





Mihi

Ko te auahi tērā e tārewa mai nei

He tohu takata, he ohu, he ihu oneone

Ko te waihotaka tērā mā tātou

Kia rere ai te auora

Kia tautoro te aumoana

Mā wai, mā te huhua mokopuna,
mā tātou anō

Kia aua tonu atu

Me he rauawa o te waka

Kia aukaha e

Kei kā haumī, ka mata e kite ana

Kā kaupupuri o te kupu o Tahu,
o Hotu Māmoe, o Rākaihautū

Koutou e pari ihu ana kia eke tātou

Kā tika

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Ko wai mātau? Who are we?

Aukaha is a not-for-profit organisation delivering social, economic, environmental and cultural services across the takiwā of our five papatipu rūnaka shareholders: Te Rūnanga o Waihao, Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou and Hokonui Rūnaka. Empowered by their mandate, Aukaha helps to facilitate, advocate and champion our people and places.

Kia kaha, au kaha *Unite and bind together*

Our name is derived from a traditional Kāi Tahu chant, recited by our tīpuna as they tightened the lashings of their waka before setting out on a journey. We chose this name because it represents our role in strengthening the relationships of mana whenua with local and central government, sector partners and businesses across the takiwā.



Te Rūnanga o Waihao



Te Rūnanga o Moeraki



Kāti Huirapa Rūnaka ki Puketeraki



Te Rūnanga o Ōtākou



Hokonui Rūnaka

Ō mātau whaika Our aims

The work of Aukaha is guided by our values, vision and mission as expressed in the Strategic Plan 2022–2025.

Our strategy is built upon the growth since Kāi Tahu ki Otago Ltd rebranded and expanded its services in 2017. The last three years have seen an exponential growth in staff, service delivery, and financial growth. We have built a strong reputation of professionalism, maturity and delivery, generating outcomes that support the self-determination of rūnaka and whānau across cultural, environmental, social, and economic spheres. In the next financial year, the Board of Directors will prepare the new Strategic Plan for the next three years.

VISION

Papatipu rūnaka ki Aukaha and hapū achieve their aspirations and exercise their rakatirataka through the ability of Aukaha to facilitate, champion and advocate for their people and rohe.

MISSION

Aukaha works on behalf of mana whenua across their rohe, providing pathways to a better future for Kāi Tahu, for iwi Māori and for our wider communities. We ensure mana whenua values are appropriately and authentically woven through the cultural, economic, social and environmental fabric of their takiwā.

VALUES

RAKATIRATAKA

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

WHANAUKATAKA

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

MANAAKITAKA

We work to build the capacity of ourselves and of our rūnaka, whānau and hapū. We support our partners, clients and stakeholders.

KOTAHITAKA

We work together – our pou and board; and with rūnaka, whānau, partners, stakeholders and clients. Through this we maximise our collective strengths and achieve hapū aspirations.

MŌHIOTAKA

We are responsive and communicative. We value the knowledge system within which we work and actively seek to expand and enhance it.

AUAHATAKA

We are innovative. We seek to test our thinking, develop new ideas, generate new knowledge and find new ways of working.

TAUTIAKITAKA

We operate with prudence and with high regard to the wider implications of our actions within financial, social, cultural and environmental contexts.

Ā mātau mahi What we do

Our work is guided by three pou, Mana Taiao, Mana Takata and Mana Ahurea, with the support of a fourth pou, Mana Aukaha, along with our communications team, Mana Whakapā.



Mana Taiao

Environmental & Resource Management

Supporting rūnaka aspirations in natural and urban environments through policy and planning, resource consents and cultural impact assessments.



Mana Takata

Health & Social Services

Enabling practical and positive choices for individuals, whānau and communities through services and programmes related to healthy homes, employment, driver licensing and Whānau Ora navigation across Otago.



Mana Ahurea

Embedding Mana Whenua Stories & Values

Working with mana whenua to ensure Te Ara Tapuae o Kāi Tahu – The Footsteps of Kāi Tahu – are visible across our region through cultural design integration, narratives and workshops.



Mana Aukaha

Business Support Services

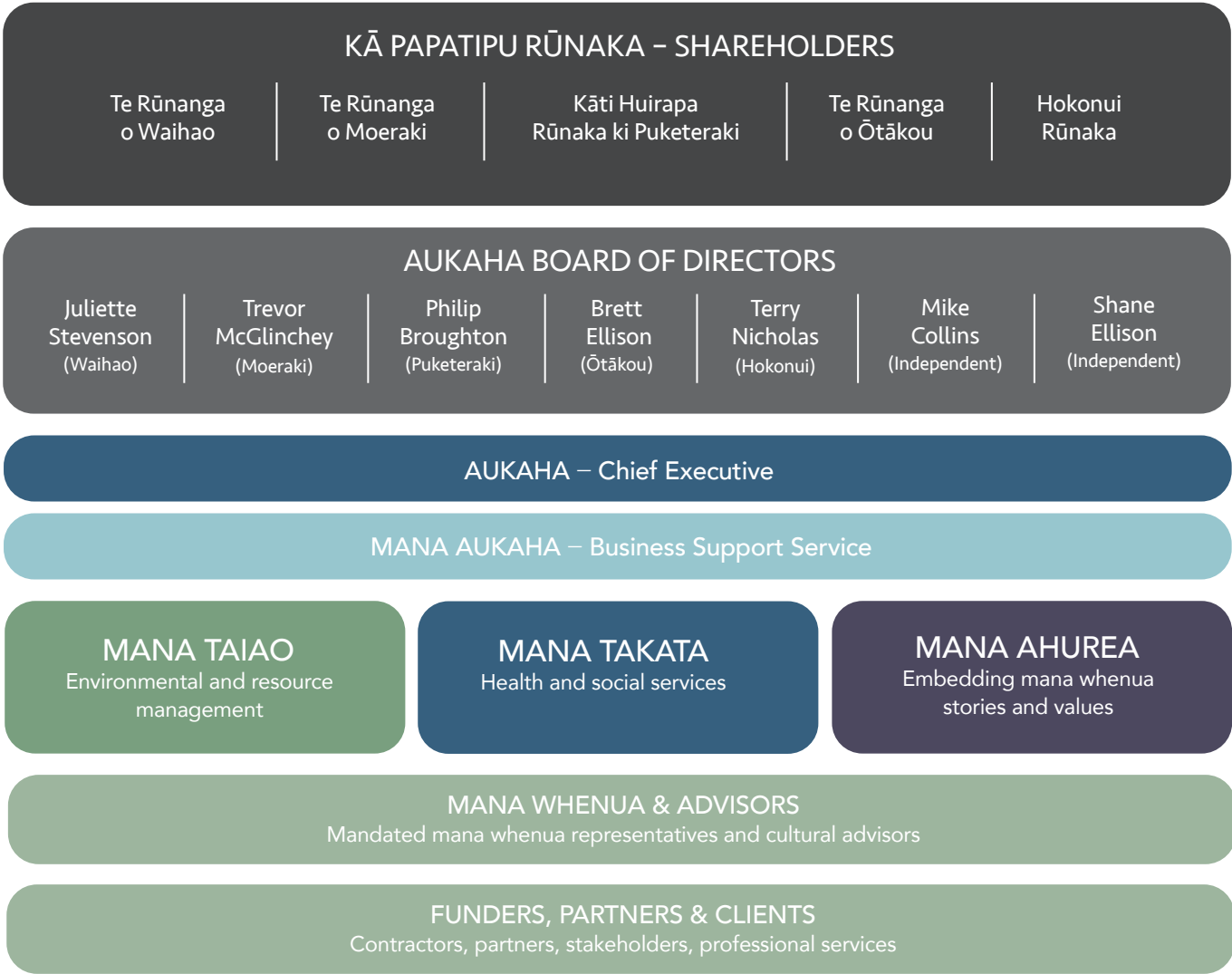
Supporting the work of Aukaha through internal system management with a focus on quality improvement and business development that embeds Kāi Tahu values, ensures compliance and drives best practice.

Ō mātau tākata

Our people

This overview of our organisation includes our shareholders (kā papatipu rūnaka), board of directors, mana whenua panel members nominated by each rūnaka to advise Aukaha on various projects, our chief executive, the four pou of Aukaha, and our external partners.

Organisational overview



Kā kaitautoko i a mātau mahi

Our funders and partners

We are proud to work with organisations who share our vision and support our work across the Otago and South Canterbury takiwā. These relationships make it possible for us to undertake our mahi and provide a better future for Kāi Tahu, iwi Māori and for our wider communities.

- IWI

Ngāi Tahu Property

Ngāi Tahu Tourism

Te Rūnanga o Ngāi Tahu
- REGIONAL ENVIRONMENTAL ENTITIES

Aoraki Environmental Consultancy

Te Ao Mārama
- LOCAL GOVERNMENT

Central Otago District Council

Clutha District Council

Environment Canterbury

Kaunihera-a-rohe o Ōtepoti | Dunedin City Council

Mackenzie District Council

Otago Regional Council

Waimate District Council

Waitaki District Council

Queenstown Lakes District Council
- CENTRAL GOVERNMENT

Energy Efficiency & Conservation Authority (EECA)

Hīkina Whakatutuki | Ministry of Business, Innovation & Employment

Ngā Pirihimana o Aotearoa | New Zealand Police

Te Aka Whai Ora

Te Manatū Whakahiato Ora | Ministry of Social Development

Te Papa Atawhai | Department of Conservation

Te Puni Kōkiri

Te Tāhuhu o te Mātauranga | Ministry of Education

Te Whatu Ora

Waka Kotahi
- INDUSTRY

Baker Garden Architects

BECA Group

Boffa Miskell

Brendon Gordon Architects
- Business South

Community Energy Network

Connor Jones Group

CPB Contractors

DLB Construction & Signage

Downer Group NZ

Dunedin Curtain Bank

Dunedin Airport

Fisher Windows Otago

Fulton Hogan

Gunn Builders

Icon Construction

Isaac Construction

Isabella Harrex Photography

Jasmax

KiwiRail

Laser Electrical Dunedin

Laser Plumbing Dunedin Central

McCoy Wixon Architects

NAIA

Naylor Love Dunedin

New Build Otago

New Zealand Automobile Association

Otago Housing Alliance

Ōtākou Whakaihu Waka | University of Otago

Queenstown Airport

Reframed Media

Speedy Signs

Stella Recruitment

Studio 4 Architects

Te Kura Matatini ki Ōtāgo | Otago Polytechnic

Te Pūtahitanga

Te Tauraki

Tokona Te Raki

TranspowerTeam Architects

Warren & Mahoney Architects

Whānau Āwhina Plunket

WSP

Zeal Steel
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Rakatirataka o mana whenua

Drawing on mana whenua expertise

The work of Aukaha is not possible without the rakatirataka of mana whenua who provide expertise, guidance and advice across all aspects of our mahi – services to our iwi that are freely given in addition to the regular work those people usually do.

Whether it be providing evidence at hearings on behalf of their hapū, writing and presenting submissions to hearings, or providing Kāi Tahu cultural and historical expertise – their time, knowledge and understanding of Kāi Tahu values and knowledge is immeasurable.

When Aukaha first began in 1997 as Kāi Tahu ki Otago, our mana whenua representatives gifted their time for the benefit of the iwi. For the last four years, however, Aukaha has remunerated mana whenua representatives for their time and expertise as part of our commitment to enhancing our whānau economy.

All members of mana whenua panels are mandated by their rūnaka to represent them in this work.



From left: Kāi Tahu artists James York, Keri Whaitiri, Jennifer Rendall and Marlon Williams with mana whenua representative Paulette Tamati-Elliffe, who spoke on behalf of mana whenua at the opening of the arterial road (stage 1) in Tāhuna Queenstown.

Mana Taiao

Environmental & Resource Management



This work is guided by three mana whenua expert panels providing Kāi Tahu knowledge and understanding on freshwater, resource management and consents, as well as specific projects such as South Dunedin Future, Three Waters Network and proposed developments/ planning.

WAI MĀORI PANEL

Brendan Flack, Edward Ellison, Gail Tipa, Vin Smith

RESOURCE MANAGEMENT & CONSENTS PANEL

Te Rūnanga o Waihao – Melissa Slatter, Trudy Heath
 Te Rūnanga o Moeraki – David Higgins, Gail Tipa, Trevor McGlinchey
 Kati Huirapa Rūnaka ki Puketeraki – Lyn Carter
 Te Rūnanga o Ōtākou – Donna Matahaere-Atariki, Edward Ellison, Tuma Cassidy
 Hokonui Rūnaka – Louise Dennison, Mollie Lyders, Vin Smith

SPECIFIC PROJECTS

Brett Ellison, Hoani Langsbury, Katharina Ruckstuhl, Marlene McDonald, Dr Megan Pōtiki, Paulette Tamati-Elliffe, Rachel Wesley, Shane Ellison

Mana Takata

Health & Social Services



This work is guided by a mana whenua panel covering all four kaupapa – healthy homes; trades, training and employment; health and social services; and conservation.

Kāti Huirapa Rūnaka ki Puketeraki – Brendan McIntosh
 Te Rūnanga o Ōtākou – Dr Megan Pōtiki, Michelle Taiaroa-McDonald

Mana Ahurea

Embedding Mana Whenua Stories & Values



This mahi is guided by mana whenua expert panels providing historical, cultural and scientific matauraka and Kāi Tahu reo expertise.

MANA WHENUA PANEL

Te Rūnanga o Ōtākou – Dr Megan Pōtiki, Paulette Tamati-Elliffe, Rachel Wesley
 Kāti Huirapa Rūnaka ki Puketeraki – Rauhina Scott-Fyfe, Takiwai Russell-Camp, Tāwini White
 Te Rūnanga o Moeraki – Kare Tipa, Stacey Reynolds

SPECIFIC PROJECTS

Specific Mana Ahurea projects also draw on the expertise of runaka-mandated representatives along with other people from the wider Aukaha whānau, as follows:

Aiden Geraghty, Al Bell, Alice Karetai, Ana Faau, Andre Te Hira, Dana Te Kanawa, David Higgins, Denise Whyte, Edward Ellison, Ephraim Russell, Fayne Robinson, Heramaahina Eketone, James York, Jennifer Rendall, Jill Kito, Dr Justine Camp, Justin Tipa, Kahu Kaan, Kate Stevens West, Dr Katharina Ruckstuhl, Keri Whaitiri, Komene Cassidy, Little Red Pen, Madison Kelly, Marlon Williams, Matapura Ellison, Michel Tuffery, Morgan Darlison, Riani Iti-Metuatai, Sarah Bennett, Steve Solomon, Tia Barrett, Xoë Hall



Above: Edward Ellison (far right) visits Aonui, the new Port Otago building which will become headquarters for the Otago Regional Council in 2026, with former Aukaha Acting Chief Executive Caron Solomon-Ward (left) and Kāi Tahu artist Kate Stevens West.

Tō mātau pōari

Aukaha Board

as of 1 July 2025

Juliette Stevenson

Te Rūnanga o Waihao



Juliette (Waihao-Kāi Tahu) is a registered nurse who has worked in community and psychiatric nursing roles since 2004. Over the past 15 years, she has held management roles in the public, iwi and NGO sectors, and has extended her education obtaining a Postgraduate Diploma and a Bachelor of Business Management majoring in strategy.

Juliette has a broad understanding of governance and has held various roles in community and iwi organisations over the past 15 years. She has been the alternate representative for Waihao Rūnanga for Te Rūnanga o Ngāi Tahu since 2017, and enjoys supporting organisations to perform to the best of their capabilities.

