



 **Aukaha**

KIA KAHA, AUKAHA

Annual Report July 2019–June 2020

MIHI

Ko te auahi tērā e tārewa mai nei
He tohu takata, he ohu, he ihu oneone
Ko te waihotaka tērā mā tātou
Kia rere ai te auora
Kia tautoro te aumoana
Mā wai, mā te hua mokopuna, mā tātou
Kia aua tonu atu
Me he rauawa o te waka
Kia aukaha e

Kei kā haumī, ka mata e kite ana
Kā kaipupuri o te kupu o Tahu
Koutou e pari ihu ana kia eke tātou
Kā tika



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ABOUT AUKAHA

Aukaha has a long history, starting life as Kāi Tahu ki Otago Natural Resource Management Limited in the late 90s. In 2017, we changed our name to Aukaha (1997) Limited and are now known by many as Aukaha. Our name combines *kia kaha*, *au kaha* – unite, bind together – and reflects the range and breadth of our services and expertise.

Aukaha is a not-for-profit company owned by kā rūnaka.

Our owners are:

- Te Rūnanga o Waihao
- Te Rūnanga o Moeraki
- Kāti Huirapa Rūnaka ki Puketeraki
- Te Rūnanga o Ōtākou
- Hokonui Rūnanga

Our Governance Board has appointed members from each of our rūnaka owners, and our staff work across the regions our kā rūnaka reside in. Currently Aukaha staff work in three areas:

- Environmental and resource management
- Health, social services and trades training
- Cultural and economic development

Aukaha is committed to providing services that will help make ours a better place to be. This includes developing initiatives that link our communities together, enhance shared understanding and provide benefits for us all.



COVER PHOTO

The Rastus Burn, Kawarau. Photo by Maree Kleinlangevelsloo, Mana Taiao Acting Manager, Aukaha – 2020. The Rastus Burn – a stream high up on Kawarau (the Remarkables) – is one of the waterbodies that could be affected by the Queenstown Lakes District Council's earthworks rules. Aukaha staff went into Environment Court assisted mediation to try to ensure that earthworks next to waterbodies like the Rastus Burn don't adversely affect Kāi Tahu values.

TRIBUTE TO TAHU PŌTIKI



PHOTO CREDIT: GERARD O'BRIEN, OTAGO DAILY TIMES

Ki kā mate o te iwi

Haere, haere, haere atu rā

Ki tō tatou taoka o te mate

Tō tatou kāhū kōrako e rere ana ki te pae

Kua whakamāunūtia kā taumahataka

E rere, e rere

In reflecting on the past year, we return again and again to Tahu's leadership and his significant contribution to Aukaha. Tahu brought with him deep experience in organisational leadership, insight and vision derived from his years of involvement with the tribe. As Edward Ellison, Chair of Aukaha, comments:

“Tahu brought his natural abilities and capacity to take us forward, grow the way we wanted to, and expand our function. He leaves a huge gap in so many ways – he had strong strategic thinking and the range of initiatives he brought to Aukaha was considerable. He broadened our path and created new contexts for our work, he gave staff confidence to perform, he was a natural leader.”

At Aukaha we are proud to pay tribute to Tahu's vast contribution. His leadership inspires us and provides a legacy that continues to shape Aukaha. As Chief Executive since 2017, Tahu is fondly remembered by staff as being challenging, funny and supportive in expanding their scope and vision. Chris Rosenbrock, Manager of Aukaha's Health, Social Services and Trades Training team explains:

“Tahu trusted us as staff, he really did build self-leading teams. He helped me too, he helped me see something completely different in the trades training and social procurement spaces... he had good systems knowledge but also that unique blend of being really good with people – to connect.”

Tahu's ability to connect went beyond people to connecting whānau, communities and organisations. He was also strategic in positioning Aukaha as a partner alongside local councils, central government agencies and other social service providers. Maree Kleinlangevelsloo, Acting Manager of Aukaha's Mana Taiao team shared that this change sometimes happened quickly:

“In Queenstown, he opened that door for Aukaha. It was one meeting, he walked in and had this gift of helping them (Council) see our vision – this resulted in the partnership agreement.”

Tahu was not only about shared vision. Staff reflected on his deep cultural knowledge, which valued the integrity of mana whenua and recognised the power of this resource to influence and guide Aukaha's everyday work. This included developing a cultural values framework to guide new work, establishing mana whenua panels to provide direct input into work processes and forming partnership agreements with councils that create a mechanism to include Kāi Tahu concepts in new developments such as urban landscapes and capitalised work projects. As Maree highlights:

“To me this is his legacy, this values framework. It shows the depth of his understanding of cultural values, the tikaka of different places and landscapes, and his understanding of how specific these concepts are. These are not generalised Māori values, but localised to mana whenua. He really led that 'attention to detail' in our work.”

Tahu also did not go slow. Nicola Morand, Interim Chief Executive, explained that Tahu approached her in 2019 to help him build organisational systems. He had led Aukaha in exponential growth but appreciated that the foundation needed to be strengthened for Aukaha to remain fit for purpose. Not one to soften his words, he instructed Nicola to focus on diversifying income streams and raising performance and productivity across Aukaha. As Nicola reflects:

“Tahu left me with a huge challenge – our foundation had been sufficient for 20 years but was not built for the next 20. We needed to construct this – to steady the waka – for us to be ready to take the journey to the next phase.”

It is with great sadness that we acknowledge Tahu is not with us to

witness Aukaha’s journey into its next phase. His passion and vision, however, remain strong among staff and throughout Aukaha as an organisation.

Aukaha staff hold fantastic memories and stories of Tahu, with some in absolute awe of his ability to weave people, place and vision together. With this challenge in mind, and with great pleasure, we present to you Aukaha’s annual report as an acknowledgement of Tahu’s leadership and the great contribution he made to Aukaha.

*Kei kā uri o Tahu, āna tamariki,
Kei tōna whānau e mahue mai nei
Aukaha, kia kaha*



CHAIR'S REPORT, EDWARD ELLISON



PHOTO CREDIT: FARMERS WEEKLY

E rau raketira mā, e kā karakataka maha, e kā hākui, me kā hākoro tae atu ki kā tamariki, mokopuna, e rere ana kā mihi o te wā, tēnā koutou katoa. Ka huri, ka tika ki a rātou mā kua whetūrakitia, rātou o kā whānau me kā hapū kua wehe atu ki te pō, rātou e haere ana ki ruka i te ara whānui o Tāne, tē warewaretia rātou, ko Tahu Pōtiki tērā me kā tīni mate o ētahi hapū me kā whānau, haere, moe mai, okioki mai rā.

Nō reira, ka nui te koa o tōku kākau kia tukua tēnei ripoata mō Aukaha, i kā tau, kua pahure rā, kā mihi.

As Chair of the Governance Board for Aukaha, I am proud to welcome you to Aukaha's first published annual report, for the financial year 2019–2020.

Looking back at the past few years reminds us of how far we have come, and of the people that shaped the legacy we are privileged to work with. The heart of that legacy is Tahu Pōtiki. As the Board's first appointed Chief Executive, he lifted us as an organisation, led our rebranding and gave staff confidence to perform at their best. Many of the stories and initiatives you will read about in this report were born under Tahu's leadership.

Over the last nine months, we have been fortunate to have Nicola Morand as our Interim Chief Executive. Nic has kept a steady hand on our waka, embedding Tahu's work and strengthening the foundations of the organisation so it can realise his legacy. We are grateful for Nic's commitment and leadership, and look forward to her continued work with us as manager of the Cultural and Economic Development team. Thank you, Nic.

As an organisation, we are proud of the strength of our relationships with our partners and stakeholders. Over the last couple of years, Aukaha has managed huge growth over a wide range of areas – the arts, social services, employment, education, environment, consents and economic development. While the workload is high and shows no sign of slowing, Aukaha is well-positioned to respond as the region develops and new opportunities emerge. We are delighted that our audited accounts show we have diversified our income streams, demonstrating resilience in our business structure.

With a long legacy of voluntary operational involvement, Aukaha has been transitioning to a stronger and better resourced governance and business model. Our most recent work has seen the Board refine Aukaha's vision and mission. We are now developing strategic goals for the next few years and we look forward to sharing these with you over the following months. My warm gratitude goes to the Board – Terry, Jeanette, Gail and Phil – for their hard work over the last year. I would like to particularly acknowledge Te Rūnanga o Waihao and Hokonui Rūnanga as shareholders in Aukaha.

I would also like to thank Gail Tipa for her many years of service to the Board as she retires from her position in 2020. Gail was a key writer for the iwi resource management plan in 1995 that was the germination of KTKO (Aukaha's predecessor). She was involved with the formation of the company in 1997 and has been a director since then. Gail has brought great strategy and specialist knowledge to Aukaha and her idea of cultural impact assessments broke new ground.

The big driver for Aukaha is that it's not about us as an organisation. We are here to serve ngā papatipu rūnanga, to contribute to the revitalisation of ngā rūnanga and provide technical support alongside mana whenua in partnerships with institutions and organisations in the region. Aukaha has no decision-making power. This is deliberate – mana sits with ngā rūnanga.

My deepest thanks go to our rūnanga contact people, who coordinate rūnanga responses to resource consents and more recently provide cultural expertise in capital projects, often in their own time. Their work is critical to us, and they form a symbiosis with Aukaha's technical teams to ensure mana whenua have a strong voice at the decision table.

Responding to our people and building collective futures is one of our core aims – we have wonderful stories to share in this report of the work we are doing advocating for mana whenua through the consent process, creating jobs and training people with wraparound support, offering cultural services to improve systems and supporting people to lead where they want to go. When Covid hit, we had the teams and relationships in place to respond to needs and continue to seek new opportunities – this is a mark of the health of the organisation.

I would like to acknowledge and thank the staff of Aukaha. They are working strategically to innovate, to prioritise and shape the flow of work, and to strengthen the cultural approach to the way Aukaha does business. They are improving Aukaha's systems while dealing with a tsunami of demands. Personally, I am proud of how we've performed as a not-for-profit company and as people this year – ngā mihi kia koutou.

In closing, I would like to welcome our new Chief Executive Rachel Wesley to Aukaha. She offers her thoughts about the future of Aukaha in this document – and it is with these sentiments that I encourage you to read the many stories and achievements Aukaha has made. I am pleased to share with our shareholders, partners and stakeholders that Aukaha's successes do translate to a more resilient community, a better environment and healthier people.

Ngā mihi,

Edward Ellison – Chair, Aukaha (1997) Ltd

AUKAHA BOARD

Aukaha (1997) Limited is a not-for-profit company owned by kā rūnaka. Governance activities are performed by appointed representatives from each of our owners:



Juliette Stevenson – Te Rūnanga o Waihao

Juliette is of Ngāi Tahu descent and holds whakapapa to Waihao Marae. She is married to Jason and has two young sons, Thomas and George. Juliette is a registered nurse and has worked in community and psychiatric nursing roles since 2004. Over the last 10 years, Juliette has held management roles in the public, iwi and NGO sectors and has extended her education, obtaining a Postgraduate Diploma and a Bachelor in Business Management majoring in strategy. Juliette has a broad understanding of governance and has held various roles in community and iwi organisations over the last fifteen years. She has been the alternate representative for Waihao Rūnanga for Te Rūnanga o Ngāi Tahu since 2017 and enjoys supporting organisations to perform to the best of their capabilities.

Gail Tipa – Te Rūnanga o Moeraki

Gail (Ngāi Tahu) is part of the Tipa whānau from Moeraki. Like her sister, brother, nieces and nephews, Gail has lived all her life in Otago, mainly around the Taieri. Gail completed an undergraduate degree at the University of Otago and taught at schools in Dunedin and the Taieri before completing a Masters degree in Resource and Regional Planning. She then worked for the Electricity Corporation of New Zealand and the Southern Regional Health Authority. Gail began consultancy work in 1996, being involved with the Ngāi Tahu claim and other iwi resource management projects. For the last 19 years she has been self-employed, which has enabled her to work on projects with many of our papatipu rūnanga and with different iwi across the country. It also gave her time to complete a PhD at Otago in 2003 focusing on environmental co-management from an indigenous perspective. The focus of much of her work over the last few years has been developing new tools that enable Māori to have greater input to environmental processes. She has also enjoyed a number of governance roles.



