



Aukaha

KIA KAHA, AUKAHA

Annual Report July 2020-June 2021



MIHI

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



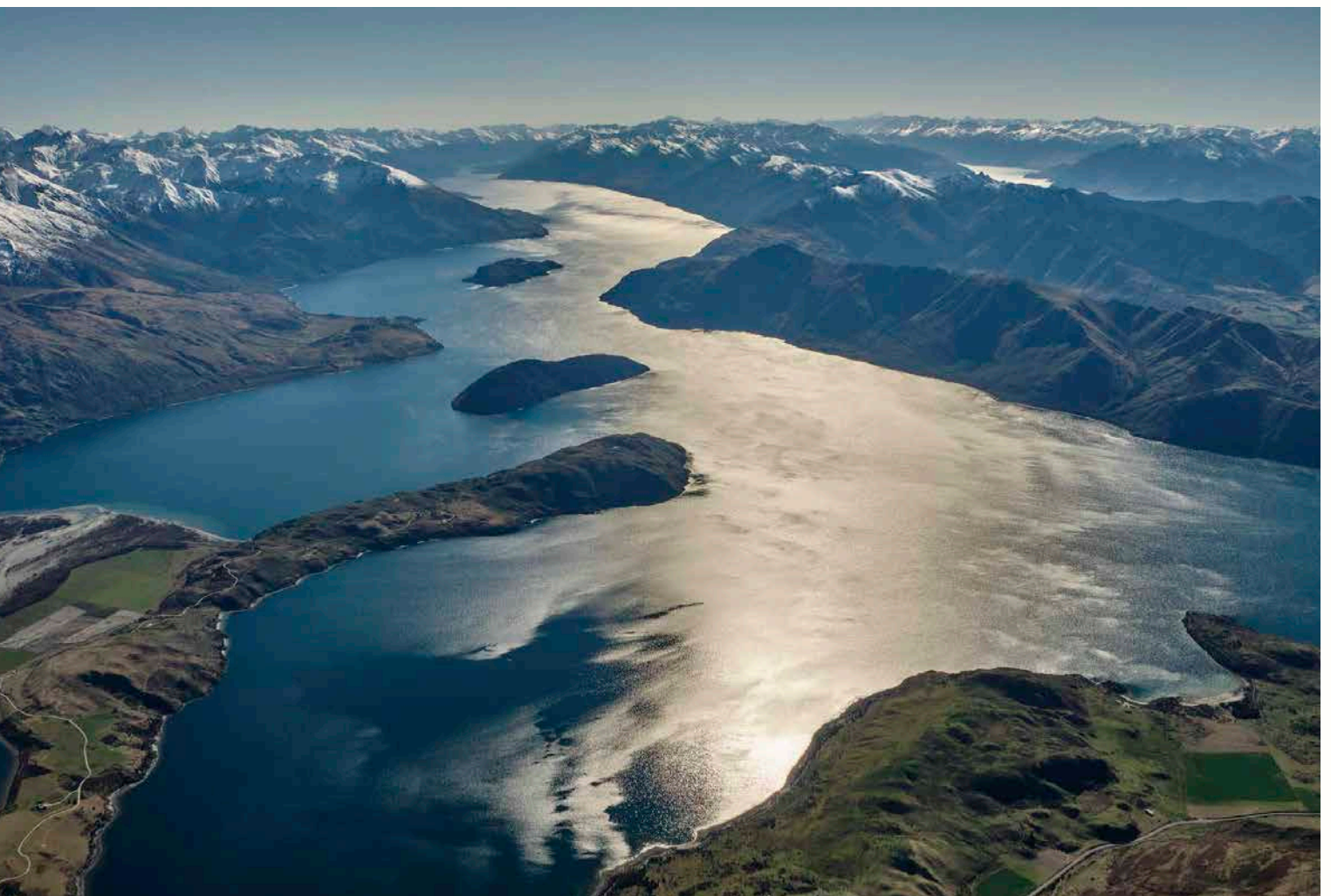
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LAKE WĀNAKA, CENTRAL OTAGO

COVER IMAGE



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 one independent director, 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.

CHAIR REPORT

EDWARD ELLISON

E rau rakatira mā, e kā karakatakamaha, e kā hakoro, me kā hakui tae atu ki kā tamariki mokopuna, tēnākoutou, e rere ana kā mihi o te wā ki a koutou katoa e noho ana ki tēnā ki tērā, huri noa o te motu. Ka huri, ka tika ki a rātou mā e te huka wairua, o rātou kua wheturakitia, i te tau, marama me te wiki nei, haere moe mai okioki mai ra, kati. Ka tu te kaupapa nei, he ripoata na te tiamana o te poari o Aukaha e pana te tau kua pahuri ra, ki kā piki me kā heke, a, me tuku atu kā mihi ki te huka rika wera, mai Aukaha tae atu ki kā runaka, kā mihi mauriora.

It is my pleasure to provide the chairs report to the Aukaha AGM. This past year was anticipated to be a challenging one following on the heels of the covid-19 pandemic outbreak. Instead, business for Aukaha continued unabated across all business units.

Aukaha staff and our communities were fortunate to safely navigate the year while a global pandemic raged, the threat is far from over as the virus mutates and will require a team effort of 5 million to keep everyone safe.

The Aukaha operation is in a niche, its services in high demand and the resulting expansion in the business brings with it the pressures of rapid growth. Requiring the need to learn, readjust, retool and move forward positively, building on a culture of resilience and confidence.

I wish to acknowledge the positive leadership and influence our Chief Executive Rachel Wesley, who commenced her role in August 2020. Rachel has continued the good work of her predecessors, and strengthened the organisational culture and internal collaboration, updating systems, processes and developing greater connectivity and communication with our shareholders and members.

To all contractors, whānau participants and staff of Te Mana Taiao, Health & Social Services, Culture and Economic Development and Business Support, on behalf of the board, thank you all for your mahi and service to Aukaha.

To our shareholders, kā Rūnaka and respective whānau, rūnaka staff and 'contact' people, another busy year as we seek to collaborate with you on a wide range of kaupapa including providing advocacy, facilitation and expert advice in cultural, environmental, economic and social kaupapa.

The Board have refreshed the Aukaha vision, mission and organisational values and adopted a Board Best Practice manual. The Board are currently reviewing the organisational goals and strategy to ensure they are fit for and aligned to the purpose of the organisation, that objectives are clear and working with management to ensure appropriate risk management and compliance policies are in place and working.

However, for Aukaha to achieve its 'purpose', requires a strong and genuine connection with kā Papatipu Rūnaka. In January the Board decided Aukaha should prioritise work and focus to better achieve alignment with kā Rūnaka and whānau. This is an organisational shift being led out by management, through hui, workshops on marae and projects in the regions.

In May this year the Board held a meeting in Christchurch to look at the initiative Dr Eru Prendergast is running, 'Tokona Te Raki', a future skills strategy that works with partners to attract Māori into training opportunities on a pathway to high skilled jobs. A useful experience and food for thought for our own Aukaha regional apprenticeship scheme.