Trevor McGlinchey

Te Rūnanga o Moeraki; Acting Chair from November 2024



Trevor (Moeraki-Kāi Tahu) is currently Chief Executive of Te Rūnanga o Moeraki. He has a long history of serving his Moeraki whānau, and is passionate about the roles and responsibilities of mana whenua and how their expression creates greater wellbeing for all.

Trevor has been involved in the establishment of large community-based organisations that have made significant contributions to the whānau they have engaged with. He has worked in the public service, tertiary education, and national advocacy roles. Trevor is also an experienced governor, having served on the boards of social services, advocacy sector organisations and commercial entities. Trevor has been a ministerial appointee on several national task forces including the Welfare Expert Advisory Group.

Philip Broughton

Kāti Huirapa Rūnaka ki Puketeraki



Phil (Kāti Huirapa ki Puketeraki-Kāi Tahu, Kahungunu) is married with three children and eight grandchildren. A semi-retired chartered accountant, Phil was formerly a consulting partner at Polson Higgs where he developed strategic and business plans, and conducted a Māori business mentoring programme. He also provided business and accounting consultancy services to Māori for the Otago/Southland region.

Phil has extensive governance experience, particularly in the not-for-profit sector, and has been involved in a number of professional, community and iwi organisations. Previous board roles include Advertising Standards Complaints Board, Education NZ, Todd Foundation, Business New Zealand, Ngāi Tahu Tourism and Kiwi Haka Ltd. Phil is currently treasurer for Kāti Huirapa Rūnaka ki Puketeraki, and a board member of Community Care Trust.

Brett Ellison

Te Rūnanga o Ōtākou; appointed November 2024



Brett (Ōtākou-Kāi Tahu) is an experienced executive across the iwi commercial sector. He has spent more than ten years in senior roles across Ngāi Tahu Holdings Group and Te Rūnanga o Ngāi Tahu focusing on the seafood and property sectors as well as Crown relationships and Settlement rights. Brett is an investment

manager with Koau Capital Partners and supports the property activity of various iwi, and also manages investments for the iwi-owned Hāpai property collective which spans the commercial, development and housing sectors.

Born and bred at Ōtākou, and a graduate (BA, MA) of the University of Otago, Brett is a director of Eke Panuku, an Auckland Council-controlled organisation driving urban regeneration in Tāmaki Makaurau/Auckland. A former director of Rangitāne Holdings, Brett now chairs Te Rūnaka Ōtākou Ltd.

Terry Nicholas

Hokonui Rūnaka



Terry (Hokonui-Kāi Tahu) is the manager of Hokonui Rūnaka and programme director of Murihiku Regeneration. Hokonui representative for Te Rūnanga o Ngāi Tahu since January 1999, he is also currently chair of Reimagining Mātaura, a programme committed to achieving rūnaka aspirations for the

Mātaura awa, its catchment and surrounding communities. Terry is also a member of the Southland Just Transition oversight group, which represents the rights and interests of Kāi Tahu whānau and hapū.

Driven to build succession out of settlement, Terry works tirelessly to protect and enhance the spiritual, cultural, organisational, educational, health and economic aspirations of Hokonui Rūnanga and Murihiku. Mō tātou, ā, mō kā uri ā muri ake nei.

Mike Collins

Independent



Mike is the inaugural chief executive of Business South following the merger of the Otago Chamber of Commerce and the Otago Southland Employers Association. He is also a director of Mercy Hospital Dunedin and Business New Zealand, as well as community advisor to Otago Polytechnic. A strategic thinker with expertise in transformational change and risk

management, Mike is passionate about creating dynamic working environments, enabling both people and culture, and building business connections across Otago and Murihiku.

Mike is an independent director of Aukaha. His previous roles include executive director of People, Culture and Technology at the Southern District Health Board, and director of the Learning Environment and Service Excellence divisions at Otago Polytechnic.

Shane Ellison

Independent; appointed August 2025



Shane (Kāti Huirapa ki Puketeraki-Kāi Tahu, Te Ātiawa, Ngāti Mutunga) has more than 25 years global experience in senior leadership roles across transport and infrastructure. He is currently Infrastructure and Resources Director at Koau Capital Partners which delivers investment services to Māori commercial entities. Shane's other

directorship roles include Waipā Networks, Dunedin City Holdings, Dunedin Airport and Auckland Light Rail.

From 2005 to 2017, Shane held executive roles with Transdev Group including International Development Officer and Chief Operating Officer (New South Wales and Queensland) where he was involved in Sydney's \$2.2 billion light rail project. Prior to joining Koau, Shane was chief executive officer at Auckland Transport (2017-2022).

Edward Ellison

Te Rūnanga o Ōtākou;

Board Chair 1997 – November 2024



Edward (Ōtākou, Kāi Tahu) is a farmer and kaumātua who played a key role as a Treaty negotiator in Te Kerēme, Kāi Tahu's Treaty claim. A kaitiaki of ancestral land passed down from prominent chiefs Matenga Taiaoro and Karetai, Edward has a deep understanding of the innate connection between Kāi Tahu and the land, environment and resources of Te Waipounamu. Having

represented the iwi on conservation issues since the early 1990s, Edward is currently Upoko of Ōtākou Rūnaka, chair for the New Zealand Conservation Authority and co-chair of the Environmental Science and Policy Committee of the Otago Regional Council.

Edward has extensive governance experience as deputy kaiwhakahaere of Te Rūnanga o Ngāi Tahu and as a board member of Otago Conservation Board, Queen Elizabeth II National Trust, South East Marine Protection Forum, Otago University Council and New Zealand Lotteries Oranga Marae Committee. He has also worked closely with southern regional authorities as a Resource Management Act Advisor and more recently as a Hearings Commissioner. Edward was awarded the New Zealand Order of Merit (ONZM) for services to Māori and conservation in 2015.

Loretta Lovell

Independent; 2021 – November 2024



Loretta (Rongomaiwahine, Ngāti Pahauwera, Ngāti Kahungunu, Whakatohea) is a lawyer, independent environmental commissioner and professional director. She has specialised in commercial, energy and resource management law for more than 20 years.

Loretta has provided advice and governance to several iwi Māori and community organisation boards, helping them meet their social and economic aspirations. In addition to her role as independent director on the Aukaha Board, Loretta also holds governance positions on Crown entities and is a member of a number of advisory panels to public sector agencies.



He taoka tuku iho

The founding legacy of Edward Ellison

In November 2024, Te Rūnanga o Ōtākou Upoko Edward Ellison stepped down from the Aukaha Board, concluding a significant chapter in which he served as chair and founder of the organisation. Edward's leadership spanned 27 years, during which he helped shape Aukaha into a trusted and effective agency for its papatipu rūnaka shareholders.

A small celebration was held in Matariki to honour Edward's contribution, bringing together those who had worked alongside him over the decades. With Taikawa Tamati-Elliffe as MC, the evening was filled with stories, laughter, waiata and kai – a fitting tribute to a legacy built on vision, resilience and rakatirataka.

Edward's journey towards establishing Kāi Tahu ki Otago – later becoming Aukaha – began in 1992 following the implementation of the Resource Management Act in 1991. Working in the role as kaetakawaenga at Otago Regional Council at that time, Edward formed the view that rūnaka had a responsibility to engage with not just that council but all those across Otago.

In 1995, Otago's first Iwi Resource Management Plan was launched, in which the values, interests and policies regarding natural resource management within Kāi Tahu takiwā were articulated. Iwi leaders including Matapura Ellison, Maureen Wylie and Gail Tipa joined Edward in establishing a mana whenua-owned agency to advance this kaupapa. Edward played a pivotal role in its creation, travelling across the region to secure agreements with councils concerning resource consent processes.

By 1997, Kāi Tahu ki Otago was set to open its doors in the old Kokiri Centre on Forth Street, next door to Ngāi Tahu Māori Law Centre. The social climate at that time was tense. Araiteuru Marae was the target of an arson attack just months earlier, and the spread of misinformation made anything that was visibly connected to Kāi Tahu a target.

On the day of the opening, Kāi Tahu ki Otago and Ngāi Tahu Māori Law Centre were firebombed.

'We [Kāi Tahu] were public enemy number one, due to the fact that Ngāi Tahu were progressing their treaty settlement around that period and all sorts of public hysteria pervaded. So, in some respects, it wasn't a big surprise,' says Edward. 'And we weren't too worried. It was more a question of, what do we do next?'

Support came from unexpected places. Patersons Realty offered office space free of charge for six months, allowing Kāi Tahu ki Otago and Ngāi Tahu Māori Law Centre to continue their mahi. Edward led the organisation's establishment – unpaid but unwavering in his commitment.

In those early years, the survival of what became Aukaha was bolstered by a health contract with Public Health South, a lifeline that enabled the organisation to grow beyond resource consents. Cultural Impact Assessments, introduced by Gail Tipa, became a cornerstone of the organisation's work, allowing it to build expertise and expand the team.

In 2015, Edward and the board of directors led a strategic review of the organisation, culminating in the renaming to Aukaha. Strong foundations and financial stability provided the confidence to appoint the first chief executive, Tahu Pōtiki, whose strategic, innovative contributions included the establishment of the Mana Takata and Mana Ahurea pou.

Edward's vision for Aukaha was always expansive – to grow its capacity to serve rūnaka, support major regional projects and ensure mana whenua were at the heart of the organisation. He saw the importance of succession and refreshing governance, as well as adapting to changes in both the legislative and political environment.

Edward's legacy is woven into the very fabric of Aukaha – a legacy of leadership, service and commitment to mana whenua.



To still be functioning is success in itself, but Aukaha has grown over the years and is now seen as a key partner to local government and other groups across our takiwā. By offering support across complex areas like resource management, social services and cultural design integration, Aukaha has enabled Rūnaka to achieve their aspirations and exercise their rakatirataka."

Edward Ellison



“

With steady, constant hands on the rudder we can draw on our collective strengths and navigate any uncertain waters – Kia kaha, au kaha.”

Trevor McGlinchey

He ripoata nā te Tiamana Rakitahi Acting Chair’s Report

It is my privilege to address you as the acting chairman of Aukaha, a responsibility bestowed upon me at the departure of our founding chair, Edward Ellison.

This has not been the only significant leadership change for Aukaha over the last year. We have also farewelled independent board director Loretta Lovell, acting chief executive Caron Solomon-Ward, and general manager Sio Tulia.

I also wish to acknowledge Chris Rosenbrock who stepped up from Mana Takata general manager to the role of interim chief executive. His depth of knowledge and strong business sense have been highly valuable.

Reflecting on the contribution of these kaimahi brings into clear focus that our people are the vital, beating heart of Aukaha. The energy and efforts of all those who pass through our whare help broaden its experience and deepen its roots. New opportunities emerge to grow knowledge and develop skills.

During the last year we welcomed Brett Ellison, Edward’s son, as Te Runanga o Ōtākou representative on the Aukaha Board. Brett brings with him a wealth of knowledge. The role of Board Chair has yet to be filled but we hope to see this confirmed in the coming months.

Each of our four pou continue to deliver significant volumes of high-quality work that expresses our values, earns the respect of our partners, and makes a difference where it really matters. It has been particularly pleasing to see the ever-increasing demand for the cultural expression of papatipu rūnaka within the takiwā, coming from both local government and commercial entities and delivered via Mana Ahurea.

To see our history and people acknowledged across our communities, urban landscapes and wider whenua speaks also to the achievements of Mana Taiao and Mana Takata in embedding our values within their pou.

This commitment and connection to kaupapa drives the continual improvement of all aspects of our organisation. That Aukaha achieves this is no mean feat in the current political and economic climate. From the looming changes in the Resource Management Act and implementation of Fast Track consents to the cost of living and housing crises, Aukaha kaimahi work in some very uncomfortable places. It is a credit to Aukaha that despite the

rhetoric threatening to undermine the relevance of Te Tiriti, kaimahi maintain such strong connections with our local government partners within the papatipu rūnaka takiwā. Kā mihi ki a koutou katoa.

For the Board, an additional challenge has been the decision by Te Rūnanga o Ngāi Tahu early in 2025 to withdraw funding for regional environmental entities. We are pleased that we were able to finish the year at a financial breakeven point and are planning for a surplus in the 2025–2026 financial year. We will continue to work closely with our papatipu rūnaka shareholders to ensure we are responsive to their aspirations and are widening our ability to support mana whenua values in our work.

The current government policy settings and the subsequent undermining of the Te Tiriti obligations for government agencies and local government crystallises the need to be disciplined. We will keep sharpening our commercial focus to ensure we are sufficiently adaptive and flexible to meet emerging needs while still deepening and developing our kaupapa.

As the Board reflects with pride on the organisation’s achievements during the 2024–2025 year, our commitment to the papatipu rūnaka that we represent is to provide solid governance, think strategically and be ready to respond. With steady, constant hands on the rudder we can draw on our collective strengths and navigate any uncertain waters –

Kia kaha, au kaha.

Nāku iti noa, nā.

Trevor McGlinchey,
Acting Aukaha Chair



He rīpoata nā te Kaiwhakahaere Matua Rakitahi

Interim Chief Executive's Report

It is my pleasure to present the 2024-2025 Annual Report, an affirmation of the significant mahi and valuable outputs delivered across our four pou. As we reflect on the year, we celebrate a period defined by our collective resilience and dedication. While external headwinds reshaped the operating landscape, our kaimahi responded with focus, successfully closing the year with a small profit.

This year, Aukaha has focused on transitioning from a reactive, project-based model to a proactive, sustainable, and commercially focused organisation. Our strategy centres on leveraging our expertise and relationships to generate self-sustaining revenue streams across all four pou, ensuring our mahi remains impactful and financially resilient.

Turning the waka in headwinds is no small feat. Internal leadership changes, shifts in government policy, and funding cuts from Te Rūnanga o Ngāi Tahu have presented significant challenges. Yet, our team has responded with agility and determination, laying the groundwork for a more secure future.

Mana Taiao delivered exceptional environmental outcomes on behalf of our five papatipu rūnaka shareholders. A key milestone was the implementation of the Otago Regional Policy Statement with the Otago Regional Council – a culmination of years of mahi. This work sets the foundation for improved outcomes for Māori landowners and freshwater management at local levels.

Mana Takata continues to uplift our communities. A standout achievement is our Employment, Trades and Training team surpassing all performance targets, reinforcing the importance of supporting rakatahi into meaningful careers. Aukaha was nationally recognised as the most successful provider of Māori Trade Training in Aotearoa – a proud moment for our organisation.

Mana Ahurea continues to deliver breathtaking projects across Otago. Under the leadership of General Manager Sio Tulia (until March), the team completed 30 projects in cultural design integration and services, while investing \$1 million into the Kāi Tahu economy – an extraordinary achievement. The latter part of the year was challenging for the team following Sio's departure. We acknowledge Sio for his incredible mahi and ongoing short-term support.

Our central operations pou Mana Aukaha provided critical insights into our financial model, with their mahi across finance, HR, and health and safety revealing vulnerabilities and highlighting the need for stronger financial forecasting. Their efforts to identify cost savings and income opportunities were instrumental in achieving our end-of-year result.

We farewelled Libby Evans as General Manager. Libby led us diligently in the finance and operations space, and we wish her well on her endeavours. We're privileged to welcome Jacqui Koni-Gallivan as Kaiwhakahaere Pūtea/Finance Manager, bringing a new energy to our tari.

While I present this report as Interim Chief Executive since April, the year began under the leadership of Caron Solomon Ward, in an acting capacity. Caron made a lasting impact with her extensive professional experience and skills and her ease in inspiring all staff.

Stepping into the Interim CE role has been a privilege. My focus has been on providing stability and clarity during this transitional period, and I remain deeply committed to our papatipu rūnaka shareholders, our kaupapa and our people.

