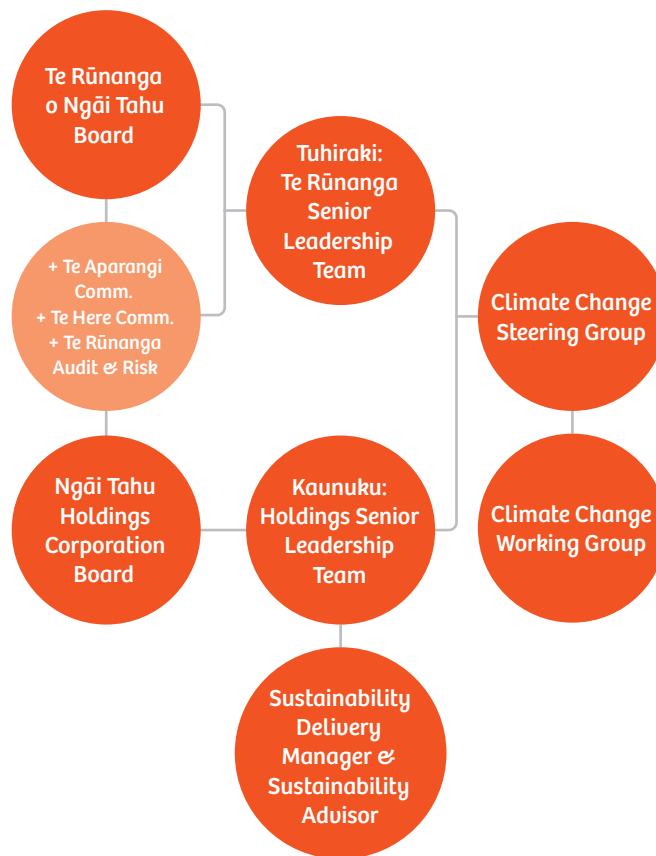
How the Group governs climate-related risks and opportunities

At a governance level, Te Apārangi, Te Here and Te Rūnanga Audit and Risk committees and the Ngāi Tahu Holdings Corporation board are accountable to Te Rūnanga for their respective components.

Te Kounga Paparangi is executed by the senior leadership teams of the Office (Tuhiraki) and Ngāi Tahu Holdings Corporation (Kaunuku). Its implementation is overseen by the Climate Change Steering Group, made up of senior staff from across the Group.

The Climate Change Working Group comprises staff from across the Group who oversee the implementation of *Te Kounga Paparangi* initiatives.

Two fulltime kaimahi provide advice, work with the wider organisation to address sustainability risks and opportunities, and provide progress reports.



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

The Group's strategic response to sustainability risks and opportunities is guided at a high level by its Climate Change Strategy, and at a detailed level by the Climate Change Action Plan. The purpose of the strategy is to create Ngāi Tahu responses to the risks and opportunities presented by climate change, referencing the entire tribal structure, so that iwi, hapū and whānau aspirations can be met in a changing world.

TE KAITIAKITANGA METE TĀHUHU

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

TŌTĀTOU NGĀI TAHUTANGA

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

TEAOTŪROA

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

KO NGĀ WHAKAPĀPĀTANGA

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

TE WHAKAARIKI

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

TE WHAKATIPU

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

WHĀNAU

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

MĀTAURANGA

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

TE PŪTEA

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

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

The identification and management of risks is the responsibility of each entity/business unit in the Group. The Group's approach to the oversight, management and escalation of risks is also applied to climate related risks and opportunities.

The Group has a single risk management policy and framework which is aligned to AS/NZS ISO 31000. The objective of the policy is for risk

management to become embedded, and form an integral part of, management and governance practices.

The Group's risk management objectives are to:

- Ensure appropriate processes are in place to identify material risks and opportunities, recognise and understand potential impact, and ensure that appropriate controls are in place to manage these.

- Ensure that roles and responsibilities for identifying and managing risk are clearly defined.
- Integrate risk management into all Group activities.
- Share knowledge and facilitate continuous business improvement and contribute to the quality of decision-making.

Metrics and targets

Te Kounga Paparangi sets ambitious goals to ensure the organisation is taking on the challenge of sustainability across the Group. These actions are guided by our overarching Climate Change Strategy – *Te Tāhū o te Whāriki* – and can be more clearly articulated by the eight sustainability related pou.

We have bold, ambitious, and exciting targets for the future. Our goals demand much more from us in emissions reduction, water management, whānau support, and biodiversity restoration – and map our course to a better tomorrow for our people now, and for generations to come. In the coming financial year we plan to update our targets to focus on our most material impacts and opportunities. This will increase our ability to identify risks, track progress and hold ourselves to account.

Our 2050 Goals

- Become carbon neutral.
- Ensure government accountability for climate goals.
- Work with government on climate change impacts on Settlement assets, tribal lands, and resources.
- Positively impact whānau affected by climate change.
- Create a diverse and resilient asset base that positively contributes to the world reflecting our social, environmental and Ngāi Tahu aspirations.
- Implement initiatives to minimise environmental changes that impact Ngāi Tahu cultural identity.
- Actively protect, restore and enhance abundant places and species.

Our 2030 Goals & Achievements

Emit no Greenhouse Gases



Work to reduce operational and energy related greenhouse gas emissions to zero.

Marae and Whānau Resilience



Empower our people to prepare for and thrive amidst climate change impacts.

Careful Wai Use



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

Operations do not Harm Environment



Work to eliminate emissions including gas, solid, and liquid emissions harmful to people or the environment.

2030 Goals

- 13% biogenic methane reduction (2017 baseline)
- 42% reduction in Scope 1 and 2 emissions (2022 baseline)
- 50% of Ngāi Tahu Tourism's jet boat fleet to be electric
- 50% less air travel (2018 baseline)

Achievements to Date

- Began one of New Zealand's largest regenerative farming trials
- Implemented initiatives that reduce travel-related emissions through reduction in fuel usage
- Benchmarked existing greenhouse gas emissions
- Requested key vendors to report on and begin to reduce key emissions

2030 Goals

- Marae-centred climate change response plans will be in action and funded
- All marae and Papatipu Rūnanga facilities undertake technology upgrade for long-term resilience

Achievements to Date

- Supported Papatipu Rūnanga with installation of green-tech solutions
- Secured funding and identified frameworks to support rūnanga development of marae-centred climate response plans

2030 Goals

- All operations have water management plans in place
- New agritech solutions incorporated at Ngāi Tahu Farming sites
- Te Mana o te Wai and freshwater planning is aligned with Ngāi Tahu aspirations
- Whānau, Papatipu Rūnanga, and Te Rūnanga are supported to manage climate change impacts on freshwater

Achievements to Date

- Created water management plans
- Upgraded several Ngāi Tahu Farming sites to variable rate irrigation with soil sensors
- Surveyed aquatic biodiversity of waterways in forestry operations
- Supported Papatipu Rūnanga and hapū in developing interpretation Te Mana o te Wai
- Continued to work with the Crown on recognising of Ngāi Tahu rangatiratanga over freshwater

2030 Goals

- Investigate biofuel use
- 100% of operations have hazardous waste and remediation plans

Achievements to Date

- Reduced synthetic fertiliser use year-on-year
- Developed guidelines to reduce environmental impacts of property construction projects and will be implemented as new projects are commenced
- Completed soil reports for sites where hazardous goods are used near water supplies

Operations do not Harm Ecosystems



Protect areas where we are present and avoid negative impacts when moving into new areas.

Eliminate Waste



Work to eliminate avoidable waste generation, and reuse, recycle or repurpose remaining waste.

Grow Renewable Energy



Aim for 100% renewable energy use and reduce greenhouse gas emissions from energy use in our own, and our partner operations.

Education and Communication



Ensure this plan and our climate change approach is understood by Te Rūnanga, Papatipu Rūnanga and whānau – and that *Te Kounga Paparangi* is regularly updated.

2030 Goals

- Assess ecological monitoring data for improvements in locations' invertebrate populations, bird species diversity, and native flora and fauna
- All new developments have ecosystem enhancement plans
- Climate change response integrated into Iwi Management Plans and/or Mana Whakahono a Rohe agreements

Achievements to Date

- Developed and prioritised ecosystem rejuvenation initiatives with mana whenua
- Undertaking marine environment biodiversity initiatives in partnership with Ōtākou Whakaihu Waka (University of Otago)
- Progressed our native tree planting programme with 40,000 planted this year
- Reinstated Mahinga Kai Fund with climate focus for whānau protection and restoration

2030 Goals

- Consumer products have biodegradable/recyclable packaging
- Operations and partners have waste reduction targets and monitoring

Achievements to Date

- Completed waste output baseline assessment and set reduction targets
- Included end-of-life disposal requirements in procurement to ensure reduction of landfill waste coming into our operations
- Achieved on-farm waste diversion at Te Whenua Hou of 45% with introduction of soft plastic recycling

2030 Goals

- Audit and improve the warmth and dryness standards of whānau homes
- Investigate waste to energy initiatives

Achievements to Date

- Investigated options for green energy in partnership with Papatipu Rūnanga

2030 Goals

- Establish fund to support solutions addressing climate change impacts
- Videos and digital resources to support whānau with climate preparedness and sustainability actions
- Bi-annual tribal climate change symposium and rangatahi wānanga
- Training and educational opportunities enable whānau to find climate-related employment

Achievements to Date

- Developed and implemented a Climate Change Communications and Engagement Plan
- Developed internal and external climate change webpages
- Formed a climate change working group to aid action delivery

Highlights

7

In partnership with Ngāi Tūāhuriri and the Government, we launched **Te Whenua Hou Te Whenua Whitiōra**, a **7 year regenerative farming trial**, one of the largest in Aotearoa.

The trial is working to reduce water requirements, greenhouse gas emissions, and nitrate leaching – and to significantly increase soil carbon.

12x

Designed and launched our International Liquidity Portfolio – an investment screening initiative which sees carbon emissions exposure **12 times lower than market average**.

30,000

Planted **30,000 native trees (farming)** a year since 2015 and working towards a native bird corridor between the Kā Tiritiri-o-te-Moana (Southern Alps) to Horomaka (Banks Peninsula).



150t

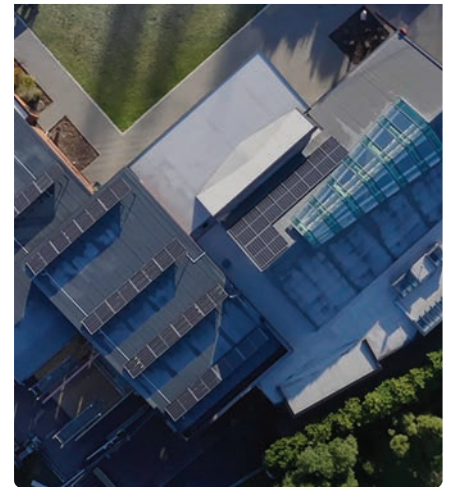
Unveiled a world-first innovation!
Our electric jet boat prototype will revolutionise the industry by **saving 150 tonnes of CO2-e per year** for each jet boat converted to electricity.

45%

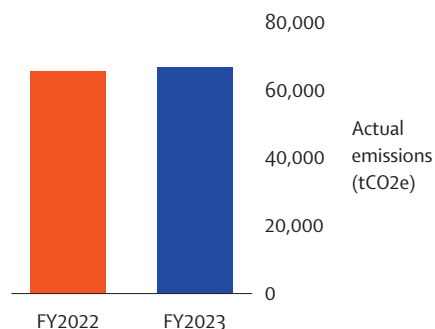
Diverted 45% of farm waste from landfill through innovative agricultural plastics recycling scheme, PlasBack.

50%

Fifty percent of marae have solar panels, with further opportunities for water, waste, and energy use improvements identified.



Ngāi Tahu – Scope 1 & 2 emissions



As a Group we have committed to reduce our Greenhouse Gas (GHG) Scope 1 and 2 emissions aligned with science-based targets, by 42 percent by 2030. This year we have reset our GHG reporting baseline to FY2022 due to divestments in several high emissions businesses (including Go Bus, Whiteline, Queenstown Helicopters, and DairyFresh Logistics).

We have also adopted the 'operational control' approach to emissions reporting which means that Hilton Haulage, although still 50 percent owned by Ngāi Tahu, is no longer included in our emissions reporting.

The largest source of emissions is biogenic methane from livestock from our farming operations in Canterbury and Queenstown Lakes, which make up around 62 percent of the Group emissions. The second largest source of emissions are from fuel use, which makes up approximately 17 percent of our emissions profile. This is primarily contractor use of diesel from our forestry operations. Synthetic fertilisers used in farming operations and international air freight to export live seafood to China are also large emissions sources.

Scope 1 – Direct Emissions

These include greenhouse gas (GHG) emissions from the Group's owned and controlled sources. The most significant Scope 1 emission is enteric fermentation from livestock in our farming operations (65 percent of all emissions). Other Scope 1 emissions are fuel, fertiliser, and refrigerants.

Scope 2 – Indirect Emissions from purchased energy

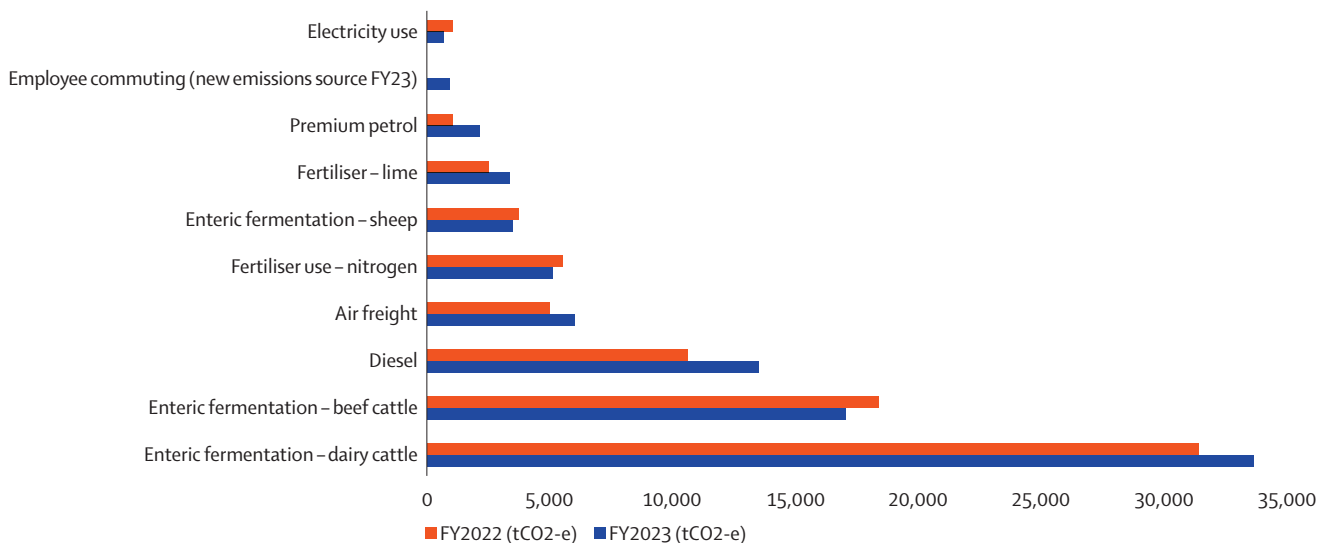
This includes the Group's electricity use.

Scope 3 – Indirect Value Chain Emissions

These are the result of activities from assets not owned or controlled by the Group. These include freight, business travel, and waste.

Business Unit	FY2023 (tCO2-e)	FY2022 (tCO2-e)	Variance %
Ngāi Tahu Farming	60,568	59,476	2%
Ngāi Tahu Whakatipu Holdings	3,884	4,244	-8%
Ngāi Tahu Forestry	12,844	10,000	28%
Ngāi Tahu Seafood	6,281	5,391	17%
Ngāi Tahu Tourism	3,360	1,920	75%
Oha Honey	899	785	14%
Te Rūnanga o Ngāi Tahu	1,000	295	239%
Ngāi Tahu Property	168	126	33%
Ngāi Tahu Holdings Corporation	130	72	81%
Proseed New Zealand	65	66	-1%
TOTAL	89,202	82,376	8%

Top 10 GHG Emissions by source



Eight percent increase in emissions FY2023 due to increases in the following areas:

- Diesel (forestry operations)
- Petrol (jet boats) as tourism returns to post-Covid levels
- Air freight (seafood exports)
- Lime fertiliser use (farming operations)
- Air travel (all business units)
- Added a new Scope 3 emissions source being employee commuting.

Decrease in electricity and nitrogen fertiliser use.

There are challenges to accurately measuring our Scope 3 emissions. The main reason being reliance on quality data being provided by suppliers, which we are working to address. The GHG tCO₂-e figures are externally audited by Toitū Envirocare each year and they have not been audited as part of our year end external audit process.

Mō Kā Uri: Ngāi Tahu 2050

What is the world we
want to leave behind
for our tamariki and
mokopuna?



Mō Kā Uri: Ngāi Tahu 2050 is a current priority for the iwi. Led by Tokona te Raki – Māori Future-Makers, *Mō Kā Uri* is our opportunity to take what we have learnt and achieved post Settlement and to dream big about the future we want for our tamariki, mokopuna and the generations that come after them.

For us to successfully create a vision that sees all our whānau thriving, it is important that everyone has had the opportunity to participate, to feel like they have been heard and to believe that the vision is for them. *Mō Kā Uri* sits at the centre and will inform all other tribal initiatives. It is about creating a collective vision for the iwi that will see whānau living their best lives – making decisions of their own making rather than having decisions made for them.

Future Scenarios

An exciting, innovative and future-thinking piece of the mahi has been the development of four potential future scenarios. These four scenarios create a story of what the future might look like for whānau, hapū and iwi in 2050. They have been developed taking the whakaaro from a series of wānanga held with rangatahi, pakeke and kaumātua. While they are imagined, any one of the four could potentially be the future direction. These scenarios are being used to stimulate thinking and imagining.



Mātātahi Matatū – Growing Next Gen storytellers

A rangatahi rōpū has been established from across our Papatipu Rūnanga and Ngāi Tahu communities with the aim of growing the future pool of story tellers and leaders around the takiwā. Around 20 rangatahi aged between 15 – 24 have participated in two weekend wānanga where they have learnt the fundamentals of digital storytelling, practiced their creative skills, and heard pūrākau from tribal experts.



Left: Maurice Manawatu and his mokopuna Miharo.

The process began in September 2022 with a wānanga for governors.

This was followed by several months of kōrero with whānau ahikā and leaders throughout the takiwā in a series of interviews and wānanga.



