



TE RŪNANGA O
TOA RANGATIRA

2022
Pūrongo-ā-tau
2023





Rauawatia
to waka ka
ōtia rawa hoki,
tau ana e!



Rārangi Ūpoko

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489

Rūnanga
kaimahi
at 30 June

**36%**

Staff are
iwi members

**61**

Mahi Toa
apprentices

**100⁺**

Tamariki
through
Māitiiti Taiao

**3**

Maara Kai created
for Kaumātua,
Puna Reo,
Puna Mātauranga

**49**

Iwi panui
sent



Our Year in Numbers

5.5k

Followers on
Facebook /
Instagram

**989**

Ora Toa patients
are Ngāti Toa

**750⁺**

Rangatahi
engaged with
The 502

**400⁺**

Hectares
of whenua
acquired

**12**

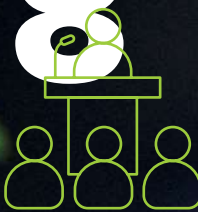
Wānanga
Reo

**6**

Planting
days

**578**

Attendees
at Toa on
Tour 2022

**92**

Iwi businesses
registered with
Te Kuaha



Rīpoata o te



Tumuaki

”

Tukia te urunga, tukia te moenga, ka marama heke te pō.
Te koi, te koa, te whakarahia, hira mai te hihira, ara mai te ara,
he manu whakarongo. Tukua koa te manu nei, te tōrea i uta.
Ka whetewhete mai ōna ngutu. Ka tū ki te taha katau,
ka rongo ki te taha mauī. Tīhei mauri ora.

E tangi hotuhotu ana ki te hunga mate kua riro atu ki tua o
Paerau. Haere ki te pō, ngā tini o te pō, ngā mano o te pō e.

Rātou ki a rātou, tātou ki a tātou.

E te iwi, koia nei te rīpoata-ā-tau kia whakamōhiotia koutou
ki ngā mahi o te Rūnanga me ngā hua kua puta.

Ahakoā ngā piki me ngā heke, e rere tonu ana tō tātou waka
hei kōkiri ake i ngā wawata o te iwi. Me haere tonu tātou i
runga i te ara i para ai ngā mātua tūpuna o ngā rā o mua hei
oranga mō tātou.

Tēnā tātou katoa.

Rīpoata o te Tumuaki 2023

I am happy to report that
Te Rūnanga o Toa Rangatira is
in good health. 2023 has been
a difficult year for many
across Aotearoa.

The lingering effects of the COVID-19 epidemic on the economy remain. The repercussions of the ongoing war in Ukraine still ripple across the globe, contributing to difficult economic conditions. Even so, the Rūnanga mahi continues. We jealously guard our iwi assets acquired through our Treaty settlement in 2012 and look for secure avenues to grow their value, for the betterment of the generations to come. We deliver a wide range of services to our communities, which enhance our overall wellbeing and provides growth and employment opportunities for our people. And as our influence, capabilities and resources grow, we look for ways to support our people's desire to reclaim our mana motuhake.

Kia tupu ake ai a Ngāti Toa Rangatira
hei iwi toa hei iwi rangatira ki tēnei ao

You will find complete and detailed reports of all aspects of the Rūnanga businesses in later pages of this report. In summary, the Rūnanga management of our operations and protection of our Treaty Settlement assets remains sound. Much of the Rūnanga operations are driven by government contracts and these operations continue to run well. It's true we have difficulties in some areas, such as recruiting health professionals for our services, but this type of problem is widespread across Aotearoa.

You will also notice a drop in revenues and asset values in some of the reports. This is mainly due to difficult economic conditions, with inflation soaring, interest rates rising and property valuations falling. In previous years we have happily reported when valuations have risen. So now they are falling, we must report that too. This is the ebb and flow of global and national economics, influenced recently by a few major international incidents. We remain confident in our team's ability to manage these tides of change and plot the right course forward for us all.

Ka pari te tai moana,
ka timu te tai tangata

In February 2023, the National Iwi Chairs Forum (NICF) voted unanimously to bestow the Te Whare Pūkenga award on Whaea Patricia Grace. The NCIF established the award in 2021 to recognise outstanding contributions made by Māori to strengthen whānau, hapū and iwi. Other recipients include the late Moana Jackson, Whatarangi Winata and Dame Tariana Tūria.

Whaea Patricia has a long list of accomplishments and notable achievements in the literary space, so it comes as no surprise that the wider community would want to acknowledge her in this way. So well deserved, and perhaps long overdue.

He toi whakairo he mana tangata

During the AGM at Whakatū Marae in December 2022 we announced details of Te Kete Hāpai, the Rūnanga programme to allocate funds and resources to the priority areas and projects of the iwi. A primary focus for Te Kete Hāpai is our marae. We are working with the marae trustees and the marae committees to provide funding that will support local priorities.

During the development of the Te Kete Hāpai framework, the board deliberated extensively; what could the Rūnanga do that would have the most impact on the iwi? What is of most value to our people?

Revitalisation of our language was the clear winner. The board directed the executive team to establish a programme and strategy to tear down the barriers that prevent our people from pursuing their reo aspirations.

For some, this may mean reaching for the upper echelons of Te Panekiretanga. For others, it may be actively participating on the paepae at the local marae. But the board believes the measure of success for Ngāti Toa is when we hear our reo Māori used as the primary language in the wharekai and in the kāuta. That's when we'll know it's normalised.

The board has agreed to fund our Ohu Reo strategy to the tune of over one million dollars per annum, from next year. This is a major investment, and we encourage everybody to engage, as much as possible. This is for us, for Ngāti Toa, to reclaim our rangatiratanga and our mana motuhake through the revitalisation of our language, and through that, our identity.

Toi tū te kupu, toi tū te mana,
toi tū te whenua

A central theme of our annual report last year was the return of land. In that year, we completed the acquisition of the land of 40 schools across the greater Wellington area, resulting in the return of 141 hectares of whenua to Ngāti Toa. This year, the Rūnanga commitment to the return of whenua continued. In September 2022, we completed the purchase of the Waitangirua Farm, two land blocks in Eastern Porirua totalling 170 hectares. We also moved forward with the acquisition and leaseback of the land of Nelson College for Girls, a further one and a half hectares.

Te toto o te tangata; he kai
Te oranga o te tangata; he whenua



Rīpoata o te Tumuaki 2023



The Rūnanga remains committed to the health of our environment and continues to work alongside others in the community to restore the life balance of our harbours, lands, forests, and waterways. But there's no doubt that our taiao is unwell. Decades of mismanagement have left our harbour in a dreadful state. Also, the onset of climate change leaves many in the community at risk of disaster. Takapūwāhia and Hongoeka especially so, given their low-lying, coastal location; but also, Wairau and Whakatū.

In September 2022, Te Rūnanga o Toa Rangatira partnered with Te Āti Awa, NEMA and WREMO to host the national Māori In Emergency Management hui at Te Rauparaha arena. Many learnings emerged from that conference, including that Māori are very poorly engaged when it comes to emergency response. This would be clearly illustrated only five months later as Cyclone Gabrielle hit the East Coast in February 2023. Te Rūnanga O Toa Rangatira was able to assist in the response effort, providing a few truckloads of supplies to some of the affected communities, but it's clear that Māori need far more direct input into the emergency response mechanism. Te Rūnanga O Toa Rangatira is committed to ensuring that there is mana whenua representation on the mainstream emergency response entities in the Wellington region.

In March 2023, the Rūnanga supported the Takapūwāhia Community Emergency Planning Hui at Takapūwāhia marae. The hui was very informative, and we could see the importance of having a whānau and community plan, which needs to include being without services for days, perhaps even weeks. It was a big wake up call for us all and we must ensure that our commitment to this kaupapa remains strong, even as the memory of the past Summer's disasters fade.

Waiho ko te toi poto;
kaua ko te toi roa



Te Rūnanga o Toa Rangatira has almost 150 appointments to committees, boards, and other entities. Some are related to Rūnanga operations or subsidiaries. Others are community or government roles. As the wider community becomes more inclined to engage Māori, more representative opportunities are becoming available. The Remuneration and Appointments Committee (RAC) was established to manage the process of appointments to these positions. The intention for establishing RAC was to ensure that appointment opportunities are available to all qualified iwi members. The appointment process needs to be fair and open, but also contestable, so that other iwi members have a chance to be considered. It also provides opportunities for our people to grow.

For appointments to be accessible they must have a tenure. With very few exceptions, no one should expect to hold a Rūnanga role indefinitely. The roles need to come available from time to time to give others an opportunity. So, one of RAC's first jobs was to define a term tenure for all appointments. We have been sending letters to representatives letting them know when their term will end.

This in no way implies any wrongdoing or poor performance of the incumbents. The board is grateful to all who continue to commit time and effort to these roles.

All Rūnanga appointments and vacancies can be found at:
<https://www.ngatitoa.iwi.nz/hapori>

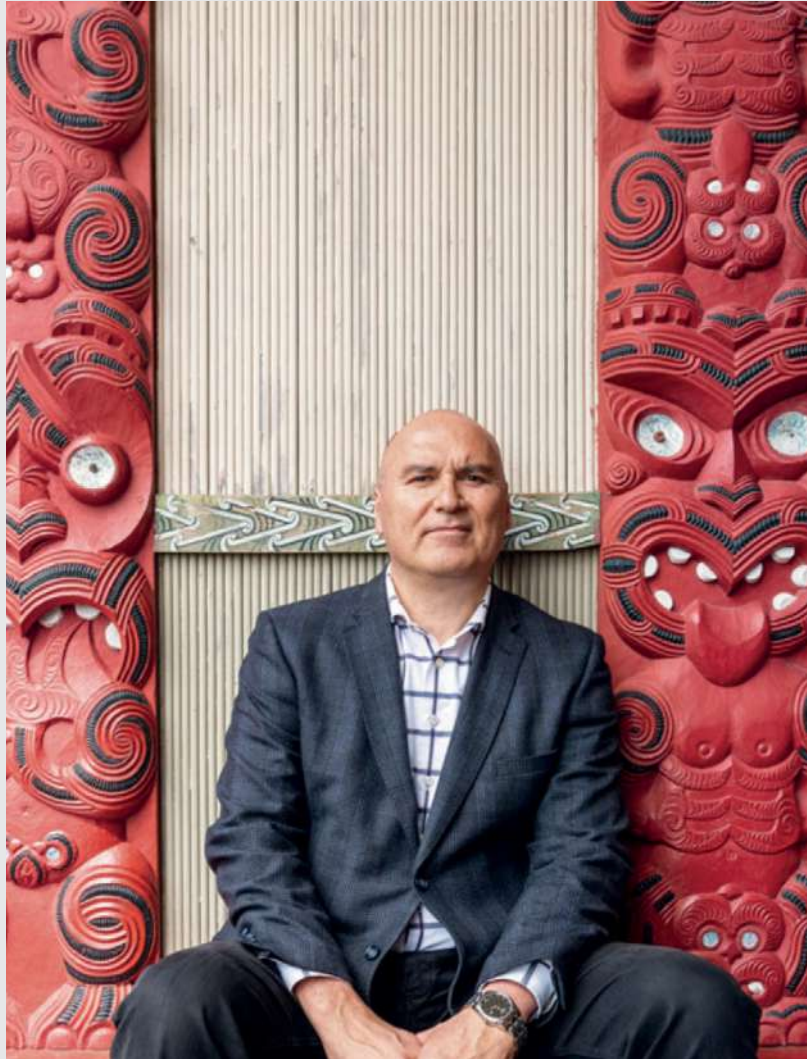
Waiho mā te iwi
e whakamana

It has been a number of years since we refreshed our iwi strategy, and it may soon be time to do it again. Over time, priorities change. In the last three years, for example, we have seen a global pandemic, the breakout of war in Europe, and the accelerating effects of climate change. Perhaps our current iwi strategy should be revised to take these things into account, or anything else we collectively feel is important.

Our strategy refresh will involve a series of wānanga, where we will be able to come together, discuss what's important to us, reflect on the existing strategy document, and make decisions on how it needs to change. Our team can then create a new strategic document that the board and the executive will use to guide the Rūnanga's direction going forward.

On a final note, I'd like to thank Patariki Hippolite for his many years of service on the board. Patariki has always been an outspoken champion of Ngāti Toa, particularly in Te Tau Ihu. The board will miss his valuable input, but know he will continue to contribute to the good of the iwi, as a Rūnanga employee.

Rīpoata o te



Tumu Whakarae

“

Tangihia ngā mate o te tau,
me he waipuke te rere o roimata,
me he waihīrere te rere o ngā
kōrero whakatairanga i a koutou.
Noho mai ki te poho o Ranginui
hei whetū tīahoaho ki tō iwi Māori,
ki runga o Ngāti Toa Rangatira.

Tātou te hunga ora, te hāpai nei i
ngā wawata o rātou mā, mauri ora
ki a tatou!



Rīpoata o te Tumu Whakarae

2022-23 saw continued growth, improvement and achievement for Te Rūnanga o Toa Rangatira.



It was also a year, however, when we faced for the first time in many years, serious economic headwinds that decreased the paper value of our property assets, increased operating costs across the board, slowed economic activity generally, and put cost of living pressure on everyone.

Real headwinds were also felt by iwi in other regions as they suffered the catastrophic effects of Cyclone Gabrielle, providing challenges and lessons for Ngāti Toa as well. Despite these and other challenges, positive operating financial results were achieved across the Rūnanga, and progress made in pursuit of our mission to enhance the wellbeing, prosperity and mana of our people.

The resilience shown by the Rūnanga in the face of the years challenging circumstances reinforced the value of our strategy to “paddle our own waka” and exert our rangatiratanga and mana motuhake without recourse to or over reliance on others. The impact of Cyclone Gabrielle in particular was an important reminder, increasing our resolve to achieve strengthened individual and collective resilience. This resilience must cover all areas of wellbeing, and include access to the necessities of life under all circumstances.

Kia mataara te tū, kia haumaru te noho

As always, we farewelled many loved ones during the year, including a remarkable number of closely timed tangi over winter. Our hearts, hands and resources were extended to our whānau pani, and despite the challenges, the aroha and manaakitanga of our iwi was seen and felt. We treasure and will never forget those who’ve gone before us.

Kua okioki te hunga aroha, kua okioki

One of the loved ones we farewelled was our Te Āti Awa whanaunga tata and rangatira, Ihakara Puketapu. Uncle Kara’s passing brought to a close decades of notable service and influence in government, community and sporting domains. Ngāti Toa farewelled him appropriately, as did his Te Āti Awa people.

Haere, haere, haere atu rā e te rangatira

During 2022-23 the Rūnanga continued to increase the scope and scale of our Mauri Ora model of integrated services. The strength of our comprehensive approach continued to be recognised and lauded, with various government agencies contracting us for new and increased services in health, education, housing, and social services. A noteworthy example that came to the fore during Cyclone Gabrielle, was our iwi pātaka service. Staff and iwi volunteers drew upon the kai and equipment in our pātaka to immediately respond to the needs of those affected by Gabrielle. The gratitude felt and expressed by all involved was profound.

The Rūnanga continued to renew and built relationships with other iwi around the motu during the year, as well as formal partnerships with government agencies. Tākai Here partnership agreements continued to be signed by us as a contemporary expression of our intention to partner with Te Kāwanatanga under Te Tiriti o Waitangi and give effect to our Rangatiratanga. By doing so with our whanaunga – Te Āti Awa – we also continued to create an increasingly united front that strengthens our collective ability to act. The strength of these relationships were recognised many times by visits by the Governor General (twice) and numerous Government Ministers.

In addition to strengthened relationships with local and central government and with other iwi, we contined to receive requests to host, share our experience and build relationships with indigenous communities from other parts of the world. Delegations from Australia, Canada, New Caledonia, and Chile were welcomed onto our marae, with the opportunity to manaaki iwi taketake from other lands, assisting them in their own post-colonial journeys. This too was mana enhancing for all involved.

Midway through 2022-23, it became clear to me that while the growth of Rūnanga services would inevitably continue, we must increase our focus on achieving excellence in all we do. I accordingly found an opportunity to learn from worldclass thinkers on how to accomplish that goal, which ultimately resulted in a number of “resets” being agreed with the Board and incorporated into the implementation of our strategic plan. Those resets are fivefold: narrowing our focus to what matters most; ensuring we have the capabilities we need; ensuring widespread understanding of and buy-in to our mission; becoming a “learning organisation” to ensure continuous learning and improvement; and improving our iwi engagement and information flows to ensure it informs everything we do moving forward.

During the year the Rūnanga executive leadership saw a few changes. With the decision of our Pou Toa Matarau – Naomi Solomon – to narrow the focus of her mahi for the iwi on her legal and taiao-related specialties, Paula Collins, a local known to our community, and recent DCE at Ara Poutama, accepted the invitation to serve as our acting Pou Toa Matarau. She did a wonderful job, and a new permanent appointment has now been made – Rawiri Faulkner.

The second change was the appointment of Carra Hamon to the role of Pou Rautaki – responsible for a new Rautaki Group established to oversee and manage key strategic relationships, engagement and communication, policy, projects, strategy refresh and accountability reporting. Nicole Arthur accepted the role of acting Pou Ohanga until recruitment of a new permanent Pou Ohanga. With the exception of our Pou Pūtea, all other Pou roles continue to be filled by appropriately skilled and experienced Ngāti Toa uri – a great accomplishment and blessing for our iwi.

Rīpoata o te Tumu Whakarae



Operational highlights for the Rūnanga in 2022-23 were numerous and hard to single out. However, the following are noted for their potential to make a significant difference to our whānau moving forward.

1 Housing

Progress remediating 24 apartments acquired in Titahi Bay to house 24 Ngāti Toa whānau and implementation of our CLT (community land trust model). Progress of Stage 3 of Kenepuru Landing housing development as a source of new homes for iwi members and others over the next 10+ years. R&D is still underway for Toa Homes – an off-site manufactured, passive energy, affordable housing solution to meet iwi members housing needs in future. Continued implementation (with further potential) of Te Tumu Paeroa-funded house remediation programme for existing homes in dire need of repair. Progress on planning for a new kaumātua housing complex on Te Hiko Street, adjacent to the marae. Acquisition of land and houses in the Pā with development potential.