I wish to mihi to our Board of Directors for their unwavering support and leadership. Your guidance has been invaluable to both Caron and me. In particular to Edward, who provided Caron with tireless support and advice. To our kaimahi, your perseverance, adaptability, and dedication have been inspiring, and you continue to deliver above and beyond.

To our rūnaka shareholders, mana whenua representatives and advisors, without you Aukaha would not exist. Your passion, vision and patience guide us through change and keep us focused on realising mana whenua aspirations.

With our incoming Chief Executive arriving in November, we've laid the groundwork by refining our services and pivoting from external funding toward more sustainable approaches. This transition presents both opportunities and challenges – but it positions us to enhance our financial independence while maintaining the accessibility and value of our services.

This report reflects a year of transformation, resilience, and growth. As we look ahead, I am confident that Aukaha is well positioned to continue delivering for our rūnaka shareholders and partners, and to support our kaimahi in achieving meaningful outcomes for mana whenua.

Kā mihi nui.
Chris Rosenbrock
Interim Chief Executive



“

As we reflect on the year, we celebrate a period defined by our collective resilience and dedication.”

Chris Rosenbrock



Mana Taiao

| *Environmental & Resource Management*





From left: Michael Bathgate, Sandra McIntyre, Makareta Welsey-Evans, Kate Timms-Dean, Manaia Russell, Tim Vial, Sarah Copeland and Mereana Goodman. Inset from top: Larissa Hinds, Alex Gorrie, Pam Walker, Emma Ahlezon, Jason Arnold



Tō mātau tira

Our team

Kate Timms-Dean
Kaiwhakahaere Mana Taiao

Manaia Russell
Kaiāwhina Mana Taiao

Sandra McIntyre
Kaiwhakamahere Tumū/Principal Planner

Michael Bathgate
Kaiwhakamahere Matua/Senior Planner

Pam Walker
Kaiwhakamahere Matua Whakaaetaka
Senior Planner, Consents

Tim Vial
Kaiwhakamahere Matua/Senior Planner

Larissa Hinds
Kaiwhakamahere/Planner

Sarah Copeland
Kaiwhakamahere/Planner

Alex Gorrie
Kaiūkaha/Engineer

Makareta Wesley-Evans
Kaimahi Whakaaetaka Taiao
Consents Officer

Mereana Goodman
Kaimahi Whakaaetaka Taiao
Consents Officer

Emma Ahlezon
Kairuruku/Project Co-ordinator
Te Mana o Taiari

Jason Arnold
Kaiwhakahaere Kaupapa
Project Manager
South East Marine Protection

Te ripoata Mana Taiao

a te Kaiwhakahaere

General Manager's Report

The work of Mana Taiao centres on supporting papatipu rŭnaka to exercise their mana motuhake as kaitiaki of whenua, wai and tākata. We do this by advocating for mana whenua in policy, planning and consenting processes, and ensuring that their voices are heard at the decision-making table.

Although we remain on a positive trajectory, it has been a difficult year for Mana Taiao, with central government changes putting more pressure on workstreams, the roles and responsibilities of our council partners, and overall outcomes sought for te taiao. Fast-track consenting has forced us to change the way we work, both internally and with rŭnaka representatives, to ensure that we continue to produce quality outputs that appropriately express rŭnaka aspirations.

We continue to improve work processes and therefore our financial management by taking a long-term perspective of our work programme so that it aligns with resource management timeframes. Our aim is that this further ensures the financial sustainability of Aukaha.

Highlights in Policy and Planning for 2024-2025 include: major success in resolving appeals and achieving good outcomes in the Otago Regional Policy Statement; the preparation of a mana whenua risk assessment for the South Dunedin Future programme; contribution to the draft Land and Water Regional Plan; and a full review of the Waitaki District Plan. In each case, the leadership of rŭnaka coupled with the expertise and hard work of Mana Taiao kaimahi produced positive results.

The achievements of the Consents team are many and varied, with this small rōpū managing a fast-paced and varied workstream. Their work with rŭnaka representatives, who are often supported by whānau and kōmiti, enables them to advocate for rŭnaka aspirations relating to specific projects on the ground. Through this experience, the Consents team can identify provisions in policies and plans that act as barriers to these aspirations, which the Policy and Planning team can work to address through their mahi.

He mihi, nā.
Dr Kate Timms-Dean
Kaiwhakahaere Mana Taiao



Deepening our knowledge base

Navigating reform in consents

Mana Taiao kaimahi: Pam Walker, Tim Vial, Sarah Copeland, Larissa Hinds, Mereana Goodman and Makareta Wesley-Evans

This year has tested the agility of our Consents team, with major shifts driven by coalition government reforms. Despite the challenges, our small but dedicated team have provided feedback on more than 200 resource consents on behalf of mana whenua, reflecting our commitment and capability.

Our mahi spans large-scale projects like Oceana Gold and Three Waters Networks, to smaller farming consents focused on effluent discharges. This year we have seen a rise in solar farming applications, particularly in Te Manahuna, and rapid residential development in Tāhuna Queenstown, as developers drive urban growth.

Navigating both traditional RMA pathways and the new fast-track process introduced in October has required us to pivot quickly. Each council’s approach varies, demanding flexibility and quick adaptation from our kaimahi.

Our ways of working have evolved. Rūnaka project managers are now guiding our Consents team on our engagement in fast-track consent projects. We are collaborating with mana whenua project teams to assess the effects of these projects and support rūnaka aspirations.

The team has looked for opportunities to deepen their knowledge around these complex projects. At the request of Poutini Ngāi Tahu, Kaiwhakamahere Matua/Senior Planner Tim Vial was appointed Ngāi Tahu Commissioner for the Western Mineral Sands hearing in Hokitika, which developed his understanding of complex mining projects.

In a shifting political and economic landscape, our team continues to respond with resilience, supporting mana whenua aspirations through increasingly complex development projects.



Mana Taiao kaimahi (from left): Sandra McIntyre, Larissa Hinds and Makareta Welsey-Evans.



Mana Taiao kaimahi visit the proposed Santana mining site.



Reframing infrastructure

A mana whenua lens on Three Waters

Mana whenua representation: **Brendan Flack**
Mana Taiao kaimahi: **Alex Gorrie and Sandra McIntyre**

Ensuring that the future of our Three Waters network reflects mana whenua aspirations has been a key focus for the Mana Taiao team this year.

Mana Taiao Kaipūkaha/Engineer Alex Gorrie has developed a culturally grounded framework to support Dunedin City Council’s Integrated System Planning. The framework assesses more than 100 kilometres of aging pipelines and more than 150 potential infrastructure options across drinking water, stormwater and wastewater, to ensure alignment with Kāi Tahu values, kā tikaka Māori and Te Mana o te Wai.

Recognising the complexity and age of the existing network, the Council is taking a holistic approach to increase resilience and capacity. This is the first time the system has been evaluated in such an integrated way.

The framework is guided by the Kāi Tahu ki Otago Natural Resource Management Plan 2005 and Te Mana o te Wai principles, with input from rūnaka representatives. This ensures the interests of Te Rūnanga o Ōtākou and Kāti

Huirapa Rūnaka ki Puketeraki, who hold mana over the whenua within the Dunedin City Council’s rohe, are embedded in decision-making.

A key feature of this framework is that it allows mana whenua values to be integrated into the weighting of options alongside the Council’s other weighting criteria. Incorporation of the mana whenua perspective at the early stage of the option selection process helps keep it integral to the process.

‘Typically, our input has not been to the same extent as the consultants, nor sought as early in the process. This framework allows criteria related to mana whenua values to be integrated from the outset and to be scored just like the other criteria; increasing our input and influence on project directions,’ says Alex.

This marks a significant shift from previous approaches and strengthens the voice of mana whenua in infrastructure planning. The framework also holds promise for broader application across local government planning processes.



This simplified version of the Integrated System Planning framework shows how Three Waters decision-making is seen through the lenses of mana whenua via kā uara o Kāi Tahu ki Otago (Kāi Tahu-Otago values), tikaka Māori and te mana o te wai.

Restoring mahika kai

Warrington Wastewater Plant

Mana whenua representation: **Brendan and Suzi Flack**
Mana Taiao kaimahi: **Alex Gorrie, Sandra McIntyre and Tim Vial**

After two decades of advocacy, a long-overdue decision has paved the way for the restoration of mahika kai sites in Warrington – a significant milestone for mana whenua.

The Warrington Wastewater Treatment Plant sits on a sandspit between the estuary and the ocean. Wastewater is pumped to an oxidation pond, then sprayed directly onto the sandspit, eventually flowing into surrounding waters where mana whenua gather kaimoana. The plant has repeatedly exceeded its consented nutrient limits, and its vulnerable location – exposed to rising sea levels and storm surges – has placed increasing pressure on the system.

For mana whenua ki Puketeraki, the resulting environmental degradation has restricted their access to traditional mahika kai sites, posing risks to health and undermining tikaka. For 20 years, Brendan and Suzi Flack of Kāti Huirapa ki Puketeraki have led efforts to relocate both the Warrington and Waikouaiti wastewater treatment plants, advocating for the protection of the mauri of Blueskin Bay and surrounding coastal waters.

‘If the landscape is desecrated and has no mana, it cannot support life. The people have no mana and cannot practice cultural tikaka,’ says Suzi. ‘Clean waterways are vital for the health of our mahika kai and kaimoana. Our marae regularly hosts manuhiri, and being able to provide kai that is local to our area is very important to us.’

The Mana Taiao team worked closely with Dunedin City Council to communicate mana whenua perspectives using the mana whenua framework to assess the Three Waters Network outcomes with a mana whenua lens.

This year, the Dunedin City Council committed \$77 million to relocating wastewater infrastructure from the Waikouaiti, Seacliff and Warrington plants to a centralised site where effluent will be treated and disposed to land rather than discharged into the sea.

The project will involve building 23 kilometres of pipeline along Coast Road, but the outcome will be transformative: Kāi Tahu uri will be able to reconnect with their mahika kai sites, uphold their rakatirataka, and pass on mātauraka to future generations.

‘We have a strong ancestral relationship with this area – a connection that transcends generations and will continue for eternity,’ says Brendan. ‘We are kaitiaki, and we continue to exercise our responsibilities as kaitiaki in this rohe.’

The East Otago Taiāpure (local fishery) was established in 1999 in response to the concern of Kāti Huirapa ki Puketeraki kaumātua regarding depleting paua stocks, and their desire to assert rakatirataka for present and future generations. Photograph: L Bennett Jones



Embedding mana whenua values

Otago Regional Policy Statement Review

Mana whenua representation: Brendan Flack, David Higgins, Edward Ellison, Justin Tipa and Matapura Ellison

Over the past five years, the Mana Taiao team has worked with mana whenua and assisted the Otago Regional Council to review the Otago Regional Policy Statement 2021 (ORPS). This collaboration ensures that mana whenua values are embedded in the region's long-term planning framework.

The ORPS provides strategic direction on Otago's most significant resource management challenges. It gives effect to the Resource Management Act 1991 (RMA), alongside other national policy instruments and iwi planning documents.

In the last financial year, the Environment and High Courts have issued orders resolving appeals on certain core parts of the ORPS, including the mana whenua provisions and most parts of the freshwater provisions. These decisions mean councils will need to make it easier for whānau to establish papakāika and other uses on native reserve land. They also ensure that freshwater management will have a clear focus on the health of the waterways and the life they support.

A generational vision

Prioritising the hauora of wai Māori

Mana whenua representation: Edward Ellison, Gail Tipa and Lyn Carter
Mana Taiao kaimahi: Sandra McIntyre and Tim Vial

For the first time, Otago now has a clear set of outcomes for the health of freshwater that is legally binding.

Historically, freshwater management focused on economic outcomes. What we see in freshwater bodies throughout Otago today – reduced waterways, contamination and loss of mahika kai – is the result of that focus.

For the last five years, the Mana Taiao planning team has worked with mana whenua and the Otago Regional Council to shift the emphasis on freshwater management to ensuring that the mauri of the water is the priority in the Otago Regional Policy Statement (ORPS).

Now implemented in law, the reviewed ORPS sets a generational vision: that all waterways in Otago will be restored to health within a generation. This includes ensuring the wetlands, rivers and estuaries support healthy mahika kai.

‘This is a huge step forward in advocating for the health of wai and mahika kai,’ says Kaiwhakamahere Tumu/Principal Planner, Sandra McIntyre. ‘It also recognises the deep and enduring connections mana whenua have with these waterways.’

While the coalition government has paused council plan changes such as the Land and Water Regional Plan (LWRP), the ORPS ensures that when planning resumes, the health of freshwater remains the top priority.

Mata-au is the longest river in Te Waipounamu, and second longest in New Zealand, flowing from the glacial waters above Lake Wānaka. The mouth of Mata-au was heavily populated with many permanent and temporary kāika (settlements) located throughout the lower stretches of the river. Photograph: Cappan



Māori landowners now have access to developing papakāika following changes made in the Otago Regional Policy Statement.

Advocating for empowerment

Enabling whānau-led development on Māori land

Mana whenua representation: Brendan Flack, David Higgins, Edward Ellison, Justin Tipa and Matapura Ellison
Mana Taiao kaimahi: Sandra McIntyre, Michael Bathgate and Larissa Hind

In a significant step forward for Māori landowners in Otago, the updated Otago Regional Policy Statement (ORPS) now includes provisions that better support the development of Māori land and native reserves. This milestone reflects the dedication of mana whenua and the strategic advocacy of the Mana Taiao team.

Historically, planning rules across Otago have placed disproportionate restrictions on Māori land, particularly in rural zones. These limitations have made it difficult for whānau to build papa kāika, establish new dwellings, or pursue economic activities on their whenua. For example, boundary setback requirements – often around 20 metres – are incompatible with the long, narrow shape of many Māori land blocks.

‘Combined with the complexities of multiple ownership, these examples show that the planning rules for those areas have not been designed to suit development,’ says Michael Bathgate, Mana Taiao Kaiwhakamahere Matua/Senior Planner.

Inspired by the post-earthquake planning reforms led by mana whenua in Ōtautahi Christchurch, Aukaha saw an

opportunity to embed enabling policy direction into the ORPS. This approach ensures consistency across councils and removes the need to advocate for change district by district.

The revised ORPS now includes a dedicated policy that affirms Kāi Tahu rights to:

Develop and use land and resources within Native Reserves and Māori land in accordance with mātauraka and tikaka, to provide for their economic, cultural, and social aspirations, including for papakāika and marae-related activities.

This change will mean district plans need to empower Māori landowners to build homes, establish papa kāika, and pursue commercial development on their own land, in turn restoring mana motuhake and unlocking potential for future generations.

Mana Taiao is proud to have supported this kaupapa, ensuring that regional planning frameworks better reflect the aspirations and rights of mana whenua.

Kāi Tahu perspectives on climate planning

South Dunedin Future programme

Mana whenua panel: Brett Ellison, Marlene McDonald,
Dr Megan Pōtiki, Paulette Tamati-Elliffe and Rachel Wesley
Aukaha kaimahi: Michael Bathgate and Alex Gorrie

South Dunedin faces unique climate challenges due to its low-lying land and rising groundwater. The South Dunedin Future programme, a partnership between Dunedin City Council and Otago Regional Council, is exploring long-term adaptation options.

A key part of this work was the Mana Whenua Risk Assessment, developed with a Kāi Tahu panel facilitated by Mana Taiao. This assessment, grounded in Kāi Tahu values, takes a holistic view of risk in the South Dunedin context. It goes beyond physical and environmental risks to include cultural, social, and economic dimensions. It considers not only specific sites of cultural significance, such as mahika kai and ara tawhito, but also contemporary connections – homes, schools, and community spaces that are important to Kāi Tahu today.