Above: Researcher Kaya Staples interviews Suzy Waaka.

Above: Kahurangi Wilson-Mahuika and Mapihi Davis participate in Ngāi Tahu 2050 wānanga.

This helped with building a greater understanding of the past to inform our approach to the future.

As we broadened the engagement Mō Kā Uri presentations and stalls were incorporated into the Ngāi Tahu Roadshows.

790+
Kanohi ki te kanohi engagements
as at the end of September 2023



Above: Awhina McGlinchey speaks with a whānau member in Tauranga.

A whānau wide campaign including survey and digital media has been the latest piece of mahi on the journey to capturing the whakaaro and aspirations of whānau. Once the results have been fully analysed a draft vision will be presented to Te Rūnanga for consideration.



Above: Tarena and McGlinchey tamariki filming promo video on the Port Hills.

**Te Rūnanga Group
Value Creation Model**



Office of Te Rūnanga o Ngāi Tahu

Delivering value

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

32 / **Oranga** > health and wellbeing

42 / **Mātauranga** > knowledge

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

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

60 / **Papatipu Rūnanga** > local development

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

68 / **Tribal Communications and Engagement**

47%

**Ngāi Tahu
whānau employed**

46% FY2022
56% FY2021

78,972

**Ngāi Tahu
iwi members**

75,416 FY2022
71,436 FY2021

Ngāi Tahutanga > culture and identity

\$5.98m

invested in
Ngāi Tahutanga
in FY2023
(\$5.0m FY2022)

17.91

FTE FY2023
(19.2 FY2022)

92%

Ngāi Tahu Employees FY2023
(90% FY2022)



Kāikaranga Kelly Tikao and Elizabeth Cunningham at
Tūtehuarewa 100 year celebrations. Photo: Richie Mills

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

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

NGĀI TAHU ARCHIVE

\$1.24m

Annual investment FY2023

(\$1.1m FY2022)

67,646

Visitors to Kā Huru Manu FY2023

(55,801 FY2022)

19,369

Visitors to Kareao FY2023

(13,552 FY2022)

13,258

Items added to Kareao FY2023

(2,111 FY2022)

The Ngāi Tahu Archive plays a critical role in ensuring the survival of our tribal memory. The team actively manages the tribal archive, gathers at-risk information, and protects the physical and cultural integrity of archives of

tribal significance. Guided by Te Pae Kōrako (the Ngāi Tahu Archive Advisory Committee), the team engages with whānau, Papatipu Rūnanga, and the office of Te Rūnanga o Ngāi Tahu (Te Rūnanga) on history and memory projects, and ensures that authentic tribal knowledge is accessible to whānau.

Sharing our History

Several Papatipu Rūnanga exhibitions were supported by the Ngāi Tahu Archive team in FY2023. This included: working with Arowhenua to curate an online digital exhibition of photographs of the Ngāi Tahu history of South Canterbury, Ngā Whakaahua o Arowhenua for Hui-ā-Iwi; working with Ōnuku on the Ōnuku Taonga Wānanga connecting Ōnuku whānau to taonga provenanced to their

takiwā; and working with Koukourarata to curate a special exhibition for the Tūtehuarewa Centenary. The team also worked with Te Hapū o Ngāti Wheke and Okains Bay Museum to enable the Ngāi Tahu waka Kōtukumairangi to participate in the international Sail GP event at Whakaraupō, and curated an accompanying exhibition of waka-related taonga for display in the Sail GP race village.

Below: Whānau gathered in the whare Tūtehuarewa to view the Tūtehuarewa Centenary Exhibition and listen to presentations by the Ngāi Tahu Archive team. Photograph courtesy of Te Rūnanga o Koukourarata.



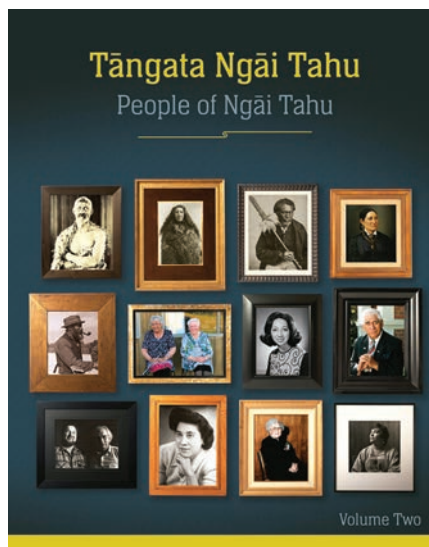


Above: Kaihoe Ngāi Tahu paddling Kōtukumairangi past the grandstand at the opening of Sail GP. Photo: Felix Diemer for SailGP.

Tāngata Ngāi Tahu, Volume Two

A highlight of the year was the inclusion of *Tāngata Ngāi Tahu*, Volume Two on the longlist for the Booksellers Aotearoa New Zealand Award for Illustrated Non-Fiction in the Ockham New Zealand Book Awards 2023. Promotional events for Volume Two were held in Ashburton, Christchurch, Wellington, Wānaka, and Dunedin.

Over 1,500 copies of *Tāngata Ngāi Tahu* Volumes One and Two were sold or distributed in FY2023, and reprints of both volumes were ordered due to high demand.



Kareao

A new homepage on Kareao was launched in FY2023, making the website easier to navigate and records more accessible. Several significant collections were added; notably, the Sidney Boyd Ashton Papers comprising 11,000 records. This is the first substantial collection of Te Rūnanga o Ngāi Tahu records to be made available on Kareao and provides researchers with access to the working papers of the first Chief Executive of Te Rūnanga o Ngāi Tahu. Tā Tipene O'Regan's personal collection has also been permanently transferred to the Ngāi Tahu Archive. A total of 13,258 new records were published on Kareao in FY2023.



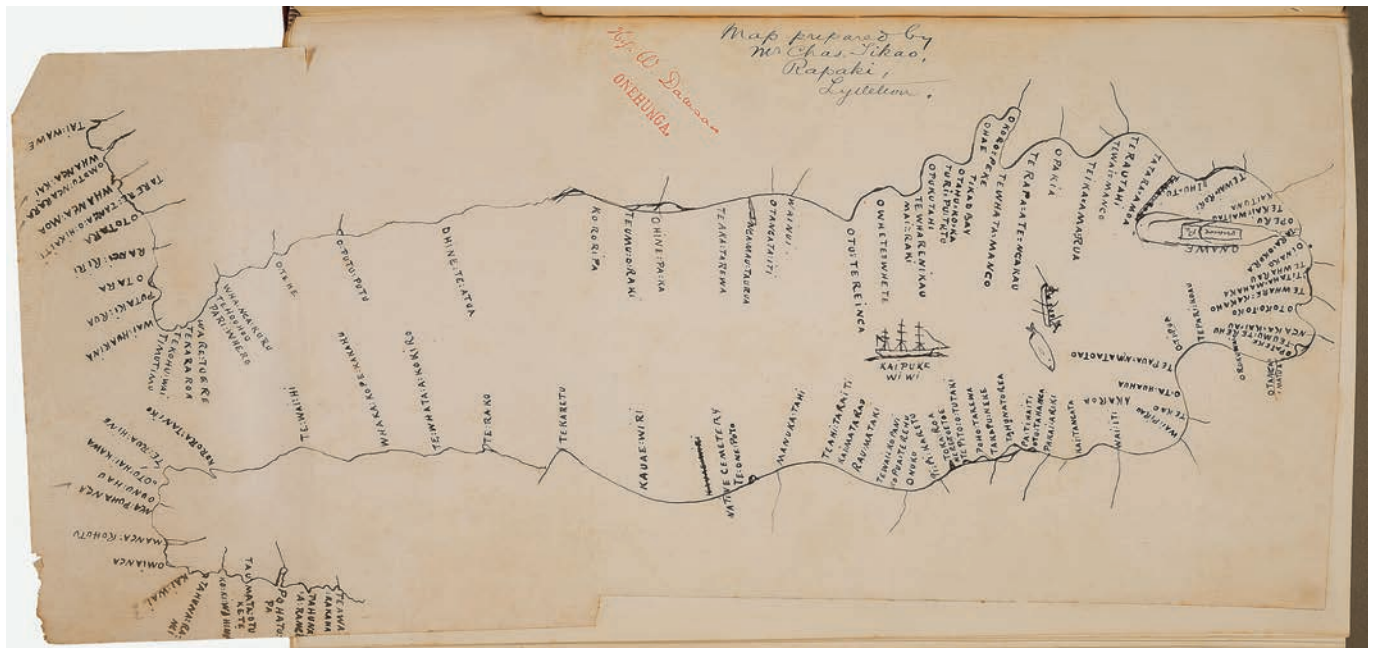
Kā Huru Manu Map Stories

Kā Huru Manu (www.kahurumanu.co.nz) is the Ngāi Tahu digital atlas that records over 1,000 traditional Māori place names in Te Waipounamu. A new historical maps section was added and includes six digital stories that explore the history of key maps used as sources for the cultural mapping project. Among them are maps produced by Ngāi Tahu tīpuna Rāwiri Te Maire, Tieke Pukurākau, Hoani Te Hau Pere, and Teone Taare Tikao. Each digital story contains numerous links to Kareao to assist users to discover as much information as possible.

Pūrākau Wānanga

The Ngāi Tahu Archive team continues to deliver its popular pūrākau wānanga to foster the next generation of Ngāi Tahu storytellers. This mahi also involves supporting regional and whānau pūrākau initiatives. Pūrākau wānanga were held at Awarua and Taumutu during the year.

Right: Whānau attending the Pūrākau Wānanga at Te Rau Aroha Marae, Awarua, October 2022.



Above: This map of Māori place names in Akaroa Harbour, drawn by Teone Taare Tikao, is now available on Kā Huru Manu. It includes an extensive list of place names collected by Tikao from Paurini Hiraweā, Raheira Tikao, and Teoti Rapatini. Tikao gave the map to Akaroa postmaster Henry Walter Dawson who shared it with ethnologist Johannes Andersen at the Department of Lands and Survey in 1908. The original map is now held in the Auckland War Memorial Museum.

WHAKAPAPA NGĀI TAHU

\$0.97m

Annual investment FY2023

(\$0.9m FY2022)

6.0

FTE FY2023

(6.0 FY2022)

78,972

registered whānau members FY2023

(75,416 FY2022)

4,049

new registered whānau members

FY2023 (including 620 historical

applications)

(3,980 FY2022)

61%

of applications received

via our online form FY2023

(69% FY2022)

27,384

**visitors to the Registration Form
and Blue Book page on website**

NGĀI TAHU FUND

48

48 Applications approved

Total: \$690,000

1

Taurahere Fund application

approved FY2023

(0 FY2022)

Connecting with whānau

As always, Whakapapa Ngāi Tahu was a drawcard at the Tauranga Roadshow earlier in the year, connecting with 55 whānau on the day and receiving a total of 43 applications for registration.

Providing expertise

Whakapapa Ngāi Tahu is increasingly asked to support external agencies on whakapapa matters. Over the past year, this has included: assisting the Māori Land Court with identifying potential owners to South Island Landless Native Act reserve lands at Hawea/Wānaka and Toi Toi (Rakiura); providing a report determining three whānau rights to Titi Island; providing whakapapa for five land successions; assisting the New Zealand Defence Force to identify whānau of 12 Ngāi Tahu service men from WW2 28th Battalion who did not receive their service medals; and, participating in the Ministry of Justice Adoption Law Reforms and

Department of Internal Affairs with regards to whānau being able to identify their iwi on their children's birth certificates.

1848 Kaumātua

Six hundred and eighty 1848 kaumātua biographies are now in final draft. Eight Papatipu Rūnanga have confirmed their 1848 kaumātua lists, which supports whānau members having deeper understanding of their whakapapa and connection to Papatipu Rūnanga and marae. Once completed, these biographies will be made available via a secure portal on the Ngāi Tahu website.

Animating our traditions

Draft storyboards and narrations have been completed that tell the stories of Ārai-Te-Uru and Aoraki traditions using digital animation. These will eventually be available on the Ngāi Tahu website.



617

registered Kāi Tahu members participated in a suite of events

106

newly engaged whānau

955

whānau engaged in KMK reo initiatives



Above: Aoraki Matatū rōpū at Peketā Pā, Kaikōura.

Left: Kura Reo Rakatahi, State Highway One, Kaikōura.

KOTAHI MANO KĀIKA

This year an ever-increasing number of whānau Kotahi Mano Kāika (KMK) were ready and eager to engage in wānaka reo marae-based opportunities.

KMK funds and grants supported 27 individuals and 10 Kāi Tahu whānau groups to develop higher proficiency in te reo. The Papakāika Reo

fund contributed to reo activities across the two Te Tai Poutini rūnaka who came together to run their own series of reo events, and their first-ever Kura Reo ki Te Tai Poutini.

Eight different KMK initiatives were provided that brought together beginner, intermediate and advanced speakers of te reo, to learn from

one another in supportive environments. Ten KMK marae-based wānaka were provided across the Kāi Tahu takiwā. Three six-week online courses were also delivered to support te reo revitalisation and te reo planning in the home. Wānaka focused on supporting whānau acquisition and use of te reo, included three wānaka Kia Kurapa for absolute beginners, through to an intermediate immersion weekend event, Kia Kūrehu.

Supporting te reo leadership across our Papatipu Rūnaka communities and keeping our home fires burning continues to be a focus. This year, we facilitated two Kura Reo ki Te Waipounamu events; our annual Kura Reo Kāi Tahu, which continues to be our premium event; and a series of wānaka Aoraki Matatū focused on growing expertise in our unique reo o Kāi Tahu. KMK also supported rakatahi-focused wānaka, designed and delivered by rakatahi for rakatahi, to ensure that we have a succession of emerging te reo leaders within whānau and hapū across the takiwā.

Kura Reo Rakatahi

Kura Reo Rakatahi is a youth-focused reo leadership programme aimed at rakatahi Kāi Tahu aged 14–18 years with a passion for furthering their competence and confidence in te reo Māori. Kura Reo Rakatahi: Wānaka Titirei is exclusively for proficient, confident speakers and participation is by invitation only.

Aoraki Matatū

Aoraki Matatū is a leadership programme that supports whānau to become confident in disseminating our traditional kōrero to the wider Kāi Tahu whānau. Its key focus is the study of selected tuhika tawhito Kāi Tahu with the aim of uncovering the themes and knowledge within.

Oranga > health and wellbeing

\$16.92m

invested in Oranga
in FY2023
(\$14.2m FY2022)

23.6

FTE FY2023
(26.0 FY2022)

47%

Ngāi Tahu Employees
FY2023
(46% FY2022)

Tūnui Alexander. Photo: Richie Mills

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

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

HEALTH

With the major health reforms becoming a reality over FY2023, including the establishment of the Te Tauraki Iwi Māori Partnership Board, the health systems and advocacy focus of Oranga is on hold until the roles and responsibilities have been clarified.

Direct Support

Since October 2022, 42 whānau have received advocacy and/or referrals to health and social services agencies. Among the most pressing issues are homelessness, family violence,

health and mental health support. Positive outcomes include:

- Increased priority rating for social housing, which has led to securing Kāinga Ora housing
- Connecting whānau with wraparound services
- Support to find counselling services
- Alleviating debt pressure by working with the Ministry of Social Development (MSD) to consolidate debt and decrease weekly payment amounts
- Provision of mobile phones
- Connecting whānau with Te Rūnanga supports and grants.

WHĀNAU AS FIRST NAVIGATORS

The Whānau as First Navigators programme aims to reduce the number of tamariki and rangatahi interacting with Oranga Tamariki by enabling whānau rangatiratanga. After a 12-month establishment period, the team has been focused on its key workstreams.



Above: Whānau as First Navigators stall at Hui-ā-Iwi.

Te Māhaka Tī – Additional Support

This is a whānau support programme that provides wraparound services to whānau who have received more than one Pūtea Manaaki hardship grant. It includes financial literacy development and financial whānau rangatiratanga via telephone and video meetings. Nine whānau are participating at various levels. These whānau are able to access a weekly food parcel from their local Salvation Army foodbank. On successful completion of the 12-week programme, whānau receive an additional partial Ngāi Tahu hardship grant.

“I would really recommend this programme to our whānau who are struggling. Sue was great. I have been struggling and Sue worked with me to help me with budgeting. The weekly kai parcels helped me to get through the rough times. She kept in constant contact and kept me on track. Sue was easy to talk to and went over and above for me.”
(Te Māhaka Tī participant)

Service Providers' Capability

Collaboration agreements have been signed and \$12.25 million committed to deliver specialised, co-designed work programmes with nine accredited Ngāi Tahu and kaupapa Māori health and social service providers across the takiwā.

This resourcing, and the associated work programmes help providers achieve their aspirations for their community, enabling them to grow, strengthen, and build on the prevention and early intervention mahi they already do to support whānau. The providers, with the Whānau as First Navigators team's assistance, have begun executing their work programmes.

A key goal of our provider partners is supporting 435 whānau before the programme concludes in 30 June 2025. In FY2023, the programme engaged and supported 96 whānau in the community to prevent them from escalating to the Oranga Tamariki system. Since launching in October 2021, a total of 166 whānau have been supported.



Whānau Awareness Campaign

The whānau awareness campaign builds awareness of tamariki and whānau wellbeing, shares knowledge with whānau, and promotes services to improve access to supports that enable whānau to lead themselves on their own wellbeing journey.

Launched in September 2022, the campaign includes radio advertisements, social media posts and advertisements, Google search advertising, and geographically targeted letterbox drops. The radio advertisements reached more than 36 percent of all Māori nationwide, while the campaign launch video was played more than 730,000 times on social media.

The Whānau as First Navigators' stall at Hui-ā-lwi was a boost to the campaign by allowing more details to be shared directly with whānau.

Workforce Development

The Whānau as First Navigators team plays an advocacy role in ensuring the social service workforce can deliver quality services for whānau and beyond. Key to this is engaging organisations that are responsible for monitoring across the broader care and protection system, to ensure appropriate systems and processes are in place to support cultural competence.

This year, the team mapped the social work journey from pre-study to post-registration and identified system-level challenges, as well as enablers and barriers to the development of appropriate cultural competency. The data gathered will inform how to grow a social workforce that can better meet whānau needs.

*Above: Whānau as First Navigators promotional brochure.
Left: Whānau as First Navigators Tauranga roadshow.*



Another critical kaupapa was determining how whānau are best supported through the social work process, particularly with family group conferences. This was identified as a key area where improvements could be made for the benefit of whānau.