Juliette Stevenson
Director



Gail Tipa
Director



Philip Broughton
Director



Edward Ellison
Chair/Director



Terry Nicholas
Director

Philip Broughton – Kāti Huirapa Rūnaka ki Puketeraki

Philip Broughton is of Ngāi Tahu and Kahungunu descent. He is married with three children and has seven grandchildren and is now semi-retired. Philip is a chartered accountant and was one of the consulting partners at Polson Higgs, where he developed strategic and business plans and conducted a Māori business mentoring programme. He provided business and accounting consultancy services to Māori for the Otago/Southland region.

Philip has extensive experience in board governance, particularly in the not-for-profit sector, and was actively involved in a number of professional, community and iwi organisations. He is a former board member of the Advertising Standards Complaints Board, Education NZ, the Todd Foundation, Ngāi Tahu Tourism and Kiwi Haka Ltd. Currently, he is Treasurer for Kāti Huirapa Rūnaka ki Puketeraki, a board member of New Zealand on Air and Chair of Animation Research – Ian Taylor's world-renowned computer animation sports programmes.

Edward Ellison – Te Rūnanga o Ōtākou

Edward Ellison (Ōtākou, Ngāi Tahu) is an Ōtākou farmer and kaumātua who played a key role as a Treaty negotiator in Ngāi Tahu's Treaty claim against the Crown. He is kaitiaki of ancestral land passed down from the prominent southern Māori chiefs Matenga Taiaroa and Karetai. Edward has a broad understanding of Ngāi Tahu's connection to the land, environment and resources of Te Waipounamu and has given Ngāi Tahu a voice on conservation issues since the early 1990s. Edward has an extensive history in governance. Edward was appointed to the Otago Conservation Board and then served on the New Zealand Conservation Authority until 2004. He served on the Queen Elizabeth II National Trust from 2006 to 2011 and has worked closely with southern regional authorities as a Regional Management Act advisor and more recently as a Commissioner. Previously, Edward also served on the South-East Marine Protection Forum and the Otago University Council. Currently he is Upoko for Ōtākou Rūnaka, Chair for the New Zealand Conservation Authority, Presiding Member for New Zealand Lotteries Oranga Marae Committee and Policy Committee Member for the Otago Regional Council. Edward was awarded the New Zealand Order of Merit (ONZM) for services to Māori and conservation in 2015.

Terry Nicholas – Hokonui Rūnanga

Terry has been actively involved in community work since 1989 and serves as an executive member of the rūnanga. Terry works for the Hokonui Rūnanga Health & Social Services Trust, is the treasurer of Hokonui Rūnanga Incorporated and has been the Hokonui Te Rūnanga o Ngāi Tahu representative since 1999. He also serves on the Audit and Risk Kōmiti and the Corporate Governance Kōmiti. Terry's focus is to ensure that the Hokonui Rūnanga can serve its members and the wider whānau and community by protecting and enhancing Hokonui's spiritual, cultural, organisational, educational and economic aspirations. Terry is married with two teenage children.

GAIL TIPA - FAREWELL

It is no easy feat to sum up the many years of service Gail Tipa has given to this organisation. Gail's involvement with Aukaha spans more than 30 years – she was a member of the working party that wrote the first business plan planting the seed for 'Kāi Tahu Natural Resource Management Ltd' in 1997. The organisation changed its name to Kāi Tahu Ki Otago Ltd in 1998, then evolved into Aukaha (1997) Ltd in 2018.

Apart from short periods when she worked as a contractor, Gail has been a director in Aukaha since 1997. With a professional and academic background in freshwater management and a strong passion for strategic governance, Gail has helped Aukaha to broaden its professional services as a mana whenua-led organisation. Following her retirement from the Board in August 2020, we acknowledge her significant contribution. Asked what she feels most proud about, Gail says it is the original 'fee for service' model, which continues today and has given Aukaha independence and autonomy. She explained that the model of practice at Aukaha's core upholds mana whenua roles, while offering technical support to both mana whenua and external organisations.

"I see so much expertise in our whānau and rūnaka. At Aukaha we help promote this expertise so it is recognised as valuable and useful – I want to see indigenous expertise recognised just like other fields of expertise but I also know it's a journey. We haven't got the model of practice completely right – we need to do more so that the work performed by rūnaka is resourced appropriately. As a mana whenua company, we have been working hard to strengthen this over the years."

Recently, Aukaha has focused on broadening and diversifying its income streams. It has attracted skilled staff to deliver on a wide range of professional services and projects in health, social services, education, economic development and environmental matters. Commenting on

how this approach has grown over the years, Gail says she is proud of Aukaha staff.

"I'm really proud of the staff we employ at Aukaha, who I consider are experts within their respective fields. Everybody does their bit – we have a holistic approach to our work."

Gail acknowledged Tahu Pōtiki's contribution in broadening Aukaha's services, and Nicola Morand's contribution in embedding discipline and professionalism across Aukaha's workstreams. Gail also paid tribute to Edward Ellison's leadership as Chair and identified her Board experience as a highlight of her time with Aukaha. She also recognised the significant work Edward has put into the organisation, naming this as a key reason she stayed at Aukaha for the past three decades.

Gail has a deep understanding of the opportunities and challenges that lie ahead. Aukaha's partnerships with various council entities are positive but do not always benefit all rūnaka equally – this is an area Gail would like to see more focus on in coming years. She also sees huge opportunities in the social procurement and trades training areas. She recognises the challenge for Aukaha to be responsive to mana whenua needs, while responding to competing demands from various councils on regional environmental and consent matters.

Looking ahead, Gail is keen to continue her research interests in freshwater management by being more active in the environmental space with rūnaka, specifically in projects in the Waitaki area. We wish her all the very best, and offer our deep gratitude to Gail for her contribution in helping Aukaha develop and grow over the years.

AUKAHA'S STRATEGY

Early in 2020, the Board strengthened Aukaha's vision by clearly stating it is the mandate of its shareholders – kā papatipu rūnaka and hapū – that enables Aukaha to "facilitate, advocate and champion" for its people

and place. The Board also reviewed its mission, values and objectives to capture "bold, brave and inspiring" statements to guide the organisation into the future.

Vision

We papatipu rūnaka and hapū achieve our aspirations and exercise our rakatirataka activated through the ability of Aukaha to facilitate, advocate and champion for its people and place.

Values

· Excellence and with integrity · Accountable
· Tikaka · Mutual respect · Innovation

Mission

Collectively as mana whenua we grow local self-determination, we provide pathways to better futures and we deliver excellence, advocacy, facilitation and expert advice in cultural, environmental and social kaupapa.

Objectives

· Relationships · Connectedness · Authenticity
· Resources · Protect and sustain · Partnership
· Valued · Communication · United as a team
· Growth

INTERIM CHIEF EXECUTIVE'S REPORT, NICOLA MORAND



*Ko Pukekura te mauka,
Ko Ōtākou te awa,
Ko Ōtākou te marae,
Ko Kāi tahu, Kāti mamoe me Waitaha kā iwi,
Ko Taiaroa rāua ko Parata ōku tupuna,
Ko Nicola Morand tōku ikoa
Nō Ōtākou ahau*

As I finish my role as Interim Chief Executive of Aukaha, it gives me great pleasure to present Aukaha's first published annual report.

Under the Project Aukaha banner, staff have set up processes to realise positive outcomes for our community and we have seen huge growth in the areas of health, social services and education. We have created cultural workshops, established a translation service and delivered cultural narratives for kura and other organisations across the region. Our art and integrated design services are contributing to major capital projects with the Dunedin City Council, University of Otago and the Hospital rebuild, as well as to capital and environmental projects in the Queenstown Lakes area. I am pleased that as an organisation we have developed and strengthened our values and strategic frameworks, processes and policies to guide our everyday work. This is more pressing than ever as we face new and difficult challenges such as in the Resource Management Act area where we will address 11 plan changes in the next few years – the workload on our horizon is unprecedented. I am proud of how Aukaha is preparing for these future challenges.

A big drive for the organisation in the last year has been to engage mana whenua representatives as experts. It is critical that they are valued in this role and recognised as a partner by the region's institutions and organisations. It is not acceptable for mana whenua representatives to be contacted out of obligation or with a transactional motivation – at Aukaha we want this relationship to be recognised as a partnership from the start and for indigenous knowledge to be recognised as holding equal and specific value.

A critical innovation for Aukaha in this area has been the establishment of mana whenua panels to provide cultural expertise for art and integrated design projects. The panel structure means Aukaha can act as a bridge or a conduit, facilitating a process for mana whenua to bring a cultural lens and expertise to various projects across the region.

Another innovation has been to forge stronger links between Aukaha's teams, so collectively we can build ecosystems of support that help people get into good employment, run their own businesses, be self-employed, start their own companies, take care of their wellbeing. While the Cultural and Economic Development and the Health, Social Services and Trades Training teams focus on people and community, the Mana Taiaro team pays attention to our environment, our land and water. Culturally, the interweaving of people, land and water ties us together as an organisation. Working in an interlinked way is complex but critical to our ability to provide opportunities and support for kā rūnaka.

We have also worked hard this year to strengthen the organisational structures and processes that will give Aukaha's teams a strong base and support to work from. Establishing the Business Support Services team has been a particular focus as we grow and expand our services as a professional organisation.

Another key achievement this past year has been to diversify our income streams and services. We have seen exponential growth in demand for our services and have successfully expanded the breadth of the services we offer and raised the profile of our technical and cultural expertise. In my short time in this role, I am really proud of this.

Like many organisations we've seen our share of challenges this year, but this has given us renewed focus, energy and confidence. Our teams are self-leading and purpose-driven. We are here because we love the mahi and have an opportunity to do things differently and better. We have so much to be thankful for from Tahu, who fuelled our desire to do better for our community – we now have to strive to maintain and sustain our relationships.

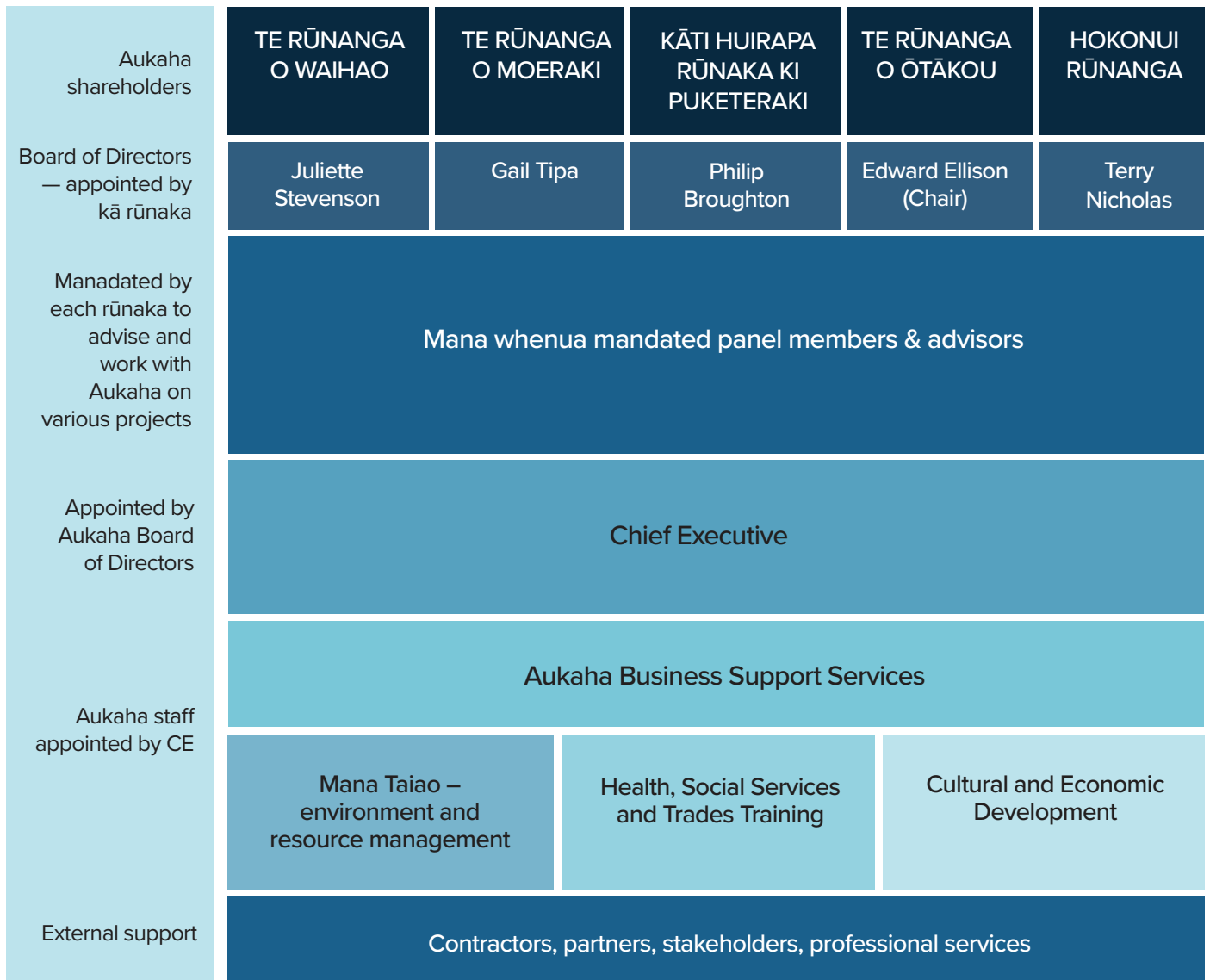
To the Aukaha staff and Board, my huge thanks for your support over this past year while I have held the Interim CE role. It has been a privilege to lead a team that is deeply committed to Aukaha's vision and what we can be. I know we are still paddling hard-out to cope with the workload but I also know we see so much value and potential in what we do. Kā mihi ki a koutou.