2 Education

Ministry of Education confirmation to fund the establishment of a new Ngāti Toa-specific Kura Kaupapa as soon as practicable. Continued growth of Mahi Toa and Te Hoe Ākau vocational employment services, extending to Te Tau Ihu with the appointment of a Whakatū-base Manager Education and Employment and apprenticeships. Finalisation and commenced implementation of a new iwi Education and Employment plan. Initiation of a Leadership Hub programme to build the capability of current and future iwi leaders.

3 Health & Social

Growth, success and recognition of 502 Rangatahi Ora – Porirua's first "one-stop-shop" youth health and social service provider. Progress in establishing one of the country's first primary health care Locality Networks and IMPB (Interim Māori Partnership Board) as part of the new health sector reforms. Leadership of Porirua Oranga Tamariki office and progress in planning for iwi-delivered services to tamariki needing care in our rohe. Launch of Te Puna Wairua, a new, innovative "one-stop" hapu māmā hub. Re-imagining primary care operating model i.e. general practice, to increase effectiveness, capacity and cultural alignment for Ngāti Toa health service provision across our rohe.

4 Treaty Relationships

Strengthening of partnerships through closer working ties with local governments (Porirua, Wellington, Lower Hutt and Greater Wellington Regional Council) plus key central government agencies (Oranga Tamariki, Kainga Ora, Te Ara Poutama, CCDHB /Te Whatu Ora, Te Pūkenga, and ACC). Support for the increasing number of iwi members appointed to various local and regional government boards and steering groups. Progress in the initiation and operation of a Ngāti Toa-led Porirua community leadership forum to promote stronger local action and democratic participation.

5 Whenua

Progress on the further acquisition of whenua under the remaining schools across our rohe providing enourmous future cultural and financial benefits to Ngāti Toa. Acquisition of 170 hectare Landcorp farm extending from Porirua East to Linden, able to support agriculture, solar farming, and future residential development. Agreement with Kainga Ora and the Pasifica Housing Trust to acquire up to 400 sections in Porirua East (paid for by the Crown) to be leased in perpetuity for the housing of Pasifika families.

6 Economic

Strong operating financial results of both the Rūnanga and Group subsidiaries owned by the iwi e.g. Te Āhuru Mōwai, Switched on Group, Toa ITM etc. Further progress in establishing new businesses i.e. Rāranga (labour hire), Toa Developments (property development) and Toa Homes, in support of our goal to develop our whenua and deliver affordable housing to Iwi members. Continued development of services and opportunities to support Iwi member's businesses and enable their growth and development. Progress of Te Kete Hapai providing a range of direct benefits to iwi members no matter where they live. Awarded the INFNZ Debt Deal of the Year by the New Zealand financial community in recognition of the funding arrangements negotiated to acquire 140 hectares of Ministry of Education whenua. The significance of this award included raising the profile and trust in Ngāti Toa as a counterparty to further investment moving forward.



7 Taiao

Continued growth in capability and capacity to directly participate in a wide range of taiao and kaitiaki-related mahi across our rohe, including on Mana, Kapiti, and Te Taihū. Progress in discussions to see the transfer of kaitiaki responsibilities from regional and central government agencies to Ngāti Toa. Approval from MoE to establish a Ngāti Toa kura kaupapa taiao, with potential sites including Whitireia, Mana and Kapiti. Operation of high value noho taiao events for parents and tamariki, building understanding and commitment to our taiao and kaitiaki responsibilities.

8 Ahurea

Recruitment of our first Pou Reo mē ōna Tikanga – Kahuoterangi Ropata. Development, consultation, and funding approval for a comprehensive reo reacquisition strategy and plan for Ngāti Toa, ahakoa kei whea! Recruitment, training and development of new reo and ahurea staff to support the strengthening of our whānau understanding and practice of te reo mē ōna tikanga. Placement of four pou whenua across sites of significance within our rohe.



Rīpoata o te Tumu Whakarae

Looking ahead

I'd like to signal the intention to speed up the delivery of new homes to iwi members.

To achieve this, we are exploring partnership arrangements to increase available capital, capability and capacity. I would also like to signal the intention to appoint a new Pou Ohanga with specific capability and experience in working with iwi members to achieve their own prosperity goals, leveraging where possible our collectively held assets.

Two last signals, is the intention to finally plan for the design and eventual development of our own Whare Toi / Whare Taonga / Whare Pūrakau where we can store and share our treasures, learn and demonstrate our arts, and tell our stories from the past and present. This will be a multi-year project, but conceptual work will commence during 2023-24.

Secondly, work is progressing on recording and monitoring the achievement of envisioned benefits of our 2014 Treaty Settlement, including re-assertion of our rangatiratanga across Raukawa Moana, on Mana and Kapiti Islands, and in Te Taihū, especially Wairau.

I am finally pleased to advise that despite noted economic headwinds, core operating revenues for the Rūnanga increased 30.6% from \$100.8m (FY22) to \$131.7m for the year ending June 2023, with underlying operating earnings for the Rūnanga of \$13.2m (FY23) vs \$13m (FY22). Total comprehensive results, included a paper loss of \$53.6m on property and other assets. We expect the value of said assets to recover in due course, and I'd like to thank all of our hard working staff who have produced such outstanding financial and operational results for Ngāti Toa in 2022/23.



“Ma te Atua tātou
kātoa e manaaki,
e tiaki i ngā wa kātoa
aku whanaunga.
Upane ka upane
whiti tē rā!”



Helmut Modlik

Statement of Service Performance

Who are we and why do we exist?

Te Rūnanga o Toa Rangatira was established in 1990.

It is the mandated iwi authority for Ngāti Toa Rangatira, and the administrative body of iwi estates and assets.

Te Rūnanga o Toa Rangatira manages political and public interests on behalf of Ngāti Toa Rangatira including Tiriti claims and settlements, commercial and customary fisheries, health services (including primary mental health and residential care services), social services, central and local government relationships, and resource and environmental management. It is also responsible for commercial interests including property assets. Te Rūnanga O Toa Rangatira Incorporated is a non-profit incorporated society with charitable status.

The rohe of Ngāti Toa extends from the Whangaehu River south along the ranges to Turakirae. It then crosses Raukawa Moana (Cook Strait) to Marlborough and Nelson. This is encapsulated in the tribal pepeha: Mai i Miria te Kakara ki Whitireia, whakawhiti te moana Raukawa, ki Wairau, ki Whakatū.

Moemoeā

Our vision is that Ngāti Toa is a strong, vibrant and influential iwi, firmly grounded in our cultural identity and leading change to enable whānau wellbeing and prosperity.

Whāinga

Our mission is to empower our whānau, reclaiming our own iwi self-determination, revitalising our environment through leadership, innovation, connectedness and exercising our rangatiratanga.

Our purpose is to enhance the mana, wellbeing and prosperity of Ngāti Toa Rangatira iwi, hapu and whānau. We do this by empowering our whānau, reclaiming our iwi self-determination, revitalising our environment; through leadership, innovation, connectedness and exercising our rangatiratanga.



What are our strategic focus areas?



Ngāti Toa Rangatiratanga

Revitalising and strengthening our identity as whānau, hapū, iwi:

- Whānau are confident in their reo, tikanga, kawa, and identity
- Vibrant marae uphold our kawa and serve our varied needs
- Whānau who are strongly grounded in our history and whakapapa
- Ngāti Toa Rangatira culture and success is celebrated



Oranga

Advancing the health and wellbeing of Ngāti Toa whānau through:

- Improved health
- Increased educational and vocational achievement
- Sustainable employment
- Healthy and affordable housing



Ohanga

Growing a sustainable economic base by:

- A culture of self-determination, resilience and growth
- Robust and ethical investments aligned to the aspirations of the iwi
- Working collaboratively to grow the Ngāti Toa Rangatira economy
- Protecting and growing our economic base to provide ongoing opportunities for whānau wellbeing and growth



Te Ao Tūroa

Nurturing a resilient environment to sustain future generations through:

- Reclaimed mātauranga relevant to our natural resources
- Empowered leaders and co-managers of our natural environment
- Our commitment to environmental sustainability
- Our ability to adapt to the impacts of climate change



Whai Mana

Build a strong organisation founded on leadership and connection by:

- Sound governance and management structures support growth and prosperity
- Development and leadership opportunities for our tamariki and rangatahi
- Platforms for the efficient communication and connection of our people
- Strategic partnerships that benefit regional, national and international interests

Our Iwi Globally

Our total iwi registration

2023: **8,949** 2022: **8,444** 2021: **8,208**

Demographics

Age Group	Female	Male	Gender Diverse	Unknown	Total
0-4	83	92		1	176
5-14	455	476	1		932
15-24	888	885			1,773
25-44	1,523	1,429			2,952
45-64	1,088	964			2,052
65+	404	375			779
Unknown	131	154			285
Grand Total	4,572	4,375	1	1	8,949

5,937 Aotearoa

796 Australia

49 United States

21 Canada

11 France

7 Ireland

7 United Kingdom

2,121 Not specified

Our iwi locally

32% Live in the Wellington region including Porirua

2% Live in Marlborough

3% Live in Nelson / Tasman

Ohu Reo

“Rauawatia to waka
ka ōtia rawa hoki,
tau ana e!”



Te Reo Manawataki o Ngāti Toa Rangatira

Tikarotia te Marama!

E kī ana te whakatauāki ko tō waka reo e rite ana ki tētehi waka whakairo arā, he tāonga ka āta whakaritea e te iwi hei tāonga tuku iho, he piupiuaki hei kawē i te mana, i te ihi, i te wehi, i te tapu o te iwi, he mea hei āta tāwharau, hei āta tauwhiro hoki nō te iwi.

E hangai pū ana ki te oranga tonutanga reo ā iwi, ā hapū, ā whānau, ā tangata takitahi hoki kia toa ai te reo, kia rere ai te reo, kia Māori ai te reo. Ko te whakawhanaketanga rānei o to tātou iwi o Ngāti Toa ki tōna reo Māori me ōna tikanga?

Kua whakamahia Te Ohu Reo hei ringa tautāwhi kia tiritiriā te onetapu o te reo rā, kia pai ai te totoro i ōna aka, i ōna weu ki te haumakotanga, ki te taurikotanga ki ngā whānau o Ngāti Toa Rangatira puta noa i te ao. Mā reira e pai ai te noho o tō tātou reo hei kahuri tōtara i te wao nui ā Tane hei reira ka tikina atu ka topea te tumutumu o te rakau hei waka reo mo te iwi. Ka tikina iho ngā kupu a tēra kuia o tātou a Waitohi nānā te kōrero;

“Ka rauawatia to waka ka ōtia rawa hoki, tau ana e!”

Ko te tikanga o te rerenga kōrero nei e Wai e tāea taku waka tauā te tūtuki? Te whītiki ki tauā? Te whakarākai te oti? Mēna ko te waka tēnei ko te reo Māori?

Tēra pea ko ngā tai aniwahaniwha, ko ngā tai karekare, ko ngā moana pukepuke pea? Ēra ko ngā āmaimai, ko te tāhua pūtea, ko ngā hēmanawatanga, ko ngā whāruarua, ko ngā maharahara, ko ngā āwangawanga koinēi ngā mea haukoti i te ngāwari ki te ako i te reo Māori.

Ko te whakahau a te kuia nei a Waitohi kia tīmata i tētehi waka whakairo me ūpoko pakaru te karawhiu kia ōti rawa kia taiea, kia tau, ki tētehi taumata mana nui, nui whakaharahara. He pēnei anō to tātou wakareo arā, to tātou rautaki reo arā, Te Reo Manawataki o Ngāti Toa Rangatira. Kia haria atu ki tētehi wāhi tiketike tonu mā reira e horopakina mai ai ētehi kaupapa hei whakamīharo ai te iwi.

Mā reira pea te reo Māori o Ngāti Toa e makere mai ai i te rārangi oroti, i te rārangi orota?

Wānanga Reo

12 FY2023 AUDITED

10 FY2022



Te Ohu Reo

The establishment of Te Ohu Reo Manawataki o Ngāti Toa (Te Ohu Reo) is a new initiative identified as a priority requirement of the Board of Te Rūnanga o Toa Rangatira.

This saw the appointment of our Pou Tikanga Reo, Kahu Ropata a notable Ngāti Toa orator, graduate of Te Panekiretanga o te Reo, exponent of traditional karakia through Te Matapunenga and mau rākau. Kahu has taught as a kaiako for over 26 years in Kura Kaupapa, Kura-ā-iwi, Whare wānanga and University. He is currently finishing his Masters of Te Reo through Te Wānanga o Raukawa.

The priority of Te Ohu Reo is to advance the reo acquisition of Ngāti Toa iwi members no matter where they may reside. To date we have approximately 9000 registered iwi members of Ngāti Toa located across Aotearoa me te Āo whānui. Whānau have also indicated through surveys and hui that reo acquisition and learning more about their Ngāti Toa culture, whakapapa and heritage is of high importance to them.

Te Ohu Reo Manawataki o Ngāti Toa Rangatira will develop a suite of tools and resources that can adequately respond to the reo needs of whānau who are at varying degrees of their reo journey therefore, pathways for whānau to acquire reo will be required at a beginner, intermediate and advanced level. Te Ohu Reo will require a team suitably qualified to deliver this programme of work.



Kahu o Te Rangi Ropata

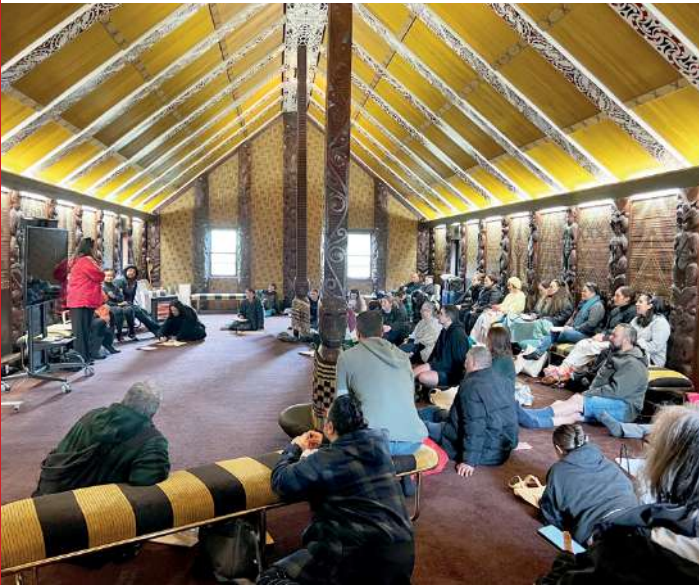
Our long-term goals

50%

Reo Māori households by 2040

4^x

Kotahi rau tau, four generations of reo speakers by 2123



Te Ohu Reo

Strategy refresh and update

In 2022, we began reviewing the current strategy and surveying our iwi to find out the present state of te reo o Ngāti Toa and whether we were any closer to realising our long-term goal: “By 2039 te reo Māori will be the language most often used in at least 50% of all Ngāti Toa households and will be heard throughout the community locations where Ngāti Toa people live and interact”.

In 2013, our Ngāti Toa Te Reo Strategy’s vision was ‘Kia Toa te reo o Ngāti Toa, kia Rangatira ai a Ngāti Toa’ and it recognised the need to ensure that “Ngāti Toa mita and tikanga is preserved, protected and revitalised”. While this remains true for us now, Te Rūnanga o Toa Rangatira Board asked for a refresh of the strategy. While the 2013 Reo Strategy provided a clear vision and objectives for the reo acquisition for the iwi, the implementation was not fully realised as there was no dedicated resource to deliver on the objectives. The revised strategy - Te Reo Manawataki o Ngāti Toa - was presented and approved by the Te Rūnanga o Toa Rangatira board in May 2023.

Our long-term goal is to have 50% of our iwi members speaking Te Reo Māori by 2040, with four generations of reo speakers in each whānau by 2123. This strategic refresh acknowledges the importance of preserving, protecting, and revitalizing Ngāti Toa mita and tikanga while delivering practical pathways for reo acquisition.

The reo needs of iwi

The current iwi register has approximately 9000 Ngāti Toa uri disbursed across Aotearoa and the world. The programme being developed (over time) by Te Ohu Reo will be tailored to meet the needs of ngā uri o Ngāti Toa no matter where they reside in the world.

A survey was undertaken in 2022 with approx 400 Ngāti Toa uri responding, the survey provided key insights on reo capability and aspirations that will inform the programme delivery and approach for the next 5 years. The focus will predominantly be on our beginner reo speakers with offerings also available for intermediate and advanced speakers. For our advance speakers the aim will be to get them in a position to support Ngāti Toa paepae given the lack of depth currently observed and the reliance on a few to hold these important roles.



Plan moving forward

Over the next five years, Te Ohu Reo will undertake a progressive approach to program delivery and capacity-building:

Year 1	Year 2-3	Year 3-5
→ Conduct six wānanga reo in Porirua and two in Te Taihū	→ Scale up programmes and resources	→ Establish our own kura reo to provide an immersive reo learning experience
→ Develop resources accessible to all whānau regardless of location	→ Support Ngāti Toa iwi members to develop and progress their personalised Hei Oranga Reo plans	→ Offer structured learning pathways for beginner, intermediate, and advanced reo speakers

Te Ohu Reo Manawataki o Ngāti Toa Rangatira is dedicated to ensuring that the revitalisation and preservation of Te Reo Māori within our iwi remain at the forefront of our efforts. With a strategic vision in place, a committed team, and the support of our iwi, we are poised to make substantial progress toward our long-term goal. We look forward to fostering a thriving reo community and honoring the legacy of Ngāti Toa for generations to come.