The research found that deviations from the original design and application of family group conferences negatively impact Māori. Examples include overinvolvement by courts and lawyers in childcare matters; inconsistent and insufficient whānau support; and a lack of cultural competence. The team completed further research to identify barriers and enablers to the successful implementation of these conferences to help determine our role in responding to the current failings.

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 whānau will naturally seek trusted support before they reach crisis point.

A research project facilitated by Tokona te Raki to better understand models of early support and whānau need, was undertaken earlier in the year. As a result, a first hub prototype was designed and implemented, engaging 70 whānau with needs ranging from information and guidance, to advocacy and support across government agencies.

HOUSING

Nōhaka Rau

Nōhaka Rau is a programme delivering financial literacy workshops and support in partnership with Mokowhiti. This year, the workshops were offered online for the first time.

159

Whānau registered to participate in financial literacy workshops

55

Whānau completed financial literacy workshops

30

Whānau who applied, live outside the Ngāi Tahu takiwā making them ineligible

6

Whānau have been supported to purchase a home on the open market



Mokowhiti is working with 44 whānau to set up personal budgets. One whānau has purchased their first home through Nōhaka Rau, and five whānau are ready to progress towards home ownership.

"We are loving our new home, can't quite believe we have our own home." Ngā mihi, Olivia

Te Whata Tuarua

Ngāi Tahu Property (NTP) and Whirinaki have set aside five sections in Te Whata Tuarua, a NTP development located in Wainoni, Ōtautahi. NTP has received two tenders from Mike Greer homes and Greenland Homes

Above: Olivia Chirside and Aaron Fletcher-Van Vugt outside their new whare.

for three 3-bedroom; and two 4-bedroom homes, for five Ngāi Tahu whānau who have participated in the Nōhaka Rau programme.

Article 3 Support for Home Ownership

Te Rūnanga o Ngāi Tahu (Te Rūnanga) is recognised as an accredited progressive home ownership provider with the Ministry of Housing and Urban Development (MHUD) under the Te Au Taketake Māori home ownership programme. This means Te Rūnanga can access a 15-year, interest free loan for up to 45 percent of the value of the home to support whānau through the shared ownership programme.

Healthy Homes Pilot project

Te Rūnanga has undertaken a new pilot programme in partnership with Awarua Synergy, designed to improve living standards for whānau through improved health outcomes resulting from warmer, drier homes. Through this programme, Awarua Synergy will identify any risks to whānau health due to cold and/or damp living conditions; and improvements needed to bring the homes up to Healthy Home standards.

Awarua Synergy will work with the whānau to develop and implement a home-healthiness improvement plan that will include identifying funding and other support required to achieve the desired outcomes.

Forty-eight responses were received for the programme in Murihiku, and Awarua Synergy is working with 25 of these whānau to develop and implement their plans.

Ten additional whānau are being supported through the Ministry of Health (MoH) and Warmer Kiwi Homes Grant through EECA.

Te Rūnanga has invested \$75,000 to support Awarua Synergy set up its systems, undertake the audits and negotiate with government funders. Additionally, over \$65,390 of government funded improvements have been made to Ngāi Tahu homes for heat pumps and insulation.

Papatipu Rūnanga Housing Aspirations

Engagement has been undertaken with 15 Papatipu Rūnanga to gain an understanding of their current housing status and housing aspirations.

SOCIAL WELLBEING

\$0.64m

Annual investment FY2023

Established in May 2022, the Social Development team is responsible for leading the Ngāi Tahu Article 3 strategy focused on influencing central government decision-making in areas of social investment in the Ngāi Tahu takiwā, and advocating for the social wellbeing of Ngāi Tahu whānau. This means firmly positioning Te Rūnanga as Te Tiriti partners with the Crown, and ensuring key relationships with the right Crown agencies are prioritised, particularly those who are accountable for delivering the biggest social impact for Ngāi Tahu whānau.

Over the past year, the focus has been on exploring opportunities to drive system change across the whole social sector, specifically in the areas of regional development, housing, employment, education, social sector commissioning, government procurement and government transformation programmes. To identify the existing synergies between Ngāi Tahu aspirations and those of the Crown, the team has engaged with several central government agencies. These include Ministry of Business, Innovation and Employment (MBIE), Ministry of Housing and Urban Development (MHUD), Kāinga Ora, Ministry of Social Development (MSD), Ministry of Education (MoE), Treasury, Accident Compensation Corporation (ACC) and Te Puni Kōkiri (TPK). The team will continue to strengthen its relationships with the Crown to further influence social investment in the Ngāi Tahu takiwā, including the implementation of an Article 3 investment strategy.

Highlights:

- Establishment of the Ngāi Tahu-Crown agency work programmes
- Over 100 formal Crown hui and wānanga (MBIE, MSD, MHUD, MoE, Oranga Tamariki, Kāinga Ora, Independent Children's Monitor, TPK, Statistics NZ, Treasury, ACC, Ministry of Justice, Department of Internal Affairs, Ara Poutama, Office of the Children's Commissioner)

A collaborative work programme with MBIE is underway to benefit Papatipu Rūnanga and Ngāi Tahu whānau. It comprises 10 workstreams:

- Crown partnership/relationship
- Government procurement
- Kānoa – regional economic development
- Research and development
- Social sector commissioning
- Governance roles
- Data and Insights
- Equitable transitions strategy
- Housing
- New Zealand energy strategy

Kaumātua Grants

7,354

Number of Kaumātua Grants paid
(6,907 FY2022)

WHĀNAU & EMERGENCY RESPONSE

\$1.34m

Annual investment FY2023

(\$1.1m FY2022)

Responding to Natural Disasters

It has been another busy year for the Whānau and Emergency Response team as they have navigated further emergency events, including Cyclones Hale and Gabrielle, and the floods in Tāmaki Makaurau. For almost two months, the team worked on the ground supporting Ngāi Tahu whānau throughout Aotearoa.

Cyclone Gabrielle

A total of 322 Pūtea Manaaki emergency relief grants were approved between February and March for whānau affected by Cyclone Gabrielle. Whānau utilised funds to replace kai, clothing and blankets ruined by the flood; provide immediate accommodation for displaced whānau; and cover costs related to evacuation and displacement.

The return of over 40 cubic metres of silt and kōiwi unearthed from the Omahu urupā during Cyclone Gabrielle to the front of Omahu marae (approximately 200 metres away) was a significant piece of mahi. Darran Kerei-Keepa (NZ Archives) and Amber Tainui (Haukāinga and Te Papa archaeologist) were instrumental in supporting mana whenua to awhi the return of the kōiwi back to the urupā. The Whānau and Emergency team connected with a local digger operator to facilitate the successful outcome.



Preparing for Climate Change

Ongoing discussions are being held with Moeraki whānau to explore the potential of incorporating climate change impacts into the Marae Emergency Preparedness Plan. Whānau have indicated they would like plans for kaumātua and whānau with special needs; education videos; presentations on AF8 (Alpine Fault magnitude 8); and Moeraki's plan for reduction, readiness, response and recovery activities. These resources will be co-designed and completed before the end of the current financial year.

Improving connectivity

Starlink Satellite Internet hardware and connections have been installed at 22 Papatipu Rūnanga and rūnanga businesses, including installations on the Tītī Islands, and in Makaawhio and Hokonui.

Above: The Whānau & Emergency Response team played an active role in the remediation of the Omahu urupā after Cyclone Gabrielle.

Empowering Emergency Management in the Regions

A project is underway in partnership with Te Puni Kōkiri to supply emergency pods to all 18 Papatipu Rūnanga and six mātāwaka marae in the Ngāi Tahu takiwā. These are specially designed shipping containers (either 1 x 20ft or 2 x 10ft) with emergency supplies to be utilised for natural hazard and pandemic events. This project is due for completion at the end of FY2024.

Regional Manawhenua Emergency Facilitator roles have been created with Otago and Southland Civil Defence Emergency Management (CDEM), Te Rūnanga o Ōtākou, Te Ao Marama and Te Rūnanga o Ngāi Tahu, and appointments will come commence in January 2024. This pilot programme aims to empower the regions to manage and govern their own emergency response work programmes and issues. Discussions have also been held with Arowhenua and Waihao with regards establishing a facilitator role in South Canterbury.

WHAI RAWA

\$10.68m

Annual investment FY2023
(\$8.6m FY2022)

7.0

FTE FY2023
(7.0 FY2022)

33,647

Total members as at 30 June 2023

\$8,286,159

Member contributions (31 March 2023)

\$31,591,039

**Total withdrawals since
the scheme's inception**

\$7,653,933

**Te Rūnanga o Ngāi Tahu contributions
paid for the year ending 31 March 2023
(excluding taxes)**

(\$4.3m in 2022 calendar year ending
31 March 2022)

\$133.7m

**Funds Under Management
as at 30 June 2023**

Right: Jack and Carter Rowe.

Withdrawals

Over \$31 million has been withdrawn from Whai Rawa since establishment for our three key withdrawal criteria: tertiary education, home ownership and retirement from age 55.

Newborn Members

470

**Newborn members were enrolled in
the 2022 calendar year and were eligible
for distributions in March 2023**

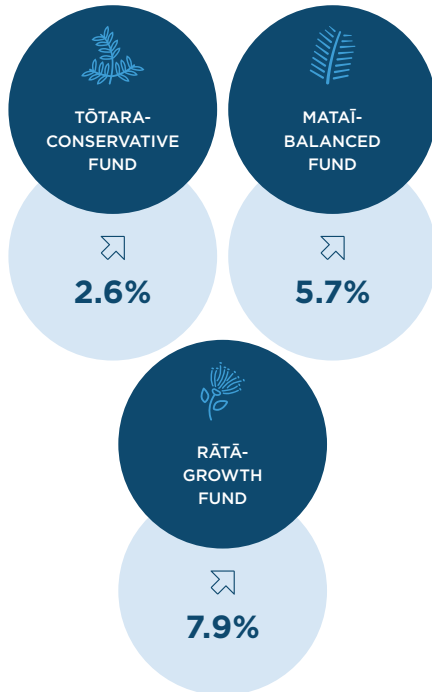
Congratulations to the newest and littlest members of Whai Rawa, you're off to a great start!

Contributions

It is encouraging to see that members continue to prioritise their long-term wealth and wellness despite challenging circumstances such as high inflation, cost of living and interest rates. For the year ending 31 March 2023, members contributed \$8 million into the scheme, and Te Rūnanga contributed over \$7.5 million. This included contributions for distributions, matched savings and associated taxes.



ANNUAL RETURNS TO 30 JUNE 2023*



* These are net returns before fees and tax. Your own Whai Rawa returns may be different for several reasons, including if you have made contributions or withdrawals. You can find information on your investment returns on your member statement.

Whai Rawa Fund Limited is the issuer of the Whai Rawa Unit Trust. A copy of the Product Disclosure Statement is available at www.whairawa.com/pds. Whai Rawa Fund Limited's financial advice disclosure statement is available here www.whairawa.com/financial-advice.



Above: Esmé, Elowen and Maeve Horton.

Te Mahi me kā Hua Performance and Results

The year 2022 will go down as one for the history books with most major asset classes experiencing considerable losses. Despite the odd rally, equities and real assets declined throughout the year as they grappled with high inflation, and the resulting interest rate hikes that were imposed by most of the world's central banks.

Fixed income assets failed to provide their usual safeguard in times of equity market weakness, with bond prices also suffering a substantial blow amid a rising interest rate environment (as bond prices often move

inversely to interest rates). Despite this difficult market environment, investor sentiment improved markedly heading into 2023 as progress on containing inflation fueled a belief that global central banks may end their rate hiking campaigns.

This backdrop supported a strong first quarter performance in 2023 and helped alleviate some of the pain experienced in 2022; however, it was not enough to turn the tides completely as most asset classes remained in negative territory. Since the end of March, markets have been more positive despite issues in the USA and Europe banking sectors. Our annual returns to 30 June 2023 (as displayed to the left) were all positive.

Refer to the Whai Rawa annual report to 31 March 2023 for a full summary of financial year updates for the scheme.

Āheika-ā-Ahupūtea

Improving and increasing understanding of financial capability and literacy is a key objective in the Whai Rawa journey to create better futures for whānau. Financial capability means having the ability to make informed and effective decisions about money.

Ngā Kaitiaki Moni is the Whai Rawa kids club where tamariki can learn about everything moni-related. It covers pūtea, saving, investing and goal setting for our 5–12-year-old tamariki.

Resources are sent via post to remove any digital barriers. There are now 1,200 tamariki engaged in Ngā Kaitiaki Moni, which continues to receive positive feedback.

"I so appreciate what Ngāi Tahu are doing for our next generation." (Whai Rawa whānau member)

He Matapaki Māreikura is a platform for wāhine members to get together and kōrero about topics important to them and their whānau.

Our Facebook Group has over 1,000 members and a very high level of engagement. There is also a website, and regular events and webinars providing information and education.

"I found [the webinar] really, really helpful and motivational for that next step in addressing finances." (Ngāi Tahu kaimahi)

Below: Michelle Kitto with pēpi Mere Siua'ana.





ORANGA GRANTS

\$2.9m

Annual investment FY2023
(\$3.0m FY2022)

0

FTE FY2023
(0 FY2022)

Pūtea Manaaki

327

Support provided to Ngāi Tahu
whānau in financial hardship
(253 FY2022)

424

Support provided to Ngāi Tahu
whānau after an emergency
(915 FY2022)

Team of the Year

The Whai Rawa team was thrilled to be announced as Team of the Year at the 2023 Financial Services Council Conference and Awards in Tamaki Mākaurau.

The award recognises a team that works inclusively and collaboratively to deliver success within their organisation and the wider New Zealand Financial Services industry. This is a huge honour for Whai Rawa and acknowledges the important mahi we do that impacts and benefits so many whānau Ngāi Tahu.

Above: Whai Rawa team accepting Team of the Year award.

Whai Rawa was a finalist in an additional two categories this year: Contribution to Community Award for *He Matapaki Māreikura*; and Emerging Trailblazer for Sam Kellar, our General Manager.

Mātauranga > knowledge

\$3.91m

invested in
Mātauranga
in FY2023
(\$3.0m FY2022)

27.5

FTE FY2023
(25.0 FY2022)

49%

Ngāi Tahu Employees
FY2023
(54% FY2022)

Maia Bennett. Photo: Richie Mills

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

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

TOKONA TE TAKATA

Pūreirei

131

New Pūreirei registrations were received in FY2023. Of these, 90 whānau connected with a mentor for career support

79

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

Ngāi Tahu Archive Summer Interns

In November, Georgia Hampton and Elizabeth Wells were welcomed as interns into the Ngāi Tahu Archive team. Both are descendants of Ngāi Tahu tīpuna Huldah Wells of Banks Peninsula, and are University of Canterbury students. Georgia is studying towards her honours degree in history, and Elizabeth is in her final year of a Bachelor of Arts degree majoring in te reo Māori and history.

Georgia and Elizabeth shadowed the Archive team over the summer holidays. They helped organise paper records held in the archive and drafted short biographies for Kareao.

75%

Of whānau reported that their mentor relationship helped increase their confidence when applying or interviewing for opportunities and connecting with the iwi

Through Te Rūnanga Group business partner relationships and other external entities, Tokona te Takata confirmed 15 opportunities within future-focused industries, including science, technology, and engineering sectors.

External appointments

24 external appointment roles were available in FY2023, of which 22 were successfully filled.

Of those appointed, nine were first-time appointees to external organisations.

The external appointment's nomination process has been updated so that qualifications for all future positions will be verified by Checkmate Technology Ltd, an online reference and background checking tool.

91%

Satisfaction rating for support provided by the internal technical and pastoral teams

The external appointments annual wānanga held in November 2022 at Te Whare o Te Waipounamu was the first kanohi ki te kanohi event since 2019. To support external representatives' professional development, a Ngāi Tahu-specific governance workshop was included as part of the wānanga.



Above, left to right: Ngāi Tahu Archive summer interns Georgia Hampton and Elizabeth Wells organising the paper records held in the archive.

Papatipu Rūnanga

Tokona Te Takata continues to support Papatipu Rūnanga with various requests, including sourcing information for respective whānau registered on the Te Pou Here databases, and disseminating rūnanga development and career opportunities to whānau registered with Te Pou Here, or with their rūnanga.

Through the external appointments kaupapa, support is also provided to Papatipu Rūnanga who wish to access either the 'call for nominations process' or all support that sits under the External Organisations Representation Policy.

Six Papatipu Rūnanga external appointments were completed through the nomination process in FY2023.



NGĀI TAHU GRANTS

Pēpi Packs

889

Distributed FY2023

(814 in FY2022)

95 percent of survey respondents reported that the Pēpi Pack gave them a sense of whānau connection to Ngai Tahu.

"Thank you so much for the beautiful pēpi pack, which arrived today. I was blown away by the taonga inside and I feel incredibly proud to whakapapa to an iwi that is doing such awesome mahi for our people."

(Rochelle Waina Roiri and Jesse Fairley)

School Starter Packs

616

Distributed FY2023

The School Starter pack initiative was reignited earlier this year. The packs provide tamariki and whānau a touchpoint with their iwi, and contain essential items for a smooth start to school, along with a taonga pounamu.

"My iwi is the bestest in the whole world – no-one is as kind as my iwi!"
(Gabriel)

Left: Gabriel with his School Starter pack.

Above right: Manaia Brooks Fairley with taonga pounamu.



Learner Support Fund

750

Learner support fund grants approved FY2023

(644 in FY2022)

146

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

(74 in FY2022)

A survey was sent to the 380 whānau engaged in tuition in FY2023. The following is a snapshot of some of the feedback :

- **99.6%** felt their child benefited from the tuition received.
- **93%** of whānau felt the application process was easy or okay.
- **73.5%** of all tuition provided was for tamariki in Years 1-8.

"The funding has really helped my daughter so much, and it has taken the stress of me finding the money for her tutoring."

Education Grants and Scholarships

16

Yamada O'Regan scholarships for secondary school students FY2023
(26 in FY2022)

The Yamada O'Regan scholarships were established in 2001 to support rangatahi considered to be 'at risk' with financial aid to complete their current year of study and/or attain a secondary school qualification. Over 250 applications have been received since its inception.



The Scholarships support Ngāi Tahu secondary school students to overcome hardships and successfully engage in school activities and have the resources necessary to attain a school qualification.

As part of the application process, students are asked to show involvement or engagement at a whānau, hapū and iwi level. While this can be challenging for some, it is encouraging to see rangatahi engaging with the iwi at this early stage in their lives.