In closing, I would also like to thank my whānau and those dear to me for their support and encouragement to go with it and embrace the position I was entrusted with – and a special acknowledgement to Megan, who knows Tahu's vision intimately and holds us fast to that.

Kā mihi nui

Nicola Morand
Interim CE

ORGANISATIONAL OVERVIEW



MANA WHENUA EXPERTISE – RECOGNISING VALUE

Over the years, mana whenua representatives have generously gifted their time and expertise as volunteers in projects that benefit their community. At Aukaha, we believe that when we engage in professional services, mana whenua representatives should also be fairly compensated to recognise the value of indigenous expertise. This approach not only enhances our own whānau economy but also helps to ensure outcomes that benefit kā rūnaka are embedded in the work we do.

In 2019/2020 we were asked to provide cultural and historical expertise for a number of projects across the region. In doing so, we ensured that between 50 and 80% of the income was directly paid to our mana whenua experts to recognise their professional contribution to each project.

We also compensated mana whenua for their time and advice in relation to resource management and water consent work. This work involves a large amount of technical information and time commitment by mana whenua panel members, and we are truly grateful for their support and contribution.

Supporting mana whenua experts to be recognised, valued and compensated for their contribution to Aukaha’s work is an area we are committed to strengthening in the future.

Mandated mana whenua experts and advisors

Water panel – mandated by rūnaka

Te Rūnanga o Waihao — to be appointed

Te Rūnanga o Moeraki — Gail Tipa

Kāti Huirapa Rūnaka ki Puketeraki — Brendan Flack

Te Rūnanga o Ōtākou — Edward Ellison

Hokonui Rūnanga — Riki Parata

Resource management and consent panel – mandated by rūnaka

Te Rūnanga o Waihao — shared position

Te Rūnanga o Moeraki — David Higgins

Kāti Huirapa Rūnaka ki Puketeraki — Lyn Carter/John Youngson

Te Rūnanga o Ōtākou — Edward Ellison / Rachel Wesley

Hokonui Rūnanga — Riki Parata

General art and design panel – mandated by rūnaka

Paulette Tamati-Eliffe, Megan Pōtiki, Suzanne Ellison, Katharina Ruckstuhl

Rūnaka mandated representatives in specific projects

Paulette Tamati-Eliffe, Megan Pōtiki, Suzanne Ellison, Katharina Ruckstuhl, Matapura Ellison, Edward Ellison, Justine Camp, Rachel Wesley

Rūnaka mandated contractors in specific projects

Megan Pōtiki, Michael Stevens, Rauhina Scott-Fyfe, Roera Komene (A3K), Paulette Tamati-Eliffe, Komene Cassidy, Justine Camp, Simon Kaan, Areta Wilkinson, Ross Hemara, James York

OUR FUNDERS AND PARTNERS

A number of partners and funders support the work we do at Aukaha. Firstly we acknowledge the support and commitment of our shareholders, who enable us to do the work we do. Thank you for your continued support and help to realise our shared vision and mission.

- Te Rūnanga o Waihao
- Te Rūnanga o Moeraki
- Kāti Huirapa Rūnaka ki Puketeraki
- Te Rūnanga o Ōtākou
- Hokonui Rūnanga

We acknowledge our local councils, those who have engaged in formal partnerships with us and those who have committed to working closer with Aukaha. These relationships are vitally important to ensure that mana whenua have a real presence in the resource and environmental consent space and in urban design. Thank you to the many council staff who are committed to improving how we work together, now and in the future.

Organisations we have partnership agreements with

- Queenstown Lakes District Council
- Dunedin City Council
- Otago Regional Council

Organisations we work with

- Central Otago District Council
- Clutha District Council
- Environment Canterbury
- Waimate District Council
- Waitaki District Council

A key focus over the past year has been to realise Kāi Tahu's presence in our urban spaces. Funding from Ngāi Tahu Property, central government, local government and tertiary providers has helped to resource authentic engagement with mana whenua. We look forward to seeing 'our story' in the urban landscape across our regions.

- Ngāi Tahu Property
- Otago Polytechnic
- University of Otago
- Ministry of Health – New Hospital Build
- Dunedin City Council
- Queenstown Lakes District Council
- Otago Regional Council

We continue to work strategically with funders who support our grass-root community services, particularly in rural communities. Some of our funders have been on this journey with us for years, which means we have been able to grow and sustain community relationships and trust among the people we serve – thank you.

Some of our funders have also encouraged us to innovate and create unique responses to better serve our community. Thank you for your commitment to work together to achieve better social outcomes for all our communities.

- Southern District Health Board
- Te Pūtahitanga o Te Waipounamu
- Ministry of Social Development
- Te Puni Kōkiri
- Te Rūnanga o Ngāi Tahu

Thank you to the growing number of kura and the Ministry of Education for funding the development of our cultural narratives. This work takes commitment by us all – and results in school communities that are better connected to our Kāi Tahu stories of people and place.

- Ministry of Education
- Te Kura o Take Kārara
- Grants Braes School
- Andersons Bay School
- Clutha Valley School
- Arthur Street School

We also have built relationships across various industries so we can improve Māori and Pacific economies through our social procurement and trades training work. These relationships are about having a shared commitment to strengthen Māori economic resilience and to offer practical and real pathways to work and business ownership.

- Fulton Hogan
- Downer
- Naylor Love
- Ngāi Tahu Property
- Dunedin City Council
- Ministry of Health – New Hospital Build
- University of Otago

INTRODUCING OUR TEAMS

During the past year, we have undergone huge change at Aukaha. We thought it was timely to showcase our staff and share some of our work highlights. In this section, we profile each of our four teams and describe the services that staff offer.

Mana Taiao – Environment and Resource Management – supporting rūnaka aspirations in natural and urban environments.

Health, Social Services and Trades Training – supporting individuals and whānau to access primary health, Whānau Ora navigation, and realise training and employment opportunities.

Cultural and Economic Development – creating and delivering innovative solutions to help build and strengthen regional development to benefit Māori. A local expression of Ngāi Tahu's Haea Te Awa.

Business Support Services – supporting Aukaha's internal systems, with a focus on quality improvement and business development that embeds Kāi Tahu values, ensures compliance and drives best practices in our work.

MANA TAIAO – RESOURCE MANAGEMENT TEAM

Our purpose

The Mana Taiao team supports mana whenua to protect their values and achieve their aspirations in the natural environment and urban areas.

We do this by providing planning advice to mana whenua in their role as Treaty partner with councils and central government. City, district and regional councils have a statutory responsibility to engage with mana whenua on the development of plans, strategies and policies which set out how land and resources can be used.

Mana Taiao provides best practice planning and science advice to kā rūnaka to support their engagement with councils. We seek guidance from nominated rūnaka representatives to clarify the cultural outcomes being sought and what the existing plan may be failing to achieve. Our qualified planners then engage with councils to discuss and develop the relevant components of the plans.

Our work is complex and needs to take account of:

- the number of outcomes sought by rūnaka
- the technical complexity/political acceptability of addressing them
- the availability of rūnaka members to provide direction and review
- the capability and responsiveness of the council staff involved
- our team's workload and capacity to engage effectively and efficiently.

We also assist mana whenua when they are consulted on publicly notified and non-notified consents. We bridge this process, offering technical support and advice to uphold the kaitiaki role of kā rūnaka.

Our role in council plan reviews

Council plans control what you can do on your land, and how the environment is to be managed – it's vitally important they reflect mana whenua values. Resource consents are applied for under these plan rules, so getting them right helps protect mana whenua interests. Every ten years these plans are reviewed. Reviews involve a long, resource-intensive planning process, which Aukaha is involved in on behalf of kā rūnaka.

From the start of a plan until notification – when the draft plan is made public – often takes five years. Costs of involvement usually range from \$30,000 to \$100,000. All plans go to council hearings and many are appealed to the Environment Court, which can add more time and cost. Councils pay for Aukaha involvement in plan reviews up until they are notified. After that, kā rūnaka are 'on their own' and have to fund defence of the provisions through hearings and court appeals, where opposing parties may try to remove or weaken them. Staying in the process to the

end is essential to avoid ending up with rules that don't protect mana whenua interests in their takiwā.

Our role in resource consents

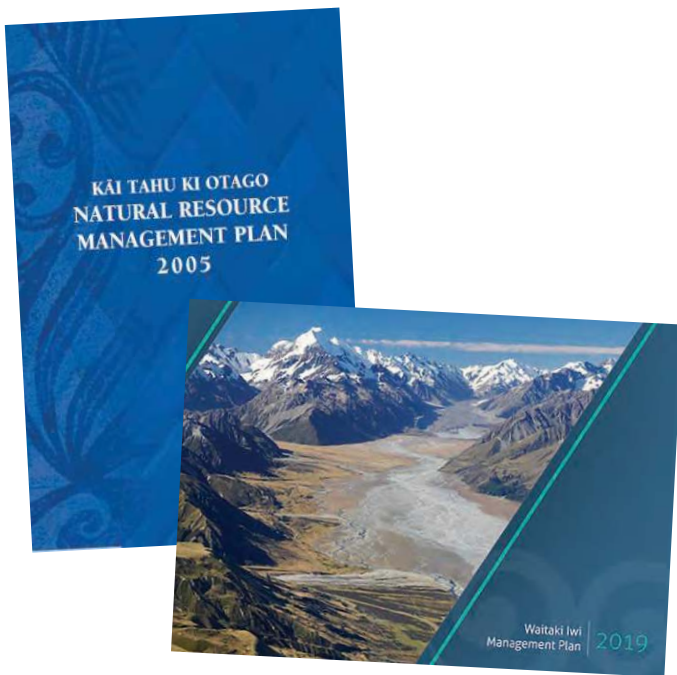
Resource consents where consultation with Kāi Tahu is either required or encouraged include (but are not limited to):

- applications for water takes and the relocation of water takes
- proposals that impact on coastal resources and landscapes
- proposals that impact on freshwater, including freshwater mahika kāi species
- proposals that impact on wāhi tūpuna/cultural landscapes.

Our work is guided by the Kāi Tahu ki Otago Natural Resource Management Plan 2005 and the Waitaki Iwi Management Plan 2019. These plans are based on the Kāi Tahu holistic philosophy of resource management. Each plan expresses Kāi Tahu values, knowledge and perspectives on natural resource and environmental management issues specific to each takiwā.