Wānanga Reo per region		
Porirua	7 2023 AUDITED	5 2022
Te Tau Ihu	5 2023 AUDITED	5 2022

96%
Of iwi want to increase reo capability

Ngāti Toa Rangatira

Our culture
& identity

Revitalising and strengthening our identity as whānau, hapū and iwi.

Our identity is revitalised through our whānau who are confident in their reo, tikanga, kawa and identity. We have vibrant marae that upholds our kawa and are able to serve our varied and changing needs, through this we thrive.

Our whānau are strongly grounded in our history and whakapapa, and we continue to celebrate Ngāti Toa Rangatira culture and success.

SSP annual investment

\$3.3M FY2023 AUDITED

\$2.8M FY2022



Pātaka Toa

Pātaka Toa mahi covers a wide range of areas, supporting people from early childhood through secondary studies and beyond. We are committed to creating programmes that promote a lifelong journey of learning. Our services go beyond the classroom, providing guidance for career development, helping with decisions about tertiary education, and supporting career development into jobs through to entrepreneurial aspirations. We are in our third year of Mahi Toa with our first cohort of graduates set to finish in the next 12 months. We are also excited about the newly established recruitment centre that will be iwi led and reach into all industries ensuring our people are served well. Both showcase our responsiveness to opportunities and the needs of our whānau, hapu, iwi, and community, working hard to achieve this through maintaining rangatiratanga.

He Awa Tupua model is our way of reimagining education delivery. It's all about putting choice at the centre of the process, offering various paths for whānau to explore the full spectrum of educational opportunities. We believe in empowering individuals by letting them have a say in their educational journey. This approach contributes to a more adaptable and responsive education system that meets the unique needs and aspirations of our community and challenges the status quo to adapt.

Additionally, Pātaka Toa is committed to staying ahead in the ever-evolving fields of education and employment, with a current focus in STEAM. Te Kete Whakapuawai works on innovative outcomes through exploring traditional practices that will ensure we thrive and lead in industries that some say are not ours.

Pātaka Toa services reach <small>AUDITED</small>		
Puna Matauranga	87 Students	100% Ngāti Toa
Mahi Toa	124 Apprentices	24% Ngāti Toa
Te Hoe	66 Whanau	51% Ngāti Toa

Our inclusive approach welcomes individuals from public, private, and community sectors. And with professional development opportunities through Upāne, we ensure everyone has the tools and expertise to succeed in their chosen career paths and partners with us to ensure our people are successful too.

Our ultimate goal is to provide valuable resources and support to our whānau across various fields, in alignment with their unique aspirations. Whether it's in education, career development, or any other area, we are fully dedicated to delivering solutions that uplift and empower our community.



Puna Reo enrolments	
50 Tamariki in FY2023 <small>AUDITED</small>	78% are Ngāti Toa <small>AUDITED</small>
48 Tamariki in FY2022	81% are Ngāti Toa



Te Puna Reo o Ngāti Toa

Te Puna Reo o Ngāti Toa continue to deliver a curriculum embedded in Ngāti Toatanga.

Te Tūāpapa o Te Puna Reo o Ngāti Toa, the centre curriculum, is centred on the tukutuku and kowhahai panels in the Takapūwāhia whareniui. Tamariki have a strong sense of who they are, learning karakia, pepehā, pūrākau and waiata of our iwi on our whenua.

In 2022, 48 tamariki attended the centre, of which 39 whakapapa to Ngāti Toa. In 2023, 50 tamariki attend the centre, of which 39 whakapapa to Ngāti Toa. During 2022, 12 tamariki transitioned to Māori medium kura and 8 tamariki are planned to do so in 2023.

Kura Māori enrolments AUDITED

92%

Of five-year olds go on to enrol in Kura Māori: CY2022

Toi Wānanga

Creating opportunities for whānau in Te Ūpoko o Te Ika and Te Taihu to connect through mahi toi, while uplifting the skills of emerging artists through manaakitanga shown by our Ngāti Toa mātanga toi.

With support from Creative New Zealand, we ran Toi Māori wānanga at Whakatū marae on Taonga Pūoro and Whāriki weaving. These wānanga were identified in our Whakatū arts engagement hui as being highly desirable artforms that would meet a gap in Te Taihu. The whāriki in Whakatū needed replenishing, we were fortunate to get Missy Broughton a master weaver living in Te Taihu to teach our Ngāti Toa weavers the hono techniques. Tamihana Katene revived the oro of kōauau and the whakapapa of taonga pūoro amongst our whānau who attended.

We also held a Piupiu wānanga in French Pass that were delivered by mātanga kai rāranga Elaine Bevan and Tracey Patete. These mahi piupiu wānanga will be critical in the realm of kapa haka for local, regional and national audiences in the coming years.

Marae grants

\$63,160

FY2023 AUDITED

\$57,382

FY2022

Marae Grants

The allocation of marae grants for 2023 included



Takapūwāhia Marae

Replenish marae resources including mattresses, pillows, sheets, tablecloths, etc



Hongoeka Marae

Upgrade to power pole and hardware for wharekai renovation



Whakatū Marae

Install heat pumps in Mauri Ora building (dining area and kitchen)



Wairau Pā Marae

Replace septic tank

Education grants

The Education Grants Advisory Committee continued the prioritisation method used in previous years that aligns with our Education Strategy.

This year Ngāti Toa Rangatira had a significant number of applications in a wide range of subjects, with many studying full-time. The 136 applications received are a three-fold increase on the 39 applications in 2022.

Subjects included: Accountancy, Agribusiness, Apiculture, Arts, Architecture, Biomedic, Business, Carpentry, Climate Change, Commerce, Communications, Construction Management, Dance, Data Science, Dental Surgery, Design, Education, Financial Services, Health Science, Heke Reo Māori, Heke Whakaakoranga Kōhungahunga, Hospitality, Indigenous Studies, IT, Law, Leadership Communication, Matauranga Māori, Māori studies, Māori Visual Arts, Medicine & Surgery, Medical Laboratory, Midwifery, Museum Studies, Nail Technology, Nautical Science, Nursing, Philosophy, Poutahi Te Reo, Psychology, Public Health, Science, Social Work, Sports, Tahuu Wakaakoranga, Taiao, Te Reo, Te Tohu Paetahi, Youth Development.

The Committee noted, for those not on 'Fees Free' courses the average course cost was approximately \$7000 for each taura. In addition, 70 taura provided last years results showing ongoing commitment to their studies. We were really pleased to see a growing swell of iwi members developing skills, striving for new professions, and remaining steadfast to progressing our reo and tikanga.

The Committee recommends that we continue our Ngāti Toa Rangatira grant allocations as per earlier years and increase the pūtea allocation for our dedicated taura.

Education grants

\$70,593

FY2023 total funding AUDITED

172

FY2023 total grants AUDITED

\$113,910

FY2022 total funding*

136

FY2022 total grants

*FY2022 had 2 x rounds of grant allocation

Sports Grants

Sports clubs

The Ngāti Toa Allocation Sports Committee continued to provide financial support to Toa sports clubs and individuals representing national, regional and development teams (under 18) as prioritised by the committee.

Allocation to Toa sports clubs included:

- Toa Rugby League to support costs for physiotherapy, ground fees, sports equipment and first aid kits (\$5,000)
- Toa Basketball registration of 26 Ngāti Toa teams at Poitūkohu Aotearoa Māori Tournament from U7 mixed to Open Premier Wāhine/Tāne. Whānau from Australia returned to play in Ngāti Toa teams which was awesome to see. (\$16,220)
- Toa Hockey turf costs for three open grade and three junior teams in Wellington competition (\$10,107)
- Toa Junior Golf Academy support coaching (\$4,000)

Individuals

Allocation of 68 individual sports grants:

- Nine national aged grade representatives for basketball x 6 and softball development Black Sox Boys x 3.

The 59 successful applicants for regional representative and development grants in a range of sports including netball, darts, touch, squash, basketball, football, rugby, golf, softball, rugby league, tag, waka ama, outrigger canoe and ki ō rahi.



Sports grants	
\$62,227	109
FY2023 total funding <small>AUDITED</small>	FY2023 total grants <small>AUDITED</small>
\$44,627	103
FY2022 total funding	FY2022 total grants



"Rangatiratanga of Ngāti Toa arts is activated when our people have opportunities to explore the arts of our tupuna. These classes help ensure our toi Māori are living and breathing today."



Toi Rangatira

Toi Rangatira has had a strong focus on whanaungatanga, relationship building and engagement over the last year, which has positioned us to take up more opportunities.

This includes supporting more kaupapa our artists can be involved in such as collaborative art exhibitions, being a stronger voice of advocacy for our artists, shaping our priorities towards their needs highlighted in engagement hui and surveys, and growing the profile of our arts and artists within and beyond our rohe.

A taonga restoration plan was another major focus for Toi Rangatira this year which was supported by Ministry of Culture and Heritage. This project was established to analyse the taonga of Ngāti Toa at our marae, and identify the current status. Through this mahi, we captured a record of what taonga were high need in terms of restoration and maintenance and a restoration plan was subsequently developed to ensure our taonga have longevity.

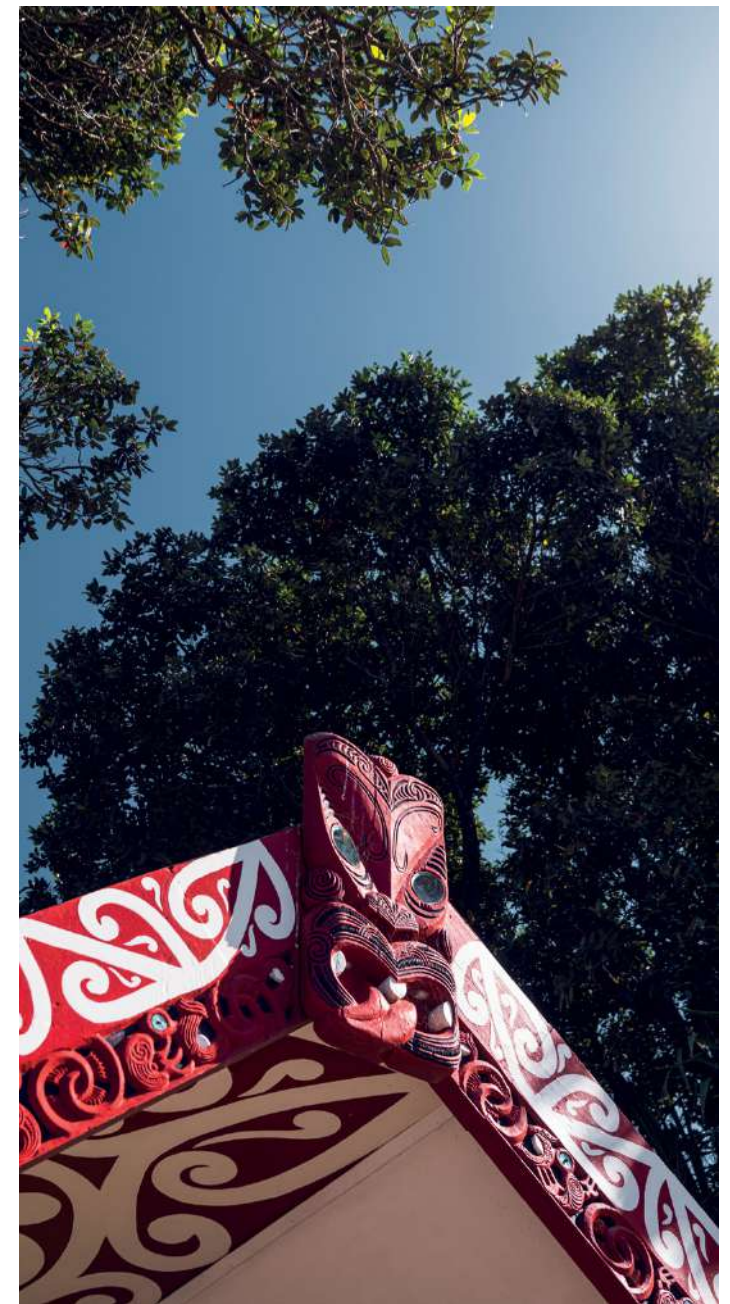
It was identified that the skill base of our iwi needed support and development to ensure that restoration of our taonga on our marae, and in our rohe could be executed by our own people. This led to the establishment of toi classes in tukutuku and whakairo in 2022, fostered by a Tuakana-Teina model with mātanga kairaranga Kohai Grace and mātanga kaiwhakairo Hermann Salzmänn last year. The popularity of these classes have remained steady and this year we introduced another tukutuku class tutored by Te Ao Mania Grace-Paul who was a former tauira of Kohai, illustrating the tuakana-teina model in action.

As the skills of the tauira carvers developed in kowhaiwhai, a waharoa wānanga was held at Takapūwāhia marae to begin the restoration under the guidance of Hermann Salmann. Some areas of concern were addressed from the natural weathering process where the whakairo has been compromised. Paua detailing was replaced and the overall entrance was restored to welcome in the many manuwhiri we receive on our marae.

We expanded our artforms to include a kowhaiwhai class, tutored by Vianney Parata. With tauira grasping the foundations of traditional visual language, and exploring the whakapapa behind their meanings. Tauira kowhaiwhai are also encouraged to explore creating their own designs, emphasising the importance of reclaiming rangatiratanga.

Our tauira and tutors showcased their mahi at the Waitangi Day event in collaboration with Porirua City Council at Pātaka. It was important to have a strong toi presence in our community on this day, expressing our rangatiratanga in our arts that were at risk of being lost due to the impacts of colonisation.

Toi Rangatira were successful in applications with Creative New Zealand and The Department of Conservation, which aim to further expand wānanga in rāranga, whakairo and taonga pūoro. These have allowed us to branch out our delivery to more whānau, aiming at emerging and experienced artists. We held a wānanga in Porirua that focused on natural materials and fibres that would benefit both our whakairo and tukutuku tauira. Mathew McIntyre Wilson (Taranaki) showed our participants the techniques of feather pelting, Elaine Bevan focused on teaching muka and piupiu.



Toi Rangatira

We traveled to Whakatū and Wairau to engage with Ngāti Toa artists based in Te Taihū to hear what their needs and aspirations in the arts space were.

Strong themes overlapped in both hui, a willingness for collaboration and participation and a lack of opportunities down south were highlighted.

In response to these engagements we have delivered a taonga pūoro wānanga with mātanga kaipūoro, Tamihana Katene alongside a whāriki wānanga at Whakatū marae by mātanga kairāanga Missy Broughton (Te Aitanga-ā-Hauiti). It was identified through the Taonga Restoration Project that whāriki in Whakatū marae were in need of repairs so this wānanga helped to address that need while also growing the weaving skills of our whānau in Te Taihū.



"Looking ahead, we aim to grow that connection of our artists across our rohe, using Te Moana o Raukawa as a link rather than a barrier between our people."



Patricia Grace recognised

In August 2023, the National Iwi Chairs' Forum recognised the contributions of three outstanding wāhine.

Kahurangi Tariana Turia, Tākuta Cathy Dewes and our very own Patricia Grace were all inducted into Te Whare Pūkenga.

Te Whare Pūkenga was established by the Iwi Chairs Forum in 2021 to recognise those that have enhanced the lives of all whānau in Aotearoa through various activities. These three wāhine now join the ranks of past recipients of Te Whare Pūkenga, Tākuta Moana Jackson, Tākuta Whatarangi Winiata, Kahurangi Iritana Tawhiwhirangi and Tākuta Wally Penetito.

Patricia Grace is regarded both nationally and internationally for storytelling, sharing the Māori experience through her own lived realities and those of her tūpuna. The National Iwi Chairs Forum honours Patricia for her commitment and exemplary achievement in bringing contemporary Māori voices to Aotearoa literature.

Critical histories

Critical histories shared with the community

On Tuesday, 7 March we unveiled four Pou Whenua at sites of significance across Porirua in an effort to educate our community about the significance of these landmarks, the history they have within our iwi, the traditional uses of these spaces and the importance of preserving this mātauranga for future generations.

The four pou can be found at Whitireia, Rangitūhi, Pauatahanui and Te Awarua o Porirua. Our Pou Toi, Wiremu Grace led the design of these beautiful pou. The designs depict our tūpuna, kaumātua, whānau, rangatahi and generations still to come. The triangular pattern work links back to our Whare Tūpuna and the takitoru pattern seen in the rafters.

These pou were a collaboration between Toi Rangatira and Pātaka Toa, with support from Ministry of Education. Another three pou whenua are currently in production which will share the histories of Taupō Pā, Te Mana o Kupe Ki Te Moana nui ā Kiwa (Mana Island) and Te Waewae Kapiti o Tara Rāua ko Rangitāne (Kapiti Island).



"Each landmark showcases a pou containing the history of that site, accompanied by a plinth with a QR code that takes you to a video telling the story of that site."



Ngāti Toa Leadership Hub

Te Rūnanga o Toa Rangatira established the Ngāti Toa Leadership Hub to accelerate the Iwi leadership capacity and capability, based on Ngāti Toa values, ideology, and leadership knowledge.

Historically, Ngāti Toa leaders relied on building strategic relationships with key allies in warfare and for trade purposes to ensure the safety, security and prosperity of the iwi. Today, more so than ever, Ngāti Toa is well placed to continue collaborating with others to provide the underpinning knowledge, capability and leadership for its ongoing growth. Effective Ngāti Toa leadership will grow the impact of the Iwi in wider society by being able to influence leaders and grow stakeholder engagements.

The first six months of the Leadership Hub were focussed on establishing the key workstreams and building a strong strategy. The second six months focused on creating a sustainable programme.

A Leadership Speaker Series was undertaken with examples of leadership in action within our own people.

These speakers shared their own leadership journeys, experiences and mātauranga via lunch-time seminars. Recording these kōrero have provided valuable resources for our iwi to access and learn from for many generations to come. Our speakers included;

- Helena Abolins-Thompson
- Helmut Karewa Modlik
- Dr Selwyn Kātene
- Te Rā Moriarty
- Jeanette Grace
- Te Ahukaramū Charles Royal
- Te Puoho Kātene
- Peter Kelly

Our most recent release is a rangatahi focused series delivered through a podcast. Hosted by our Pou Tikanga Dr Taku Parai, this series looks to inspire the next generation of Ngāti Toa leaders though the voices and experiences of our amazing rangatahi.