Named after Masashi Yamada and Tā Tipene O'Regan, these scholarships are a representation of cross-cultural friendship and profound generosity. Back in the 90s, Masashi Yamada, a successful Japanese businessman and philanthropist (introduced to Tā Tipene by fellow Ngāi Tahu, Dr Graham Kitson), extended a multi-million-dollar lifeline to the iwi that enabled Ngāi Tahu to continue with Te Kerēme. Post-Settlement, Yamada again displayed his generosity and commitment to the development of indigenous cultures by gifting a substantial fund to establish a trust. As a result, the Ngāi Tahu Mātauranga Trust was established in 2001 to provide and promote educational opportunities for the benefit of Ngāi Tahu whānui.

Masashi Yamada turned 100 in February this year.

*Left: Tā Tipene O'Regan and Masashi Yamada.
Right: Kā Pūtea Grant recipient Lyric Bidois at her graduation in 2022.*

504

Ka Pūtea Grants for tertiary-level FY2023
(786 in FY2022)

202

Ka Pūtea Proof of Engagement Grants for tertiary-level FY2023
(288 in FY2022)

66

Ka Pūtea Scholarships for tertiary-level study FY2023
(94 in FY2022)

Ka Pūtea Grant recipient, Lyric Bidois (Awarua, Waihōpai), graduated late last year from the University of Waikato with a Bachelor of Business majoring in Supply Chain Management, and minoring in Strategic Management. The grant helped finance her tertiary studies. Lyric is currently working as a category specialist for the Active Wear team within The Warehouse Group.



TOKONA TE WĀNANGA

\$2.85m

Annual investment FY2023

(\$2.1m FY2022)

1.5

FTE FY2023

(2.0 FY2022)

He Ruru Mātauranga

Two pilot programmes have been launched with Papatipu Rūnanga to support the development of localised curriculum content as a vehicle to improve outcomes for Ngāi Tahu, and other Māori students in the takiwā.

Ngāti Waewae and Makaawhio make up one of the pilots; and Rāpaki, Wairewa, Koukourarata, Ōnuku, Taumutu, Arowhenua and Waihao the other. Papatipu Rūnanga are responsible for determining the development and delivery of the programmes.

Aotearoa New Zealand Histories Curriculum

At the start of 2023, Te Takanga o Te Wā and Aotearoa New Zealand Histories became part of all kura and schools' marau ā-kura and local curriculum.

Ngāi Tahu specific content and teaching resources have been developed to accompany the wide range of Ngāi Tahu created material (videos, articles, and web content), curated into a helpful resource to engage ākonga in Ngāi Tahu historical contexts. These are available via the Ngāi Tahu website.

Papatipu Rūnanga have the opportunity to contribute to the materials being created to ensure critical local history is included.



Above: Kaya Staples and Tainui Pompey facilitating pathway planning with taura from He Toki taura.

TOKONA TE RAKI

\$0.3m

Annual investment FY2023

(\$0.2m FY2022)

21.0

FTE FY2023

(19.0 FY2022)

Tokona te Raki is a Ngāi Tahu-led social innovation lab using leading edge strategies, tools and techniques to achieve fair and equitable outcomes for all Māori within the Ngāi Tahu takiwā and beyond. A wholly-owned subsidiary, Tokona te Raki has been contracted to lead *Mō Kā Uri: Ngāi Tahu 2050*, the tribal visioning project.

He Toki – Local Indigenous Education Trade Training

He Toki is an iwi-led initiative that brings together the strengths, knowledge, and expertise of Tokona te Raki, Aukaha, Te Rūnanga o Ngāi Tahu, Ara Institute of Canterbury, Otago Polytechnic, the Southern Institute of Technology (SIT), 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 is supporting the next generation of Māori leadership by building capacity and capability in construction, infrastructure, technology, and the healthcare sectors. He Toki continues its delivery and support at Otago Polytechnic with 28 carpentry students and a new cohort of 12 electrical students. He Toki began in 2023 with a new cohort of 18 carpentry students at the SIT in Invercargill. Awarua Rūnanga hosted a pōwhiri at Te Rau Aroha marae on 6 March to welcome new



Above: He Toki tauira at Te Rau Aroha Marae.

tauira, whānau and staff. Tauira will play a key role in the planning and construction of the Awarua Education Centre, which will be constructed at the SIT Trades campus and transported to the Waituna Lagoon property on completion.

Ending Streaming in Aotearoa

Kōkirihiā, the blueprint to end streaming in Aotearoa schools by 2030 received multi-year funding in this year's Government Budget announcement in May. Now with the funding confirmed, Tokona te Raki will lead an implementation rōpū made up of members from all the key education agencies to ensure the momentum continues to build, and that all tamariki have access to the fair and just education that is their right.

The progress made over the past five years on this kaupapa is a standout example of systems change through collaboration, and highlights the expertise of the Tokona te Raki team as changemakers for equity.



Above: Kōkirihiā – the plan to end streaming in Aotearoa.

Below: Dr Eruera Tarena at the launch of Kōkirihiā.



Te Ao Tūroa > natural environment

\$6.23m

invested in
Te Ao Tūroa
in FY2023
(\$4.9m FY2022)

12.3

FTE FY2023
(13.4 FY2022)

38%

Ngāi Tahu Employees FY2023
(36% FY2022)

Ki uta ki tai pou that stands on Hurawa, with Hikaroroa, Kāti Huirapa ki Puketeraki mauka, in the background. Photo: Suzi Flack.

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

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

CLIMATE CHANGE

During FY2023, Te Ao Tūroa has been involved in several climate change kaupapa, including climate adaptation and resilience of tribal properties.

Research and support have been provided to the chairs and whānau climate change representatives from Ōnuku Rūnanga, Te Rūnanga o Koukourarata and Te Taumutu Rūnanga, to understand the climate change risks, opportunities, and potential options to build climate change resilience (including freshwater) and adaptation plans in their takiwā.

There has been positive engagement with central and local government regarding permission under the Reserves Act 1977 to utilise the Taramea tribal property at Aparima/ Riverton for a new marae, as Takutai o Te Tītī Marae is being impacted by coastal erosion.

The review and preparation of management plans with a view to managing climate change risk and adaptation on tribal properties has commenced. Transition strategies for

at-risk tribal sites are being prepared and implemented.

Support was provided to Regional Environmental Entities (REEs) to ensure that climate change policies and provisions, and recognition of Ki Uta Ki Tai and Te Mana o Te Wai, were included in planning processes, for example, in the Proposed Otago Regional Policy Statement.

MANA (PLANNING AND CONSERVATION)

\$2.43m

Annual investment FY2023
(\$1.7m FY2022)

3.6

FTE FY2023
(2.6 FY2022)

Proposed Otago Regional Policy Statement

Te Ao Tūroa continues to work closely with Aukaha, Te Ao Mārama and ngā Papatipu Rūnanga to provide technical, project management and legal advice for evidence and hearings, to ensure rangatiratanga, kaitiakitanga and Te Mana o te Wai are recognised and upheld.

This process has involved the first “freshwater planning instrument” within the takiwā being considered by the Freshwater Hearings Panel. Te Rūnanga, REEs and the seven Papatipu Rūnanga worked collaboratively to present a compelling case at the hearing. This helped the Otago Regional Council better understand the Ngāi Tahu values and aspirations that sit behind the policy and

planning provisions that are being sought as part of this process.

General support

Papatipu Rūnanga and their REEs were supported to respond to plan reviews and changes, consent applications and building capabilities through the provision of technical and project management skills, financial support and training opportunities. A key feature of many of these processes is ensuring rangatiratanga, kaitiakitanga and Te Mana o te Wai are recognised and upheld, and that the ninth tall tree of Te Kēreme, Mahinga Kai, is provided for in planning provisions that seek to enhance indigenous biodiversity, enable access, and ensure provision for future generations.

Highlights include:

- Assisting Te Rūnanga o Kaikōura on the Proposed Marlborough Environmental Plan where an excellent outcome for the Water Quality chapter was able to be successfully mediated without the need for an Environment Court hearing.
- Working with Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio to provide planning support with submissions; and further submissions on Te Tai o Poutini Plan, the first combined District Plan for the Buller, Grey and Westland District Councils.
- Financial resourcing of legal, cultural, and planning experts to continue the Proposed Southland Water and Land Plan Environment Court process, where there have been some significant ‘wins’ for ngā rūnanga, including agreed provisions for the consenting of the Manapouri Hydro-Scheme.

Growing Environmental Commissioners

Funding from the Ministry for the Environment allowed Te Ao Tūroa to run two Making Good Decisions courses for Ngāi Tahu whānau and kaimahi. This course provides a pathway for whānau to become certified environmental commissioners, thereby increasing their eligibility for appointment to environmental hearing panels, and participation in environmental decision-making processes. There is increasing demand on mana whenua to be involved within governance and decision-making through the resource management process. The list of accredited commissioners is growing and will need to continue to do so to meet demand.

Twenty-seven Ngāi Tahu whānau and kaimahi completed the Making Good Decisions course during FY2023. Feedback has been very positive, with participants noting that the opportunity to participate in a Ngāi Tahu cohort was more appealing and supportive than the standard courses offered to the public.

At the onsite course, current commissioners, Raewyn Solomon, Veronica Baldwin and Muriel Johnstone, generously shared their



insights and learnings from their years as commissioners.

Mahinga Kai Conservation

Te Ao Tūroa worked with the Department of Conservation (DOC) to initiate a comprehensive review of Species Recovery Groups to ensure each programme's mahi is aligned with Ngāi Tahu values and aspirations. This includes a review of each programme's terms of reference to ensure consistency with the Ngāi Tahu Claims Settlement Act 1988.

Mahi has commenced with DOC to rebuild the concessions consultation process for Murihiku.

Te Ao Tūroa worked with the DOC to obtain \$110,000 funding to restore Greenpark Sands at Te Waihora – an ecologically significant area for Taumutu; and activated Kā Ara Tīpuna (a research project for mahinga kai pathways for Hokonui and Ōtākou).

During the year our efforts also focused on supporting the translocation of Takahē, Mohua and Kākāpō and providing increased technical support to Ngāi Tahu Taonga Species Representatives, Conservation Board Representatives and Fish & Game Representatives by convening regular hui between those Representatives and kaimahi of Te Rūnanga to share key updates and increase connectivity.

The Kākāpō Mauri Ora Trust received over \$544,000 of public donations this year. The day-to-day administration of the Trust is overseen by Te Ao Tūroa in partnership with its trustees, mana whenua, the Ngāi Tahu external representative for Kākāpō and DOC. The Kākāpō Mauri Ora Trust helps fund the incredible work of the Kākāpō Recovery Programme.

*Top: Kākāpō are a priority taonga species.
Left: Mataura River.*



Mahinga Kai Parks

The Reimagining Mataura project is being led by Murihiku Papatipu Rūnanga with support from Te Rūnanga; and in collaboration with the Crown and industry. The aim of the project is to progress a climate-resilient environment that supports cultural, economic, biodiversity and community outcomes. Central to the approach, is consideration of a climate strategy and governance options for the future of the Mataura River. This includes reimagining the current management of the Mataura River system, and determining how to enhance mahinga kai, cultural values and taonga species, restore riparian habitat, and provide an alternative livelihood for ngā rūnanga and communities.

PUNA MAHARA (TRIBAL PROPERTIES, NOHOANGA & HERITAGE PLACES)

\$1.73m

Annual investment FY2023

(\$1.4m FY2022)

3.8

FTE FY2023

(3.8 FY2022)

3,530

Number of Ngāi Tahu whānau nights at nohoanga sites FY2023

(1,404 in FY2022)

Ngā ingoa o te takiwā o Ngāi Tahu

Earlier this year, a hui was held with the New Zealand Geographic Board (NZGB) Ngā Pou Taunaha o Aotearoa to discuss the Ngāi Tahu placename priorities for 2023, and the upcoming launch of an updated Te Waipounamu placename map with over 700 Māori place names; and to endorse Kā Huru Manu (the Ngāi Tahu placename atlas) as an authoritative source for official NZGB place name mahi.

Rakiura Tītī Islands Administering Body Management Plan

Support is being provided to the Rakiura Tītī Islands Administering Body to review the Rakiura Tītī Islands Management Plan. Under the Ngāi Tahu Claims Settlement Act 1998, there is a legal requirement that a full review of the plan be undertaken every 10 years. The review, which includes consideration of matters such as climate change, pest management and science research, will positively impact over 20,000 Rakiura Māori to exercise their customary rights to take tītī from the islands on a sustainable basis. It will also set the direction for future work programmes on the islands.

Below: NZ Geographic Board Hui – seated, from left: Wendy Shaw, Secretary NZGB; Tā Tipene O'Regan; Anselm Haanen, NZGB Chair and LINZ Surveyor General; and Paulette Tamati-Elliffe, Te Rūnanga representative on NZGB; standing, from left: Aaron Leith, Te Rūnanga; Joanna Barnes-Wylie, NZGB; Chris Stephens, NZGB; Jemma Hardwick-Smith, Te Rūnanga; Takerei Norton, Te Rūnanga.



Ōnawe Pā Historic Reserve

After four years, the Ōnawe Pā track recently reopened to the community following the completion of track health and safety improvement works. Te Ao Tūroa supported



Ōnuku Rūnanga and Wairewa Rūnanga to lodge an application to Pouhere Taonga (Heritage NZ), for an archaeological authority for the track's safety improvements overseen by rūnanga representatives.

Nohoanga entitlements

Opportunities to access and utilise nohoanga sites for Ngāi Tahu whānau have increased over the past year. This is a result of safety and maintenance improvements to ensure sites are fit-for-purpose. This approach, together with successful engagement with Ngāi Tahu whānau at the nohoanga stall at Hui-ā-Iwi, has increased the number of bookings, particularly from first-time users.

Left: Te Ao Tūroa kaimahi, Ōnuku Rūnanga and Wairewa Rūnanga representatives at Ōnawe Pā.



Wye Creek nohoanga, Whakatipu-wai-Māori

A legal right-of-way easement was granted by the Queenstown Lakes District Council for the Wye Creek nohoanga. The easement provides access for Ngāi Tahu whānui from State Highway 6 to and from the Wye Creek nohoanga. This is the only nohoanga site on the shores of Whakatipu-wai-Māori.

Waikaia River (Piano Flat) nohoanga, Murihiku

Site development mahi was completed at the Waikaia River (Piano Flat) nohoanga in August 2022, including earthworks, site levelling, vehicle access and the creation of a parking area. The mahi enables more user-friendly and safer access to the nohoanga, additional space for utilising the site for camping purposes, and will enable Ngāi Tahu whānui to utilise the entitlement and surrounding area to its full potential.

MAURI

\$1.1m

Annual investment FY2023

(\$0.8m FY2022)

2.0

FTE FY2023

(3.0 FY2022)

Left: Nohoanga at Wye Creek, Whakatipu-wai-Māori.

MAHINGA KAI

\$0.42m

Annual investment FY2023
(\$0.3m FY2022)

1.0

FTE FY2023
(1.0 FY2022)

8

Mātaaitai applications approved FY2023
(0 in FY2022)

1

Mahinga Kai Enhancement Fund
application approved in FY2023
- total \$5,000
(0 in FY2022)

219,170

Fish authorised by Tangata Tiaki FY2023

Mahinga Kai web portal

A Mahinga Kai web portal is in development to increase whānau awareness of the fishing and hunter-gathering opportunities that exist around the takiwā.

Customary fishing protection areas

Nine mātaaitai applications were approved by the Minister of Oceans and Fisheries during the year: five on Te Tai Poutini; one in Whakaraupō/Lyttelton; and three in Murihiku. Mātaaitai provide mana whenua with the ability to actively manage their fisheries, the restoration of the which will ultimately improve resilience to the impacts of climate change.

Above: Harvesting *Undaria*. Photo: Lucy Cole, University of Otago.



The Strategy & Environment team successfully defended the customary fishing rights of Ngāti Kurī in the High Court, endorsing a network of mātaaitai covering the lower parts of the Kahutara, Ōaro and the Tutaeputaputa (Conway) River catchments in Kaikōura.

Undaria control

Ngāi Tahu is undertaking the harvest of *Undaria pinnatifida* to reduce the negative impact of this highly invasive seaweed, while promoting the re-establishment of native seaweed species. There are also plans to establish

a locally centred industry to harvest and process the *Undaria* as part of an on-going control programme. Ngāi Tahu has a permit from Ministry for Primary Industries Biosecurity to harvest and sell *Undaria* from natural substrates for control purposes.

Over 70 tonnes of *Undaria* were harvested across the takiwā during the past season. The programme saw trained Ngāi Tahu divers operating in the East Otago Taiāpure, Ōtākou Mātaaitai, Moeraki Mātaaitai, Whakaraupō Mātaaitai, Akaroa Taiāpure, and Te Whaka a Te Wera Mātaita.



Te Whakaariki > strategy & influence

\$5.45m

invested in
Te Whakaariki
in FY2023
(\$3.1m FY2022)

13.4

FTE FY2023
(14.7 FY2022)

37%

Ngāi Tahu Employees FY2023
(36% FY2022)

Ngāi Tahu whānau on the steps of Parliament House for the final reading of the Ngāi Tahu Claims Settlement Bill.

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

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

Pioneer and innovate: Leverage rights and create opportunities.

Capability build: Support Papatipu Rūnanga.

CONSERVATION ESTATE

The relationship between Ngāi Tahu and the Department of Conservation (DOC) is critical for Ngāi Tahu to maintain and advance its physical, spiritual, and economic relationships with te ao tūroa, whenua tīpuna, wāhi tapu and mahinga kai. Ensuring DOC meets its obligations as a Treaty partner and under section 4 of the Conservation Act 1987 remains a priority kaupapa for Strategy & Influence.

Negotiations on a Treaty Partnership Framework with DOC have continued. The Framework is intended to reset our relationship and support an enduring and successful Treaty partnership that respects the rangatiratanga of Ngāi Tahu. Achieving substantive progress on this kaupapa has been challenging due, in part, to three changes in conservation ministers during the last 12 months.

Alongside negotiations, an intensive engagement to advance strategic conservation kaupapa continues, including vesting proposals for Whenua Hou and Morningstar Reserve, Piopiotahi (Milford Sound) concessions and beehive concessions.



Strategy & Influence continues to assert the need for consistent, section 4 compliant conservation processes and decision-making that align with the Ngāi Tai Supreme Court decision.

Responses were submitted on conservation law reform and policy proposals, including proposed changes to conservation management planning, concessions processes and stewardship land reclassification.

Te Rūnanga also contributed to cabinet decisions on the Wildlife Act and the Milford Opportunities Project.