“ I see Aukaha as the conduit – we are NOT the cultural experts, we are not here to take the role of mana whenua. It's the opposite. We provide opportunity, protection and support for mana whenua to engage and lead change. For example, our Mana Taiao team offers scientific and planning advice – this is to support mana whenua to achieve their cultural aspirations, not to be the local voice. Mana whenua determine the cultural outcomes they are seeking across all of our areas of work. We are here to do the work.”

– Nicola Morand, Interim Chief Executive



How our work has changed

In the past, plan changes involved reviewing specific chapters in a plan, or developers trying to change parts of the plans to facilitate their proposals. However, the five councils in Otago are currently reviewing their district plans:

- Dunedin City Council
- Queenstown Lakes District Council
- Central Otago District Council
- Waitaki District Council
- Clutha District Council

While involvement in plan changes is long and resource intensive, the risks of not engaging are immense. Plans are often in place for 10 to 20 years, and they set out all the rules for how land, air, water, natural and physical resources are dealt with in a region. Having Mana Taiao at the table with the council when the rules are being written is the best way kā rūnaka can ensure that their environmental, cultural, social and economic aspirations are valued and upheld in their takiwā.

Our qualified planners help embed each rūnaka's aspirations and values into the plans' objectives, policies and rules specific to their rōhē. If the rules are right, this will avoid having to 'fight fires' through the consents process, and supports mana whenua to be strategic in their relationship with councils as a Treaty partner now and into the future.

The other major change in our work is in relation to the Otago Regional Council, which is undertaking a full review of its Regional Policy Statement and its Land and Water Plan. This will be followed by a review of the Coast plan which will set the outcomes and rules for the coast – a hugely significant piece of work for mana whenua.

We are also responding to hundreds of deemed permit applications. Many agricultural businesses in Otago use water permits called 'deemed permits' from the gold mining days. These will expire in 2021 so if the holders want to keep taking water, they need to apply to ORC for a new water permit (a type of resource consent) before the old one expires. Kāi Tahu can have a say on these and, for most, will recommend that more water is left in the rivers – for the first time in over a century.

Our funding

Aukaha has secured partnership agreements with:

- Dunedin City Council
- Queenstown Lakes District Council
- Otago Regional Council.

The partnership agreement funds Aukaha engagement in some council work and provides a set amount of resourcing each year. Engagement in large projects, or projects requiring additional resources, can be invoiced to council separately, by agreement.

We are in discussions about partnership funding with:

- Central Otago District Council
- Waitaki District Council
- Clutha District Council.

Costs incurred by Aukaha on the draft district plans up until notification are currently invoiced to each council. Costs incurred supporting mana whenua consultation on non-notified consents are invoiced to applicants. Moving forward, Aukaha is in the process of seeking funds to ensure rūnaka members who provide vital strategic direction are also reimbursed.

Our challenges

Once a plan is notified and the draft is made public, Aukaha faces the challenge of resourcing the costs associated with upholding the provisions in the plan.

It is essential that mana whenua are supported to maintain their position as an independent submitter on the council plan. This means council funding cannot be sought to cover the ongoing costs associated with writing submissions, attending hearings and engaging legal expertise. On rare occasions, Aukaha has sought support from Te Rūnanga o Ngāi Tahu for legal costs to support hearings or Environment Court mediation. As Maree Kleinlangevelsloo highlights, although the process is difficult, it can also foster better understandings between submitters and mana whenua.

“We noticed that the submitters who protested when they first saw the Wāhi Tūpuna maps are now speaking really respectfully – they are supportive of the concept, they are pronouncing Māori words correctly, so it's been a real raising of the profile of mana whenua values in the Queenstown Lakes district and of their stories. Not everyone is keen on the maps but they've come a long way. That's been really cool.”

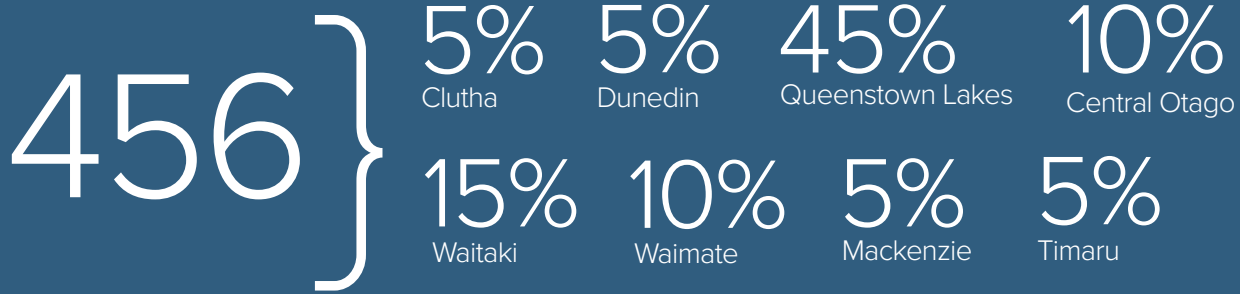
- Maree Kleinlangevelsloo, Acting Manager Mana Taiao



Edward Ellison and Commissioners at the QLDC Wāhi Tūpuna hearing – 2020. Cassino Doyle – photographer.

OUR HIGHLIGHTS

Total consents processed



Consent type

Developments

15%

- Building
- Subdivisions
- Naming approvals
- Archeological assessment/earthworks
- Re-zoning/notice of requirement

Land

30%

- Discharge
- Farming
- Commercial
- Mining
- Building
- Damming

Water

50%

- Discharge
- Gravel extractions
- Moorings
- Jetties
- Water takes
- Commercial
- Stream clearance
- Instream works
- Damming
- Agriculture

Air

5%

- Discharge

Billable work

60%

Yes

40%

No

Unbillable rūnaka support

- Blessings
- LINZ
- NZPAM – (petroleum and minerals)
- Site visits
- Attending/organising hui
- General enquiries
- Notified consents
- Submissions
- Hearings

Policy and planning

District plans and wāhi tūpuna mapping

- We have identified the most significant areas for mana whenua – wāhi tūpuna – in the DCC and draft QLDC district plans.
- We have listed the types of resource consents that could threaten mana whenua values in each area if granted.
- Mana whenua are consulted when these consents are applied for.

Papakāika provisions

- Papakāika provisions have been included in the DCC plan, which allows mana whenua to build on Māori land and land converted into general title in the former Native Reserves at a higher density than the general public can. These provisions were defended in Environment Court mediation in September 2020.

Spatial plan

- We have been engaging on the QLDC spatial plan, which will oversee where residential, industrial and commercial development is located over the next 30–50 years in the Queenstown Lakes area. This is a three way partnership between Kāi Tahu, central government and QLDC.
- Mana whenua have identified opportunities such as using the Blue-Green Network to enhance biodiversity outcomes and to reduce ecological fragmentation through the spatial plan.
- The spatial plan also identifies the social and physical infrastructure that will be required to support development.

Strategy development

With direction from rūnaka, we have engaged on the development of:

- Queenstown library strategy
- Queenstown community and cultural strategy
- QLDC and DCC 3 waters/infrastructure strategies
- QLDC climate change action plan.

Te Kura Taka Pini

Papatipu Rūnaka have identified the following strategic objectives in relation to water:

- a pathway to claw back primary allocation
- a future pathway to iwi allocation
- full review of the Otago Regional Plan: Water.

These objectives are articulated within the context of tribal principles and align with Te Kura Taka Pini programme, particularly:

- Kāi Tahu have rights, interests, obligations and responsibilities in the flow and quality of water in our takiwā.
- Kāi Tahu has ownership over freshwater and will continue to exercise tino rakatiratata in our takiwā.

Wai Māori

Deemed permits

Most deemed permits in Otago relating to freshwater management expire in 2021. The Mana Taiao team is busy preparing for the renewal of these permits. If the mana whenua voice is heard, the process could result in dramatic improvements for rivers in Otago and all the associated values they support.

Plan changes

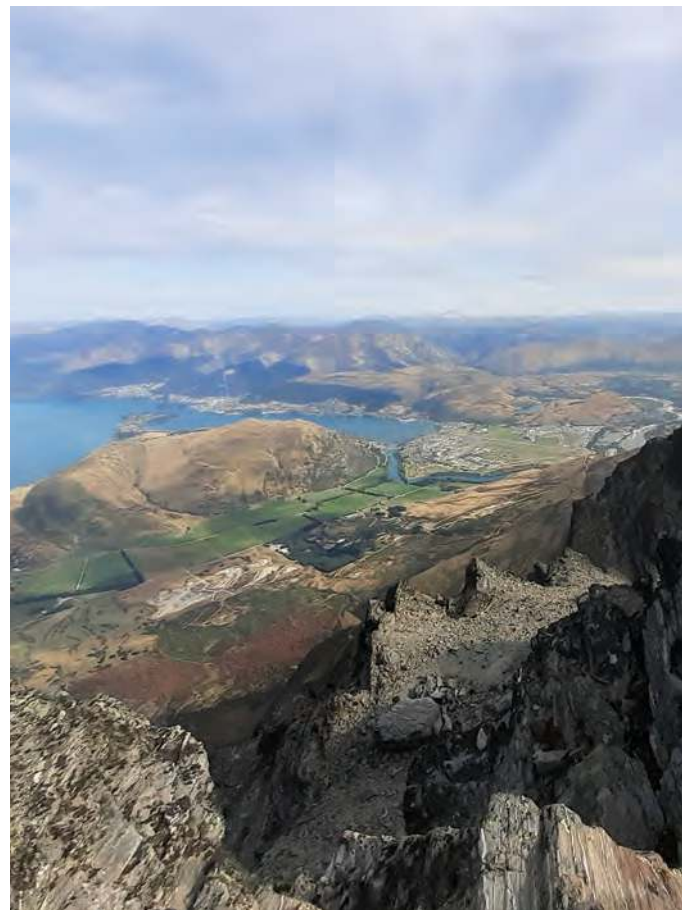
To inform the ORC's water plan reviews, Aukaha staff are supporting kā rūnaka to undertake cultural water flow preference studies and cultural water health index assessments in several catchments and to describe their vision for how Otago's waterways should be managed in future. This will help inform:

- a water permit plan change to process deemed permits
- an omnibus plan change that addresses elements of the current water plan

- a new land and water plan for the region
- ORC's Regional Policy Statement.

“It's the intersection of Mana Taiao's planning expertise and mana whenua's guidance and matauranga that we take to the council table – councils have been incredibly responsive and supportive of ensuring mana whenua values are upheld. We have seen incredible change over the past year and a real desire and openness to understand mana whenua aspirations and to include them in the process.”

– Maree Kleinlangevelsloo, Acting Manager Mana Taiao



Kawarau / Remarkables looking over Queenstown.
Photographer: Maree Kleinlangevelsloo.

Mana Taiao rūnaka representatives for policy work

Rūnaka policy representatives for the Mana Taiao team – mandated by rūnaka:

Te Rūnanga o Waihao — shared position

Moeraki Rūnanga — David Higgins/Gail Tipa

Kati Huirapa ki Puketeraki — Lyn Carter

Te Rūnanga o Ōtākou — Edward Ellison/Rachel Wesley

Hokonui Rūnanga — Riki Parata

Water panel mandated by rūnaka:

Te Rūnanga o Waihao — to be appointed

Moeraki Rūnanga — Gail Tipa

Kati Huirapa ki Puketeraki — Brendan Flack

Te Rūnanga o Ōtākou — Edward Ellison

Hokonui Rūnanga — Riki Parata

Mana Taiao team

In 2020, Aukaha farewelled Kathryn Gale, Courtney Guise and Cassino Doyle. Each contributed significantly to the Mana Taiao team and in their respective professional fields. Cassino also worked in the Cultural and

Economic Development team as a Senior Project Manager. We wish them all the best in their new careers and thank them for their significant contribution to Aukaha.



Mareee Kleinlangevelsloo
Acting Manager



Cassino Doyle
Senior Project Manager/
Planner



Kathryn Gale
Kairangahau Wai Māori –
Freshwater Researcher



Courtney Guise
Senior Planner



Sandra McIntyre
Principal Planner



Michael Bathgate
Senior Planner



Tania Richardson
Consents Officer



Yvonne Takau
Planner



Phoenix Hale
Consents Officer

FEATURE STORIES

Te Rūnanga o Waihao

Aukaha has been supporting Te Rūnanga o Waihao with the Oceania Dairy Factory consent application. Oceania is applying to expand their factory, which involves increasing the volume of treated wastewater discharged. The application also includes installing a 7km pipeline over land to transport treated wastewater, installing pipeline and three diffuser structures in the coastal marine area, and discharging the treated wastewater in the ocean.