The project also marked the first major implementation of Te Taki Haruru, the Māori Strategic Framework within a Council-led initiative. This collaboration helped ensure that Kāi Tahu perspectives were embedded throughout the planning process.

‘When we went to the mana whenua panel, we expected a focus on physical or water-related risks,’ says Michael Bathgate, Mana Taiao Kaiwhakamahere Matua/Senior Planner. ‘But there was just as much emphasis on the make-up and equity of the community – concerns that some people might be less able to adapt. They brought in social and community factors, which really broadened our understanding of risk.’

The project is considered nationally significant, both for the complexity of the challenges it addresses and for the innovative approach it models. The Mana Whenua Risk Assessment is particularly unique: whereas mana whenua input is often limited to marae, hapū assets or wāhi tapu, the assessment takes a broader view by applying a Kāi Tahu lens to the entire community and its future.

“

When we went to the mana whenua panel, we expected a focus on physical or water-related risks, but there was just as much emphasis on the make-up and equity of the community – concerns that some people might be less able to adapt. They brought in social and community factors, which really broadened our understanding of risk.’

Michael Bathgate, Mana Taiao Kaiwhakamahere Matua/Senior Planner



Facing rising waters, South Dunedin is adapting for the future guided by Kāi Tahu values and a community-wide approach to resilience. Photograph: Dunedin City Council.

Advocating for mātauraka Te Mana o Taiari

Mana whenua panel: Paulette Tamati-Elliffe and Matt Wylie
Mana Taiao kaimahi: Emma Ahlezon, Sandra McIntyre and Tim Vial

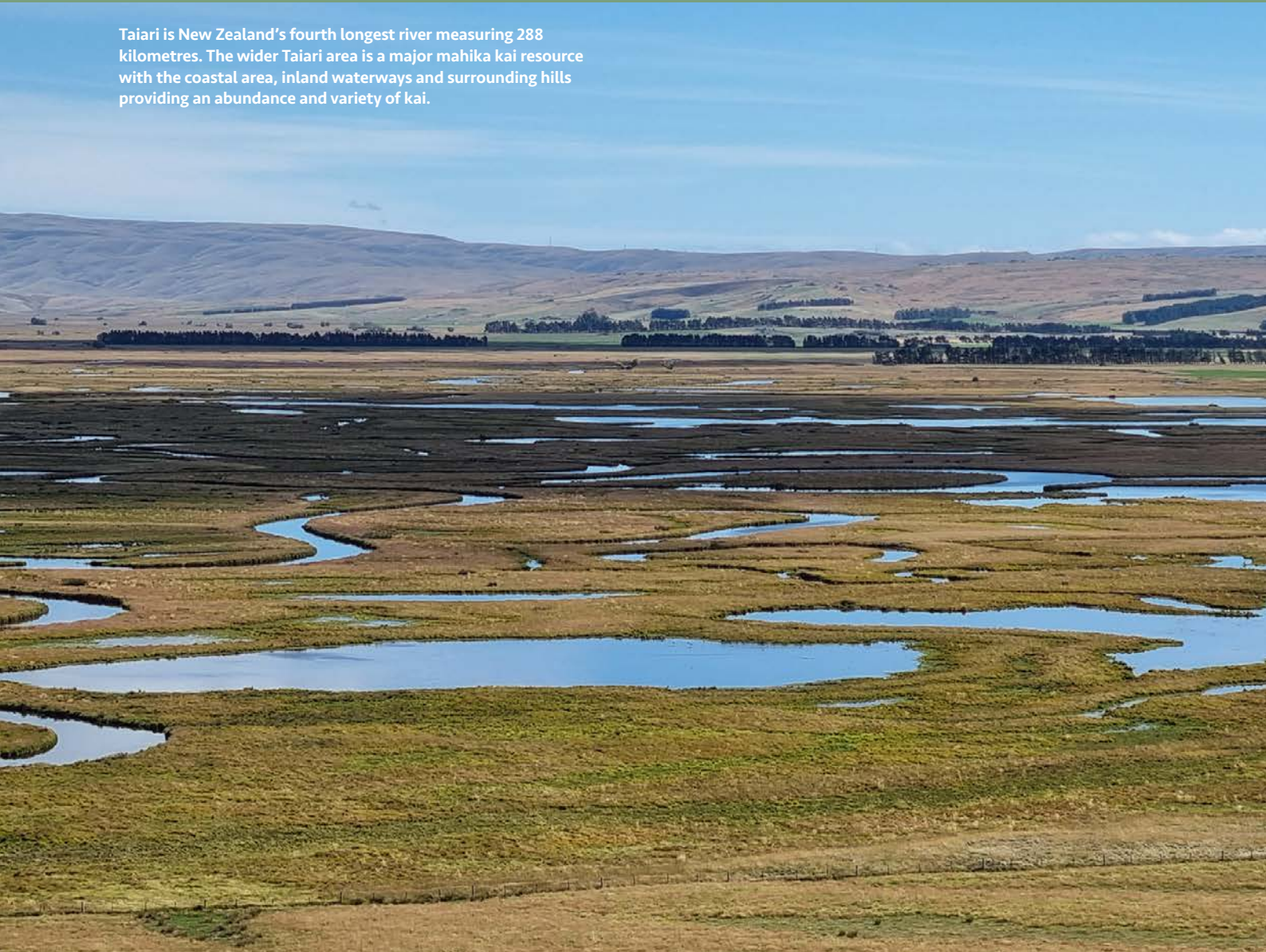
Te Mana o Taiari is a collaborative project between Otago Regional Council, Te Papa Atawhai (Department of Conservation) and Aukaha, focused on enhancing the biodiversity, resilience and mana of the Taiari awa through partnership with the catchment community.

Kāti Huirapa Rūnaka ki Puketeraki and Te Rūnanga o Ōtākou are represented in the governance of this project by Matt Wylie and Paulette Tamati-Elliffe.

In 2025, Emma Ahlezon was appointed as Project Co-ordinator. Emma is working with Otago Regional Council on development of a Taiari Catchment Action Plan for the Taiari in collaboration with mana whenua and the wider community.

The involvement of Aukaha in the development of the Taiari Catchment Action Plan supports mana whenua in exercising their rakatirataka and kaitiakitaka, ensuring that mātauraka is protected and passed on to future generations.

Taiari is New Zealand’s fourth longest river measuring 288 kilometres. The wider Taiari area is a major mahika kai resource with the coastal area, inland waterways and surrounding hills providing an abundance and variety of kai.



A landmark collaboration Southeast Marine Protection Programme

Kāi Tahu Governors: Te Rūnanga o Moeraki: David Higgins, John Pirker
Kāti Huirapa Rūnaka ki Puketeraki: Matapura Ellison, Roger Wyeth
Te Rūnanga o Ōtākou: Edward Ellison, Hoani Langsbury
(Steve Bryant until August 2025)
Mana Taiao kaimahi: Jason Arnold

The Southeast Marine Protection (SEMP) programme is a landmark collaboration between Kāi Tahu and Te Papa Atawhai, focused on establishing a network of marine protected areas along the southeast coast of Te Waipounamu. This includes six newly designated, co-managed marine reserves – the first of their kind in this region.

Since 2014, six Kāi Tahu papatipu Rūnaka – Awarua, Ōtākou, Puketeraki, Moeraki, Waihao and Arowhenua – have worked in partnership with the Crown to shape and guide this kaupapa.

The SEMP network is designed to safeguard mahika kai and mātauraka Kāi Tahu through initiatives including the development of Kāi Tahu ranger roles to support long-term kaitiakitaka.

The network will incorporate the existing and proposed taiāpure (local fisheries) and mātaimai (customary fishing reserves), and supports ongoing protection of critical marine habitats and biodiversity alongside customary associations and practices.

The six new marine reserves are (from north to south): Waitaki, Te Umukōau, Papanui, Ōrau, Ōkaihae and Hākinikini. These form part of a broader proposal for twelve protected areas stretching from Timaru to Waipapa Point in Murihiku.

In mid-2025, Jason Arnold joined the Mana Taiao team as Kaiwhakahaere Kaupapa/Project Manager, supporting the implementation of SEMP and acting as a vital conduit between Te Papa Atawhai and kā rūnaka.



Pakake (NZ sea lions) enjoy the setting sun on the Otago Harbour

Mana Taiao by the numbers

6

submissions and input into resource management, policies, plans & strategies

5

cultural reports for resource management

25

consent submissions

Aluume Ltd Hensman & Jones

Blackhead Quarries Ltd

Cardrona Alpine Resort Reservoir

C Fahey

Clutha District Council, Mt Cooee Landfill

Clutha Plains Trust

C Riley

D J Jones & N R Searell Family Trust

Douglas McIntyre Twizel Dairies

Dunedin City Council Green Island Landfill

Ewing Farms Ltd

Faraway Entertainment

Fish & Game Council, Waitaki River

Glenbrook Station

Helios OTA Op LP

Hensman & Jones

Hoofing-It Dairies Ltd

Landreth Farming Ltd

McDonald's Wānaka

Pacific View Ltd

Ronald & Irene Macrae & Ardmore Trustee

R Cottier

Stephen Fowler

Waitaki District Council

WJ & CI Buchanan

Mana Taiao cultural reports 2024–2025

Wai Māori and the Kāi Tahu Economy

Cultural Impact Assessment of Oceana Gold Macraes Phase 4 Project

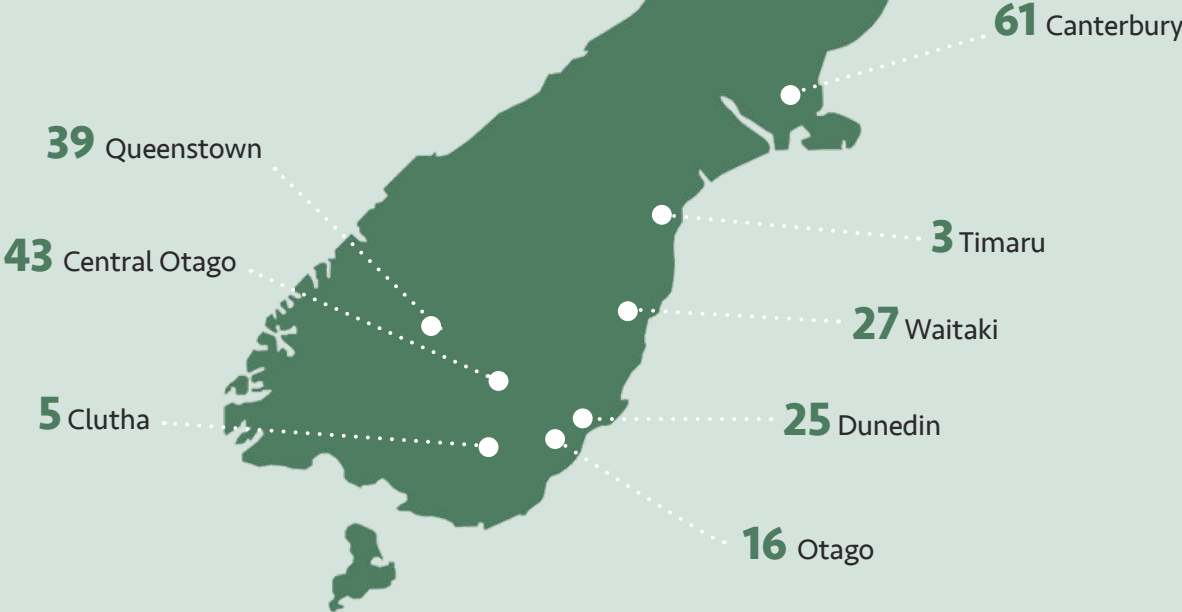
Cultural Values Statement for Ōpokia Lake Middleton

Cultural Impact Assessment of South Island Resource Recovery Limited, Waste-to-Energy Facility

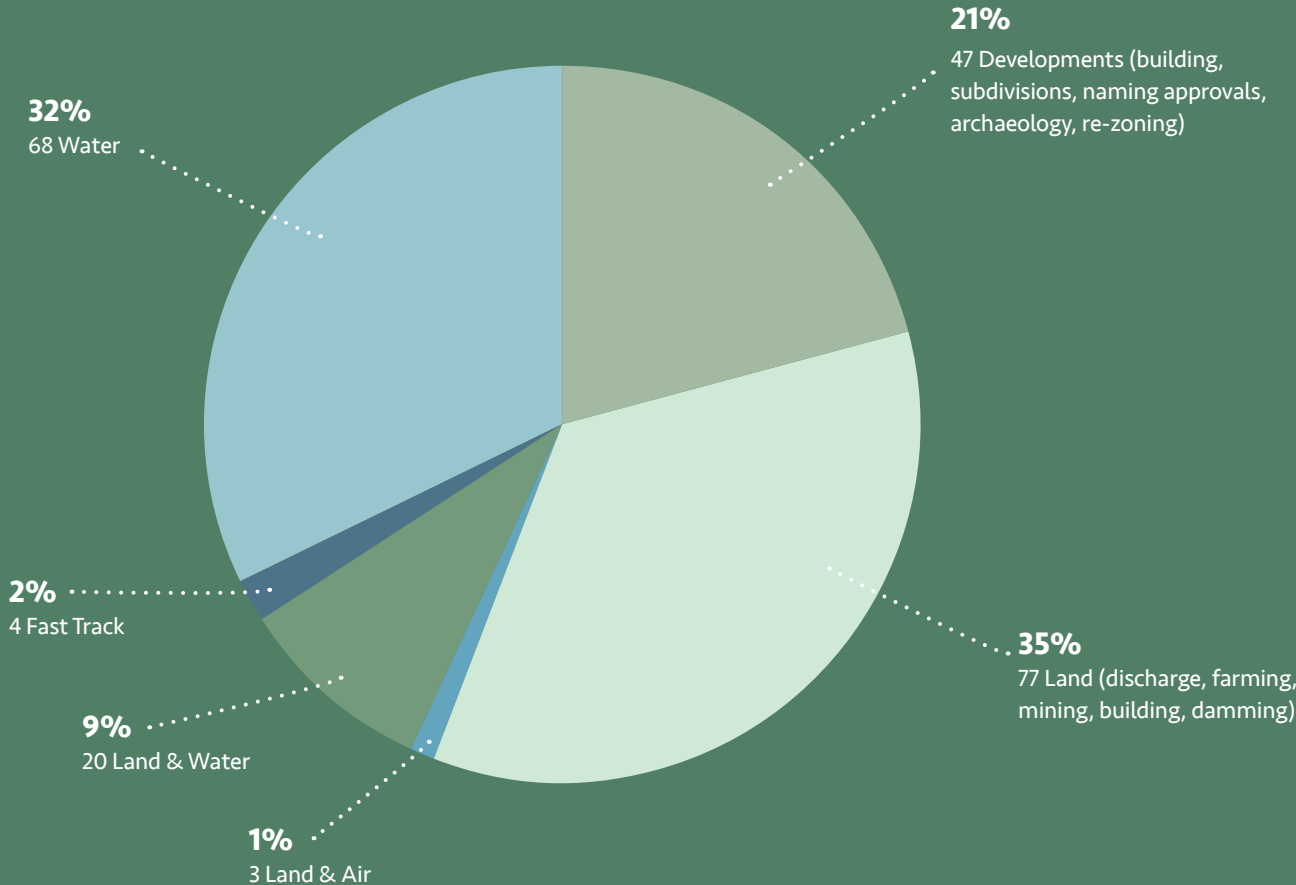
Cultural Impact Assessment of Tartan Industries Fairfield Closed Landfill Aftercare

219

resource consents completed



Consent types 2024–2025



Mana Takata

| Health & Social Services





From left: Chalsea Maunakea-Forth, Sue Barrett, Rebecca Hamilton, Sarah Marshall, Tamati Martin, Susie Townshend, Daniel van den Kerkhof, Danielle Linwood, Chris Rosenbrock and Andrea Shaw. Inset from top: Jade Saville, Te Aroha McCallum, Awhina Akurangi, Manu Kane

Tō mātau tira

Our team

Jade Saville
Interim General Manager, Mana Takata

Sue Barrett
Community Connector

Rebecca Hamilton
Kaiāwhina Mana Takata

Andrea Shaw
Kaiārahi Pūtere Rautaki (Employment, Trades and Training)

Te Aroha McCallum
Kaiwhakatere

Awhina Akurangi
Kaiārahi (Employment Navigator)

Sarah Marshall
Kairuruku (Project Coordinator)

Danielle Linwood
Kairuruku Taraiwa (Driver Licensing Coordinator)

Susie Townshend
Home Performance Assessor/Whānau Liaison

Daniel van den Kerkhof
Kaiārahi (Maintain the Gains)

Tamati Martin
Kaiaka Taiao (Maintain the Gains)

Manu Kane
Kaiaka Taiao (Toitū te Hakaupupu)

Chalsea Maunakea- Forth
Kaiaka Taiao (Toitū te Hakaupupu)

Kaimahi who worked with Mana Takata 2024–2025:
Zach Marshall, Tessa Honeyfield, Neil Poojari and Katelyn Cameron-Tohiariki



Te ripoata Mana Takata a te Kaiwhakahaere

General Manager’s Report

The 2024-2025 year was marked by significant external challenges, particularly in the wake of new government policy directions. Despite this, the Mana Takata pou demonstrated exceptional resilience, adaptability and commitment to delivering meaningful outcomes for our communities.