Number of leadership seminars held

8

FY2023* AUDITED


*No prior year figure

01




Helena Abolins-Thompson
Māori leadership in cancer & cardiovascular disease research

02




Helmut Karewa Modlik
Leadership – going from good to great

03




Dr Selwyn Kātene
Iwi/Māori leadership
What makes for a good leader?

04




Te Rā Moriarty
Exemplifying leadership in the classroom through Māori values

05




Jeanette Grace
How to grow leaders – a borrowed phrase

06




Te Ahukaramū Charles Royal
Leadership in tangata whenua communities today

07



Te Puoho Kātene
Tikanga based leadership

08



Peter Kelly
Leadership for today – a perspective from an old soldier and Chief Executive

Ngāti Toa Business Profiles

Toa Cleaning

Toa Cleaning Ltd is deeply rooted in providing exceptional service and maintaining the highest standard of cleanliness.

They believe in the importance of creating a clean and healthy environment for their clients, whether it be in their home or office.

With a team of five highly skilled cleaning professionals, Toa Cleaning strive to be honest, transparent and reliable in all interactions with clients. They understand that trust is crucial in this industry, and work hard to earn and maintain this by consistently delivering on their promise.

With cleaning services designed to cater to the diverse needs of their clients, they provide exceptional services that enhance the well-being and comfort of clients along with value for money.

Through Te Rūnanga o Toa Rangatira programmes, Te Kuaha and Ngā Tini Whetū, Toa Cleaning have been able to grow their business, and realise their aspirations.



Treibl Creative

Treibl Creative are a whānau-run video production company consisting of husband and wife team Anaru and Dyana Treiblmayr-Grace based in Takāpūwahia.

Their passion lies in crafting impactful video content through a Māori and Pacifica lens bringing to life narratives that are important to them.

Treibl Creative are indigenous storytellers unapologetically, authentically rooted in their culture, and create content that is for Māori and by Māori. They are lucky enough to have had the support and backing from Ngāti Toa through initiatives such as Ngā Tini Whetu and Te Kuaha to help nurture and grow their pakihi.

Treibl Creative have proudly produced high-quality video content for different factions of the Rūnanga. Their current focus is on working in collaboration with other likeminded creatives to expand their team to meet bigger projects while also working towards succession planning to grow their pakihi and the Treibl Creative whānau.





Oranga

Our wellbeing

Advancing the health and well-being of all Ngāti Toa Rangatira whānau.

Our whānau flourish through improved health, and vocational achievement. Our whānau enjoy optimum health and wellbeing through quality care services.

SSP annual investment

\$64.6M FY2023 AUDITED

\$57.0M FY2022

62%

Of Rangitahi that engage with The 502 are Māori



The 502

Porirua's first "Youth One Stop Shop".

The 502 moved to its new premises in central Porirua which has been well received by the rangatahi and the business community. The reputation of the service extends beyond Porirua too; visited by the Governor General, government ministers, our local MP and the mayor on numerous occasions is testament to the success The 502 have achieved. This year The 502 was also acknowledged as a national exemplar by Te Hīringa Mahara Mental Health and Wellbeing Commission.

Our data suggests that we are making a difference among those that have the highest needs, that being Māori, Pasifika, and/or Quintile 5.

Māori makeup 62% of rangatahi that engage with The 502, with a steady increase in the number of our Pasifika whānau. Rangatahi are coming in, and they are coming back and bringing their friends, which is the greatest measure of success and acknowledgement that we are providing "Safe faces in safe places".



Piki Te Mauri

Piki Te Mauri is our iwi-led attendance services which covers over 100 schools across the Porirua West, Upper Hutt and Wellington Central areas.

The Piki Te Mauri team have been successful in their mahi, reengaging tamariki and rangatahi into education. Using the Mauri Ora model of operation, the kaimahi focus on the student and whānau needs to develop solutions-focused actions for re-engagement. The results of their mahi have been noticed by schools and Ministry of Education and sparked kōrero about using a holistic approach to address attendance issues.

Health Placement

Skye Bailey is a Ngāti Toa rangatahi we've worked with over the years.

By working collaboratively with her and using Mauri Ora planning, Skye has been able to work towards her goal of becoming a nurse and midwife. Her desire to pursue a career in health started in high school, while a student at Mana College. In her time there she was supported by Te Puna Mātauranga o Toa Rangatira and utilised tutoring and study help available. She is now completing a Certificate in Health and Well-Being (Level 3) through NZMA and doing her placement through Ora Toa health services. Once completed, she intends to enrol in Bachelor of Nursing Māori at Whitireia.





Health events & attendees AUDITED

9

Events held in 2023

3,100

Attendees



Events

During the 22/23 year Ora Toa organised and led several major community events that increased awareness of our health messages and facilitated the vaccination of over 1000 people for COVID-19, flu and childhood IMM's.

In April of this year TROTR in collaboration with NZ Police, NZMA, NZIS and Porirua City Council hosted and organised an event "Rangatahi ki Runga" which aimed to provide young people with opportunities to participate in activities and connect with rangatahi-specific support networks.

The event saw over 2000 people attend, including young people, parents, and community members. There was a range of activities for tamariki and rangatahi, including sports skills sessions, e-sports, a brow bar, and a barber station. The Mauri Tau room, which offered rongoā, mirimiri, and a calm space for young people to share their thoughts and feelings, was particularly busy, with other rangatahi receiving mirimiri treatment and access to youth counsellors. The success of this space highlights the importance of offering support services and using the medium of events is sometimes the best way to deliver those services.

Te Puna Wairua

One of the highlights for health services was the establishment of a Hapu Whānau Hub, Te Puna Wairua, designed to increase engagement with evidence-based healthcare and social service for hapu māmā, pēpi and whānau.

The service will improve the maternal and infant outcomes for hapu whānau through the establishment of a hub that co-locates culturally safe, integrated, accessible health and social services that make it easy for hapu whānau to access the services they need, at the time they need them.

Mātauranga Māori practices such as the incorporation of Rongoa Māori and traditional Māori birthing methods will inform the way in which the service is delivered to whānau. Applying the Ngāti Toa Mauri Ora model, Te Puna Wairua provides navigation for whānau to wider Ngāti Toa services based on the needs and aspirations of that whānau.

A recent hapu māmā had been suffering from serious nausea, which developed into more complex issues both physically and mentally. Through Te Puna Wairua the māmā was able to access an obstetrician and a psychologist that relieved the pressure for both her and the wider whānau who was taking care of māmā.



COVID-19 Achievement

Ora Toa Health Services commissioned a research team to assess the suitability of its COVID-19 Car in the Community local response delivery model and whether it was effective and acceptable to its patients and whānau. Hotene Ngaropa-Tuia and Asha Chee-Keil's mahi with the research was acknowledged and they went on to win the Otago University Student Poster Competition, a great achievement.



Health services vaccinations delivered

16,016

FY2023 AUDITED

68,858

FY2022

Ora Toa enrolments

18,119

patients in FY2023 AUDITED

989

are Ngāti Toa AUDITED

18,102

patients in FY2022

968

are Ngāti Toa



989

Ora Toa patients are Ngāti Toa

Awards & Recognitions

Te Rūnanga o Toa Rangatira and Ora Toa would like to acknowledge Josaine Ngatai who represented the Rūnanga as part of a study tour that focused on indigenous leadership and equity of outcomes for priority populations.

The study tour delegates visited three countries to learn from other high performing, innovative, primary and community care systems. The focus was on sharing and learning about integrated care systems as well as building strong connections with the host organisations. The tour delegation gained fresh perspectives and experiences to support the health reforms and multi sector collaboration that delivers real community change.

We would also like to recognise Claire Richards, Claire was awarded the Asthma Educator Award at the Foundation's Respiratory Achievers' Awards in February 2023. Claire is an Asthma Nurse Educator working for the Porirua Asthma Service. She has been an Asthma Nurse Educator for close to 15 years.

We would also like to acknowledge and congratulate some of our Ora Toa GPs who have received Fellowships;



→ Josaine Ngatai



→ Dr. Nohoana Findlay



→ Dr. Susan Todd



→ Dr. Laura Garlick

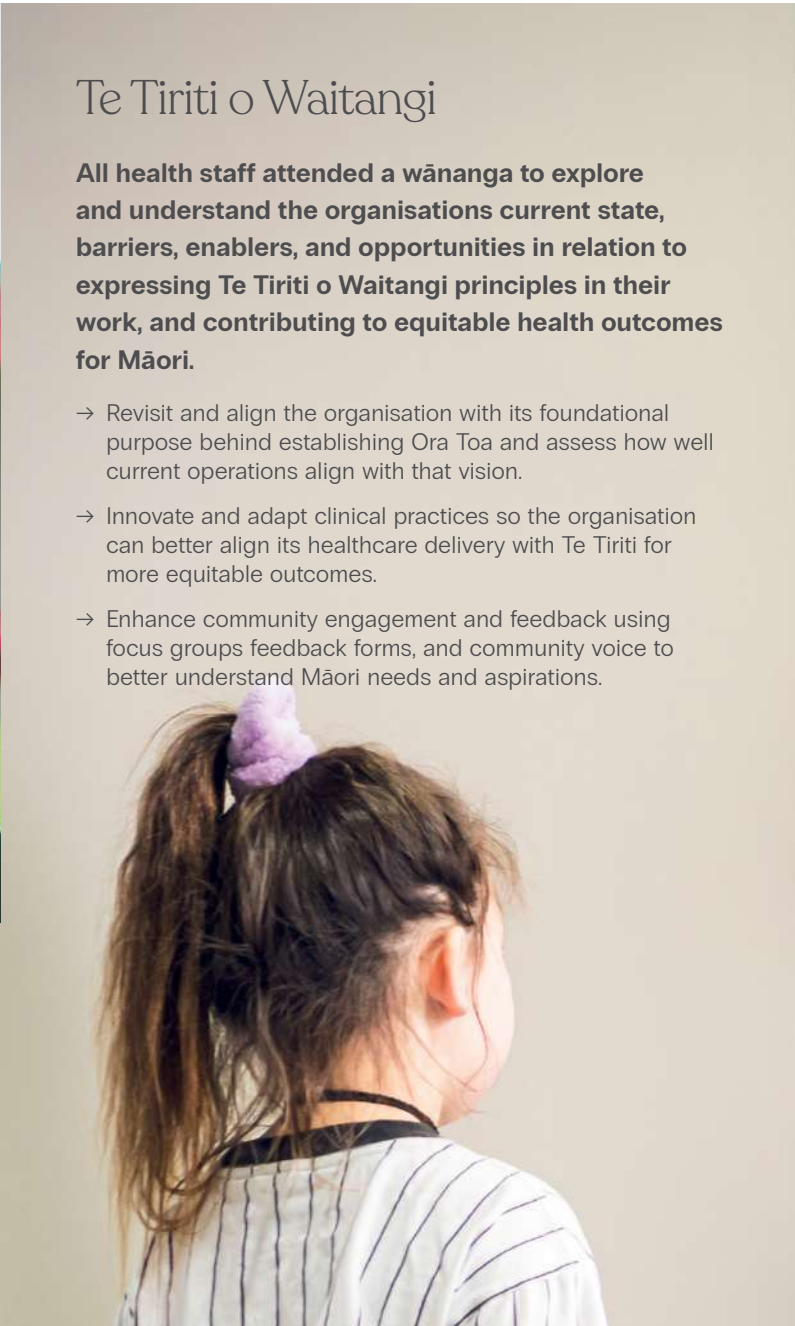


→ Dr. Aoife Cahalin

Te Tiriti o Waitangi

All health staff attended a wānanga to explore and understand the organisations current state, barriers, enablers, and opportunities in relation to expressing Te Tiriti o Waitangi principles in their work, and contributing to equitable health outcomes for Māori.

- Revisit and align the organisation with its foundational purpose behind establishing Ora Toa and assess how well current operations align with that vision.
- Innovate and adapt clinical practices so the organisation can better align its healthcare delivery with Te Tiriti for more equitable outcomes.
- Enhance community engagement and feedback using focus groups feedback forms, and community voice to better understand Māori needs and aspirations.



Medical Centre contacts	
32,407	11,792
GP consults 2023 <small>AUDITED</small>	Nurse / other consults 2023 <small>AUDITED</small>
27,982	10,137
GP consults 2022	Nurse / other consults 2022





Dental consults

2,370

FY2023 AUDITED

2,049

FY2022



He Oranga Poutama

Nuku Ora

Nuku Ora recognizes the importance of building positive relationships with mana whenua iwi, Ngāti Toa and Te Āti Awa to increase opportunities for Māori to engage and participate in activities and sport. This partnership enables the sharing of knowledge, resources, and expertise, resulting in more effective and culturally appropriate physical activity programs and services.

Through the He Oranga Poutama contract with Nuku Ora, Te Rūnanga o Toa Rangatira have been able to support activities and sporting initiatives that included:

- Cameron Poitukohu Coaching clinics at Te Rauparaha Arena, Porirua and Ngā Pura Pura, Otaki
- Whānau Hockey competition at Elsdon Turf
- Resourcing Te Kapa Haka o Ngāti Toa Rangatira
- Matariki Toa Junior Hockey Camp

Through an additional funding application with Nuku Ora we have been able to source sports equipment for Takapūwāhia Marae, Hongoeka Marae, Toa Hockey Club, Toa Waka Ama, Toa Rugby League and Toa Basketball.



Te Wāhi Tiaki Tātou

Transforming the health system in Porirua

As part of the Government's health system reform, Porirua was selected as one of nine locations across Aotearoa to develop new ways of delivering health services, to improve the health of all people living in our community.

Te Rūnanga o Toa Rangatira were selected to lead and develop changes to our local health system in Porirua, in partnership with Tū Ora Compass Health, local health providers, Te Whatu Ora - Health NZ and the pacific and disability communities.

The goal for Te Wāhi Tiaki Tātou is to develop a health system that's for the people of Porirua, shaped and delivered by the people of Porirua.

This financial year the focus has been on community engagement, with a number of community events and workshops run with the intent to capture what whānau consider are priorities for them in health and social services. We know in order to develop a plan we need to have the voices of the people of Porirua included from the beginning. Through this process a number of issues or challenges were identified (particularly around access) including;



- Dental care, particularly access and affordability of dental services
- Tangata Whaikaha (disability). Access to services and self-identification
- Mental health services
- Long-term conditions such as diabetes

The challenges that were identified then created opportunity to determine themes for reimagining sessions, the first of which was held in June 2023. We will continue to run these reimagining sessions to delve deeper into the issues which will help guide the plan moving forward.

"By working collaboratively, Nuku Ora align their initiatives with iwi aspirations and cultural values, ensuring that Māori outcomes are achieved."

"There is a great thirst for this knowledge and experience from both tamariki and kaiako"



Te Puna Mātauranga o Toa Rangatira

During the 2022 year, Te Puna Mātauranga o Toa Rangatira delivered five programmes; one for Porirua schools and early childhood education centres and four for Ngāti Toa ākonga.

The Enriching Local Curriculum wānanga for schools has seen 177 tamariki and rangatahi from local Porirua early childhood education centres and schools participate, since it started in November 2022. Ākonga learn about our history in Porirua with an iwi bus tour and learn iwi waiata and pūrakau through hands-on activities. The opportunity to deliver learning experiences for local ākonga allows us to reclaim rangatiratanga in our rohe and to teach a curriculum that is reflective of who we are as mana whenua.

In our four iwi learning support programmes, Te Puna Mātauranga o Toa Rangatira assisted 87 students and 43 Ngāti Toa whānau. The programmes cater to the needs of Ngāti Toa primary and secondary aged tamariki and their whānau to support positive outcomes in education. Each programme delivery focuses on actions to support learning and increasing achievement, building whānau engagement and advocacy, supporting intergenerational success and influencing local curriculum. Participants and their whānau work with kaimahi to develop a Mauri Ora plan, which sets out goals based on the needs and wants of the ākonga and their whānau. In 2022, 19 out of 23 students completing NCEA gained Level 1, 2 or 3, nine primary aged students received one-on-one support with their learning in school and 50 primary-aged tamariki attended after-school educational workshops.

NCEA enrolments & results

23
Enrolled in CY2022

83%
Achieved L1-3 (19/23)

19
Enrolled in CY2021

58%
Achieved L1-3 (11/19)

Toa – Te Roopu Awhina Social Services

Iwi-led Mahi

The iwi-led mahi is largely statutory in nature and is a quick response to social support for whānau.

Our iwi social workers partnering alongside Oranga Tamariki social workers has improved engagement with whānau, and increased our capacity to lead change through iwi-led mahi. As a result whānau have been able to build resilience in a mana-enhancing way.

Relationships have been strengthened between Oranga Tamariki and Police through exercising our rangatiratanga to maintain a true partnership. Care and Protection Family Group Conferences are facilitated by coordinators that are child-centred, whānau focused and culturally responsive. Our kairaranga have also provided a kaupapa Māori approach to identify whakapapa connections of whānau, hapū and iwi.

Feedback from Oranga Tamariki confirms our working partnership has improved accessibility for whānau and a significant factor in the decline of entries of tamariki into the care of Oranga Tamariki. Through the support of our iwi-led team, there has not been a pēpi/tamaiti referred to us, taken from the care of their whānau into non-whānau care.

The Te Pae Oranga Iwi Community panel has also strengthened relationships with Police. It has been a successful alternative process to the traditional criminal justice process that reflects tikanga, with a positive social change to address the cause of offending. Participants are accountable for their actions and provided a Mauri Ora response to any ongoing needs.

Feedback from panel participants:

- "I felt heard and really engaged, grateful for the process which was much more enjoyable than having to go through court."
- "We felt heard. On the night of the incident nobody heard us, thank you for creating a better pathway for our people to be heard and maintain our mana."