The governments legislative reform programme in RMA, 3-waters, local government is anticipated to ramp up mahi by approximately 50% for the Mana Taiao team, this is on top of strong demand across the region from many entities for manawhenua engagement/input/mahi.

Demand for services across the Aukaha business framework is strong, the cultural narrative field is constrained by a scarcity of skilled writers with mātauranga, ensuring the manawhenua story is authentic and visible a primary objective.

For Aukaha the development of a strategy to clearly navigate the way forward and identify areas of consolidation, growth and opportunity is a priority for the Board, and that aligns with the shareholder aspirations and levels of mandate.

The Board has undergone some personnel renewal during the year, in July last year, Dr Gail Tipa resigned from her role as the Te Rūnanga o Moeraki nominated director on Aukaha, Gail was an inaugural director of Aukaha (KTKO Ltd) in 1997, and a key member of the teams that produced the iwi resource management plans for Otago (1995 and 2005) which underpinned



the mahi of Aukaha (KTKO Ltd), Gail was also a long-term 'contact person' for Moeraki and key thinker on the Board, initiator of cultural impact assessments. Thank you very much Gail for the mahi on Aukaha.

Mr Trevor McGlinchey, became the director for Moeraki in December last year and brings a wealth of management experience and knowledge of the social sector. Trevor is currently the GM of the Oranga unit at Te Rūnanga o Ngāi Tahu, nau mai haere mai Trevor.

In June this year we welcomed as an independent director Ms Loretta Lovell, of Ngāti Kahungunu and Whakatohea. Loretta brings over 20 years' experience as a practicing solicitor and company director, with a background in corporate governance and resource management. Loretta has advised and acted as a director for multiple Māori entities providing investment, financial, health/ mental health and legal advice to Boards and Māori shareholder entities. Loretta is also on the board of Taumata Arowai, nau mai haere mai Loretta.

Also, to enhance succession and rūnaka representation in governance and Board processes, we invited shareholding Rūnaka to appoint an 'alternate' director to Aukaha Board (permitted by the constitution). We look forward to your responses to the request / offer for alternate directors.

A fully active Board will best serve the interests of the shareholders, provide good direction to management and ensure the strategy is in place to take Aukaha forward for the next 10 years plus.

I am pleased to report that our financial performance for the 2020-2021 year resulted in a profit of \$285,383

Ngā mihi,

Edward Ellison - Chair, Aukaha (1997) Ltd



Photo Credit: Otago Daily Times

AUKAHA BOARD

Aukaha (1997) Limited is a non-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.



Trevor McGlinchey
Te Rūnanga o Moeraki

Trevor chaired the NGO Advisory Group to the Minister of Social Development under the previous National Government. He was appointed by the current Minister of Social Development to the Welfare Expert Advisory Group which wrote the Whakamana Tangata report on restoring dignity to the social welfare system. He is currently a Ministerial appointment to Mātanga Māori a group charged with developing advice values system to underpin a rewrite of the Social Security Act.

His employment history has included being an Executive Director of a range kaupapa Māori community trusts and companies including a successful Private Training Establishment. He has worked in the education sector as an Area Manager for the Tertiary Education Commission and was the Executive Officer for the social activism and advocacy organisation NZ Council of Christian Social Services. He is currently employed as a General Manager, Oranga by Te Rūnanga o Ngāi Tahu.



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.



Lorretta Lovell
Independent Director

Nau māi haere māi
Ko Takitimu te waka
Ko Mohaka te awa
Ko Taihoa te Marae
He tamahine ahau no nga iwi o
Rongowahine, Ngati Pahauwera,
Ngati Kahungunu me Whakatohea
Ko Lorretta Lovell toku ingoa

E whakahonore ana ahau ki te hono
ki tēnei poari me te tautoko i a Kai
Tāhu rūnaka i a rātau hiahiatanga
mō to rātau whanau

Loretta Lovell is a Lawyer, Independent Environmental Commissioner and Professional Director. For over 20 years she has specialised in commercial, energy, and resource management law. She has advised and also sat on the boards of several Iwi Māori and community organisations, helping them with their social and economic aspirations. In addition to her role as Independent Director on Aukaha she holds Governance positions on Crown entities and is a member of a number of advisory panels to public sector agencies.

CHIEF EXECUTIVE REPORT

Rachel Wesley



AUKAHA 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.

Mission

Aukaha provides pathways to better futures and deliver excellence, advocacy, facilitation, and expert advice and cultural, environmental, and social kaupapa to support manawhenuataka

Vision

Papatupu Rūnaka ki Aukaha and Hāpū achieve their aspirations and exercise their rakatirataka activated through the ability of Aukaha to facilitate, advocate and champion for their people and rohe

Kāi Tahu values and interests are recognised and protected

Aukaha is known for timeliness and relevance of outputs

Aukaha is a go to organisation for all parties

Values

Rakatirataka

We act with integrity, responsibility, and authority; reflective of the mana whenua of the takiwā in which we work

Whānaukataka

We are inclusive of Rūnaka, whānau, each other, stakeholders, partners and clients.

Manaakitaka

We work to build the capacity of ourselves and of our Rūnaka, whānau, and hapū. We are supportive of our partners, clients, and stakeholders.

Kōtahitaka

We work together both between Aukaha’s pou and board; and with Rūnaka, whānau, partners, stakeholders, and clients to maximise our collective strengths and achieve hapū aspirations

Mohiotaka

We are responsive and communicative, and actively value and work to increase the knowledge system within which we work