Our achievements would not have been possible without the guidance and support of our mana whenua panel, the backing of our shareholders and the strength of our strategic partnerships, all of which enabled us to navigate uncertainty and continue delivering for whānau.

The withdrawal of funding from the Māori Trade Training programme was a notable challenge. However, our ability to maintain strong relationships with local government, community agencies and private sector partners enabled us to pivot effectively. These partnerships became the foundation for securing alternative opportunities and continuing to deliver impactful services.

This year also saw a period of leadership transition, with former Mana Takata General Manager Chris Rosenbrock stepping into the role of Interim Chief Executive of Aukaha, in turn seeing me assume the role of Interim General Manager. Although transitions of this nature can be disruptive, the Mana Takata team responded with professionalism and unity. This ensured the continuity and stability required to allow us to remain focused on our strategic goals and the needs of our whānau.

Successes and highlights
Our success this year was underpinned by strong partnerships and a commitment to innovation. We retained all existing contracts – including those that had formally concluded – by adapting delivery models to meet evolving needs. In addition, we secured two new grants to enhance our Healthy Homes Initiative, broadening our reach and impact.

A standout achievement was the continued success of our Māori Trade Training programme. Despite the cessation of government funding, the team exceeded all performance targets:

- participant engagement – 210 participants were engaged and enrolled, surpassing the contracted target of 120
- employment outcomes – 123 participants secured employment, exceeding the target of 120. Of these, 87 were Māori and 17 were Pasifika

Our Pou’s performance led to national recognition, with Mana Takata acknowledged as the most successful provider of Māori Trade Training in the country – a testament to the dedication and expertise of our team.

As we look to the future, our focus remains on delivering holistic, whānau-centred outcomes. We will continue to leverage our strong relationships and adaptive approach to maximise impact, broaden our reach, and deepen our contribution to the communities we serve.

Kā mihi nui.
Jade Saville
Kaiwhakahaere Rakitahi Mana Takata



Mana Takata by the numbers

476 whānau obtained a learner, restricted or full driver licence through Aukaha Drive	210 whānau supported to gain qualifications to enter employment or supported to stay in employment
164 whānau homes assessed and repaired throughout the Otago takiwā	18 whānau provided with financial literacy assistance
92,000 native plants planted across all conservation programmes via Jobs for Nature	53 whānau supported to access power, firewood, kai or other support
Introduced flora removed from 7 land covenants across Otago via Jobs for Nature	456 home interventions including double-layered curtains, beds, bedding and mattresses

Improving housing throughout Otago

Healthy Homes

Kaiārahi Pūtere Rautaki: Jade Saville

This year the Healthy Homes team continued to support whānau across Otago, Southland and South Canterbury. This work has provided confronting insights into the living conditions faced by many whānau. Visiting homes with serious structural issues or without basic necessities such as hot water highlights the significant challenges some families endure.

These whānau are not always the ones who actively seek support, yet they are often those most in need. While not classified as homeless, the conditions they live in raise serious questions about what adequate housing really means. In some cases, we've seen forms of squatting or homes in such disrepair that they pose serious health risks to their occupants. Our response has been to bridge gaps in referrals, using additional funding to support those outside standard eligibility.

Key contracts we've maintained in 2024–2025 include:

Healthy Homes Initiative

Targeting households with tamariki who experience poor health as a result of their living conditions.

Te Whatu Ora Health New Zealand

Energy Wellbeing

Supporting Meridian and Powershop customers in hardship on their journeys towards energy wellbeing.



Essential and Critical Home Repairs

Supporting Māori homeowners through the Otago region with larger projects such as repairs to weatherboards, roofing and bathrooms.



Ready to Rent

Providing two-day workshops to whānau in transitional or emergency housing.



Rebecca Hamilton leads the Ready to Rent workshop, which aims to reduce barriers to renting by providing knowledge and tools.

New funding from Healthcare Otago Charitable Trust has enabled support for elderly residents struggling with power bills, a demographic that often falls through funding gaps.

Our relationships with Dunedin Hospital paediatrics, social workers, and kindergartens have helped us expand our reach into homes with tamariki. These partnerships are vital, not only for referrals but also for raising awareness of the support available to whānau.

Our delivery partners include:

- Arowhenua Whānau Services (South Canterbury)
- Mana Takata–Healthy Homes (Dunedin, Central Otago, South Otago and Ōamaru)
- Awarua Synergy (Bluff and Invercargill)

The deterioration of housing stock and lack of education around insurance are ongoing concerns. Our work continues to highlight the programmes that truly serve our communities. We're always asking: What do our people need? Fixing homes is part of that answer, but understanding the full picture is what drives us forward.

Insights from the Energy Efficiency and Conservation Authority (EECA) report we published last year highlight a real need for further investment into homes to bring them up to an appropriate standard, as well as flexible funding models for service providers and more investment into co-ordinated, multi-agency approaches. You can read more on that on the next page.

Our commitment remains strong: to go above and beyond for whānau, and to keep seeking new opportunities to improve housing outcomes across the region.

Transforming houses into homes

Otago Home Energy Retrofit Project

During 2022–2024, the Otago Home Energy Retrofit programme saw the Healthy Homes team of Mana Takata manage the retrofit of 244 homes across Otago to improve energy efficiency, housing quality and whānau wellbeing. The project targeted low-income owner-occupiers living in cold, damp homes, many of which failed to meet Healthy Homes standards. This initiative was funded by Crown Infrastructure Partners through the COVID-19 Response and Recovery Fund, and managed by the Energy Efficiency and Conservation Authority (EECA).

In August 2024, the team completed their post-contract evaluation, *Houses Into Homes: Post-contract final evaluation report on the Otago Home Energy Retrofit Project*. This report was then presented to EECA and later highlighted in Parliament by former Mana Takata kaimahi turned politician, Scott Willis, during an annual review debate.

Key insights gained from this pilot were the need for systemic approaches to housing challenges, more flexible and sustained funding, and greater investment in planning, evaluation and whānau education. While the project delivered strong outcomes, future efforts could benefit from longer lead-in times and deeper engagement. As the report reads:

‘The right people, in the right place, with the right relationships can deliver life-changing outcomes for whānau, and there is potential to build on this pilot with transformative results.’



Case study

Upgrading a whare

An elderly couple live with their granddaughter in this whare in a semi-remote location in Kaitangata. In its initial HomeFit assessment, the whare did not meet any of the required standards, being in poor condition with major issues including unstable piles, a leaking roof, deteriorating fireplace and rotten windows. The whānau was not eligible for other housing support programmes.

Through Mana Takata–Healthy Homes, the piles for two rooms were repaired, two windows were replaced, the roof was repaired, and insulation and a new fireplace were installed with support from the Warmer Kiwi Homes fund. These upgrades made the whare more energy efficient and significantly healthier – especially for the granddaughter – but further work is still needed. The bathroom and living room remain in poor condition, and additional support will be required to bring the entire whare up to a safe and healthy standard.



Key achievements

- 222 homes** upgraded to improve insulation, heating, ventilation and moisture control
- 242 whānau** educated on maintaining warm, dry homes
- \$1.86 million** invested with an average spend of \$8,352 per home
- 73% of funding** went directly into housing upgrades
- 31% Māori participants** with strong engagement from mana whenua
- 69% of homes** were in Dunedin with others in Clutha and Waitaki
- partnerships with **Māori and Pasifika businesses** supported local employment and apprenticeships

Systemic insights

- many homes required **more than the \$20,000 cap** to meet Healthy Homes standards
- some homes were **beyond upgrade** due to structural or climate risks
- siload funding** created inefficiencies highlighting the need for a unified, high-trust funding model

Healthy Homes interventions

- ventilation systems installed in **151 homes**
- clean heat and insulation provided in **90 homes**
- basic upgrades (curtains, LED lights, shower heads), and roof, window and door repairs to reduce heat loss in **124 homes**

Impact on whānau

- 7%** reported warmer, drier homes
- 83%** reported reduced dampness and mould
- 81%** experienced improved mental wellbeing
- 57%** reported better physical health
- 86%** changed behaviours to maintain warmth and dryness
- Whānau described the transformation of their homes as ‘life-changing’ – through improved health, reduced stress and a renewed sense of pride.*



Recommendations for future investment

- flexible funding** for Māori, Pasifika, and community providers
- increase funding** cap to \$50,000 per home
- support for homes** beyond scope including climate-safe housing
- invest in** collective impact via co-ordinated multi-agency approaches
- expand education** and follow-up resources
- embed ongoing evaluation** and action research
- resource multi-disciplinary** teams to address complex whānau needs

Employment, trades and training

Transforming futures

Kaiārahi Pūtere Rautaki (Employment, Trades and Training): Andrea Shaw

Mana Takata-Trades, Training and Employment team continues to walk alongside whānau, supporting not just employment outcomes but personal transformation, too. This year, we strengthened our focus on helping people reclaim identity, strengthen whānau and contribute to their communities.

The economic downturn, especially in construction, challenged us to adapt. We responded by broadening our sector focus and strengthening what works – relationship-based practice, employer collaboration and wraparound support. New employment opportunities emerged in hospitality, warehousing, customer service and healthcare.

We shift with our communities, maintaining our commitment to auahataka (innovation) and manaakitaka. Many participants arrive with low confidence and complex needs. We meet them where they are by offering flexible support, connection to mental health services, and practical guidance through foundational steps like CV writing, job hunting, and navigating practical barriers like transport and workplace readiness.

We acknowledge Chris Rosenbrock for laying the groundwork through his commitment to transformational relationships. Under Jade’s leadership, we’ve continued to hold this space with integrity and purpose.

We also mihi to:

Paul Miller – now with Stellar Recruitment, who remains a committed partner to Mana Takata.

Richard Fulton (Fulton Hogan) – who sadly passed this year, but leaves a powerful legacy of unwavering commitment to broader outcomes and loyalty to Aukaha. Richard’s

vision continues through Kursti Annison, who is upholding the kaupapa.

Dunedin City Council – for their co-design approach and shared outcomes.

He Toki – our ongoing partner in supporting rakatahi Māori into training, employment and leadership.

Employment isn’t just about the job – it’s about mana. Our unique approach ensures whānau are seen, heard and supported, not just into mahi but also into futures they can believe in. We remain committed to walking this path with integrity, agility and aroha – because when whānau thrive, our communities thrive.

Whānau Ora Navigation

This year brought significant transitions in this space. Two contracts were passed to Te Hā o Māru, ensuring delivery by mana whenua. This included the closure of Tumai Ora and the transition of Taurite Tū.

Despite sector-wide changes, Aukaha retained two contracts with Te Tauraki through to year-end. The move of Taurite Tū – Waitaki to Te Hā o Māru was made with kaumātua wellbeing at the centre. With support from Te Hā o Maru medical team and kaimahi, the kaupapa remains strong.

‘It has been a highlight being able to support and serve our kaumātua and see them achieve personal gains with their balance and strength training. Watching the whanaukataka and manaaki grow throughout this rōpū of superstars has been one of the most rewarding experiences.’

Awhina Akurangi, Kaiārahi, Employment Navigator



Above: Aukaha and Kāti Huirapa Rūnaka ki Puketeraki, with the support of Azza Building and Construction, provided hands-on work experience for four He Toki pre-trade carpentry tauria at Ōwhata Block, on Ngāi Tahu Forestry land. The students constructed a water tank and helped install a self-contained bioloo, creating essential facilities for whānau to use while undertaking mahika kai activities. From left: Aaron Shaw, Ricky Ngamoki, Andrea Shaw, Wyatt Hohaia, Rangirua Togiatomai

Left: Mana Takata supported Business South in hosting 800 Year 10 and 11 students from eight Dunedin high schools at the Speed Meet, where students met with role models from the Dunedin business community to explore industries and the vast range of career options available.

Restoring confidence, removing barriers

Aukaha Drive

Kairuruku Taraiwa (Driver Licensing Co-ordinator): Danielle Linwood

This year has seen significant achievements for our driver licensing programmes. Under our Te Manatū Whakahiato Ora Ministry of Social Development contract, we exceeded the 65% pass-rate target for each licence type in most areas:

- learner licence: 95% pass rate
- restricted licence: 64% pass rate (with more clients still progressing)
- full licence: 91% pass rate

In its inaugural year, our refugee contract has presented some unique challenges. Despite this, however, we've already met 50 per cent of our target and continue to support clients actively with further growth expected.

Overall, our driver licensing programmes have supported 339 clients in achieving their licences over the last year, with an additional 30 clients still actively working towards that goal. Beyond our core contracts, we partnered with schools to support 97 students in gaining their learner licence before leaving school. A further 40 clients have completed our Driver Licence programmes to assist them in their job search through our employment services.

In December, we received a \$10,000 grant from Otago Community Trust to implement a virtual reality driving simulator. The CoDrivR experience offers an immersive environment for vulnerable learners and students to build essential driving skills. So far, 17 learners have taken part.

While the numbers speak for themselves, they don't capture the full story of success. The real highlight of our work is the moment a client, who once doubted themselves, passes their test. That look of pure achievement on their face is what makes all the hard work worthwhile and reinforces the value of our programme. It's a reminder that we're not just helping people get a licence — we're helping them build confidence and open up new possibilities for their future.



Restoring the whenua

Contributing to conservation across Otago

Kaiārahi: Daniel van den Kerkhof

The mahi Aukaha does in conservation has continued to gain momentum, delivering two projects through to their conclusions this financial year. The team has been busy protecting valuable native bush throughout Otago, as well as establishing riparian margins along Te Hikapupu. Beyond the mahi achieved within the Mana Takata pou, we are also incredibly proud of the development of our kaimahi and the relationships we have built with the community through this work.