Aukaha helped write a cultural impact assessment (CIA) on behalf of Te Rūnanga o Waihao, which outlines their significant concerns. Te Rūnanga o Waihao submitted on the application and sought for the application to be declined due to the significant adverse effect on cultural values. A hearing was held in July 2020, with planning representation from Aukaha and Aoraki Environmental Consultancy Ltd at the hearing to provide evidence in support of the submissions and CIA. In total 126 submissions were received, of which 117 submitters opposed the proposal. Despite this, in September 2020, it was announced that the consent was granted.

Hokonui Rūnanga

Aukaha is helping Hokonui Rūnanga complete a memorandum of understanding (MOU) with Alliance Group Ltd, which is applying to discharge treated wastewater and cooling water from the meatworks plant at Matura into the Matura River. This application also includes a range of other activities, including diverting water and using water from the Matura River at the plant.

Discussions have been going well. The MOU discussions are separate from the submission process. Hokonui Rūnanga submitted on the application and sought for the application to be declined in its current form. A hearing has yet to be scheduled.

Te Wera King — Upoko, Te Rūnanga o Waihao and Te Rūnanga o Arowhenua

One of the submissions on the Oceania Dairy Factory consent application was from Te Wera King — Upoko, Te Rūnanga o Waihao and Te Rūnanga o Arowhenua. In developing the submission, he drew on “the collective mātauranga (knowledge), experiences, beliefs and mana of Kāti Huirapa and Waihao and Arowhenua, who hold mana whenua and mana moana over the application area”.¹

As Te Wera King explained: “I helped with the cultural impact assessment and presented at the hearing along with representatives from Ngāi Tahu and Kylie Hall from Aoraki Environmental Consultants. I hope our cultural impact assessment was helpful — not only for Waihao but also for Arowhenua. In helping with the research, we also went back to the Waitangi Tribunal submissions and used evidence from around that time by kaumātua.”

The submission from Te Rūnanga o Waihao opposed the application due to the significant adverse effect on cultural values. It demonstrated that Oceania’s application is the latest in a long line of activity and practices that have damaged the mauri of the whenua and moana and led to a loss of mahinga kai:

“Nothing seems to have been learnt or changed from the Fisheries Claim and, like my tūpuna, I am still faced with trying to reduce pollution in the moana. Polluted waterways and coastal areas are not a legacy I want to pass on to future generations. It is our expectation that where there is environmental degradation, we all work hard to restore its mauri.”²

As noted earlier, Aukaha helped write the cultural impact assessment (CIA) on behalf of Te Rūnanga o Waihao, which outlined their significant concerns. Te Wera explained that the CIA drew on past evidence presented at Te Kerēme hearings by kaumātua including William Torepe, Kelly Davis, Rangi Te Maiharoa and Murray Bruce — a Pākehā settler — and evidence about Wainono lagoon. When asked if the CIA is helping foster respect for mana whenua expertise, Te Wera remains pragmatic:

“In the context of ‘Te Mana o Te Wai’ — I have to say, we’re starting to see some respect but it is still early days. On the positive side, Aukaha has the environmental expertise to help us develop CIAs and to support us in consent processes, but our challenge is making sure we keep our local knowledge strong as mana whenua.”

1. Evidence of Te Wera King for Te Rūnanga o Arowhenua, Te Rūnanga o Waihao and Te Rūnanga o Ngāi Tahu. 5 June 2020. 2. *ibid.*



Te Wera King

PHOTO CREDIT: NGĀI TAHU

Myra Tipa — Moeraki / Kāti Huirapa

Stretching back over many years, Myra Tipa’s association with rivers was built on enjoying time in and around them with her whānau. Over the past 20 years, Myra has monitored water flows in the Kakanui, Waianakarua, Waikouaiti and Taieri Rivers. More recently, Myra has also helped the Mana Taiao team at Aukaha to monitor water flows in the Manuherekia River just out of Alexandra.

“We used to live up in Alexandra and I like going back to where me and the kids used to go. Back then, in the day, the kids would do a lot of swimming, fishing — just going down to the river and chillaxing. The kids used to float down the Manuherekia on tubes but now it’s too shallow — you’d do more walking rather than floating.”

Myra’s deep knowledge of what the rivers were like ‘back in the day’ gives her an ability to observe and assess changes in water flows over time.

“Nowadays you’re tied down, people don’t go to these places. Nowadays people tend to stay home but we used to go on picnics — I can see these changes (in the river) because we’ve been going back.” Understanding these changes over time is important to Aukaha’s work in collating the cultural knowledge about streams and rivers across the region. Myra is also passionate about this mahi and has enjoyed working alongside other Kāti Tahu locals — such as the Driver whānau in Central Otago — and having the opportunity to visit different rivers with the Aukaha team, particularly with Gail Tipa and Kathryn Gale. In Myra’s words, the experience “has been an absolute joy!”



Manuherekia, photographer Myra Tipa

Cultural Flow Preference Studies

Cultural Flow Preference Studies (CFPS) are a tool by which whānau, hapū and iwi can identify their preferences for the flow they want to see in streams and rivers. Mana whenua assess how satisfied they are with the flows they observe, and whether the flows are sufficient from a kaitiaki and cultural perspective. CFPS were developed to enable mana whenua to inform freshwater management.

Brendan Flack — Kāti Huirapa Rūnaka ki Puketeraki water panel member

Mana whenua members on the water panel have had a busy year. They have reviewed consent applications, assessed water flows and helped inform cultural impact assessments alongside Aukaha staff. They provide the strategic direction for Aukaha staff to work on the water plan changes.

Mandated by Puketeraki, Brendan Flack attends meetings with Gail Tipa, Edward Ellison, Riki Parata and Aukaha staff from the Mana Taiao team. Topics can range from technical discussions about resource consent applications to submissions for upcoming hearings.

From Brendan's perspective, participating in the panel gives Puketeraki a watching brief over freshwater discussions and offers opportunities to learn and share local knowledge about water and water management.

"Water is everything. So our voice is within that great kaupapa about water and water management. Listening and understanding what these council processes are is important. Puke comes from a different place in terms of management of freshwater because of our area – but certainly it's useful for us to have a person who can listen and learn about these processes and contribute when useful."

Rule changes and a steady stream of often long-term consents to respond to mean work on water issues can feel relentless and frustrating. Respect for the past and long-term hopes to build healthy environments for the future help Brendan navigate the many demands on mana whenua.

"About 8–10 years ago we got a phone call saying we had just won an award for the Waikouaiti River. They said it's the third best little river in the country and we want to celebrate this with a pōwhiri at your marae. We were like – well, how come we are third best in the country? It turns out our river has less shite in it than it did 10 years ago! We thought, well, that's not a cause for a celebration – so sorry we're not having that pōwhiri.

From there we started up 'He Pātaka Waiora' – a project looking at the archives, at the stocktake done in the 1880s by HK Taiaoro where he identified mahinga kai sites and interviewed kaumātua and listed resources on those sites.

So our 200 year plan is based on returning the mauri to, not necessarily to where it was exactly in 1860, but we also don't want to celebrate our river based on the idea that it's got less crap in it compared with 10 years ago! We've got our baselines going way back – so we want our restoration to be informed by many centuries of knowledge and understanding."

Representing mana whenua views to councils and at hearings can be challenging, and Brendan reflected on the huge work recently undertaken by Edward and Aukaha staff. Along with formal engagement, for him it is also important to look after local waterways with practical, hands-on mahi and through relationships.



Brendan Flack

“It's like, you could let it eat you up – you know, once you understand what is going on in the freshwater space. In the past, when you are at these hearings, you look around and you're the only person who isn't getting paid. You could just spend your whole life on this kaupapa, you know. That's why here in Waikouaiti we just try to do what we can locally – we do our water monitoring on our awa, we plant heaps of trees, we maintain our relationships with our local landowners and we get our people enjoying the Waikouaiti river. It's not a big river and we've got a residual flow on it – we're still waiting for a minimum flow on it which started about 10 years ago though. Yes, you have to be patient!”

Left: Ohinepouwera (sand spit in the middle of the photo), and Te Taumata o Puaka (bottom left).

CULTURAL AND ECONOMIC DEVELOPMENT TEAM

Our purpose

The newest team in Aukaha, the Cultural and Economic Development team (CED) delivers innovative solutions to help build and strengthen mana whenua presence in regional development. CED combines the skills of Aukaha staff, who provide technical experience, and kā rūnaka representatives, who provide mana whenua expertise. The team is led by Nicola Morand and promotes rakatirataka aspirations by delivering on key projects across the region.

How we do our work

We work to build and strengthen systems that embed kā rūnaka's aspirations and uphold their role as mana whenua.

We challenge entities that seek tokenistic consultation and assist groups and communities to directly engage with mana whenua when appropriate. We encourage authentic engagement to foster healthier relationships.

Our services

Mana whenua panels – working alongside CED

CED has established mana whenua panels of mandated mana whenua experts. The panels provide formal consultation and cultural advice to sectors across the region. CED provides technical support and project assistance in this process.

For example in the Wakatipu, Queenstown Lakes District, a panel was nominated and appointed by rūnaka and managed by Aukaha to provide cultural expertise to Ngāi Tahu Property for Te Pā Tāhuna development. Aukaha also works with commercial clients who require cultural expertise from mana whenua through various processes.

We ensure the narrative and advice sought by partners, clients and stakeholders is authentic and mandated by our mana whenua experts. As Megan Pōtiki explains:

“ The mana whenua panels have been an important way to move forward after the loss of Tahu. We needed a platform to come together that has allowed us to grow in confidence and realise that we have the capability within us. We are stronger together like the lashings of a waka, like the name Aukaha.”

Cultural narratives in education

CED works with Kāi Tahu researchers who produce cultural narratives for schools and the Ministry of Education. The narratives help local education embed mana whenua history and cultural understandings.

Over this past year, Te Kura o Take Kārara (Wānaka), Clutha Valley, Grants Braes, Andersons Bay and Arthur Street schools have had narratives produced. We have also produced a significant narrative encompassing Moeraki, Puketeraki and Ōtākou to be used by schools in their takiwā. Special acknowledgement from Aukaha goes to Megan Pōtiki and Dr Michael Stevens for their work in this area.

Cultural values in regional development

Aukaha works with Kāi Tahu writers, artists and designers who produce cultural narratives specifically for the design process and built form. Requests are frequently sought by councils, architects and the commercial sector. Over the past year narratives and concept designs have been produced for:

- Ministry of Health – Dunedin Hospital Build
- Queenstown Lakes District Council – Wanaka Lakeside Development
- Ngāi Tahu Property – Te Pā Tāhuna
- Ministry of Education – Otago schools
- University of Otago – various capital projects.

Art and design strategy and framework for urban development

We help to maximise the opportunity to embed Kāi Tahu values in our urban landscapes through the physical representation of local cultural themes in new developments.

To achieve this, we established leadership groups of rūnaka representatives, Kāi Tahu artists and historians and together have developed a strategy and framework that capture mana whenua values to inform art and design projects. The strategy and values framework also helps Aukaha to better engage with city authorities, planners, architects and property developers when receiving their requests.

Over this past year, the panel has consulted on many projects including the Dunedin Hospital, Dunedin City Waterfront Development, the Dunedin Central City Plan and the University of Otago's capital developments. We are working on 14 'live' projects, with indications of more to come! Special acknowledgement from Aukaha goes to mana whenua panel members in supporting this work.



Art and design panel and architects – Dunedin Hospital Build

Cultural training and workshops

CED offers cultural training and workshops designed specifically for corporate clients and Treaty partners. We offer training from introductory level through to those wanting to develop a deeper understanding of mana whenua, Te Reo Māori and Te Ao Māori from historical and contemporary perspectives. Our workshops have a particular focus on the Otago takiwā and provide a valuable insight into the corporate structure of Te Rūnanga o Ngāi Tahu and how to engage appropriately with local rūnaka.