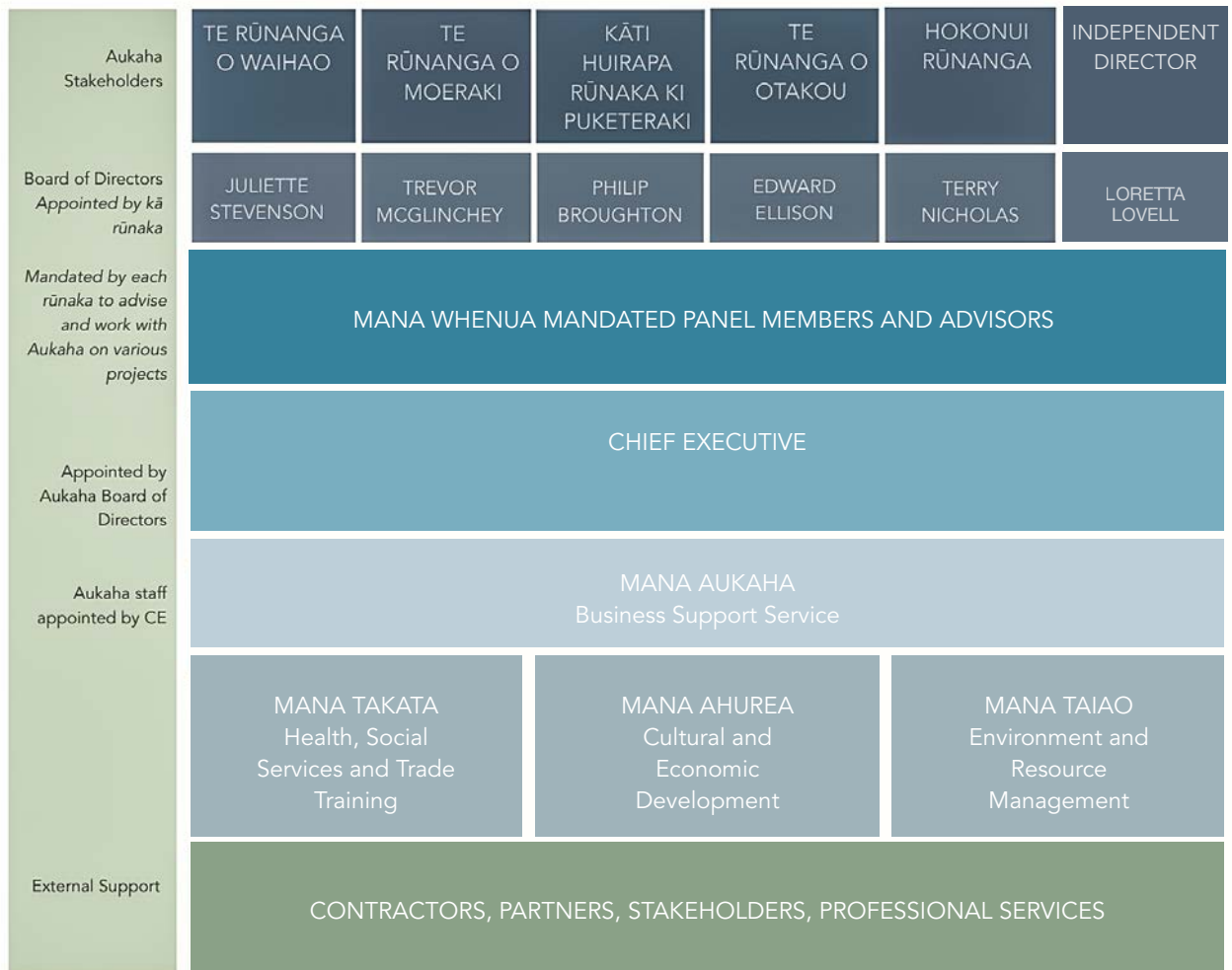
Auahataka

We are innovative in our work, finding new ways to test our thinking, develop new ideas, generating new knowledge, and ways of working

Tautiakitaka

we operate with prudence and well regard to the wider implications of our actions within the financial, social, cultural, and environmental contexts

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 2020/2021 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

General Art and Design Panel Mandated by Rūnaka

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

Rūnaka Mandated Representatives in Specific Projects

Paulette Tamati-Eliffe, Megan Pōtiki, Suzanne Ellison, Katharina Ruckstuhl, Matapura Ellison, Edward Ellison, Justine Camp, Amber Bridgman, David Higgins, John Broughton, Terry Nicholas, Michelle Taiaroa

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, Keri Whaiteri, Kitty Brown, Kirsten Parkinson, Winnie Matahaere

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
Donna Matahaere-Atariki / Edward Ellison

Hokonui Rūnanga
Riki Parata / Darren Rewi

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 Work With

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

- 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
- Ministry of Business, Innovation and Employment

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
- Otago Boys' High School
- Sarah Cohen School
- Papakiao School
- Fenwick School
- Weston School
- Portobello 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 TEAM

Mana Aukaha *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 Tākata *Health, Social Services and Trades Training*

Supporting individuals and whānau to access primary health, Whānau Ora navigation, and realise training and employment opportunities.



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 Ahurea

Cultural and Economic Development

Creating and delivering innovative solutions to help build and strengthen regional development to benefit Māori. A local expression reflecting Ngāi Tahu's Haea Te Awa vision.

Mana Taiao

Environment and Resource Management

Supporting rūnaka aspirations in natural and urban environments.



Mana Aukaha

Business Support Services

Tō Mātou Mahi

What we do

The Mana Aukaha team's role is to make sure Aukaha runs smoothly – to uphold the mana of Aukaha. With a capacity of 4.5 FTEs across five staff, the team has been busy building business systems that support Kāi Tahu values, ensure compliance and drive best practice. The team oversees office management, finances, HR, internal quality improvement processes, policy development and contributes to sustaining a healthy organisational culture.

What We Are Working On

The Mana Aukaha team have been kept busy with many changes over the past year. The employment of an additional 1.5 FTE's has increased the team's capacity to respond to the ever-increasing needs of the business and bought much needed relief to this busy team.

Mana Aukaha are currently reviewing health and safety systems to bring a refreshed and engaging approach to health and safety in the workplace. This is a key focus for our team over the coming year as the organisation continues to grow, and having recently gained Prequal Level 2 through the Whiria project. Work continues on organisational policy development, strengthening financial systems and processes, and supporting innovation and development across each of our Divisions.

Mana Aukaha have been working closely with the Mana Taiao team, supporting the creation of a refreshed approach to the consenting process. The growth within the Mana Takata team has also been keeping the Mana Aukaha team busy supporting programme delivery, and financial, contractual and workflow matters. Of note is the facilitation of the "Sorted Kainga Ora" programme, a series of financial literacy workshops to support Māori into home ownership.

The 2021 Financial Year has seen the organisation move from a Tier 3 Charitable Status to a Tier 2 Charitable Status, resulting in collaborative mahi with our external accountant and the Leadership Team to meet the change in reporting requirements. New financial systems have also been implemented to ensure the organisation was able to transition to the new reporting tier with ease and to future proof our financial systems, enabling us to continue to grow and respond to the diverse ways we work.

Over the past year, the team has successfully implemented the mid to high priority recommendations outlined in the external financial and business review, facilitated the delivery of the Kia Haumarute Kaika, Sorted Kainga Ora, Regional Apprenticeship Initiative and Te Puni Kōkiri Home Assessments and repairs, developed organisational policies in health and safety, employment and HR, and delivered high quality business support across multiple workstreams. We also launched a staff well-being initiative, hosting a pink ribbon breakfast fundraiser which raised over \$1,000 for Breast Cancer, and a 10-week fitness challenge through Let's Go Fitness which was motivational for the staff who took part.

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 30 June 2021), 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 Chief Executive, and look forward to embedding her vision for the organisation.

Our Team

The Mana Aukaha team is Libby Evans, Maria Ellison, Riani Iti-Metuatai, Kaitlyn Mulholland and Lorraine Johnston, our external Kaiāwhina Pōari. The team works alongside professional advisors such as Accounting for Community, DeglitchIT and Polson Higgs. Caron Ward was the Operations Manager in a 0.4FTE capacity until May 2021 where she became the Programme Manager for Mana Ahurea,. We also farewelled Tia Taiaroa and Emma Lang at the end of June 2021 - we wish them both the best in their endeavours and thank them for their contribution to Aukaha.