Toitū Te Hikapupu

As the planting contractor for Toitū Te Hikapupu/ Pleasant River Restoration Project, our team has planted 92,000 native plants throughout the catchment. Along SH1 between Waikouaiti to Palmerston, you'll notice flourishing riparian plantations featuring harakeke, tī kōuka and mānuka. These attract birdlife, filter sediment and enhance the habitat of our mahika kai.

The Aukaha team has continued to develop strong relationships with landowners in the catchment, with the community gathering around the shared interest of looking after the awa.

Delivered in partnership with Otago Regional Council and Kāti Huirapa ki Puketeraki.



Maintaining the Gains

A collaboration between Aukaha, Otago Regional Council and QEII National Trust, this kaupapa was developed to support the fight against pest plants encroaching on QEII covenants. Over the past three years, the team has worked through 35 sites of cultural and ecological significance across Otago totalling more than over 300 hectares of bush. The focus of this mahi has been tackling a wide range of weed species including wilding pines, sycamore, and old man's beard.

Mihi

Kāti Huirapa Rūnaka ki Puketeraki – for sharing their invaluable mātauraka. The Rūnaka nursery also provided 23,000 native plants as well as ongoing support and advice from the kaimahi.

Otago Regional Council, QEII National Trust and DOC – strong relationships across these organisations have been instrumental in the success of both projects.

Ribbonwood Nurseries – for consistent quality of native plants and logistical flexibility over three years.



Mana Takata-Conservation team work in the Mahu Whenua QEII covenants near Arrowtown. From left: Tessa Honeyfield, Chalsea Maunakea-Forth, Tamati Martin and Daniel van den Kerkhof.

Plans for the future

Following the successful delivery of these Jobs for Nature projects, Aukaha will retain a dedicated conservation team to provide further planting and weed control services across Otago.

Mana Ahurea

| Embedding mana whenua stories & values





From left: Ashleigh Tipene Arthur, Inge Andrew, Sio Tulia, Stevi-Rae Whitiri-Gustafson, Kitty Brown
Inset from left: Aroha Novak, Simon Kaan, Keri Whitiri

Tō mātau tira Our team

Sio Tulia
General Manager, Mana Ahurea

Stevi-Rae Whitiri-Gustafson
Kairuruku/Project Co-ordinator

Inge Andrew
Kairuruku/Project Co-ordinator

Simon Kaan
Creative Director/Contractor

Aroha Novak
Senior Design Lead

Ashleigh Tipene Arthur
Design Lead

Kitty Brown
Project Lead/Contractor

Keri Whitiri
Project Lead/Contractor



Te rīpoata Mana Ahurea a te Kaiwhakahaere General Manager's Report

As we celebrate a hugely successful year for the Mana Ahurea pou, it is important to reflect on and acknowledge our vision and mission:

'Te Ara Tapuae o Kāi Tahu'

'The footsteps of Kāi Tahu ancestors are visible once again throughout the takiwā'

It has been an enormous privilege to work with this multi-talented team full of passion, creativity and dedication to bring this vision and mission to life.

The takiwā hasn't changed much in 30 years in terms of Māori design integration, but with significant landmark projects completed or nearing completion, the purpose of our pou can be seen and celebrated across the landscape and skyline of Ōtepoti. Through our integrated cultural design services and facilitated workshops, we increase cultural awareness and understanding.

Since the inception of Mana Ahurea by the late Tahu Pōtiki and Simon Kaan in 2019, the pou has gone from strength to strength. However, we have not walked alone and acknowledge here the incredible contribution of our mana whenua panel members and our growing stable of Kāi Tahu artists and contractors. Without these key people and their inputs, our mahi would be empty and meaningless.

A special mihi too, to our Council partners and all our clients for their support. Together we are creating an enduring legacy for our papatipu rūnaka and our wider Kāi Tahu whānui.

Staff Highlights 2024-2025

Among many positive developments within the team include Simon Kaan's promotion as Mana Ahurea Creative Director, Aroha Novak becoming a Senior Design Lead, and Ashleigh Tipene Arthur transitioning from a contracted Design Technician to a permanent Design Lead.

We also hosted our first Otago Polytechnic intern, Flynn Mankelow. Flynn spent time shadowing our kaimahi and learning about our pou and what we do. We attended Flynn's exhibition at the end of 2024, and we were stoked to see his portfolio feature branding and wayfinding designs for Aukaha.

We also farewelled our Kairuruku, Riani Iti-Metuatai, and welcomed Inge Andrew and Stevi-Rae Whitiri-Gustafson into this role from Mana Taiao and Mana Aukaha respectively. Supported by our contracted Project Leads Kitty Brown and Keri Whitiri, we are anticipating another busy year of mahi.

As I wind down in my caretaker role as Mana Ahurea General Manager, I am humbled by the incredible support I have received from this amazing team and our panels of mana whenua experts.

Ehara taku toa i te toa takitahi, engari he toa takitini.
Kā mihi nui ki te whānau Aukaha.

Sio Tulia
Kaiwhakahaere Mana Ahurea



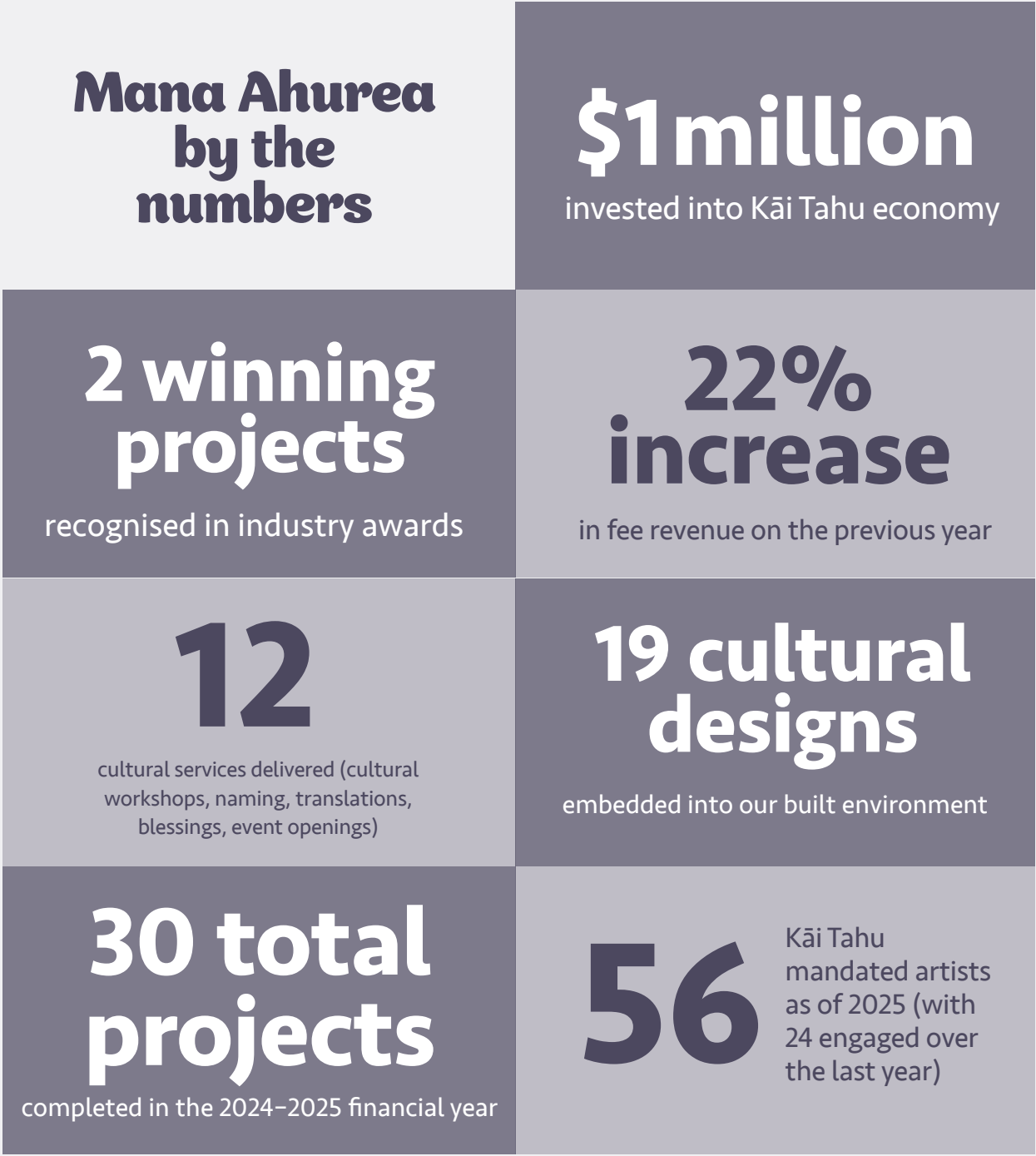
Mana Ahurea highlights & successes

In what has been our busiest year to date, Mana Ahurea delivered a 22% increase in fee revenue on the previous year and a profit for the third consecutive year.

Our work with Dunedin City Council’s project team on their George Street Retail Quarter Upgrade was recognised as a 2025 Te Kāhui Whaihanga New Zealand Institute of Architects’ Local Awards winner for Planning and Urban Design.

Since the establishment of Mana Ahurea more than six years ago, we have supported both emerging and established Kāi Tahu artists with commissions totalling approximately \$1M. This equates to around 20% of our total revenue being injected into the Māori economy.

Thirty Mana Ahurea projects have been completed over this time including 19 design projects, an education narrative, and 12 cultural services projects.



Te Taurapa at KiwiRail on Hillside Road. Designed by Steve Solomon.

Project highlights 2024–2025

JULY	University of Otago – Link Information Services Building project completed (Kitty Brown, Xoë Hall)
AUGUST	Otago Polytechnic – Internship (Kitty Brown, Flynn Mankelow)
OCTOBER	Dunedin City Council – Botanic Garden playground (Aroha Novak, Madison Kelly) Dunedin City Council – visitor cultural capacity (Kitty Brown, Tia Taiaroa)
NOVEMBER	Whānau Āwhina Plunket – fitout (Ashleigh Tipene Arthur, Kate Stevens West) KiwiRail – Kaituna Hillside Workshops (Aroha Novak, Ashleigh Tipene Arthur, Steve Solomon, Heramaahina Eketone) Otago Regional Council – Otago Harbour Report (Kitty Brown, Edward Ellison, Rachel Wesley, Ella McDonald, Connagh Wesley)
DECEMBER	WSP – fitout (Ashleigh Tipene Arthur, Andre Te Hira)
JANUARY	Central Otago District Council – regional identity (Kitty Brown, Andre Te Hira) Dunedin Catholic Kāhui Ako – education narrative (Dr Megan Pōtiki) Education Review Office – cultural workshop (Tia Taiaroa) Kā Huanui a Tāhuna – Stage 1 Arterials (Keri Whitiri, Paulette Tamati-Elliffe, James York, Jennifer Rendall, Marlon Williams)
FEBRUARY	University of Otago – Humanities (Aroha Novak, Andre Te Hira) Roslyn Physiotherapy – cultural workshop (Tia Taiaroa) All Good Productions Ltd – Natural Selection Tour Bike (Sio Tulia, Emily Chirnside, Jana Davis) University of Otago – Burns Lecture Theatre 2 (Ashleigh Tipene Arthur, Ephraim Russell) Millbrook Tournament Ltd – NZ Golf Open (Sio Tulia, Tamati-Elliffe/Cassidy whānau)
MARCH	Queenstown Airport Corporation – Engineered Materials Arresting System (EMAS) opening (Sio Tulia, Paulette Tamati-Elliffe, Komene Cassidy, Emily Chirnside, Paris Jackson) Dunedin City Council – George Street tohu whenua (Kitty Brown, Edward Ellison, Morgan Darlison, Riani Iti-Metuatai)
APRIL	Te Taumata – site cultural induction (Simon Kaan, Paulette Tamati-Elliffe)
MAY	Tāwhirimātea Advisory Ltd – Branding (Inge Andrew, Shelley Darren)
JUNE	Dunedin International Airport Limited – Inaugural Jetstar flight Ōtepoti to Te Tai Kōura (Sio Tulia, Edward Ellison, Paulette Tamati-Elliffe, Komene Cassidy) University of Otago – Robin Quigg papa rēhia kaupapa (Sio Tulia, Inge Andrew, Rīpeka Pōtiki, Madison Kelly)



Whakahekerau at St Clair playground, Dunedin. Designed by Andre Te Hira.

TĀWHAKI MURAL

ŌTĀKOU WHAKAIHU WAKA / UNIVERSITY OF OTAGO

Location	Partner	Completion	Artist	Design Lead
Link Information Services Building, Cumberland Street Ōtepoti	Ōtākou Whakaihu Waka University of Otago	2024	Xoë Hall	Kitty Brown

In Kāi Tahu narrative, Tāwhaki is a semi-supernatural being associated with gaining knowledge and wisdom on an epic journey through many dimensions, worlds and heavens.

During these journeys he faces much adversity through encounters with strong natural elements such as lightning and thunder, and faces many challenges arising from his relationships and those he meets along the way.

An important mana whenua narrative, the story of Tāwhaki has inspired the designs and spaces across the campus of Ōtākou Whakaihu Waka and in turn reinforces this ancestral narrative of journey and return, knowledge and wisdom seeking, whānau and relationship, and navigating one’s way through the world.

Kāi Tahu artist Xoë Hall impressively echoes this narrative and its meanings through the bold brushstrokes of the giant mural. Located on the side of the Link Services thoroughfare in one of the busiest, central areas of the university campus, the mural is the anchor point of a light-touch refurbishment to refresh this vital link space. The narrative has also informed the colour palette and selection of furniture and new carpet for the space.



MĀUI AND MAHUIKA ILLUSTRATIONS

BOTANIC GARDEN, ŌTEPOTI

Location	Partner	Completion	Artist	Design Lead
Great King Street North Ōtepoti	Dunedin City Council	2024	Madison Kelly	Aroha Novak

Mana Ahurea was contracted by the Dunedin City Council to bring Kāi Tahu narratives to life in Dunedin playgrounds. The first playground was the much-loved Botanic Garden where designs were inspired by the legend of Mahuika and Māui.

This well-known narrative, here retold by Dr Megan Pōtiki, highlights the playfulness and trickery of Maui and how he brought fire to the world. Mahuika – the deity of fire – is the tāua (kuia) of Māui, and she has a special relationship with the fauna and flora that inhabit the undergrowth of the forest and the rākau (trees).

Kāi Tahu artist Madison Kelly incorporated these narrative aspects into illustrations of plants, insects and other creatures found in the region’s gardens, as well as in the bright, fiery colour palette on the playground floor. The mana whenua design response to this project also embeds illustrations of specific plant species related to Mahuika’s fire – Patetē, Pukatea, Houhere, Māhoe and Kaikōmako.

The playground was opened with a whakawātea by mana whenua from Kāti Huirapa Rūnaka ki Puketeraki and Te Rūnanga o Ōtākou.



TE TAURAPA

KIWIRAIL HILLSIDE WORKSHOPS, ŌTEPOTI

Location	Partner	Completion	Artist	Design Lead
Hillside Rd, Ōtepoti	KiwiRail	2024	Steve Solomon Heramaahina Eketone	Aroha Novak

The redevelopment of rail workshops on South Dunedin’s Hillside Road provided an opportunity to weave Kāi Tahu values into the design of the new buildings. Both the location of the workshop and the long history of Southern Māori working for KiwiRail elevated this collaboration.