Māori business development

Te Ohu Aukaha has been developed to ensure that increased economic activity in the Otago region generates social value and outcomes for Māori. Our region is undergoing significant growth and development and we want to develop positive opportunities for businesses to be more inclusive in their supply chain practices.

CED facilitates the process for Māori and Pasifika-owned businesses and other businesses in our region who want to adopt the practice of supplier diversity for positive social outcomes.

It is our expectation that any company wanting to tender, partner or work with Kāi Tahu in our takiwā will be open to supplier diversity in their procurement practice.

CED has also developed a register of Māori and Pasifika businesses. We have more than 80 companies that are interested in social procurement. Most of the registered businesses are in Māori ownership or part-ownership, with the remaining businesses in Pacific ownership.

To help strengthen Te Ohu Aukaha, we have worked alongside other Ngāi Tahu entities, local government, tertiary education providers and with our Treaty partners in the Otago region. Our partners have a strong commitment to the delivery of enhanced social outcomes, including the facilitation of supplier/contractor diversity and trades training opportunities for Māori in a range of sectors. Our team also works closely with the Health, Social Services and Trades Training team in Aukaha as they deliver pastoral support in trades training – supporting Māori and Pacific people into employment and /or training.

Translations

Aukaha has qualified and experienced language specialists, who are available locally. They undertake translations to and from Te Reo Māori, and write original text. Our translations are provided in Māori orthographic convention or Kāi Tahu dialect. All translations are peer reviewed to maintain high quality standards.

CED has assisted with a wide range of translations from academic and historical text to government and organisational requirements, including signage and material for publishing. As mandated representatives of mana whenua, we facilitate the consultation process for the naming of buildings and landmarks accurately and appropriately.

Special acknowledgment from Aukaha goes to Paulette Tamati-Elliffe, Megan Pōtiki, Rauhina Scott-Fyfe and Komene Cassidy for their work in this area.

General art and design panel - mandated by rūnaka

Paulette Tamati-Elliffe, Megan Pōtiki, Suzanne Ellison, Katharina Ruckstuhl

Rūnaka mandated representatives in specific projects

Paulette Tamati-Elliffe, Megan Pōtiki, Suzanne Ellison, Katharina Ruckstuhl, Matapura Ellison, Edward Ellison, Justine Camp, Rachel Wesley, Terry Nicholas

Rūnaka mandated contractors in specific projects

Megan Pōtiki, Michael Stevens, Rauhina Scott-Fyfe, Roera Komene (A3K), Paulette Tamati-Elliffe, Komene Cassidy, Justine Camp, Simon Kaan, Areta Wilkinson, Ross Hemara, James York

Our Cultural and Economic Development team



Nicola Morand
General Manager, CED



Caron Ward
Project Lead



Libby Evans
Project Coordinator



Cassino Doyle
Senior Project Manager



Simon Kaan
Design Lead

FEATURE STORIES

Simon Kaan – Design Lead, Cultural and Economic Development team – Aukaha

Working alongside Aukaha's Cultural and Economic Development team, Simon Kaan is helping embed mana whenua values and aspirations in buildings and urban design around Otago. Simon's role as the Art and Design Lead is to uphold clear communication and to build and sustain relationships with mana whenua, clients, architects and designers. Simon explains how his role is an extension of his art practice.

"The model of engagement we use is a co-design process. It is a fairly new process – so Aukaha helps coordinate a mana whenua panel for each project and we then work with the architects, clients and designers. We are not just handing over our narratives – we are there to interpret these narratives into spaces and places using our values framework. So, step by step, mana whenua is present throughout the whole design process – right up until the end of final design and construction.

We are focused on having mana whenua physically seen in our places and in doing that we have developed a fairly robust kaupapa and framework to express our values. Each project starts with our four key values, which Tahu Pōtiki developed – mana, mauri, whakapapa and tapu – and then we develop a specific values framework. So each project embeds the whakapapa of that area and the kōrero that comes from that helps to inform our work and approach.

Early on, we assess each project and ask – what's the value in this for mana whenua? Do we pick it up? What is the whakapapa of the place? What is the mana in it? What's our relationship with these people? And if there isn't one – are they open to forming one? Using this analysis as part of our initial assessment helps us work out if we want to be invested in a project and everyone knows why.

The architects and the designers are often open to what we can embed into the design process because we provide whakapapa and meaning.

The acid test after these projects is if you can stand in front of the build and tell and share these stories. And that all aspects – the walls, the carpet, the ceiling, the exterior, the planting – it all makes sense as it tells the story of that place from a mana whenua perspective, rather than only from a Pākehā perspective. It's not about everyone owning the story but it's about being able to value the story of that place. It means a lot to us as Ngāi Tahu when we hear and see ourselves in spaces – as opposed to being invisible. I think there is a huge amount of power in this process.

The main challenge is keeping clear communication between mana whenua and the architects, design team and client. Aukaha is the conduit between these groups – and in my role I help manage the relationship process. This is a big focus for me – keeping clear communication and forming and building good relationships. Often we come into these relationships and we don't know each other and have to develop trust – the client needs to understand our capacity and vice versa, and then develop faith in us being able to deliver on time. It takes a while to negotiate that space with the design team but we find the best practice is to meet early in the project. If we are brought into a project too late, we are at risk of just window dressing and that's not the space where we want to be – we do not want to be tokenistic.

We are very busy at the moment on a number of projects across the region, so we want to develop succession plans based on a tuakana and teina model. Having projects where young ones or others can come through and learn a bit more about this process and develop skills is very much on our radar.

The process does trigger a lot of creativity as well – there are conceptual ideas we can embed that are reactionary or actionary into spaces. Art is about communication too. It is a creative process and it's about communicating and exploring new ideas and bringing old ideas into the new – into the now – and into the future. As an artist – this is what we do. It does feel on a personal level this role is an extension of my art practice – it's quite conceptual and I enjoy that aspect of art making, which helps keep me sane in this space."



Art and design panel and architects – Dunedin Hospital Build

Developing cultural narratives for kura – Te Kura o Take Kārara

In 2020 the cultural narrative for Te Kura o Take Kārara – a newly established school in Wānaka – was produced by Aukaha. A result of research led by Tahu and Megan Pōtiki, the narrative was well received by the school community. Tahu shared with the Establishment Board his knowledge of Wānaka and the wider Otago area within the context of Southern Māori history, the creation story, and Kāi Tahu's tribal narratives. Tahu's deep knowledge of local history assisted significantly in the choice of Te Kura o Take Kārara as the name for the school. The cultural narrative is now a vital part of the school community and local curriculum.

"It is such a privilege to be able to hold something so special as this school narrative – in everything we endeavour to do within our school's community and beyond. Already this 'cultural marker' as Tahu Pōtiki stated has encouraged other schools and community groups to talk with us about our journey of knowing more about our place and where our feet stand. The small part of the narrative that we have been able to share has brought to the surface so much more respect and understanding for this land our school sits on. With more details now, our teachers will look forward to continuing to uphold this beautiful narrative with our children and their whānau – and we will continue to learn and know more as this journey of partnership continues."

With much respect and appreciation,

Jodie Howard – Principal / Tumauaki – e Kura o Take Kārara – June 2020

Take Kārara is a historic name for a location that is very close to Te Kura o Take Kārara. Take Kārara was a kāika nohoaka, or settlement, at the southern end of Lake Wānaka and was described in 1879 by the Smith-Nairn Royal Commission of Inquiry into the Ngāi Tahu land claims as a kāika mahika kai, or food gathering site, where pora, mahetau, tuna (or eels) and weka were gathered.



OUR HIGHLIGHTS

Cultural narratives

5

school narratives published

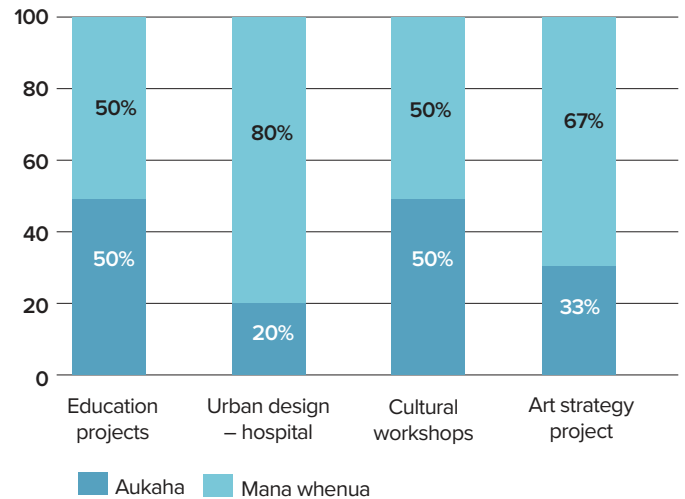
2

council and civic projects delivered

2

government narratives under development

Proportion of income attributed to mana whenua in cultural and historical projects – 2019/20



Māori business development

89

Māori and Pasifika businesses on database

67

of these are Kāi Tahu businesses

Cultural services delivered

10

translations

23

cultural workshops

15

Engagement & consultancy services on major contracts and capital projects

HEALTH, SOCIAL SERVICES AND TRADES TRAINING TEAM

Our services

Our health and social services offer practical and positive choices for individuals, whānau and communities. Our trades training service brokers educational and employment options for Māori and Pacific people looking for new opportunities.

Te Kākano Health Clinics

Te Kākano Health Clinics provide a full range of primary health care services for whānau across Otago. Lorna Scoon, Aukaha's nurse practitioner, provides free primary health care including prescriptions, referral to diagnostic services such as radiology and ultrasound, and prompt referral into secondary specialist services if required.

“ We are kaupapa based – and we practice whakawhānaukātaka in delivering health services. So at the clinic, there'll be a cup of tea, a social element where whānau can come in, gather and then meet Lorna in private to address any health issues they have... The majority of our patients are enrolled with their local PHO but they choose to access our service due to it being kaupapa Māori. The clinics are also free. We also work alongside a podiatrist who travels across the regions (with Lorna) and offers a free service.”

– Chris Rosenbrock, General Manager

Tumai Ora Whānau Service

Led by Whānau Ora navigator Maria Russell, this service supports rural whānau across East and North Otago and connects them with health and social services by supporting whānau to develop health and wellbeing plans and regularly checking in with them. When needed, they also refer whānau to other services.

Whānau Ora navigator Awhina Akurangi coordinates and facilitates activities and offers services to enable whānau to be more self-managing. She works with whānau across Dunedin, East Otago and North Otago.

Trades training – Te Ohu Aukaha

In collaboration with training providers and industry across the Otago region, this programme supports Māori and Pasifika people to develop a career in the construction sector. Our apprenticeship scheme – He Toki – offers a high level of pastoral support to trainees. Our Kaiwhakatere Paul Miller also works with Māori and Pasifika people, helping support them into employment.

Home Assessment and Repairs Programme

Partnering with Te Puni Kōkiri, Aukaha is helping to improve the quality of housing for Māori communities. Currently working in the East Otago region, Aukaha's role is to identify and complete home assessments with whānau who are connected with Puketeraki or are recommended through the Tumai Ora Whānau Service. The assessments look at how warm, safe and dry homes are and when they are complete Aukaha applies for funding to Te Puni Kōkiri to complete the necessary repairs. Whānau must meet certain criteria defined by Te Puni Kōkiri such as having a community services card and being the owner/occupier of the home or living in a whānau-owned house.