Libby Evans
Kaiwhakahaere
Finance Manager
Mana Aukaha



Kaitlyn Mulholland
Kaiāwhina Tari
Mana Aukaha



Riani Iti-Metuatai
Kaiāwhina
Administrator
Mana Aukaha



Maria Ellison
Assistant Administrator
Mana Aukaha



Lorraine Johnston
Kaiāwhina Pōari
Board Secretary

ManaTākata

Health, Social Services and Trade Training

To Mātou Mahi

What we do

- During the 20/21 year the Health and Social Service Team was renamed Mana Tākata. The new name Mana Tākata reflects what is at the core of all we do and achieve as a team for whānau, that is manaaki, supporting whānau to achieve their aspirations and dreams, and creating a sense of belonging and community.
- The Mana Tākata Team and those we partner with are actively developing opportunities for whānau Māori to achieve equity in employment, income, health, and education We are using our expertise, influence and relationships to work towards:
- Providing meaningful employment that arises from choice and self-determination.
- Actively supporting rakatahi, whānau and communities to achieve aspirations
- Providing tailored and cultural appropriate pastoral support
- Enabling our rakatahi and whānau to lead change health, and education.
- We are using our expertise, influence and relationships to work towards:
- Providing meaningful employment that arises from choice and self-determination.
- Actively supporting rakatahi, whānau and communities to achieve aspirations
- Providing tailored and cultural appropriate pastoral support
- Enabling our rakatahi and whānau to lead change

Te Ohu Aukaha

Employment, Training & Education

In collaboration with training providers and industry across the Otago region the Mana Tākata Team over the past year has supported 42 apprentices, 205 whānau in employment and 13 whānau in training.

A real point of difference, and one of the reasons for its success, is the provision of pastoral support we provide. The programme and pastoral support overseen by Paul Miller, along with Jade Saville and Te Aroha McCallum, has been a large part of the success of Te Ohu Aukaha over the preceding year.

“Each day for me is different as is each whānau I support. For a lot of whānau when they first engage, they feel they have limited employment or training pathways. Simply by listening and beginning to prepare a pathway plan together, whānau start to see there are many opportunities they are skilled for. Many just need someone to believe in them, provide them with support and direction.”

Paul Miller, Kaiwhakatere

Photo taken in Mosgiel with Paul, Gina, Doug Tamatea and his Employer





Our Kaiwhakatere, Tūmai Ora Whānau Services

Tūmai Ora Whānau Service

Tūmai Ora Whānau Services continues to provide whānau ora services across East and North Otago, encompassing Moeraki me Huirapa Rūnaka rohe, Waitati, Pūrakaunui and the Waitaki Valley.

Tūmai Ora loosely translates as 'taking a stand for the best'. We foster accessibility to service delivery and greater relationships with health and social services in the Otago area.

The key objectives of the service are to ensure existing health professionals and providers are co-ordinated and that Māori are assisted to better utilise the services that are available.

Development of whānau health plans are for specific conditions and age groups, and are targeted for improvement in health for each whānau.

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 Tūmai 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 as 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.

From these assessments, Aukaha is working with Te Puni Kōkiri to secure the funding to undertake these essential and critical repairs. To date funding has been received to undertake nine repairs with a further 11 under consideration.

"Our vision is that every whānau is well housed living in sustainable, flourishing and connected where and communities. Where that are warm, safe and dry."

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 Waiora in Milton

Sorted

This financial year saw Aukaha teamed up with Te Puni Kōkiri to provide the Sorted Financial Literacy Program. The aims to equip whānau with the tools and information to become financially capable, with the ultimate end goal being home ownership, whether it's an immediate goal or a 10-year goal.

It's an eight-week, which looked at pathways to housing, spending beliefs, financial planning, motivations and money systems, debts and rights, how to save smartly, plan for the unexpected and looking ahead.

This is highly dependant upon the participants engagement, so establishing that whakawhanaukataka at the start of the programme and maintaining it throughout is important in making this programme successful for our whānau.

At the end of the eight-week programme graduates had a better understanding of their housing aspirations, whether being ready to move into home ownership, needing to grow their saving or wanting to continue renting while addressing other debt.



Whiria te Waitaki

Whiria te Waitaki is a Te Rūnanga o Moeraki led initiative in the Lower Waitaki which aims to provide Moeraki whānau with an opportunity to be actively engaged and employed in local land and water management. Restoration of terrestrial and wetland environments, and enhancement of mahinga kai, are planned through pest control, planting, monitoring, and maintenance. In January 2021 Te Rūnanga o Moeraki secured Toitū te Whenua (LINZ) Jobs for Nature funding, providing financial support for the project through until June 2024

Whiria te Waitaki provides Moeraki whānau with employment opportunities to undertake extensive pest control and environmental restoration across two culturally significant sites, Korotuaheka and Te Puna a Maru. The project is overseen by a Project Steering Group comprising members from Te Rūnanga o Moeraki, Te Rūnanga o Ngāi Tahu and Aukaha Ltd. Aukaha are engaged on a fee for service basis and importantly oversee the project's employment matters, including HR, administrative support, and financial accounting. In March 2021 five Kaiaka Taiao (Rangers) were employed, followed the appointment of the Project Manager in May. In addition to the restoration aspects of the project, Whiria te Waitaki includes several farm planning initiatives.

These include reviewing the efficacy of farm planning mechanisms, working with Crown landowners to define manawhenua issues associated with current management of grazing licences and identifying opportunities for future use and management, and developing a sensitivity-based risk assessment framework as a mechanism to assist with the protection of land-based taoka in farming environments. In June 2021, Dr Gail Tipa was engaged to lead the farm planning initiatives.

This is a values-based project which aims to deliver eco-cultural benefits for manawhenua. Local employment provides Moeraki whānau with an opportunity to return to live within the Moeraki rohe while upskilling in environmental management and planning. Predator and pest plant control will help prepare the sites for restoration planting of indigenous plant species which will increase biodiversity, enhance mahika kai, and lead to ecological and habitat enhancement.

Te Rūnanga o Moeraki recognises that fee for service in project delivery is a new type of service by Aukaha Ltd and are appreciative of the support from Aukaha that has enabled this initiative to proceed.

Our Team



Chris Rosenbrock
General Manager
Mana Takata



Paul Miller
Kaiwhakaterere
Mana Takata



Jade Saville
Project Manager
Mana Takata



Te Aroha McCallum
Kaiwhakaterere
Mana Takata



Awnina Akurangi
Kaiwhakaterere
Tumai Ora Whānau Services



Naadia Te Moananui
Kaiwhakaterere
Tumai Ora Whānau Services



Kelly Governor
Manager
Whiria te Waitaki



Patrick Tipa
Kaihautu
Whiria te Waitaki



Mauriri McGlinchey
Kaiaka Tāiao
Whiria te Waitaki



Kyle Nelson
Kaiaka Tāiao
Whiria te Waitaki



Kauri Tipa
Kaiaka Tāiao
Whiria te Waitaki

People who accessed Te Kākano Health Clinic

500
Attendees in 2021

242
Attendees in 2020

Whānau engaged in Navigation Services

150

Trade Training

42

Apprenticeships

Houses Assessed

Whānau houses assessed Under Māori housing network

20

Houses Repaired

27

205

Employment Work Ready and In-Education Support

Mauri Ora Support

232

13

Training and Further Education

OUR
HIGHLIGHTS

FEATURE STORY

Buddah Haua-Kereopa

After being mentored through Te Hou Ora, Buddah was introduced to Paul at Aukaha, to help him navigate an employment pathway.