South Dunedin was once an estuarine area called Kaituna, a kōhaka (nursery) for manu (birds) and ika (fish) that provided mana whenua with many resources. When, from the 1860s, railway lines were developed to transport goods and people, the railway became an important part of mana whenua history by enabling easy travel from village to village.

The connection is reflected in Te Taurapa, a waka stern post carved by Kāi Tahu artist Steve Solomon. The waka and train share similarities – both are vessels for travel, transportation and mobility; and both create a sense of kotahitaka (unity) as passengers come together to travel in the same direction.

Te Taurapa, situated at the rear of the waka, symbolises our past and recognises the longstanding history of mana whenua in the era before KiwiRail. By honouring the past, Te Taurapa also serves as a tohu to commemorate those who were part of the KiwiRail whānau and wider community that have passed. During Matariki, a puhi (adornment) of feathers is attached to Te Taurapa, marking a special time for remembrance.

Local artist Heramaahina Eketone (Ngāti Maniapoto/Waikato) created a repeating motif used throughout the KiwiRail buildings, and also embedded into the foundation of the Taurapa tohu. The kōwhaiwhai pattern, inspired by the cultural narrative written by Dr Megan Pōtiki, references the ara moana (water ways), tauraka waka (landing sites) and ara tawhito (traditional trails) used specifically by Kāi Tahu. The design also recalls the visual language of railway tracks with their continuous lines and flow.

Embedding mana whenua narratives into the the design of our region honours our history and provides visibility to mana whenua and their place.



HE PAE MAUKA
ARTERIAL ROAD, TĀHUNA QUEENSTOWN

Location	Partner	Completion	Artists	Design Lead
Melbourne St, Tāhuna	Ka Huanui a Tāhuna Alliance (Beca, WSP, Downer New Zealand and Fulton Hogan)	2024	Paulette Tamati-Elliffe Jennifer Rendall Marlon Williams	Keri Whaitiri

Over the last two years, Ka Huanui a Tāhuna Alliance has worked with mana whenua who have shared interests in the inland area of Te Waipounamu to deliver design-based initiatives in the Tāhuna (Queenstown) region.

Mana Ahurea and mana whenua were provided an opportunity to contribute mahi toi (design and artworks) to cloak the retaining walls on the Stage 1 of the new Arterial Road upgrade.

Titled He Pae Mauka (A Mountain Range), the artwork draws on aspects of wāhi tīpuna, places of ancestral significance. It features the resources that drew Kāi Tahu ancestors to Whakatipu Wai Māori, the local plant species that sustained life and the wāhi tīpuna that remain.

The triangular mauka on the prominent wall corner are Kā Kamu a Hākitekura (Cecil and Walter Peaks) and Te Tapunui (Queenstown Hill). The tāniko (woven) band along the top is a representation of Kā Tiritiri o Te Moana (the Southern Alps).

Flora and fauna featured include tī kōuka (cabbage tree), houhi (mountain lacebark), southern kōwhai and kōtukutuku (tree fuchsia). The artwork is also inscribed with whakatauaīki that reflect Ahikāroa – the enduring presence of mana whenua in the inland area – written by Marlon Williams and Paulette Tamati-Elliffe.

“We have loved working with Aukaha. The values all centre around the connections we have made together, the passion and presence that Aukaha have and, importantly, the patience and considered approach and advice Aukaha have provided as we (the project) try to understand and learn what is important to mana whenua in the project rohe and beyond.”

John Blyth, Māori Business Advisory Lead, Beca



Nāia te toa o Hākitekura! *Here is the victorious Hākitekura!*

He ahikāroa, he ahitūroa, Te Ahi-a-Hākitekura
The continuous occupation, the permanent occupation, the enduring fire of Hākitekura

E, Te Tapunui! Kā noho āhuru mātau i tō marumaru ki te pa tūturu o Tāhuna
Oh Tapunui, we dwell in the traditional pā of Tāhuna under your protection

Tu tonu rā kā-kamu-a-Hākitekura
The peaks of Hākitekura remain steadfast throughout time

He manomano kā ara tīpuna. Whāia atu rā kā tapuwae o rātou mā
There are many ancestral pathways. We follow in their footsteps

These themes in the Arterial Road Stage 1 upgrade connect with the town centre upgrades completed in 2023, which highlighted Tāhuna Queenstown’s rich history of trading across generations and cultures.



AHIKĀROA

TAHUNA QUEENSTOWN

Location	Partner	Completion	Artist	Design Lead
Henry St, Tāhuna	Ka Huanui a Tāhuna Alliance (Beca, WSP, Downer New Zealand and Fulton Hogan)	2024	James York	Keri Whaitiri

Ahikāroa was the final installation of the Queenstown Streetscapes project started in 2020, managed by Queenstown Lakes District Council with support from central government’s COVID-19 response fund. Under a project remit of upgrading the town centre streets, Aukaha was brought on board to integrate cultural design elements that share Kāi Tahu values and design, as well as the rich history of the Tāhuna region.

In the mural, Ahikāroa, designer James York touches on the longstanding occupation of Waitaha, Kāti Māmoe and Kāi Tahu across inland Te Waipounamu. York’s main source of inspiration was Waitaha ancestor Rakaihautū of the waka *Uruao*, who created the inland lakes with his kō, Tuwhakaroria.

York also draws on aspects of ara tawhito, mahika kai and taniwha that feature in pūrākau from the inland areas.

A stunning design that surfaces important cultural narratives for mana whenua, the mural also complements the retaining walls located on Brecon Street, which reference ahikā and the narrative of Hākitekura, a Kāti Māmoe ancestress and the original name for Ben Lomond.



GEORGE STREET TOHU WHENUA ŌTEPOTI

Location	Partner	Completion	Artist	Design Lead
George Street, Ōtepoti	Dunedin City Council	2025	Morgan Darlinson Riani Iti-Metuatai	Kitty Brown

Three tohu whenua – cultural markers that serve to inspire through their visual design, enlighten through storytelling, and provide useful location information – were installed along the main street of Ōtepoti Dunedin in the final phase of the George Street upgrades.

The tohu are located in the New Edinburgh Way Block (outside The Bog pub), the Golden Block (outside Max) and the Farmers Block (outside Farmers).

Between them they tell rich, layered stories of Kāi Tahu in Ōtepoti Dunedin while also surfacing four key themes:

Ōtepoti – as the original Māori name for Dunedin, referencing the corner of the four-cornered kete and seeking to establish a distinctly Ōtepoti Dunedin sense of place

Mātauraka – a growing awareness of mana whenua stories to gather an authentic and informed knowledge of the past

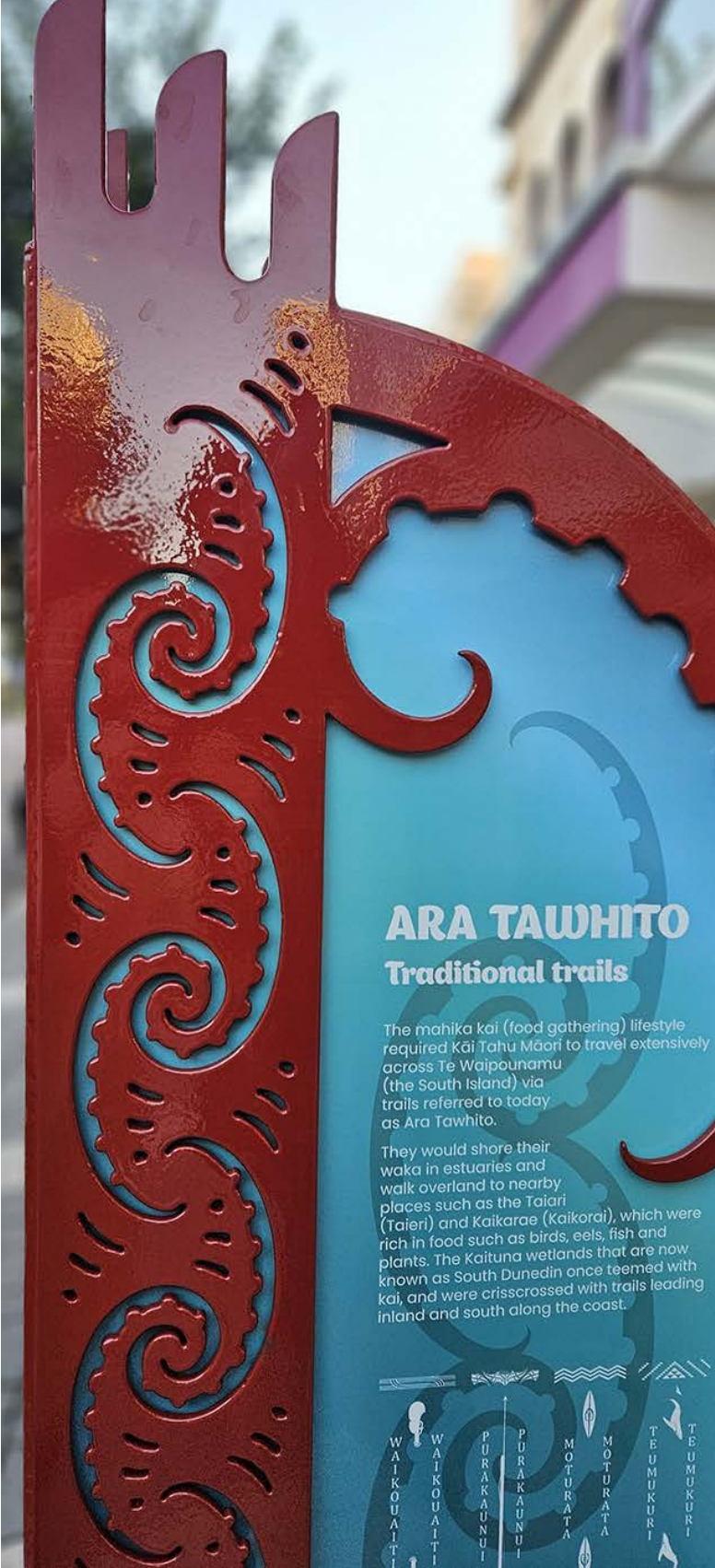
Mahika kai – the living and vital practice of gathering and utilising food and other important material resources

Kaihaukai – the traditional practice of trade and exchange

Aukaha worked with Kāi Tahu artist Morgan Darlison to express the concept of Ahikā – the long-burning home fires of occupation by mana whenua, while Riani Iti-Metuatai created the graphic design.

Occupation is expressed through ‘Ōtākou Red’, the base colour of the cultural markers inspired by the red at Ōtākou Marae and symbolising the connection between the marae and central city. The ocean blue gradients represent the Otago Harbour and its ongoing influence on Ōtepoti.

Fabrication of the tohu was proudly managed by local Ōtepoti businesses – engineering firm Zeal Steel and steel-cutting company Precision Profile.



From Ancient Practices to Modern Art

Honouring tīpuna through scent, story and space

Earthy smells and ancient recipes spark the creative flow of Kāi Tahu artist Kate Stevens West, especially when she's working with mana whenua narratives and values.

Since 2022, Kate has collaborated with the Mana Ahurea team to weave Kāi Tahu tūhaka into the built environment with her artwork. It's a role that allows her to explore her whakapapa and traditional practices, blending them into contemporary art and design.

'I'm drawn to plants because they're like the tīpuna we live alongside today in the physical world. I can go and hold that tree or that leaf – smell it, feel it, touch it, and work with it – just as our ancestors did. They're the same things, still living among us. I think that's really special, and sometimes overlooked,' she says.

One traditional recipe she draws on involves melting tarata (lemonwood) gum and mixing it with tītī oil (originally weka oil), soot, and rautawhiri berries – an old method recorded by Herries Beattie.

The result is a pungent, glossy ink once used by tīpuna to create drawings in rock caves.

'Sometimes when I paint with it, the smell lingers for ages. It's interesting to see how people react – it smells like sitting around a campfire eating fish,' she says.

'There's something about those smells that feel really ancient and familiar to me, like in a bodily way.'

Kate's first completed project with Mana Ahurea was for Whānau Āwhina Plunket in Ōtepoti, where she incorporated the values and stories of Kāti Huirapa ki Puketeraki tīpuna Ria Tikini (1810–1919) and Mere Harper (1842–1924), who laid the foundations for Plunket.

Kate is also involved with several projects under development, including both Otago Regional Council's new-build Aonui in Dunedin and the Tāhuna office fit-out, a Dunedin City Council recycling station, Ōtākou Whakaihū Waka University of Otago's Te Pou Whirinaki Student Wellbeing Hub and commissioned artworks for other university projects.

'Being invited to work with mana whenua narratives and values feels like permission to explore. That's really special to me. I try to approach it with respect, sensitivity, and a willingness to learn every single day,' says Kate.

'It's work I value deeply. I feel privileged to be trusted with these stories and ideas – it's pretty much a dream job.'

“

It's work I value deeply. I feel privileged to be trusted with these stories and ideas – it's pretty much a dream job.”

Kate Stevens West



Mana Aukaha

| Business Support Services





From left: Jacqui Koni-Galliven, Maria Ellison and Kaitlyn Mulholland.
Inset: Justin Millier and Dani McDonald

Tō mātau tira Our team

Kaitlyn Mulholland

Kaiwhakahaere Tāhūhū/Operations
Manager & Board Secretary

Jacqui Koni-Galliven

Kaiwhakahaere Pūtea/Finance Manager

Justin Millier

IT Manager

Maria Ellison

Administration Assistant

Dani McDonald

Kaiwhakahaere Whakapā/
Communications Manager



He rīpoata Mana Aukaha Mana Aukaha Report

The significant external impacts on Aukaha over the last year have highlighted the organisation's resilience and agility, and the ability to adapt to new ways of working as several fixed-term contracts have come to an end.

Amongst the key activities of Mana Aukaha has been our IT Manager's safeguarding of our organisation against increasing cyber threats, including scam-related emails and texts. Mana Whakapā, our communications team, have been effective both internally and externally, sharing positive stories from Aukaha and our papatipu rūnaka shareholders, and collaborating closely with partner councils.

Highlights of the year include the creation of a Wellbeing Toolkit for kaimahi, initiated by the Health and Safety kōmiti. The toolkit includes donated items such as foam rollers, massage hooks and resistance bands to support staff wellbeing. Kaimahi-led initiatives also include upholding te reo Māori me ōnā tikaka (our language and customs) within the organisation. This kaupapa has been advanced through the establishment of Kawhe Reo lunchtimes led by Alex Gorrie of Mana Taiao, along with karakia booklets and waiata sessions led by Mana Whakapā.

This year marked a pivotal shift in leadership across the organisation. For Mana Aukaha, the departure of Operations & Finance Manager Libby Evans led to a strategic restructure within our pou. We would like to take this opportunity to mihi to Libby who embedded systems and policies that have laid strong foundations to support our ongoing mahi.

Jacqui Koni-Galliven joined as Kaiwhakahaere Pūtea/Finance Manager, bringing fresh energy and a strong focus on financial literacy, integrity and streamlined processes. Through her approachable leadership, Jacqui is influencing a positive shift in our organisational mindset.

Kaitlyn Mulholland was promoted to Kaiwhakahaere Tāhūhū/Operations Manager & Board Secretary, a role in which she continues to provide calm, stable leadership across HR and operations management, as well as highly valued support for the board, chair and chief executive.

Further changes included farewelling Team Lead Sarah Marshall, who returned to Mana Takata; Kaiāwhina Pūtea Stevi-Rae Whaitiri-Gustafson, who moved to Mana Ahurea; and Kaitautoko Antonia Richardson.

Although the many staff changes across Aukaha in the last year have brought challenges, they have also created space for innovation and growth. Mana Aukaha has responded with auahataka – the creativity and adaptability that comes naturally to our organisation, and allows us to deliver high-quality services to our papatipu rūnaka shareholders and stakeholders.