“The project aims to connect whānau who have housing repair needs, such as insulation and heating, with local builders and suppliers. Through this contract we are able to encourage contractors to offer paid work experience to people who are enrolled in our Te Ohu Aukaha programme – it is a ‘win-win’ situation.” – Chris Rosenbrock, General Manager

Our regional partners

At Aukaha we recognise that local providers are an essential bridge between the local rural Māori community and Aukaha's Health, Social Services and Trades Training team. We have worked hard to build and sustain partnerships with rural Māori providers over the years:

- Te Whare Koa in Ōamaru
- Kāti Huirapa Rūnaka ki Puketeraki in Karitāne
- Uruuruwhenua Health in Alexandra
- Tokomairiro Waioira in Milton

Our Health, Social Services and Trades Training team



Chris Rosenbrock
General Manager
Health, Social Services
and Trades Training team



Maria Russell
Kaiwhakatere Hauora
Tumai Ora Whānau
Services



Awhina Akurangi
Kaiwhakatere
Tumai Ora Whānau
Services



Paul Miller
Kaiwhakatere
Trades Training
– Te Ohu Aukaha



Lorna Scoon
Nurse Practitioner
Te Kākano Health Clinics

OUR HIGHLIGHTS

People who accessed Te Kāmano Health Clinics in the past year

556 attendees

42 whānau engaged in navigation services

Houses assessed

27 whānau houses assessed under Māori housing network

“In placing a Māori lens over our work, I am deeply thankful for the funders who have backed us. The recent funding shows there is more openness to working collaboratively.”

– Chris Rosenbrock, General Manager

“The Health, Social Services and Trades Training team is doing great work. They’re securing contracts and have over 60 people lined up to do holistic training and apprenticeships. I’m really pleased with what’s going on there for young Māori and Pasifika... it can make a real difference for our young people.”

– Edward Ellison, Chair of Aukaha

In 2020, Chris Rosenbrock, General Manager for the Health, Social Services and Trades Training team, celebrated 21 years in the organisation. While this is a milestone in itself, Chris shared some of the key achievements for his team over this past year.

One highlight is the innovative responses that the HSSTT team has

People who accessed trades training support

We are currently working with a cohort of **82 people seeking training and employment outcomes** out of this cohort, **45 are rakatahi**.

Since October 2019, we have supported **five rakatahi into apprenticeships and 12 into employment**.

Since January 2020, we have supported **15 Māori and Pasifika people into fulltime employment**, of which seven are employed as apprentices.

We supported 45 people into pre-trade programmes and established four trade-based cadetships.

Trades training figures

82 Māori and Pasifika people seeking apprenticeships

2 cadetships **38** into training

33 into employment

Our funding

• Southern District Health Board • Te Pūtahitanga o Te Waipounamu
• The Ministry of Social Development • Te Puni Kōkiri

established to support Māori and Pasifika people into employment and training. They have done this through offering access to diverse industries, offering education and employment options for clients to develop transferable skills, increasing employment choice for whānau, and encouraging industry to value and develop Māori and Pasifika leadership. As Chris explains:

“The team is really committed to Aukaha’s vision. The relationships we have with our local rural community organisations, our partners and other private businesses show there is real collaboration happening here... We have a BIG vision! We are trying to make Tahu’s vision come alive! I think of the young people we are supporting – many of them could become a ‘Tahu’ in the future – they just need that investment.”

The approach by the HSSTT team upholds a kaupapa-based service that puts people at the centre of healthy choices. They support individuals and whānau to make long term decisions about their futures by offering practical and positive choices. As Chris explains:

“People need jobs...people need to pay their bills. I understand the need for us to work at a system level, but we also need to respond to whānau now. Trades is still a viable pathway – that’s what we are trying to do – to extend opportunities. This isn’t only about responding to the construction industry – to me it’s also about building careers. We just want to put our Māori lens over it.”

FEATURE STORIES



Rawiri Lapham (left) and Tangi Russell

Tangi Russell – Hall Brothers

Tangi Russell – a born and bred local from Ōtākou with over 30 years experience in the construction industry – talked with Aukaha about what drives his passion and his hopes for the future. Big in stature and big in heart, he is focused on mentoring rakatahi in his role as a supervisor at Hall Brothers.

“I’ve been in the construction industry for 30 years – so it’s been a long time. I like just getting down and doing the work, you know. I grew up in industries like shearing so I’ve always been into that – manual, practical work, doing something useful with my hands.

I’m getting a wee bit older now and a wee bit wiser so my one aim is trying to pass knowledge on. That is why I’m getting into this role now, where I’m working with Paul from Aukaha and Department of Corrections as a new way of finding rangatahi who need support. Especially with the people from Corrections who are getting back into the mainstream – or they just drop into all the gaps. It’s pretty hard.

Mainly for me it’s about trusting that after 30 years in the industry you get to know what people are like – and after 50 years working where I’ve also worked in shearing sheds – you get a good understanding of what people are actually about.

I know what my purpose is and it’s doing this – it’s looking after these fellas. I run training for Hall Brothers – that’s about getting people back into work and helping them step up, helping them appreciate themselves, helping them gain a bit of mana in themselves. In that way we have a gift and responsibility to learn and understand about what these young kids and people are about.

I love this sort of work – being a mentor and supervisor, working in conjunction with Ōtākou marae. I’m tangata kaitiaki and I help run different projects helping get people back into the mainstream. Looking after people who need help.

“ So it’s up to us – people like me, like you, to teach these young ones and it’s worse now as we are into the second generation where they need to learn respect. You know, you could be the biggest man in the world – but be the smallest person. But as soon as you start teaching them and they start learning, they grow and grow into their own person.”

On the day we visited Tangi, the sun was shining, he had just shouted pizza for lunch for his work crew and there was a whole lot of laughter. Not a bad way to spend your day, for sure.

Rawiri Lapham – Hall Brothers

Having returned home from Wellington, Rawiri sought support from Aukaha to get back into regular work. Now working at Hall Brothers full-time, Rawiri shared how support from Aukaha has helped him.

“Paul just checks in with me – he comes out and checks I’m doing OK. He’s good, he’s good – any issues with work he helps me out – he’s also helped me out with a few other things too. In Wellington I never had that support, so it’s awesome to have that here. It’s made a huge difference to me, just asking for help. Being male, it’s hard, you know – but having someone always checking up on you and making sure things are going sweet – you know, it’s a huge bonus.”

Rawiri has a range of tickets and qualifications in the construction industry, having worked in the sector. But when he returned home from Wellington, he didn’t secure full-time work straight away. Working in the ports for a few months, Rawiri enjoyed the work but found the insecurity of irregular hours challenging.

“It’s important to have regular work – yeah, it keeps me busy. That’s the problem with the Ports, you know – it was like three days on and seven days off, and then a day on and then a day off – which doesn’t help with money. Because I’ve got my digger ticket and all of that, it made sense to go back to that industry – and the bonus is, I went to see Paul and he pushed me into this direction and so he helped make life way easier.”

Rawiri is also involved with his wider community through a youth group that he and his cousin help organise. Rawiri explains that the kaupapa of the youth group is pretty simple: “Just fun! It’s just fun – this year it’s aimed at 13-18 year olds but next year, we’ll open it up to 7 year olds to 18 year olds. I like it – something different – because my son is getting older now and he never got to do any of that stuff. That’s the whole reason why I’m involved – to get him out there – yeah, with all of his friends and to have something to do. I work as a volunteer with my cousin.”

Talking about Hall Brothers, Rawiri is quick to point out that it’s the morale of the team and the company’s commitment to look after its workers that makes a positive difference.

“The company is good – they look after you. When you need new gear, you give them a call and they kit you out with what you need. Some companies – you ask for it and three weeks later it turns up! I’m happy here at Hall Brothers for the time being. I want to stay in construction – if I’m ever going to climb the ladder, I would look at becoming an engineer or working with bigger machines. We’ve got a good crew here. Makes a difference, eh. You know, it’s all about the morale of the team – cause if you don’t get on well together, no one wants to work together.”



Rawiri Lapham

Richard Carmody – Business owner, employer and mentor, RP Carmody Construction Ltd

Employing Doug Tamatea as a full-time apprentice, Richard is helping mentor the next generation of Māori builders. Richard sought support from Aukaha to find a suitable apprentice and is keen to explore further business opportunities in the future. In Doug’s words, Richard is “awesome-as and a great teacher”. Richard owns RP Carmody Construction Limited.



Richard Carmody and Paul Miller from Aukaha catch up on the job

Doug Tamatea, apprentice carpenter with RP Carmody Construction

Doug Tamatea is an apprentice carpenter with RP Carmody Construction Ltd. Having spent years at KiwiRail and then painting, Doug is working hard now so he can become a registered builder. What he loves about building is a feeling of accomplishment:

“Just the sense of achievement, you know, like I’ve done something for the day – something with my life... You see the difference every day. You know what you’ve done and I enjoy it.”

With three young children, Doug and his partner worked hard to get him through his trades training at Otago Polytechnic last year – but it wasn’t easy.

“Yeah it’s hard but I just reckon building will take me further – more opportunities. I mean, it was a real struggle last year, you know. Doing Polytech, and with the kids and all that – and living on a student’s wage with three kids was really difficult – but you know we got through it, and now it’s feeling like it gets better and better from here on. Never a shortage of builders, eh!”

Despite recent challenges with Covid, the construction industry needs more tradespeople. This is particularly true in the South with a number of major capital projects, such as the new hospital build in Dunedin, on the horizon. As Doug explained, having support and encouragement from people like Aukaha’s Paul Miller is vital.



Doug Tamatea

“I met Paul when I was painting with a mate. At the time I wasn't really too happy, you know, it was just a job – just painting and it was about money, you know? And then Paul said, ‘So what do you want to do? Have you thought about building?’ And I had actually thought about it – I enjoy building, and the next thing you know he signed me up on the course at Polytechnic – and here I am! I plan to go as far as I can with building, whether that's opening my own business or partnership with Rich – whatever we get into. I want to eventually build my own house for my family – that's the goal!”

– Doug Tamatea, apprentice carpenter with RP Carmody Construction Ltd

Lorna Scoon – nurse practitioner

Lorna Scoon works part-time as a nurse practitioner for Aukaha. She can assess, diagnose, prescribe, perform advanced diagnostic investigations and refer patients to secondary healthcare. Lorna runs clinics across Otago servicing both urban and rural Māori communities. She also works closely with Aukaha's Tumai Ora navigators – Awhina Akurangi and Maria Russell – who encourage and support whānau to access Aukaha's clinics.

Working as a registered nurse since 'back in the day', Lorna graduated from the Greenlane School of Nursing in Auckland in 1988 and has completed her Masters Degree to become a nurse practitioner since joining Aukaha. She has enjoyed a varied career and worked in general practice in both urban and rural areas and in the Department of Corrections. Lorna shared a few highlights from this past year and what she most enjoys about her job.

“I have a lot of passion for my profession and it's all about the people – I just enjoy the people. I enjoy helping them with education, with their health literacy, helping them navigate their way through the systems because it can be quite daunting, and seeing people make progress with their long term conditions and getting some health gains! I also enjoy providing a service that's accessible. The short consult timeframe in general practice doesn't really give patients the time to be heard – the beauty of Aukaha's clinics is that they are not clinic-timed. So we can really help explore lots of things that might be an issue for patients and this helps with the social aspect as well.

A key learning for me is that people want to engage about their health but for a lot of people it's not at the forefront because there is so much happening in their lives that health gets pushed to the back. The social things, like issues around work, housing, relationships. Often that's why people might present later – they are busy with these other things – so it's important to me that I keep that in mind at all times.

Maria's done quite a lot of work in this area – supporting whānau days – it is very difficult to get men from rural communities to engage with health services unless it's an injury and then they turn up. We are trying to get more men to come. Many of them are in busy industries working, like the men in shearing. They are away working and come back late so it's hard to get that particular group engaged. I now run some evening clinics in Milton and Alexandra so we can cater for the shearing population and these have been more successful.

The people who attend my clinics are predominantly Māori, and mostly women and their children. They are just everyday people. Young women with their young children, rural men working hard, elderly people. Just people, you know – it's lovely – they are just doing their very best with what they have. I have a good laugh in the clinics and I have good relationships with most of the patients. Some of the older patients have been coming to see me over the past five years, so you get to really know people and their families and their stories, where they come from, and they know about me – so, yeah, it's really nice.”



Lorna Scoon

BUSINESS SUPPORT SERVICES TEAM

Our purpose

Started in late 2019, the Business Support Services team's role is to make sure Aukaha runs smoothly. With a capacity of three FTEs across four staff, the team has been busy building business systems that support Kāi Tahu values, ensure compliance and drive best practice. The team also oversees internal quality improvement processes, develops policy and contributes to sustaining a healthy organisational culture.