"E mihi nui ana ki a koutou
te pae e tautoko ana i ngā
mahi nei, Ngā mihi."



Police referrals
190
Participants referred to iwi panel



Hapori Pilot

The 'Hapori Pilot' has been developed alongside Oranga Tamariki providing decision-making triaging by Oranga Tamariki and iwi, for whānau that need support with care and protection.

The aim is to provide a quicker offer of support, consequently reducing the amount of whānau requiring further action from Oranga Tamariki. Working in partnership with hapori organisations to ensure the facilitation of intake and assessment concerns are referred to the appropriate iwi or hapori services i.e. Porirua Whānau Centre, Wesley Community Action and Taeaomanino Trust.

Oranga Tamariki referrals

111
Whānau referred with a report of concern

Poipoi Tangata – Care Service

The focus for Poipoi Tangata (Care Service) this last financial year has been to complete a review of the service and to implement our Mauri Ora framework.

We've been busy working on developing a five-year work programme for Oranga Tamariki and Toa Rangatira which includes the redesign of the prevention, early intervention and care services.

We have collaborated with many over this last year including wider services within our own organisation, inter-iwi networks have been built and partnering with non-Māori care providers to ensure we deliver wrap-around support for tamariki, rangatahi and their wider whānau.



Food rescue boxes

1769

Provided to local marae in the Porirua region

Pātaka Kai

In February 2022 Tiaki Porirua (the COVID care in the community service) joined our whānau and we then went on to create Pātaka Kai in an effort to scale and centralise this service.

COVID-19 and recent natural disasters really put an emphasis on why establishing an iwi-led regional food distribution warehouse that meets the demands of the iwi, hapori and partners in the Porirua region was a priority for us.

In January of 2023, Pātaka Kai moved in to new facilities in Elsdon. This enabled us to scale our service and storage to meet the demand, while also aligning with our aspirations to become a regional kai hub to deliver better whānau-centric solutions.

Building capability and capacity within our workforce has been a major priority for us, by partnering and building relationships with stakeholders such as MSD we've been able to grow the knowledge, optimising our service delivery.

This year we have provided kai to 30+ community organisations including our local marae, churches, sports clubs and kura. Working with our rangatahi to distribute kai and other supplies to our local marae has provided an insight for them to understand the kaupapa of whanaungatanga and manaakitanga. The rangatahi left feeling empowered and humbled, knowing that they had a chance to make right decisions in their life and to know that they serve a purpose, by serving their community. Mauri Ora!

Pataka Kai support packages provided to whānau

1610

From 2022–2023 AUDITED

Whānau accessing tiaki manaaki

1749

From 2022–2023 AUDITED

Whānau Ora

The community-based Kaiārahi team have empowered 747 whānau, by seamlessly connecting them with integrated care and support.

Serving as advocates, strategically wrapping essential services around each whānau to achieve short-to-medium-term outcomes with meticulous planning. Beyond immediate goals, their mission extended to cultivating community capability, capacity, and resilience for future readiness, providing practical support, advice, and service responses. Their commitment to excellence was underpinned by feedback-informed approaches, with whānau voice and choice always at the forefront, ensuring a partnership-based, empowering journey towards Mauri Ora.

Whanau Ora service

505 New referrals AUDITED

242 Pre-existing

747 Total active whānau



Whānau Whanake

Along with our other services in TOA-Te Roopu Awhina, a big focus in this last financial year for Whānau Whanake has been on building resilience and creating a robust emergency management response plan.

The Whānau Whanake collective alongside Te Rūnanga o Toa Rangatira collaborated to provide a coordinated relief response for iwi affected by Cyclone Gabrielle in Te Tairāwhiti and Heretaunga communities. The mobilisation of teams across TROTR and hapori demonstrated our ability to mobilise workforce, provide capability in responding to emergency events.

A highlight for our kaimahi this year was our haerenga to Kapiti Island. The Social Services leadership team embarked on a waka journey from Paraparaumu Beach to Kapiti Island. This experience was not only shared with the TOA-TRA Leadership team but also involved kaimahi from various sectors of the Rūnanga, including HR, localities, and Mauri Ora teams. This expedition offered insights into Ngāti Toa whakapapa and the historical haerenga from Kawhia to the present day.

"Ka mua, ka muri – Walking backwards into the future" look to the past to inform the future.

Ohanga

Our prosperity

Growing a sustainable economic base.

Our prosperity is supported by a culture of self-determination, resilience, and growth. We continue to realise the benefits of robust and ethical investments that are aligned to the aspirations of the iwi, working together collaboratively to grow the Ngāti Toa Rangatira economy.

Fundamental to our ongoing success is the protection and growth of our economic base providing ongoing opportunities for whānau wellbeing and success.



SSP annual investment

\$50.2M FY2023 AUDITED

\$30.4M FY2022



Rārangā

2023 has brought Rārangā many opportunities for growth

We have 20 kaimahi on the Poutama Pathway, eight kaimahi engaged in apprenticeships through BCITO and one kaimahi engaged in an ICE plumbing apprenticeship. Further to that, Rārangā off-site management team has grown with Roydon Shaw as the Recruitment Manager, Shania Stapp as the Business Support and Emma Mulhern as the Partnerships and Training Facilitator.

We work alongside our Porirua Partners: Te Hoe Akau, Mahi Toa, Partners Porirua, Le Fale and Te Aranga to find suitable kaimahi from within the Porirua community. We have a total of 23 out of 55 kaimahi who reside in Porirua with 19 referred from a community partner and four referred from local schools.

- Rārangā pays for Snapper Cards enabling easier access to work and training.
- Subsidised training is provided for all our people. To date, we have paid for Site Safe courses and over 15 various other courses, including: Health and Safety, Mobile Elevated Work Platforms, Forklift Training, and Wheels, Tracks and Rollers.
- Rārangā has invested in purchasing power and hand tools to the value of \$6,446.03, to equip our workforce with essential resources for success.

We have enjoyed every moment of 2023 and look forward to the further growth, challenges, new partnerships, and meaningful community engagement that 2024 will bring Rārangā.



Acquisitions

Following a very active year in FY 21/22 and with the changing economic conditions there was a natural retreat in our acquisition mahi over this financial period. This has given our team time to take stock and work on our systems and processes to support the effective management and oversight of our existing property portfolio.

Waitangirua Farm

Acquired in late 2022 the property comprises two rural blocks of land totalling approximately 170 hectares of whenua currently used for grazing stock. The blocks were acquired from Landcorp at a discounted purchase price 28% below current market value at the time. Following the acquisition, we executed a partnership with an Australasian solar energy company who are currently undertaking a pre-concept feasibility study on the blocks for partial use as a solar farm. One of the blocks is looking more favourable than the other.

Nelson College for Girls

Part of the school was subject to a deferred selection property right on a sale and leaseback basis on identical terms to the other 40 school sites acquired within the Porirua and Wellington area. Unfortunately, the Crown were unable to transfer the property at the agreed settlement date due to competing land claims and ongoing litigation in Te Taihū. Therefore, in late 2022 we agreed an interim position with the Crown which will see commercial benefits flow through to Ngāti Toa and also reserves all of our rights over the whenua.

7 Te Arataura Street

A three bedroom, one bathroom residential dwelling in Takapūwāhia which was purchased in March 2023 from an iwi member who was wanting to sell. The property is in a dated condition and required refurbishment before it will be made available to a new whānau for renting. Refurbishment works began in mid-2023 and should be completed by mid-late November.

Tranche 3 MoE deferred selection properties

Comprises 27 further operational schools sites which we have the rights to purchase the underlying whenua in a sale and leaseback arrangement. 15 of the schools are within the wider Lower Hutt area and the other 12 are in wider Upper Hutt. Total land area is approximately 85 hectares. Our team continue to work with MoE regarding the transfer of the properties and have until March 2024 to recommence the process. This current period is being used to explore our funding options to ensure that we have greater certainty of execution come March.

Whitireia Radio New Zealand site

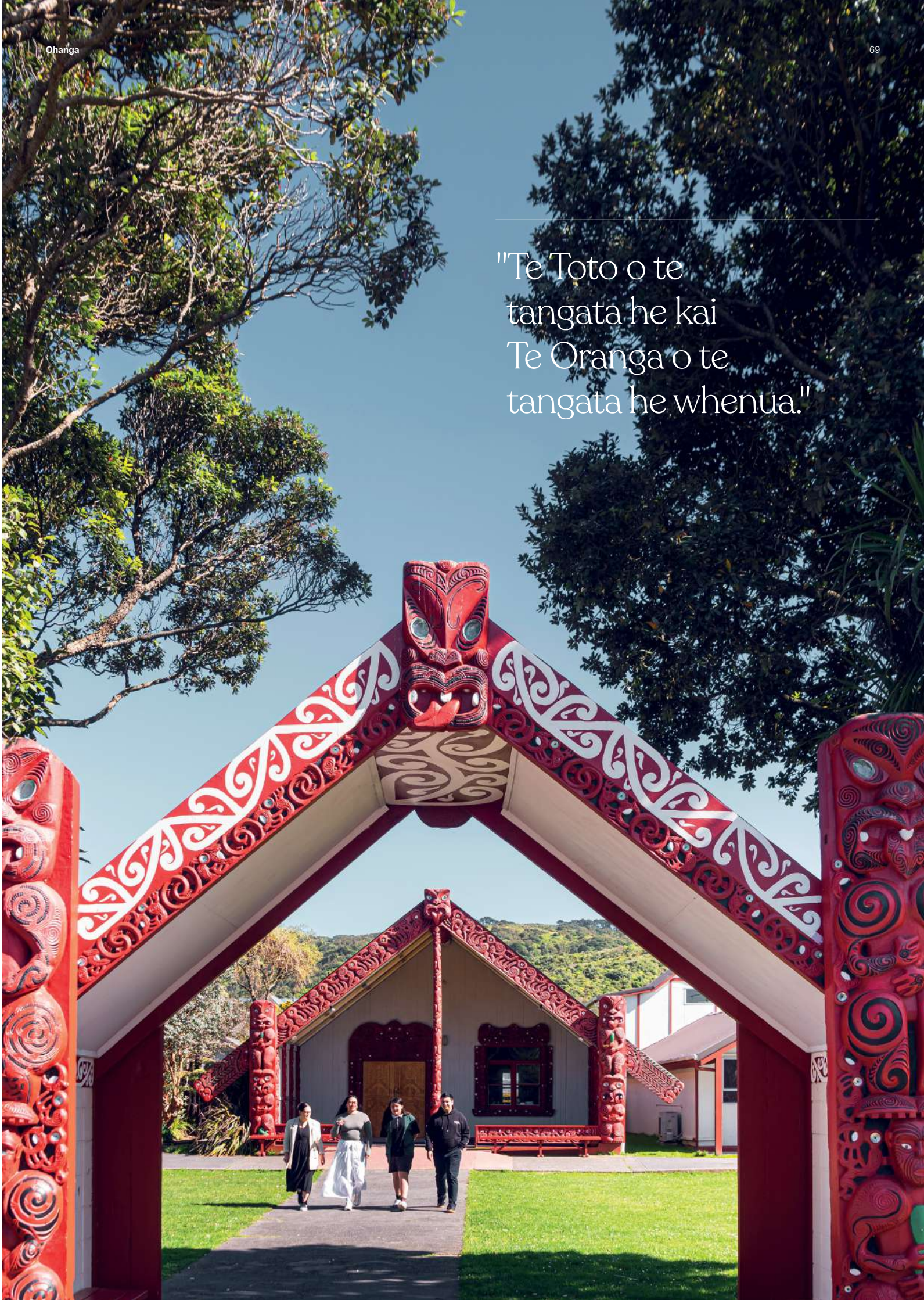
A complex process with many considerations due to Radio New Zealand's need to continue occupying the site for the foreseeable future. Considerable progress has been made this financial year to agree to a process, have the site independently valued respectively and we are working towards a Heads of Terms or the like by early 2024.

17 Camrose Grove

Comprises a 3.36 hectare residentially zoned site located in Kingston, Wellington. The site provides a good residential development opportunity. We have been negotiating with LINZ on this site for the past 18 months following differing opinions of value between our respective independently appointed valuers. We have now appointed our preferred valuer to jointly value the site and conclude the value. We have executed an MOU with MHUD to utilise the Land for Housing programme to acquire the site and will be looking to execute before the end of FY24.

Ongoing Acquisitions

"Te Toto o te tangata he kai
Te Oranga o te tangata he whenua."



Switched On Group Kā te Rama partnership enhances communities

Te Rūnanga o Toa Rangatira and national construction business Switched On Group's partnership continues to make a lasting impact for communities across Aotearoa.

Focused on enhancing people's environments, the Group's mahi includes maintaining social housing properties from Tairāwhiti to Waitaha, as well as commercial and residential maintenance, renovations, and specialist interiors.

In June, the Group completed the milestone two-year Healthy Homes programme for Kāinga Ora through its Switched On Housing business unit, delivering 32,000 interventions for whānau across 8,500 properties. During 2022, Kāinga Ora approached the Group to extend its existing retrofit mahi to properties in Manawatū, Whanganui and Te Taihū-o-te-waka, which has seen the establishment of a Switched On Building Solutions office in Te Papaioea.

This business unit has also worked with the Ministry of Education on several large Waitaha school projects, further cementing the Group's strong position as a trusted Government construction and maintenance partner. Commercial and residential projects are providing additional sustainable growth opportunities, with specialist interiors business, Hush Interiors, commencing sizable work for key facilities in Waitaha.

"We've seen significant growth in our Government, commercial and private work across the past financial year, which gives us opportunities to further enhance the experiences of our kaimahi, customers and communities, as well as contribute to the Rūnanga," says Group Chief Executive Chris Hughes.

A key highlight in the Rūnanga/Group partnership in 2022 was the formal gift of a reo Māori name, 'Kā te Rama' by Rūnanga Pou Tikanga Dr Te Taku Parai and Tumu Whakarae Helmut Karewa Modlik. Kā te Rama comes from a well-known whakatauaī within Ngāti Toa Rangatira, which speaks of the importance of wellbeing and people. The Group is already seeing opportunities in new markets, such as new builds, because of the Rūnanga partnership and becoming Amotai registered.

"Kā te Rama lays a foundation for moving forward with a shared history and purpose. It lights our way as partners. Through this partnership our Group and the Rūnanga become stronger, and we can scale both our mahi and our contribution to our hapori," Hughes says.

As part of the Amotai network, Switched On is committed to supplier diversity and social procurement. By working with local iwi and Māori businesses in the rohe, Switched On strategically spends with community and iwi-owned venues, catering partners, and apparel providers who benefit whānau and hapori.

Supporting hapori is a key focus for the Group and their BBQ trailer can regularly be seen out and about providing kai and fundraising support. The Tamatea Junior Rugby Club in Hastings and the Palmerston North Methodist Social Services have recently benefitted from Switched On's support. This trailer was key to the Group's Cyclone Gabrielle response, bringing kai to people in isolated areas. Partnering with local small goods business Beard Brothers, the Group also held a fundraiser at Mitre 10 Napier to support immediate whānau needs.

This year the Group gave back through Matariki too, connecting with Te Kura Whakapūmau i te Reo Tūturu ki Waitaha. Tamariki and kaiako from the kura shared a kapa haka performance in preparation for a national competition and a koha was gifted to the rōpu for their upcoming trip. Hāngi-style feasts were held for all kaimahi at the Group's eight locations across Aotearoa. The events also included the launch of Switched On Group's gifted company karakia.

Prioritising the hauora of kaimahi at events like Matariki is just one way Switched On Group is working to foster an environment that is safe, inclusive and embodies te ao Māori. The Group also works in collaboration with MATES in Construction to raise awareness for suicide prevention in the construction industry and creates mental health resources and education for kaimahi and thousands of subcontracted trades.

Return on invested capital and cash yield

Since 2020, the Group has invested a little over \$32m in joint ventures and associates (about \$31m in joint ventures and \$1m in associates) in the three years since then, and as at 30 June 2023, this has generated an equity return of around 73.3% in joint ventures and a loss of 4% in associates – the total being a positive return of \$22.8m. A joint venture is a business in which the Group has joint control, while Associates are those businesses in which the Group has significant influence, but not control or joint control. In general, we invest in joint ventures and associates to generate a commercial return for beneficiaries.

Please note that the percentage returns in the following table reflect the return on the previous year's value, its new opening value. When the Group reports its results annually, it adjusts the holding value for the assets in adherence with accounting standards.

Our investment in associates is structured to focus on distributing cash, the timing of this, prior to the Runanga's year end in June, has brought its overall return down. Please note this should improve when it moves its year end from March to June to align with the Rūnanga. Despite its weaker return, it still generated a cash yield of 5.9% p.a.



Housing Repairs Programme Summary

Our housing repairs programme began back in April 2022 when we partnered with Te Tumu Paeroa to provide repairs to 20 whānau whare.

An expression of interest was sent out to iwi members needing repairs, and each application was assessed by a panel where a final 20 whare were identified. This included four whanau houses in Wairau and Whakatū.

We completed Healthy Homes Reports for each whare, which identified the key repairs required for each home. Repairs started on our first whare in December 2022 and we are happy to report that to date;

- Seven whare repairs have been completed
- Six new repairs commenced in August 2023
- Four whare repairs will commence in Blenheim and Nelson in August 2023
- We are on track to have all repairs completed by early 2024

The repairs have been a great blessing to our whānau, especially the more vulnerable occupants living in the homes. The kitchen floor in one whare was in such bad shape that the whānau were worried about entering the area because they may go straight through the floor. Now they feel safe and are very happy with the repairs and how it has improved their overall wellbeing.

50%

Switched On Group
is Ngati Toa owned

View Road Titahi Bay

By the end of the 2023/24 financial year we completed renovation works of 12 of the 24 townhouses at View Road, Titahi Bay.

We've been able to contract around nine iwi member businesses and tradespeople involved in the project, with around a third of the works budget spent supporting those businesses and their kaimahi.