Milford Opportunities Project

Te Rūnanga and Ngāi Tahu Holdings Corporation (NTHC) have been working with Papatipu Rūnanga on the future options for Piopiotahi. We maintain that Fiordland Te Rua

Above: Milford Valley.

o te Moko was not included in the Murihiku Purchase and are seeking opportunities to express Ngāi Tahu rangatiratanga and kaitiakitanga within Piopiotahi. This kaupapa has been supported by a series of wānanga in Murihiku. The most wānanga, hosted by Te Rūnaka o Awarua, discussed the next stages of the Milford Opportunities Project, including key policy decisions and proposals to change the land use of the Milford Aerodrome.

Additionally, Papatipu Rūnanga supported proposals jointly made by Te Rūnanga, NTHC and the Regional Investment Fund to advance two investment opportunities that build a tribal footprint within Piopiotahi, meet the aspirations of mana whenua, and provide economic pathways for whānau.

A robust programme of work is now underway to simultaneously engage the Milford Opportunities Project while progressing those investment opportunities at Piopiotahi.

NGĀI TAHU SETTLEMENT, ADVANCEMENT AND PROTECTION

Work continues to ensure that the Ngāi Tahu Settlements are upheld and protected, including holding the Crown to account on its Te Tiriti obligations. Strategy & Influence employs a multifaceted approach to protecting and advancing the Settlements and supporting Ngāi Tahu whānau and Papatipu Rūnanga to realise their aspirations and exercise their rangatiratanga. This includes developing Crown relationships further and prioritising those that provide opportunities to enhance Ngāi Tahu rights; influencing government reforms; and responding to actions by the Crown and third parties that could undermine the Ngāi Tahu Settlements.

The Strategy & Influence team continues to advocate for the recognition of the Ngāi Tahu takiwā through government reforms. Through the development of Iwi-Māori Partnership Boards under the Pae Ora (Healthy Futures) health reform, Ngāi Tahu established Te Tauraki as the Iwi-Māori Partnership Board for the Ngāi Tahu takiwā which is now recognised in legislation. This is important recognition of Ngāi Tahu rangatiratanga within our takiwā, as was recognised by the Crown at Settlement. Advocacy continues for the takiwā boundary to be recognised through the resource management reforms and Future for Local Government review.

Relativity Mechanism

The Relativity Mechanism can be triggered every five years (as it was in 2012 and 2017). It was triggered again in 2022, resulting in a payment of \$98.1 million by the Crown in December 2022 for the period 1 July 2017 to 30 June 2022.



Above: Ngāi Tahu Councillors with Environment Canterbury: Iaeen Cranwell and Tutehounuku 'Nuk' Korako.

NGĀI TAHU REPRESENTATION BILL PASSES THIRD READING IN PARLIAMENT

After decades of advocacy, Waitaha mana whenua finally have voices and votes at the Canterbury Regional Council table. This occurred with the passing of historic legislation last year. The Canterbury Regional Council (Ngāi Tahu Representation) Act empowers mana whenua through Te Rūnanga o Ngāi Tahu to appoint two councillors with full voting rights.

FUTURE FOR LOCAL GOVERNMENT REVIEW

The team supported Te Rūnanga Representatives' engagement with the Future for Local Government (FFLG) Panel throughout FY2023 and coordinated the Te Rūnanga response to the FFLG Review Panel's draft report between October 2022 and February 2023. This engagement was largely successful. Ngāi Tahu feedback in the FFLG Review Panel's final report, released in June, acknowledged a mature understanding of the distinction between rangatiratanga and kawanatanga. Any decisions about reforming the local government sector have been deferred until after the 2023 General Election.

RESOURCE MANAGEMENT REFORMS

Ngā Papatipu Rūnanga aspirations are being supported through the long-awaited resource management reforms. Throughout FY2023, members of Strategy & Influence met with the Minister for the Environment and Ministry for the Environment (MfE) officials to attempt to influence the development of the new resource management system. Our ability to influence this significant, once-in-a-generation programme was constrained by the Crown's timelines and poor engagement practices.

Strategy & Influence prepared a comprehensive, 150-page response to the Natural and Built Environment Bill and

the Spatial Planning Bill. This supported Te Rūnanga Representatives to present to the Environment Committee in March 2023. The Bills were enacted in August 2023.

Strategy & Influence supported the early planning for the implementation phase of the new system. Examples include analysis of the opportunities and challenges for regions to participate as first tranche or pilot regions; and engagement with MfE and the National Iwi Chairs' Forum's Freshwater Iwi Leaders' Group on the development of the first 'transitional' National Planning Framework.

FISHERIES AND AQUACULTURE

Māori Fisheries Act

Strategy & Influence advocated for rights and interests in fisheries and aquaculture, including advocating against proposed changes to the Māori Fisheries Act 2004. The team provided advice, and supported Te Rūnanga Representatives to present, to the Māori Affairs Committee on the Māori Fisheries Amendment Bill to ensure rights provided under the Māori Fisheries Settlement are preserved. In its response to the Bill, Te Rūnanga held the position that the distribution of financial assets must remain consistent with the allocation model provided for under the Māori Fisheries Settlement Act.

Māori Fisheries Settlement Wānanga

Te Rūnanga Representatives, Alternates, and senior leaders from across Te Rūnanga Group came together for a Māori Fisheries Settlement Wānanga where three architects and leaders of the Fisheries Settlement: Tā Tipene O'Regan, David Higgins and Craig Ellison; shared their knowledge and experiences. The wānanga provided an opportunity to learn about this tumultuous period in the history of Ngāi Tahu and iwi katoa. David Higgins and Craig Ellison shared their whānau stories, which recognised the history of Ngāi Tahu as fishing people. Tā Tipene spoke of the trials of negotiating a settlement that would ultimately be for all iwi, not just Ngāi Tahu, and the resulting challenges. Protecting the Māori Fisheries Settlement was described as "take without end" – something Ngāi Tahu has fought to protect in the past and will continue to do.



Above: Craig Ellison, David Higgins, Tā Tipene O'Regan and Dr Michael Stevens during Māori Fisheries Settlement wānanga.

CLIMATE CHANGE

Strategy & Influence continues to play a key role with the Group-wide Climate Change Steering Komiti. Its focus has broadened from tactical delivery of *Te Kounga Paparangi* actions to a strategic approach to climate change leadership across the Group. This has included a new governance framework approved by *Te Apārangi* in June.

There is a continued focus on influencing central and local government climate change mahi. Strategy & Influence met with MfE officials regarding the development of the proposed Climate Change Adaptation Bill and challenged them to consider how the Ministry can resource Māori to lead climate change initiatives by Māori, for Māori. A response to the Climate Change Commission's consultation on Emissions Reduction Plan was also provided, which comprises feedback from Papatipu Rūnanga and across the Group. *Te Rūnanga* also provided a written response to the Māori Affairs Committee's Briefing on Māori Climate Adaptation.

Additionally, Strategy & Influence has been exploring funding sources to support Papatipu Rūnanga climate change mahi. Work continues to determine how Ngāi Tahu approaches climate change adaptation and scoping the significant work this workstream requires.



Above: Dr Michael Stevens addressing the Murihiku Regeneration Innovation and Energy Wānanga.

GREEN ENERGY

Tīwai

Strategy & Influence participated in the Tīwai Advisory Group, and its Remediation Advisory Working Group, to support Papatipu Rūnanga and NZAS/Rio Tinto to:

- Progressively remediate the site to protect *Te Ao Tūroa* and mahinga kai activities at or near Awarua/Tīwai peninsula coastal environment;
- Identify, protect and preserve wāhi tapu, wahi taonga and other sites of significance at Tīwai Point; and
- Develop a long-term pathway for the closure of the landfill with an initial focus on seeking reuse and recycling options for material in the landfill to align with our waste philosophy

A \$2 million Community Development Fund administered jointly by Rio Tinto, NZAS, Murihiku Rūnaka and *Te Rūnanga* representatives, supports an enduring partnership between mana whenua and the smelter, based on three key pillars – remediation, energy development and community investment.

Murihiku Regeneration Innovation and Energy Wānanga

Strategy & Influence supported the Murihiku Regeneration Innovation and Energy Wānanga held in May 2023. The event gathered a range of interested parties to discuss regional leadership opportunities, decarbonisation of the Southland and national economies, future opportunities for the region, and the contribution it can make to New Zealand decarbonisation targets.

The team has also responded to the Ministry of Business, Innovation and Employment (MBIE) document on Strengthening National Direction for Renewable Energy and Electricity Transmission and on Enabling Offshore Renewable Energy.

Our standing on green energy has provided opportunities to hear from the German Institute for Hydrogen Technology – Helmholtz Zentrum Hereon (Hereon) about new technology it is developing to assist with using hydrogen to decarbonise the New Zealand economy. Hereon is part of a collaboration between New Zealand and German researchers

focused on safe and cost-effective materials for storing green hydrogen. A relationship with Mitsui in Japan is also developing with regards to investing in green hydrogen in Murihiku.

The team has worked with MBIE on the development of the Hydrogen Consumption Rebate, which was announced as part of Budget 2023. Through this engagement, we have advocated to ensure there are benefits and clear roles for iwi and whānau.

CROWN ENGAGEMENT

Engagement with the Crown remains inconsistent and frustrating. Our expectation that the government works more closely with us in a Tiriti-compliant way has not been met. As a result, Strategy & Influence is required to respond nimbly to new opportunities. Guidance for Crown departments was developed and approved by Te Rūnanga in November 2022. This guidance will be key to re-setting relationships with government departments.

WHALEBONE LITIGATION

In May 2022, Rangitāne o Wairau filed judicial review proceedings against DOC in the High Court, challenging the Department's decision to return whale bones from whales that cast ashore in the Ngāi Tahu Takiwā to Ngāti Kuri, but within the 'area of interest' of Rangitāne o Wairau. Te Rūnanga joined the proceedings as a co-defendant.



Above: Outside the High Court in Wellington during whalebone litigation.

The High Court found in favour of Rangitāne o Wairau, finding that the Department's processes in relation to the whale bones were unlawful, both under the Marine Mammals Protection Act 1978, in breach of the Crown's duties to act with procedural propriety and inconsistent with the principles of the Treaty of Waitangi.

Additionally, the High Court found that Rangitāne o Wairau have cultural interests in the whale bones even though the casting occurred in the Ngāi Tahu Takiwā. What those interests are, however, were left undefined.

In light of this, the High Court held that Ngāti Kuri and Rangitāne o Wairau should resolve the next steps, i.e., the possession of the whalebones, through an iwi-to-iwi tikanga process.

Whilst outlining the current law, both in legislation and the settlement of Rangitāne o Wairau, the judgment will change how the Department works with iwi on the possession of whalebones, or parts thereof.

More significantly, Ngāti Kuri/Te Rūnanga o Kaikōura and Te Rūnanga will need to consider the judgment and its implications on the acknowledgment of the area of interest of Rangitāne o Wairau in the Ngāi Tahu takiwā, and the tikanga process to now be followed in the possession of the whalebones.

Papatipu Rūnanga > local development

\$17.18m

invested in Papatipu
Rūnanga in FY2023
(\$18.6m FY2022)

7.0

FTE FY2023
(5.0 FY2022)

46%

Ngāi Tahu Employees
FY2023
(40% FY2022)



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

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

Marae Development Fund

3

applications approved FY2023

Total: \$1.425m

Waihōpai Capital Works Project

On 2 June Murihiku Marae reopened on completion of its new building encompassing both the wharekai and the office administration. The extensive redevelopment shows a commitment to environmental sustainability and community wellbeing. The completion of this multi-million dollar development which incorporates a triple net-zero approach targeting water, energy, and carbon neutrality marks a proud milestone for Waihōpai Rūnaka.

Left: State of the art Murihiku Marae development opened 2 June 2023.

PAPATIPU RŪNANGA

\$11.1m

Annual investment FY2023

(\$11.4m FY2022)

\$563,073

Te Pūtea Whakamahi

per rūnanga in FY2023

(\$581,703 in FY2022)

\$16,646,574

Total since Settlement

per rūnanga in FY2023

(\$10,544,574 in FY2022)

\$999,861

Rūnanga support services

for all 18 rūnanga in FY2023

(\$949,017 in FY2022)

Regional Investment Fund

The Regional Investment Fund (RIF) invests funding and capability into future-fit organisations and initiatives. The investments aim to strengthen and empower Papatipu Rūnanga to catalyse local economies, cultivate pipelines of career opportunities and connection to what it means to be Ngāi Tahu.

Since the Fund's establishment in FY2021:

94%

The Fund is in communication with 17/18 Papatipu Rūnanga

11

Initiatives approved

\$19.7m

In funds allocated

10/10

Engagement score

\$640,000

Capability support provided

FY2023:

9

Projects invested in

>\$6m

In funds allocated

10/10

Engagement score

\$320,000

Capability support provided

Rāpaki – Lyttelton West

Ngāti Wheke were supported to purchase the former Lyttelton West site. The site is approximately 6,000 m² in the heart of Lyttelton and offers Ngāti Wheke a unique opportunity to amass a considerable footprint within its takiwā. The Fund continues to support the rūnanga to master plan and develop a site that realises the long- term aspirations of Ngāti Wheke for housing whānau in its takiwā.



Hokonui – Green Energy / Hokonui Hills Wind Farm

Support and funding was provided to Hokonui to establish a joint venture to pilot a wind farm on the Hokonui Hills.



Capability Development Support

The Rūnanga Company Capability Development pilot is fully operational and proactively supporting Awarua, Taumutu, Waihōpai and Wairewa. Processes of discovery are underway with all Papatipu Rūnanga to develop sound investment strategies and fit-for-purpose statements of investment policy and objectives (SIPO).

RIF continues to support all engaged Papatipu Rūnanga to comprehensively conduct due diligence on investment opportunities.

1500 hours
Capability support provided

10
Average Net Promoter Score for the fund

After a venture is funded, RIF sends an email to the Papatipu Rūnanga lead to survey how satisfied they were with the engagement and support. The survey also provides an opportunity for them to provide general comments.

"RIF were easy to deal with and supported our investment in the Hokonui Hills project with both commercial due diligence and overall investment structuring expertise."
(Terry Nicholas, Te Rūnanga Representative for Hokonui Rūnanga).

"Thanks to RIF's expert services, we now have access to added capacity that has revolutionised our investment approach."
(Jaleesa Panirau, Chair, Wairewa Rūnanga).

University of Canterbury Impact Assessment Report

This report provides a social cost-benefit analysis (SCBA) of the potential economic benefits of Te Kāika – the 'one stop shop' for health and wellbeing in Ōtepoti, to patients and the Aotearoa economy. It includes a regional economic analysis of the impact of Te Kāika, and an exploration of some significant flow-on impacts of improved health for Māori, Pasifika, and low-income families.

As the SCBA is estimating potential future economic benefits, there is a degree of uncertainty in quantifying these economic benefits. Therefore, the SCBA establishes a likely scenario built on an evidence base of health literature, and the expectation that Te Kāika will be able to improve health outcomes to a level comparable with the average for the Southern District Health Board.

Based on the most likely scenario, we found that the potential economic benefits of Te Kāika outweighs the economic costs by a factor above 6.5 to 1. The total net present value of the potential economic benefit in April 2023 is calculated to be \$64,836 per patient. The net social benefits generated over a 15-year timeframe but extending up to 60 years into the future were calculated to be \$640 million.



Above: Te Kāika hub development in Ōtepoti.

PUNA PAKIHI

\$0.65m

Annual investment FY2023

(\$0.9m FY2022)

2.25

FTE FY2023

(2.0 FY2022)

38

Kickstart grants in FY2023

(51 in FY2022)

40

Growth grants in FY2023

(39 in FY2022)

Kingi Snelgar, a Ngāi Tahu lawyer, Harvard graduate, and Fulbright scholar, attributes the beginning of his own practice to the transformative impact of the Ngāi Tahu Puna Pakihi whānau business support programme.



Above: Kingi Snelgar

Regional Business Partner Support

In partnership with Poutama Trust the team will be engaged in a Growth Advisor Role, working with MBIE and Callaghan Innovation funding to deliver Regional Business Partner (RBP) support for Māori businesses throughout Te Waipounamu. This funding provides connections to a range of business support services, including mentors, capability development training and research and development programmes. This is a 12-month pilot, and if successful, may engage future contract work for Puna Pakihi, providing whānau with further training and funding opportunities and zero cost to the iwi.

31

Businesses connected with a Regional Business Partner

96

Business owners connected with a Ngāi Tahu mentor

20

Ngāi Tahu business mentors in Puna Pakihi

Mentoring

Puna Pa kihi supports whānau to turn their business ideas into reality. Ngāi Tahu businesses can access a mentor at any stage in their business journey. Currently 51 New Zealand business mentors are available to provide support from ideation through to kick start.

Business grants

Three different business grants are available dependent on where whānau are at on their business journey: Kickstart, Stay Up and Growth. Each grant is valued at \$5,000 per year. Resources and referrals to other organisations are also available for applicants regardless of whether they are successful in receiving a grant.

Te Aka Haumi o Tahu

This is an online platform for Ngāi Tahu whānau to support Ngāi Tahu owned businesses.

599

Ngāi Tahu whānau owned businesses registered with Te Aka Haumi o Tahu

(601 in FY2022)

Skylark Cabin: a business dream coming true

After years of military service and working in the public sector, Garry Wilson (Ngāi Tahu) and his wife Liz embarked on their dream lifestyle in the beautiful Mackenzie District. Packing up their belongings from their home in Masterton, they made the bold move to relocate in Te Waipounamu and purchased a block of land in Twizel. Their vision was to build a small rental property while indulging in their passion for travel in their campervan.

Skylark Cabin, a private, luxury accommodation nestled amidst the stunning scenery of backcountry Ben Ōhau is the realisation of their dreams. Since opening its doors to manuhiri in April 2021, Skylark Cabin has become one of the most sought-after homes in New Zealand on AirBnB. It has won the AirBnB award for Best Nature Stay in New Zealand for 2022 and has graced the front covers of two hard cover books as well as numerous magazines.

“Our property is called Ururangi, which translates to ‘winds of the sky’ which we thought was appropriate. We are situated at Ben Ōhau, with ‘Ōhau’ meaning windy place. We celebrate the big sky as part of our attraction,” shares Garry.

However, the path to success was neither quick nor easy. Garry admits the building process took far longer than they anticipated, and they needed support to get back on track. He reached out to the team at Puna Pakihi and was fortunate to be paired with Heather Manawatu as his business mentor. Her expertise in the tourism industry made her the perfect guide for their journey.

“She had a background in the tourism industry so she was the perfect mentor for us. She also has good life skills and was a person that I could easily relate to.”