Paul promoted Buddah to a role at Southern Insulation, where he was successful. While Buddah was employed at Southern Insulation, the extent of our pastoral support went as far as Paul babysitting Buddah's baby, as he had no one else to look after her, therefore he couldn't go to work - Paul showed up and eliminated that barrier.

"Ever since Paul did that for me, I have had heaps of respect for him".

Buddah realised that the type of work carried out by Southern Insulation wasn't the type of work he wanted to do, so after being on ACC he was promoted by Paul to a position at Downer, where he was recommended by Downer to join the Rangatahi Programme.

Buddah has been at Downer for over a month now and really enjoying it there.

"If it wasn't for Paul, I wouldn't have had these opportunities, I wouldn't have found them on my own".

We will keep supporting Buddah in his role and assist him in getting some more qualifications to help promote him further within the company.





Mana Ahurea

Cultural and Economic Development

Tō Mātou Mahi

What we do

The Mana Ahurea team, (formerly the Cultural and Economic Development team) delivers innovative solutions to help build and strengthen mana whenua presence in regional development. Mana Ahurea combines the skills of Aukaha staff, who provide technical experience, and kā rūnaka representatives, who provide mana whenua expertise

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 continue to 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 Mana Ahurea

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

Cultural Narratives in Education

Mana Ahurea 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, narratives were produced for Weston School, Fenwick School, Papakaio School, Portobello School, Grants Braes and have just recently completed Otago Boy’s High School. Special acknowledgement from Aukaha goes to Megan Pötiki, Mary McLaughlin, and Shelley Darren for their work in this area, and our Rūnaka members who review these beautiful narratives.

Cultural Values in Regional Development

A key part of the Mana Ahurea team’s mahi is to maximise opportunities to embed Kāi Tahu values in our urban landscapes through the physical representation of local cultural themes in new developments.

To achieve this, we work with established leadership groups of rūnaka representatives, Kāi Tahu artists and historians and work within a framework to 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, the new Mosgiel Aquatic Centre, Queenstown Gardens, Wanaka Lakefront, Kā Huanui a Tāhuna (Stage 1), the ACC Building with Ngai Tahu Property, Beaumont Bridge, the Museum Masterplan, and the University of Otago’s capital developments. We are working on 25 ‘live’ projects, (11 more than last year) with 5 more currently being scoped. With our rapid growth in this area, we have also been very lucky to engage Keri Whitiri and Kitty Brown as Project Managers and Kirsten Parkinson as a Design Lead. We have also been pleased to engage Ashleigh Arthur who is a recent architectural graduate to support on many of our projects. We continue to aim to procure Kāi Tahu whānau members for as much of our mahi where possible.

General art and design panel mandated by rūnaka

Paulette Tamati-Eliffe, Megan Pötiki, Suzanne Ellison, Katharina Ruckstuhl, Tāwini White

Rūnaka mandated representatives in specific projects

Paulette Tamati-Eliffe, Megan Pötiki, Suzanne Ellison, Katharina Ruckstuhl, Matapura Ellison, Edward Ellison, Justine Camp, Terry Nicholas, Amber Bridgeman, John Broughton, Michelle Taiaroa

Rūnaka mandated contractors in specific projects

Megan Pötiki, Michael Stevens, Rauhina Scott-Fyfe, Roera Komene (A3K), Paulette Tamati-Eliffe, Komene Cassidy, Justine Camp, Simon Kaan, Areta Wilkinson, Ross Hemara, James York, Kitty Brown, Kirsten Parkinson, Winnie Matahaere, Keri Whitiri

Cultural Training and Workshops

Mana Ahurea 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.

Translations

Aukaha works with 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.

Mana Ahurea 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 and Komene Cassidy for their work in this area.

Māori Business Development

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. 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.

Mana Ahurea has been engaged in developing a strategy for social procurement as part of its regional development. This included funding research alongside the Otago Business School at the University of Otago, in understanding procurement from an indigenous perspective and how te Tiriti can be used as a framework in procurement processes and policy. The research has helped develop greater understanding from the perspective of those who procure such as central and local government entities, as well as large institutions and companies. We also undertook a survey to better understand the needs of businesses owned by Māori and Pacific in our rohe. We want to acknowledge Dr.Katharina Ruckstuhl, Professor Nathan Berg and Sequoia Short for their support in sharing their research knowledge and KUMA who partnered with Aukaha to distribute the survey among their members. We look forward to sharing our work with our community in a new 'page' dedicated to procurement on Aukaha's website, which will be available later this year. Finally, we want to formally acknowledge Te Pūtahitanga who over the past year has helped support these projects, kā mihi nui.



Aukaha Team and Te Ao Marama with Mana Whenua at the Sod Turning – Arterial Network Stage 1 – Tāhuna



Simon Kaan and Keri Whaitiri checking out the site for Beaumont Bridge

Our Team

Our Team has had many changes over the last year, and we are sad to farewell Nicola who is stepping into an important role at the DCC as Maori Partnerships Manager. Caron will step into the role of General Manager for the 2022 year. Also joining the team in 2022 is Jacinda Kohey as Project Co Ordinator.



Nicola Morand
General Manager
Mana Ahurea



Caron Solomon
Programme Manager
Mana Ahurea



Jacinda Kohey
Project Coordinator
Mana Ahurea



Simon Kaan
Lead Designer
Contractor



Mana Ahurea Contractors

Kirsten Parkinson (left),
Ashleigh Arthur (back), Kitty
Brown (front) , and Keri
Whaitiri (right)

Cultural Narratives

4

School narratives published

2

Council and civil projects delivered

2

Government narratives

Māori Business Development

87

Māori and Pasifika Business on Database

6

Of these are Kāi Tahu owned

Cultural Services Delivered

2

Cultural

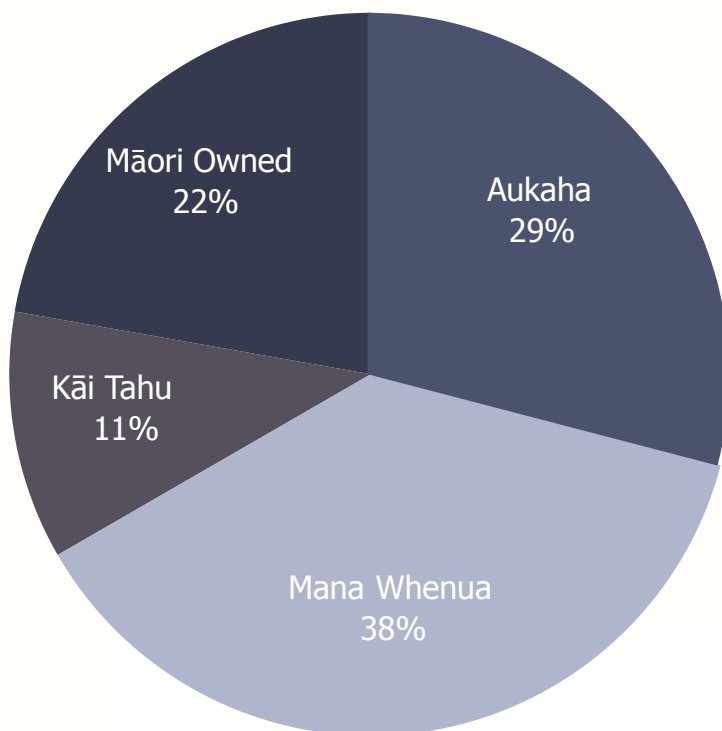
13

Co-Design Projects

6

Translations

Percentage of income attributed to mana whenua, Kāi Tahu and Māori Businesses



OUR HIGHLIGHTS

FEATURE STORY

Influence and Invigoration

Restoring mauri to a city's systems

Working on behalf of mana whenua to influence and invigorate Dunedin's built environment offers all sorts of opportunities to reflect on the city's past and imagine its future.