By early 2024 we expect that all of the physical works at View Road will be completed and we'll be getting ready to begin offering these properties for sale. The properties are the first to enter our Community Land Trust, where the land will continue to be owned by the Rūnanga and leased, while the homes will be owned by whānau. Land value is typically around 30-40% of property costs so removing that cost reduces the barrier to home ownership. We're also prioritising first time and second chance buyers so that we can grow the number of Ngāti Toa whānau that own their own home..

Te Kuaha. Ngāti Toa Business Network

The focus for Te Kuaha this past year has been the upskilling of our Ngāti Toa businesses and growing our exposure.

Networking events were held as an opportunity for our businesses to meet and grow their networks. Monthly business workshops were run that delved into topics such as Business 101, Social Procurement and Social Media Marketing.

Te Kuaha has transitioned from the Ohanga team into the commercial contracts space to widen the spectrum of opportunities for business owners. The commercial contracts team oversees the pivotal role of managing the contracting and procurement of goods and services on behalf of the Rūnanga.

At present, Te Kuaha boasts a register of 95 iwi-owned businesses. The commercial contracts team are in the process of moving businesses over to Tu Kotahi a purpose-built CRM portal that aims to facilitate an even greater breadth of opportunities for business owners.

In the last financial year not only has the Rūnanga been able to increase our interaction with iwi-owned businesses through Te Kuaha, we've also been able to engage their services directly resulting in an increase in spend on iwi businesses from 9% in 2022 to 14% in 2023.

Mahi Toa Supporting our Whanau

Mahi Toa is all about supporting our whānau into employment opportunities through apprenticeships with an emphasis on providing full wrap-around services through our Mauri Ora model of work.

In the past financial year, we had a total of 60 apprentices across the Te Whanganui-ā-Tara district. This year has been rewarding for Mahi Toa as we have recently signed on our first apprentice in Te Tau Ihu allowing us the opportunity to grow our reach to our wider rohe. Our goal for the coming year is to continue to grow in Te Tau Ihu and continue to work with our existing whānau.

Mahi Toa apprentices by region

- Otaki/Kapiti - 20
- Wellington/Porirua/Hutt Valley - 40
- Te Tau Ihu - 1

Te Hiko Street Papakainga Development

In 2019, Te Rūnanga o Toa Rangatira purchased the Wi Neera whānau block at 76-78 Te Hiko Street.

The intention for this piece of whenua is to build a papakainga for Ngāti Toa uri. The focus on the last year has been on the design and planning for the development.

Design-wise, we have been taking into consideration the history of the whenua, the importance of the site, how to protect the taiao and natural environment, creating communal spaces, cultural integration and ensuring we have plenty of green space. One idea we have been exploring is developing the site into kaumātua housing, or a mixed model kaumātua-whānau housing.

The next phase will focus on finalising the design, working on the ownership model, and looking at the needs of Ngāti Toa whānau both now and in the future.

The Ngāti Toa Kāinga Strategy has six pillars that will underpin our papakainga designs;

- Empower Ngāti Toa
- Enable suitable living options for all people
- Deliver rohe-based housing solutions with density and diversity in the right places
- Ensure our taiao is protected
- Look beyond housing, ensuring a holistic approach is taken factoring in social services, education and employment
- Build and foster meaningful partnerships

View Road remediation works

Achieved

Completed 12 of 24 for 30 June AUDITED

Rūnanga spend with iwi registered businesses

14%

FY2023 AUDITED

9%

FY2022

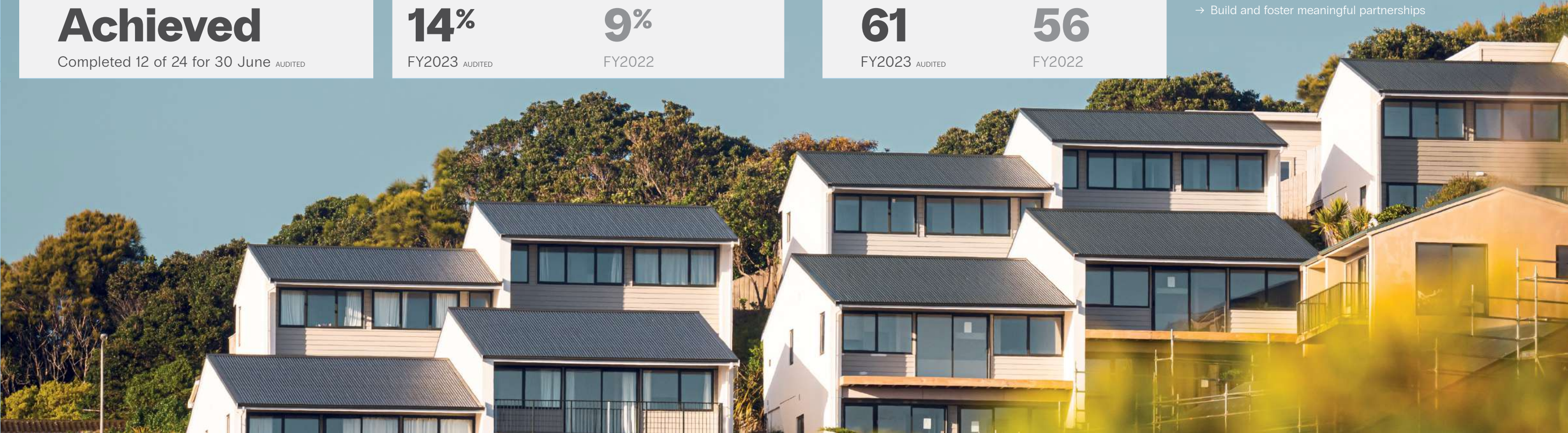
Total number of apprentices

61

FY2023 AUDITED

56

FY2022





Kenepuru Landing: Undertake groundwork

Achieved

118 lots - 3a & 3b AUDITED

Kenepuru Landing Development

In March 2022, and with Stages 1 and 2 completed – Te Rūnanga o Toa Rangatira bought out JV partner Carrus' 50% share of the Kenepuru Landing development.

At June 2023, Stage 3a and 3b civils (land development including roading, three-waters and utilities) are about 65% complete.

Marketing of pre-designed terrace house blocks to Group home builders is about to commence. There will be windows of opportunity for iwi members to purchase completed house and land packages from these companies, and later in the year, larger freehold single-house sites. Construction through winter always slows down, as have sales volumes due to economic head winds, but green shoots of optimism are starting to emerge.

Opportunities for registered iwi trades and suppliers to work with our delivery partners throughout the balance of the 500-odd homes will be strengthened through several planned networking events. While around 60% of the total number will be sold to the open market, the balance will be split between versions of 'affordable' and directly iwi owned - both leasehold and freehold.

In addition, the development will have a community hub containing a small supermarket/café, as well as an early childhood centre and possibly some social/medical support services adjacent to a large recreational reserve.

The main entrance off Kenepuru Drive into Karearea Ave will be a bus route and will be finished with the first of many iconic Ngāti Toa urban design features referencing cultural ties, asserting a strong iwi ownership stamp.



Te Ao Tūroa

Our environment

Nurturing a resilient environment to sustain future generations.

Our environment is sustained through reclaimed connections and mātauranga relevant to our natural resources. We have the benefit of empowered kaitiaki who are leaders and co-managers of our natural environment, and a deep commitment to environmental sustainability.

Our ability to adapt to the impacts of climate change will ensure we provide future generations with every opportunity.

SSP annual investment

\$2.5M FY2023 AUDITED

\$2.0M FY2022

Māitiiti Taiao

Māitiiti Taiao is a Ngāti Toa Rangatira programme run by the Ahurea Taiao team.

It's a programme for Ngāti Toa tamariki (5-12yr) to inspire the next generation to maintain strong connections with Te Ao Tūroa (The Natural World) by knowing and understanding mahinga kai systems and how they are key to sustaining not only Te Taiao but ourselves.

So far we have held two three-day wānanga and one three-day noho Marae. The wānanga programme has focused on establishing kaitiaki monitoring opportunities, understanding the impacts of climate change on our taiao and how we can 'make a difference' to improve the biodiversity through restoration mahi such as plantings, pest control, clean ups, monitoring etc.

We have also learnt about our Whaitua (Porirua Harbour catchment) and how important it is to restore and establish wetlands and about what restoration effort can achieve. At each wānanga we practice giving back by establishing maara kai within the community. The mara kai planted during the wānanga have included the Kaumatua Flats, Puna Matauranga and Puna Reo.

One of the highlights have been the parents, aunties, uncles, kuia and koro in attendances with their tamariki and mokopuna. We want to encourage more whānau to take the time to come along with their tamariki as its an awesome kaupapa and reason to come together for three days at the marae during the school holidays.

What's next?

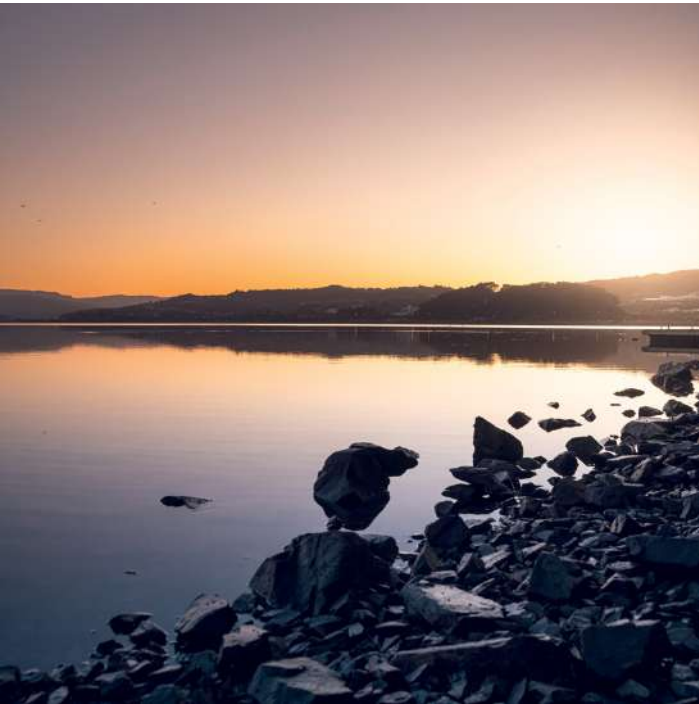
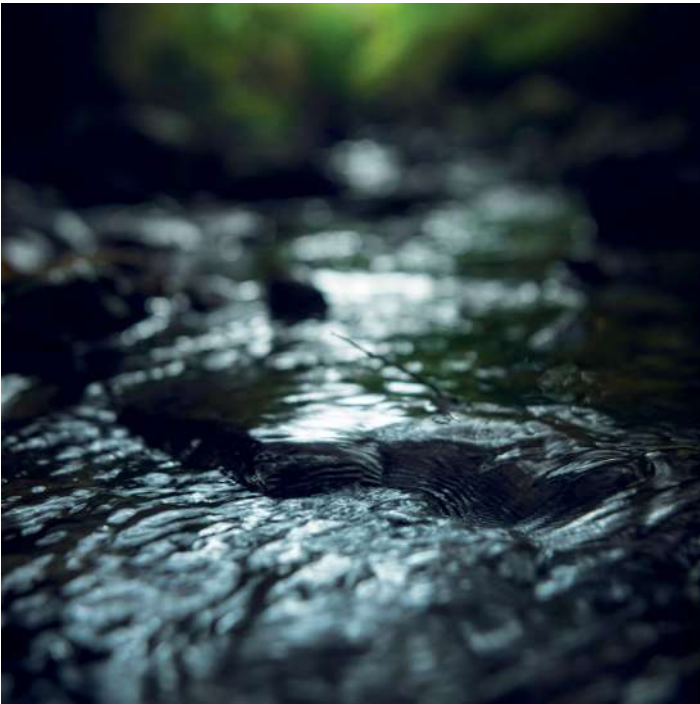
Our next wānanga will be held during the October school holidays. This event will focus on learning about Te Ara o Raukawa Moana and the impact of climate change on Te Moana o Raukawa and what we are and can do about it.

In the future, we want to bridge the gap between Ngāti Toa tamariki in the North island with the Ngāti Toa tamariki in Te Taihū. By bringing our tamariki together, we will strengthen connections and ensure the protection and restoration of our taiao across our rohe for future generations to come.

MĀITIITI
TAIAO



Kaitiakitanga



Kaitiakitanga-ā-Moutere

Our operational team returned to and have developed significant work programmes on Tapu-te-Ranga Island. Control of invasive weeds that threaten the historical sites and the significant plants to Ngāti Toa, Rauparaha which is present on the motu, track clearing to allow for the protection of indigenous flora and fauna on Kapiti, and manu translocations of takahē to Kapiti and Mana.

Kaitiakitanga-ā-Awa

We have two Kaimanaaki Awa Te Raukura and Tuteremoana who work to assess and remediate in-stream structures that are a barrier to fish passage. Collectively with Greater Wellington the team have remediated over 130 structures increasing the health of awa throughout the rohe.

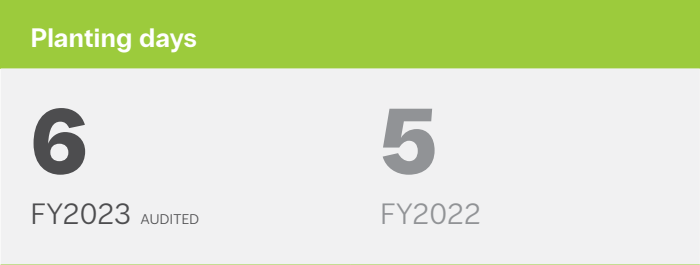
Kaitiakitanga monitoring

We continue to take steps toward the restoration of Te Awarua o Porirua with a seasonal monitoring programme of the harbour and associated tributary streams. Attaining a state of mauri of these areas as we work to restore the harbour to full health where we can swim and harvest kai once again. This also relates to monitoring of ngahere ecosystems utilising manu bird call and ID methods as we work toward sustainable cultural harvest of other taonga species in line with tikanga.

Kaitiakitanga-ā-Ngāhere

We've planted in partnership over 7,000 plants as we look to restore indigenous flora and fauna throughout the rohe and restore the mauri of our awa. We've also set up a 379 hectare possum, rat and stoat control networks with automated traps protecting Ngāti Toa owned whenua for generations to come.

Community days: We've lead and attended six community days for harbour clean up and planting days on various tutohu whenua throughout the rohe.



Highlights

We appointed a Kaiārahi Taiao to manage the flow of field work. Ensuring deadlines, outputs and deliverables are being met.

We've also successfully created a monitoring framework which allows us to fund monitoring mahi of high-value cultural areas. This provides a state of health report to all our waahi tapu and mahinga kai areas while also enabling another resource recovery stream to underwrite our operational costs.

Mauri Ora

Supporting the education team and Paria te Tai by including our Rangatahi Wānanga on work. The rangatahi have been engaged in monitoring days of Te Awarua o Porirua collecting cockles for testing of different paru, planting days as well as assisting our Kaimanaaki Awa to assess and fix barriers in streams to allow for succesful migration of our inanga and other freshwater species up and down our awa within the Awarua catchment.

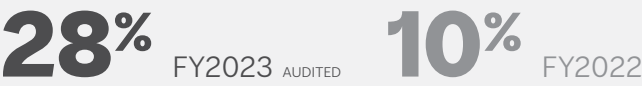
Environmental Planning

Carrying on from last year our mahi in the planning space has involved presenting in the hearing streams for the District Plan reviews and changes happening across the Ngāti Toa Rangatira rohe. Our planning team have presented at seven hearings for Hutt City Council, Kapiti Coast District Council, Porirua City Council, Upper Hutt City Council and Wellington City Council. Some of the main points we addressed in these hearings were the importance of incorporating papakāinga provisions and the need to better identify and assess the impacts of intensification on sites of significance to Māori and Te Taiao.

Having some of the Plan Change decisions coming out slowly, we were able to protect some of these sites from being exposed to inappropriate subdivision and developments especially in the Hutt, Porirua, Wellington and Kapiti regions. We also catalysed a papakāinga chapter process with Wellington City Council and Ngāti Toa Zone in Porirua City Council with our submissions to IPI processes (Intensification Planning Instrument) and managed to withdraw a Marlborough District Plan Finfish farming provisions to be mana whenua appropriate. As a result, the Council was asked to conduct a better process with iwi by the Hearings Panel. We also managed to reduce the WWTP consent process with the letters we crafted to Hearings Panel for the Titahi Bay WWTP.

Our planning team has also been working alongside Greater Wellington Regional Council on the Proposed Natural Resources Plan to write provisions that align with the values of Ngāti Toa Rangatira. With the work we have conducted we managed to craft the language of the stormwater and wastewater discharge provisions that meet with our aspirations for Te Awarua o Porirua.

Fleet transition to hybrid / EV



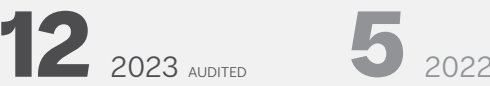
Resource Consents

During 2022-2023, 12 Cultural Impact Assessments (CIA) were prepared for a range of developments which included the Shared Pathway (cycleway and walkway between Titahi Bay and Porirua), Takapūwāhia water main, Jamaica Drive subdivision, Spicer Landfill, Marine Parade Hotel (Paraparaumu), Southern Landfill (Wellington), Muri Road subdivision (Pukerua Bay) and the Paekākāriki Surf Life Saving Club. We also prepared a CIA to facilitate our mahi to restore Tapu-te-Ranga (Island Bay). Weed control works and the installation of our pou on the island had been stalled due to archaeological authority requirements under the Heritage NZ Pouhere Taonga Act 2014. The CIA helped to 'open the regulatory door' and obtain the relevant archaeological authorities for the weed control and pou on Tapu-te-Ranga.