The support from Puna Pakihi extended beyond mentorship, as they also provided Skylark Cabin with much-needed financial assistance through a Kickstart Grant for marketing and advertising. In addition, they received the Stay Up Grant, which they utilised to make improvements based on feedback from manuhiri.

Garry acknowledges the role that Puna Pākihi played in their success saying, “I wish I had contacted them sooner. Knowing that there is support available makes the prospect of venturing into business less scary.”

Below left: Liz and Garry Wilson.

Below: Skylark Cabin nestled in the remote landscape of Ben Ōhau.



Te Kura Taka Pini > freshwater

\$4.4m

invested in Te Kura
Taka Pini in FY2023
(\$3.2m FY2022)

8.0

FTE FY2023
(4.3 FY2022)

50%

Ngāi Tahu Employees
FY2023
(23% FY2022)

Nitrate testing at Te Rau Aroha Marae. Photo: Anne Noble

Ngāi Tahu Freshwater claim

The freshwater claim seeks formal legal recognition of Ngāi Tahu rangatiratanga over wai māori in the Ngāi Tahu takiwā. It also seeks to hold the Crown to account for the degradation of freshwater in the takiwā. The intended outcome is for the Crown to partner with Ngāi Tahu in designing a new system for freshwater that upholds Te Tiriti o Waitangi, and enables Ngāi Tahu to exercise rangatiratanga.

The TKTP legal team is working to prepare the freshwater claim for hearing in the High Court in Christchurch, February 2025.

Papatipu Rūnanga rangatiratanga over wai māori

In addition to preparing the claim for trial, TKTP is also working on specific projects to progress Ngāi Tahu rangatiratanga over freshwater in the takiwā. This includes investigating and developing models that promote and enable Ngāi Tahu authority over water take and use, as well as partnership opportunities. For example, TKTP works closely with Tauamata Arowai, the new water quality regulator responsible for setting and enforcing new, tougher standards for drinking water quality and monitoring, to ensure resources and support are provided to Papatipu Rūnanga to meet the new water standards.

TKTP has also been carrying out nitrate contaminant testing of drinking water supplies at marae and runanga communities to identify the extent to which Ngāi Tahu whānau and the environment are exposed to poor water quality as a result of nearby land use and water take, and assist with solutions.

Entrenching Ngāi Tahu rangatiratanga is an important part of securing rights and responsibilities that will endure and enable the next generation to exercise rangatiratanga over wai māori. TKTP supports the work of Tiramōrehu Te Taumata and Papatipu Rūnanga to progress the development of Ngāi Tahu Ture.

Takutai Moana

The Marine and Coastal Area (Takutai Moana) Act 2011 (MACA Act) replaced the Foreshore and Seabed Act 2004. The new regime allows Māori groups to apply for recognition of certain customary rights in the takutai moana (coastal and marine area). In 2017, Te Rūnanga o Ngāi Tahu made an application for customary marine title on behalf of Ngāi Tahu whānui across the entire Ngāi Tahu takiwā.

TKTP has been working with Papatipu Rūnanga to gather and prepare evidence to support claims for customary marine title, and consider any overlapping applications in their rohe. This includes working internally with other Ngāi Tahu whānui applicant groups.

While the benefits of customary marine title do not explicitly provide for Ngāi Tahu rangatiratanga, obtaining title will enhance the ability of Papatipu Rūnanga to exercise rangatiratanga in the takutai moana.

Water Services and freshwater Reforms

Over the past three years, TKTP has engaged with the Crown's three waters reforms to progress the priorities agreed by tribal leaders at Arowhenua in 2020.



Above: Connor Redmile and Dr Hana Royal nitrate testing at Te Rau Aroha Marae. Photo: Anne Noble

The change of government will see the water services reforms repealed. While this means further change, Ngāi Tahu priorities for water services – ensuring all communities have access to safe and resilient three waters services and improving the health of waterways in the Ngāi Tahu takiwā – remain the same. Over the past three years, TKTP has learned much about the state of water services infrastructure and delivery deficits across the takiwā. This knowledge will prove useful whatever the future shape of water services delivery, and will assist TKTP in supporting Papatipu Rūnanga to work within any system to influence and improve outcomes for their communities.

Tribal Communications and Participation

Contact Centre engagement

20,469

Phone calls FY2023
(23,008 in FY2022)

15,602

Emails FY2023
(18,387 in FY2022)

6,025

Visitors to 15 Show Place
FY2023 (3,618 in FY2022)

Digital engagement

27,712

Facebook followers FY2023
(26,060 in FY2022)

5,288 & **6,897**

Instagram & LinkedIn
followers FY2023
(4,483 & 5,537 in FY2022)

373,532

Website users FY2023
(343,373 in FY2022)

1,489,470

Website page views FY2023
(1,366,155 in FY2022)

Whānau coming together at Arowhenua Marae for Hui-ā-lwi, November 2022. Photo: Richie Mills

The core purpose of our tribal communications is to enable whānau rangatiratanga. Content is shared across major social media platforms, via TE KARAKA, Te Pānui Rūnaka, across our Ngāi Tahu and our business websites. The tribal radio station operates 24/7 and produces daily broadcast content to our audience and regional news for the Iwi media collective.

Media

5,017

mentions of Ngāi Tahu in media FY2023
(3,933 mentions in FY2022)

Settlement Day 2022

Many kaimahi and whānau across the Ngāi Tahu Group put in a massive effort for the Settlement Day native planting in September 2022. In Ōtautahi, over 1000 plants were planted at Te Kōhaka o Tūhaitara and, further south, 1000 native plants on the High-Country. The planting is an action from the High-Country Stations Environmental Strategy under Te Kounga Paparangi to restore native vegetation, promote water quality and enhance biodiversity values on the takiwā.

Te Tapu o Tāne and, where possible, other mana whenua-owned nurseries throughout the motu, are being engaged for ongoing planting on the High-Country stations. The increasing enthusiasm to celebrate the Ngāi Tahu Settlement with meaningful activities that support the health and future of our environment is encouraging.



Above: Whānau and kaimahi came together to plant natives at Te Kōhaka o Tūhaitara.
Below: Celebrating Kāi Tahutaka at Hui-ā-Iwi.

Celebrating Kāi Tahutaka

Finally, after two years of cancellations due to COVID-19, whānau were able to gather for Hui-ā-Iwi at Arowhenua Marae in November. Over 2000 whānau gathered for the two-day celebration of Ngāi Tahutanga and whanaungatanga. The excitement was palpable as whānau reunited and shared long overdue kōrero. Te Atakura brought whānau of all ages on stage to share their talent and passion for haka and waiata.

Extensive coverage across social media channels connected the festival to whānau across the motu and beyond, attracting 304,381 viewers throughout the weekend.



Ngāi Tahu Roadshows

The first of four 2023/2024 Ngāi Tahu Roadshows was held in Tauranga on 28 May. Approximately 300 whānau from the Bay of Plenty region attended the event to reconnect with their whakapapa, each other, their taurahere rōpū, and Te Rūnanga o Ngāi Tahu (Te Rūnanga).

Our taurahere whānau were delighted by the roadshow's return, to learn about the mahi Te Rūnanga does and how they can access the opportunities available to them.

For many, this was their first Ngāi Tahu Roadshow. In the post-event survey, 96 percent of respondents provided a four or five-star rating.

Subsequent roadshow events have been held in Wellington and Tāmaki Makaurau, and a fourth will be held in Brisbane in February 2024.



Above and below: Whānau excited to be gathering once again for the Tauranga Roadshow.



"I'm pleased that the Roadshow is back as this is an extremely important tool for Te Rūnanga to engage with the whānau who do not live in the rohe. Connections with home are more important now post-COVID lockdowns."



Above: Mā Tātou, Mō Tātou artists rōpū with Tā Tipene O'Regan.

Mā Tātou, Mō Tātou

As part of Mā Tātou, Mō Tātou, the Ngāi Tahu branding project, more than 600 engagements were held with whānau to better understand the many perspectives that make us uniquely Ngāi Tahu. These interactions were a combination of kanohi-ki-te-kanohi,

online digital and written submissions. Rich whakaaro were captured in the form of stories and kōrero, art, music, and photography; all of which reflect what being Ngāi Tahu truly means.

In February 2023, a collective of Ngāi Tahu artists and creative practitioners commenced the development of a tohu design and its foundational narrative. Final decisions will be made early FY2025.

Social Media

Facebook

263,877

Engagements (up 16.6%)

1,062,298

People reached (up 90.7%)

6,782,414

Impressions (up 55.3%)

Instagram

18,894

Engagements (up 44.2%)

231,187

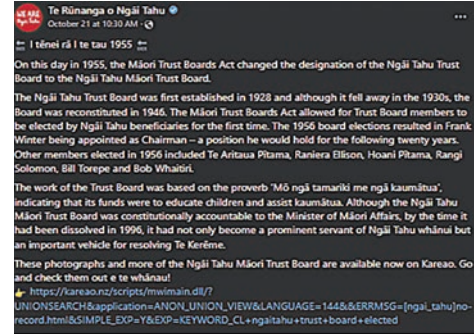
People reached (up 520.3%)

1,203,150

Impressions (up 184.1%)

#OnThisDay

The popular #OnThisDay series was re-introduced on our social media channels this year. Whānau expressed that they value reminiscing and celebrating our past. A social media post marking the anniversary of the Ngāi Tahu Trust Board (at right) being changed to the Ngāi Tahu Māori Trust Board was a particular favourite.



PUBLICATIONS

7,400

copies of *Te Karaka* printed

and distributed FY2023

(7,400 in FY2022)

16,811 online page views

94,386

copies of *Te Pānui Rūnaka* printed

and distributed FY2023

(96,010 in FY2022)

17,450

online page views



TAHU FM

TahuFM achieved solid growth in audience reach and engagement throughout the year.

To further boost performance, the station underwent a significant transformation to become a multi-media hub complete with a visual studio, control room and editing suite. The on-air technology also underwent a major upgrade, requiring valuable training and upskilling of our kaimahi. We were delighted to have the Regional News contract with Te Māngai Pāho renewed.

1,500,800

Tahu FM listeners FY2023
(1,312,800 in FY2022)

47%

Te Reo Māori FY2023
(43% in FY2022)

Digital engagement

8,028

Facebook followers FY2023
(7,540 in FY2022)

138,915

Facebook reach and engagement FY2023
(74,645 in FY2022)

1,927

Instagram followers FY2023
(1,020 in FY2022)

Website

The new TahuFM website went live late 2022. The site offers whānau a more user-friendly experience whether they are viewing on a phone, PC, laptop, or iPad. It features the latest Tahu News stories and an on-demand capability, which allows whānau to replay interviews and content that they have missed live on the radio.

Te Puni Kōkiri Cadetship Programme

In December 2022, TahuFM completed its nine-month cadetship programme funded by Te Puni Kōkiri (TPK). Eight cadets were supported to develop their capability, leadership and te reo Māori. During the programme, cadets assisted with the production of the latest TahuFM promotional video, website development, photography and how to set up and run a livestream.



Ngāi Tahu Holdings

Pamu PurePod on the Agrodome site.

Delivering value

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

FY2023	Operating surplus/(loss) \$M	Total assets \$M	Operating return* %
Ngāi Tahu Investments	9.5	521.9	2%
Ngāi Tahu Property	54.5	770.3	7%
Ngāi Tahu Tourism	0.7	59.9	1%
Ngāi Tahu Seafood	35.4	175.1**	21%
Oha Honey	(35.9)	54.1	(51%)
Ngāi Tahu Farming	9.4	339.6	3%
Ngāi Tahu Forestry	7.6	223.8	3%

*Net operating surplus before tax/average total assets

**Includes Ngāi Tahu Fisheries Settlement Ltd assets



Ngāi Tahu Investments

\$9.5m

Net operating surplus
(FY2022: \$7.0m)

\$521.9m

Total value of assets –
24% of the total portfolio

2%

Operating return

The primary goal of Ngāi Tahu Investments (NTI) is to protect and grow tribal wealth for inter-generational growth, with particular focus on expanding the presence of Ngāi Tahu across the Niu Tirenī economy and improving whānau outcomes in the long-term.

The longer-term implications of the COVID-19 pandemic have revealed a complex landscape for NTI. While performance across the businesses is sound, escalating interest rates and inflation has driven a decline in some asset valuations, which has impacted NTI results.

Left: Hilton Haulage truck travelling to Lyttelton Port.

Despite the challenges, there is good news. The liquidity portfolio has bounced back with 15 percent growth this financial year. Hilton Haulage had a record year reflecting the strong demand for transport services, and Fidelity Life launched a new product for Ngāi Tahu whānau that provides discounts and a dedicated service channel.

NTI is a 19.9 percent shareholder in Sanford, the country's largest fishing and aquaculture company. Sanford is recovering from the COVID-19 disruptions and has resumed payment of dividends. The rise in interest rates has put pressure on the company's share price, leading to a sideways trajectory throughout this financial year.

Fidelity Life has made significant progress in its merger with Westpac Life. This undertaking is highly complex, compounded by the transition to the newly introduced insurance accounting standard IFRS 17. Fidelity Life's underlying performance this financial year has been satisfactory.

While private equity funds declined this year, traditionally, they have been strong investments for NTI. We are confident these investments are well positioned to recover and grow in 2024.

Climate Change

NTI delivers in line with Te Kōunga Paparangi, the iwi-wide climate change action plan. Liquidity portfolios are climate optimised, and new investments are targeted in low-carbon emission sectors such as renewable energy.

NTI continues to encourage its businesses to focus on sustainability. Hilton Haulage has developed its own environmental strategy to align with Te Kōunga Paparangi and is reducing

carbon emissions with ongoing testing of hydrogen-conversion kits.

New Economy Mandate

Investing in innovative and sustainable businesses in an ever-changing world is important to protect and grow the Ngāi Tahu Holdings portfolio in the long-term. The mahi through the New Economy Mandate is a cornerstone of this strategy. This year a range of small investments have been made in companies such as Mint Innovation, a bio-mining company that aims to accelerate circular supply by extracting metals from a range of waste materials. NTI has also invested in Banqer, a whānau-owned financial literacy provider with more than 300,000 students worldwide. These investments are typically made alongside leading venture capital or private equity managers and are sized between \$0.25 million and \$3 million, reflecting the early-stage and high-growth nature of these companies.

NTI's existing investments include Leaft, a business producing plant protein to reduce the environmental impact of food production, and Shipit, a company offering smart shipping solutions to retailers and manufacturers.

Right of First Refusal and Papatipu Rūnanga Engagement

The NTI team administers the Right of First Refusal (RFR) for the iwi, and this year there has been considerable engagement to empower and support Papatipu Rūnanga to utilise the RFR to realise economic aspirations.

A suite of direct and indirect investment options for Papatipu Rūnanga is also being developed, including direct co-investments and products such as Te Haumi Whakamana; the Ngāi Tahu Property investment portfolio tenanted by Crown entities such as the NZ Blood Service Building; the Christchurch Civic Building; and the Dunedin Police Station.

Ngāi Tahu Investments

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

Private Equity Funds	\$138.2
Fidelity Life	\$147.8
Sanford	\$76.1
International Equities	\$38.5
Domestic Equities	\$24.9
Hilton Haulage*	\$46.4
Whale Watch Kaikōura/Whale Watch Holdings	\$15.6
Sundry Investments	\$19.7
New Economy Mandate	\$16.7
Total	\$523.8

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

Property

\$54.5m

Net operating surplus
(FY2022: \$50.4m)

\$770.3m

Total value of assets –
36% of the total portfolio

7%

Operating return

Ngāi Tahu Property (NTP) is the property development, management, and investment arm of NTHC. The company is committed to growing Ngāi Tahu mana, engaging with Papatipu Rūnanga, and empowering whānau to achieve economic self-determination.

NTP's investment property assets are valued at \$597 million.

The business has performed well in recent years despite pandemic-related construction delays and the impact of lockdowns on tenant businesses. This year's challenging economic environment and high interest rates have resulted in a general softening of property yields and is consistent with other property portfolios in the market. NTP's investment property portfolio declined 6.4 percent as of 30 June 2023.

The demanding environment over the past 12 months has also resulted in decreased sales at Te Whāriki, the residential subdivision in Lincoln.



Te Whata Tuarua development.

However, despite the difficulties, NTP's portfolio remains resilient due to its diversity and the quality of its commercial tenants. The portfolio displayed an impressive occupancy rate of 98.8 percent and an average lease term of 7.6 years at year end.

NTP continues to show leadership in sustainability through its investments. The investment in Te Urutī, part of the Pita Te Hori Centre in Ōtautahi, achieved a remarkable 6-star NABERSNZ rating for energy efficiency - the first building in Te Waipounamu to do so. The base building of Te Urutī uses 76 percent less energy than comparable buildings. The 6-star rating reflects NTP's commitment to Te Rūnanga o Ngāi Tahu Group's Te Kounga Paparangi climate action plan and Ngāi Tahu values.

NTP has a strong focus on enabling direct property investment for Papatipu Rūnanga. The partnership with Te Ngāi Tūāhuriri includes Te Whata Tuarua, a residential land subdivision on the former Wainoni School, and the South Hornby School site in Ōtautahi. Discussions are under way with seven Papatipu Rūnanga (Awarua, Kāti Huirapa Ki Puketeraki, Hokonui, Moeraki, Ōraka Aparima, Ōtākou and Waihōpai) to co-invest in the 250-section Pines Block residential land development in Alexandra.

NTP has also supported Papatipu Rūnanga in negotiations with the Hurunui District Council on the former Queen Mary Hospital site in Hanmer Springs.

During the year, NTP made significant progress on various construction projects: completing construction on the Mania industrial land development in Ōtautahi; and completing the first stage of Te Pā Tāhuna in Queenstown, which consists of 27 residences. Additionally, construction advanced on the 450-bay car park building near the Christchurch Hospital, a project in partnership with Te Ngāi Tuāhuriri.

The first stage of the Kōkōwai development in Hobsonville, comprising 57 homes; and an office and warehouse facility for Direct Logistics, are also under way with expected completion in 2023. Development of a four-level, 8,000m² office building in Ōtepoti is making solid progress and once completed, the building will be leased long-term by ACC.



Above: Takiwai – Stage 1 of Te Pā Tāhuna in Queenstown.
Below: Ōtepoti development in Dunedin.



Ngāi Tahu Property List of key investment properties & location

Commercial & Retail

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

Crown/Te Haumi Whakamana

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

Under Construction

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

Throughout the year, NTP expanded its land development pipeline, most notably through a joint venture agreement with Bellgrove

Rangiora Limited for the development of a significant 1300-section residential development in Rangiora.