This year the Mana Ahurea team have been working with Ngāi Tahu Property on its development of a new building planned for a Dowling Street/Queens Garden site. The site itself is located in one of Dunedin's 'Heritage Precincts'. The Dunedin City Council's Heritage values and plan had the following to say about the site:

"The area is dominated by large, monumental, high quality heritage buildings, demonstrating architectural styles popular from the late 1800s through to the 1920s. These reflect the area's early history as a commercial hub for the city."

As Megan Pōtiki formulated our cultural narrative for the project, based on the site, we could see that mana whenua had a different lens on the term 'early history'. As we went on it became clear that this more ancient perspective on heritage was not fully considered for this site or within the city's Heritage Precinct values in general.

While the council's heritage values advised developers to respect, protect and enhance the colonial architecture of the area. We noted an absence of tangible value for us to connect with in terms of the land and its whakapapa as understood from a mana whenua perspective.

The solution was to work with the mana whenua cultural narrative to create our design response. This manifested as a geometric, steel and glass façade based on the woven corner of a poti-food carrying basket. The story behind this relates

to an ancient name, a lost foreshore, a time well before Edwardian height scales or colonial colour palettes. What we came out with deviated hugely from the city's heritage values for solid facades and dense urban environments.

While some things we could align with like colour and materiality, parts of our design were well outside of the plan!

When it came time to apply for resource consent there was uncertainty around whether our application of mana whenua 'heritage' values for this building would fly-knowing the city's outward stance to date.

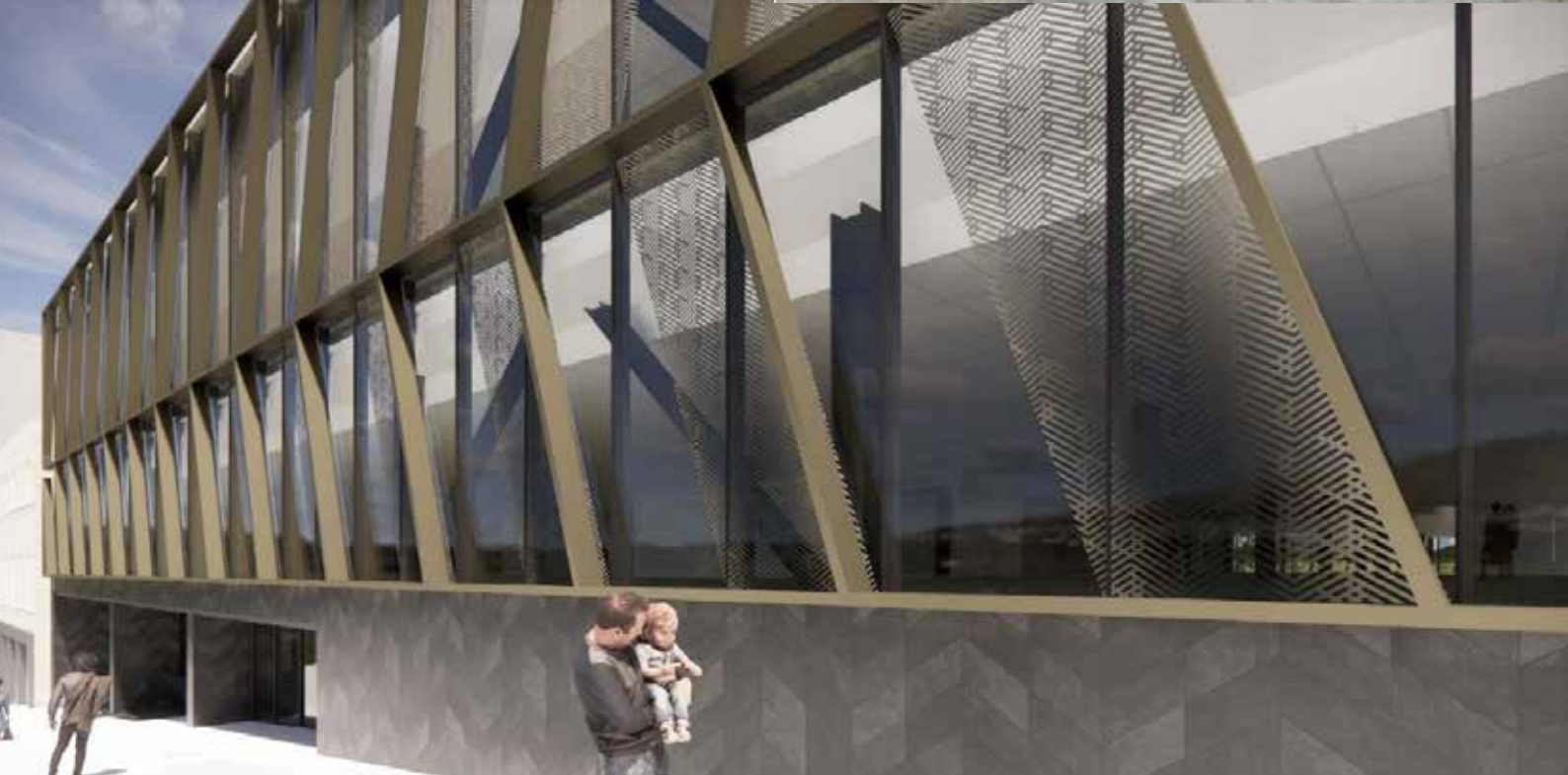
We were delighted to receive a positive response to the design and resource consent application. More than that, working with council to bring insight and understanding around the whole process we sparked the initiation of a review of the council's heritage precinct values and plan.

This review will focus on encouraging a place for cultural narratives to be interwoven alongside the existing historic heritage value focus. This will provide greater scope to consider and guide how cultural, historic and contemporary design narratives shape the future identity of Dunedin.

Simon Kaan summed it up when he evoked the idea for the council that '...we need to consider what the future 'Heritage' buildings of Dunedin will look like. He asked us to 'imagine collaboration on this project and others so that we can really tell the story of the people living together and working together in Dunedin now.'



Dunedin Heritage Precinct



Proposed new ACC building



An aerial photograph of a mountainous landscape. The top of the image shows rugged, rocky mountain peaks with patches of snow or light-colored rock. Below the peaks are rolling green hills and valleys. In the lower half of the image, a large, calm lake is visible, surrounded by greenery. At the bottom of the image, a town or village is nestled in a valley, with buildings and roads visible. The overall scene is a mix of natural beauty and human settlement.