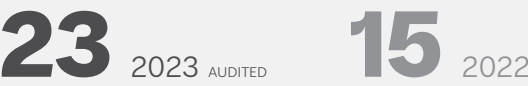
Cultural impact assessments

Every year, Te Rūnanga o Toa Rangatira receives large numbers of resource consents under the Resource Management Act (RMA) relating to a range of development proposals within the rohe. These include subdivision, stormwater, discharges and housing proposals etc. The majority of resource consents are of a minor nature and do not require substantial mahi but just a check to make sure the values of Ngāti Toa are respected and protected. Among the consent proposals, however, are developments that are significant and could have the potential to have detrimental impacts for Ngāti Toa. These developments often require site visits, submissions and sometimes a Cultural Impact Assessment (CIA). CIAs are also required under the COVID-19 Recovery (Fast-track Consenting) Act 2020.

Cultural impact assessments completed



Submission and input into RMA



Taiao Stories

Wānanga gatherings

Over the course of the year, five impactful wānanga gatherings took place across diverse locations within our rohe. These gatherings served as knowledge-sharing platforms, fostering a deeper connection to our maritime heritage. Iconic sites such as Wairau, Whareroa, Hongoeka Marae, and Takapūwāhia Marae played host to these transformative events.

Empowering rangatahi

A significant milestone was the establishment of the Ngāti Toa Dive Club during the Hongoeka wānanga. This initiative is designed to engage and empower our rangatahi and wider iwi members, equipping them with the knowledge and skills needed to become future kaitiaki. The Dive Club's focus on marine environment preservation and the well-being of kaimoana and fishery resources reflects our dedication to intergenerational sustainability.

"These gatherings served as knowledge-sharing platforms, fostering a deeper connection to our maritime heritage"



Long-term kaitiaki monitoring framework

Te Ara o Raukawa Moana made substantial strides in establishing a resilient kaitiaki monitoring framework, led by Ngāti Toa Rangatira. This framework is a proactive response to the ever-evolving challenges posed by climate change, demonstrating our commitment to safeguarding Te Moana o Raukawa.

Cultural health monitoring framework

Our commitment to addressing environmental degradation and climate change was underscored by the development and testing of the cultural health monitoring framework. Initial monitoring efforts concentrated on sites like Wairau Bar, Te Tio, Ohienga, and Te Awarua o Porirua. This framework's upcoming expansion across Te Moana o Raukawa in 2023 signifies our proactive stance in confronting these challenges.

Resilience against climate change

Te Ara o Raukawa Moana's research initiatives and collaborative partnerships have positioned us to effectively respond to the risks posed by climate change. As we encounter challenges such as flooding, coastal erosion, and sea warming, our strategic approach empowers us to protect essential Ngāti Toa locations, ensuring continued access to the coastal environment despite the disruptions caused by climate-related events.

In summary

The strategic and operating highlights in Te Ara o Raukawa Moana's annual report illustrate a year marked by substantial achievements. Through strategic planning, community engagement, and an unwavering commitment to preserving our cultural heritage, we are poised to navigate the complexities of the future, safeguarding the interests of Ngāti Toa Rangatira and fostering the resilience of Te Moana o Raukawa.

Rongoā Report 2022 – 23

"It is always very humbling to offer and share rongoā with whānau in their pathway to restoring their health and wellbeing through te taiao, natural lifestyle changes and helping to enhance their mauri, tinana, wairua and hinengaro."

I have supported our Rūnanga services throughout and at many events over the past year. Delivering a traditional Rongoā Māori service that operates within tikanga Māori and tikanga ā Ngāti Toa Rangatira. I make myself available to share rongoā through aroha and manaakitanga with various rongoā offerings.

Working one-on-one with whānau as well as offering workshops and wānanga is always very gratifying as the participants are always very grateful and feel so uplifted after any offering.

This year I have offered rongoā, workshops and wānanga at various Rūnanga events; the opening of Puna Wai Ora, Eke Panuku conferences, tamariki ora wānanga, wahakura wānanga, mama and pepe workshops, mana wahine services, education services, opening of Ora Toa Gym, Toa on Tour Takapuwahia, rangatahi wānanga and several reo wānanga, as well as supporting individuals and whānau gatherings.



"Delivering traditional Rongoā Māori that operate in tikanga, particularly Ngāti Toa tikanga"

Hiki Haiki: Marae-based Rongoā Tour 2023

In June 2023, the Rongoā ART Collective commenced our marae-based delivery at Wehiwehi, Kia Aio te Noho and Hongoeka marae. This has seen a focus on takurua wellbeing for kaumātua and whānau. Being able to support and deliver from our marae is critical to promoting rongoā as a normal and natural option for oranga whānau.

Our whānau were both receptive and welcoming of ongoing marae-based wānanga. Services delivered from the Hiki Haiki offerings have been; karakia, mahi wairua, whakapiri, mirimiri, romiromi, wairakau, taonga pūoro, whakatau mauri, kai oranga as well as offering a number of rongoā giveaways. We have had good uptake to support delivery across our kairongoā Collective members. This has included uri who whakapapa to Wehiwehi and Hongoeka Marae. Kia Aio te Noho enabled mataawaka Kairongoā to also assist growing our networks with other practitioners.



Te Pataka Rongoā ki Whareroa

In August 2022, we committed to returning and restoring rongoā back into Queen Elizabeth Park.

Over time we have identified our desire to return Whareroa back to its original Pataka status including the recognition of its significance as a rongoā destination for our people and our region. Reinstating its name would be a great first step.

Working in an advisory capacity, we have engaged with taiao management of Te Runanga o Toa Rangatira and Ātiawa ki Whakarongotai, to ensure they are fully briefed and aware of our movements on the park.

We are acting as primary kaitiaki/ kaititiro to the needs of the whenua, ngā ara and puna wai and of course the various human relationships onsite. This is due to the frequency and visibility of our Collective at Whare Roa currently. We have developed very good relationships with the primary ranger onsite, who is also a Collective member and training kairongoā.

As volunteers, we have established a nursery onsite, established baseline systems and have developed a comprehensive plan for the 4.6 hectare block. We have a small koanga and adhoc planting programme. Through a relationship with Te Wānanga o Aotearoa, we have undertaken one small Collective and two student planting days onsite.



Whai Mana

Our organisation



Building a strong organisation founded on leadership and connection.

Our organisation is strengthened by sound governance and management structures that support our growth and prosperity. We recognise the need to provide development and leadership opportunities for our tamariki and rangatahi. We build communication platforms for efficient and effective connectivity of our people.

We nurture strategic partnerships that benefit our regional, national and international interests that align with our value set and strengthen our aspirations.

SSP annual investment	
\$1.5M	FY2023 AUDITED
\$0.8M	FY2022

A resilient organisation to support our vision

"It's clear to most, the incredible growth the Rūnanga has experienced since our settlement."

Hui-a-iwi held

9

FY2023 AUDITED

1

FY2022

Total staff

514

FY2023 AUDITED

489

FY2022

Total staff - Ngāti Toa whakapapa

176

FY2023 AUDITED

175

FY2022

One measure of this growth is in the number of people we directly employ. Christian Katene, Group Chief Corporate Services Officer, says "In just my short three years here, I've seen those staffing numbers increase 2.4 times. If we included our subsidiaries, joint ventures, and major investments, the number is staggering."

A big part of Christian's role in the Rūnanga is to ensure the Rūnanga as an organisation, can keep pace with that growth. Most of this mahi occurs behind the scenes; making sure our suppliers and staff are paid on time and we invoice our funders for what we're owed, building a solid IT infrastructure, keeping track of our legal documents, ensuring we are protecting our commercial interests, putting in place adequate levels of insurance, managing our vehicle fleet cost effectively and in a way that achieves our broader aims around the environment, and keeping our staff safe.

Committed to the safety of our kaimahi

A major focus for Corporate Services this year has been to improve our health and safety processes. A core principle underpinning our approach in the Rūnanga is kaimahi engagement. We now have an active health and safety committee made up of staff-appointed representatives. Our Health and Safety team supports the committee by providing training, facilitating committee meetings, and providing resources and tools.

Overall, the revitalised Health and Safety committee has transformed into a proactive and dynamic body, working tirelessly to ensure the well-being and safety of our employees. We have effectively revitalised the system by providing a platform for open communication, empowering the representatives.

Our iwi membership database is growing!

Iwi registrations activity picked up significantly during the period, with total registered members increasing by 6.9% to 9,024 as at 30 June 2023, compared to 2% over the previous period. The Whakapapa Committee met 14 times during the year to review all new applications. The Whakapapa Committee includes Tā Matiu Rei (Committee Chairperson), Whaea Tiratu Williams, and the late Te Waari Carkeek (this vacancy is still in place).

Like a lot of iwi, a major issue that affects us is keeping our membership database up to date, especially with correct contact information. We're putting a lot of effort into cleaning up our database so we can connect with iwi members, ahakoa kei hea. With so many opportunities in front of us we don't want anyone to miss out.

Our efforts to connect with iwi members around the motu and even internationally have taken a huge step forward this year with the continuation of Toa on Tour. Our inaugural Toa on Tour, the previous year, was so well received we've decided to make it a regular thing. In addition, our weekly Iwi Pānui is a hugely valuable way for whānau to stay informed of what's going on.



Growing our team

Reikorangi Parai-Karepa is a member of the IT team at Te Rūnanga o Toa Rangatira, and for him this is not just a regular job. It is a profound connection to his heritage and carries a deep sense of responsibility for him.

From the moment Reikorangi joined the IT team, he felt a unique energy that surrounded this organisation. In his own words "It is a place where the modern world and the ancient Māori traditions coexist harmoniously". The IT mission is: To leverage technology in the pursuit of preserving and advancing Māori culture and heritage.

Reikorangi's role as an IT specialist is more than just maintaining servers and troubleshooting software issues, it is about bridging the gap between our ancestral knowledge and the digital era. He says, "I am fortunate to work alongside incredibly talented colleagues who share the same passion and commitment to IT as me. My Koro (Taku Parai) always gives advice and feedback on how we can make our services easier to understand and use for kaumātua and fellow work colleagues within our iwi, which I find to be very useful and helpful".

Reikorangi's work ranges from setting up network infrastructure to software that streamlines the Rūnanga's administrative processes. Every day he feels like he is contributing to the betterment of our community and iwi, just as his ancestors have done for centuries.

A new finance system to safeguard iwi assets

We recently completed the upgrade to our finance system. This was necessary to keep pace with our growing complexity as an organisation. The new system will better support Group-level reporting, and level up the robustness of internal controls over our finance information and assets. It will also produce richer data analytics to support strategic decision-making.

With this, iwi members can feel confident that we have greater visibility of our financial assets, and can better keep track how they're performing for the benefit of the iwi.

Maturing our accountability arrangements

In 2023, we were able to deliver to the Board a comprehensive operating budget for the Rūnanga and Trust. In previous years (2021 and 2022), we were only in a position to be able to budget solely for the Rūnanga. This is a significant achievement for us, as it provides much better transparency, accountability, and improves financial oversight.

Coupled with this operating budget, is an annual business plan that informs the Board of management's plans to achieve our strategic objectives. Each month, management reports back to the Board on our progress, both against our budget and against our plans.

4.2K
Facebook followers



794
Instagram followers



**Building our inhouse capability,
lowering our reliance on external providers**

A key part of our strategy in Corporate Services is to improve the resilience of the Rūnanga as an organisation and to invest in building our own internal capability, as opposed to outsourcing it. In our IT team, this has been driven mostly from the bringing of all IT services inhouse, and employing and developing a young team of enthusiastic and capable IT administrators, developers, and engineers. This is proving to be a near perfect mix of skills and bodies.

"The primary focus was to 'paddle our own waka' and this goal has certainly been achieved."

The biggest operating highlight of the year in the IT space has been disembarking from our incumbent IT services provider and bringing all IT services and infrastructure inhouse. The high points of the new IT operating model are:

- Integration of all hardware and a majority of third party systems with our Office 365 backbone tenant (single login for laptops, desktops, virtual machines, Office 365, accounting systems, risk management systems among others).
- Top-end disaster recovery and business continuity, only achievable via cloud-based infrastructure (which we are utilising to its maximum potential).
- Top-end cyber security that has greatly reduced our risk exposure to the ever-increasing threat of malicious attacks. On average our new security framework blocks 3000 attempted attacks per month that target an average of 300 users/staff.
- Full control of building up-scaling/down-scaling and configuration of all IT infrastructure in house.
- A very large amount of upskilling for our internal IT team.

The pace of digitalisation and technological developments needs to be addressed by Group business models. And with the world confronted by increasingly severe cyber attacks and ever-more sophisticated cyber threats, IT security needs to be continually managed. The change to the new IT infrastructure management system helps us mitigate ICT and cyber security risks.

Te Kaupapa HONO

Te Kaupapa HONO aims to inspire rangatahi by showcasing the potential of technology, enabling them to discover their interests and talents, and empower them to explore diverse opportunities within the tech industry.

By collaborating with industry leaders, we want to bridge the gap that exists in the tech industry, which is currently under represented by Māori. HONO hopes to nurture natural curiosity and equip rangatahi with the knowledge to embark on meaningful pathways in this space and shape the future of Māori in technology

This year, we delivered a number of programmes through Te Kaupapa HONO. These programmes include HONO ā-Kura, HONO Recycle a Device (RAD) Programme and HONO T-Sports.

HONO ā-Kura

The HONO ā-Kura programme was launched in February 2023 with our tech business partners:

- Amazon Web Services
- Grok Academy
- Qrious
- Datacom
- Vivita
- NZ ICT Police
- BECA Engineering
- Hoffcon Construction Engineering
- PIK POK
- Weta Digital
- Te Pukenga

HONO T-Sports

Our HONO team have been working with our tamariki and rangatahi to showcase the many opportunities that are available to them in emerging tech industries.

Our mission is about encouraging our tamariki and rangatahi to take advantage of those opportunities and to trust in their ability to make amazing things happen.

HONO T-Sports is about inspiring our tamariki and rangatahi to discover and explore the opportunities that are available in the e-sports industry. Creating experiences like this is essential to helping them understand how they might navigate their own pathway into the larger digital and creative, tech industries.

NBA2K Rotorua

This year we took HONO T-Sports on the road to the Māori National Basketball tournament in Rotorua. This event allowed us to connect both on court and on screen with our 'cuzzies' from all over Aotearoa. This was a two-day event, where we allowed our tamariki to play in our 'tinker time' space. We gave them the opportunity to build 2v2 teams to face-off in the "on-screen courts". The e-sport tournament saw 20 teams compete against each other to reach the grand finals.

Next year will be bigger and better now that whānau know what to expect! Look out for the HONO T-Sports Team in 2024!



"It is fundamental that our tamariki are given opportunities to explore these spaces in ways that allow them to express themselves authentically as Uri of their Iwi, Rotorua let us do this with whānau who live outside of Porirua and come from as far as Australia and Hawaii"

Maria Dunlop
Innovations Manager



Toa Driving Academy

Both case studies demonstrate our ability to building strong relationships and put our whānau at the centre of their journey.

Listening to their dreams and aspirations and supporting in whatever way we can, to help them achieve their success, in whatever way that looks like.

Toa Driving Academy was established in 2020 with a 'for Māori by Māori' focus, where iwi Māori could complete their licensing in a space that wasn't hindered by a systematic process. In the last financial year, Toa Driving Academy has nurtured new and confident drivers including 10 learners, 6 restricted and 17 full licence holders. We are proud of our new licence holders and are looking forward to increasing these numbers this year.



Case study 'A' demonstrates Mauri Ora in practice, collaborating with internal services to support our people on their journey.

We met 'A' through a referral to our outreach service at The 502. After building the initial relationship with 'A' we utilised the Mauri Ora framework and plan to discuss her aspirations and identify how we could support her and her journey. Some goals 'A' identified were obtaining her full license, finding mahi and gaining an electrical apprenticeship.

'A' had held her restricted license for one year. We utilised Toa Driving Academy to assist 'A' to complete a Defensive Driving Course and provide a pathway towards her full license. This was complimented by providing a driving lesson as a precursor to the actual test and provide confidence to 'A' that she was ready to sit her full license.

Equipped with a full license 'A' is keen to do work experience with an electrical company while seeking an apprenticeship opportunity. We have linked with Mahi Toa who are now on board and committed to supporting 'A' with seeking an electrical apprenticeship.

Case study 'M' demonstrates Mauri Ora in practice, staying on the journey, adding new goals when current ones are achieved.

'M' came to Te Hoe Ākau after hearing about our service from his partner who was working with us on our Paria-te-Tai programme. Mauri Ora discussions identified 'M's' biggest desire, to get his full license to enable him to find work closer to Porirua and be by his partner and tamariki.

At the time 'M' was employed, however he was travelling quite a distance to mahi in Masterton and he was finding being away from his whānau difficult.

Challenges 'M' identified was that he was on his restricted license, and due to past indiscretions, he was on a zero alcohol license and had to re-sit his restricted license test again.

To support 'M' we arranged some driving lessons through Toa Driving Academy to provide him with the confidence to go through the process of re-testing for his restricted license.

'M' demonstrated dedication and commitment, driving from Masterton to Porirua every Thursday for three weeks for driving lessons, after which he sat and passed his restricted license.

The next step was to attain his full license. We booked 'M' one final lesson the following week to give him some tips on the full license test and he was able to sit his full license that week and passed.

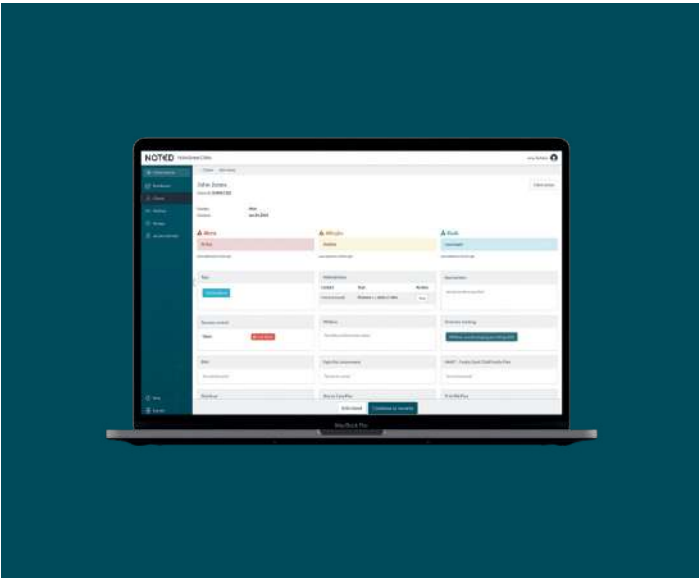
With his full license, our kaimahi reached out to an existing local employer connection and we are currently in the process of attaining fulltime mahi for 'M' locally. His goals have also shifted to further his skill's and look at sitting his wheel tracks and rollers license.