Ngāi Tahu Property
List of key development properties & location

Industrial

Mānia	Ōtautahi
Tawhiri	Ōtautahi

Residential

Te Whāriki (50% Joint Venture)	Ōtautahi
Kōkōwai – Hobsonville Point (Stage 1b – Building D)	Tāmaki Makaurau
Te Pā Tāhuna	Tāhuna
Bellgrove (50% Joint Venture)	Ōtautahi
Pines Block	Areketanara

While sales have currently slowed at Te Whāriki, the remaining sections within this development will be sold over the next 24 months.

NTP continues to lead NTHC in the development of asset management planning across the Group. The goal is to embed excellence and align asset management practices with the Group’s broader purpose.

Above: Stage 1 of the Bellgrove residential development.

Farming

\$9.4m

Net operating surplus
(FY2022: \$6.3m)

\$339.6m

Total value of assets –
16% of the total portfolio

3%

Operating return

Ngāi Tahu whakapapa binds us to the mountains, land, forests, and waters. Underpinning this unique relationship, is the belief that the natural environment sustains us, and in turn, Ngāi Tahu Farming (NTF) has a responsibility to nurture the environment through the generations.

NTF manages 6800 hectares of pastoral farming land in the Waimakariri and Hurunui catchments, and three high country stations at the head of Lake Whakatipu. At the core of all NTF activities is a firm commitment to working closely with mana whenua, and a steadfast promise to protect the natural environment.

This year has presented its share of challenges, marked by increased farm inflation alongside declining revenue from milk and meat exports, and resulting in a negative impact on NTF profits. However, despite the challenges, operational enhancements have been achieved.

Te Whenua Hou Te Whenua Whitiōra – The New Land, The New Horizon

In August 2022, in partnership with Te Ngāi Tūāhuriri and the Ministry for Primary Industries (MPI), NTF proudly launched Te Whenua Hou Te Whenua Whitiōra, a ground-breaking research programme that aims to validate the science of regenerative farming.

This seven-year study will compare side-by-side dairy farms to assess the environmental impacts of their practices. One farm, Hamua, will use conventional Ngāi Tahu Farming methods; while the adjacent farm Pahi, will incorporate regenerative principles.

This year, the team has worked extraordinarily hard to prepare for the study. The pasture at Pahi was converted to diverse pasture species, and a new dairy shed and three residences were constructed for kaimahi. In addition, two evenly matched herds have been prepared, guaranteeing that both farms commence the trial with identical livestock.

The research programme commenced on 1 July with its objective being to generate scientific and financial insights that will contribute to the development of a feasible alternative farming system in the coming years.

Left: Pahi Regenerative Agriculture Farm.

Right: Lysimeters being installed on Pahi for monitoring purposes.





This system is intended to enhance soil health, minimise environmental impact, decrease water consumption, enhance staff wellbeing, and demonstrate financial viability, while complementing mātauranga Māori.

Climate action

The team's dedication to reducing the environmental impact of its operations has never been stronger. This year, almost 50,000 native trees have been planted across the farms, and 45 percent of operational farm waste has been redirected from landfill through the Plasback recycling scheme.

At Te Whenua Hou, stock numbers have reduced by 3500 cattle, and the use of synthetic fertiliser continues to decrease. Annual biodiversity monitoring is showing positive results with invertebrate and bird numbers increasing.

Papatipu Rūnanga

The high-country stations are an important part of the future for the iwi. NTF is engaged in ongoing discussions with mana whenua regarding the long-term farming and tourism potential of this whenua. There are also discussions on future land use of Hikawaikura farm (formerly Balmoral) with Ngāti Kuri.

2,338,839 kg

Beef production
(FY2022: 2,188,996 kg)

3,596,745 kg MS

Milk production
(FY2022: 3,637,301 kg MS)

Forestry

\$7.6m

Net operating surplus
(FY2022: \$10.9m)

\$223.8m

Total value of assets -
10% of the total portfolio

3%

Operating return

Ngāi Tahu Forestry (Forestry) aims for all its products to represent the unique story of the iwi, and to convey genuine care for the land and trees. The business continues to explore new ways to use the land and create initiatives that complement its core operations.

The goal is to do more with less, utilise the land more sustainably, and produce premium quality products. Forestry invests in exploring new business opportunities, improving the connection with consumers, and building the efficiencies of the business.

Established in 2000 when Ngāi Tahu Holdings Corporation purchased land subject to Crown Forestry licences, the Forestry portfolio now comprises approximately 54,000 hectares of forests across North Canterbury, Otago, and the West Coast.

Business activities include:

- Forestry operations – harvesting and log supply to various domestic and export markets
- Lease and access arrangements for mining and other activities
- Carbon forestry
- Rural land development
- Production and supply of seeds to the forestry industry and nurseries

Despite maintaining a satisfactory operational performance, ongoing challenges resulting from falling export prices and escalating production costs have negatively impacted net profit.

Over the last 12 months, Forestry has engaged with the Crown and partners on several projects that are aligned with its sustainability objectives to reduce carbon emissions in the takiwā. The business aims to be a pivotal contributor to a business case for capitalising

on the potential of biomass within Te Waipounamu.

A strategic review of cutting right options on the West Coast of Te Waipounamu is currently underway.

Proseed

Ngāi Tahu-owned company Proseed is the premier forest seed producer in Australasia, cultivating 60 percent of all pinus radiata seeds in Aotearoa. Proseed specialises in producing and marketing improved seed of radiata pine, Douglas-fir, cypress, and Eucalyptus nitens along with seed of about 400 other tree, shrub and New Zealand native species.

Proseed has performed exceptionally well this financial year, and recently purchased a neighbouring section to expand its operations. The company is collaborating with the Government to formulate a strategy for the processing of native species seeds.

ProSeed is certified by Asurequality and routinely exports seed to over 30 countries around the world

235,230 tonnes

Forestry production
(FY2022: 236,948 tonnes)

Seafood

\$35.4m

Net operating surplus
(FY2022: \$20.2m)

\$175.1m*

Total value of assets –
8% of the total portfolio

** Includes Ngāi Tahu Fisheries
Settlement Ltd assets*

21%

Operating return

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

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



Left: Ngāi Tahu forestry block.

Quota

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

Ngāi Tahu fishers catch 100 percent of the kōura settlement quota, 47 percent of the pāua quota, 50 percent of tio, and about 97 percent of the inshore fin fish quota.

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

NTS also promotes, empowers, and employs whānau-owned businesses as much as possible, including fishers who have been fishing the waters for generations and are guided strongly by iwi values and principles. Kaitiakitanga is a crucial guiding light as NTS continually builds sustainability.

In August, an independent expert panel declined the Hananui Aquaculture project. NTS had applied for resource consent under

the COVID-19 Recovery (Fast-track Consenting) Act 2020. The proposal was to develop an area of approximately 2500 hectares off the north-eastern coast of Rakiura for finfish (salmon) farming for the benefit of Ngāi Tahu whānui and Rakiura. NTS and Te Rūnanga o Ngāi Tahu (Te Rūnanga) have lodged an appeal and judicial review of the decision of the Expert Panel and will continue to work alongside mana whenua to explore transformative solutions as demand for protein-rich foods continues to grow.

There is still some uncertainty with the slowdown in China's economy as it recovers post-COVID-19 due to reduced consumer spending, a shaky property market, record youth unemployment, increased local government debt, and reduced exports. Despite this, demand and price have been strong across the board for kōura, pāua and kourarangi.

Global economic turbulence has resulted in industry-wide challenges with almost all aspects of operations, including the exchange rate and volumes of catch. It is widely expected that this interruption to momentum will continue. The situation has warranted a different and agile operational approach. This has allowed NTS to successfully utilise its quota holdings.

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

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

FY2023	NT Seafood (metric tonnes)	NT Fisheries Settlement (metric tonnes)	Total (metric tonnes)
Koura (Rock Lobster)	198	156	354
Kouraraki (Scampi)	15	37	52
Paua (Abalone)	36	40	76
Mussels	2	3	5
Tio	-	2,990	2,990
Wetfish – Inshore	1,385	7,052	8,437
Wetfish – Deepwater	785	6,339	7,124
Rawaru (Blue Cod)	11	98	109
	2,432	16,715	19,147

Tourism

\$0.7m

Net operating surplus
(FY2022: -\$7.6m)

\$59.9m

Total value of assets –
3% of the total portfolio

1%

Operating return

For decades, Ngāi Tahu Tourism (NTT) has taken great pride in forming genuine connections between manuhiri, whenua and iwi. Manaakitanga drives our people and our business.

NTT showcases the most beautiful parts of Aotearoa with passion and flair. It oversees several businesses, which offer a range of experiences, including luxury, education, adventure, nature, and sporting history, weaving Ngāi Tahu tangata and stories through the experience. Each of its businesses is experiencing an increase in visitor numbers post-COVID-19.



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

NTT is committed to building strong relationships with Papatipu Rūnanga and aims to employ more whānau as kaimahi. Generating tribal wellbeing and wealth underpins our mahi.

Kaitiakitanga guides NTT as we work to create generational sustainability. Climate change is causing more frequent weather-related closures for NTT businesses. This reinforces the commitment to Te Kōunga Paparangi and halving carbon emissions by 2030.

Visitor numbers were higher than expected this year, despite China postponing the opening of its borders. Enriching the cultural expression in some of the experiences has enabled greater value to be added with manuhiri prepared to pay a higher price. There were challenges throughout the year with industry-wide recruitment obstacles, and difficulties with finding kaimahi accommodation in areas such as Tāhuna and Takapō.

To address the recruitment challenge, NTT ran a campaign about its values and offerings.

It resulted in a surge of job applications from more than 300 potential kaimahi. NTT is working with local body governments to respond to industry challenges such as recruitment and the lack of accommodation for employees.

Highlights

Agrodome underwent a substantial revamp and expansion, which included commencing construction of a new venue for the National Kiwi Hatchery. The hatchery had a record-breaking season with 153 kiwi hatched – 17 more than its previous record. Shaun the Sheep arrived, and a partnership with PurePod was launched, creating an onsite luxury eco-cabin experience for manuhiri.

After successfully launching and conducting trials of an electric prototype boat last year, Shotover Jet has completed a feasibility study and is preparing a funding application to the Innovation Programme for Tourism Recovery.

The Hollyford Wilderness Experience completed the first phase of a refurbishment

of the Martins Bay and Pike Lodges. Half of the rooms now have ensuites. With guidance and kotahitanga with Te Rūnanga o Makaawhio, Ngāi Tahu cultural expression and stories of whenua have been woven into the experience ready for the 23/24 summer season.

The All Blacks Experience hosted several international rugby teams throughout the Women's Rugby World Cup, and temporarily changed its name to "Black Ferns Experience" to become the team's official home.

Papatipu Rūnanga

Several new intern and cadet roles have been created, with successful summer internships at Shotover Jet and Franz Josef Glacier Guides already completed. Te Pia Tāpoi scholarship programme was relaunched to encourage rangatahi to pursue higher education while offering them the opportunity to contribute to the tourism sector on completion of their studies. NTT was proud to have the opportunity to spend some time with Ngāi Tahu rangatahi through Te Ara Whakatipu hīkoi into the Hollyford Valley.

Te Rūnanga o Makaawhio has worked with Franz Josef Glacier Guides to develop their cultural competency and reo Māori.

Dark Sky Project supported Waihao, Arowhenua and Moeraki, hosting hundreds of visitors at its venue for the Matariki Mackenzie Festival in Takapō. The venue was also used for the national launch of the Matariki karakia booklet in May.

With support from Tuawhenua Kāhui, Shotover Jet named and launched Te iti Kahuraki, an athletic sponsorship programme for young athletes in the Queenstown Lakes Region.



Above: Shaun the Sheep and Bitzer at Agrodome.
Right: Black Ferns at All Blacks Experience (under Black Ferns takeover signage) after their Club Night.
Right: National Kiwi Hatchery kiwi chick.



Kaimahi

NTT kaimahi must be acknowledged for their ongoing efforts and ability to adapt in a challenging and changing tourism sector. Obstacles have been managed carefully to maintain a safe and productive work environment and enhance kaimahi wellbeing.

Left: Matariki breakfast at Dark Sky Project.

Despite the challenges, the industry is on the rise. Demand for NTT experiences is strong, and future prospects for the business is buoyant.

Oha

(\$35.9m)

Net operating loss
(FY2022: -\$23.2m)

\$54.1m

Total value of assets –
3% of the total portfolio

-51%

Operating return

Oha operates an apiary network dedicated to the taonga of mānuka.

The mānuka honey industry continues to grapple with a series of challenges. The 2022-2023 harvest season bore the brunt of the adverse weather events that swept across the North Island during the summer. Despite the regional distribution of Oha's apiaries offering some relief, the disruption to the short flowering season led to a substantial reduction in the yield of honey.

Further complications arose from a reduced demand for mānuka honey from China, which constitutes the largest market for Oha and its subsidiary companies. Although the market has reopened since COVID-19, the recovery has been much slower than anticipated.

In addition, the industry finds itself with an oversupply of honey. This is primarily due to an influx of beekeepers, which has resulted in excess production. This surplus has created a prolonged period of reduced pricing, prompting many participants to leave the industry. Coupled with the drop in product demand, these circumstances have negatively impacted revenue.

NTH's approach to investment is long-term and focused on generating steady returns to Ngāi Tahu whānau for this generation and the next. Despite the ongoing commitment of kaimahi to establish a viable business model for Oha, the complexity of the sector rendered this goal unattainable with the current organisational structure.

Regrettably, as a result of the performance downturn, the decision has been taken to wind down and close the North Island apiary operations and Masterton processing plant.

This difficult decision will mitigate further losses in the short-term, yet still allow Oha to retain a presence in the Mānuka honey industry.

NTH remains committed to mānuka honey as a taonga for future generations. It will retain its operations in Te Waipounamu and be managed by Ngāi Tahu Farming.

In addition, NTH's dedication to the protection strategy of mānuka remains unchanged. The business will continue to champion and safeguard the term 'mānuka honey' and support the Mānuka Charitable Trust in its mission to preserve and protect the mana and mauri of mānuka and other taonga species.

10,394

Hives

244 tonnes

Honey produced
(FY2022: 491 tonnes)

Performance summary

\$1,677m 

Ngāi Tahu Holdings equity

\$1,778m (FY2022)

\$1,604m (FY2021)

To protect and grow the pūtea

-1.5% 

Return on equity

13.8% (FY2022)

15.8% (FY2021)

2.2% 

Operating return

2.1% (FY2022)

2.8% (FY2021)

13% 

Ngāi Tahu whānau employed

13% (FY2022)

12% (FY2021)

Percentage of Ngāi Tahu Holdings Group staff who are whānau

FY2023	Employees	Ngāi Tahu	Percentage excluding casuals
Ngāi Tahu Holdings	85	23	27%
Farming and Forestry	49	7	14%
Property	15	2	13%
Seafood	42	12	29%
Oha	81	6	7%
Tourism	184	10	5%
Total	456	60	13%

101,865 

Hectares owned

103,777 hectares (FY2022)

106,217 hectares (FY2021)

Grow the Ngāi Tahu footprint

	FY2023	FY2022
Ngāi Tahu Farming and Forestry	99,827 hectares	99,827 hectares
Ngāi Tahu Property	113 hectares	113 hectares
Oha Honey	1,927 hectares	3,837 hectares
Total	101,865 hectares	103,777 hectares

Our story





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

The tribal institutions of Ngāi Tahu consist of:

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

Te Rūnanga 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 Rūnanga. 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.

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

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

resources), and the construction of facilities including schools and hospitals.

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

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

Te Rūnanga o Ngāi Tahu overview

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

Te Rūnanga is the sole Trustee of the Ngāi Tahu Charitable Trust which, in turn, owns and operates Ngāi Tahu Holdings Corporation (NTH) and its business units and related trusts. The purpose of NTH, and indeed all our commercial operations, is to grow the asset base and to create revenues to allow for increasing levels of distribution for charitable purposes to our whānau and communities on an intergenerational basis.

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

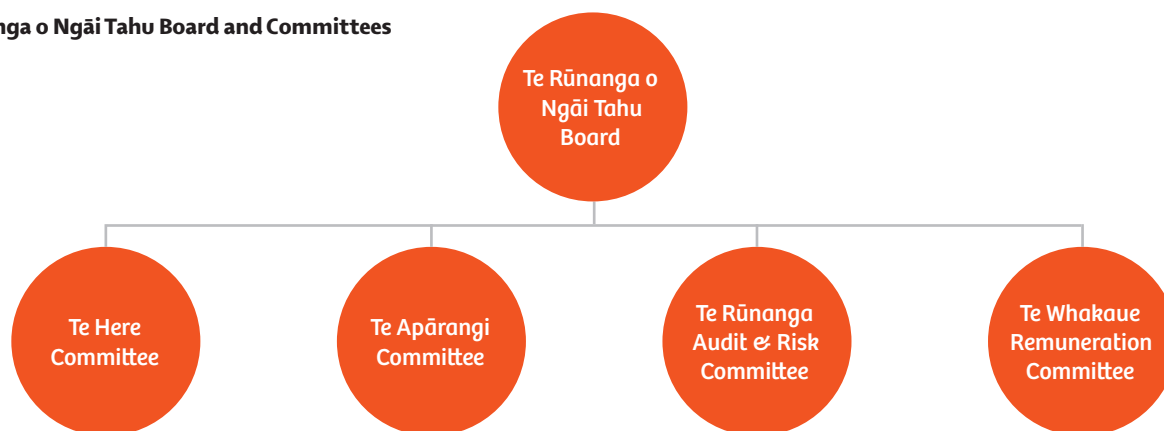
Rūnanga Representative profiles can be found on the Ngāi Tahu website at www.ngaitahu.iwi.nz/te-runanga-o-ngai-tahu/representatives

Key Board Committees

Committees support the 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, Whai Rawa and Ngāi Tahu Fisheries Settlement.

The members of Te Here as at 30 June 2023 were Jo McLean (Chair), Terry Nicholas (Deputy), Elizabeth Cunningham, Justin Tipa, Rāwiri Manawatu, Tania Wati, Lisa Tumahai (ex Officio), Matapura Ellison (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 2023 were David Perenara-O'Connell (Chair), Gail Thompson (Deputy), Rik Tainui, Rachel Wesley, Fiona Pimm, Susan Wallace, Lisa Tumahai (ex Officio), Matapura Ellison (ex Officio).