Mana Taiao

Environment and Resource Management

Tō Mātou Mahi

What we do

He Mahi Whakamāherehere

Policy and Planning Advice

The Mana Taiao team supports mana whenua to protect their values and achieve aspirations in the natural environment and urban areas. We do this by providing professional planning advice to mana whenua in their role as Treaty partners 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 outcomes sought by rūnaka
- the technical complexity and political acceptability of addressing these outcomes
- 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.

Queenstown, New Zealand

He Mahi Kaunihea

Working with councils

Council district and regional 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 range from

\$30,000 to over \$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 must fund defense 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.

He Mahi Whakaaetaka Rawa Taiao

Resource consents

The resource consents workstream is a crucial aspect of our mahi in Mana Taiao. Consents can be very complex, and the volume of consents and related mahi being submitted to us has grown over the years.

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

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.

Our Consents team is growing, with new staff appointments and a system review underway, to ensure that we provide a top-level service to rūnaka that meets their needs.

He Pūtea

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
- Environment Canterbury

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 developing processes to ensure that the mahi of our rūnaka representatives is adequately resourced.

Ka Hurihuri tonu te Ao

Government reforms are set to drive a lot of change in the resource management and environmental space over the next few years, which has implications for Mana Taiao and kā Rūnaka. Mana Taiao are keeping abreast of these developments as they evolve, in order to prepare for the changes that are ahead. Here is a snapshot of the three major reform packages that influence our mahi.

Resource Management Act (RMA) Reforms

The RMA 1991 is the primary law governing how people interact with natural resources, including air, freshwater, soil, and coastal marine areas. The Act also regulates land use and the provision of infrastructure in Aotearoa New Zealand. People can use natural resources if activities are allowed under the RMA, or are permitted by a resource consent.

Back in 1991 when the RMA was passed, it was one of the first pieces of legislation to recognise the principles of Te Tiriti o Waitangi, and included references to wāhi tūpuna and kaitiakitaka. However, in 2019, the Waitangi Tribunal found that the Act does not ensure the protection of Māori interests as Treaty partners.

The proposed reforms will see the RMA replaced with three further Acts, which are expected to come into law by the end of 2022, with their powers being phased in over the following three years.

Natural and Built Environments Act (NBA)

This will be the primary piece of legislation to replace the RMA, providing an integrated statute for land use and environmental protection, based around Te Oranga o te Taiao (the health of the environment) as the Act's core purpose. The Act aims to provide improved recognition of te ao Māori and Te Tiriti o Waitangi.

Strategic Planning Act (SPA)

The SPA will provide a planning framework for the use of land and the coastal marine area, based on long-term regional spatial strategies.

Climate Adaptation Act (CAA)

The CAA will support the national response to the effects of climate change.

Three Waters Reforms

The phrase 'Three Waters' refers to the regulation and infrastructure related to drinking water, wastewater, and stormwater. Currently, Three Waters is primarily owned and operated by councils.

In 2016, the town water supply in Havelock North became contaminated with campylobacter, contributing to four deaths, 45 hospitalisations, and 5500 instances of illness in the local community. The public enquiry that followed identified significant issues with drinking water standards across Aotearoa, and sweeping changes were recommended.

The first of these changes was initiated in March 2021, with the establishment of Te Taumata Arowai as the Three Waters regulator for Aotearoa under the Water Services Act.

The next stage will commence in 2022, when councils are asked to 'opt in' for four regional water services entities to manage regulation and compliance of three waters infrastructure in Aotearoa. Governance will be shared by local authority representatives and mana whenua based on a partnership model, with the main entity for Te Waipounamu based on a Kāi Tahu takiwā model.

The Future of Local Government Review

The Local Government Act (LGA) 2002 provides the framework for local government in New Zealand, by outlining the scope and nature of the powers of local government bodies. The Act promotes the accountability of local authorities to their communities, and emphasises their significant role in promoting social, economic, environmental, and cultural well-being.

Given that the work of local authorities is significantly tied to the RMA and Three Waters, it is not surprising that the government is also reviewing the LGA under the Future for Local Government Review.

Another key driver for the LGA review is the the relationship with Māori as partners under Te Tiriti o Waitangi. Early review documents indicate that consideration of relevant issues such as Māori representation, tino rakatirataka and decision-making, and the demands consultation places on mana whenua, are already being considered.

How Will These Changes Affect Us?



RMA Reforms

- Likely to require greater engagement with mana whenua in resource management, policy, and consenting
- Fundamental changes in the way that we work

Three Waters Reforms

- Likely to lead to an uptick in Three Waters consenting
- Development of relationships and processes with new entity
- Rūnaka positions on entity's Governance boards

Local Government Review

- Potential changed to the number and scope of local councils
- Possibly a greater expectation for working in partnership with mana whenua

Our Team



Kate Timms-Dean
General Manager
Mana Taiao



Koreana Wesley-Evans
Kaiāwhina
Administration
Mana Taiao



Korako Edwards
Kaiārahi Taiao
Environmental Advisor
Mana Taiao



Michael Bathgate
Senior Planner
Mana Taiao



Sandra McIntyre
Principal Planner
Mana Taiao



Yvonne Takau
Planner
Mana Taiao



Tania Richardson
Consents Officer
Mana Taiao



Tim Vial
Senior Planner
Mana Taiao

Pam Walker
Senior Consents Planner
Mana Taiao

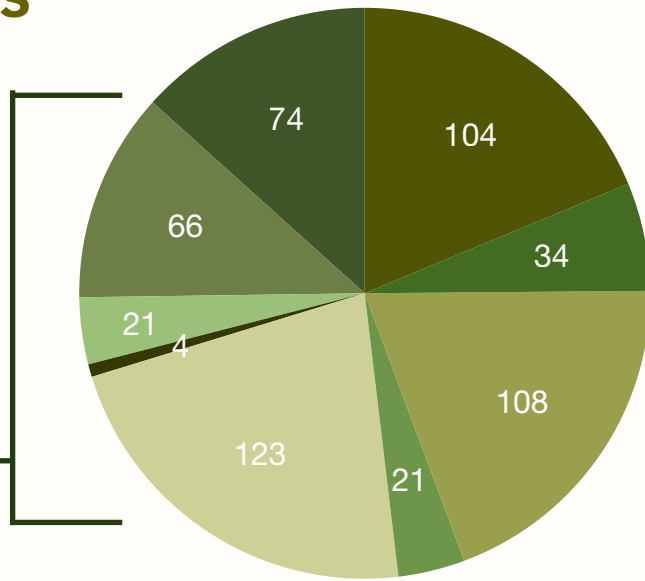
Hannah Kelly
Kaiāwhina
Mana Taiao

Total consents processed

456
2020

555
2021

Consents Processed



- Central Otago
- Clutha
- Dunedin
- Mackenzie
- Queenstown Lakes
- Timaru
- Waimate
- Waitaki
- Others

Consent type

162
Development

- Building
- Subdivisions
- Naming approvals
- Archeological assessments/earthwork
- Re-zoning/notice of requirement

177
Land

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

200
Water

- Building
- Subdivisions
- Naming approvals
- Archeological assessments/earthwork
- Re-zoning/notice of requirement

12
Air

- Discharge

OUR HIGHLIGHTS

FEATURE STORY



Dr Lyn Carter

Dr Lyn Carter has worked with Mana Taiao staff as a resource management representative for many years. Her knowledge, passion, and academic experience have made her an esteemed colleague and mentor over that time.