Noted Client Management

Te Rūnanga o Toa Rangatira has undergone significant expansion over the past three years, with the COVID-19 pandemic serving as a catalyst for change.

The pandemic highlighted the importance of understanding the needs of whānau within the community they live, which requires a comprehensive view of the services provided by the Rūnanga. To address this need, the Rūnanga has chosen Noted as our new whānau-centric client management system. Noted will be customised to ensure seamless collaboration between our services while ensuring safe and effective delivery of care to our whānau. We are confident that Noted will greatly improve our workflows, enhance our ability to support whānau, and effectively put the Mauri Ora framework into practice.

Noted will be implemented at the Rūnanga over the 2023/24 financial year.



Communications and Events

The highly functioning Communications and Events have led a full programme of work over the past 12 months.

Notable highlights of this period include the Toa on Tour Roadshow held in July and August that included a hikoī across Aotearoa and Australia (Sydney and Gold Coast) to provide iwi members with an update on the mahi of the Rūnanga over the past two years. The focus of the hui was to provide further explanation of the DSP education transaction, update whānau on the housing developments and iwi benefits programme.

We held our first AGM, Hui-ā-tau in Te Taihū at Whakatū marae and were proud to note the timely production of the Annual Report.

Internally, the team provide a pivotal role of providing communications and events support across the organisation. Looking ahead, the next six months are poised to elevate the team's capabilities and grow the team.

Highlights

- Te Kuaha – four networking events and workshops
- 49 iwi e-panui
- 40 staff e-panui
- 10 Monday motivator e-panui
- Hosted four international visits, led four ministerial visits and Government launches, the Te Manu Koroki Health expo for 120 rangatahi and The 502 open day.
- Event and engagement programmes included, T-Sports and an iwi presence at the 2023 Māori Basketball Tournament, 8 Toa on Tour, 2022 AGM Hui-ā-tau, Matariki, three Eke Panuku all-staff engagement events, Ngāti Toa housing hui, community health events, Pink Ribbon breakfast and bake sale.

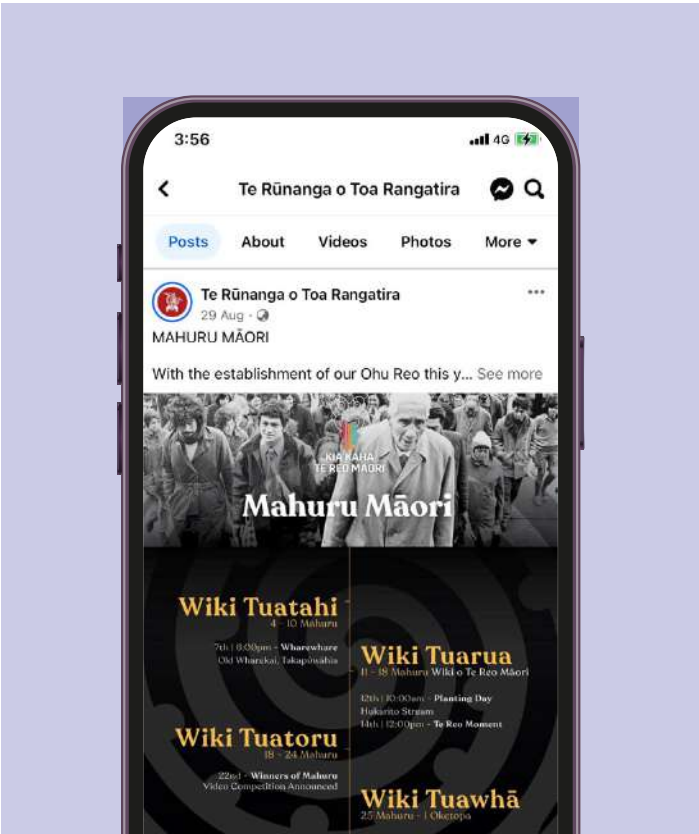
Iwi-e-panui

49

Sent in 2023 AUDITED

52

Sent in 2022



Matariki

Matariki kāinga hokia –
Matariki calls you home

Despite the harsh cold of winter, and the early start in the darkness before the dawn, it was a special feeling as we huddled together as an iwi on Whitireia maunga for the Hautapu, the first of its kind on our sacred whenua. Listening to the karakia, reflecting on the year that was, farewelling our lost, loved ones to Pōhutukawa and sending our wishes for the year to come to Hiwa-i-te-rangi, it was an event we won't soon forget.

Matariki is a time for remembrance, celebrating the present and looking to the future. A theme that resounds with Ngāti Toa over the last year, particularly on this journey of reclaiming rangatiratanga which is represented in our efforts to restore more of our traditions, culture and Toatanga.

This was the first Hautapu ceremony for us on our maunga, it certainly won't be the last.

Nō te ata pō huihuia
mai a Ngāti Toa ki te tihi o
Whitireia, tākina ai ngā karakia
ki te kāhui whetū o Matariki.



Iwi Grants

Iwi Sports Grants

Baylee Whenuaroa
Angus Lyver
Anna-Marie Kopa
Blake Love
Brooklyn Te Kawa

Cjay McMinn
Conner Chadwick
Evan Paenga
Frances Mulvihill
Hinerau Donna Meihana-Henare
Jahlia Laumua
Jay-Lee Mansy
Jazaius Kalolo
Kawharu Hippolite
Keira Noble-Shedlock
Kiamaia Tyler Rei
Klein Salmon
Kwade Chadwick
Kwade Chadwick
Letisha Weston-Jacobson
Levi Ware Porirua
Maaria Elkington
Mykie (Coen) Katene
Nasira Laumua
Pikiteora Weston-Jacobson
Randall Paenga
Randall Paenga
Salanoa Psalm Gray
Te Kanawa Kingi
Te Rangihua Henare
Zion Anderson

U18 National Hockey Tournament
Athletics NZ
Kapi Mana Darts
U18 Marlborough Touch Team
U17 Hutt Valley Boys Softball Tuatara
U17 Down Under WinterClassic
U17 Taranaki Whanau Rugby League Team
Titahi Bay Marlins U17
Porirua U19 Basketball Team
U23 National Basketball Tournament
Aratika Water Sports Club
U16 Girls Porirua City Tag Team
Cross Fit Games USA
U15 Māori Rugby League Tournament
Porirua U19 Basketball Team
Wellington Women U18 Hockey
Snow Hoop Nation Raukawa ki te Tonga U15 Girls
U23 National Basketball Tournament
U15 Māori Rugby League Tournament
Titahi Bay Marlins U15
U17 Taranaki Whanau Rugby League Team
U19 Basketball Team
U16 Waikato Girls Touch Team
Wellington Women U17 Basketball
U12 Porirua City Tag Team
Nga Hau e Wha o Wainuiomata - UN18 Kotiro
U17 National Basketball Tournament
Porirua U19 Basketball Team

Titahi Bay Marlins
U19 Women's Otaki Waka Ama
U18 Basketball Invitational Camp

Education Grants

Akaesha Parai
Alana Smith
Alicia Daly
Amber Moriarty
Amiria Salzmann
Ammon Elkington
Angus Elkington
Ariki Osborne
Arndrea Toa-Temarama Wikitoa
Asher Katene
Briar Barnsley
Caitlin Huria
Christina McPhee
Christopher Gibbs
Cody Ford
Corban Paewai
Courtney Hemi
Danae Abolins-Thompson
Daniel France
Darren Paewai
Elena Rei
Emily Bain
Emma Anderson-Hippolite
Eugene Dickie
Ezra Dunlop
Ezra Fermanis

Fiona McKnight
Frances Watson
Hannah January
Hariata Moriarty
Hayley Pemberton
Helena Abolins-Thompson
Holly Wineera
Ian Ware
Jamie Love
Jamie-Lee Tuuta
Jana Abolins-Thompson
Jaquan Nin
Jo-maitera Hall
Jodi Kohu
Jodi Rangitawa
Johnathan O'Brien
Jolene Rangihaeata
Jonelle Modlik
Jordan Tupangaia
Jordanna Hermens
Jury Teni-teni Smeaton
Kakati Royal
Kaneihana Davey
Keenen Wood
Kelsea Elkington
Kevin Simpkins
Kharmen Kereama

Kohai Martin
Kyler Parai
Latoya Flutey
Leila Hemi
Lucinda Solomon
Maarie Wineera
Maia Black
Maia Cunningham
Maia Grace-Paul
Maia Millan
Maika Shortland
Maumahara Horsfall
Melissa Cooper
Mikayla Cooper
Miriam Harper
Misty Matenga
Monique Gemmell
Morgan Hemi
Ngawai Tia
Pere Pomare
Peter Brown
Peter Webber
Priscilla Temoana
Rachel Law
Reuben Katene
Ria Hodges
Riria Solomon
Roimata Sam
Roman Piwari

Samantha Brown
Samantha Gemmell
Samuel Metekingi
Sarah Warren
Shannon Clamp
Sharon Gemmell
Shemaiah Parai
Sophie Michl
Tania Korau
Tania Noble-Shedlock
Tazmyn Katene
Te Atahaia Wanoa-Sundgren
Te Oraitī Wharehinga
Tepehi Judson-Parata
Teresa Foster
Thompson Hokianga
Toni Weiser
Troy Hemi
Tyrone Foster
Unaiki Royal
Victoria Martin
Waimea Tupaea
Wakatiwai Parai
Whatarangi Winiata
Zharnay Haverkamp
Zoe Pretty

Victoria University Grants

Rebecca Daniels
Bianca Elkington
Jana Abolins-Thompson
Jaquan Nin
Jordana Hermens
Jury Teni-teni Smeaton
Moana Solomon
Ramari Wineera
Te Rauparaha Horomona
Whatarangi Winiata

Toa Sports Teams Grants

Toa Basketball
Toa Hockey Club
Toa Rugby League
Toa Softball Club



Te Rūnanga o Toa Rangatira Incorporated Group

Summary Consolidated Financial Statements

For the year ended 30 June 2023.

The Board Members are pleased to present the summary consolidated financial statements of Te Rūnanga o Toa Rangatira Incorporated Group for the year ended 30 June 2023.

For and on behalf of the Board.

A stylized white ink signature of Callum Kātene.

Callum Kātene
Board Chairman

A stylized white ink signature of Caleb Ware.

Caleb Ware
Board Member

25 October 2023

Independent Auditor's Report For the year ended 30 June 2023



Independent Auditor's Report

To the members of Te Rūnanga o Toa Rangatira - Report on the summary financial statements

Opinion

The summary financial statements on pages 108 to 111 and the tables marked as having been audited on pages 24 to 99, which comprise the summary consolidated statement of financial position as at 30 June 2023, the summary consolidated statement of comprehensive income, summary consolidated statement of changes in equity and summary statement of cash flows, and summary service performance information for the year then ended, and related notes, are derived from the audited financial statements of Te Rūnanga o Toa Rangatira (the "Entity") and its subsidiaries (together the "Group") for the year ended 30 June 2023.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with FRS-43: *Summary Financial Statements* issued by the New Zealand Accounting Standards Board.

Summary financial statements

The summary financial statements do not contain all the disclosures required for full financial statements under generally accepted accounting practice in New Zealand. 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 thereon.

The audited financial statements and our report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 31 October 2023.

Other matter

The corresponding figures in the service performance information of the Group, being those measures related to the year ended 30 June 2022, were not audited.

Those charged with governance responsibilities for the summary financial statements

Those charged with governance are responsible on behalf of the Entity for the preparation of the summary financial statements in accordance with FRS-43: *Summary Financial Statements*.

Auditor's responsibility

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 International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised): *Engagements to Report on Summary Financial Statements*.

Other than in our capacity as auditor we have no relationship with, or interest in, the Entity or any of its subsidiaries. Partners and employees of our firm may deal with the Entity on normal terms within the ordinary course of trading activities of the business of the Entity.

Ernst & Young | Limited



Chartered Accountants
Wellington
31 October 2023

A member firm of Ernst & Young Global Limited

TE RŪNANGA O TOA RANGATIRA INCORPORATED GROUP

Summary consolidated statement of comprehensive revenue and expense

For the year ended 30 June 2023

	2023	2022
	\$000's	\$000's
Total revenue incl. non operating	73,056	226,562
Total expenditure incl. non operating	(116,531)	(69,754)
Surplus	(43,475)	156,808
Share in profit (loss) of joint ventures/associates	968	8,494
Surplus for the year before tax	(42,507)	165,302
Tax expense	(3,004)	(6,104)
Net surplus after tax	(45,511)	159,198
Other comprehensive revenue and expense:		
Total other comprehensive revenue and expense	(3,131)	7,646
Total comprehensive revenue and expense for the year	(48,642)	166,844
Total comprehensive revenue and expense is attributable to:		
Equity holders of Te Rūnanga o Toa Rangatira (Group)	(48,645)	166,823
Non-controlling interest	3	21
	(48,642)	166,844

TE RŪNANGA O TOA RANGATIRA INCORPORATED GROUP

Summary consolidated statement of financial position

For the year ended 30 June 2023

	2023	2022
	\$000's	\$000's
Assets		
Current assets		
Cash and cash equivalents	43,765	26,903
Other current assets	115,949	129,627
Total current assets	159,714	156,530
Non-current assets		
Property, plant and equipment	44,489	40,548
Investment property	507,110	551,085
Other investments	83,669	62,597
Total non-current assets	635,268	654,230
Total assets	794,982	810,760
Liabilities		
Current liabilities	54,570	29,216
Total current liabilities	54,570	29,216
Non-current liabilities		
Loans and borrowings	332,397	332,525
Other non-current liabilities	14,317	6,130
Total non-current liabilities	346,713	338,655
Total liabilities	401,283	367,871
Net assets	393,698	442,889
Equity		
Equity	393,554	442,748
Non-controlling interest	144	141
Total equity	393,698	442,889

TE RŪNANGA O TOA RANGATIRA INCORPORATED GROUP

Summary consolidated statement of changes in net assets / equity

For the year ended 30 June 2023

	2023	2022
	\$000's	\$000's
Balance 1 July	442,889	275,925
Total comprehensive income	(49,193)	166,823
Movement in non-controlling interest	3	141
Total equity	393,698	442,889

Consolidated statement of cash flows

	2023	2022
	\$000's	\$000's
Net cash (outflow)/inflow from operating activities	29,373	(14,638)
Net cash (outflow)/inflow from investing activities	(18,975)	(338,551)
Net cash inflows from financing activities	6,464	333,959
Net (decrease) / increase in cash and cash equivalents	16,862	(19,230)
Cash and cash equivalents at 1 July	26,903	46,133
Cash and cash equivalents at 30 June	43,765	26,903

TE RŪNANGA O TOA RANGATIRA INCORPORATED GROUP

Summary notes to the consolidated financial statements

For the year ended 30 June 2023

Our financial statements

a. General Information

Te Rūnanga o Toa Rangatira Incorporated (the Rūnanga) is an incorporated society and a registered charity under the Charities Act 2005, registration number CC42382. The Rūnanga is domiciled in New Zealand and the registered office and principle place of business is 26 Ngatitoa Street, Takapūwāhia, Porirua.

The primary activity of the Rūnanga is the provision of assistance by way of relief of poverty, promotion of health, and wellbeing and advancement of education for all members of Ngāti Toa Rangatira and the community.

The Rūnanga is the mandated iwi organisation and corporate trustee over the Ngāti Toa Rangatira settlement assets. The subsidiary entities of the Group are primarily involved in managing the preservation of the settlement assets and to build capability of the investment assets.

The consolidated financial statements comprise the Rūnanga and its controlled entities, associates, and joint arrangements (together referred to as the "Group" and individually as "Group Entities").

The consolidated financial statements have been prepared in accordance with the requirements of the Financial Reporting Act 2013, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP). The Group is a public benefit entity and these consolidated financial statements comply with the PBE Accounting Standards as appropriate for Tier 1 not-for-profit public benefit entities. As a registered charity, the Rūnanga is required to prepare financial statements in accordance with NZ GAAP as specified in standard XRB A1. The Group is a Tier 1 reporting entity as it has total expenditure greater than \$30 million in the current and preceding reporting periods.

The consolidated financial statements are for the year ended 30 June 2023 and were authorised for issue by the Board on 25 October 2023.

b. Basis of preparation

The financial statements are prepared on a going concern basis using the historical cost basis modified as defined in the specific accounting policies in the full financial statements (principally fair valuation of investments and revaluation of certain property, plant and equipment).

These financial statements are presented in New Zealand dollars (\$), which is the Group's functional currency and have been rounded to the nearest thousand unless otherwise stated.

c. Summary financial statements

The summary financial statements comply with PBE FRS 43 Summary Financial Statements. They cannot be expected to provide as complete an understanding as is provided by the full financial statements. The specific disclosures included in the summary report have been extracted from the full Group financial statements. A copy of the full financial statements can be obtained from the Ngāti Toa website www.ngatitoa.iwi.nz and is available from the office at 3 Wi Neera Drive, Porirua.

The Group financial statements approved 25 October 2023 has received an unqualified audit report. This summary financial report has been examined by the auditor for consistency with the full financial report. An unqualified auditor's report is included with this summary.

d. Subsequent events

There were no significant events occurring after reporting date which may affect either the Group's operations or results of those operations or the Group's state of affairs.

Ūpane

Whiti
Te Rā





TE RŪNANGA O
TOA RANGATIRA



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