Te Rūnanga Audit and Risk (TRARC)

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

The members of TRARC as at 30 June 2023 were Gail Gordon (Chair), Henrietta Carroll (Deputy), Rewi Davis, Odele Stehlin, Rob Foster (Independent member), [vacant] (Independent member), Lisa Tumahai (ex Officio), Matapura Ellison (ex Officio).

Te Whakaue Remuneration

Te Rūnanga has established Te Whakaue to:

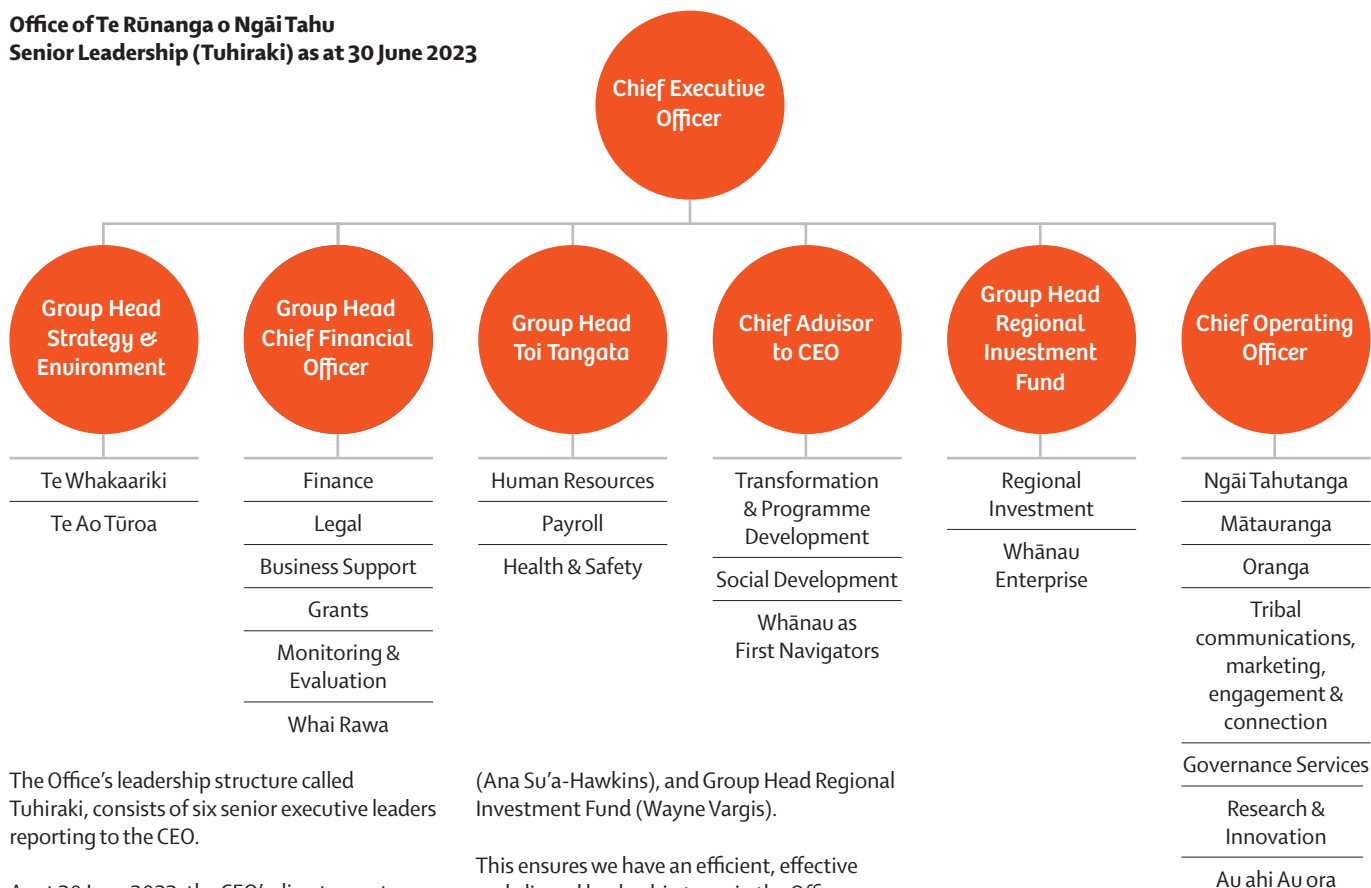
- (a) Ensure Te Rūnanga operates with a sound remuneration policy framework designed to confirm:

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

- (b) Formally review the performance and terms and conditions of the 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 NTH 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 2023 were Hugo Lindo (Independent Chair), Tania Wati (Deputy), Matapura Ellison (member not ex officio), Lisa Tumahai (member not ex officio).

**Office of Te Rūnanga o Ngāi Tahu
Senior Leadership (Tuhiraki) as at 30 June 2023**



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

As at 30 June 2023, the CEO’s direct reports were Chief Operating Officer (Ben Bateman), Group Head Strategy & Environment (Jacqui Caine), Group Head Chief Financial Officer (Darren Beatty), Group Head Toi Tangata (Brent Simcock), Chief Advisor to CEO

(Ana Su’a-Hawkins), and Group Head Regional Investment Fund (Wayne Vargis).

This ensures we have an efficient, effective and aligned leadership team in the Office, positioned to effectively influence, monitor and lift performance across the Group. Tuhiraki is responsible for implementing the SCI approved by Te Rūnanga and overseeing the day-to-day operations of the Office.

Ngāi Tahu Holdings Corporation overview

The benefits of the Ngāi Tahu Settlement are distributed to Ngāi Tahu whānau members, currently more than 78,000 strong, and their communities on the understanding that this obligation is perpetual, and that prudence is required to provide for future generations.

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

Ngāi Tahu Investments' portfolio includes cornerstone investments in Sanford and Fidelity Life, along with direct investments in Hilton Haulage, Rockit Apples, and Whale Watch Kaikoura.

Ngāi Tahu Holdings Corporation Board

Key board committees:

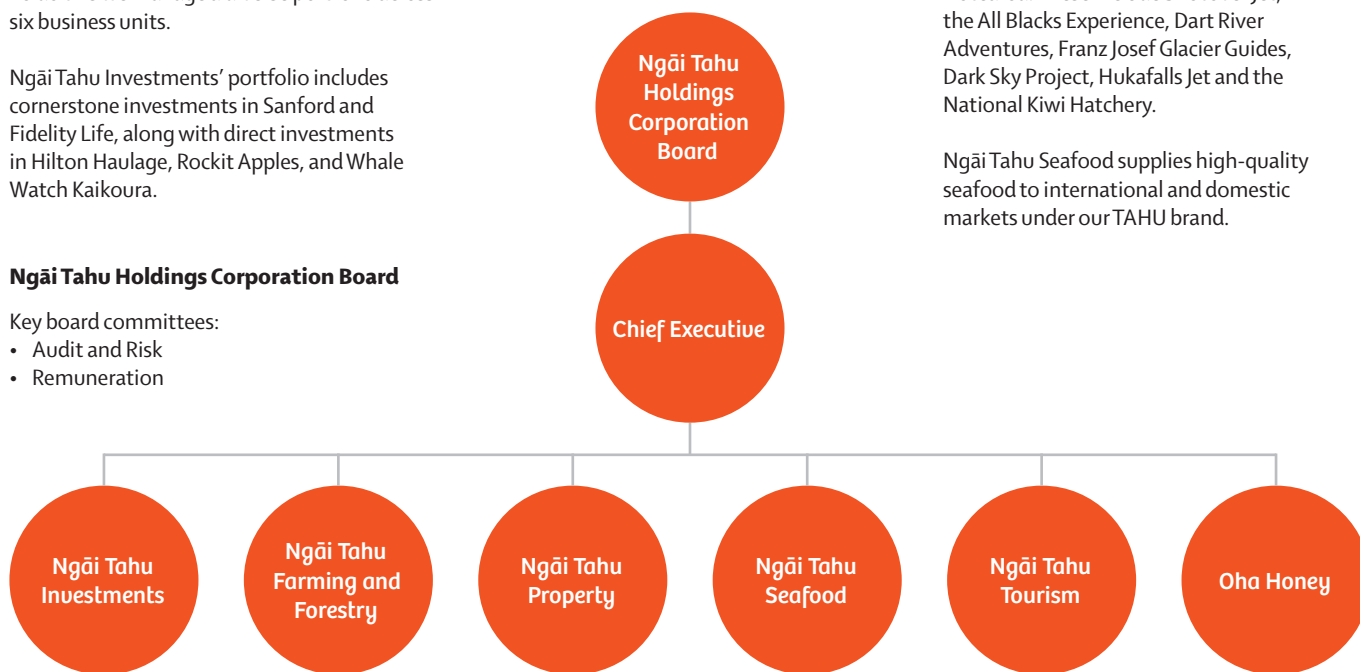
- Audit and Risk
- Remuneration

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

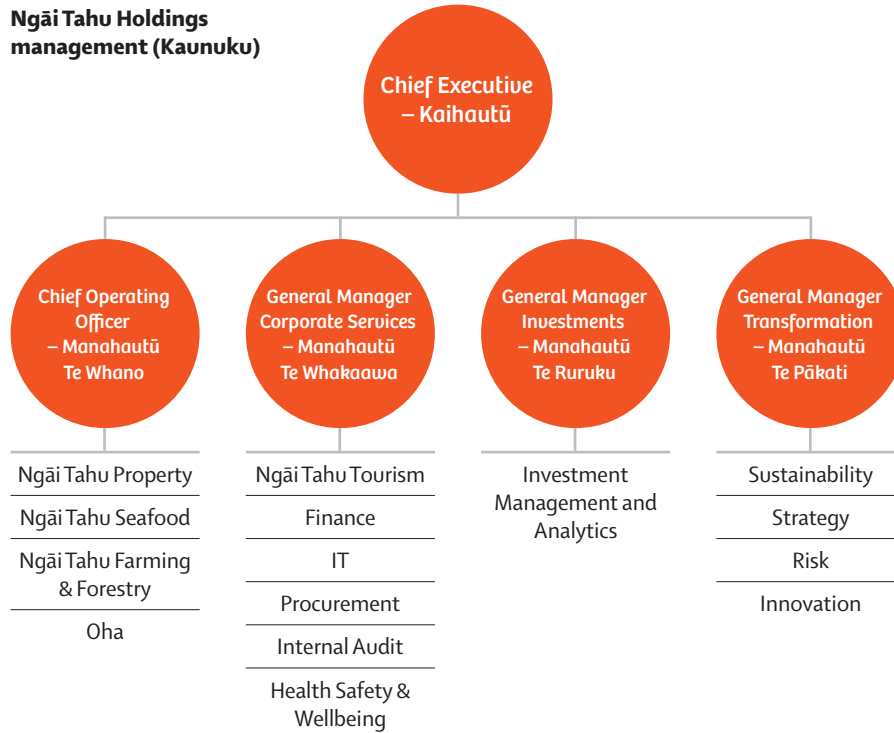
Ngāi Tahu Property develops residential subdivisions and commercial, retail, and industrial property, with current developments in Christchurch, Queenstown and Auckland. We also manage an investment portfolio made up of Crown, retail, and commercial tenants in Christchurch, Queenstown, and Dunedin.

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

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

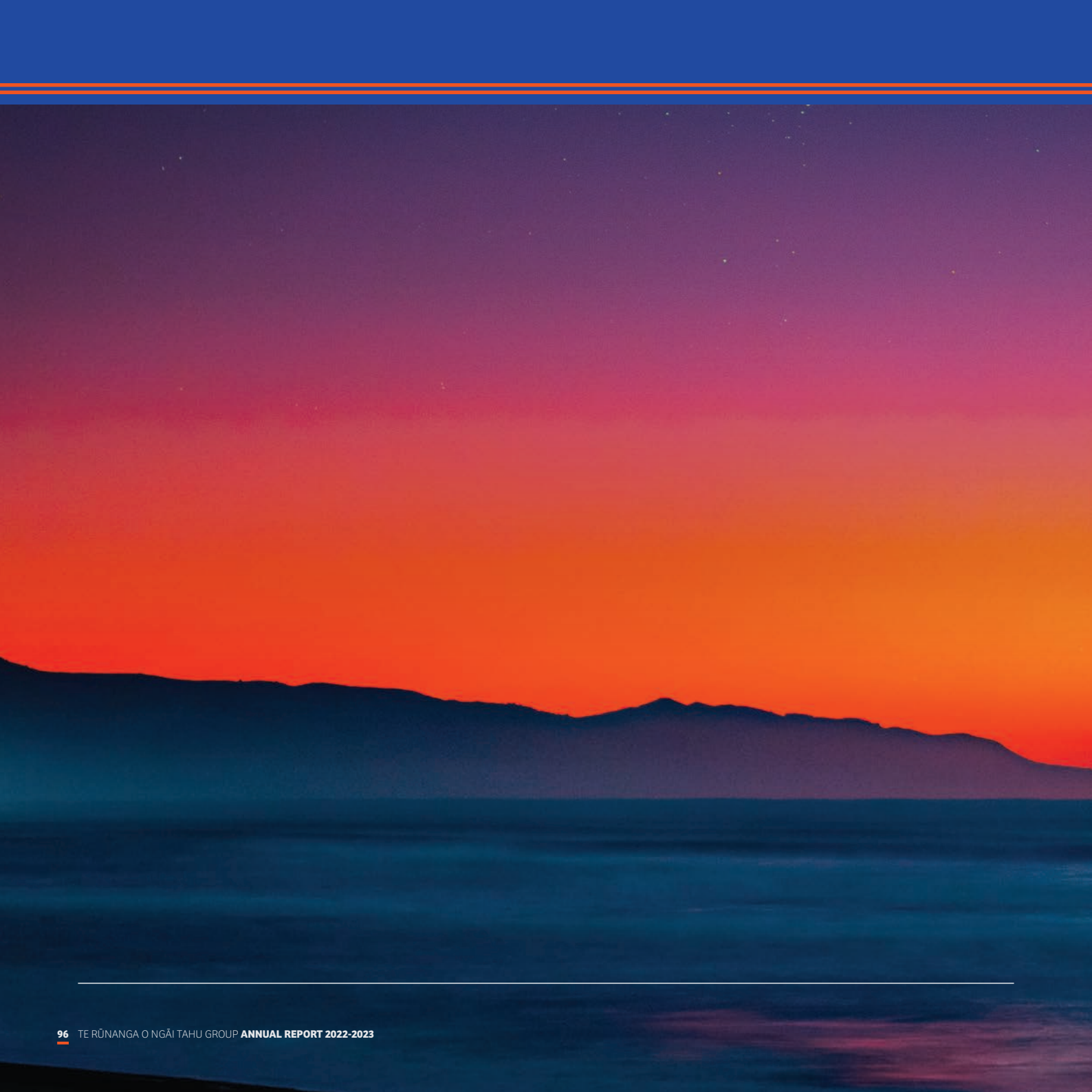


**Ngāi Tahu Holdings
management (Kaunuku)**



Our future success depends on our ability to identify those with talent and ensure they have opportunities to grow their skills, networks, and experiences as culturally capable, technically competent leaders

for Ngāi Tahu. The current board of directors form part of today's wider leadership group. Our selection process helps us weave together a mix of leaders who ensure our boards are strong, diverse, and capable.



About this report

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

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

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

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

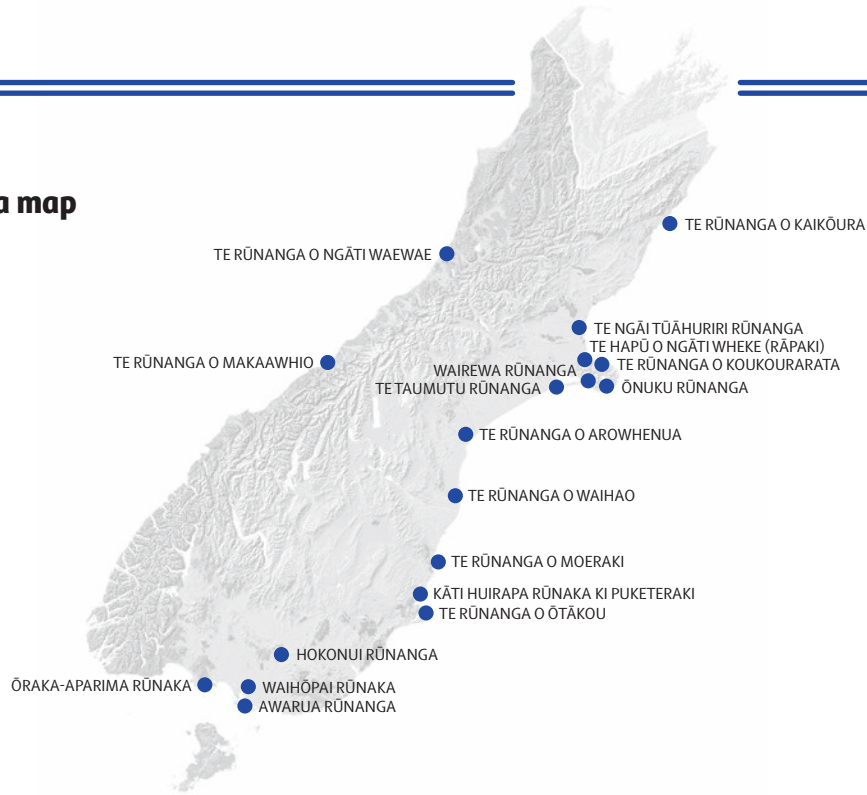
IR is a much more future-focused framework than the traditional 'year in review' approach. This is our third year on the journey of IR and includes a new climate change section, and improved performance measurement information.

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

Leithfield Beach near the Kowai River mouth. Photo Richie Mills

Te Rūnanga o Ngāi Tahu

Ngā Papatipu Rūnanga map



Rūnanga Representatives 2022-2023

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



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



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



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



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



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



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



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



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



HOKONUI
RŪNANGA
Representative
Terry Nicholas

Alternate Representative
Melissa Dennis



WAIHŌPAI
RŪNAKA
Representative
Odele Stehlin

Alternate Representative
Evelyn Cook



ŌRAKA-APARIMA
RŪNAKA
Representative
Rewi Davis

Alternate Representative
Tracey Wright-Tawha



AWARUA
RŪNANGA
Representative
Gail Thompson

Alternate Representative
Michael Stevens

WE ARE Ngāi Tahu

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

DATE: 24 November 2023 | TIME: 4.00pm

Arahura Marae, 33 Old Christchurch Road, Arapura, Awatuna, Hokitika

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



Published November 2023 in Ōtautahi Christchurch, Aotearoa New Zealand