Our team

The Business Support Services team is Sue Barrett, Caron Ward, Maria Ellison and Libby Evans. The team works alongside professional advisors such as Accounting for Community, DeglitchIT and Polson Higgs. In 2020 Sue resigned to take up another role. We wish her the best in her endeavours and thank her for her contribution to Aukaha.

What we are working on

The Business Support Services team is reviewing the work performed by the three core teams to better understand Aukaha's overall picture. This is not an easy feat as each team has specific areas and expertise. The aim is to support innovation and development, and encourage cohesion between teams when it makes sense. As Libby explains –

“From a business perspective we are doing a lot! It can be quite scary with all of these new contracts coming on. We are building business systems that are fit for purpose so it's great to support Aukaha's work.”



The Business Support Services team, from left: Sue Barrett, Caron Ward, Maria Ellison, Libby Evans

The team have been working closely with the newly formed CED team, to engage mana whenua and offer support where appropriate. As Caron explains, “we want to support what Aukaha does and help make sure it is aligned with what mana whenua expects from us”. For example the team helped to document an art design strategy and policy across projects – this work is mana whenua led and endorsed, which supports project improvement over time.

Over the past six months, the team has successfully launched its Employee Assistance Programme, instigated an external financial and business review, delivered business improvement support across multiple work projects, streamlined processes around billable work and is now developing organisational policies in health and safety, employment and HR. As shared by Caron, although much of this work is ongoing, it is about ensuring Aukaha's business operations are resilient in the future.

“We're learning a lot. We've documented all of our project processes and now we are trying to go to the next level where we develop policies and procedures so that future projects can use what we've learned.”

LOOKING AHEAD

Aukaha's future looks very bright, with a number of projects and services continuing into the next year.

In Sept 2020, the Health, Social Services and Trades Training team was awarded a \$2 million contract from the Provincial Growth Fund to oversee 50 apprenticeships for Māori and Pasifika displaced workers. The HSSTT team is in an excellent position to deliver on this, having established relationships among the construction industry and a proven ability to support Māori and Pasifika people into employment and training. The team's focus will be to support Māori and Pasifika people into apprenticeships in small and medium-sized businesses in South Otago, Dunedin and Central Otago.

Other major projects on the horizon include a large amount of resource consent work with a heavy focus on water consents and council plan

reviews for the Mana Taiao team and kā rūnaka mandated panel members. Project management across multiple art and design projects will also continue for the Cultural and Economic Development team and kā rūnaka panel members. A key focus for this team over the next year will be to strengthen its social procurement agreements so that the economic value of Māori and Pasifika businesses is better recognised.

Aukaha is proud of its financial position over the past year (ending 31 March 2020), which shows a modest surplus. We are indeed looking ahead with renewed energy – and we are excited that we can create new and valuable opportunities for our communities. Finally, we welcome Rachel Wesley, Aukaha's new CE, and look forward to embedding her vision for the organisation.

WELCOME TO OUR NEW CE

RACHEL WESLEY



Rachel Wesley took on the Chief Executive role in early August 2020. Well known in her local community, Rachel brings with her a wide range of contacts, broad professional experiences and, most importantly, a strong passion to see kā hapū and kā rūnaka's dreams for Kāi Tahu and Māori kātoa be realised.

Here she shares her aspirations for Aukaha over the next six to 12 months. What drives her are the opportunities for Aukaha to develop and her excitement in taking on a challenge to make a real difference.

"From here within Aukaha, we are in a unique position in working on behalf of mana whenua. It's easier to make changes from the base of having support behind you, rather than trying to make ripples in a large organisation by yourself. Aukaha is uniquely positioned in that it has the collective support of rūnaka, the people and all of the history and whakapapa of our place. I'm extremely excited for Aukaha's potential for growth and also excited to take on the challenge personally – to be able to contribute to Aukaha's shared vision."

Rachel is also focused on strengthening Aukaha so it can contribute more holistically to kā rūnaka through the many services it now offers. "My decision to come here was based on believing in what Aukaha does – this kaupapa is really close to my heart. I can see Aukaha being quite the powerhouse and I'm excited for what it can achieve for mana whenua and for Māori in terms of achieving equity in health, education and in our environment – but that we achieve these aspirations according to our values and our tikanga.

Over the next six months, I'm keen to focus on increasing Aukaha's visibility among the wider population among Otago. I also want to develop relationships with cultural heritage managers across Otago – this is a

gap we currently have in Aukaha and yet these roles manage a lot of our material culture, our stories. I want to strengthen this part."

In her kōrero, Rachel acknowledges the many people who have supported her and in particular Tahu Pōtiki. The responsibility to hold on to Tahu's vision for Aukaha is at the forefront of Rachel's mind as she reflects on her role leading this organisation:

"It can feel overwhelming because Tahu's vision was so big! And he was also the perfect person to carry it out. It feels like I've got very big footprints to fill, literally! But I also feel like it's quite a special opportunity to carry on what Tahu started. To see it through, to its next stage. So yes I'm a little bit overwhelmed – but mostly excited."

Having spent her childhood being involved in hapū activities and attending rūnaka hui at Ōtākou, Aukaha is an extension of Rachel's life's work in service to mana whenua. She brings with her sound systems knowledge and strong contacts, which she believes will help her champion what Aukaha can offer mana whenua.

“ I see Aukaha as a vehicle to help offer more opportunities for our disconnected rakatahi to connect directly with mana whenua. I think about some of our young people who are not so well connected – we can help bridge this through some of the services we offer. I want to explore how we can expose rakatahi to various kaupapa we do – like helping out on field work – so when they do take on leadership roles, it's not like being thrown in the deep end but part of a system we've built into our organisation that fosters this. In the past I have supported interns, and the value you get from interns and cadets and the knowledge and experience they get out of the experience – it is definitely worth it!”

With previous roles as Kaiwhakamāherehere – Senior Policy Manager (Māori) in the Dunedin City Council and before that as Curator Māori at the Otago Museum, Rachel's commitment to hard work is plain to see. As she explains, her life isn't neatly split into personal and professional spaces – "My whole life is a vocation!"

Rachel is also enrolled in a PhD through the Archaeology Programme at the University of Otago, analysing different understandings of ecological 'knowledge' used to interpret resource use by southern Māori in the past. Rachel aims to develop a more holistic approach to archaeological interpretation that centres on traditional knowledge.

FINANCIALS

Aukaha (1997) Limited. For the year ended 30 June 2020.

SHAREHOLDERS

Te Rūnanga o Waihao
Te Rūnanga o Moeraki
Kāti Huirapa Rūnaka ki Puketeraki
Te Rūnanga o Ōtākou
Hokonui Rūnanga

DIRECTORS

Juliette Stevenson
Gail Tipa
Philip Broughton
Edward Ellison
Terry Nicholas

INTERIM CHIEF EXECUTIVE

Nicola Morand

AUDITOR

Vision Chartered Accountants Limited, Dunedin

ACCOUNTANT

Accounting for Community Limited, Dunedin

REGISTERED OFFICE

Level 1, 258 Stuart Street,
Dunedin 9016, New Zealand



Ōtākou Jetty

SUMMARY STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 30 June 2020 (NZD 000's)

Revenue	2020	2019
Revenue from providing goods or services	2,768	1,609
Interest, dividends and other investment revenue	11	14
Other revenue	103	99
Total revenue	2,882	1,723

Expenses	2020	2019
Volunteer and employee-related costs	1,373	849
Costs related to providing goods and services	914	722
Other expenses	115	97
Total expenses	2,402	1,668

Surplus/(deficit) for the year	480	55
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SUMMARY STATEMENT OF FINANCIAL POSITION

As at 30 June 2020 (NZD 000's)

Assets	30 Jun 2020	30 Jun 2019
Current assets		
Bank accounts and cash	1,246	634
Debtors and prepayments	540	390
Inventory	-	1
Total current assets	1,786	1,025
Non-current assets		
Property, plant and equipment	105	63
Total non-current assets	105	63
Total assets	1,891	1,088

Liabilities	30 Jun 2020	30 Jun 2019
Current liabilities		
Creditors and accrued expenses	523	259
Employee costs payable	167	95
Unused donations and grants with conditions	-	45
Other current liabilities	40	9
Total current liabilities	730	408
Total liabilities	730	408
Total assets less total liabilities (net assets)	1,161	681

Accumulated funds	30 Jun 2020	30 Jun 2019
Accumulated surpluses or (deficits)	1,161	681
Total accumulated funds	1,161	681

SUMMARY STATEMENT OF CASH FLOWS

For the year ended 30 June 2020 (NZD 000's)

Cash flows from operating activities	2020	2019
Receipts from providing goods or services	2,764	1,491
Interest, dividends and other investment receipts	13	13
Other revenue	102	98
GST	54	(19)
Payments to suppliers and employees	(2,279)	(1,624)
Total cash flows from operating activities	655	(39)

Cash flows from investing and financing activities	2020	2019
Payments to acquire property, plant and equipment	(79)	(39)
Cash flows from other investing and financial activities	30	
Total cash flows from investing and financial activities	(43)	(39)
Net increase/(decrease) in cash	612	(78)

Bank accounts and cash	2020	2019
Opening cash	634	712
Closing cash	1,246	634
Net change in cash for period	612	(78)

Notes to the summary financial statements

For the year ended 30 June 2020

These are the summary financial statements for Aukaha (1997) Limited for the year ended 30 June 2020. The specific disclosures included in these summary financial statements has been extracted from the full annual performance report dated 2 November 2020. The full annual performance report was approved by the Directors on 2 November 2020 and have been prepared in accordance with Tier 3 Public Benefit Entity (PBE) Financial Reporting Standards as issued by the New Zealand External Reporting Board (XRB).

An unqualified audit opinion has been received on the full financial statements for the year ended 30 June 2020. A copy of the full financial statements for the year ended 30 June 2020 may be obtained by contacting the Company on 03 477 0071 or emailing accounts@aukaha.co.nz. The full report can also be downloaded from the charity register at register.charities.govt.nz. This summary report cannot be expected to provide as complete an understanding as provided by the full financial statements of the Company.

This summary financial report has been examined by our auditor for consistency with the full financial statements. An unqualified audit opinion has been received. These summary financial statements were approved by the Directors on 2 November 2020.

Basis of Preparation

Aukaha (1997) Limited has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) on the basis that it does not have public accountability and has total annual expenses equal to or less than \$2,000,000 in the past two financial periods. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future. These are summary financial statements of Aukaha (1997) Limited and comply with PBE FRS 43 Summary Financial Statements. The presentation currency is New Zealand dollars, rounded to the nearest thousand.

Specific accounting policies

All specific accounting policies have been applied on the same bases as those used in the full financial statements for the Company.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Income Tax

Aukaha (1997) Limited is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the Members of Aukaha (1997) Limited



Opinion

We have audited the summary financial statements of the Aukaha (1997) Limited, which comprises the summary financial performance and cash flows for the year ended 30 June 2020, the summary statement of financial position as at 30 June 2020, and the summary notes, which have been derived from the audited financial statements for the year ended 30 June 2020.

In our opinion, the accompanying summary financial statements, on pages 30 to 32, are consistent, in all material respects, with the audited performance report, in accordance with PBE FRS 43: Summary Financial Statements issue by the New Zealand Accounting Standards Board.

Summary performance report

The summary financial statements do not contain all the disclosures required by the Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) issued by the New Zealand Accounting Standards Board. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report.

The audited financial statements and our report thereon

We expressed an unqualified audit opinion on the audited financial statements in our report dated 2 November 2020.

Directors responsibilities for the summary financial statements

The Directors are responsible for the preparation of the summary financial statements in accordance with PBE FRS 43: Summary Financial Statements.

Auditor's responsibilities

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with ISA (NZ) 810 (Revised): Engagements to Report on Summary Financial Statements.

Other than in our capacity as auditor, we have no relationship or interest in the entity.

Restriction of Distribution or Use

This report is made solely to the Company's members, as a body. Our audit work has been undertaken so that we might state to the Company's members those matters which we are required to state to them in an auditor's report, and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company's members, as a body, for our audit work, for this report or for the opinions we have formed.

Vision Chartered Accountants

Vision Chartered Accountants Limited

Chartered Accountants

Dunedin

2 November 2020





Aukaha (1997) Limited

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