Mana Aukaha highlights & successes

AUGUST–SEPTEMBER

Mana Whakapā hosted intern Gabby Liddell (Awarua, Ōtākou), strengthening future communications capability.

OCTOBER

Extended our Prequalification certification to 2026, confirming independent assessment of our Health & Safety policies and alignment with client requirements.

NOVEMBER

Supported the Taurite Tū Kaumātua Olympics in Otepōti/Dunedin, which saw 150 kaumātua gather for a series of games and strength-focused exercises.

NOVEMBER–DECEMBER

Mana Whakapā led the communications strategy for Te Rūnanga o Ōtākou and Te Papa Atawhai, supported by Tūhura Otago Museum and Ōtākou Whakaihu Waka, during the dissection of Ōnumia – the spade-toothed whale that washed ashore at Taiari in 2024.

DECEMBER

Celebrated Chris Rosenbrock’s 25 years of service to Aukaha.

JANUARY

Aukaha and Anglican Care hosted a barbecue with fellow building tenants – the first shared kai since we moved into this office space, one which successfully fostered whanaukataka and manaakitaka. Mana Aukaha supported the chief executive with preparation for the rūnaka engagement hui at Kāti Huirapa Rūnaka ki Puketeraki.

FEBRUARY

Mana Whakapā and Mana Taiao supported Edward Ellison and Juliette Stevenson in their oral submission opposing the Treaty Principles Bill.

APRIL

Aukaha hosted a visit from Waikato-Tainui, led by NAIA, to share insights into our operations and the ways in which we support iwi.

MAY

Hosted a Pink Ribbon Breakfast to fundraise for the Breast Cancer Foundation.

JUNE

Achieved MSD Level 4 Social Sector Accreditation through Te Kāhui Kāhu, enabling us to deliver services across sector support, development, employment and training. Held a celebration to acknowledge former Aukaha Chair Edward Ellison for his vision and dedication to the kaupapa of Aukaha, and the vision of our papatipu rūnaka shareholders over the last 27 years.



Emergency response

The Dunedin floods

On 4 October 2024, Dunedin was placed under a state of emergency due to heavy rainfall and widespread surface flooding. In response, Aukaha kaimahi mobilised swiftly to support whānau across Otago.

The Mana Takata-Conservation team worked overnight clearing drains and delivering sandbags to affected homes. Simultaneously, a cross-functional team was assembled from Te Rūnanga o Ngāi Tahu, Kāti Huirapa Rūnaka ki Puketeraki and Aukaha to support Mana Whenua Emergency Facilitators across Otago and Southland. Led by Araiteuru Emergency Facilitator Mauriri Kimura-McGlinchey, the team contacted 508 whānau, assessing needs and co-ordinating essential support.

The key outcomes of this activity were:

- delivery of four food parcels to whānau in need
- assisting two whānau in accessing Te Rūnanga o Ngāi Tahu’s Putea Manaaki Fund, a total of 21 applications for funding assistance from the Putea Manaaki Fund were approved
- supporting one whānau navigating insurance and Earthquake Commission processes following a landslip
- supporting whānau Māori to tell their story to Green Party leader Chloe Swarbrick, who came to Dunedin to see the impacts of the floods
- confirmation that 206 whānau households were safe, and the subsequent expression of gratitude for this outreach

The rapid, co-ordinated response ensured Kāi Tahu whānau received timely and meaningful support. The feedback from this effort was overwhelmingly positive, and highlighted the strength of collaboration and the importance of contacting whānau directly during emergencies.

Notably, this mahi also created new connections with whānau previously unengaged with Mana Takata services, strengthening relationships and building trust for the future.



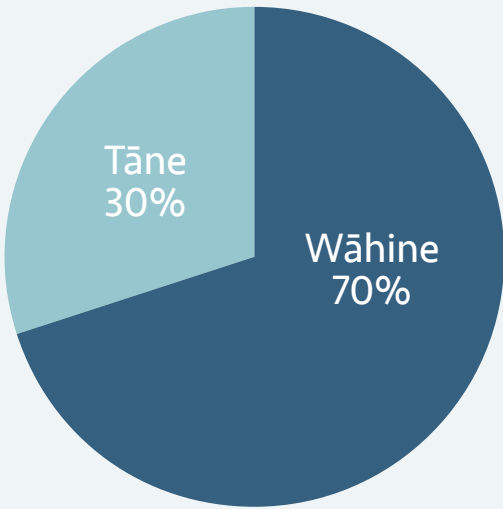
Mana Aukaha by the numbers

\$3.28 million
invested in the Māori economy

We remain committed to partnering with Kāi Tahu and Māori enterprises wherever possible as part of our broader efforts to uplift and revitalise the Māori economy. This approach reflects our dedication to supporting mana whenua aspirations not only through the outcomes we deliver, but also through the values and practices that guide our work.

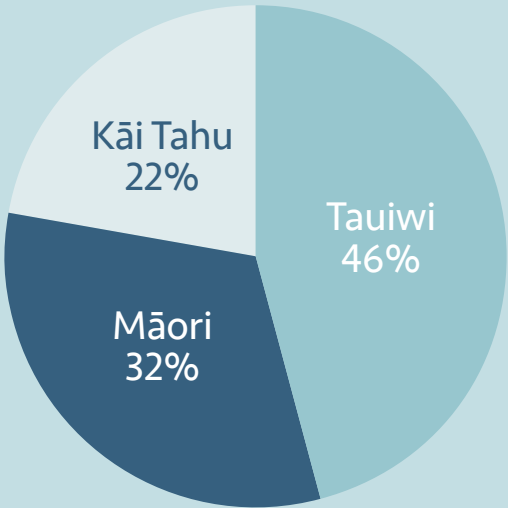
37
kaimahi employed
as of 30 June 2025

Of our kaimahi, 26 identified as wāhine and 11 as tāne. This strong female representation (70%) highlights the vital role wāhine play across our organisation, contributing leadership and expertise across all pou. Our youngest kaimahi is 19, and our wisest is 63, making the median age of Aukaha kaimahi 43.



8 Kāi Tahu kaimahi
of 20 Māori kaimahi at Aukaha

We remain committed to building the capability and expertise needed to attract, support and retain Kāi Tahu kaimahi, ensuring our organisation reflects the aspirations and strengths of our rūnaka.



He ripoata pūroko putea

Summary Financial Report



Photograph: Otago Daily Times

Summary Statement of Service Performance

For the year ended 30 June 2025

What we Achieved (Service Performance Results)	2025	2024
Apprenticeships	29	29
Community Connector - Kai Packs	33	64
Community Connector - Whānau supported to access power, firewood & other support	20	46
Cultural Design Integration - Urban Design	19	35
Cultural Reports for Resource Management	5	8
Cultural Services - Policies, Plans & Workshops (Mana Ahurea)	12	12
Cultural Services - Policies, Plans & Workshops (Mana Taiao)	5	4
Educational Narratives	1	1
Employment - Work Ready and In-Employment Support	210	197
Energy Wellbeing (Meridian/Powershop) Interventions Completed	176	0
Financial Literacy Support	18	37
Graduated Driver Licensing Process	321	295
Healthy Homes Initiative - Interventions Completed	280	298
Hearings (Resource Management)	0	6
Jobs for Nature - Covenants Completed	7	30
Māori Trade Training Fund - Pastoral Support for Employment	174	126
Mauri Ora - Clients Supported	0	213
Navigational Clients - # whānau supported	160	170
Otago Home Energy Retrofit House Assessments and Repairs	0	77
Resource Consents	219	350
Te Puni Kōkiri - Home Repair Assessments	20	56
Te Puni Kōkiri - Home Repairs	33	31
Training and Further Education - # of whānau supported	158	119

Summary Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2025 (NZD 000s)

Revenue	2025	2024
Revenue from Exchange Transactions	1,570	1,395
Revenue from Non-Exchange Transactions	4,952	8,240
Total Revenue	6,522	9,635
Expenses	2025	2024
Depreciation	90	110
Direct Expenses	1,563	3,247
Employee and Contracting Related Costs	4,064	5,369
Operating Expenses	680	795
Professional Fees	89	43
Total Expenses	6,486	9,564
Total Comprehensive Revenue and Expense for the Year	36	71

Summary Statement of Changes in Net Assets/Equity

For the year ended 30 June 2025 (NZD 000s)

Equity	2025	2024
Opening balance	1,879	1,808
Total Comprehensive Revenue and Expense for the Year	36	71
Total Equity	1,915	1,879

Summary Statement of Financial Position

For the year ended 30 June 2025 (NZD 000s)

Assets	30 June 2025	30 June 2024
Current Assets		
Bank accounts and cash	2,509	2,984
Trade and Other Receivables	850	1,347
Prepayment	67	62
Other Current Assets	9	0
Total Current Assets	3,435	4,393
Non-Current Assets		
Property, Plant and Equipment	236	296
Total Non-Current Assets	236	296
Total Assets	3,671	4,689
Liabilities	30 June 2025	30 June 2024
Current Liabilities		
Creditors and Accrued Expenses	352	779
Employee Costs Payable	316	522
Other Current Liabilities	8	47
Deferred Revenue	1,080	1,462
Total Current Liabilities	1,756	2,810
Total Liabilities	1,756	2,810
Net Assets / Equity	1,915	1,879

Summary Statement of Cash Flows

For the year ended 30 June 2025 (NZD 000s)

Net Cash Flows	2025	2024
Net Cash Flows from Operating Activities	(445)	743
Net Cash Flows from Investing Activities	(30)	(125)
Net Cash Flows from Financing Activities	0	(15)
Net Cash Flows	(475)	603
Cash and Cash Equivalents at the Beginning of the Year	2,984	2,380
Cash and Cash Equivalents at the End of the Year	2,508	2,984

Notes to the Summary Financial Statement

For the year ended 30 June 2025

This is the summary financial report for Aukaha (1997) Limited for the year ended 30 June 2025. The specific disclosures included in this summary financial report have been extracted from the full financial report dated 28 October 2025. The full financial report was approved by the Directors on 28 October 2025 and have been prepared in accordance with the Tier 2 Public Benefit Entity (PBE) Financial Reporting Standards as issued by the New Zealand External Reporting Board (XRB). An unqualified audit opinion has been received on the full financial report for the year ended 30 June 2025. A copy of the full financial report for the year ended 30 June 2025 may be obtained by contacting the Company on 03 477 0071 or emailing info@aukaha.co.nz. The full report can also be downloaded from the charity register at register.charities.govt.nz. This summary report cannot be expected to provide as complete an understanding as provided by the full financial report of the Company. This summary financial report has been examined by our auditor for consistency with the full financial report. An unqualified audit opinion has been received. These summary financial statements were approved by the Directors on 28 October 2025.

Basis of Preparation

Aukaha (1997) Limited has elected to apply Public Benefit Entity Accounting Standards Reduced Disclosure Regime ("PBE Standards RDR") for Tier 2 Not-For-Profit public benefit entities and disclosure concessions have been applied. The Company is eligible to apply PBE Standard RDR on the basis that it does not have public accountability and is not large as its total operating expenses are between \$5 million and \$30 million for the last two preceding reporting periods. All transactions in the financial report are reported using the accrual basis of accounting.

The financial report is prepared under the assumption that the entity will continue to operate in the foreseeable future. This is the summary financial statements of Aukaha (1997) Limited and comply with PBE FRS 43 Summary Financial Statements. The presentation currency is New Zealand dollars, rounded to the nearest thousand.

Specific Accounting Policies

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

Changes in Accounting Policies

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

Income Tax

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

About Aukaha

Aukaha (1997) Limited is a non-profit company owned by the papatipu rūnaka of Otago, and tasked with realising their aspirations across three areas:

- Environment and resource management
- Health and social services
- Cultural development

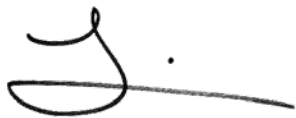
We do this by serving as a bridge between mana whenua and mainstream partners, providing a range of services and opportunities that enhance the wellbeing of people and place. This includes developing initiatives directed at individuals and whānau, as well as broader kaupapa that weave together communities and organisations. It is our privilege and responsibility to carry out our mahi under the mandate of our shareholders:

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

Directors

- Trevor McGlinchey, Acting Chair (Te Rūnanga o Moeraki)
- Juliette Stevenson (Te Rūnanga o Waihao)
- Philip Broughton (Kāti Huirapa Rūnaka ki Puketeraki)
- Brett Ellison (Te Rūnanga o Ōtākou)
- Terry Nicholas (Hokonui Rūnaka)
- Mike Collins (Independent Director)
- Shane Ellison (Independent Director)

Approval by the Directors



Trevor McGlinchey Aukaha Board, Acting Chair
28 October 2025



Philip Broughton Aukaha Board
28 October 2025

Registered office

Level 2, 266 Hanover Street
Dunedin Central
Dunedin 9016
New Zealand

Accountants

BB&S
Dunedin

Auditor

Vision Chartered
Accountants Limited
Dunedin



REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL REPORT

To the Shareholders of Aukaha (1997) Limited

Opinion

The summary financial report, which comprise the summary statement of financial position as at 30 June 2025, the summary statement of comprehensive revenue and expense, summary statement of changes in net assets/equity, summary statement of cash flows and summary statement of service performance for the year then ended, and related notes, are derived from the audited financial report of Aukaha (1997) Limited (the Company) for the year ended 30 June 2025. We expressed an unqualified audit opinion on this financial report in our report dated 28 October 2025.

In our opinion, the accompanying summary financial report, on pages 81 to 86 are consistent, in all material respects, with the audited financial report, in accordance with PBE FRS 43: Summary Financial Statements issue by the New Zealand Accounting Standards Board.

Summary financial report

The summary financial report does not contain all the disclosures required by the Public Benefit Entity Standards Reduced Disclosure Regime issued by the New Zealand Accounting Standards Board. Reading the summary financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report.

The audited financial report and our report thereon

We expressed an unqualified audit opinion on the audited financial report in our report dated 28 October 2025.

Directors responsibilities for the summary financial report

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

Auditor's responsibilities

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

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

Restriction of Distribution or Use

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



Vision Chartered Accountants Limited

Chartered Accountants
Dunedin

28 October 2025



The gentle lapping of Hinemoana on the coast at the East Otago Taiāpure.
Photograph: L Bennet Jones

Aukaha Annual Report 2024–2025

Production kaimahi: Dani McDonald and Sarah Bennett
Design and layout: Shelley Darren

We would like to acknowledge all photographers, artists and businesses who have contributed to the production of this report. This includes: Isabella Harrex Photography, Inge Andew, Reframed Media, Still Vision Photography, Cappan, Bobbie Rushton, E Kai o Mata, Bennett & Slater, Shakur Shaw, Stefan Sigley, L. Bennett-Jones and Ashleigh Tipene Arthur.

Tēnei te mihi ki a koutou.

The cover of this annual report features part of a mural designed by Kāi Tahu artist Xoë Hall on the campus of Ōtākou Whakaihu Waka/University of Otago. The mural was inspired by the narrative of Tāwhaki, recounted in Te Waiaatanga mai o te Atua – South Island Traditions, recorded by Matiaha Tiramōrehu (Kāi Tahu) in 1849. As Tāwhaki sets out on his journey for mātauraka, his path crosses with many characters. At one point he passes two wāhine (maidens) while washing their hair. Photograph by Inge Andrew.

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www.aukaha.co.nz



Aukaha (1997) Ltd
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New Zealand
www.aukaha.co.nz
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Kia kaha, aukaha
unite and bind together