Lyn studied social anthropology and Māori Studies at the University of Auckland as a 'mature student', finishing with a Masters' degree, and then a Doctor of Philosophy. Her Masters' research focused on oral traditions, whakapapa, and landscape, whereas her doctoral research examined the impact of government on traditionally organised Māori groups. Te Keremē and the Ngāi Tāhu settlement provided a backdrop for her research.

Lyn's stellar academic career has already included many highlights when she joined staff at Te Tumu, School and Māori, Pacific, and Indigenous Studies at the University of Otago in 2011. The move enabled her to engage more fully with her whakapapa connections to Puketeraki. These connections enriched her academic mahi, as a platform for rich student





FINANCIALS

SHAREHOLDERS

Te Rūnanga o Waihao

Te Rūnanga o Moeraki

Kāti Huirapa Rūnaka ki Puketeraki

Te Rūnanga o Ōtākou

Hokonui Rūnanga

DIRECTORS

Juliette Stevenson

Trevor McGlinchey

Philip Broughton

Edward Ellison

Terry Nicholas

CHIEF EXECUTIVE

Rachel Wesley

AUDITOR

Vision Chartered Accountants
Limited
Dunedin

ACCOUNTANT

Accounting for Community Limited
Dunedin

REGISTERED OFFICE

268 Stuart Street, Dunedin Central,
Dunedin 9016

Summary Statement of Service Performance

Aukaha (1997) Limited. For the year ended 30 June 2021 (NZD 000's)

Description and Quantification of the Entity's Output	2021	2020
Te Puni Kōkiri Home - Repair Assessments	20	-
Te Puni Kōkiri - Home Repairs	27	-
Resource Consents	555	456
Cultural Reports for Resource Management	64	-
Nurse led Clinic - # Whānau Supported	500	242
Navigational Clients - # Whānau Supported	150	108
Apprenticeships	42	-
Employment - Work Ready and In-Employment Support	205	-
Training and Further Education - # of Whānau Supported	13	-
Mauri Ora - # Clients Supported	232	-
Educational Narratives	4	-
Co-Design Projects	13	-

Summary Statement of Comprehensive Revenue and Expense

Aukaha (1997) Limited. For the year ended 30 June 2021 (NZD 000's)

Revenue	2021	2020
Revenue from Exchange Transactions	1,161	841
Revenue from Non-Exchange Transactions	3,060	2,041
Total Revenue	4,221	2,882
Expenses	2021	2020
Depreciation	57	30
Direct Expenses	915	14
Employee and Contract Related Costs	2,300	1,869
Operating Expenses	588	434
Professional Fees	76	55
Total Expenses	3,936	2,402
Total Comprehensive Revenue and Expense for the Year	285	480

Summary Statement of Changes in Net Assets/Equity

Aukaha (1997) Limited. For the year ended 30 June 2021 (NZD 000's)

Equity	2021	2020
Opening Balance	1,161	681
Total Comprehensive Revenue and Expense for the Year	285	480
Total Equity	1,446	1,161

Summary Statement of Financial Position

Aukaha (1997) Limited. For the year ended 30 June 2021 (NZD 000's)

Assets (Current)	2021	2020
Bank Accounts and Cash	2,048	1,246
Prepayment	24	-
Trade and Other Receivables	1,230	540
Total Current Assets	3,302	1,786
Assets (Non-Current)	2021	2020
Property, Plant and Equipment	233	105
Total Non-Current Assets	233	105
Total Assets	3,535	1,891
Liabilities (Current)	2021	2020
Creditors and Accrued Expenses	379	240
Employee Costs	248	168
Finance Lease	20	-
Other Current Liabilities	40	40
Revenue Received in Advance	1,373	282
Total Current Liabilities	2,060	730
Non-Current Liabilities	2021	2020
Finance Lease	29	-
Total Non-Current Liabilities	29	-
Total Liabilities	2,089	730
Net Assets / Equity	1,446	1,161

Summary Statement of Cash Flows

Aukaha (1997) Limited. For the year ended 30 June 2021 (NZD 000's)

	2021	2020
Net Cash Flow from Operating Activities	935	685
Net Cash Flows from Investing Activities	(187)	(73)
Net Cash Flow from Financing Activities	54	-
Net Cash Flows	802	612

Cash and Equivalents at 1 July 2020	1,246	634
Cash and Cash Equivalents at 30 June 2021	2,048	1,246

Notes to the summary financial statements

For the year ended 30 June 2021

These are the summary financial statements for Aukaha (1997) Limited for the year ended 30 June 2021. The specific disclosures included in these summary financial statements have been extracted from the full annual performance report dated 22 October 2021. The full annual performance report was approved by the Directors on 22 October 2021 and have been prepared in accordance with Tier 2 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 2021. A copy of the full financial statements for the year ended 30 June 2021 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 9 November 2021.

Basis of Preparation

Aukaha (1997) Limited has elected to apply Public Benefit Entity Accounting Standards Reduced Disclosure Regime ("PBE Standards RDR") for Tier 2 Not-For-Profit public benefit entities and disclosure concessions have been applied. The Company is eligible to apply PBE Standard RDR on the basis that it does not have public accountability and is not large as its total operating expenses are between \$2 million and \$30 million for the last two preceding reporting 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 basis as those used in the full financial statements for the Company.

Changes in Accounting Policies

The adoption of the PBE standards RDR has not resulted in any material measurement differences from values recorded under the Public Benefit Entity Simple Format Reporting - Accrual (Not for Profit) standards. The comparative figures have therefore not been restated and 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 tax having fully complied with all statutory conditions for these exemptions.

Approved by the Directors



Edward Ellison
Aukaha Board, Chair Person
09/11/2021



Philip Broughton
Director
09/11/2021

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 statement of service performance, comprehensive revenue and expense, changes in net assets/equity and cash flows for the year ended 30 June 2021, the summary statement of financial position as at 30 June 2021, and the summary notes, which have been derived from the audited financial statements for the year ended 30 June 2021.

In our opinion, the accompanying summary financial statements, on pages 47 to 50, are consistent, in all material respects, with the audited financial statements, in accordance with PBE FRS 43: Summary Financial Statements issue by the New Zealand Accounting Standards Board.

Summary financial statements

The summary financial statements do not contain all the disclosures required by the Public Benefit Entity Standards Reduced Disclosure Regime 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 26 October 2021.

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 audit 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

9 November 2021





Aukaha Annual Report 2021 designed by Riani Iti-Metuatai

Legal Information: Aukaha (1997) Limited. Other name (inc trading name): KTKO Ltd Charities registration number: CC34137.
Postal address: PO Box 446, Dunedin 9054 Street address: 268 Stuart Street, Dunedin 9016. Phone: 03 477 0071
Email: reception@aukaha.co.nz Website: www.aukaha.co.nz Areas of operation: Canterbury, Otago, Southland. Financial year: 1 July 2020 - 30 June 2021



Aukaha

Aukaha (1997) Limited

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